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Dr. P. S. Bhadouria

EVALUATION OF EFFECT OF ISO 9001:2008 STANDARD IMPLEMENTATION ON TQM PARAMETERS IN MANUFACTURING & PRODUCTION PROCESSES PERFORMANCE IN SMALL ENTERPRISES

Dr. Shiva Johri[1]

ABSTRACT

Total Quality Management (TQM) and the ISO based Quality Management System (QMS) have been two of the most popular approaches chosen by enterprises to build their Quality Management Systems. This Paper intends to study the effect of ISO standard implementation on TQM Parameters in Production processes in Small and medium Enterprises. Pre- and post-ISO 9001: 2008 impacts implemented in the organization. This study is based on a pipe manufacturing company (Small enterprise) located in Indore offering high quality products. The main research tools used in this study were questionnaire and interviews. After interviewing employees to complete the questionnaire, he found positive results after applying ISO 9001: 2008 in the organization.

Keywords: *ISO 9001:2008; QMS; Pipe Manufacturing; Total Quality Management.*

I. INTRODUCTION

The ISO 9000 standards have been generally recognized since their implementation in 1987; the number of organisations accredited to ISO 9001 has increased considerably. International quality control and quality assurance requirements are compiled in the ISO 9000 series. The standards have been established to allow companies to record the elements necessary to establish an efficient quality system. They are not unique to the industry. ISO 9000 can help a business satisfy its customers, comply with regulatory requirements and expand continuously. But this is only a first step, and it is now know that basic standard of a quality efficient system is not a guarantee of full quality.

ISO 9000 FACTS

- Refers to any organisation of any size or industry
- More than 1 million organisations in over 170 countries have implemented it
- Includes ISO 9000:2005 (definitions), ISO 9001:2008 (requirements) and ISO 9004:2009.
- ISO 9001:2008 is the only standard that organisations can certify in the ISO 9000 series.

HISTORY

Originally it was announced in 1987 by ISO, an international professional standardisation body consisting of national standards bodies from over a hundred and sixty countries. It was majorly revamped in 2000. The next revision is underway and is scheduled to be published in 2015.

Standards clearly show that square metrics are globally accepted and foster honest competition in free-market economies.

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Standards promote trade by increasing product quality and durability, improved capacity and compatibility, simpler maintenance and lower prices. Standards promote commerce by product quality and reliability, enhancing interoperability and compatibility, promoting maintenance and reducing costs.

Standards in the ISO 9000 family include:

- ISO 9001:2008-establishes the need for a high-quality management framework.
- ISO 9000:2005 – covers the basic language and concepts.
- ISO 9004:2009-aims to develop a high quality management framework that is cost-efficient and reliable

The goal of any ISO 9001-certified company is to have a successful quality system. Customer loyalty & benefits, worker motivation and improvements as well as minimal refusals, rework, customer complaints and less problems are rewards. Since the fundamental truth challenged this theory, this study was initiated to judge how effective were the ISO certified Organizations.

SPECIFICATIONS OF ISO 9001:2008 STANDARD

The general specifications of ISO 9001:2008 are 8 clauses, as follows:-

Clause 1 –Scope ; Clause 2- Normative references

Clause 3- Terms and definitions

Clause 4 - Quality Management System, It involves the requisite documents on organisations that vary from high-quality procedures, quality manuals and organizationally appropriate records.

Clause 5-Accountability for management: This clause sets out the highest management criteria in terms of top most management engagement, selection of management delegates, setting policies on quality, goals and performing reviews by management.

Clause 6- Resource Management: It specifies the wants to arrange the resources, coaching them and keeping records, together with the infrastructure of work & atmosphere.

Clause 7.0-Realization of products: It's main clause wherever the sub-clauses are removed from scope of the certification, if those clauses do not appear to apply to the organisation. It describes a structured product and service structure (7.1), customer-connected processes (7.2), characteristic requirement of the customer (7.2.1), contract review (7.2.2), client relationship (7.2.3), and production management (7.3).

Clause 7.4- Purchasing: Any company has the obligation to confirm that the goods purchased fulfil the requirements. Management may depend on the effect of the product on the product or final product realisation. The supply capacity for compliant products and the requirements for availability, assessment, and evaluation shall be assessed and chosen by suppliers. Record and manage evaluation outcomes and effective interventions.

Clause 7.5- Manufacturing and repair provision: It defines what a consumer wants for the assembly or service produced in order to plan, schedule, advise, calibrate, validate and maintain the product.

Clause 7.6- It concerns with standardization of testing and measuring equipment and validation of the code.

Clause 8-Measure, Analysis and Improvement: The Company should coordinate and execute the appropriate measurement, monitoring, analysis and improvement processes

- Monitor level of customer satisfaction.
- Internal audits arrange and execute
- Non-conforming product management.
- Manage and estimate the efficacy of corrective and prevention steps.

Motives for ISO 9001 Certification: ISO 9001 certification is necessary to reinforce their quality name or to meet expectations from the client. Motive for certification has an external orientation within sense that companies implement ISO 9001 out of external pressures, primarily clients' demands. Theory suggests that social & environmental factors play a crucial role in making a similarity result influencing adoption of bound technology.

Benefits related to customer perspective:

1. Improved standard of goods and repair.
2. Cut value due to incompatibility of the product obtained and incoming management.
3. Improved communication and supplier relationships.

As a result, the findings are:

1. Bigger customer satisfaction.
2. Improved corporate image.
3. Retention of existing customers

II. LITERATURE REVIEW

Alic & Rusjan (2010) have examined how internal audits can help boost performance of the business. Their main objective was to build a model which is theoretical in nature for incorporating QMS & internal inspections into a deep management framework and working company assessment. The paper displays, any companies that are internally motivated to submit and achieve QMS better, quality goals are linked to business objectives and therefore internal inspection goals can be joined by quality goals (e.g. management evaluation). These inspection findings (non-conformities, proof and possible future improvements) can be used as a basis for selection of various measures. These steps not only ensure that the QMS quality specifications are met, but also ensure good process implementation and business changes that resolve company accuracy.

Bhuiyan & Alam (2005) studied the outgrowth of latest versioned ISO 9000, ISO 9001:2000, which implements quality management systems through process based approach. The structure of 20 sections was stopped by new version and has five complete sections going through preceding requests, with minor modifications and new requirements are introduced. Process based approach was introduced by this version, it considers quality management system is a single large process comprises of various trivial procedures. In Canadian organizations, ISO 9000 have been discussed with special attention on version 2000.Its registration have been presented and discussed, the most common obstacles that grow during implementation is the distinguished level of difficulty applying ISO 9001:2000 processes and identified benefits of attaining registration.

Grigg & McAlinden (2001) describe Standards of ISO 9000 are expensive and full of burden, and these are applicable within food industry. To fulfil the demand of retail customer and industry, alternative design has been created to compromise lack of industrial priorities & requirement of ISO 9000.

In year 2000, ISO 9000 has been updated to delineate the role of this standard newly in food industry and to improve it. In addition it provides guidance on business excellence. This updated ISO 9000:2000 helped organisations to achieve the strategic quality objectives like IMS and BE that are essential to foreign businesses.

Khanna et al (2010) concluded that manufacturing environment is changing and companies have also to change and improve rapidly. Customers also expect that it should provide high quality standards as well as meet health and safety standards for workers, safeguard human rights and meet other standards of environment. After the release of ISO 14001, both ISO 9000 and ISO 14000 can be joined and it was discussed how to achieve organizational mastery by applying IMS and advantages of applying QMS (Quality management system), EMS (environmental management system), safety process and their integration. In Globalization, Indian manufacturing organizations are facing environment of rapidly changing things. New strategies are required critically for improving their competitiveness.

Kim et al(2010) have researched five driving factors (external pressure, corporate image, competitiveness, efficiency, operational related) and the 10 critical success factors (leadership, preparation, everyone's involvement, corporate capital, process catered, everyone's involvement with a quality emphasis, communication , team work, ISO customization, quality audit).

The relationship between internal and performance based motives has been considered positive. Some researchers contradicted the fact that organisational success could also be influenced by external motives and internal motivations. Companies need to fully recognize the value of ISO 9000 and develop such strategies and techniques in order to improve operational efficiency. Companies need to focus on key success factors to boost short- and long-term results by ISO 9000.

ISO 9000 can be customized by organizations according to their own techniques and goals. This way it can be implemented successfully.

III.AIM OF THE RESEARCH

The key aim of this present research is primarily included in the title of this study and mainly the following is to be achieved:

- Investigate regarding the present ISO 9001implementation within the certified organizations.
- Investigate regarding the present auditing practices and the way these have an effect on implementations.
- Enhance prospects of quality enhancements.

Thus, the aim needs some key objectives need to be developed so as to achieve this mission which are :

1. Shed the sunshine on the importance of ISO 9001 QMS implementation for the work organizations through understanding the motivations behind certification.
2. Investigate and live organization compliance & abidance level with quality needs and employees’

awareness level.

3. Analyze the advantages to organization in obtaining certified.
4. Investigate the share of organization that have complied with all clauses of ordinary needs and also their association with the value and the length of auditing.
5. Build up an applied math model that describes the most factors, latent variables that play considerably vital roles within the ISO 9001 QMS Impact.

OBJECTIVES OF THE STUDY

1. To realize prominence of Total Quality Management in small Enterprises (SEs)
2. To counsel measures to enhance the implementation TQM in SMEs.

HYPOTHESIS TO THE STUDY

Based on the higher than objective, the subsequent hypothesis is framed:

Hypothesis 0: TQM Practices don't seem to be completely different no matter the SEs whether or not ISO Certified or not.

Hypothesis 1: The ISO certification actually cause vital impact on TQM practices.

Hypothesis 2: In ISO 9001:2000-certified organisations, the primary management commitment is higher than in non-certified organisations.

Hypothesis 3: Certified 1SO 9001:2000 organisations display a higher level of participation by employees compared with organisations that do not tend to be eligible by this commonplace.

Hypothesis 4: In ISO 9001:2000 certified organisations the higher level of team service occurs relative to organisations not certified by this commonplace.

Hypothesis 5: ISO 9001:2000 accredited organisations follow Continual Improvement additional meticulously compared to others that don't seem to be certified by this commonplace.

Hypothesis 6: Certified 1SO 9001:2000 organisations, compared with those that appear unapproved by this normal procedure, put a higher emphasis on internal communication.

Hypothesis 7: customer satisfaction is more important. In ISO 9001:2000 certified organisations are linked to the activities of organisations that don't have such certification.

IV ORIGIN OF THE QUALITY MANAGEMENT CONCEPT

Quality Management System can be a management tactic from 1950s; it has been popular from early 1980s. The standard of the company is that it needs to be able to do so, on all facets of the market in a conglomeration of cultures, dreams and ideals aimed at offering customers goods and services that satisfy their needs and their future.

Quality management may be a methodology where management and employees work together to develop goods and services continuously.

THE FRAMEWORK OF ISO 9001:2000

This is a strategy accompanied by continuous development of all procedures, management and engagement of people, incremental learning and transition to a partner in nursing companies that are willing to deliver first goods and services. This management system is the culmination of an ardent attempt to direct and develop the product and service standards.

Active innovation and capability promotion can accomplish a great deal, but the competitive advantage is typically influenced by continuous process development. Quality Management is a long term area of research in which researchers, consultants, engineers and professionals of quality have contributed to its development. **Deming (1986)** offers an Associate in Nursing Concept for a Quality Control Framework that gives a psychological feature outlook to the construct. Sink states that the quality management system can succeed as operational concepts are translated into ways by the organisation's leadership which successively crystallises square measures into actions and communicates them with conviction and consistency to all or any the folks with' conviction and clarity.

COMMITMENT BY TOP MANAGEMENT

In-order to deal with constantly recurrent problems is terribly easy to see top management responsibilities. The belongingness of the workers, their loyalty to the task allotted furthermore on the organisation will depend noticeably on the commitment shown by the senior management.

The highest management should be committed to overcoming all barriers to achieving traditional management framework targets (Longo and Cox 2000).

MEETING CLIENT NEEDS

In a competitive and diverse environment, client requirements are constantly evolving and management should be flexible in planning and making choices so that the shoppers' long-term needs are taken into account (lS/ ISO 9004: 2000, Hauscr et al. 1994).

REDUCING CYCLE TIME

Finally, the cycle time of a process or product affects the system’s strength. The introduction of the WBS (Work Breakdown Structure), a process restructuring, will reduce cycling time to a minimum after a comprehensive evaluation and transport to the whole team (Hubert 2000).

REDUCING LEAD TIME

New methods such as Just in Time (JIT) and advanced technologies combined with waste reduction can minimise the lead time dramatically as it eliminates idle time. When demand is high, reducing lead time would make companies more competitive than supply.

IMPROVEMENT TEAMS

An increased performance use is one of the requirements of a high-quality management system. This can be performed in stages or at the munitions unit. The advance groups will have different functions and a mandate to enforce the progress plans in a timely manner. These are often referred to as cross-functional groups.

REDUCING PRICES OF PRODUCT AND SERVICES

To reduce prices, repairs and rejections must be reduced and this can frequently be accomplished by having an economic and efficient process area unit and an on-going monitoring and measuring area.

SYSTEMS TO FACILITATE IMPROVEMENT

Team building, teamwork, and updating technology can be the starting point for change. Advancement can be accelerated by knowledge management by group action sessions, recommendation plans, consistency circles etc. (Juran 1993).

WORKER INVOLVEMENT & MANAGEMENT

All the tasks are completely engaged in the work of a focused worker, and the participation of all workers in the company will thus lead to an honest work culture, increasing productivity (Clause half-dozen.2.2.2. IS / ISO 9004:2000).

ACHIEVING QUANTIFIED GOALS THROUGH BENCHMARKING

By comparing the business with another organisation that is superior in efficiency in all respects, project and vision milestones are well accomplished Objectives should be quantified. Intervals are made for benchmarking. Organizing between entirely different roles like external agencies (Mike and al.1999).).

V CASE STUDY

The research unit, M/s Kisan Irrigation & Infrastructure Limited, Indore, used a case study analysis style. In order to collect and analyse information, both quantitative and qualitative analytical techniques were applied. Quantitative analysis is quantitative in approach, it aims to be empirical, collects and utilises numerical information while qualitative analysis conceptual process takes the analytical method. Study was performed by interviewing questionnaires, recording and reporting or depositing documents.

COMPANY'S PROFILE

Established in 1982, the Kisan Irrigation & Infrastructure Restricted Company, Indore is the name for agriculture, construction and infrastructure pipes to be manufactured and sold. The organisation has continuously developed into an over-sized multi-location enterprise with over 500 + employees and a strong distributor network of more than 1000 across the world.

Not only does Kisan Irrigation deliver the widest and widest plastic product range in the Bharat market, but it also leads the market in HDPE, PVC Pipes & Fittings and has built its reputation for product excellence and standards of quality. It was Kisan Irrigation's profound understanding of Bharat's economic diversity that enabled the cluster to generate product lines at each point. The production facilities of Kisan Irrigation are well equipped with high school, state of the art extrusion and injection moulding machines. This allowed the product of the business to differ according to international quality and superior end. Kisan Irrigation has put great focus on its sales activities forever. Over the years the company has built a comprehensive sales network, so it can confirm a timely inventory bid across the entire length and reach of its business.

KNOWLEDGE ASSORTMENT

Samples of workers UN agency worked within the organization for the gathering of information. The respondents were classified as four strata that embody the subsequent departments; Quality Assurance (QA), Finance, Operations and Engineering. The analysis sample had thirty participants, with one senior manager (1 manager from QA).

Also there were a pair of from Production, one from Finance and one from Engineering department) UN agency filled-in questionnaires and thirty workers (25 workers from the production and five from every of the departments mentioned above) UN agency were at random asked queries in teams of five workers while the man of science was recording knowledge.

ANALYSIS INSTRUMENTS

The questionnaires and interviews each were utilized in this study. Observations and deposit documents were additionally accustomed far the analysis. The respondents were secure confidentiality of the knowledge to be induced. Following answer alternatives were available: 1 - Totally disagree, 2 – Partly disagree, 3- Disagree somewhat, 4 - Agree somewhat, 5 - Partly agree, 6 – Totally agree.

S.No.	Questions	Score		
		Dev	Average	All
1	Attitude towards an ISO certified process is generally positive in M/s Kisan Irrigation company.			
2	Introducing an ISO certified process will give the company a better control over the order situation			
3	Does the quality policy include a commitment to continual improvement			
4	Has the organisation measured the efficacy of ISO training			
5	Has the organisation ensured that its employees are aware of the significance and value of their activities and how they contribute to achievement of the quality objectives			
6	Has the organization planned for realization of Plastic product			
7	Does it provide a framework for establishing and reviewing objectives			
8	Do quality objectives include those needed to meet requirements for product Quality			
9	How does the management rep promote employee awareness			
10	Does the quality manual include a description of the sequence and interaction of the processes included in the quality management system			
11	Are there records of the output of management review			
12	Is the organization monitoring information on customer satisfaction and dissatisfaction			
13	If the customer does not offer a written statement of requirements, the organisation confirms customer requirements.			
14	An ISO certified process will lead to better project management in the company			

The sample dimensions were therefore a balance between the increasing value of the range of information and therefore the decreasing value of the sampling error.

VI RESULT AND DISCUSSION

Response from the participants:

The following graph shows the response of the participants in the research. In order to assess the degree of maturity of participants in implementation of quality strategy, respondents' details like their age was mentioned in the analysis of the study.

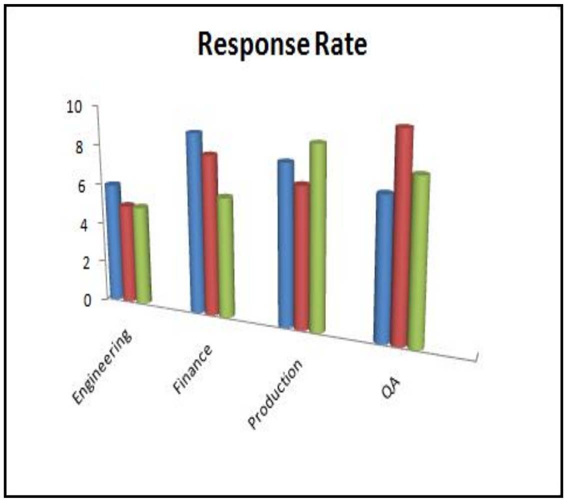

Fig 5.1: Participants Response rate

The main area where this implementation was determined was whether or not there was improvement in capacity utilization and also Production and improvements in rejection rates and customer complaints.

