

# Yashil

## IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

11-12

2023



08.00.01 Iqtisodiyot nazariyasi  
08.00.02 Makroiqtisodiyot  
08.00.03 Sanoat iqtisodiyoti  
08.00.04 Qishloq xo'jaligi iqtisodiyoti  
08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti  
08.00.06 Ekonometrika va statistika  
08.00.07 Moliya, pul muomalasi va kredit  
08.00.08 Buxgalteriya hisobi, iqtisodiy tahlil va audit  
08.00.09 Jahon iqtisodiyoti

08.00.10 Demografiya. Mehnat iqtisodiyoti  
08.00.11 Marketing  
08.00.12 Mintaqaviy iqtisodiyot  
08.00.13 Menejment  
08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari  
08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti  
08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya  
08.00.17 Turizm va mehmonxona faoliyati



74-91 xalqaro daraja  
ISSN: 2992-8982



# Yashil

## IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

**Bosh muharrir:**  
**Sharipov Qo'ng'irotboy Avezimbetovich**

*Elektron nashr. 1576 sahifa, 5-dekabr, 2023-yil.*

**Bosh muharrir o'rinbosari:**  
**Karimov Norboy G'aniyevich**

**Muharrir:**  
**Qurbonov Sherzod Ismatillayevich**

### **Tahrir hay'ati:**

**Rae Kvon Chung**, Janubiy Korea, TDIU faxriy professori, "Nobel" mukofoti laureati  
**Salimov Oqil Umrzoqovich**, O'zbekiston fanlar akademiyasi akademigi  
**Abduraxmanov Kalandar Xodjayevich**, O'zbekiston fanlar akademiyasi akademigi  
**Osman Mesten**, Turkiya parlamenti a'zosi, Turkiya – O'zbekiston do'stlik jamiyati rahbari  
**Toshkulov Abduqodir Hamidovich**, i.f.d., prof., TDU rektori  
**Buzrukxonov Sarvarxon Munavvarxonovich**, i.f.d., O'zR Oliy ta'lim, fan va innovatsiyalar vaziri o'rinbosari  
**Sharipov Qo'ng'irotboy Avazimbetovich**, t.f.d., prof., TDIU rektori  
**Oblamuradov Narzulla Naimovich**, i.f.n., dotsent  
**Axmedov Durbek Kudratillayevich**, i.f.d., prof., O'zR Oliy Majlisi qonunchilik palatasi deputati  
**Utayev Uktam Choriyevich**, O'zR Bosh prokuraturasi boshqarma boshlig'i o'rinbosari  
**Ochilov Farxod**, O'zR Bosh prokuraturasi iqtisodiy jinoyatlarga qarshi kurashish departamenti bo'limi boshlig'i  
**Eshov Mansur Po'latovich**, i.f.d., prof., TDIU Akademik faoliyat bo'yicha prorektori  
**Xudoyqulov Sadirdin Karimovich**, i.f.d., prof., TDIU YoMMMIB birinchi prorektori  
**Abduraxmanova Gulnora Kalandarovna**, i.f.d., prof., TDIU Ilmiy ishlar va innovatsiyalar bo'yicha prorektori  
**Kalonov Muxiddin Baxritdinovich**, i.f.d., prof., "O'IRIAM" ilmiy tadqiqot markazi direktori – prorektor  
**Yuldashev Maqsud Abdullayevich**, p.f.d., prof., TDIU Moliya-iqtisod ishlari bo'yicha prorektori  
**Karimov Norboy G'aniyevich**, i.f.d., prof., TDIU huzuridagi PKQTMO tarmoq markazi direktori  
**Hakimov Nazar Hakimovich**, f.f.d. TDIU professor  
**Yuldashev Mutallib Ibragimovich**, i.f.d., TMI professori  
**Samadov Asqarjon Nishonovich**, i.f.n., TDIU professori  
**Slizovskiy Dmitriy Yegorovich**, t.f.d., Rossiya xalqlar do'stligi universiteti professori  
**Mustafakulov Sherzod Igamberdiyevich**, i.f.d., prof., Xalqaro "Nordik" universiteti rektori  
**Aliyev Bekdavlal Aliyevich**, f.f.d., TDIU professori  
**Po'latov Baxtiyor Alimovich**, t.f.d., profesor  
**Eshtayev Alisher Abdug'aniyevich**, i.f.d., TDIU professori  
**Isakov Janabay Yakubbayevich**, i.f.d., TDIU professori  
**Musyeva Shoira Azimovna** SamDu IS instituti professori  
**Axmedov Javohir Jamolovich**, i.f.f.d., "El-yurt umidi" jamg'armasi ijrochi direktori o'rinbosari  
**Toxirov Jaloliddin Ochil o'g'li**, t.f.f.d., Toshkent Arxitektura-qurilish universiteti katta o'qituvchisi  
**Xalikov Suyun Ravshanovich**, iqtisod fanlari nomzodi, dotsent  
**Kamilova Iroda Xusniddinovna**, i.f.f.d., TDIU dotsenti  
**Nosirova Nargiza Jamoliddin qizi**, i.f.f.d., TDIU dotsenti  
**Sevil Piriyeva Karaman**, PhD, Turkiya Anqara universiteti doktoranti  
**Yaxshiboyeva Laylo Abdisattorovna**, TDIU katta o'qituvchisi  
**Rustamov Ilhomiddin**, f.f.n., Farg'ona davlat universiteti dotsenti  
**Nomozova Qumri isoyevna** GF universiteti dotsenti  
**Fayziyev Oybek Raximovich**, i.f.f.d. (PhD), dotsent  
**Mirzaliyev Sanjar Maxamatjon o'g'li**, TDIU mustaqil tadqiqotchisi  
**Babayeva Zuhra Yuldashevna**, TDIU mustaqil tadqiqotchisi

### **Ekspertlar kengashi:**

**Hakimov Ziyodulla Ahmadovich**, i.f.d, TDIU dotsenti  
**Tuxtabayev Jamshid Sharafetdinovich**, i.f.f.d, TDIU dotsenti  
**Imomqulov To'liq Burxonovich**, i.f.f.d, TDIU dotsenti  
**Berkinov Bazarbay**, iqtisodiyot fanlari doktori, professor

**Muassis:** "Ma'rifat-print-media" MChJ

**Hamkorlarimiz:** Toshkent davlat iqtisodiyot universiteti, O'zR Tabiat resurslari vazirligi, O'zR Bosh prokuraturasi huzuridagi IJQK departamenti.



# MUNDARIJA

Взаимодействие реального и финансового сектора экономики в современных условиях.....	12
<b>Шарипов Конгратбай Авезимбетович, Зайнутдинова Умида Джалаловна</b>	
Развитие исламских банковских продуктов в коммерческих банках.....	19
<b>Иноятова Камола Фуркатовна</b>	
Kreditlashda risklarni boshqarish usullaridan foydalanish.....	23
<b>Abdullayeva Sharbat, Abdullayeva Nozima</b>	
Korxonalarning tashqi iqtisodiy faoliyatdagi raqobatdoshligini ta'minlashda marketingdan foydalanish.....	29
<b>Axmedov Ikrom Akramovich</b>	
Hududlarda "yashil" iqtisodiyotni rivojlantirishning zamonaviy tahlili .....	36
<b>Butaboyev Maxamadjon, Gaibnazarova Zumrat Talatovna</b>	
Yashil iqtisodiyotga o'tishda xorijiy davlatlar tajribasi va uni O'zbekistonda qo'llash imkoniyatlari.....	41
<b>Yavmutov Dilshod Shoyimardonkulovich</b>	
Zamonaviy ekoshaharlar barpo etish va uni tatbiq etish zaruriyati.....	47
<b>Zikrullayev Valixon G'aybullayevich</b>	
Indian Festivals and Nature Conservation: Connecting People for Sustainability .....	52
<b>Nigora Saidmuradova Aslamovna, Anil Kumar</b>	
Financing clean energy projects in different ways.....	59
<b>Botirov Azamat Axmedovich, Fayziyev Samandar Sobir ogli</b>	
Теоретические основы развития социальной инфраструктуры.....	67
<b>Алимова Муниса Юльчиевна</b>	
O'zbekistonda tadbirkorlik subyektlarining raqamli marketingdan foydalanish holati va rivojlanish tendensiyalari.....	71
<b>Sobirjonov Sanjar Sobirjonovich</b>	
Aholiga bank xizmatlarini ko'rsatish tizimini takomillashtirish.....	81
<b>Uskanov Eldor</b>	
Investitsiya loyihalarini islom moliya instrumentlari orqali moliyalashtirish yo'llari.....	86
<b>Haydarov O'ral Axmadovich</b>	
"Yashil" iqtisodiyotga o'tishda esg omillar asosida investitsiya kiritishning o'rni va ahamiyati.....	93
<b>Nosirov Egamqul Ismailovich</b>	
"Enesses" MChJ da marketing muhitini tahlil qilish va takomillashtirish.....	100
<b>Musyeva Shoiraz Azimovna</b>	
Использование информационных и коммуникационных технологий в совместных образовательных программах: проблемы и решения.....	107
<b>Ташева Севара Равшановна</b>	
Iqtisodiy globallashtirishning nazariy asoslari.....	111
<b>Abduraxmonov Farxod Abdufarmonovich</b>	
Sanoat korxonalari samaradorligini oshirishning nazariy-amaliy asoslari.....	117
<b>Xursandov Komiljon Maxmatkulovich</b>	
Fiskal siyosat va soliq to'lovchilar faoliyatini tartibga solishning nazariy masalalari .....	122
<b>Isroilov Bohodir Ibragimovich, To'rayev Alijon Akmal o'g'li</b>	
Bank daromadlarini oshirishda masofaviy bank xizmatlarini tutgan o'rni.....	128
<b>Xudoyorov O. O.</b>	
Elektron savdo korxonalarida buxgalteriya hisobini tashkil etish .....	132
<b>Po'latov Xudoyberdi O'ktamovich</b>	
Ekonometrik modelashtirish asosida mavsumiylikning turistik mahsulotlar ishlab chiqarishga ta'sirini kamaytirish usullari.....	135
<b>Xamzayeva Dilfuza Samarovna</b>	
Yuridik shaxslar soliq yukining shakllanish omillari va uni optimallashtirish muammolari.....	141
<b>Abduturopov Jasurbek Nozimjonovich</b>	
Tadbirkorlik risklari tavsifi va tasniflashning nazariy masalalari .....	148
<b>Bektemirov Abdumalikovich</b>	
Urban farming.....	151
<b>Ahmedova Ziyodahon Saydulloxon qizi, Askarov Hasanboy Holdorovich</b>	
A Foreign Experience of Forming Small Business and Private Entrepreneurship Infrastructures (An Example of Usa).....	153
<b>Kosimov Sardor Dilmurodovich, Akbarov Abdulkhamid Akmal ugli</b>	



Principal Protected Notes on the credit rating of National Bank of Uzbekistan .....	159
<b>Abdugʻaniyev Abdulaziz Alisher oʻgʻli</b>	
Features and Challenges of Digital Transformations in the Service Sector .....	164
<b>Kurbanova Maftuna Lazizovna</b>	
Kichik biznes va tadbirkorlikning rivojlanishiga taʼsir etuvchi omillar.....	170
<b>Kurbonov Jasurbek Pozilovich</b>	
Jamoat transport tizimini raqamli texnologiyalarni joriy etish va ulardan foydalanishning dolzarbligi.....	173
<b>Kushakova Maʼmura Narimanovna</b>	
Transport xizmatlari bozorida marketing faoliyatini mexanizmlarini rivojlanishining asosiy tamoyillari .....	176
<b>Nosirov Javlonbek Jamoliddin oʻgʻli, Raxmatov Ziyodullo Nosirovich</b>	
Financing clean energy projects in different ways .....	179
<b>Botirov Azamat Axmedovich, Fayziyev Samandar Sobri ogli</b>	
Oʻzbekistonning mehnat migratsiyasidagi hamkorligi haqida baʼzi mulohazalar (Qozogʻiston va Rossiya misolida) .....	187
<b>Azamatova Gulmira Bayirbekovna</b>	
Assessment of management effectiveness in ensuring economic and financial stability .....	191
<b>Akramova Aziza Abduvohidovna</b>	
Международное сотрудничество Республики Узбекистан в сфере образования .....	196
<b>Жамалова Гулнора Гуломовна, Айматова Фарида Хуразовна</b>	
Oʻzbekistoning ekologik muammolariNI bartaraf etish va yashil iqtisodiyotga oʻtish yoʻnalishlari .....	202
<b>Aliyev Azim Tolip oʻgʻli</b>	
Экономическая безопасность и факторы влияющие на неё.....	205
<b>Абдишукуров Шерзод Шавкат угли</b>	
Qashqadaryo viloyatida tabiiy resurslardan foydalanish istiqbollari.....	211
<b>Xoʻjanova Gulshoda Otamurodovna</b>	
Raqamli marketing strategiyalarining raqamli iqtisodiyotda isteʼmolchilar xulq-atvoriga taʼsirini tahlil qilish.....	214
<b>Raxmatova Sitara Shuxratjon qizi</b>	
Oʻzbekiston Respublikasi tijorat banklarida masofaviy bank xizmatlarini takomillashtirish.....	221
<b>Xudayberganova Zarofat Zaxidovna</b>	
Oʻzbekistonda kichik va oʻrta biznesni rivojlantirishda ichki va tashqi muhit .....	227
<b>Saypullayev Ilhomjon Abduraxmonovich</b>	
Buxgalteriya axborotining sifat tavsiflari .....	233
<b>Raxmatova Shaxnoza Shukurovna</b>	
Роль и значение логистики в развитии коммерческой деятельности торговых предприятий .....	240
<b>Маматкулова Шоира Джалоловна</b>	
Uzum yetishtirishning tashkiliy-huquqiy munosabatlari va sohani rivojlantirish imkoniyatlari.....	245
<b>Boltayev N. N.</b>	
Tashqi savdo jarayonlarini tashkil qilishning nazariy uslubiy asoslari.....	249
<b>Qurbonov A. U.</b>	
Korxonalarda pul mablagʻlari auditini takomillashtirish yoʻllari.....	254
<b>Karamatova Noiba Xusniddinovna</b>	
Kichik biznes subyektlarining raqobatbardoshligini oʻziga xos xususiyatlari.....	259
<b>Axmedov Oybek Turgunpulatovich</b>	
Агротуризм как источник дополнительного дохода для фермеров в самаркандской области.....	263
<b>Анваров Нодир Аллаёрович, Назарова Раъно Рустамовна</b>	
Tijorat banklari faoliyatida islomiy bank xizmatlarini rivojlantirish istiqbollari .....	272
<b>Absamatov Askar Ergashovich</b>	
Kichik biznes subyektlari faoliyatida mikromoliyaviy xizmatlar koʻrsatishning zamonaviy holati.....	277
<b>Yusupov Abbosxon Aliyevich</b>	
The Experience of The Japanese State in Increasing Investment Activity in Uzbekistan.....	285
<b>Satoshi Sugahara, Ochilov Bobur</b>	
Paxta-toʻqimachilik klasterlarida sotish baholarining tahlili .....	292
<b>Nazarova Maryam Sharipovna, Kazakova Zulayxo Saloxiddinovna</b>	
Tadbirkorlik subyektlari eksportida raqamli platformalardan foydalanish strategiyalari .....	297
<b>Mamasoatov Dilshod Ravshanovich</b>	
Tijorat banklarida xalqaro iqtisodiy sanksiyalar va eksportga taqiqlar bilan bogʻliq risklarni baholash va kamaytirish matritsasining metodologiyasi .....	304
<b>Keldiyorov Shohruh Ilyos oʻgʻli</b>	
Sotish jarayonlari hisobini buxgalteriya hisobining xalqaro standartlari asosida takomillashtirish.....	308
<b>Eshmuradov Ulugʻbek Tashmurotovich</b>	





Tijorat banklari faoliyatida transformatsiyalanish jarayonlarining asosiy yoʻnalishlari.....	313
<b>Bekmurodov Abbos Amiriddinovich</b>	
Agroklastarlarda moliyaviy natijalar hisobini xalqaro standartlar asosida takomillashtirish masalalari.....	318
<b>Alikulov Abdimoʻmin Ismatovich, Toshpulatov Jalil Baxodirovich</b>	
Tijorat banklarida investitsiya siyosatini amalga oshirishning muhim jihatlari.....	324
<b>Abiyev Davron Ilxomovich</b>	
Проблемы и решения при оптимизации финансового моделирования деятельности предприятия ....	331
<b>Юлдошева Гулноза Абдинабиевна</b>	
Hududiy iqtisodiy xavfsizlik va uning asosiy xususiyatlari.....	336
<b>Raximov E. N.</b>	
Boshqarish sifatining iqtisodiy mohiyati va uni rivojlantirish masalalari .....	343
<b>Shoyev Davronbek Axmadjonovich, Ahmadjonova Gulsanam</b>	
Важность данных о движении затрат для повышения эффективности управления предприятием.....	346
<b>Расулова Ш. X.</b>	
Korxonalar daromadlariga taʼsir qiluvchi risklarning tahlili .....	351
<b>Saʼdullayev Oybek Turdiali oʻgʻli</b>	
Xalqaro standartlar asosida daromadlar hisobini tashkil etish.....	364
<b>Abdusaidov Sanjar Jaloliddin oʻgʻli</b>	
Выработка страховой системы защиты владельцев депозита.....	368
<b>Узакова Камола Бехзодовна</b>	
Обзор законодательных и регуляторных положений по введению и регулированию	
Исламской банковской деятельности в юрисдикции Республики Казахстан .....	372
<b>Ёркулов Умиджон</b>	
Перспективы развития производства и экспорта плодоовощной продукции в Узбекистане .....	378
<b>Узганбаева Дилноза Тохтасиновна</b>	
Перспективы развития государственного управления высшим образованием	
в условиях функционирования рынка .....	382
<b>Умаров Диёр Равшанович</b>	
Oʻzbekiston moliya tizimida mahalliy moliyaning oʻziga xos xususiyatlari.....	388
<b>Turova Nigora Xolmurod qizi</b>	
Qishloq joylarda xizmat koʻrsatish sohasi orqali aholini ish bilan bandligini taʼminlash istiqbollari.....	393
<b>Taylakova Dilafroʻz Baymammatovna</b>	
Увеличение привлекательности инвестиций в туристической	
отрасли через стратегическое финансирование .....	399
<b>Хусниддинов Нуриддин</b>	
Agrobiznesni innovatsion rivojlantirish loyihalarini moliyalashtirishning metodologik asoslari.....	402
<b>Toʻychiyev Abduraxmon Gʻofurovich</b>	
Virtual bank – kelib chiqishi va moliyaviy xizmatlar kelajagi.....	406
<b>Nabiyeva Feruza Odilovna</b>	
Проблемы и перспективы развития депозитных операций	
коммерческих банков Республики Узбекистан .....	411
<b>Холмирзаев Эльбек Бахтиерович</b>	
Smart-shartnomalar – raqamli marketingning zamonaviy texnologiyalaridan biri sifatida .....	415
<b>Yahyojonov N. B.</b>	
Banklarda depozit operatsiyalarini hisobini yuritish tartibi.....	420
<b>Mirzayeva Xilola Jaloliddin qizi</b>	
Kichik biznes korxonalariga xorijiy investitsiyalarni jalb qilishning iqtisodiy samaradorligi .....	424
<b>Mamanazarova N. J., Jamilova N. X.</b>	
Проблемы привлечения финансирования за счет корпоративных облигаций .....	429
<b>Рахмедова Мадинахон Нусрат кизи</b>	
Формирование финансовой стратегии местных бюджетов .....	433
<b>Примова Н. И.</b>	
Xizmat koʻrsatish korxonalarini soliqqa tortishning dolzarb muammolari va ularning yechimlari .....	440
<b>Pardayev Jamshid Muzaffarovich</b>	
Oʻzbekistonda hududlar kesimida raqamli iqtisodiyotning rivojlanish holati.....	445
<b>Uralov Baxtiyor Maxmudovich, Ishturdiyev Hasan Abdigapparovich</b>	
Experience of Islamic financial organizations in CIS countries	
and opportunities to use it effectively in Uzbekistan.....	450
<b>Sattarova Dilfuza Dilshodbekovna</b>	
Qashqadaryo viloyati hududlarining vertikal oʻsish holati va xususiyatlari .....	456
<b>Erkayeva Gulbaxor Panjiyevna, Raximova Madina Shuxrat qizi</b>	



Innovatsion o'sishga inson kapitali ta'sirining zamonaviy yondashuvlari.....	462
<b>Ostanov Egamberdi, Ostanova Mashxura Egamberdiyevna</b>	
Kapital bozorida institutsional investorlar sifatida sug'urta kompaniyalari ishtiroki .....	466
<b>Omonov Sardor O'lmasovich</b>	
Tadbirkorlik subyektlarining raqamli transformatsiyasining asosiy va muhim jihatlari.....	472
<b>Nutfulloyev Tolib G'olib o'g'li</b>	
Korxonalarda korporativ madaniyatni rivojlantirish asoslari.....	478
<b>Sadikova Muslima Alisher qizi</b>	
Moliyaviy hisobotning xalqaro standartlari (MHXS)ga muvofiq moliyaviy hisobotlarni tuzish usullari.....	483
<b>Sabirova Zaynab Qadambayevna</b>	
Фондовые рынки и финансовая грамотность: путь к финансовому осознанию .....	488
<b>Режаббаев Сарвар Умархонович</b>	
Turistik korxonalarda yashil innovatsion mahsulotlar orqali samaradorlikni oshirish.....	491
<b>Ruzibayeva Nargiza Xakimovna</b>	
Milliy kapital bozorida korporativ qimmatli qog'ozlar amaliyoti tahlili.....	497
<b>Otaxonova Shohyora</b>	
Aholining turmush farovonligini yashlashning ijtimoiy-iqtisodiy masalalari.....	502
<b>Qobilova Shaxnoza</b>	
Surxondaryo viloyatida sug'oriladigan yerlardan foydalanish holatining statistik tahlili .....	505
<b>Sharifi Abdul Fatah</b>	
Economic and Social Significance of Personnel Management in Manufacturing Enterprises: A Dual Dimension Analysis.....	512
<b>Sarimsakov Baxtiyor Rahmonjanovich</b>	
Samarqand viloyatida iste'mol tovarlar bozorining rivojlantirish istiqbollari .....	518
<b>Usmanov Zayniddin Berdirasulovich</b>	
Qurilish tashkilotlarida xodimlarning innovatsion faolligini oshirish yo'llari.....	523
<b>Usmanov Ixom Achilovich</b>	
Investitsiya jozibadorligini baholashning o'ziga xos jihatlari va metodlari .....	527
<b>Uroqboyeva Farzuna Axmadjonovna</b>	
Mamlakatning iqtisodiy rivojlanishida sanoat 4.0 ning roli: tahlil va natijalar .....	532
<b>Xujaxonova Sitara Baxtiyor qizi</b>	
Raqamli iqtisodiyot sharoitida qishloq joylarda davlat xususiy sherikchilik asosida raqamli xizmatlarni takomillashtirish.....	537
<b>Xalimov Shaxboz Xalimovich</b>	
Kichik firmalar raqobatbardoshligini oshirishning mintaqaviy muammolari (Xorazm viloyati misolida).....	542
<b>Vaisov Dilshod Ibodullayevich</b>	
"Sam Antep Gilam" mchjda marketingni boshqarishni takomillashtirish yo'llari .....	549
<b>Usmonova D. I.</b>	
O'zbekistonda energetika korxonalari faoliyatida korporativ boshqaruvining baholash usullarini tahlili.....	555
<b>Abduraxmonova Zarina Muysinjonovna</b>	
Factors for the Development of The Industrial Sector of the Economy .....	559
<b>Zakhidov Nodir Umidjanovich</b>	
Mintaqa tumanlararo xo'jalik yurituvchi subyektlar qo'shma biznesini konvergent modeli .....	563
<b>Yusupov Fayzulla Yakubovich</b>	
Aholini biznesga jalb qilishda tijorat banklarining roli.....	567
<b>Yaxshimuratova Xasiyat Xudaybergenovna</b>	
Mahalliy gastronomik turizmni rivojlantirishda nazariy asoslar.....	571
<b>Sultonov B. A.</b>	
Organizational Factors Influencing Leadership Styles and Procurement Outcomes .....	575
<b>Saidakhmedov Islomjon Uligbekovich</b>	
Проблемы привлечения иностранных инвестиций в инновационном развитии экономики Узбекистана.....	580
<b>Хамракулова О. Д., Халмурзаев М., Аликулов С. А.</b>	
Тенденции развития жилищного строительства.....	585
<b>Алиева Зилола Маматвалиевна</b>	
Учет и анализ производственных затрат на предприятиях .....	589
<b>Аделя Азаматовна Нематова, Ибрагимов Мансур Мардонович</b>	
Meva-sabzavotchilik klasterlarini rivojlantirishda xorij tajribasi.....	592
<b>Botirov Erkinjon Hayitovich</b>	
Zamonaviy xizmat ko'rsatish bozori: xalqaro tendensiyalar va uy-joy fondi muammolari sarhisobi .....	598
<b>Sanakulova Barnogul Rizakulovna, Berdiyeva Dilfuza Axatovna</b>	