CAPACITY UTILIZATION

Kisan Irrigation & Infrastructure Limited plant has a capacity of producing the following; number of products per year was also mentioned

- HDPE pipes – 2,16,000 pcs
- PVC- 2,30,400 pcs
- Pipe fittings- 2,30,400 pcs
- Coupler- 24,000 pcs

Following Figure 2 indicates low levels of organisational capability utilisation. In 2016, the company utilises its capital to 60%, a rise of 73% and 80% in 2017 and 2018.

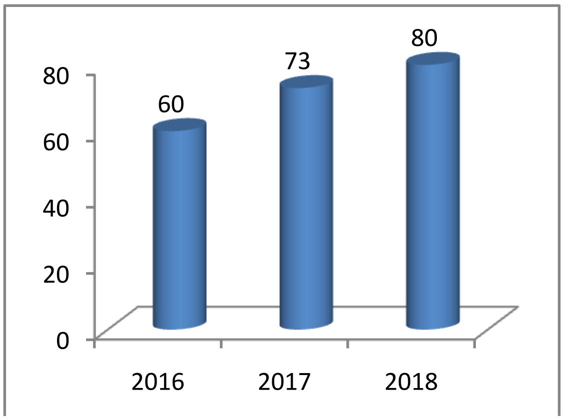

Fig. 5.2: Capacity Utilization at Location

PRODUCTION FIGURES

Besides the participants ' responses, the production reports were also analysed. Two possibilities were considered before ISO 9001:2008 (2012) and ISO 9001:2008 (2016 to 2018) certifications.

The production quantification can be illustrated as follows

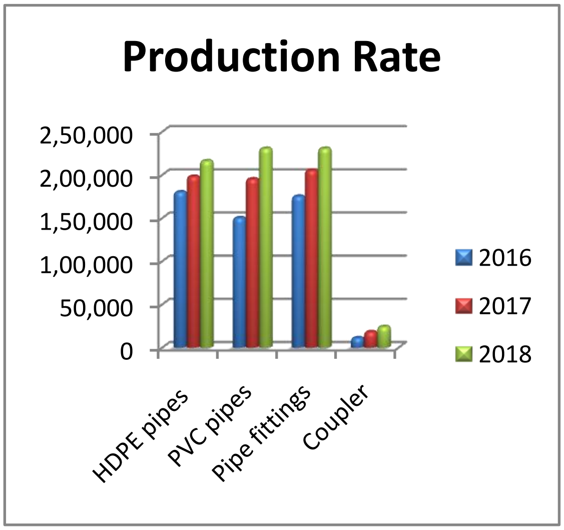

Fig. 5.3 Production Figures at Location

REJECT RATE AND CUSTOMER COMPLAINTS. The rejection rate of NC is 0.2, as illustrated in Figure 4. This information has been collected from records of companies. The ISO: 9001 certification point has been received. The reject rate generally decreased from 7.1% in 2016 to 3.2 % in 2018 after certification ISO 9001:2008, as shown in the fig. 4 below.

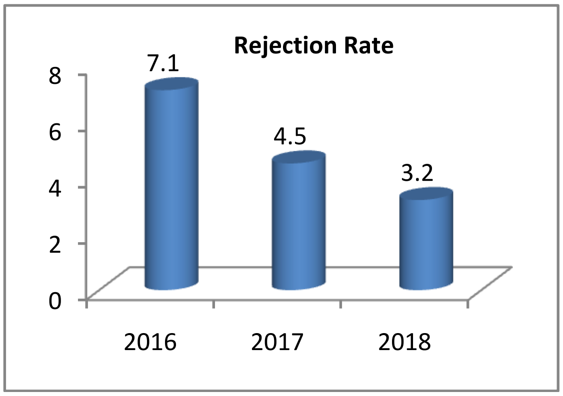

Fig. 5.4: Reject Rate at Location

LACK OF PARTICIPATION

The questionnaire and interview answers emphasized the engagement of top management. Few ISO 9001:2008 QMS components do not have top management involvement. The collected data through interview shows that there is no collective vision in the provision of resources for the issues related to quality.

a. Quality Policy

Defining and reporting the quality policy is the top management responsibility. The top management must ensure that all the personnel, introduced and retained at all levels of the company, understand the policy.

b. Quality objectives

Quality objectives should be checked annually in order to establish new or enhanced goals. Many corporate departments have not paid attention to the goals. For the last three years they have not reached the quality objectives and there are no changed targets. Management has emphasized the need to accomplish the objectives without implementing the adequate plans. This is disadvantageous for the quality improvement, which demonstrates that every individual in the company does not accomplish it as an objective.

c. Responsibility and Authority

The responsibility and authority of the persons who are engaged in the process, installation, providing solutions, identifying problems and delivery of the products should be clearly defined. Through the investigation it is concluded that before getting the ISO these are not clearly defined. After implementing the ISO the structure of the organization is changed and the responsibilities and the authority is clearly defined to everyone.

d. Management representative

For co-coordinating the quality activity in the organization a person with sufficient responsibility and authority delegated by the management should be nominated. He must ensure that the requirements of the ISO are implemented and maintained.

e. Employee Resistance

In the start every employee resists to adapt the changes as this will lead to their new responsibility and new approaches. But after implementing the ISO, the employees have to adapt the changes and follow the steps involve in implementing the ISO and maintaining afterwards.

PROCESS APPROACH

a. Non-conforming (NC) product rate

The control of NC product involves identification, documentation, evaluation, segregation and disposition. This is done to ensure that the non-conforming product is prevented from installation.

Figure 5 below portrays a common deficiency in inconsistent product rates between 2016 and 2018. It is essential for ISO 9001:2008 to be adopted and implemented in general, to ensure that the process is consistent in quality provision. Results shown in Fig. 5 below shows that improvement in quality is inconsistent. This is inconsistent with the QMS, which should show that the non-conforming product is continually decreasing.

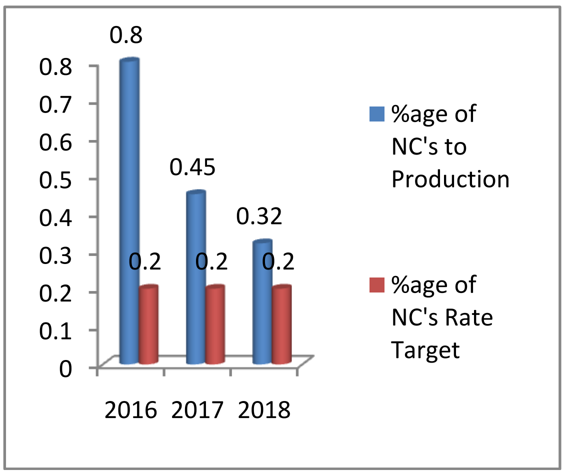

Fig. 5.5: The Company's non-conforming product rate against target

CONTINUAL IMPROVEMENT

a. Internal Audits:

The internal audit must be done for the identification, collection, indexing, filing, storage, maintenance of the quality records. These records must be properly maintained. These shall be legible and identifiable.

b. Corrective Action

A corrective action is a technique for improving NC's causes by eliminating them in order to prevent recurrence. After observing the NC reports, audit reports, monitoring the process & measuring results, data analysis results, management reviews minutes and complaints from the customers. It's noted that the organisation has ample amount of information to illustrate areas that required careful monitoring. However, it was not used to extract the necessary results. Nothing much has been done to minimize NCs in most departments, as shown in the NC report book by the numbers of NCs. Most of the NCs have not been closed & a plan of action has been developed. It demonstrates that although the system defines NCs, management does not complete them.

c. Preemptive Action

Avoidance of loss has extended to all procedures, operations and goods to prevent NCs from recurrence.

The study showed that the information generated in the organisation was little used. This has not been done to evaluate and review data such that careful attention is paid to areas where NCs are avoided. For example, a plant audit should be carried out in order to study losses from steam and condensation leakages, water usage, machine cleaning and energy use.

d. Calibration and Maintenance records

This business has a system to adjust, track and manage measuring devices. This ensures that the equipment and instrument measurement results are accurate. This is important because these results form the basis for several choices, systems and products. The bulk of the equipment is operated by external calibrators and the plant has shown that the current standard of calibration is achieved. While frequent reports were given of preventive plant and machine maintenance, annual downtime reports showed a decrease in machine failure between 2016 and 2018 as shown on below Fig.5.6.

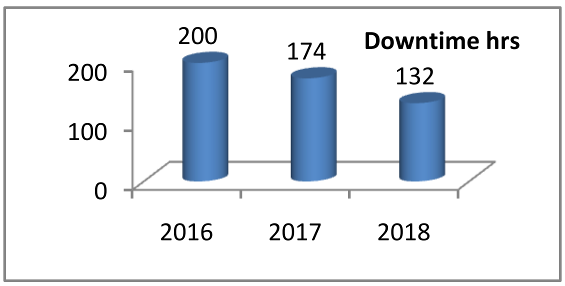

Fig. 5.6: Plant annual downtime due to breakdowns

VII. Conclusion

Kisan Irrigation benefited from its incorporation, but during its service there are square measure difficulties. This study concludes that QMS certified industries shows continual enhancements from method to quality measures. QMS created the Kisan Irrigation to deliver the merchandise and services to the required quality. By adopting the ISO Kisan Irrigation conjointly enhance their quality image within the market. It conjointly facilitates in rising the operating quality of the staff and therefore the potency of the staff and therefore the organization that help the organization to be breakthrough from their competitors and client satisfaction.

ISO helps the organization to:

- Clearly define organizational needs.
- Define acceptable work components, processes, tools and equipment.
- Distribute data to the right person at the right time.
- Achieve a management and control structure.
- Offers a basis for continuous quality management

Results achieved by the Kissan irrigation shown above participation of employees from the top management & lower categories have all enhanced various measures.

These are capacity utilization, production figures, reducing downtime, reducing rejection rate confirming best use of manufacturing practices confirm to agreement of hypothesis stated earlier in this study.

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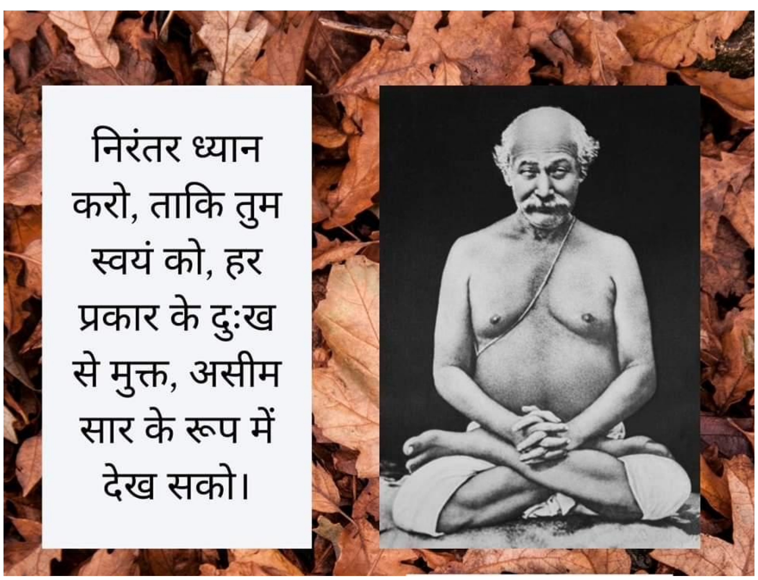

IMPROVING THE ORGANIZATIONAL - ECONOMIC MECHANISM OF THE RAILWAY TRANSPORT SYSTEM

Mannonov Shahrukhmirza Abdurashid ugli[1]

ABSTRACT

in this article, the main directions defining the development of the organizational and economic mechanism of the railway transport system,the main tasks of the economic mechanism of the railway transport system, the principles of strategic integration of railway transport and the organizational-economic mechanism of the railway transport system are proposed.

Keywords: ***T****he organizational and economic mechanism of the railway transport system,economicmodel, cargo delivery, hierarchy of tasks, transport complex, railway transport infrastructure.*

Introduction

The stable development of international economic relations is mainly determined by transport activities. The length of transport routes in the world is 50 million. Stabilization is noted at the level of more than a kilometer. According to the World Bank, today "the international transport market is estimated at 2.2 trillion (6.8% of GDP)". In most countries of the world, the share of transport in GDP is 4 - 9 percent, and in population employment is 3-7 percent [1]. On the one hand, the transport system reflects the level of development of the national economy, and on the other hand, the level of security of the country.

In the world, extensive scientific research is being conducted on the effective development of the transport system. In particular,economic development of the railway transport systempositive effects of the development of the railway transport network have been noted in the studies conducted on the formation of economic approaches that ensure the effective development of the railway transport system, a comprehensive approach to the issues, however, a comprehensive opinion on the direction and scope of these effects has not been formed. Based on this,economic development of the railway transport systemdetermines the need to conduct additional research.

Special attention is being paid to rapid development of transport communications as an important branch of economy in our country. In this regard,In the Development Strategy of New Uzbekistan in 2022-2026, "development of the market and infrastructure of transport and logistics services, raising the level of electrification of the railway infrastructure to 60% and rapid development of the highway network, "green corridors" for foreign trade in the field of transport and expansion of transit opportunities and transit cargo priority tasks such as bringing the volume to 15 million tons" [2]. important tasks have been defined and the President of the Republic of Uzbekistan in his address to the Oliy Majlis stated that "We need to develop the transport and logistics sector in order to deliver our products to the domestic and foreign markets, to reduce the cost of ulul" [3].This, in turn, represents the feasibility of conducting scientific research on the effective use of the country's transport-transit potential and modern delivery technologies, as well as the improvement of the economic development model of the railway transport system.

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Analysis of literature on the topic

The theoretical and methodological foundations of the development of the railway transport system are reflected in the scientific research of a number of local and foreign scientists. According to the English economist Anthony Venables, the transport complex is a set of national economic networks specialized in meeting the needs of social production for transporting goods and passengers [4].

D. According to Bauersox, he paid special attention to the problems of multimodal and intermodal transportation, including the advantages and economic efficiency of transportation organization compared to traditional methods. At the same time, the author specifically mentions the transport system, which includes transport networks, vehicles and transport companies [5].

According to G. Samadov, A. Zoxidov, A. Gulamov and M. Ravshanov, among the scientists of our country, "the transport system is a complex of transport facilities and infrastructures that are interconnected in the process of delivering goods and passengers to their destination, that is, interdependent transport sectors, labor resources and the country in order to effectively manage the economy, the management system of all types of transport is understood" [6].

Research methodology

Effective development of the railway transport systemthe results of the scientific research of national and foreign scientists who were engaged in the analysis of the problems served as the theoretical and methodological basis of this study. In the preparation of the article, abstract and analytical observation, comparative and factor analysis, indicative, selective observation, comparison, economic-statistical and other methods were used.

Analysis and results

The transport complex, which performs the main "blood circulation" function, is of particular importance in the effective development of the economy of world countries. An effective transport system optimizes the movement of goods and products in the domestic market, as well as increases the economic competitiveness of the country in foreign trade, and provides an opportunity to accelerate the processes of integration into the world market. In general, the large-scale development of the country, the high speed of interregional economic relations, in a broad sense, directly depends on the effective operation of the transport infrastructure [7].

Fundamental economic reforms in railway transport require the development of an optimal model of its development. Accordingly, there is a need to develop a new system of views on the economic development of railway transport. This is the lack of effective communication and cooperation between management at all levels of the railway production system, including ensuring the transportation process, availability of sufficient number of appropriate rolling stock, track quality, optimal circulation of wagons, effective scheduled maintenance, logistics, marketing, etc. It is explained by the fact that it is the most important problem of the existing organizational and economic mechanism of the railway transport system.

Railway companies are preoccupied with the implementation of current interests over the future interests of the industry and society. This shows the need to introduce targeted approaches to the effective development of the railway transport system and to develop a general model that covers the entire organizational and economic system and substantiates its important features theoretically and methodologically. Today, the problem of developing a new strategy and model of state regulation of railway transport based on the concept of reciprocal activity of all participants in the transport market is urgent. The system of new views on quality management envisages strengthening the influencing market factors, which is not only government regulation,

Assessing the position of the railway network in the country's economy, determining the prospects for the development of the network, and conducting research on the study and forecasting of trends, with a direct impact on the medium and long-term strategy of the railway network, today's policy, material and technical resources, labor force and the development of the financial situation serves as a basis for determining the need and developing its long-term strategy.

The level of development of railway transport has a direct impact on the development of the country's economy, because the transport costs included in the final price of the product and the ability to ensure timely delivery are important competitiveness factors of local enterprises.

Therefore, studying the main performance indicators of the railway transport system, the stages of development of transport and logistics infrastructures, and developing recommendations for eliminating existing problems in the system is one of the main issues today. In Uzbekistan, 5.3% of the local cargo transportation volume and 92.5% of the transit transportation volume correspond to railway transport.

The main commodities offered for transportation include coal, grain, oil, ore, mineral fertilizers and other bulk bulk and liquid cargoes (Table 1). As can be seen from the data in the table, the main part of the cargo transported by railway transport falls on the products of the mining industry (coal, oil and oil products, ferrous and non-ferrous metals, ores).

Table 1 : **Volume of transportation of certain types of cargo in railway transport**[2]***thousand tons***

Indicators	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**
Coal	3 971.0	3 712.7	442.9	5 632.6	5 231.0	4 459.2	5 673.8
Oil and oil products	10,773.9	10,661.4	10,961.9	6 769.4	6 156.2	5 951.6	5 372.2
Black and non-ferrous metals	959.5	887.2	812.7	1 079.3	1 280.9	1 113.2	1 054.9
Chemical and mineral fertilizers	4 304.2	4 381.3	4 049.8	3 451.4	3 602.6	4 210.9	4 641.7
Construction goods	7 728.7	6 690.3	6 329.4	5 475.3	5 575.5	4 071.9	5 607.7
Cement	5 325.7	5 514.1	4 846.4	4 866.4	5 112.0	5 044.5	4 582.1
Wood products	46.3	21.2	18.9	27.1	31.2	19.7	23.0
Grains and grain products	1 266.9	1 269.6	1 662.4	1 737.1	1 645.2	1 898.6	2 000.4
Total	**34 376.2**	**33 137.8**	**29 124.4**	**29,038.6**	**28,634.6**	**26,769.6**	**28,955.8**

The delay in the delivery of goods is explained by the fact that there are still problems at the stopping

[2]Information on "Uzbekistan Railways" JSC.

points of the rolling stock, this situation shows the need to improve the efficiency of the rolling stock in order to ensure the effective performance of the assigned tasks by the railway transport. Table 2 presents information describing the use of some types of workers, cargo, rolling stock in general use.