Роль рынка капитала в обеспечении макроэкономической стабильности Республики Узбекистан .....	605
<b>Дадаханова Саида Махаммаджон кизи</b>	
Iqtisodiyotning xususiy sektorida inson resurslarilarni moddiy rag'batlantirishni takomillashtirishda xorij tajribasi.....	608
<b>Baxtiyova Umida Ulug'bek qizi</b>	
Korxonalarning investitsiya faolligini ta'minlashda soliqlarning rag'batlantiruvchi rolini oshirish xususiyatlari.....	613
<b>Ilyasova Barno Axmadovna</b>	
Dunyo davlatlari iqtisodiyotini rivojlantirishda investitsiyalarni jalb qilish tendensiyalari.....	618
<b>Imomaliyeva Mohizoda, Raxmatullayev Lazizbek Nematullo o'g'li</b>	
Особенности применения теории игр в задачах организационно-экономического механизма тепличного хозяйства .....	623
<b>Дурманов Акмал Шаймарданович</b>	
Sanoat korxonalarida iqtisodiy resurslar mohiyatini tavsiflovchi tushunchalar .....	628
<b>Doniyorova Shaxnoza Doniyorovna</b>	
Mikromoliyalash tashkilotlari faoliyatining operatsiyalar tahlili.....	633
<b>Kamalov Shuxrat Kamalovich</b>	
Temiryo'l transporti sanoat kompleksi korxonalarida ijtimoiy va mehnat munosabatlarini takomillashtirishning nazariy va uslubiy asoslari.....	637
<b>Kadirova Sharofat Amonovna</b>	
Qishloq xo'jalik korxonalarida xarajatlar hisobi va mahsulot tannarxini takomillashtirish masalalari .....	645
<b>Yuldashev Sherali Xayitovich, Ishturdiyev Hasan Abdigapparovich</b>	
Анализ экологических факторов и их влияние на финансовую безопасность страны.....	650
<b>Ёдгоров Сардорбек Самадович</b>	
Superior directions, modern trends and prospects for the development of the financial market.....	655
<b>Narziyeva Guzal Baxtiyorovna, Raximova Umida Rabbimovna</b>	
Kichik biznesning eksport salohiyatini oshirishda jahon tajribasi .....	659
<b>Kambarova Sh. M.</b>	
Theory and practice of evaluation of capital assets in Uzbekistan.....	665
<b>Usmonov Bunyod</b>	
Xizmat ko'rsatish sohasini asosiy tarmoqlariga yo'naltirilgan global investitsiyalar holati va prognozini tahlili .....	668
<b>Muxammadiyev Kamoliddin G'ulomiddinovich</b>	
Методологические основы банковского кредитования и классификация факторов, влияющих на особенности получения кредитов .....	672
<b>Каримова Азиза Махомадризовна</b>	
Sanoat salohiyati va omillar unumdorligini iqtisodiy-statistik baholash usullari.....	676
<b>Kasimov Azamat Abdurkarimovich</b>	
Цифровизация банков: риски и стратегии управления финансовыми активами в цифровой эпохе.....	682
<b>Кодиров Бобур</b>	
Davlat-xususiy sherikligi asosida iqtisodiyot tarmoqlarining investitsion salohiyatini oshirishning o'rta muddatga mo'ljallangan istibollari (O'zbekiston temiryo'llari AJ misolida).....	689
<b>Qodirov Jasurbek Sharofitdinovich</b>	
Banklarda mummoli kreditlar bilan ishlash: samarali strategiya va yondashuvlar .....	696
<b>Mirsaliyev Erkin Ergashevich</b>	
Agrosanoat ishlab chiqarishining raqobatbardoshligini oshirish va uning innovatsion rivojlanish bilan o'zaro bog'liqligi.....	700
<b>Dusmatov Begmuhammad Olimjonovich, Muxtorova Oydin Sayfiddin qizi</b>	
Hududlar iqtisodiyotini oshirishda investitsiyalarning roli.....	707
<b>Akishova Shaxnoza Davlet qizi</b>	
Xizmat ko'rsatuvchi korxonalarning iqtisodiy salohiyatini shakllantirish mexanizmlari .....	712
<b>Erdonov Muhammadamin Erdon o'gli, Ibragimov Shoxrux Baxtiyorovich, Ataqulov Jahongir Valijon ug'li</b>	
Sug'urtada anderrayting xizmatini (ARDL) modeli tahlili asosida takomillashtirish .....	717
<b>Mirzoyev Sayfullo Fayzulloevich</b>	
Роли банков в повышении привлекательности инвестиционной среды в Узбекистане.....	727
<b>Насиров Дилшод Фарходович</b>	
Пути улучшения инвестиционного климата в Республике Узбекистан .....	731
<b>Нозимов Элдор Анварович, Санатиллоев Ферузшох Бахтиёр угли</b>	
Iqtisodiyot, atrof-muhit, jamiyat va madaniyat o'rtasidagi muvozanatga – obodonlashtirish xizmatlarining ta'siri.....	737
<b>Norkulova Dildfuza Zoxidovna, Xayitov Jamshid Xolvoyevich</b>	



Повышение эффективности депозитной политики в коммерческих банках.....	741
<b>Нуриллаев Рахмат Ярашевич, Нуриллаев Шердил Жамолiddин угли</b>	
Xo'jalik yurituvchi subyektlarda tovar-moddiy zaxiralar manbalari va ularni shakllantirish amaliyoti.....	747
<b>Nurmanov Ulugbek Anorbayevich</b>	
Yer rentasi mulkchilik munosabatlari rivojlanishning zaruriy sharti sifatida.....	752
<b>Abdunazarov O.</b>	
Формирование и развитие цифровой экономики (на примере российской федерации и Республики Узбекистан) .....	756
<b>Ким П. В.</b>	
Tijorat banklari korporativ boshqaruvida bank xizmatlari samaradorligini .....	760
<b>Kudratov Sunnatulla Ropijanovich</b>	
Tijorat banklari depozit siyosatining banklar resurs salohiyatini oshirishdagi roli .....	764
<b>Jo'rayev Isroil Ibrohimovich</b>	
Ways of Development of Electronic Commerce in Uzbekistan .....	770
<b>Javlijev Nuriddin Bektemir o'g'li</b>	
Hydro Energy as the Important Factor of the "Green Economy" .....	775
<b>Isroilov Xusanboy Ibrohimjon o'g'li</b>	
Navoiy viloyatida turizmni rivojlantirish .....	781
<b>Isomiddinov Sherzod Sirojiddin o'g'li, Azamatova Nozima Jaxongirovna</b>	
Mehnat resurslaridan foydalanish samaradorligi (Qoraqalpog'iston Respublikasi misolida).....	784
<b>Halimova Dilara Olimboyevna</b>	
Davlat qimmatli qog'ozlari bo'yicha daromadlilik egri chizig'ini aniqlashning fiskal va monetar siyosatni muvofiqlashtirishdagi ahamiyati.....	787
<b>Hakimov Hakimjon</b>	
Intellektual mulkni boshqarish jarayonlari o'rganishning nazariy muammolari.....	793
<b>Tirkashyev Farhod Mahmudovich</b>	
Sug'urta kompaniyalari va tijorat banklari integratsiyalashuv jarayonini zarurligi va ahamiyati.....	796
<b>Xudoyberdiyeva Sadoqat Abdumannonova</b>	
Роль Среднеазиатских коллекций в развитии музеев России .....	801
<b>Абдуллаева Нигора Санжаровна</b>	
Hududlarda inklyuziv turizmni rivojlanish muammolari va istiqbollari.....	804
<b>Qo'ziyoyev Boxodir Azzamboy o'g'li, Ibragimov Behruz Ravshan o'g'li</b>	
Oliy ta'lim tizimida talabalar bilimni yuksaltirish jarayoni: muammolar va yechimlar .....	808
<b>Hakimov Nazar Hakimovich, Vaxobova Marg'uba Abduxamidovna</b>	
Yashil iqtisodiyot: mazmun mohiyati, nazariya va amaliyot .....	812
<b>Yuldashev Mutallib Ibroximovich</b>	
Samarqand viloyatida iste'mol tovarlar bozori tahlili .....	819
<b>Xudaynazarova Dilnoza Gafurovna</b>	
"HAVAS COMFORT MEDEL" MChJda marketing xizmatini tashkillashtirish va uning samaradorligini oshirish yo'llari .....	823
<b>Musyeva Shoirazimovna</b>	
Tadbirkorlik subyektlari faoliyatini soliqlar vositasida rag'batlantirishning klassik nazariyalaridan foydalanish imkoniyatlari.....	831
<b>To'xsanov Qudratillo Nozimovich</b>	
Yoshlarning ish bilan bandligini ta'minlashning asosiy yo'nalishlari.....	837
<b>Mamaraximov Bekzod Erkinovich</b>	
Chakana bank xizmatlarini rivojlantirish hududlar barqaror rivojlanishining omili sifatida .....	841
<b>Niyozov Zuxur Davronovich</b>	
Raqamli texnologiyalar asosida oziq-ovqat ta'minoti zanjirini rivojlantirish omillari .....	845
<b>Yusupov Muxiddin Soatovich</b>	
O'zbekistonda korporativ kreditlash amaliyotini rivojlantirish orqali investitsiya jalb qilish imkoniyatlari.....	855
<b>Asatullayev Alisher</b>	
Davlat budjeti jarayonini takomillashtirish masalalari .....	860
<b>Ataxanov Bekpo'lat Abdullayevich</b>	
Особенности применения теории игр в задачах организационно-экономического механизма тепличного хозяйства .....	866
<b>Дурманов Акмал Шаймарданович</b>	
Yuridik shaxslar mol-mulkini soliqqa tortishni rivojlantirish yo'llari .....	872
<b>Gadayev Jaxongir Muhammadi o'g'li</b>	
Some Principle Issues in the Effective use of Budget Funds in Universities .....	876
<b>Khairiddinov Sh. B.</b>	