Table 2 : **Indicators of railway transport in Uzbekistan**[3]

Indicators	2016	2017	2018	2019	2020	2021
Locomotive productivity, gross tkm per day	947	1015	1056	1110	1190	1200
Freight car productivity, tkm net per day	30	30.4	30.8	31.1	32	32.2
Average speed of the freight train on the section, km-h	32	31	30.6	31.3	30	31
Technical speed of the freight train, km-h	39.3	39.7	40.4	40.7	41.1	41
Average cycle time of a freight car, per day	4.6	5.78	4.2	4.1	3.84	3.9

In the last fifteen years, the volume of cargo transportation has increased by 27% and the number of passengers has increased by 86%, but it can be observed that the inventory of mainline locomotives used in the transportation process has decreased by 18.2%. The decrease in the section speed of the freight train by 9.6% has led to a certain decrease in the capacity of the railway transport. In 2016-2021, the technical and section average speed of freight trains is much lower than the specified speed, and in our opinion, the following factors have a negative effect on the speed of trains:

- Freight trains are late for the specified time;
- Technical failures at stations;
- Increase in technological time standards for trains at stations;
- Increase in the standard of time spent on troubleshooting at the station;
- Adverse effects of working personnel associated with the movement of freight trains.

In 2019, the volume of total investments in the transport system was 6%, which decreased by 2.5 times compared to 2009, and the volume of investments involved in railway transport, the main lifeblood of our country's economy, increased by 24% in 2014-2016, and in 2017-2019 A decrease of 18% was observed (Table 3). The main reason for this can be explained by the fact that investments in some projects have been stopped in order not to reduce the solvency.

Based on the results of the analysis, foreign loans under the guarantee of the Republic of Uzbekistan took the main part of the investments attracted to Uzbekistan Railways JSC in 2021, approximately 40%, followed by private funds, 35%.

In our opinion, the following should be the main directions of attracting investments to the railway transport system:

[3] Information on "Uzbekistan Railways" JSC.

- Development of new forms of cooperation with foreign transport and logistics companies;
- Participation in investment projects by selling and leasing assets of Uzbekistan Railways JSC, attracting real estate;

The use of public-private partnership mechanisms that allow to combine the forces of the state and business in the implementation of the tasks of the development of the country's railway network.

Table 3 : **The volume of investments involved in the activities of JSC "Uzbekiston temir yollari".[4]million dollars**

Project initiator and funding sources	Years					
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
Community funds	379.28	386.77	251.40	252.99	212.05	205.64
Dalvat budget	109.88	85.11	61.64	72.92	66,28	68.04
Foreign loans under the guarantee of the Republic of Uzbekistan	212.12	133.61	126.86	81,91	126.55	226.99
Commercial bank loans	50.0	0.0	17.41	47.03	20.00	1.36
Foreign direct investment	0.0	12.60	29.78	61.48	53.66	51.25
For the funds of the Uzbek Republic Recovery and Development Fund	79.90	116.08	40,23	86.92	36.62	22.73
Total	**831.18**	**734.17**	**527.32**	**603.25**	**515.16**	**576.00**

The extensive nomenclature of transport-logistics services and their wide range of possible changes in quality, the impact they can have on the competitiveness of services and the cost of spending, while other factors require the enterprise to have a clear, specific strategy in the field of providing logistics services to consumers. . A comparative analysis of freight costs by types of transport is presented (Table 4).

If we pay attention to the price analysis on a comparative basis, we can see that the costs of our country's producers are somewhat higher. For example, to deliver one standard carload (60 t of textile products) per kilometer, it is necessary to pay $7.29 to the railway transport service. The same figure is $4.24 in neighboring Kazakhstan, $3.65 in Kyrgyzstan, $6.83 in Tajikistan, and $2.65 in Turkmenistan.This has a negative impact on the competitiveness of our country's railway transport in international transportation[8].

[4]Information on "Uzbekistan Railways" JSC.

Table 4 : **Comparative analysis of freight costs in modes of transport**[5]

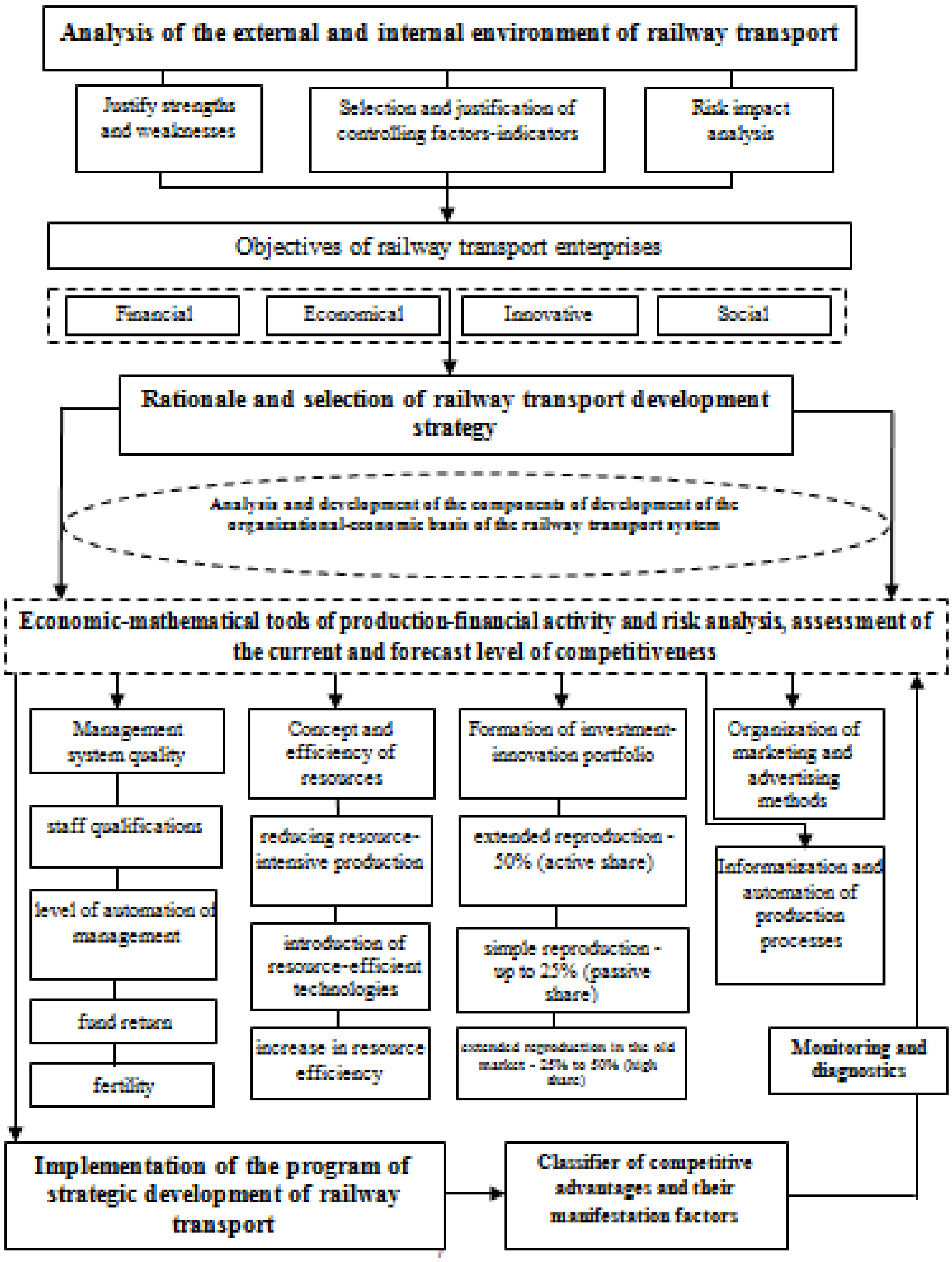
The price of transporting 20 tons of cargo per 1 km by car(in the case of a textile product)				
Uzbekistan	**Kazakhstan**	**Kyrgyzstan**	**Tajikistan**	**Turkmenistan**
$2.45	$1.70	$1.55	$1.35	$0.92
The cost of transporting 1 standard wagon of cargo per 1 km(up to 100 km.)				
Uzbekistan	**Kazakhstan**	**Kyrgyzstan**	**Tajikistan**	**Turkmenistan**
$7.29	$4.24	$2.65	$6.83	$2.65
Number of necessary procedure documents for export and import				
10/11	10/12	9/10	11/12	6/5

It should be noted that today the share of private companies in cargo transportation activities in the country is constantly increasing. Transports carried out by the rolling stock of private companies are formed under the influence of the state tariff system. Accordingly, the most important conditions for the structural reform of railway transport were:

- Ensuring continuous operation and safety of the transportation process;
- Maintaining the integrity of the economic space and improving transport links with other foreign countries;
- State regulation and self-management mechanisms of the market economy.
- In this regard, it is appropriate to implement the following measures:
- Creation of a system of integrated legal and economic relations that encourages the reduction of costs by each participant of the transportation process;
- Ensuring legal responsibility between freight carriers, owners of rolling stock, cargo owners, as well as other organizations participating in the transportation process;
- Gradual separation of monopolistic and competitive activities;
- Distinguish between budgetary and non-budgetary financial resources according to the methods of accounting and their use.

At the same time, certain types of railway transport activities, namely infrastructure, trunk railway network services, power supply systems and devices, locomotive management, etc., have retained their monopolistic nature due to technological reasons. Reorganization of the railway transport of Uzbekistan created the initial conditions for the introduction of quality management of this network and optimal market structure. The organizational and economic mechanism of the railway transport system was proposed below (Fig. 1).

[5]Formed by the author based on available information.


Analysis of the external and internal environment of railway transport
Justify strengths and weaknesses
Selection and justification of controlling factors-indicators
Risk impact analysis
Objectives of railway transport enterprises
Financial
Economical
Innovative
Social
Rationale and selection of railway transport development strategy
Analysis and development of the components of development of the organizational-economic basis of the railway transport system
Economic-mathematical tools of production-financial activity and risk analysis, assessment of the current and forecast level of competitiveness
Management system quality
staff qualifications
level of automation of management
fund return
fertility
Concept and efficiency of resources
reducing resource-intensive production
introduction of resource-efficient technologies
increase in resource efficiency
Formation of investment-innovation portfolio
extended reproduction - 50% (active share)
simple reproduction - up to 25% (passive share)
extended reproduction in the old market - 25% to 50% (high share)
Organization of marketing and advertising methods
Informatization and automation of production processes
Monitoring and diagnostics
Implementation of the program of strategic development of railway transport
Classifier of competitive advantages and their manifestation factors

Conclusions and suggestions

The proposed organizational-economic mechanism of railway transport includes legal, management, financial-economic, environmental and innovative aspects aimed at ensuring a balance between the interests of the state, society and railway transport. The directions given in the organizational-economic mechanism of railway transport ensure its stable and comprehensive development by strengthening insorting and outsourcing integration, expanding strategic diversification, joining the world transport system.

Thus, the presented organizational-economic mechanism determines the solution to the problem of developing a scientifically based strategy for the development of railway transport in modern conditions. The organizational-economic mechanism that ensures the development of the complex leads to the development of market factors that allow to increase the strategic competitiveness of railway transport, reduce costs, increase the level of service and offer new services.

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IMITATION MODEL OF THE ECONOMIC DEVELOPMENT OF THE RAILWAY TRANSPORT SYSTEM

FayzullaevJavlonbek Sultanovich[1]

ABSTRACT

This article proposes the main directions that determine the development of the organizational and economic framework of the railway transport system, the main tasks of developing the organizational and economic framework of the railway transport system, the principles of strategic integration of railway transport and the conceptual model of organizational and economic framework.

Keywords: *Organizational and economic basis of the railway transport system, conceptual model, delivery of goods, hierarchy of tasks, transport complex, railway transport infrastructure.*

Introduction

The sustainable development of international economic relations is mainly determined by transport activities. The length of transport routes in the world is estimated at 50 million. stabilization at a rate of more than a kilometer was noted. According to the World Bank, the "international transport market is currently estimated at 2.2 trillion (6.8% of GDP)." In most countries of the world, the share of transport in GDP is 4-9%, employment is 3-7% [1]. On the one hand, the transport system reflects the level of development of the national economy, on the other hand, the level of security of the country.

Extensive scientific research is being conducted on the effective development of the transport system in the world. In particular,development of organizational and economic bases of the railway transport systemThe research on a comprehensive approach to the formation of economic approaches that ensure the effective development of the railway transport system has noted the positive effects of the development of the railway transport network, however, no comprehensive opinion on the direction and scale of these effects. Therefore,development of organizational and economic bases of the railway transport systemdetermines the need for further research on

In our country, special attention is paid to the accelerated development of transport communications as an important sector of the economy. In this regard,The Development Strategy of New Uzbekistan for 2022-2026 also includes the development of the market and infrastructure of transport and logistics services, increasing the level of electrification of railway infrastructure to 60% and the rapid development of the road network, expanding "green corridors" for foreign trade and transit capacity. to increase the volume to 15 million tons ”[2]. In his Address to the Oliy Majlis, the President of the Republic of Uzbekistan noted that "we need to develop the transport and logistics sector to deliver our products to domestic and foreign markets, to reduce the cost of production" [3].This, in turn, reflects the effective use of the country's transport and transit potential and modern delivery technologies, as well as the expediency of conducting research on the development of the organizational and economic framework of the railway transport system.

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Analysis of the relevant literature

Theoretical and methodological foundations of the development of the railway transport system are reflected in the scientific research of a number of local and foreign scientists. According to the British economist Anthony Venables, the transport complex is understood as a set of sectors of the economy that specialize in meeting the needs of social production for the transportation of goods and passengers [4].

D. According to Bauersox, he paid special attention to the problems of organizing multimodal and intermodal transportation, including the advantages and cost-effectiveness of the organization of freight transportation over traditional methods. At the same time, the author emphasizes the transport system, which includes transport networks, vehicles and transport companies [5].

According to Uzbek scientists G. Samadov, A. Zakhidov, A. Gulamov and M. Ravshanov, "the transport system is a set of interconnected modes of transport and infrastructure in the process of transporting goods and passengers, ie interconnected transport sectors, labor resources and the country. In order to effectively manage the economy, the management system of all modes of transport is understood ”[6].

Research methodology

Development of organizational and economic bases of the railway transport systemThe results of scientific research of national and foreign scientists engaged in the analysis of problems have served as a theoretical and methodological basis for this research. In the preparation of the article used abstract and analytical observation, comparative and factor analysis, indicative, sample observation, comparison, economic-statistical and other methods.

Analysis and results

The transport complex, which plays a key role in the effective development of the world economy, plays a special role. An efficient transport system optimizes the movement of goods and products in the domestic market, while increasing the country's economic competitiveness in foreign trade and accelerating the process of integration into the world market. In general, the development of the country on a large scale, the high pace of interregional economic relations is in a broad sense directly related to the effective operation of transport infrastructure [7].

Radical economic reforms in railway transport require the development of a new concept for its development. Accordingly, there is a need to develop a new system of views on the economic development of railway transport. This is due to the lack of effective communication and cooperation between management at all levels of the railway production system, including the provision of transportation, availability of adequate rolling stock, road quality, optimal turnover of wagons, effective scheduled repairs, logistics, marketing, etc. is explained by the fact that the railway is the most important problem of the existing organizational and economic mechanism in the transport system.

The purpose of the proposed conceptual model is to achieve a balanced development of railway transport, the type of infrastructure of which corresponds to the level of industrial development of the country, contributes to the highest level of economic growth and socio-economic activity in the country . A quality management model is a set of theoretical, methodological and practical rules and conclusions on the formation and development of a management system adapted to specific operating conditions [8].

In railway transport, corporate governance allows for the internal management of the organization and control over the activities of departments, boards of directors, protects the interests and financial contributions of shareholders and the state. The system of views on the development of the organizational and economic basis of the railway transport system should be based on the directions shown in the following figure (Figure 1).

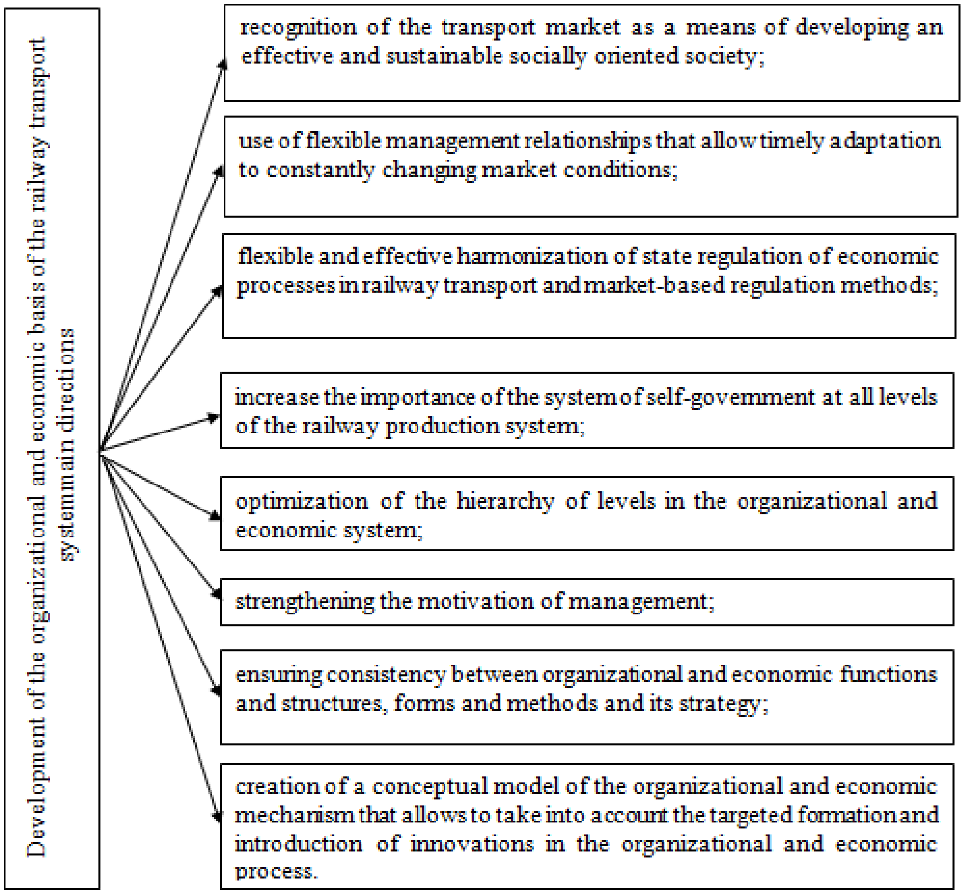

Figure 1. The main directions of development of the organizational and economic basis of the railway transport system

Source: Compiled by the author based on the research conducted.