Directions of Using Negotiations in Keeping Peace and Ensuring Stability in Society .....	879
<b>Kholdarova Fariza Tukhtabaevna</b>	
Elektrotexnika sanoati korxonalarida qayta tiklanuvchi energiya manbalaridan samarali foydalanish.....	883
<b>Mamayusupova Mashxura Sodiqovna</b>	
Elektron tijoratning zamonaviy iqtisodiyotga ta'sirini o'rganish va uni rivojlantirishning asosiy yo'nalishlarini aniqlash .....	887
<b>Maxmudov Lazizbek Ubaydullo o'g'li</b>	
Foreign Direct Investment and Electricity Consumption During Uzbekistan's Green Transition .....	896
<b>Nurbek Khalimjonov</b>	
Davlat-xususiy sheriklik loyihalarini qarz kapitali orqali moliyalashtirishni takomillashtirish .....	902
<b>Oblomuradov Narzullo Naimovich, Shavkatov Navruzbek Shavkatovich</b>	
Mol-mulk solig'ining soliqqa tortish tartibini takomillashtirish .....	910
<b>Poyonov Bobur Bekmurod o'g'li</b>	
Konfutsiychilik axloqiy negizlarida olamiy tartibot.....	916
<b>Ruzmatova Gulnoz Miraxrarovna</b>	
"Yashil iqtisodiyot"ni joriy etish istiqbollari .....	923
<b>Saloxov Sirojiddin Sadriddin o'g'li</b>	
Investitsiyaning iqtisodiy mohiyati va O'zbekiston iqtisodiyotida tutgan o'rni .....	928
<b>Samijonov Musobek G'ayratjon o'g'li</b>	
O'zbekiston qishloq hududlarida maishiy xizmat ko'rsatish sohasini rivojlantirish .....	933
<b>Sharifov Shuhrat Saidahmadovich</b>	
Exploring Big Data Applications for Knowledge Management in Higher Education Administration.....	936
<b>Shakhzod Saydullaev</b>	
O'zbekiston sug'urta bozorida qayta sug'urta faoliyatini rivojlantirish istiqbollari.....	944
<b>Sharobiddinov Akramjon Goyibbayevich</b>	
Ekologik turizmning turlari va uni tashkil etishda tabiiy resurslarning ahamiyati.....	950
<b>Soatov Yusuf Xo'jayor o'g'li</b>	
Mamlakatga xorijiy investitsyalarni jalb etishda investitsion jozibadorlikni oshirish istiqbollari .....	954
<b>To'laganova Ruhshona Farrux qizi</b>	
Raqamli iqtisodiyotga o'tish sharoitida maktabgacha ta'lim xizmatlarini holati.....	959
<b>Umurzakova Dilnoza Egamberdiyevna</b>	
Issues of Improving Production Cooperation in the Industry Network of Our Country .....	964
<b>Xomidov Mirodiljon Xasanboy o'g'li</b>	
Foydaning soliq objekti sifatida shakllantirish zaruriyati.....	971
<b>Yo'ldasheva Mohiraxon Ochestva</b>	
O'zbekistonda energetika korxonalari faoliyatida korporativ boshqaruvining baholash usullarini tahlili.....	975
<b>Abduraxmonova Zarina Muysinjonovna</b>	
Soliq organlari va soliq to'lovchilar o'rtasidagi munosabatlarning yangi tizimi sharoitida soliq nazorati .....	980
<b>Abdusherozov Abdullo Baxtiyorovich</b>	
"Ijtimoiy himoya yagona reyestri" axborot tizimining aholini ijtimoiy himoya qilishdagi o'rni .....	984
<b>Aliyev Ma'ruf Komiljon o'g'li</b>	
O'zbekistonda sug'urta kompaniyalarining moliyaviy barqarorligini ta'minlash yo'nalishlari.....	991
<b>Baxriyev Dilshod Rizvonkulovich</b>	
Анализ влияния цифровой экономики на эффективность налоговых органов .....	996
<b>Бобомуротова Манзура Панжи кизи</b>	
Tadbirkorlik muhitini yaxshilash orqali kambag'allikni qisqartirish va aholi daromadlarini oshirishning iqtisodiy-ijtimoiy ahamiyati.....	1000
<b>Irmatova Lola</b>	
Korxonalarda pul mablag'lari auditini takomillashtirish yo'llari.....	1005
<b>Karamatova Noiba Xusnitdinovna</b>	
Hududlarda inklyuziv turizmni rivojlanish muammolari va istiqbollari.....	1010
<b>Qo'ziyoyev Boxodir Azzamboy o'g'li, Ibragimov Behruz Ravshan o'g'li</b>	
Yashil iqtisodiyotga o'tish ekologik barqarorlikning muhim omilidir .....	1014
<b>Yuldashev Farhodbek Abdumutalibovich</b>	
Strategik boshqaruv hisobini tashkil etish asoslari va tamoyillarini takomillashtirish.....	1017
<b>Pardayeva Shahnoza Abdinabiyevna</b>	
Факторы развития культурного туризма в Узбекистане .....	1022
<b>Пулатова Сурайё Юлдашевна</b>	
Iqtisodiyotni raqamlashtirish sharoitida oilaviy korxonalarning xizmatlar ko'rsatish sohasidagi o'rni va funksiyalari.....	1026
<b>Tog'ayeva Dilnoza Azamatovna</b>	



Совершенствование методологии исследования демографических процессов .....	1031
<b>Тула Нодирбек Баходир угли</b>	
Инновационные технологии в сфере страхования.....	1037
<b>Хайдарова Нигинахон Шухрат кизи</b>	
Iqtisodiyotni innovatsion isloh qilish sharoitida yer hisobini yuritishning ahamiyati.....	1042
<b>Hojiyev Qo'chqor Mamadiyrovich</b>	
Qattiq maishiy chiqindilarni utilizatsiya qilish orqali qayta tiklanuvchi energiya manbalaridan keng foydalanishni takomillashtirish.....	1047
<b>Sherqulov Nodir Erkin o'g'li</b>	
Мировой опыт использования денежных и натуральных трансфертов в социальном обеспечении.....	1052
<b>Гулноза Тохировна Самиева</b>	
Davlat xaridlarini amalga oshirish orqali raqobatni rivojlantirish yo'llari.....	1057
<b>Majidov Nizomjon</b>	
Raqamli iqtisodiyot davrida kontent marketingdan foydalanish va uning bosqichlari .....	1064
<b>Tohirjonov Ahmadjon Tohirjon o'g'li, Ergashxodjayeva Shaxnoza Djasurovna</b>	
Aksiyadorlik jamiyatlari kapitalini shakllantirish manbalari va usullarini takomillashtirish.....	1070
<b>Norqulov Mirsaid Tulqin o'g'li</b>	
Qishloq xo'jaligi sohasida investitsion jozibadorlikni oshirish zaruriyati .....	1075
<b>Badalov Jamshid Jamolovich</b>	
Foyda solig'i tushumi va uning O'zbekiston soliq-budjet tizimidagi ahamiyati.....	1080
<b>Shirinov Sabir Erkinovich</b>	
O'zbekistonda davlat korxonalari aksiyalarini moliya bozorlarida sotishni jadallashtirish yo'nalishlari .....	1084
<b>Anvar Eshmatov</b>	
Baliqchilik xo'jaliklarida xodimlar bilan hisob-kitoblar hisobining tashkiliy va uslubiy jihatlari.....	1088
<b>Ametova Nasiba Danilovna</b>	
Tijorat banklari tomonidan eksportyor korxonalarining kreditlash amaliyotini takomillashtirish .....	1092
<b>Bayjanova Gozsal Sarsengaliyevna</b>	
Digital Transformation of Tax Systems.....	1096
<b>Boburjon Turanboyev Qodirjon o'g'li, Musabekov Sherali Nazarali o'g'li</b>	
Yangi O'zbekistonda xotin-qizlarning ijtimoiy-iqtisodiy faolligini oshirish yo'nalishlari .....	1101
<b>Raxmonova Aziza Tolibovna</b>	
Transitioning to a Green Economy and Implementing Sustainable Technological Changes in Uzbekistan.....	1106
<b>Umarov Elshod G'ulom o'g'li</b>	
Texnik yo'nalishdagi oliy ta'lim muassasalari daromadlari tarkibi va ularning o'ziga xos jihatlari .....	1112
<b>Yuldashov Elmurod Abdujalil o'g'li</b>	
Совершенствование системы профессионального управления жилищно-коммунальным хозяйством Узбекистана .....	1116
<b>Икромов Ханифа Одилевна</b>	
Sanoat korxonalarini kreditlash amaliyotining zamonaviy holati.....	1121
<b>Kamalova Jamila</b>	
O'zbekistonda davlat ishtirokidagi korxonalarining huquqiy maqomi va ularni isloh qilishning istiqbollari.....	1125
<b>Qahhorov Azizjon Ahror o'g'li</b>	
Nodavlat notijorat tashkilotlari mablag'lari va ulardan foydalanish to'g'risidagi bajarilishlarga oid hisobotni tuzish va taqdim etish tartibi .....	1131
<b>Ne'matov Oybek Ismatullayevich</b>	
Предприятие автомобильной промышленности как объект реализации концепции устойчивого развития .....	1136
<b>Туйчиев Комилжон Лазизович</b>	
Tijorat banklari aktivlari diversifikatsiyasining nazariy ahamiyati .....	1143
<b>O'ktamova Nozima Narzulla qizi</b>	
Tijorat banklarida yangi masofaviy bank xizmat turlarini rivojlantirish .....	1146
<b>Umarov Abdulquddus Abdilxatovich</b>	
Некоторые вопросы эконометрической оценки CES – функций и их практическое применение в экономических задачах .....	1151
<b>Шадиева Гулнора Мардиевна, Усманов Фарзод Шохрухович</b>	
Использование искусственного интеллекта в спортивной индустрии.....	1158
<b>Усманова Дилфузахон Иброхимовна</b>	
The Role and Significance of Internal Audit as an Effective System of Internal Control in Business Entities.....	1163
<b>Po'latov Sherzodbek Oybek o'g'li, Farmonov Ilhomjon Iqboljon o'g'li</b>	



Qishloq xo'jaligini barqaror rivojlantirishda investitsiyalardan foydalanishni takomillashtirish (Andijon viloyati misolida) .....	1168
<b>Xolmatov Sanjarbek Xojimatovich</b>	
O'zbekiston temir yo'l transport tizimi rivojlanishining asosiy ko'rsatkichlari .....	1174
<b>Qilichev Umid Ibadullayevich</b>	
Hozirgi kunda O'zbekiston Respublikasi sharoitida raqamli banklar resurslarini oshirish choralari .....	1181
<b>Xamraqulova Gulnozaxon Faxriddin qizi</b>	
O'zbekiston Respublikasi tijorat banklari kredit foiz stavkasini muvofiqlashtirish masalalari .....	1185
<b>Jumayev Muzaffar Mahmud o'g'li</b>	
O'zbekistonda Islom banklari faoliyatini tashkil etishning ijtimoiy-iqtisodiy ahamiyati .....	1191
<b>Vasiyev Alisher Samiyevich, Sayfullayev Sirojiddin Soli o'g'li</b>	
Islom iqtisodiyotining mohiyati.....	1197
<b>Sayfullayev Sirojiddin Soli o'g'li</b>	
Budjet mablag'larini taqsimlanishi va maqsadli sarflanishida inson kapitalidan foydalanish va jamoatchilik nazoratining samaradorligi .....	1201
<b>G'ofurov Bekzod Fayzulla o'g'li</b>	
Maxsus iqtisodiy zonalar investitsiya muhiti jozibadorligini oshirishda tarif va notarif mexanizmlaridan foydalanish imkoniyatlari .....	1207
<b>Ja'sur Umirzoqov Artiqbov o'g'li</b>	
Перспективное развитие промышленной кооперации между странами .....	1212
<b>Назарова Раъно Рустамовна, Жартай Жанибек Маратулы</b>	
Soliqlar yig'iluvchanligini oshirishga ta'sir etuvchi omillar .....	1218
<b>Berdiyeva Uguloy Abduraxmanovna</b>	
Ta'lim sifatini ta'minlash oliy ta'lim xizmatlari bozorini rivojlantirishning asosiy omili.....	1222
<b>Nematov Inatillo Ubaydullayevich</b>	
Aholiga ko'rsatiladigan bank xizmatlarini takomillashtirish.....	1228
<b>Umurzakova Adiba Ochilovna</b>	
Tijorat banklari resurslari shakllanishining manbalari va yo'llari.....	1232
<b>Raxmanov Ilxom Xurramovich</b>	
Факторы развития культурного туризма в Узбекистане .....	1238
<b>Пулатова Сурайё Юлдашевна</b>	
Пути эффективного использования внутренних инвестиций в национальной экономике .....	1242
<b>Рафиева Зарина Хусановна</b>	
Development of the Country's Economy Through the Development of the Stock Market in Developing Countries .....	1246
<b>Akhmedov Doniyorbek</b>	
O'zbekistonda raqamli iqtisodiyotini rivojlanishi va uning asosiy yo'nalishlari.....	1250
<b>Azizova Manzura Ibragimovna</b>	
The theoretical importance of product cost reduction in industrial production.....	1254
<b>Dilfuza Baxramovna Safarova</b>	
Fond bozorlarining tashkil etilishi va rivojlanish tendensiyalari.....	1261
<b>Shamsiyev O'ktam Sayfitdinovich</b>	
Mamlakatda davlat tibbiyot muassasalarining tutgan o'rni va ularni rivojlantirish yo'nalishlari.....	1266
<b>Sultonova Mushtariy Abdulabbosovna</b>	
Obligatsiyalar bozorida banklarning ishtiroki va ahamiyati.....	1272
<b>Xushvaqov Islombek Muxammadi o'g'li</b>	
Milliy iqtisodiyotimizda investitsiya portfelini shakllantirishning nazariy asoslari .....	1277
<b>Ibragimov Gafurjan Axmetovich</b>	
Kompaniyalarning tashqi savdo faoliyatini moliyalashtirishning nazariy asoslari va xorij tajribasi.....	1282
<b>Ibragimov Mansur Axmedovich</b>	
Mahalliy budjetlar daromadlari ijrosining samaradorligini oshirish masalalari (Jizzax viloyati misolida).....	1286
<b>Mamayusupov Omonulla Mamatqulovich</b>	
Ключевые факторы успеха в мотивации и управлении проектными командами.....	1295
<b>Мансурова Севара Мансуровна</b>	
Mehmonxona biznesida CRM tizim xizmatlarini loyihalash .....	1298
<b>Ishanxodjayeva Dilfuza Erkinovna</b>	
Внедрение цифровой трансформации высших учебных заведений.....	1302
<b>Кучаров Абдор Сабиржанович, Абдурахмонов Абдумалик Абдурашидович, Набиева Нилуфар Наби қизи</b>	
Mamlakatimizda masofaviy bank xizmatlarini ko'rsatuvchi tizimning rivojlanish tendensiyasi .....	1310
<b>Maxmudova Muxlisa Qodirjon qizi</b>	



Tadbirkorlik subyektlarini moliyaviy qo'llab-quvvatlashning nazariy asoslari.....	1319
<b>Davronov Saxobiddin Faxriddinovich</b>	
O'zbekistonda suv zaxiralaridan foydalanishning retrospektiv tahlili .....	1324
<b>Axmedov Sayfullo Normatovich</b>	
Raqamli iqtisodiyot rivojlanishida to'lov tizimlarining o'rni .....	1334
<b>Ismailov Xusanboy Mahammadqosim o'g'li, Rizayev Anvar Baxtiyorovich</b>	
Fostering Entrepreneurship and Enhancing Women's Employment: The Uzbekistan Perspective .....	1338
<b>Kholiyova Shokhista</b>	
Zamonaviy soliq tizimlarining amal qilish xususiyatlari .....	1341
<b>Taniyev Ahmadjon Bahromovich</b>	
Mamlakatimizda tijorat banklarini tashkil etishning huquqiy asoslari .....	1347
<b>Masharipov Maxmud Bekturdiyevich</b>	
Mamlakat iqtisodiyotining samarali rivojlanishida hayot sug'urtasining o'rni .....	1352
<b>O. Jono'zoqov</b>	
Sanoatda resurs tejamkorligini ta'minlash orqali barqaror rivojlanishga erishish .....	1358
<b>Ergashev Sanjarbek Sobirjon o'g'li</b>	
Southeast Asia's Green Economy and Environmental Taxation .....	1364
<b>Fayzieva Nargiza Rabimovna</b>	
Tijorat banklari biznesini boshqarishning asosiy yo'nalishlari va tahlili .....	1371
<b>Raxmatov Azizjon Jaloliddinovich</b>	
O'zbekiston Respublikasida islom banklarini tashkil etishda xorij tajribasining o'rni .....	1375
<b>Yo'ldosheva Iroda Ibodulla qizi</b>	
Baliqchilik tarmog'ida samaradorlikni baholash masalalari .....	1380
<b>Fayziyev Oybek Raximovich, Aitimbetov Amirbek Koishibekovich</b>	
Qishloq xo'jaligida innovatsion iqtisodiyotni rivojlantirishning huquqiy-iqtisodiy asoslari va davlat siyosati .	1389
<b>Xalikov Suyun Ravshanovich</b>	
O'zbekiston Respublikasi hududlari ijtimoiy-iqtisodiy rivojlanishiga ilmiy yondashuvlar .....	1394
<b>Mullabayev Baxtiyarjon Bulturbayevich</b>	
O'zbekistonda davlat-xususiy sherikchilik loyihalarida islomiy moliyalashtirish konsepsiyasini asoslash va joriy etish.....	1401
<b>Zayniddinov Ruhiddin Xusniddin o'g'li</b>	
Korxonalar faoliyatini ifodalovchi umumiy ko'rsatkichlar asosida reytingni aniqlash .....	1411
<b>Maxkamboyev Komil Abdulkovich</b>	
Dorivor o'simliklarni yetishtirish va qayta ishlashda klaster-kooperatsiya tizimi samaradorligini oshirish masalalar .....	1416
<b>Xo'jaqulova Nigora Rustamovna</b>	
Kimyo tolalari asosida to'qimachilik sanoatini diversifikatsiyalash.....	1424
<b>Raximov Furqat Jalolovich</b>	
Xorijiy investitsiyalarni jalb qilish orqali mamlakat iqtisodiyotini rivojlantirish istiqbollari .....	1431
<b>Alimbayeva Sevara Alimbayevna</b>	
O'zbekistonda islom banklarini tashkil etish zaruriyati va rivojlantirish imkoniyatlari .....	1437
<b>Yo'ldosheva Iroda Ibodulla qizi</b>	
Yalpi sug'urta mukofoti hajmiga ta'sir etuvchi omillar asosida sug'urta bozorini ekonometrik tahlili.....	1441
<b>Mirzayev Bobur Soyibjonovich</b>	
Biznesni tugatishning yakuniy bosqichi: tashkiliy-uslubiy ta'minotini takomillashtirish .....	1448
<b>Davletov Ikram Raximberganovich</b>	
Обеспечение безопасности продуктов питания в меняющемся мире .....	1452
<b>Нуриллаев Рахмат Ярашевич</b>	
Turizm infratuzilmasini rivojlantirishda klasterlash imkoniyatlaridan foydalanish .....	1458
<b>Mavlanov G'olib</b>	
Iqtisodiyotni innovatsion rivojlantirish yo'liga o'tkazish sharoitida "yashil" sanoat siyosatini amalga oshirish xususiyatlari .....	1464
<b>Fayzullayev Jonibek Negmatullayevich, Umarov Oqil Omiljonovich</b>	
Метод проектов как одно из условия успешного формирования антикоррупционной компетенции студентов высшей школы .....	1470
<b>Мохоров Дмитрий Анатольевич</b>	
Mehnat migratsiyasi jarayonlarini tartibga solishning xalqaro huquqiy asoslari va institutlari .....	1476
<b>Askarov Zoxidjon Sadikjanovich</b>	
Tijorat banklarining moliyaviy barqarorligini mustahkamlash va ta'minlash yo'llari .....	1481
<b>Abdusalomov Olimjon Eshmirzayevich</b>	





Marketing Mix, Retail Trade, Material Environment in Marketing.....	1485
<b>Egamberdiyev Muzaffar</b>	
Davlat tomonidan aholi bandligini tartibga solish ilmiy konsepsiyalarining evolyutsiyasi .....	1489
<b>Ismoilov Azizbek</b>	
Significance of Investment Activity in Tourism and its Development.....	1493
<b>Utkirjan Akhmedov</b>	
Корпоративные структуры и их влияние на развитие учета и отчетности .....	1498
<b>Хайдарова Дилдора Жахонгир кизи</b>	
Происхождение и роль социального сельского хозяйства в современной экономике .....	1506
<b>Эгамбердиев Хумоюн Хамрокулович</b>	
Анализ конкурентной среды: примеры, методы и этапы .....	1512
<b>Садикова Раъно Абдуллаевна</b>	
Milliy iqtisodiyotga jalb qilingan investitsiyalarning tahlili .....	1518
<b>Djalilov Dostonbek Abduazizovich</b>	
Исследование методов бетонной смеси.....	1524
<b>Шарипова Мадина Конгратбаевна</b>	
Oilaviy biznesni boshqaruv tuzilmasi .....	1532
<b>Toshpo'latov Murodulla Sobirjon o'g'li</b>	
Strategies for Advancing Green Construction:	
The Influence of Business Investment in Research and Development .....	1537
<b>Gulsarakhon Muhammadyoqub kizi Ostonaqulova</b>	
Kichik tadbirkorlik faoliyatini samarali yuritishning asosiy shart va tamoyillari .....	1545
<b>Vaxabov Asadullo Ubaydullo o'g'li</b>	
Оптимизация корпоративного управления через сбалансированное финансовое стратегирование.....	1549
<b>Ахмедов Дилшод Турсункулович</b>	
Milliy iqtisodiyotning o'sishida agroklastarlarni shakllantirish va samaradorligini oshirish hamda innovatsion infratuzilmani rivojlantirish.....	1553
<b>Dusmatov Begmuhammad Olimjonovich</b>	
Improving the Efficiency of the Organization Through the use of Innovative Models of Personnel Management .....	1559
<b>Bahodurova Sulhiya Azizhojaevna, Akhmedov Usmonjon Khaidarjonovich, Li Marina Rudolfova, Romashkin Roman Anatolyevich</b>	
Факторы влияющие на экономический рост в развитии экономики Нового Узбекистана .....	1569
<b>Мамедов Хусан, Хамраев Олимжон Яхшибоевич</b>	