A well-developed strategy is of great importance in ensuring and supporting the necessary level of development of railway transport. In our opinion, it is expedient to define the following strategies for the development of the organizational and economic basis of the railway transport system:

a strategy related to the need to suddenly respond to real threats to activities, property, employees, ie in this case the principle of "return-threat" applies;

a strategy aimed at targeted study of the economic situation within the enterprise and the environment, forecasting risks and threats, early detection;

security strategy to mitigate the damage caused.

Based on this, it is expedient to ensure the implementation of the following tasks in the strategy for the development of the organizational and economic basis of the railway transport system (Figure 2).

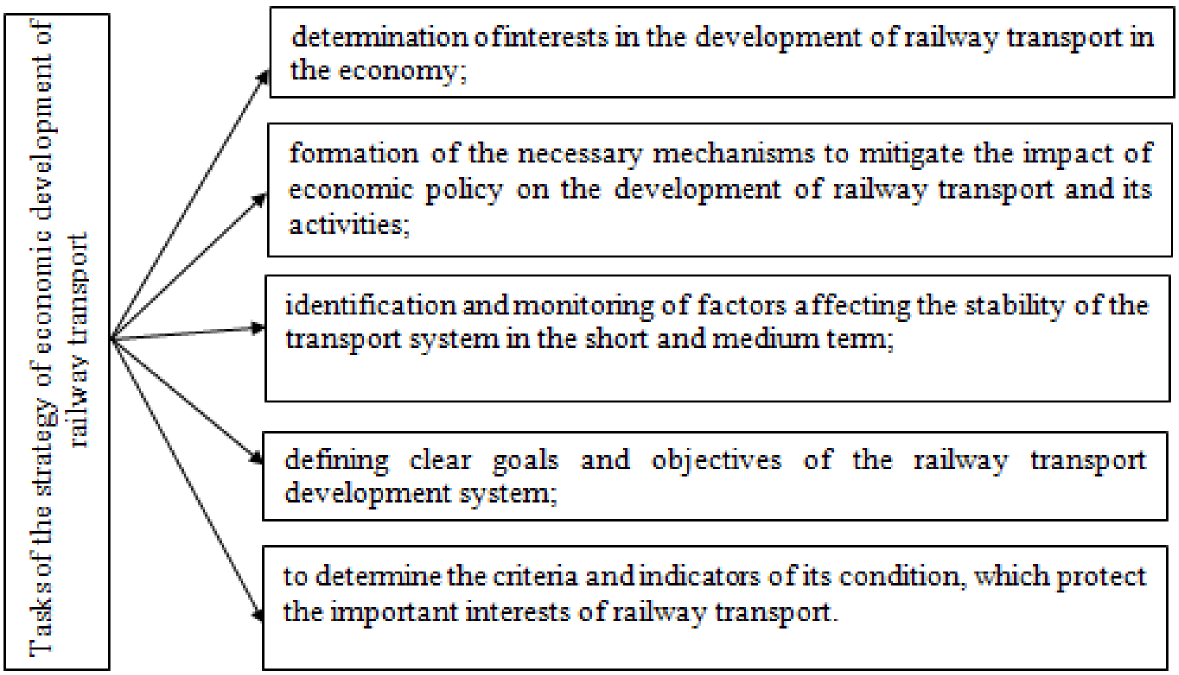

Figure 2. Tasks of the strategy for the development of the organizational and economic basis of the railway transport system

Source: Compiled by the author based on the research conducted.

Development of organizational and economic basis of the railway transport systemThe components of the strategy will be economic, legal, financial, technical, environmental and personnel. The conceptual model for the development of railway transport, which includes a set of practical recommendations, approaches and measures, requires a mechanism and a well-founded strategy to achieve sustainable strategic development of railway transport in the country.

Organizational and economic basis of the railway transport systemIn the new conditions of development, it is necessary to use completely new technologies in all areas of activity. To ensure the effectiveness of decisions on the implementation of the strategy to increase the competitiveness of railway transport in Uzbekistan, it is proposed to create a conceptual model of a complex decision-making process. should consider the various approaches required for.

The proposed model is a breakdown of complex objects that allow you to simulate network competitiveness management procedures, including goal setting, target programming, resource requirements for these programs, resource generation programs, and object-oriented programming. is a scheme of division (separation) and merging (creation).

Development of organizational and economic basis of the railway transport systemThe main goal of the concept is to create an appropriate level of development, which should be able to meet the vital needs of the country and population in transportation in conditions of sustainable economic growth, ie to ensure the fastest transition from backward infrastructure to developed infrastructure . To ensure the effective implementation of the strategy for the integrated development of railway transport in Uzbekistan, we propose a scheme of its strategic integration (Figure 3).

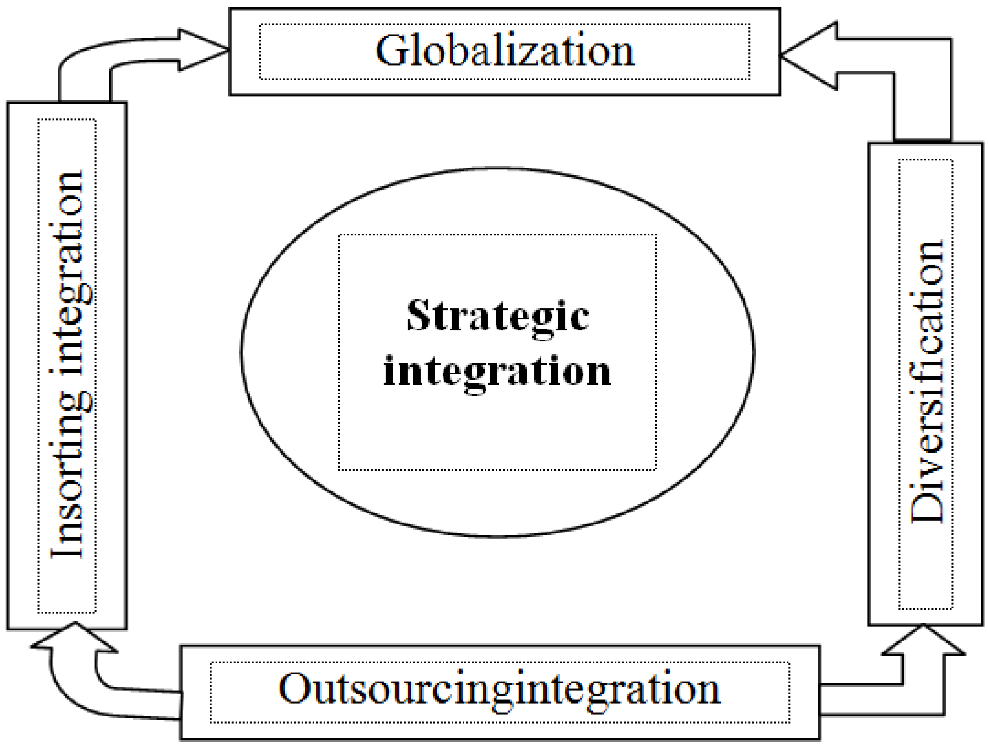

Figure 3. Scheme of strategic integration of railway transport

Source: Compiled by the author based on the research conducted.

Imitation model of the economic development of the railway transport system is shown in Figure 4. The level of development of the organizational and economic basis of the railway transport system, production and financial potential, the use of economic regulation of economic activity, its role and importance in the national economy, public policy and many other factors [9].

- Globalization:
- Joining the World Trade Organization:
- development of international transit corridors;
- development of multimodal transport;
- development of international logistics coordination center.
- Insorting integration:

- Specialized enterprises providing transportation activities;
- Specialized enterprises of railway repair infrastructure;
- Specialized enterprises of railway telecommunication infrastructure;
- Establishment of production enterprises;
- Specialized enterprises that train personnel for railway transport.
- Outsourcing integration:
- Logistics and warehousing centers;
- Forwarding and outsourcing companies;

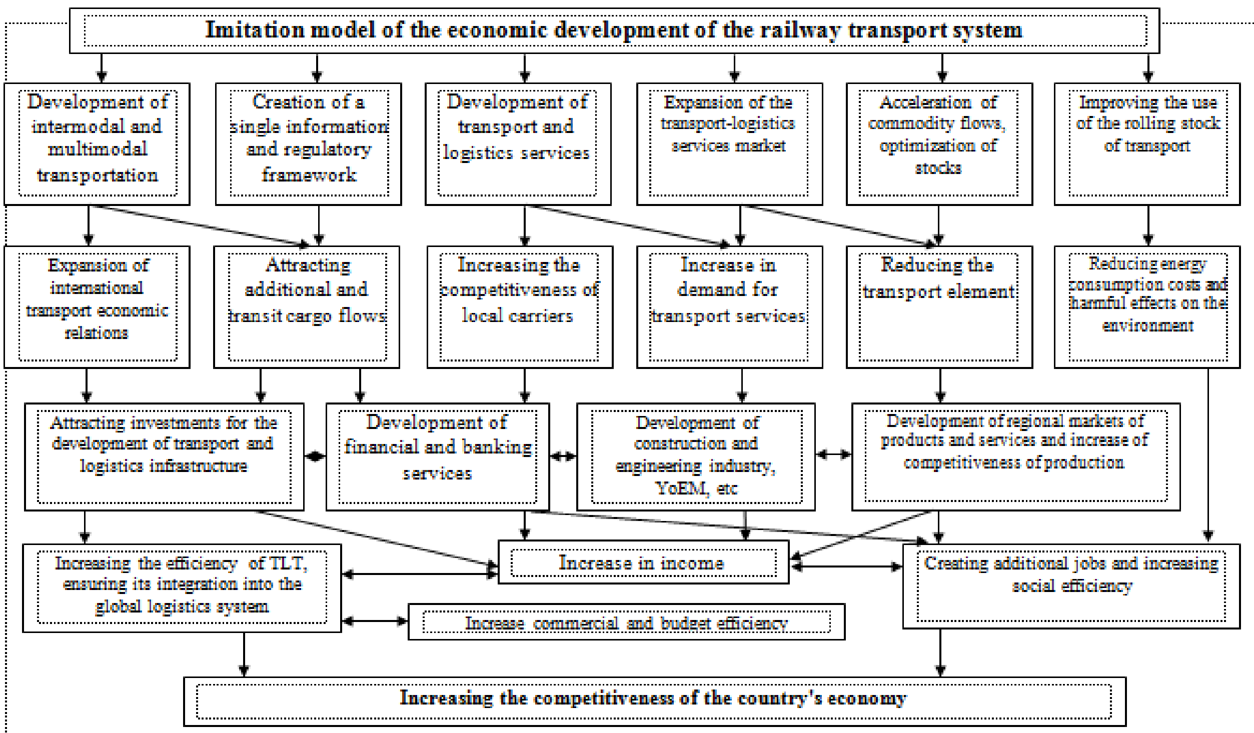

Figure 4.Imitation model of the economic development of the railway transport system

Source: Compiled by the author based on the research conducted.

- Industry and transport companies.
- Diversification:
- Participation in major regional, national and international projects;
- Innovation and investment activities;
- Establishment of a sectoral pension fund;
- Participation in insurance funds;

- Consulting services.

The proposed approaches are based on the integration of insorting (vertical) and outsourcing (horizontal) using different approaches to diversify the activities of railway transport in the context of globalization, which will gradually increase its competitive advantages.

Conceptual model of development of the organizational and economic basis of the railway transport systemdiffers from the general approach aimed at implementing only some of its directions [10]. In addition, the economic motives of integration - the interests of relevant business structures - take precedence over technological factors.

The use of this scheme in the development of railway transport on the basis of market factors will ensure its sustainable and comprehensive development.

The following factors will help:

1. Activation of the integration of insurance, which ensures the balanced development of all major subsystems of the railway complex, which is part of the production market infrastructure, reduces the cost of scheduled repairs, improves the quality of transport services. The development of its own plant infrastructure will reduce dependence on the services of external suppliers, help create new jobs, introduce new technologies, improve the skills of industrial workers, increase labor productivity, create new value added, reduce economic uncertainty and promote innovation.
2. Implementing the advantages of outsourcing integration will expand the market of transportation services, reduce transportation costs and the load capacity of the economy, which will ultimately lead to higher efficiency.
3. Expansion of strategic diversification will ensure a rapid transition to the innovative stage of competitiveness, the creation of additional sources of funding, reducing investment risk, and so on.
4. In the context of globalization, integration into the global transport system will increase the strategic competitiveness of railway transport, allowing it to move from the status of "geopolitical object" to "geopolitical subject", which requires state protection and support in foreign markets. allows you to implement projects.

Development of the organizational and economic basis of the railway transport systemThe conceptual model should be based on the following principles:

- Interdependence, adequacy, goal setting;
- Progressive motivation;
- Perspective and efficiency based on social and economic efficiency criteria;
- Decisions made and responsibility for their implementation.

It is also necessary to take into account the special principles that correspond to the current conditions in the activities of railway transport. Special principles should include:

- Organizational and economic basiscompliance of the content, forms and methods with the characteristics of the ongoing economic reforms;
- Compliance of organizational units of public administration with the tasks of adapting railway transport to market conditions.

This approach is based on factors such as internal sources of growth, government stimulation of growth, and the social orientation of public administration and economic reforms. Under market conditions, changes in all aspects of economic life, in particular production-economic, scientific-technical, financial-economic, are required.

Conclusions and suggestions

In short,it is expedient to develop a concept of innovative development of the organizational and economic basis of the railway transport system, aimed at ensuring and maintaining competitive advantages. The innovative concept should include conceptual, legal-normative, organizational-economic, financial-economic, social blocks.

The proposed imitation model of railway transport includes legal, administrative, financial-economic, environmental and innovative aspects aimed at ensuring a balance between the interests of the state, society and railway transport. The proposed scheme of implementation of the integrated development strategy of railway transport will ensure its sustainable and comprehensive development by strengthening the integration of insured and outsourced, expanding strategic diversification, joining the global transport system.

Thus, the presented cosmopolitan model determines the solution of the problem of developing a science-based strategy for the development of railway transport in modern conditions. The proposed mechanism for achieving integrated development will lead to the development of market factors that will increase the strategic competitiveness of railway transport, reduce costs, increase the level of service and offer new services.

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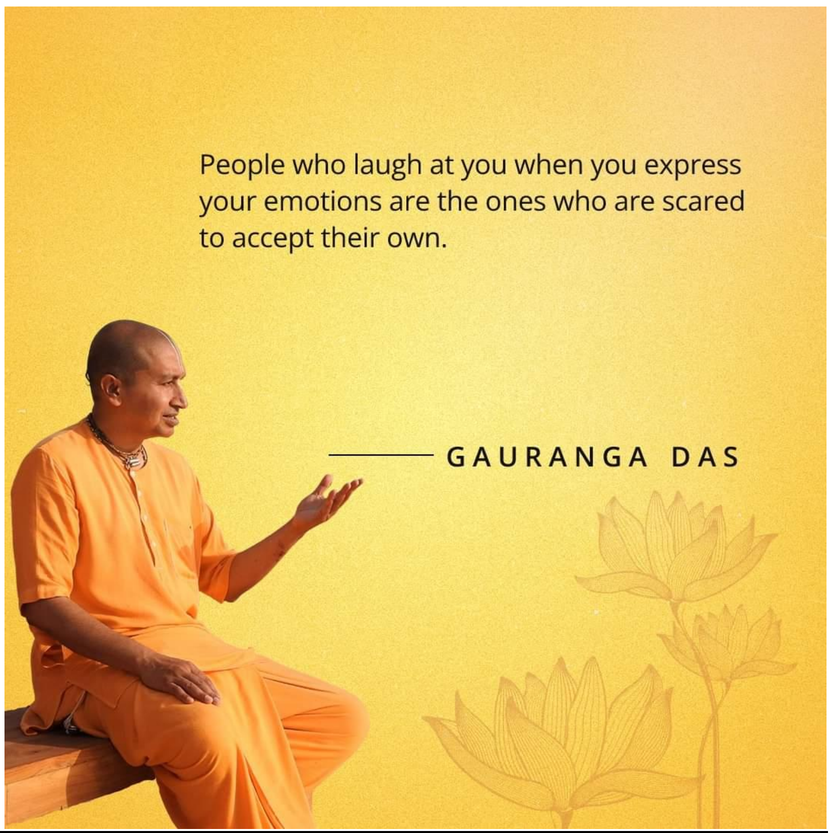

ANALYSIS OF INDICATORS REPRESENTING LABOR EFFICIENCY IN INDUSTRIAL PRODUCTION ENTERPRISES

Jamshid Sharafetdinovich Tukhtabaev[1]

ABSTRACT

This article theoretically examines the content and methodology for determining labor efficiency indicators at industrial production enterprises. Also, scientific proposals have been developed on the use of the "labor" calculation methodology to determine the labor efficiency indicator at industrial enterprises.

Keywords: *Efficiency of labour, productivity of labour,quality of labour,expense of labour, working time, wages.*

An increase in labor efficiency leads to a reduction in labor costs, while maintaining the necessary quality of labor, ensuring a further increase in labor productivity. In an industrial production enterprise, not only the level of the worker's productivity in a given unit of time, but also how much labor was spent on it is important. The cost of labor in the production of products is calculated by the number of workers and the wages paid to them. Both of these indicators can be calculated by working hours. For this reason, in the process of analyzing labor efficiency, not the amount of work performed per unit of time, but the calculation according to this time structure is considered.