# IMPROVING THE EFFICIENCY OF THE ORGANIZATION THROUGH THE USE OF INNOVATIVE MODELS OF PERSONNEL MANAGEMENT



**Bahodurova Sulhiya Azizhojaevna**

Candidate of Economic Sciences, Associate Professor, Department of Engineering Economics and Management, KhPITTU named after Academician M.S. Osimi, Tajikistan



**Akhmedov Usmonjon Khaidarjonovich**

Deputy Director for Science and Innovation. KhPITTU named after Academician M.S. Osimi, Tajikistan



**Li Marina Rudolfofna**

PhD, Professor of the Department of Corporate Economics and Management, Tashkent State Economic University, Uzbekistan



**Romashkin Roman Anatolyevich**

PhD, Deputy Director of the Institute for Statistical Studies and Economics of Knowledge (ISSEK), Lomonosov Moscow State University, Russia

**Abstract:** In personnel management, the personnel performance assessment system is of particular importance, which allows to increase the effectiveness of motivation, reduce turnover and increase labor productivity. The personnel management system is defined as the process of proper organization, control and management of human capital. In this regard, several methods for assessing the performance of personnel have been studied. In the enterprise under study, one of the evaluation methods is already being introduced - this is the KPI method. As a result of studying this method, the shortcomings of this method were revealed. The most important thing is that this method takes into account only quantitative indicators of personnel performance. There was a need to find an assessment method that takes into account the qualitative indicators of personnel performance. As a result of the analysis, the 360-degree method was chosen. The reasons for choosing this method are the assessment of quality indicators with the minimization of subjective elements by evaluating the employee's activities from all sides: manager, colleagues, subordinate and client. To combine quantitative and qualitative indicators, it was decided to create a generalized model for assessing the performance of personnel, which will include the results of KPI and 360-degree methods. A generalized model for assessing the performance of employees was developed, which includes qualitative and quantitative indicators and has a clear procedure for calculating the final assessment based on mathematical calculations.

**Key words:** personnel management, personnel performance evaluation system, KPI method, 360 degree method, staff turnover.

**Annotatsiya:** Xodimlarni boshqarishda ular faoliyatini baholash tizimi alohida ahamiyatga ega bo'lib, u motivatsiya samaradorligini oshirish, aylanmani kamaytirish va mehnat unumdorligini oshirish imkonini beradi. Xodimlarni boshqarish tizimi inson kapitalini to'g'ri tashkil etish, nazorat qilish va boshqarish jarayoni sifatida belgilanadi. Shu munosabat bilan, xodimlarning ish faoliyatini baholashning bir qancha usullari o'rganildi. O'rganilayotgan korxonada baholash usullaridan biri allaqachon joriy etilmoqda - bu KPI usuli. Ushbu usulni o'rganish natijasida ushbu usulning kamchiliklari aniqlandi. Eng muhimi shundaki, bu usul faqat kadrlar faoliyatining miqdoriy ko'rsatkichlarini hisobga oladi. Shu sababli xodimlar faoliyatining sifat ko'rsatkichlarini hisobga oladigan baholash usulini topish zarurati tug'ildi. Tahlil natijasida 360 daraja usuli tanlandi. Ushbu usulni tanlashning sabablari xodimning faoliyatini har tomondan baholash orqali subyektiv elementlarni minimallashtirish bilan sifat ko'rsatkichlarini baholashdir: menejer, hamkasblar, bo'ysunuvchi va mijoz. Miqdoriy va sifat ko'rsatkichlarini birlashtirish uchun KPI va 360 daraja usullarini o'z ichiga olgan xodimlarning ish faoliyatini baholashning umumlashtirilgan modelini yaratishga qaror qilindi. Xodimlarning ish faoliyatini baholashning umumlashtirilgan modeli ishlab chiqildi, u sifat va miqdoriy ko'rsatkichlarni o'z ichiga oladi va matematik hisob-kitoblar asosida yakuniy baholashni hisoblashning aniq tartibiga ega.

**Kalit so'zlar:** xodimlarni boshqarish, xodimlar faoliyatini baholash tizimi, KPI usuli, 360 daraja usuli, kadrlar almashinuvi.

**Аннотация:** В управлении персоналом особое значение имеет система оценки эффективности работы персонала, которая позволяет повысить эффективность мотивации, снизить текучесть кадров и повысить производительность труда. Система управления персоналом определяется как процесс правильной организации, контроля и управления человеческим капиталом. В связи с этим изучено несколько методов оценки эффективности работы персонала. На исследуемом предприятии уже внедряется один из методов оценки – это метод KPI. В результате изучения данного метода были выявлены недостатки данного метода. Самое главное, что этот метод учитывает только количественные показатели эффективности работы персонала. Возникла необходимость найти метод оценки, учитывающий качественные показатели деятельности персонала. В результате анализа был выбран метод 360 градусов. Причиной выбора этого метода является оценка показателей качества с минимизацией субъективных элементов путем оценки деятельности сотрудника со всех сторон: руководителя, коллег, подчиненного и клиента. Для объединения количественных и качественных показателей было решено создать обобщенную модель оценки эффективности работы персонала, которая будет включать результаты KPI и метода 360 градусов. Разработана обобщенная модель оценки эффективности работы сотрудников, включающая качественные и количественные показатели и имеющая четкий порядок расчета итоговой оценки на основе математических расчетов.

**Ключевые слова:** управление персоналом, система оценки эффективности работы персонала, метод KPI, метод 360 градусов, текучесть кадров.

## INTRODUCTION

Human labor plays an important role in the efficiency of an enterprise, as it is one of the integral factors of production. The efficiency and productivity of labor directly affects the financial performance of the enterprise, including the profit of the enterprise.

At the moment, in many enterprises in Tajikistan, due to increased migration processes, staff turnover has increased, which has led to a decrease in productivity and labor efficiency in production and the need for effective personnel management. In most cases, the reason for the decline in labor productivity at enterprises is the biased system of remuneration for personnel. The remuneration system is based on the personnel performance assessment system. In most cases, the personnel performance evaluation system is based only on actual indicators, that is, on the standard of production, hours worked, etc., but does not take into account qualitative indicators, such as the personal qualities and social skills of the employee, and the need for a cooperative spirit. As a result, an ineffective and subjective system for assessing personnel performance is a determinant of decreased labor productivity and increased staff turnover.



Properly organized personnel management system, including an objective system for assessing personnel performance, will allow the enterprise to increase productivity and labor efficiency, reduce staff turnover, and as a result will increase the efficiency of the enterprise as a whole.

The effectiveness of an organization depends not only on the employees themselves, but also on the internal microclimate, on the form of personnel management that the manager chooses. At the same time, it is important that there are no distortions and that all actions are performed in a complex manner [5].

Human resource management is one of the most important areas of enterprise life, which can significantly increase the efficiency of the enterprise. The market diligently dictates its rules of operation for any enterprise, along with the presentation of many new, hitherto unknown, requirements to the staff, the struggle for the consumer, the speed of response to demand and the ability to adapt to frequent changes in the structure of functional responsibilities [4].

## MATERIALS AND METHODS

A personnel management system means a set of certain methods, methods, procedures and technologies for working with personnel working in any organizational structure.

The structure of personnel management in an organization, as a rule, determines the company's policy, market behavior strategy, general nature of activities and production volumes [2].

In the modern world, the concept of a personnel management system includes [3]:

- personnel planning;
- determination of the existing need for hiring workers;
- recruitment of employees;
- selection;
- subsequent hiring of workers;
- adaptation of hired personnel;
- personnel training;
- career;
- grade;
- employee motivation;
- labor rationing.

By classifying the goals to achieve which a personnel management system is created, all areas can be combined into several large groups:

- economic (all goals implying an increase in final profit);
- scientific and technical (productivity growth and innovation);
- commercial-production (increase in production and sales volumes);
- social (organization of working conditions).

The objectives of the personnel management system, in turn, are as follows:

- providing the company with qualified employees;
- realizing the potential of the team;
- support of comfortable working conditions;
- development of positive personal skills among the team;
- strengthening the stability of the team;
- creating conditions for career growth of employees.

The choice of personnel assessment methods for each organization is a unique task that can only be solved by the management of the organization itself.

There are various methods of personnel assessment, including the method of written characteristics, methods of ranking and paired comparisons, the method of rating scales, interviews, testing, the questionnaire



method, personnel certification, the method of management by objectives; 360 degree appraisal method, critical incident method, behavioral observation scale method and performance management method.

#### Method of written characteristics.

It is one of the simplest methods of personnel assessment. A manager can evaluate a subordinate's performance by describing his performance in his own words. Such an assessment can be given to the employee's work results (revenue, volume of products sold, quality), business qualities, and approaches to performing certain duties. The manager can also give recommendations on employee development.

The oldest, most understandable, fastest and most technically simple method of personnel assessment is the methods of ranking and paired comparisons. The performance results of employees are compared and the order of employees is determined in the list, in which the names of employees with the highest performance indicators are indicated in the first places, and those with the lowest in the last places.

A rating scale identifies different levels of performance on a job or skill, and assigns a specific score to each of these levels. Using this method, you can evaluate the employee's performance, the degree to which individual goals have been achieved, as well as the degree of proficiency in any skill or business qualities of the employee.

Interviews, testing, questionnaires. The most flexible method of collecting information, which involves conducting a conversation (according to a specific plan) with the respondent, direct personal contact, while the respondent formulates his answer completely independently. An assessment interview can be used to obtain information about the level of development of core competencies, as well as the availability of knowledge on certain issues of professional activity.

A diagnostic method using standardized questions and tasks (tests) that have a certain scale of values. The criterion is the presence or absence of knowledge. Allows you to determine, with a certain probability, the employee's current level of development of the necessary skills, knowledge, and personal characteristics, and to form a motivational profile and psychological portrait of the employee.

Method of management by objectives (MBO - Management By Objectives). The emergence of the concept of "Management by Objectives" is associated with the name of Peter Drucker, who first described its essence in his work "Fundamentals of Management". He proposed distributing responsibility for overall success among all employees of the company in accordance with their positions. This method is focused on assessing the final results of the work of the assessed employee. The manager and subordinate jointly determine the key goals of the employee's activities for a certain period.

"360 degree" assessment method. This method is a "circular" assessment of an employee by his managers, colleagues, subordinates, and clients (Fig. 1).

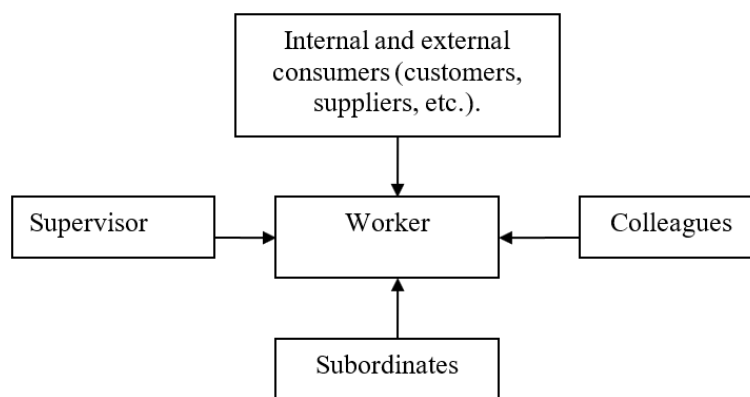


Figure 1: Employee assessment using the "360 degree" method

This method allows you to use both external and internal sources to obtain more accurate and extensive information about your employees. In fact, anyone who has useful information about how an employee performs his or her job can be a source for evaluation. The method can be used either separately or along with other assessments, as in addition to the main assessment system (for example, management by objectives or performance management). This method also includes characteristics of methods of comparison, ranking, ranking, as well as characteristics of methods of written characteristics and goal management when including relevant questions in the list of mandatory data for surveying respondents. Due to this versatility, the 360 degree method was chosen. Next, we will consider this method in more detail.