In our opinion, the essence of labor efficiency includes the following: the level of use of labor resources, the time spent, the quality of work, as well as the calculation of the labor cost per worker. Labor efficiency implies the achievement of social and economic efficiency through labor relations formed on the basis of the principle of rational use of labor.

Economic efficiency reflects the result of enterprise activity, and social efficiency reflects the social efficiency of economic entities and its impact on various aspects of society. In this case, social and economic efficiency are interrelated to a certain extent.

Economic efficiency is closely related to social efficiency, because economic efficiency represents the level of efficiency of spending to achieve social efficiency in a certain way. In most cases, it is not possible to assess the social results of production in terms of economic efficiency. It is not always possible to evaluate labor efficiency by implementing measures to improve working conditions, environmental protection, and equipment safety. That is why it is appropriate to take into account not only economic criteria, but also social criteria when thinking about labor efficiency. In this case, the importance of economic efficiency increases, because its increase is a means of solving social problems.

Achieving social efficiency is the improvement of people's social living conditions, which makes it possible to increase economic efficiency. As a result, it affects a person's ability to work and increases his work efficiency.

It is important to distinguish the labor efficiency indicator from the enterprise efficiency indicator. When determining the efficiency indicator of the enterprise, all costs are taken into account, including: financial,

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material and labor. Therefore, it is appropriate to interpret labor efficiency, which takes into account only labor resources, as a separate indicator of enterprise efficiency.

Taking into account the importance of the labor efficiency index, it should be noted that until now scientists have not created a methodology and general formula for calculating the labor efficiency index. Nevertheless, "... labor efficiency can be calculated using general, specific, absolute and relative indicators as an indicator representing the calculation"[1]. General indicators reflect production goals and the means and methods used to achieve them. For example, national income at the level of the national economy reflects the productivity of social labor, and at the level of production it reflects the rate of quantity and profit. Among the private indicators are the effective use of labor resources and working time, labor armed with funds, stability of labor, quality of labor results, saving of labor costs, etc. Absolute indicators are expressed in value or natural units, and relative indicators are expressed in percentages.

To express the calculation of labor efficiency in the form of general indicators, it is found using the following calculation formula:

$$L_e = \frac{V_w}{N_w \times \mathrm{L}_q} \quad \textbf{(1)}$$

Here: L_e *– labor efficiency;* V_w *– volume of work (during a unit of time);* N_w *– number of workers;* L_q *– labor quality indicator.*

When determining using the general indicator of calculating labor efficiency, the quality of work developed based on the specific work activity of the enterprise is the amount of gross product produced by workers during a certain time unit (minute, hour, shift) in the production process and the number of workers involved in the production of this product volume. the indicator is calculated based on the ratio of the sum of the products. This calculation method has disadvantages in the full assessment of labor efficiency. For example, it does not represent the work experience and skills of the workers in the labor activity, the saving of working time and manpower, and the quality of the work performed. Labor efficiency indicators, which are not represented by the general indicator, can be calculated by dividing them into separate indicators in private indicators.

Specific indicators for determining labor efficiency are the following:

- Labor productivity and its change;
- Work experiences of workers (qualifications, knowledge);
- Quality of work;
- Save live labor;
- Rational use of working time;
- Efficiency of use of salary funds.

Labor productivity and its change. Labor productivity is an integral and important indicator of labor efficiency and expresses the level of human labor activity in the form of a product (in units of time or value) in the field of material production.

The change in the level of labor productivity is influenced by the extensive use of labor in the production process, labor intensity, and the technical and technological state.

Extensive use of labor, fully effective use of the specified working time during the shift or work process ensures reduction of non-productive time consumption, increase of working time and labor productivity. There is a fixed limit to the classification of extensive work, the duration of the working day and the working day (per week) are determined by law. If the working hours of the working day, determined by the law, are fully mobilized to increase labor productivity, this will show a high potential result of extensive use of labor.

Labor intensity is determined by the level of labor tension during a unit of time and the amount of energy consumed during a person's working time. High labor intensity increases labor productivity. The maximum limit of intensity comes from the physiological and psychological capabilities of the human body [2]. This, in turn, means that labor intensity is not limitless, but there is a physiological limit. Normal work creates normal labor intensity, compensates for the necessary energy consumption during shift work at the expense of human daily food ration consumption, and forms the ability to repeat work.

Thus, labor intensity is an important factor that increases labor productivity, but it has a physiological limit and requires compliance with the physiological norm.

It is a source of change in labor productivity, it serves the development of science and technology, technical-technological modernization of production, the arming of labor with funds, and the creation of new types of energy and raw materials. All this makes it possible to produce more products as a result of high technological armament, forming the power of labor productivity.

The change (increase) in labor productivity in industrial production enterprises is manifested as follows: increase in the volume of product production, unchanged quality of the product created during the unit of time, increase in the quality of the product while the volume of the product remains unchanged, decrease in labor consumption for the production of one unit of product, time of product production reduction, increase in the rate of income and mass.

The increase in labor productivity can be manifested in different ways. The fact that each of them has a special place affects the level of labor productivity and the development of the enterprise.

The change in labor productivity ensures the future development and progress of the enterprise and society, and ultimately ensures that the welfare of the population increases and the needs of workers are fully satisfied.

Work experience of workers. The ability of a working employee to perform labor tasks of various complexity, mobilizing labor skills and knowledge for the results of his work, shows labor experience. Increasing work experience increases the worker's ability to perform complex tasks effectively and efficiently. "When determining the work experience of an employee, it is necessary to take into account the level of knowledge, work ability, attitude to work, work style and level of analysis of the situation, seniority, and the quality of the performed work" [3].

During the determination of work experience, the available experience is divided into ranks and levels. Work experience, which is determined by determining the tariff level, shows the potential and skill of the employee to perform work tasks [4]. The tariff level for determining labor potential is determined from 1 to 22 levels. The division of work experience into levels (second and first levels) shows the complexity and responsibility of the work task. The increase in the tariff rate and the level represents the level of labor experience and the complexity of the work task.

The quantitative and qualitative results of the work of the employees and the level of professional training are reflected in the following indicators:

- Length of work experience in one's professional (knowledge) specialty or main labor activity;
- Availability of specialty and general information (higher, secondary special);
- The level of responsibility in performing the specified labor task.

These indicators are of great theoretical and practical importance in the workplace, conditions, adaptation to the work process, performance of work duties of the worker. When determining the labor function, it is determined according to the work experience and skill level of the worker.

The fact that a worker has work experience is determined based on the work function he performs, the level of special and general knowledge, the severity of work, commitment, skill (knowledge of the work fall), the quality of work results, responsibility, seniority, the ability to perform special tasks, etc.

The performance of the defined labor function by the workers on the basis of having high labor experience leads to higher results of their labor, an increase in the quality of work, and a reduction in labor and time spent on a single product.

Quality of work. The result of individual and collective labor activities of workers engaged in product production is characterized as work. The quality of work shows the level of production and management, the professional skills of workers, the quality of technological and live work [5]. A means of achieving high quality of work is modern production and technological process, adherence to labor discipline, economic attitude to equipment and raw materials, labor skills and technological level [6].

Studying the quality of work indicator allows for quick management in the enterprise. This is important for current analysis of work quality. This indicator of work quality and the dynamics of its change can be evaluated based on the results of the volume of product production, the scale of income, labor productivity and efficiency.

Save live labor. In the conditions of innovative development, saving live labor is an important task. Saving it can be achieved only on the basis of increasing labor productivity. The more live labor is saved, the more productivity and product weight increase is ensured. The indicator of saving live labor expresses how labor productivity-enhancing resources are used. An important task of labor planning is to determine the minimum number of workers (manpower) required to ensure the normal production process.

When determining the indicator of saving live labor, it is calculated by subtracting the amount of current labor from the amount of labor spent on product production, or the current amount of labor from the amount of labor spent, and it is reflected on the basis of the following formula:

$$L_s = A_w - L_{c.a.} = L_i \times (L_h - L_{c.h.}) \quad \textbf{(2)} \text{or}$$

$$L_s = (A_w - L_{c.a.}) = \frac{L_i \times (L_h - L_{c.h.})}{M_i \times L_h} \qquad \textbf{(3)}$$

Here: L_s – save live labor,A_w – amount of work, $L_{c.a.}$ – current amount of labor, L_i – labor intensity, L_h – labor spent during working hours, $L_{c.h.}$ – current labor expended during working hours.

These calculation formulas 2 and 3 allow a large-scale determination of live labor savings at the expense of labor costs (time costs).

Wise use of working time. Effective use of working time determines the increase in the amount of society's wealth. The amount of created material wealth depends not only on the time spent in their production, but also on the efficiency of a person's specific useful activities and the effective full use of his working time. One of the conditions for achieving high labor efficiency is the full use of working time, that is, its rational use [7]. The rational use of working time is the process of eliminating any non-productive and wasteful elements of the working time fund and, on this basis, increasing the volume of output.

The main focus of the analysis of the rational use of working time in the production of products is to determine the loss of working time during the daily working period. Identifying and eliminating unproductive time loss during working hours is an important issue. Unproductive use of working time is affected by failure to ensure the timely participation of raw materials, necessary details and instruments in the production process, lack of rational organization of work, unfavorable working conditions, indiscipline of workers, power outages, material wear and tear of basic tools. The rational use of working time allows to increase the labor productivity and production volume, to reduce the labor consumption of a single product, to increase the result of work, to ensure the full use of the existing labor potential and production opportunities of workers.

Efficiency of use of salary funds. It is of great importance to analyze the effectiveness of the use of labor remuneration funds in every industrial production enterprise. In this process, it is necessary to regularly control the payment of wages, to determine the possibilities of saving funds due to the increase of labor productivity and labor quality, and reduction of labor costs for the product. When analyzing the use of labor remuneration funds, it is appropriate to look closely at the effective use of existing labor resources and the analysis of the level of labor productivity. With the increase in labor productivity, real conditions are created for increasing the level of remuneration. It is necessary to use the funds for payment of labor in such a way that the rate of growth of labor productivity should have an increase in relation to the rate of growth of payment for it. In such conditions, an opportunity is created to increase the rate of extended reproduction.

In order to evaluate the effectiveness of the use of the funds allocated for the payment of labor, the volume of production, income, gross profit, net profit and other indicators are determined at the expense of one soum of wages.

The purposeful and effective use of salary funds allows to increase labor motivation by expanding the possibilities of material incentives spent in exchange for increasing labor results while reducing labor costs in product production, saving unproductive (ineffective) spent salary funds, expanding financial opportunities and implementing effective management.

It is not possible to determine labor efficiency in industrial production enterprises in general on the basis of the private indicators classified above, because private indicators are determined by dividing them into separate indicators. Therefore, it is urgent to develop a single method of calculating "labor indicator" that comprehensively expresses labor efficiency. For this, it is important to develop using general and specific indicators. The labor index proposed to determine the labor efficiency describes the indicators affecting the change of the final labor result [8].

Labor efficiency is determined based on the multiplication and ratio of the main indicators that express the result of work and affect its quality change (L_e):

$$L_e = \frac{R_w}{L_c \times W_q \times L_s \times W_{l.u.t.}} \quad \textbf{(4)}$$

Here: L_e – labor efficiency, R_w – the result of work, L_c – labor cost, W_q – quality of work, L_s –living labor saved, $W_{l.u.t.}$ – the level of utilization of work time.

The labor cost expressed in the calculation of labor efficiency is the number of workers directly employed in the production of products or the time spent, the quality of work itself is the quality of labor and management, the experience and technological level of workers, live labor is the effective use of available labor resources, and the level of use of working time exceeds the normal working time. shows full use.

In determining labor efficiency, the method of calculation based on the labor index, the result is simple and perfect, its use is extremely effective and it allows to determine the following:

- Expression of indicators that do not represent general labor efficiency;
- That the development of the worker's work affects the result of work;
- Mutual harmony of general and private labor efficiency indicators;
- A comprehensive calculation of indicators affecting the effectiveness of labor results;
- The interrelationship between the volume of work and the quality of work.

We can conclude from the above-mentioned indicators of labor efficiency that the general calculation method of determining labor efficiency approaches the determination of labor quality and expenditure on the basis of the ratio of work volume, private calculation indicators sharply differ from the general calculation method and expand the possibility of determining labor efficiency. Based on it, labor efficiency is classified by taking into account the volume of products or labor costs produced during the unit of time, the labor potential of workers, the result of labor activities, rational use of resource and working time fund, wage indicators that directly affect the increase of intensive labor costs. Since private indicators do not represent the general result of labor efficiency, the use of a labor method that expresses comprehensive efficiency allows to obtain an objective and reliable labor result.

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REVOLUTIONARY SURGE OF DIGITAL PAYMENT SOLUTIONS IN POST COVID-19 WORLD

Anand Kabia[1], Alpana Sengar[2]

ABSTRACT

Digital technology has revolutionized our world and day to day life over the recent years. In all these years, technology made our lives easier, faster, and better. Now forwithdrawingor transferring money to anyone or anywhere you no longer have to enter the bank. With the banking application in your smartphone, you can pay all the bills online. COVID-19 forced millions of workers to stay home for the past two or three years. There is an urge to transform digital technology into a 2020 vision soon. This adaptation came into effect immediately with the imposing of lockdown, for Indian digital payments especially. The Indian Government has been rigorously promoting digital payments since 2016, starting with the demonetization. Making India 'digitally empowered' was the main motive behind many digital and Indian economic decisions. There are plenty of options available for digital payments in India, UPI, Digital mobile wallets, Aadhaar Enabled Payment System (AEPS), Prepaid Bank Cards etc. It is evident thatdigital payment mechanism in India has been transformed undoubtedly in the post Covid-19 world. Appreciating the relentless efforts of the Indian Government, the people of India have also showed a great amount of affinity for embracing the new technologies in their everyday lives.

INTRODUCTION

Digital transformation has accelerated across all sectors in the past few years, and finance is one of them. Even as society returns to normal days, with restrictive measures lifted and offices opened again, the habits developed during the pandemic still persist. Mainly spending has changed both online and offline also. Businesses that were previously solely operated as a brick-and-mortar model have adjusted as online shopping became the only viable alternative during the lockdown. The value placed on contact-less payments in shopping centers provided touch-less payments continuous expansion. Digital advancement that would typically take years was compressed into just a few months because of a sudden surge of the Covid-19.

Since the world was put under lockdown due to the Covid-19 pandemic, people all around the globe have become much more comfortable with digital solutions of their everyday needs. The most recent step, UPI was launched for low-cost feature phones. The RBI anticipates drawing 400 million individuals at least into the digital economy with this milestone step. People without smartphones will now be able to use UPI technology for transferring funds.

The new era of digitization is bound to change almost every aspect of peoples' live, especially for a developing economy like India. Even people with no or low digital literacy knowledge and proficiency in

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using creative ways of carrying out activities are slowly dipping their toes into the pool of technological advancement.

People's payment habits, in particular, have evolved into a digitally-driven way of life. Cashless payments are at the top of the list since they provide convenience and security both. In after Covid-19 world, the digital mode of payment has become the preferred and trending solution of money transaction.

Some trending digital payment gateways which resulted in a robust digital payment ecosystem in our country are mentioned below:

UPI Services

UPI (Unified Payments Interface) presently constitutes more than 40% of the digital transactions taking place in India. Now it is obvious that UPI is the most widely used digital payment mechanism in the economy. The launch of UPI assured secure and comfortable payment service in the country and given a boost to the small businesses and street vendors as it facilitates smooth transaction even for the smallest amounts.

Aadhaar Enabled Payment System (AePS)

AePS is a bank-led payment mechanism that allows Aadhaar card holders to make monetary transactions using Aadhaar-based biometric authentication from their Aadhaar linked bank accounts. It was created by National Payments Corporation of India. It is an initiative that strengthens all sections of society by allowing them to conduct banking transactions using Aadhar ID. The transaction will take place via bank account linked with the Aadhar Card.

Immediate Payment Services (IMPS)

Immediate Payment Services are smartphone based interbank electronic fund transfer facility. IMPS can be accessed via several methods, including mobile banking, SMS, net banking, and even throughthe ATMs.The IMPS service is provided by the National Payment Corporation of India (NPCI). Their facilities allow customers to transfer money through banks and Prepaid Payment Instruments (PPI) issuers both. PPIs are instrument that allows one to purchase goods & services or initiate money transfer using the value that is contained in the PPI. Some of the examples of PPI include smart card, vouchers and digital wallets etc. Even without the bank accounts individuals can transfer money by IMPS using PPI.

FASTag

NPCI has developed the National Electronic Toll Collection (NETC) mechanism to meet the electronic tolling need of the Indian market which was established in the year 2014. Toll payments are made directlywhile vehicle is in motion from a prepaid wallet or savings account linked to the FASTag. It is a device which works on the advanced technologycalled as Radio Frequency Identification. FASTag offers the convenience of cashless payment along with advantages like savings on fuel and most importantly time as the customer does not has to stop at the toll plaza.

Rupay

Reserve Bank of India (RBI) has launched RuPay facility and entered in to the international payment market through this indeginous card as India's official entry. As a way to build "less cash" economy, it aimed for 100% financial inclusion. With the schemes as Pradhan Mantri Jan Dhan Yojana (PMJDY), RuPay was able to reach even in rural India and promoted digital payments.

BENEFITS OF DIGITAL PAYMENT SOLUTION

Convenient and time-saving

One can play the bill with just one click and avoid waiting in long queues to make the payment. People nowadays have plenty of options for paying in a digital mode including net banking, mobile applications, UPI transfer and many more. It assures quick payment operations as the entire transaction takes a second and one can also download the payment receipt as the physical evidence.

Ensures timely payment

There may be many other reasons for that, but some late due to their busy routine and no reminders. However, a good digital payment system can take care of the issue.

Cost saving

A good digital payment mechanism is cost-effective and affordable to all. It saves the paper based documents cost, transportation cost and gives people freedom to pay from anywhere.

Reduces the risk of loss or theft

Carrying cash with you all the time can be a risky decision. By adopting a digital payment system, there is no need to carry the cash everywherein your pocket for bill payment, digital payment mechanism minimizes the threat of losing the hard earned money of the people as they require proper verification and the authentication each time anybody access the service.

Banks and other digital payment portals also provide added security for the digital transactions in the form of OTPs and cross-verification, which can help in preventing the fraudulent transactions.

User friendly

Digital payment mechanism is getting advanced day by day and proving itself extremely user friendly. Apart from providing various payment facilities, it shows real-time analytics, is built for quick operations and helps users view all the details of the transaction and the services it facilitate.