The 360 degree method was first proposed by Peter Ward in 1987. The first definition he gave to this method:



360-degree evaluation is the systematic collection of information about the performance of an individual (or group), obtained from a number of people interested in his work, and feedback on it.

After interviewing all respondents and processing all questionnaires, a visual result is given which can, for example, be presented in the form of a web model (Fig. 2).

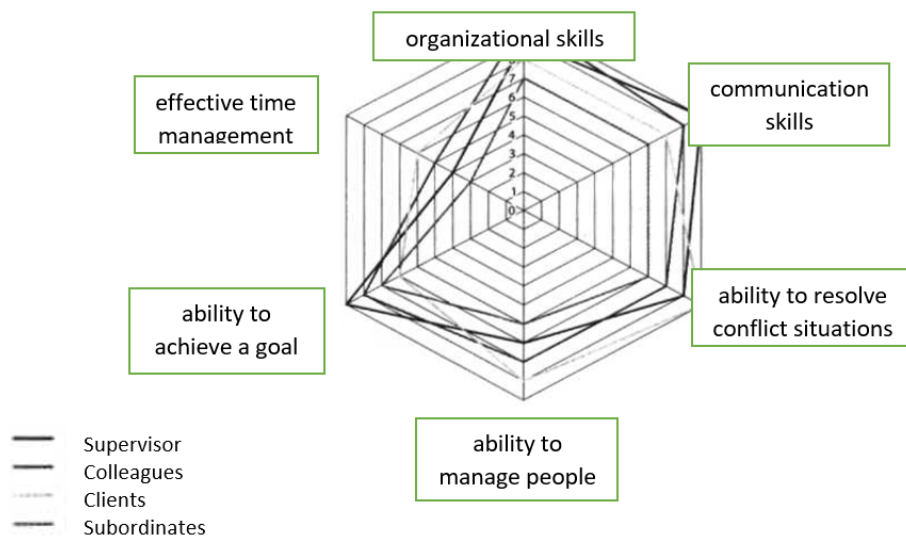


Figure 2: Results of the 360 degree assessment

Based on the results of the “360 degree” assessment, decisions are made:

- moving an employee by position or to another department within the company;
- the strengths and weaknesses of the employee's activities are determined;
- an employee joins a project group (working in a specific team).

One of the conditions for the effectiveness of the results of this method is to ensure the confidentiality and anonymity of the respondent. This is necessary to prevent conflicts between respondents and those being assessed.

To maintain confidentiality, some companies engage an external independent expert to collect and process the results or use special software that instantly processes the entered information.

Using the 360 degree assessment method provides the following advantages:

- obtaining a comprehensive assessment for one employee (the employee receives an assessment from people with whom he directly encounters while performing his work, unlike other methods, the circle of assessors is significantly expanded);
- democratic nature of the method (not only the manager evaluates his subordinates, but also his subordinates can evaluate him, this increases the loyalty of employees to the organization, for them this is an indicator that their opinion is listened to);
- creating and strengthening trusting relationships with clients (this is an opportunity to once again show that the organization is working to improve customer service);
- modeling of assessment criteria to meet the requirements of corporate standards (the criteria are competencies developed for a specific organization).

Each method has its own limits of application; this must be taken into account when choosing an assessment method. So, the disadvantages of the 360 degree method:

- not used directly for basic personnel decisions: transfer to another position, dismissal, salary increase;
- evaluates only the competencies, and not the achievements of the employee;
- not all personnel have subordinates, which is why it will not be possible to cover the entire employee.

Elimination of the first 2 shortcomings is the use of the method as a complement to other assessment methods, for example KPI.



KPI is used to determine the result of work and, accordingly, the employee's salary. Key Performance Indicators (KPIs) are numerical performance indicators that help measure the degree to which goals are achieved or the process is optimal, namely: effectiveness and efficiency. But this indicator takes into account only quantitative indicators, and for inclusion in the assessment system of qualitative indicators, the 360 degree method was chosen as the most optimal option, since it eliminates the subjectivity of the assessment and allows you to obtain an assessment from a wide range of respondents.

## RESULTS

Let's consider the use of these methods of personnel management at the Farovon-1 LLC enterprise. At this enterprise there is a structural unit "Human Resources Department", which is the HR company, providing personnel management at the enterprise.

This structural unit is subordinate to the development department and includes the head, personnel administration, personnel development, and recruiting departments. Accordingly, the HR department is responsible for all document flow and personnel records, their development, as well as the search and selection of new personnel.

In addition to searching and hiring new employees, HR employees analyze the level of wages in the labor market.

When setting salaries, HR employees analyze the labor market, labor costs and working conditions in other companies. Based on the analysis, employee salaries are set.

The analysis is carried out periodically. This allows HR to periodically review salary levels and provide management with proposals for salary increases to maintain competitive pay in the labor market. This allows the company Farovon-1 LLC to maintain a certain level in attracting and maintaining interest in this company of qualified personnel.

In maintaining interest in work and loyalty to the company, in addition to wages, stimulating employees with additional monetary payments in the form of bonuses or material payments plays an important role. Let's consider the incentive system in the company Farovon-1 LLC.

In each department, the manager has a financial limit for bonuses to employees throughout the year. Bonuses can be used to personally reward a distinguished employee in monetary terms or to organize non-work events for employees.

In order to analyze the effectiveness of the personnel management system at the enterprise, we will consider the state of personnel movement in the enterprise. The average number of employees of the company is increasing. The company is increasing its staff due to the expansion of production, the creation of another flour mill, as well as a plant for the production of oil and animal feed. Thus the company grows from 286 to 483 employees. To provide new factories with workers and specialists, the company is constantly looking for and hiring new employees. Thus, the dynamics of those recruited also increases. However, the dynamics of those leaving also tends to increase.

The attrition rate decreases until 2020 and then increases again in 2021. However, the dynamics of the company's turnover is growing steadily and increases from 15% to 17%. This suggests that layoffs are rising and turnover is increasing, despite the decline in attrition rates. Until 2021, the company manages to reduce the dynamics of attrition by reducing the number of employees leaving for natural reasons, for example due to retirement.

Analysis of turnover rates shows that the turnover rate is increasing against the backdrop of a reduction in the employee attrition rate. This shows an increase in the share of those who quit voluntarily or for violations in the total number of departed employees of the company.

Next, we will analyze the departing employees in terms of employee characteristics. Let's take a closer look at the structure of personnel flow at the enterprise.

Table 1: Analysis of retired employees of Farovon-1 LLC

Years	Factors	Reason for leaving			
		At your own request	Due to disciplinary violations	Pension	Army or study
2018	quantity	38	5	8	5
	average period of stay in this enterprise	1.88	1.2	25.88	2.33
	average age	24.81	20.4	61.88	25



Years	Factors	Reason for leaving			
		At your own request	Due to disciplinary violations	Pension	Army or study
2019	quantity	47	5	5	1
	average period of stay in this enterprise	1.67	1.4	24.33	1
	average age	24.39	21	59	23
2020	quantity	61	4	2	3
	average period of stay in this enterprise	1.56	1.25	26.59	3.12
	average age	24.44	21.25	60.25	24
2021	quantity	76	7	6	-
	average period of stay in this enterprise	1.94	1.43	25.94	-
	average age	24	23.14	59.68	-

Source: calculated by the authors based on enterprise data

According to the analysis, the majority of those leaving were those who left of their own free will. Employees in this category stay at the enterprise for an average of 1.7 years. Their average age is 24.4 years. That is, mostly young promising students. The second category is employees dismissed due to disciplinary violations. This category of employees also stays in this company for an average of 1.2 years and their age is on average 21 years, that is, they are still studying students or studying in colleges.

The company tries to attract younger, energetic, promising personnel to its organization and spends a lot of effort on training and adapting young personnel. However, the company is unable to retain the young talent in which the company has invested. On average, young personnel stay in the company for 1.5-2 years and, after which the company has to again spend money and time searching, hiring and adapting new employees. This phenomenon leads to high staff turnover and low efficiency of the production factor "labor".

As mentioned above, one of the factors is that both the KPI system and the determination of incentives are in the hands of one person - the employee's immediate supervisor. This inevitably leads to the dissatisfaction of individual employees, their hidden or open conflict, suspicion of the subjectivity of performance assessment, the employee's feeling of insignificance and the fact that the manager underestimates his work. Accordingly, when more profitable alternatives appear, the employee more easily changes this company to another.

Accordingly, there is a need to develop a generalized model for assessing employee performance, combining quantitative indicators based on KPI and qualitative indicators based on the "360 degree" assessment method. This model for assessing personnel performance is designed to prevent elements of subjectivity through the 360-degree methodology.

The manager is allocated a limited amount per year to motivate employees and increase their loyalty. The manager has the right, at his discretion, to reward any distinguished employee. That is, the assessment of the employee's contribution is made by the manager himself. This raises the question of objectivity in assessing an employee's performance. If the assessment is biased or even if it is an assessment, but very often the same employee is rewarded, then this can cause internal conflicts, unhealthy competition, apathy of the team, deterioration of corporate spirit, and most importantly, hidden or even open discontent of the employee and enmity with management and sometimes with a colleague. These negative factors are often the main factors behind high staff turnover, and to eliminate them it is necessary to develop a new system for assessing personnel performance.

The generalized model for assessing personnel performance includes the combination of two independent assessments obtained from two other models - the KPI method and the "360 degree" method. The KPI method is already being implemented in the Farovon-1 company, so further, when developing a generalized model, the emphasis will be on developing and adapting the part of the model associated with the implementation of the "360 degree" method and then combining the results of these two methods into a generalized model.

The "360 degree" method involves an assessment by the respondent based on certain criteria inherent in the activities of the object being assessed. These criteria, or other competencies, should be the most important and more fully describe the ideal employee. Since the company has many positions and each of them requires its own sets of skills and competencies, for a complete objective assessment it is necessary to develop a unique assessment form separately for each position. Also, the set of competencies depends on who evaluates this position - a manager, a subordinate, a colleague or a client.

A question of objectivity may arise if, in order to more accurately evaluate an employee, you need to create an evaluation form for each position (!) with its own set of competencies. However, the statement itself indicates





that the set of competencies changes relative to the position, and not to the employee occupying this position. In this case, a single comparable assessment indicator is provided, which can be combined into an integral indicator.

There are two types of competencies: general and professional. Since general competencies apply to everyone, and professional competencies are directly related to the position of the person being assessed and the respondent who evaluates him, in this study, the development of an assessment form using the "360 degree" method will be based precisely on the principle of assessing general competencies.

It is necessary, as indicated above (in paragraph 1.3), to emphasize the importance of the respondent's anonymity factor. If the survey - assessment - is conducted in paper form, it is necessary that the responsible persons ensure complete confidentiality and anonymity of the respondent, and also bear direct responsibility for violating the anonymity of the respondent, that is, the evaluator.

The assessment for each competency will be carried out on a ten-point scale, where the value "0" means the worst compliance or possession of the specified competence by the assessed object, and the value "10" means excellent compliance or possession of the specified competence of the assessed object.