Provides greater value for money

Digital payment solutions can provide greater value for money than traditional payment system. Some mobile applications offer cash back and discounts when people pay through these apps.

Enables better record keeping and tracking facility

With a digital payment system, people can get the past transaction records and all the payments in a particular time period in one place. A person can easily go through the transaction history anytime.

Offer seamless transactions

Since digital payment options have been around in our economic environment for quite sometimes now, the process has become easier and smooth than ever. Showrooms, shopping malls and even small general stores have now started accepting digital payments.

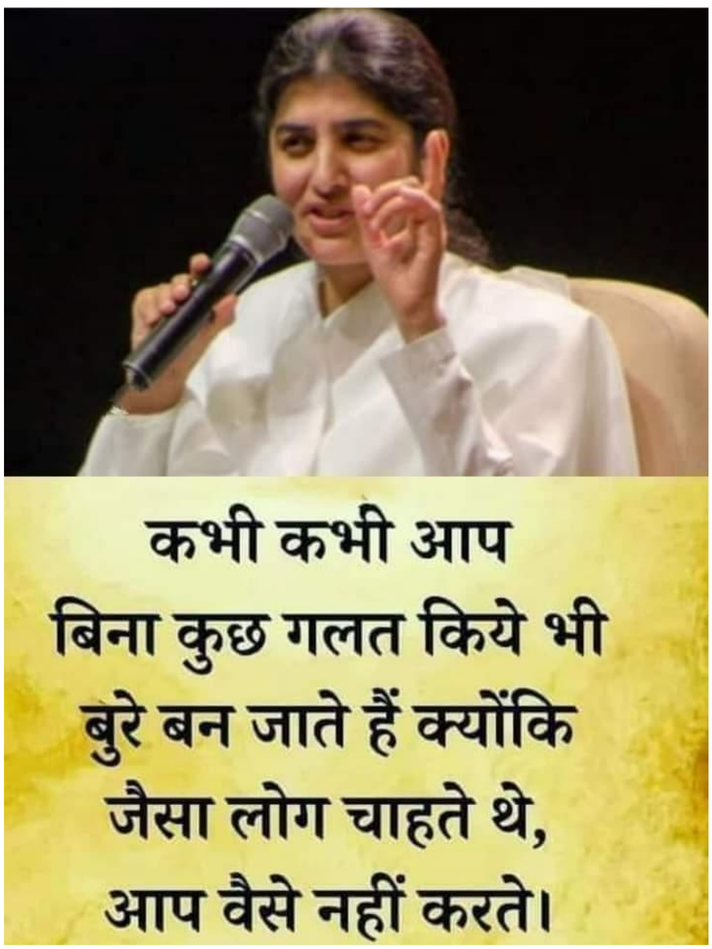
The whole transaction process has also become seamless, as customers can now make payments using their smartphones via mobile banking applications or through other digital wallets.

Plenty of options

Straight from the credit cards and debit cards to digital wallets including Google Pay and PhonePe, people can choose from a wide range of options for their preferred mode of digital payment. Digital payment platforms provide the opportunity to do the financial transactions without the fear of falling short of liquid cash.

CONCLUSION

At last it can be concluded that uncertainty cannot be predicted exactlyand can be expected anytime in future but one thing is certain – the future of money is digital. In post-Covid-19 world, digital payment services are likely to become more popular and trendy. The adoption, use and convenience of digital payment facilities are expected to continue for a long period of time, as these digital solutions are increasingly becoming an essential element of trending financial behavior and are likely to enhance the development of the industry for upcoming years.



EXAMINING THE IMPACT OF PANDEMIC AT WORKPLACE: THE HR PERSPECTIVE

Dr. Priyanka Sikarwar[1]

ABSTRACT

COVID-19 has been a major source of concern for the whole world. COVID-19 pandemic would have far-reaching social and economic consequences on all. Any nation in this internationally linked world will be affected by the pandemic's destruction. The COVID-19 is likely to have long-term or permanent effects. By the way,When the pandemic is over, we will most likely see a modern climate, a new lexicon, and a new social paradigm with far less peoplereaching the point of economic and social collapse Since the COVID-19 epidemic began to spread across the globe,Thousands of people began to have serious health problems, and mortality rates rose. Stopping the spread is the only choice.The goal of the pandemic was to put an end to all social interactions.As a result, several countries imposed full lockdown across the globe, which is still in effect.In such a situation, all commercial operations in all sectors will come to a complete halt. The lockdown has varying degrees of effects on different industries. For example, the airline, catering, hotel, and manufacturing industries are all quite differentIt will take years, if not decades, to recover. Many businesses will be forced to close permanently as a result of the damage and failing to take up the burden. Companies are attempting to manage departments and administrative positions by "Work from Home" mode in order to overcome the present situation. Companies are attempting to deal with the economic turbulence created by COVID 19 by using disruptive technologies and the idea of working from home. Work from home was once considered an appropriate market activity only in the IT and technology industries. Some industries, on the other hand, were hesitant to embrace WFH as a successful business standard. The most importantMany businesses have been compelled to introduce Work from Home mode for their workers as a result of the worldwide outbreak of the pandemic.

This research paper examines the benefits and drawbacks of the work-from-home concept, when people who work from home are forced to live in social loneliness and mental distance during the COVID-19 crisis.Work-life roles can be balanced, particularly when the life domain requires as much focus as the work domainin terms of jobs, in these trying times The research focused on the effect of the COVID-19 virus pandemic on the environment, Employees' daily lives. This research paper further emphasizes how employers and HR administrators must work beyond the box in order to develop best practices and re-define HR positions in the face of adversity. This research paper would also shed light on a few key topics such as People-Connect and the introduction of a new technology, people about technology, design thinking, and re-skilling, up-skilling, and multi-skillingto train our staff to become more knowledgeable and talented, we need to use storytelling, analytics, and artificial intelligenceenlarging their range of abilities.

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INTRODUCTION

Thecrown infection pandemic of 2019-20 is a never-ending outbreak of corona infection disease 2019 (COVID-19) caused by a corona fungus (SARS, CoV-2). The flare-up was first noticed in December 2019 in Wuhan, China.People were permitted to fly internationally due to initial mishandling by multilateral organizations such as the WHO.As a result, the COVID-19 virus spread across the globe, sparking a pandemic of epic proportions. It was just a matter of time.The WHO proclaimed COVID 19 a pandemic on March 11th, three months after it was first detected.

The epidemic had spread through many nations by that time, and the damage had already been done. As of May 1, 2020, more than 3.27 million cases of COVID-19 had been recorded in 187 countries and territories, resulting in over 234,505 deaths. More than 1.02 million people have been cured of the disease. The first case of COVID-19 can be traced back to November 17th, according to media reports that provide specifics about unreleased Chinese government documents.

Chinese experts identified at least 266 people who contracted the infection a year ago and were subjected to clinical surveillance, with the earliest case occurring on November 17th, just weeks before experts predicted the emergence of a new virus. For around a month after thatEvery day, one to five new cases were detailed, and by the 20th of December, there were 60 affirmed cases. According to the Ministry of Health and Family Welfare, 35043 COVID19 cases (including 111 foreign nationals) is accounted for in 32 states/association regions in India as of 1 May 2020 (8:00 AM). There are8888 people have been relieved/released, 1 person has moved, and 1147 people have died.A single confirmed patient is subjected to clinical containment, followed by home segregation of the contacts. Without intervention, there would be far more genuinely sick people than we have resources to consider.

Work from Home

We can’t change the infection’s organic properties, so we can change the amount of interaction we have with it. Maintaining social distance from one another is one way to do this.

The desire for social separation gave rise to the idea of “working from home concept (WFH)” for corporations in order to hold workers’ working spirits alive. Work from home (WFH) is a concept in which people can work from home using a variety of interactive channels. Following that,As a result of the pandemic, industry trends have completely shifted, and the vast majority of business operations are now conducted onlinea smart device, or any kind of digital platform Artificial intelligence and analytics have altered the way businesses operateto manage and operate a company. Businesses are being pushed to switch to operate from home mode for their workers, whenever possible, during the latest COVID-19 pandemic in order to keep operations running. Any action has advantages and disadvantages, and the implementation of the Work from Home principle is no exception. Although COVID-19 has a negative effect on business organizations and the economy, it has also driven businesses to search for new ways to operate operations via remote connections and the introduction of digital technologies. Many individuals have benefited from WFH because it makes workers active while still allowing them to achieve a work-life balance.However, it is not only about juggling one’s life; it is also about meeting all of life’s problems positively in order to perform and produce as the situation requires. Working at home has some advantages, but it still has some disadvantages. Employers and HR personnel/consultants have been compelled to re-evaluate, re-design, and think beyond the box in order to put forward the best practices for operating their companies and markets as a result of the current COVID-19 crisis. HR’s challenge is to continue to cultivate workers who are creative, constructive, loyal, and devoted to their company while being confident and effective in this challenging situation.

Bringing People Together

As citizens returned to their villages after the lockout was announced, organizations and businesses began to experience problems, mostly on the people-disconnection front. Overnight, 80% of people in the organized business were homeless. HR’s biggest problem right now is getting people back to work as fast as possible. There are technological difficulties to overcome in addition to cultural and confidence issues. There isn’t an office or a quiet workspace in any house. As a result, the need of the hour is to reconnect with certain individuals, either by contacting them and talking for their well-being, or by supporting and maintaining their well-being over the internet.Simultaneously, more people are attempting not only to complete their own jobs, but also to assist their families in coping and keeping their children on a path of research. Finally, there are very real emotional and psychological problems when it comes to obstacles.Almost everybody is concerned during a time of adversity, such as the one we are seeing right now. The principles of positive thinking, such as resiliency, positivity, and psychological safety, will help to alleviate these issues. Employers may play an important role in applying those strategies to their workers’ simulated workspaces.

Maintaining Normalcy

So, what are our options for overcoming these obstacles? People yearn for consistency. As a result, it’s critical for workers to pave the groundwork for workers working from home to build and retain normalcy—whatever that means in the present context—which includes taking time out of the day to care for loved ones. Establishing and deciding to goals, as well as routine assessment of goal success, are also part of setting the foundations for normalcy. Then, to keep managers centered on the most important tasks, frequent goals and milestones are aligned.

So there’s the issue of connectivity. Management can often check in often and regularly to see if employees are adjusting to remote jobs. It’s also important to have a space where workers can be seen and heard. It’s also a great time to ramp up the appreciation systems. Recognition from peers and managers to subordinates will help inspire the team to remain on track to meet the organization’s objectives. There is no better way to thank anyone than now. For many years, telecommuting and working from home have become hot topics.According to a new Flex employment survey, the number of people employed from home at least part-time has grown by 44% in the last five years. Working from home has been the de facto norm for most office employees since the Coronavirus outbreak. Also customer support and contact center jobs have shifted to home offices.

Social Distancing

Although working with a home-based team has its drawbacks, there are also advantages to the practice that go beyond the immediate need for social isolation. A home-based staff saves money for the organization because it has smaller overhead and uses less electricity. In terms of macroeconomics, less people commuting means less noise and less use of fossil fuels. Pollution levels have been measured as dropping significantly across areas of China and Europe in just a few weeks of the pandemic crisis.

Gains in efficiency are also among the advantages. According to Adam Grant's Nick Bloom experiment, allowing call centers to operate from home increases productivity by 13%. They have a lot of freedom in terms of where they live, where they work, and how they work, and they don't feel micromanaged. And most notably, allowing employees to work from home boosts employee productivity.People who no longer have to cope with long commutes have more time to devote to their hobbies and interests, Work-life harmony and family. No one has an infallible crystal ball to determine when the latest crisis will end or what life will be like after the crisis. Organizations would, moreover, have provided more opportunities than ever before to experiment in a globally diverse population and would have gained invaluable experience on how to do it efficiently. Companies must consider the following factors in order to enforce WFH mode successfully.

Infrastructure

Companies must ensure that their workers are well-prepared to cope with remote working. Any companies also do this by allowing employees to set up a home office where they can operate uninterrupted if necessary. This sum will be used to fund a number of expenses, such as a high-speed broadband service or electricity.Backups, required gadgets and machines, and even office furniture such as desks and ergonomic chairs are all examples. Those that don't have the necessary room or services at home, they'll need to be given another choice. Companies may be a possibility.This can be accomplished by creating co-working spaces across the city that double as job hubs.

Collaboration

When businesses encourage workers to work from home, one of the greatest obstacles they face is collaboration.Effective teamwork entails far more than ensuring that people show up for meetings and calls on time. People's ability to invent and come up with new ideas is heavily influenced by spontaneous cooperation.This is something to consider when putting together a successful remote job plan. A strong collaboration environment, including meeting tools, chat apps, and data sharing applications, is needed.

Security

Employees working with firms that deal with a lot of classified customer information would need to work in a safe atmosphere. The first move is to install the appropriate security software and allow automated updates, not only on laptops but also on smartphones and other personal devices that workers can use to access client data. Another criterion and way to guarantee that there will be no security violation, even though the computer is missing or compromised, is to require device encryption. More significantly, businesses will need to have enough preparation so that employees can recognize malicious behavior and detect ransomware, cyber-attacks, and phishing attempts.

Policy Framework

People used to be unable to work at home because they believed they would be penalized in terms of rewards and incentives. This view was probably correct in companies where operating remotely was mostly seen as an exception. Employees would have had to ask their employers for approval or bargain for the privilege on a case-by-case basis. Many that abuse this right more much may have found themselves at a disadvantage in such a setting. Companies who wish to consider an office-less future must now invest in developing a remote work community. Making sure that supervisors don't have a hostile attitude toward remote employees is a good place to start. Having open assessment and equal reviews policiesOther methods for bringing about this transition include procedures. Suggestion: Work 5 days a week with some versatility.During the current situation, companies should change operating hours such as 10.30/11AM to 4/4.30pm as the organization can adjust such a lack of revenueWorking hours on regular days of the year.

Emotional Well-Being

The latest COVID-19 epidemic has brought one oft-overlooked component of remote working to the forefront: alienation and solitude. Companies would need to find ways to get around this if remote working is to become more common over time. To some point, innovative technologies can help. One perfect choice is to have weekly online hangouts where team members can log in remotely to play games and catch up with colleagues. Managers should ensure that job accomplishments, as well as personal celebrations such as birthdays and anniversaries, are shared and enjoyed by the whole team.Smaller details, such as the number of actions workers take during the day, can also be gamified using technology. When you're working alone all day, a little friendly rivalry or a shared joke will make all the difference. Employees' morale is more likely to improve as they function in familiar, comfortable settings, according to studies. Employers have no choice but to trust their staff in light of the new situation with the corona virus. Both employers and staff benefit at working from home.Getting a WFH is beneficial to workers.The software saves money on office costs and other office expenditures, allowing them to use financial tools to grow their companies into new areas. Working from home will be a tempting deal for workers in big cities where traveling takes a significant amount of time. Working from home would also benefit someone who struggles from social distress and prefers to work alone, as the epidemic now demands. With its benefits and drawbacks, remote working as a result of the pandemic has instilled a sense of belonging among workplace coworkers and provided an unexpected escape from everyday commutes and job schedules for several.

The Positive side of work from home concept:

Here are some of the advantages of working from home, as mentioned below:

1. Maintaining a distinction between work and home duties is particularly challenging for women. Women benefit greatly from the work-from-home model because it allows them to balance the dual roles of juggling home and work. Both family members must remain due to the effects of COVID-19.As a result, working women have more obligations than men. Working from home and obtaining a work room and time control is a daunting challenge in the current environment. But it all comes down to good time management and work-life balance, as well as being more flexible, constructive, reasonable, determined, and devoted to work-life balance and time management.
2. One of the most significant benefits of WFH is the time saved driving to and from work. Regardless of how near or far one's workplace is, one must head out, be stuck in rush hour gridlock, and endure the heat outside. However, by working from home, commuting time is eliminated, allowing more time to be spent in the job or personal sphere, resulting in more positive outcomes during the lockout. This time should also be used to spend in one's fitness in order to stay fit and well. A calm mind gives you the energy to do better.
3. All is remaining at home due to the COVID-19 pandemic. School is not being attended by the children. If more than one person works from the same household, working individuals must share their work room. Working at home is more difficult in terms of time control and keeping a mental and physical equilibrium while completing both household duties and office tasks in a pleasant and peaceful manner.
4. Work at Home is greatly aided by technological advances. Because of the technologies available today, one can conveniently communicate with his or her job when remaining at home. However,

one must be cautious when using technology. As a result, in this extraordinary moment, employers and HR must control their employees. HR has to reconsider its strategy by predicting the strengths and capabilities that would be needed.

5. The need of the hour is for restructured and redefined job functions, as well as reskilling of resources. Via virtual acclimatization and virtual partnership management, it is critical for businesses to adapt and improve in order to ensure that their workforce is rebooted and becoming smarter.
6. Smart technologies, systems, and strategies are a huge step in the right direction for HR to plan how to make an employee’s home work as a node to an office center. Although working with a home-based team has its drawbacks, there are also advantages to the practice that go beyond the immediate need for social isolation.A home-based staff saves money for the organization because it has smaller overhead and uses less electricity.
7. Gains in efficiency are also among the advantages. According to Adam Grant’s Nick Bloom experiment, allowing call centers to operate from home increases productivity by 13%. They have a lot of freedom in terms of where they live, where they work, and how they work, and they don’t feel micromanaged. And most notably, allowing employees to work from home boosts employee productivity. People who no longer have to cope with long commutes have more time to spend with their families and maintaining a healthy work-life balance.
8. No one has an infallible crystal ball to determine when the latest crisis will end or what life will be like after the crisis. Organizations would, moreover, have provided more opportunities than ever before to experiment in a globally diverse population and would have gained invaluable experience on how to do it efficiently. For teams, working from home may be extremely beneficial.Here are a few pointers to think about: Set objectives, Maintain constant contact with managers and employees. Enable workers to be seen and understood by providing space and virtual resources. Any meeting should begin with the first 2–5 minutes.To increase faith and interaction, chat about things that aren’t work-related. Ensure the appreciation is ingrained in the culture ,the working week’s rhythms, Given the numerous advantages of working from home, it is likely to become more common. As a result of the recent COVID -19 condition, it has become much more widely accepted.