In practice, there are often cases when respondents themselves give the same assessments to the persons being assessed, not wanting to objectively evaluate the work of the persons being assessed for one reason or another, which are often associated with a frivolous attitude towards the assessment process on the part of the respondents. To avoid such cases, an additional rating will be determined, the minimum value of which will be equal to one, and the maximum value will be equal to the number of persons being assessed. This assessment category is the relative assessment of one person being assessed in relation to others. The maximum rating value will indicate excellent performance, and the minimum value will indicate poor performance. This assessment technology provides a unique assessment. This will allow us to identify the most distinguished employees in the opinion of respondents and take appropriate measures to reward these employees. Thus, subjectivity in assessing the performance of employees will be eliminated. Their further remuneration will be directly related to the results of the assessment. It is necessary to recall, as already stated in the previous sections, at the moment in the enterprise the subjectivity of evaluation lies in the fact that the immediate manager determines who has distinguished himself and who to reward.

The developed assessment form will contain the following competencies:

- communication – determines how well, correctly and politely the employee interacts with others, and how clearly he conveys his thoughts and point of view to others;
- initiative/creativity – determines how much an employee shows initiative in solving a problem and how to solve it;
- professionalism and quality of work - determines the extent to which professional knowledge and skills correspond to the position he holds and the work he performs, as well as the quality of this work performed;
- diligence – determines how well the employee completes his work in a timely and conscientious manner;
- diligence and participation in work - determines how much an employee participates in work and how he behaves in the process of his activities, the manifestation of responsibility for the work performed and its result;
- stress resistance – determines how an employee overcomes conflict, unexpected, crisis and force majeure situations.

The evaluation form must include the date and time of the evaluation and the period for which the individuals being evaluated are being evaluated. To ensure anonymity, it is not recommended to include the respondent's full name on the form.

If the enterprise conducts a paper version of the assessment using the "360 degree" method, then the survey should be organized in accordance with the principle of anonymity. The responsible person is fully responsible for the confidentiality and anonymity of the ratings provided by the respondent. If there is a leak of information or a violation of confidentiality, the company management will know who is to blame or are to blame if there are several responsible persons, and take appropriate measures.

Thus, the assessment form will be as shown in the table in Appendix 3, in which hypothetical assessments of employees of department N are used for subsequent analysis in this study .

After conducting a survey of all respondents, an analysis and generation of a report is carried out. The analysis will use the weighted average of the assessed scores obtained from each respondent. As shown in the example, the respondent gives each employee a rating for each competency from 0 to 10. The respondent



can give the same ratings to one employee for different competencies, or to different employees in the same competency.

Special attention should be paid to the methodology for determining the rating. It must have a unique value, as stated above and shown in the table in Appendix 3. "Rating" is used to increase the likelihood that the average values obtained from one respondent will be unique, and also provide an objective assessment. Before calculating the weighted average, the rating must be converted into points. To do this, the maximum score is distributed among the individuals being rated based on how high their rating is. But in the end, the total value of the "Rating" column, converted into a score, should be equal to 10 points. This is achieved by dividing the maximum score, that is, 10, by the sum of the first N terms of the arithmetic progression and multiplied by the rating. The developed formula for converting ratings into points is as follows.

$$\text{rating converted to score} = \frac{10}{S_n} * \text{rating},$$

where  $S_n$  is the sum of the first  $n$  terms of the arithmetic progression;  
 $n$  – the total number of assessed persons in the respondent's form.

After converting the rating, which can have a value from 1 to the total number of persons being assessed, into a 10-point system, the weighted average score of each person being assessed is calculated. To do this, the development management must give a weight to each competency and in total the weight of all competencies in one questionnaire should be equal to one. In the questionnaire developed in this study, the scales of each competency are also introduced and are indicated in the table in Appendix 4 along with an example based on hypothetical data.

The rating given by the respondent is converted according to formula 9 and recorded in a separate column. As was said, the maximum score is distributed among the persons being assessed based on their rating indicated by the respondent, and in the example in Appendix 4, "Employee 7" has the highest rating of 8, when converted, he receives 2.22 points, which is the highest among other assessees persons Next, based on the weights of each category and the score for each category, a weighted average score is calculated.

Next, the final assessment is calculated from the aggregate of the weighted average assessments of all respondents, obtaining an average value, an example of which is given in Appendix 5.

Having collected all the weighted average scores from each respondent, the average score of the person being assessed is calculated. Since the respondent is not rating himself, the corresponding cell will have no meaning.

Based on the results of the analysis, a final assessment is formed, which will be an assessment of a specific employee using the "360 degree" method. This analysis, "360 degrees", is carried out at the end of the assessment period by the HR department or specially appointed responsible persons and a final assessment is compiled. The KPI method as the final result provides the percentage of completion of the assigned task for a specific employee and is determined by the person to whom this employee reports. Accordingly, the generalized model will contain the final assessment of the employee using the "360 degree" method and the degree of completion of the assigned task using the KPI method. And based on these two assessments, an integral indicator will be formed. It should be noted that the assessment using the "360 degree" method will be carried out once a quarter and will remain valid until the next assessment using this method. And the assessment using the KPI method will be carried out monthly.

The integral indicator will be reflected in the employee's salary. The influence of this indicator is reflected by summing up the percentages that are added or subtracted from the employee's salary for each of the methods - the KPI method and the "360 degree" method. To determine the percentage of bonus to or deduction from wages for each method, within the framework of this research work, the ratios indicated in Table 2 will be used.

**Table 2: Correlation of assessment results and corresponding fees or deductions for each method**

value , %	Salary increases/cuts, %	"360 degree" value, points	Salary increases/cuts, %
$x \leq 90$	-14	$x < 2$	-6
$90 < x \leq 97$	-7	$2 \leq x < 4$	-3
$97 < x < 103$	0	$4 \leq x \leq 5$	0
$103 \leq x < 110$	+7	$5 < x \leq 7$	+3
$110 \leq x$	+14	$7 < x$	+6

Source: worked out by the authors



As a result, the maximum increase to an employee's salary will be 20% of the salary, provided that the employee shows good results. If an employee shows poor performance, a deduction of 20% may be made from his salary. Positive results from one method and negative results from another method can be offset as a result of summation.

The final result according to the developed generalized assessment model is the final percentage of the premium or deduction from wages. The impact on wages of the developed methodology for assessing personnel performance for the above hypothetical example is reflected in Table 3.

**Table 3: Employee performance assessment report using a generalized model**

Full name	Assessment using the "360 degree" method, points	Increase/cut, % of salary	KPI score, % of plan fulfilled	Increase/cut, % of salary	Total increase/cut, % of salary
Employee 1	4.421	0	99	0	0
Employee 2	3.985	-3	96	-7	-10
Employee 3	4.82	0	100	0	0
Employee 4	4.16	0	98	0	0
Employee 5	4.77	0	101	0	0
Employee 6	4.823	0	105	7	7
Employee 7	5,053	3	107	7	10
Employee 8	4,767	0	100	0	0
Employee 9	3,704	-3	104	7	4

Source: worked out by the authors

Based on the results of assessing the performance of employees based on hypothetical data using a generalized model, "employee 2" showed the worst result and, accordingly, there will be a 10% deduction from his salary. The best result was shown by "employee 7", who will receive a bonus of 10% of salary. "Employee 9" showed negative results according to the 360 degree method, but positive results according to the KPI method, as a result, the positive results absorb the negative ones and are reduced to a 4% salary increase.

## DISCUSSION

The developed generalized model for assessing employee performance will reduce the subjectivity of the existing assessment system used in Farovon-1 LLC. Objectivity is achieved through the evaluation of an employee by several persons.

Since colleagues are also part of the evaluators, the employee's control will be constant and the employee will be more responsible in the work performed. The assessment procedure and results analysis are transparent and can be provided to each employee. This will ensure transparency of the procedure, and the employee will know what he needs to do to receive bonuses and avoid salary cuts.

Transparency and objectivity in performance evaluation, as well as the presence of clear goals for each employee to achieve positive results will help reduce staff turnover.

In turn, by increasing the responsibility of each employee at each stage of all business processes, labor productivity will increase. Increased productivity will ultimately translate into increased profits by increasing production volumes and reducing production waste resulting from employee negligence.

## References:

1. Message from the President of the Republic of Tajikistan, Leader of the Nation, Emomali Rahmon Majlisi Oli Date of the message: 12/21/2021 Access mode: [https://mfa.tj/ru/main/view/9389/poslanie-prezidenta-tadzhikistana-lidera-natsii-ob-osnovnykh-napravleniyakh-vnutrennei-i-vneshnei-politiki-respubliki] (date of access: 12/26/2022)
2. Gavrilova O.A., Nesterenko T.V. Features of personnel management in a crisis / O.A. Gavrilova, T.V. Nesterenko // International scientific publication "Modern fundamental and applied research". – 2012. – No. 1(4). – S. 120.
3. Gushchina Yu.I., Gavrilova O.A., Nesterenko T.V. Personnel management system: content, goals, functions and methods / Yu.I. Gushchina, O.A. Gavrilova, T.V. Nesterenko // Russian Entrepreneurship Journal. – 2017. – No. 7. – S. 1207.
4. Kirilyuk O.M., Panova E.A., Panova K.A. The concept of human management as one of the promising areas of personnel management // Modern concepts of scientific research: Proceedings of the IV International Scientific and Practical Conference. Nizhny Novgorod branch of MIIT; Edited by N.V. Pshenishnova. N. Novgorod, 2015. – P. 105
5. Nikolaevskaya M.L., Spektor E.V. Personnel management in modern management // Theoretical and applied issues of science and education: a collection of scientific papers based on the materials of the International Scientific and Practical Conference: in 16 parts. 2015. – P. 81.

Jurnal sayti: <https://yashil-iqtisodiyot-taraqqiyot.uz>

# Yashil

## IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

**Ingliz tili muharriri:** Feruz Hakimov

**Musahhih:** Xondamir Ismoilov

**Sahifalovchi va dizayner:** Iskandar Islomov

**2023. № 11-12**

© Materiallar ko'chirib bosilganda "Yashil iqtisodiyot va taraqqiyot" jurnali manba sifatida ko'rsatilishi shart. Jurnalda bosilgan material va reklamalardagi dalillarning aniqligiga mualliflar ma'sul. Tahririyat fikri har vaqt ham mualliflar fikriga mos kelamasligi mumkin. Tahririyatga yuborilgan materiallar qaytarilmaydi.

Mazkur jurnalda maqolalar chop etish uchun quyidagi havolalarga maqola, reklama, hikoya va boshqa ijodiy materiallar yuborishingiz mumkin.

Materiallar va reklamalar pullik asosda chop etiladi.

El.Pochta: [sq143235@gmail.com](mailto:sq143235@gmail.com)

Bot: [@iqtisodiyot\\_77](https://t.me/@iqtisodiyot_77)

Tel.: 93 718 40 07

Jurnalga istalgan payt quyidagi rekvizitlar orqali obuna bo'lishingiz mumkin. Obuna bo'lgach, [@iqtisodiyot\\_77](https://t.me/@iqtisodiyot_77) telegram sahifamizga to'lov haqidagi ma'lumotni skrinshot yoki foto shaklida jo'natishingizni so'raymiz. Shu asosda har oygi jurnal yangi sonini manzilingizga jo'natamiz.

"Yashil iqtisodiyot va taraqqiyot" jurnali 03.11.2022-yildan O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan №566955 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.

**Litsenziya raqami:** №046523. PNFL: 30407832680027

**Manzilimiz:** Toshkent shahar, Mirzo Ulug'bek tumani  
Kumushkon ko'chasi, 26-uy.



### Jurnalning ilmiyligi:

"Yashil iqtisodiyot va taraqqiyot" jurnali

O'zbekiston Respublikasi  
Oliy ta'lim, fan va innovatsiyalar  
vazirligi huzuridagi Oliy  
attestatsiya komissiyasi  
rayosatining  
2023-yil 1-apreldagi 336/3-  
sonli qarori bilan ro'yxatdan  
o'tkazilgan.