Negative side of the work from home concept:

The following is a list of pitfalls of the work-from-home concept:

1. Working from home will cause one to become disengaged from colleagues and employers.
2. Working from home will result in a lot of interruptions. One must attend to visitors, cook for the family, clean the house, and supervise the children.
3. Working from home causes an employee to feel disconnected from his or her company, as well as a loss of group feeling and connection.
4. Employees must be self-motivated, committed, and dedicated, as well as constructive, flexible, and resilient, or else morale will suffer. HR plays a critical role in bringing the idea of “People-Connect” to life.
5. For workers who serve in the workplace, WFH causes cultural gaps.
6. WFH does not encourage business contact or kinship.
7. Employees’ reliability and longevity was poor due to a lack of personal attachment to their employer.

8. Employees who work at home can be tough to monitor and keep accountable. As a result,
9. There has been a substantial drop in productivity and motivation.

Also in the best of days, the work-at-home (WFH) model poses a number of obstacles to both staff and employers. Prior to the onset of Coronavirus, a report conducted by Rensselaer Polytechnic Institute found that people who work from home on a daily basis and qualifying for promotions are likely to receive smaller average salary rises than those offered to on-premises workers. Some of the issues we're having today are the result of companies that don't traditionally embrace a geographically scattered population.Managers and subordinates can lack the necessary skills to handle employees remotely. In general, management style and tradition are profoundly rooted, and they appear to fall into one of two categories: McGregor Theory X or McGregor Theory Y. Workers must be closely monitored to stay on track, according to "X" management, while "Y" management insists that if you recruit the right people and provide them with the resources they need, they will invariably do the right thing. The "Y" style communicates a culture of confidence, which is critical for success in today's environment.

This time the Pandemic different

It's impossible to draw parallels with other economic crises, such as the financial crash of 2008. We are now confronted with a host of new problems that preclude straightforward contrasts with the past:

1. It's a worldwide epidemic.
2. It isn't targeted at low- and middle-income nations.
3. Interest rates are at their all-time lows.
4. The universe has become even more interconnected.
5. The current recession is causing ripple effects across supply chains.
6. Demand and production are also being destroyed at the same time.

The COVID economic impact: mild scenario

Table 1 depicts the economic shock presented by the current COVID-19 crisis (along with a confidence interval) for each region, expressed as a percentage of GDP. They have an estimation of the crises' total economic cost based on a variety of hypotheses (previous sections). The shutdown is expected to last 1.5 months in this case, with May serving as a phased recovery month.

The economic effect of the crisis in the base case, in which the economic situation is stabilized by the end of May, varies from 3.5 to 6%, depending on the region. In the United States, for example, the recession is estimated to cost almost 4% of GDP. Overall, an overall economic effect of -4.5 percent of GDP is projected for all countries studied (median = -4.4 percent).

The model takes into account the various GDP compositions in various countries. For example, the greater the weight of tourism, the greater the crises' effects. Furthermore, supply chain disturbances and a sharp drop in world trade put additional strain on countries that rely heavily on international trade.

Table 1.6.1 Economic Impact (% of GDP) – 1.5 months scenario

Economic Impact		**confidence margin**
Argentia	-4.3%	From -5.7% To -3.0%
Australia	-4.4%	From -5.8% To -3.1%

Austria	-5.5%	From -7.1% To -3.9%
Belgium	-4.3%	From -6.0% To -2.6%
Brazil	-3.9%	From -5.3% To -2.7%
Canada	-3.9%	From -5.3% To -2.5%
China	-4.3%	From -5.6% To -2.9%
Czech Republic	-4.6%	From -6.3% To -2.9%
France	-4.3%	From -5.7% To -2.9%
Germany	-4.8%	From -6.3% To -3.2%
India	-4.0%	From -5.3% To -2.7%
Italy	-5.0%	From -6.4% To -3.5%
Japan	-3.6%	From -4.9% To -2.3%
Spain	-5.2%	From -6.7% To -3.7%
United Kingdom	-4.5%	From -6.0% To -3.1%
United States	-3.8%	From -5.1% To -2.5%

Global Economic Impact of COVID – 19

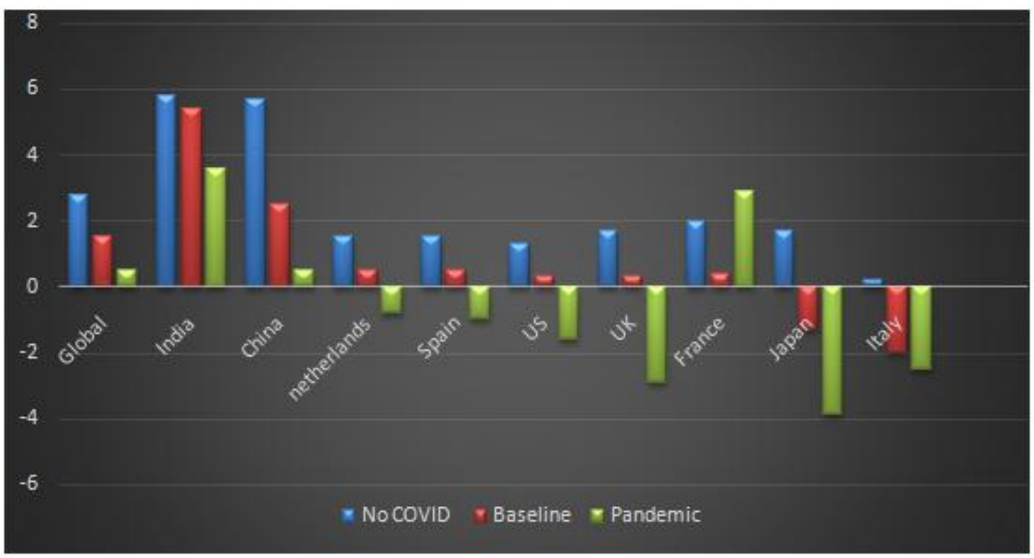


Figure 1.6.1

The New Role of HR during the Pandemic

The covid-19 pandemic has exposed the importance of human resources and people (hr) professionals to the extent that it has. Hr practitioners have been a sought-after resource for panicked business leaders on the lookout for clarity and alignment in a year like no other. The profession has been forced to step up to help lead the charge.

When the pandemic struck, the pace of transition and confusion demanded the kind of expertise and application that only HR practitioners could provide: guiding companies and executives through disaster management and planning, understanding quickly evolving laws and regulations, coping with the tension and burden of whole workforces, and developing innovative and effective working methods.

HR has not only helped companies find their way to the calmer waters that lie ahead, but it has also played a key role in corporate transformation. And it is this position that will decide if the organization lasts before the next epidemic long after the pandemic has ended. Finally, HR has been able to explain its place at the table, and it seems to be here to stay, in my view. And I believe this will become even more widespread as we pass into the next lockdown.

Making employee welfare a legal requirement.

Employees' mental health and well-being has long been a top priority in the workplace. However, these are unprecedented days, and while we can see the light at the end of the tunnel, workers must be aware of the mental health risks that continued remote working poses. Mental disease currently accounts for four out of every ten released fit notes, and millions of individuals are predicted to need assistance well past this time frame.

Recognizing the enormous obstacles that depression and mental health issues pose, HR-supported organizations have been turning away from informal funding systems like employee assistance programs (EAP). Instead, they've concentrated on integrating employee welfare policies into the heart of their operations, seeing the benefits of genuinely prioritizing and securing workers' and, by extension, the company's wellbeing.

This pivot shifts HR's emphasis from financial incentives to performance optimization, personnel growth, and non-financial rewards. Employee motivation is critical, and it cannot be overstated.

It's also worth mentioning that psychiatric illness has little regard for seniority. Many CEOs have had to tap into their reserves of energy in order to make some extremely difficult decisions and diversify quickly. Independent HR advisors are also offering a safe ear for executives who are at risk of burnout and need reassurance and help.

Keeping versatile working alive and well

The pandemic has compelled a rethinking of working habits as a global force. Without a doubt, the past year has increased empathy for work-life balance and resurrected the opportunity to make flexible employment more commonplace. What may have taken years to develop is now considered normal, although a different version of normal. Maybe most importantly, flexible workplace arrangements are no longer considered a perk or a bonus, but rather an integral part of the job.

Although this is a promising step forward, companies must recognize the critical distinction between working from home and working from home during a crisis. A pandemic adds additional baggage and an unyielding weight to people's daily lives that would not be present otherwise. HR has been influential in catalyzing and extending innovative approaches to work-life support, especially as companies begin to recognize that a versatile approach to working is vital to their success and must be integrated in the long run.

HR fundamentals are being revitalized.

In HR, creativity and proactivity are more important than ever before. When the disaster struck, HR had no choice but to develop their own ideas. There was no reference book, so people had to think fast and on their feet. This meant putting up a mirror to the sector, gazing inwards, and criticizing the rules and manual that it was based on.

The pandemic also prompted the industry to embark on its own apprenticeship program, in which workers learned a trade while doing their duties. It increased the value of realistic and organizational skills (often considered to be at a junior level) and increased the need for them in the business sector. Employee protection and enforcement, mapping socially distanced walking paths around workplaces, strategically positioning hand sanitization stations, standing in as public health managers and translators, and addressing the needs of remote employment by being I.T. and privacy experts is suddenly the most important activities. Everything shifted rapidly, and HR was at the helm of the transformation.

Keeping up with the need for HR professionals

It's been said for a long time that procedure destroys efficiency, and to some degree, this is right. Businesses who have used systems that seem to be leadership for a long time are likely to have suffered more than they ought to as the coronavirus struck. This is partially due to the fact that organizations with rigid processes and checklists are less likely to trust employees to make their own decisions.

As a result, employees are more passive and obedient with their conduct, missing the effort required to deal effectively with the pandemic's confusion. Without a question, those companies that were forced to confront the crisis with these shaky roots have realized not just the importance of HR, but also the importance of HR to the general well-being of workers and the wellbeing of the company. Independent HR firms have come in as the rescuers, combining policy and realistic application to help these enterprises get back on their feet.

Never before has the role of an HR specialist been so highly regarded and sought after. Despite the tragedy that the pandemic has brought (and continues to bring), the HR industry has seized the chance to demonstrate its worth and assert its long-deserved leadership position. When the dust settles and we begin to look forward to a happier future (hopefully after April), any effort must be taken to ensure that this important business voice is heard.

REVIEW OF LITERATURE

Nuno Fernandes (March2020). At the date of this report, the duration of the lockdown, as well as how the recovery will take place is still unknown. That is why several scenarios are used. In a mild scenario, GDP growth would take a hit, ranging from 3-6% depending on the country. As a result, in the sample of 30 countries covered, we would see a median decline in GDP in 2020 of -2.8%. In other scenarios, GDP can fall more than 10%, and in some countries, more than 15%.

A.Abdelmaksoud, M Jafferany, M Gupta (April, 2020). Novel coronavirus (COVID- 19), which originated from Wuhan, China, has spread to more than 125 countries of the world infecting more than 100 000 population. 1 Apart from being a global health concern, COVID- 19 is having major consequences on the world economy, and experts have predicted that COVID- 19 will lower global gross domestic product growth by one- half a percentage point for 2020 (from 2.9% to 2.4%). The whole world is now a single global community, where any major happening in one part is bound to have repercussions in rest of the world.

Rajeswari Sengupta, S. Mahendra Dev (April 2020). The outbreak of the Covid-19 pandemic is an unprecedented shock to the Indian economy. The economy

was already in a parlous state before Covid-19 struck. With the prolonged country-wide lockdown,global economic downturn and associated disruption of demand and supply chains, the economy islikely to face a protracted period of slowdown. The magnitude of the economic impact will depend uponthe duration and severity of the health crisis, the duration of the lockdown and the manner in which thesituation unfolds once the lockdown is lifted. In this paper we describe the state of the Indian economyin the pre-Covid-19 period, assess the potential impact of the shock on various segments of theeconomy, analyse the policies that have been announced so far by the central government and theReserve Bank of India to ameliorate the economic shock and put forward a set of policyrecommendations for specific sectors.

Dr. Meenakshi Kaushik, Neha Guleria (May2020).COVID-19 has become a huge worry for the Globe. The social and economic impact of COVID-19 pandemic will

be far reaching and devastating for all. In this globally connected world, every country will get impacted by the devastation caused by the pandemic. The COVID-19 is likely to lead to certain permanent or long-lasting. By the time, when the pandemic ends, we will probably see a new world, a new lexicon, a new social norm with far reaching economic and social destruction. When COVID-19 outbreak started spreading across the world, thousands of people started facing severe health issues and death rates increased. The only way to stop the spread of the pandemic was to stop all social and economic activities in the affected countries for indefinite period of time. This led many countries to impose complete lock-down all across the globe which is still going on going on. In such a scenario all business activities, across all industries were completely stopped. The lockdown impacted various sectors in varied degree. For example, the airlines, hospitality, hotel, manufacturing industry is totally stopped and will take a long time to come out of this situation, if at all. Millions of people in these sectors are likely to lose jobs in these sectors. COVID-19 pandemic caused enormous disruption in businesses, which will take years to recover, if at all. The disruption is likely to lead to permanent shut down of many businesses, unable to bear the financial losses and disruptions caused by the pandemic. To get over the current situation, companies are trying to run offices and administration jobs through “Work from Home” mode. Companies are trying to cope up with economic turbulence caused due to COVID 19 through the usage of disruptive technology by working from home concept. Earlier work from home was an acceptable business practice only in IT and Technology sectors. However, other industry sectors were reluctant to adopt WFH as a good business practice. The biggest business change that we can see today, forced by the global spread the pandemic, is that many companies have been forced to implementing Work from Home mode for their employees. During the last 2 months, companies have found significant benefit in the WFH. Most companies, going forward, are looking at WFH as an integral business model.

Lucie Vnouckova (November 2020) The current situation regarding necessary intervention to avoid spreading the COVID-19 virus significantly affect numerous of areas of working life. It is possible to see significant movement towards home offices and distant work of teams. It is not possible to perceive current change only negatively. Research by Beno (2018) shows that home office has a positive influence on the personal work experience. But there are other impacts that we can see and will affect organizations in the future. The situation, when some kind of new virus or new wave of infection arises is likely to happen again. Organizations should be ready to respond quickly and have their action plans prepared. According to Yildirim and Korkmaz (2017), effectiveness of human resources management and team development is the determinant of project success. To be able to efficiently manage and to adapt appropriate approaches of employees, managers need to understand also employees´ perspective.

Yogesh K. Dwivedi, Crispin Coombs, Ramakrishnan Raman, John S. Edwards (December 2020) The COVID-19 pandemic has forced many organisations to undergo significant transformation, rethinking key elements of their business processes and use of technology to maintain operations whilst adhering to a changing landscape of guidelines and new procedures. This study offers a collective insight to many of the key issues and underlying complexities affecting organisations and society from COVID-19, through an information systems and technological perspective. The views of 12 invited subject experts are collated and analysed where each articulate their individual perspectives relating to: online learning, digital strategy, artificial intelligence, information management, social interaction, cyber security, big data, blockchain, privacy, mobile technology and strategy through the lens of the current crisis and impact on these specific areas. The expert perspectives offer timely insight to the range of topics, identifying key issues and recommendations for theory and practice.Ashraf Saeed Elsafty (June 2020) The introduction of the report has mentioned the aim of this research. As per the introductory part, the aim of this research paper is to examine the role of Human Resources Management (HRM) towards the employees as far as curbing the adverse impact of Covid-19 is concerned. The Literature Review has mentioned the theories of motivation that impacts on the retention level of the employees, along with the studies conducted in the same domain. Some of the studies have been included in which strategies of the companies have mentioned to curb the negative impacts of Covid-19. The quantitative method has been utilized for the same research in which a total of 140 respondents have been selected on the scale of non-probability sampling. Descriptive Statistics and Correlation are the statistical metrics used for the same purpose. From the analysis, it is found that HR managers should play their role in maximizing the satisfaction level of their employees, and the major elements are mentioned in the analysis part. Workplace Guidelines & Support and Access to Information and Financial benefits are some of the main elements that should have been considered by the entities for maximizing their income potential and values accordingly.

Kniffin, K.M Narayanan, J.Anseel (January 2021) The impacts of COVID-19 on workers and workplaces across the globe have been dramatic. This broad review of prior research rooted in work and organizational psychology, and related fields, is intended to make sense of the implications for employees, teams, and work organizations. This review and preview of relevant literatures focuses on (a) emergent changes in work practices (e.g., working from home, virtual teamwork) and (b) emergent changes for workers (e.g., social distancing, stress, and unemployment). In addition, potential moderating factors (demographic characteristics, individual differences, and organizational norms) are examined given the likelihood that COVID-19 will generate disparate effects. This broad-scope overview provides an integrative approach for considering the implications of COVID-19 for work, workers, and organizations while also identifying issues for future research and insights to inform solutions.

Arosha S. Adikaram, Naotunna (April 2021) This paper aims to present an empirically driven crisis management framework of complementary human resource management (HRM) bundles that can be utilized in simultaneously managing the health crisis, financial crisis and disruptions to business operations through lockdown and other government restrictions propelled by the COVID-19 pandemic.

RESEARCH METHODOLOGY

Research Method

In this study, a combination of both Primary & Secondary data has been used. Primary data is used in the form of questionnaire method, which has been created using Google forms & distributed among internet & social media users. In addition to it, secondary data has been used to support the study.

Research Gap and Objectives of Study

The crown virus pandemic of 2019–20 is a never-ending pandemic of corona infection disease 2019 (covid19), which is caused by a corona infection (sarscov2). The flare-up was first noticed in December 2019 in wuhan, china. However, due to initial mismanagement by multilateral organizations such as the who, people were able to fly abroad, allowing the covid-19 to disperse across the globe, resulting in a pandemic of epic proportions. The who proclaimed covid 19 a pandemic only on march 11th, three months after it was first discovered.

Following the pandemic, market trends have shifted dramatically, with the majority of business operations now being conducted through smartphone or other digital platforms. Artificial intelligence and analytics have revolutionized the way businesses are run and operated. Businesses are being pushed to switch to operate from home mode for their workers, whenever possible, during the latest COVID-19 pandemic in order to keep operations running. Any action has advantages and disadvantages, and the implementation of the Work from Home principle is no exception.

The study's objectives

- During COVID-19, interpret the general principle of working from home.
- Study the current state of work-at-home opportunities.
- Examine the variables that influence workers' ability to work from home.
- To see how COVID-19 affects workers' job efficiency as they work from home.

Sampling

SAMPLE SIZE

32 samples were selected for the study at Jaipur. Sample consists of student, professionals etc

SAMPLE AREA

Jaipur is area from where all this information collected

DATA COLLECTION

Both primary and secondary data were used.

1. Primary data: data regarding the topic is collected directly by interacting with the employees by using structured questionnaire method.
2. Secondary data: the secondary data was collected from the existing data sources, catalogues, internet.

The questionnaire was initially pilot-tested by trainer. The results of the pilot test proved to be satisfactory, since all the respondents found most of the questionnaire items understandable.

Nevertheless, some wording mistakes and unwanted questions were found, which were corrected in the questionnaire's version that was finally distributed in the field research. Respondents wereapproached randomly.

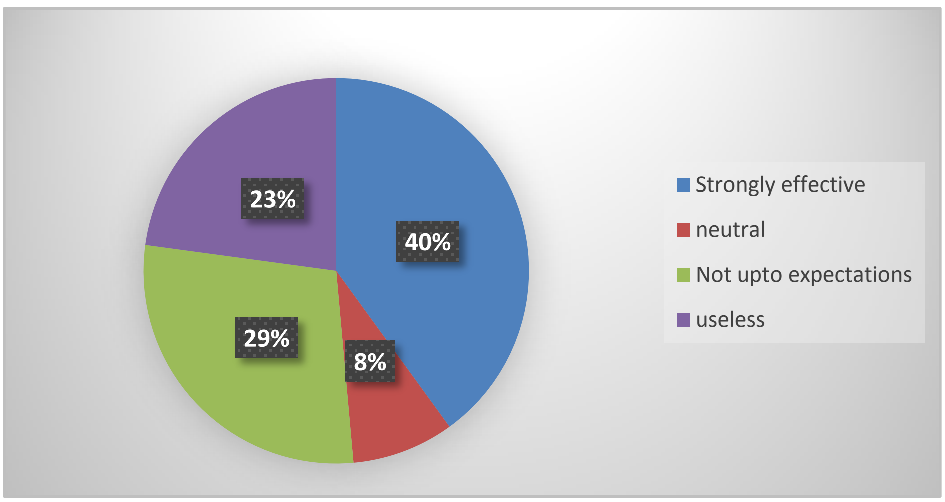
Mode of Analysis

The instrument used for data collection was in the form of questionnaire. The questionnaire was used as it facilitated the tabulation and analysis of the data to be collected. The data collected was subjected to simple frequency distribution and percentage analysis.

ANALYSIS –

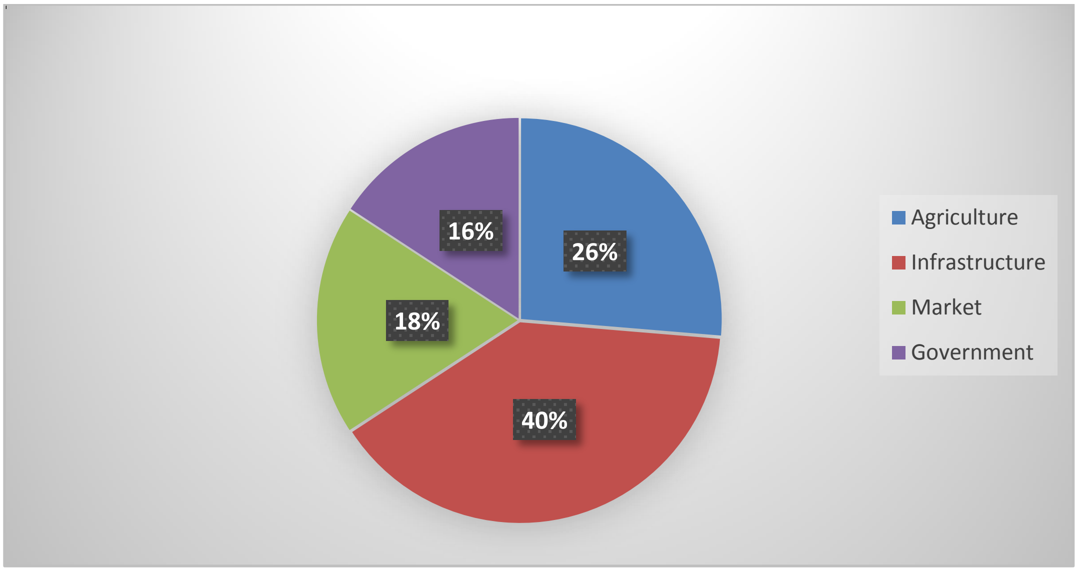
Interpretation 1 -Approximately 14individuals have concluded that lockdown have been a very effective step to stop the spread of the disease to an extent, whereas 3 stayed neutral about the decision.

Strongly effective	Neutral	Not upto expectations	Useless
14	3	10	8



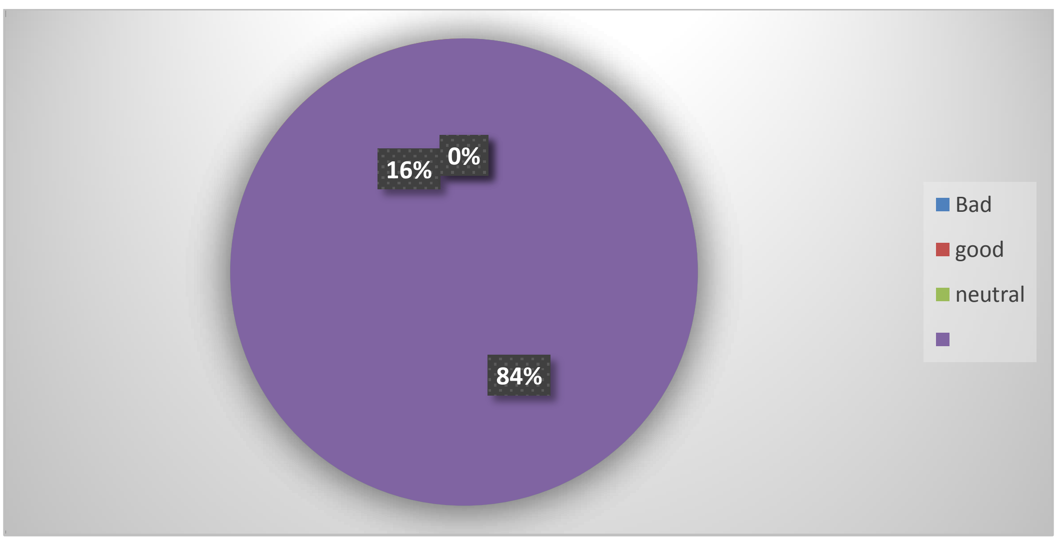
Interpretation 2 –According to 17 individuals market and firms are the most affected sector due to this pandemic and then comes government sector.

Agriculture	Infrastructure	Market	Government
2	**3**	**17**	**10**



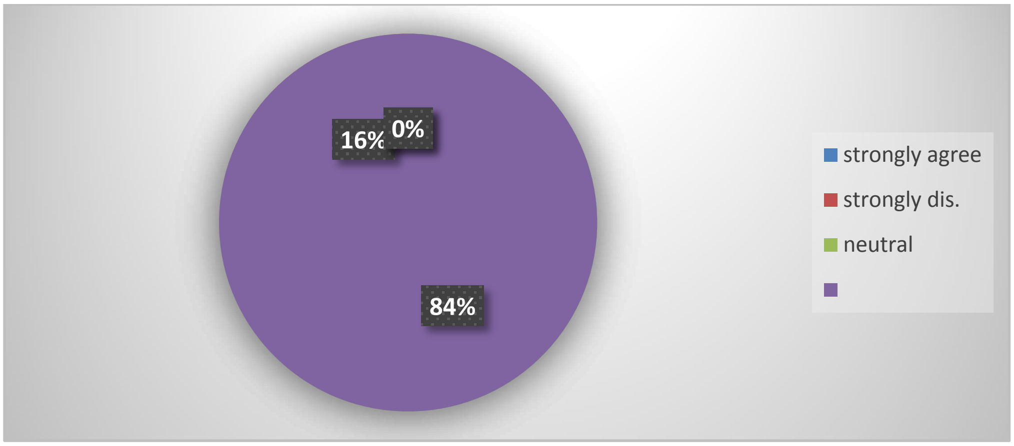
Interpretation 3 – According to 27 individuals cutting of wages and salaries was the bad decision.

Bad	Good	Neutral
27	5	0



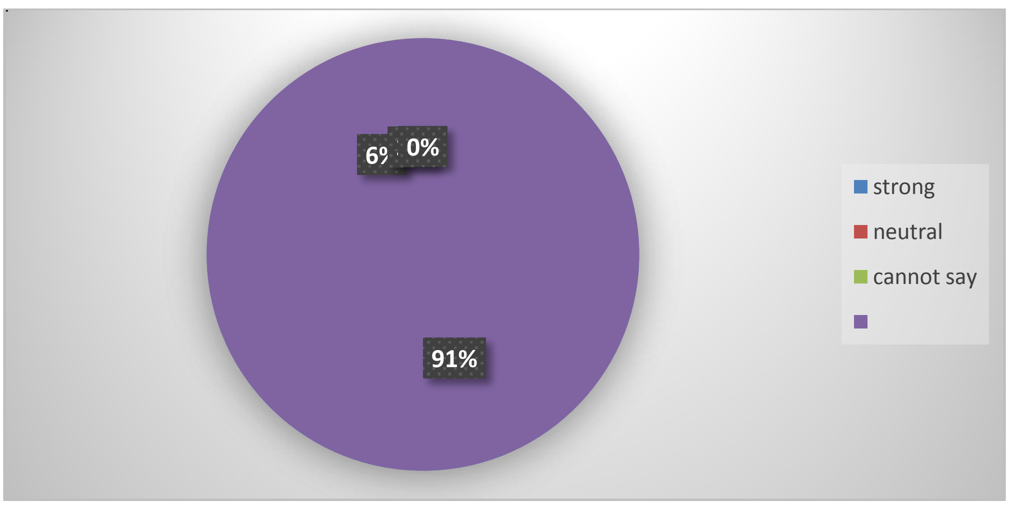
Interpretation 4 – HRs decisive role will be playing a major role in coming future and more than half of the individuals agree on it.

Strongly agree	Strongly disagree	Neutral
27	5	0



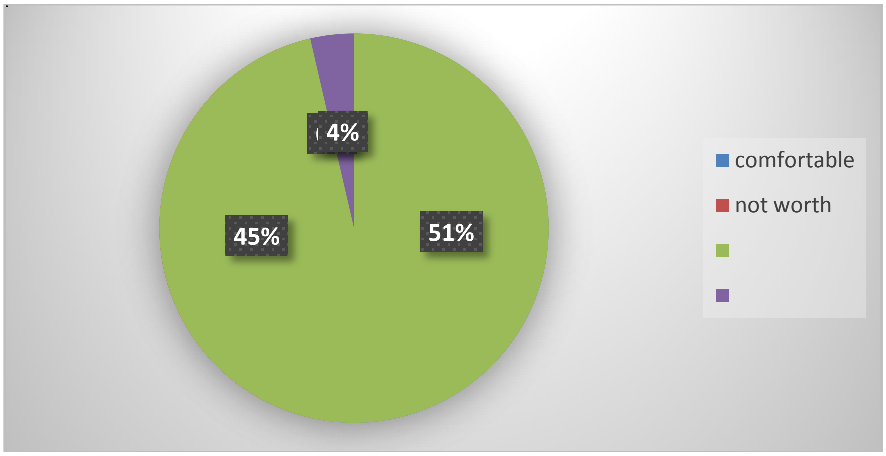
Interpretation 5 – The vision of the HR will be the leading stone after the pandemic and approximately 29 people strongly agrees on it.

Strong	Neutral	Cannot say
29	2	1



Interpretation 6 – Approximately 17 people found that work from home is suitable and 15 says that its not worth it.

Comfortable	Not worth
17	15



Interpretation 7 – Approximately 27 people agree on a fact that work from home will be in very much demand after the pandemic

Strongly agree	Strongly disagree	neutral
27	5	0

Interpretation 8 – One of the weakest areas on which the organisations need to focus on is Employee health and safety, after that comes structural norms and distancing.

Marketing	Employee health	Structural	Technology
5	15	8	4

Interpretation 9 – Approximately 17 people want that WFH should be continued for a month and 10 of 32 wants it should be continued for an year.

I year	1month	Should be ended
10	17	5

Interpretation 10 – WFH is damaging creativity and approximately 30 out of 32 individuals believe in it.

YES	NO	NEUTRAL
30	2	0

RESULTS AND DISCUSSION

During these trying times, businesses are relying more than ever on their HR teams to help their staff through the use of procedures.People all over the world have been affected by the worldwide Covid-19 pandemic, which has caused severe social, physical, and financial problems. Organizations must now depend on their HR teams more than ever to ensure that their employees are as secure as possible during this unprecedented and volatile era. This blog post examines three major issues faced by HR practitioners, as well as suggestions for how to solve them during this period.

Companies must connect with their workers immediately as input from states, health agencies, and labor unions is constantly evolving, and they must respond to developments much faster. CEOs and administrators should communicate with their employees on a regular basis to ensure them that the company is monitoring federal regulations and determining how to deal with them. They can also provide frequent updates to workers about how the company is doing and inform them that they are looking at all federal support to protect employees. Finally, a simulated coffee break could be offered for staff to talk as though they were in the workplace.

Most businesses had now switched to remote working where possible, though this was not by invitation. Many companies have seen a significant cultural shift that occurred overnight. Working from home necessitates the development of trust.Any strategies can help departments work together more effectively. Managers should arrange daily stand-ups to address job goals for the staff and themselves, as well as to ask workers if there are any roadblocks stopping them from completing their tasks. KPI measurements should be used to assess team and employee results, and each team should report weekly to the CEO. Managers and the CEO should encourage and allow workers to communicate openly and often.

Since we are living in unprecedented times, almost all business regulation has been impacted and must be revised to reflect Covid-19 clauses. HR teams are responsible for the majority of business decisions, but they have a lot of work to do in a short amount of time.Human resource departments should think about a few things. Fast contact is critical at this point, and they can ensure that the company can coordinate with all employees (even after hours) when a major policy change is required due to new government rules.They should take advantage of the many webinars offered by businesses in order to arm customers with the information and resources they need to get through the industry disruption. They should strive to be agile to allow administrators to make decisions on their teams because it is impossible to have a solution on anything that has changed in recent weeks.

During the Covid-19 pandemic, we saw and observed several acts of compassion. During this time, companies should pay close attention to their HR departments, since they have the most expertise in protecting workers.

At this period of accelerated transition, FlowForma could be able to assist HR divisions with their procedures. You should contact the company’s advisory support team here to order a tutorial or whether you are a new client.

ANALYSIS AND FUTURE PROSPECTS

Never before has the role of an HR specialist been so highly regarded and sought after. Despite the tragedy that the pandemic has brought (and continues to bring), the HR industry has seized the chance to demonstrate its worth and assert its long-deserved leadership position. When the dust settles and we begin to look forward to a happier future (hopefully after April), any effort must be taken to ensure that this important business voice is heard.

1. Working at home is not as easy as it seems. To do well, this necessitates complete commitment to work tasks. The definition therefore necessitates a concentration on the job calendar. When following the principle of working from home, it is essential to set boundaries between the realms of home and job.

2. Working from home, without a doubt, has many advantages. However, this places an individual in a comfort zone, which contributes to laziness and numerous distractions. Another issue to resolve is time control. Employees who work from home can find it easier to balance their work commitments with their personal lives and family responsibilities (e.g., thinking about kids or old guardians). Work from home is embraced by a few organizations for environmental reasons, as it will reduce traffic congestion and air pollution by reducing the number of cars on the lane.
3. Employers and HR professionals must play a critical role in forging bonds with individuals under the "People Connect" definition, and they must connect people at the grass-roots level that have previously been overlooked. During the COVID-19 era, the word has come to re-imagine HR as stakeholder management. They must take seriously the fact that money isn't everything, and that building a healthy relationship with them is. As a result, when it comes to human resources, HR must play several roles.
4. Skilling/ Reskilling/ Up-skilling – The COVID period has caused HR to reconsider some issues related to motivating, inspiring, training, and developing employees, as well as the adoption of a system of imparting skilling (learning new skills in order to be competent in the coming days, adversity, or other crisis); up-skilling (learning current tasks more deeply); as there is the need of the hour to learn an additional skill.People must be knowledgeable about technology, design thinking, analytics, storytelling, and artificial intelligence, among other topics. People employed at the ground floor and in low-profile positions must be trained in completing their assignments and reporting on them. They will send updates to their bosses via smartphone or some other platform. As a result, getting citizens professional can be done in this manner and multi-skilled in a number of ways, allowing them to broaden their skill sets

Future Prospects

The pandemic scare has highlighted the vital value of your staff and, as a result, the need for a proper human resource management approach, both in terms of relationships and connectivity. It's time to sketch out the scenarios for this new period and devise creative change strategies and frameworks that will benefit HR management and learning.

HR has not only helped companies find their way to the calmer waters that lie ahead, but it has also played a key role in corporate transformation. And it is this position that will decide if the organization lasts before the next epidemic long after the pandemic has ended. Finally, HR has been able to explain its place at the table, and it seems to be here to stay, in my view. And I believe this will become even more widespread as we pass into the next lockdown.

In HR, creativity and proactivity are more important than ever before. When the disaster struck, HR had no choice but to develop their own ideas. There was no reference book, so people had to think fast and on their feet. This meant putting up a mirror to the sector, gazing inwards, and criticizing the rules and manual that it was based on.The pandemic also prompted the industry to embark on its own apprenticeship program, in which workers learned a trade while doing their duties. It increased the value of realistic and organizational skills (often considered to be at a junior level) and increased the need for them in the business sector. Employee safety and compliance, mapping socially distanced walking routes through offices, strategically placing hand sanitization stations, stepping in as public health administrators and translators, and meeting the demands of remote working by becoming I.T. and privacy specialists were suddenly the most critical tasks. Everything shifted rapidly, and HR was at the helm of the transformation.

It's been said for a long time that procedure destroys efficiency, and to some degree, this is right. Businesses who have used systems that seem to be leadership for a long time are likely to have suffered more than they ought to as the coronavirus struck. This is partially due to the fact that organizations with rigid processes and checklists are less likely to trust employees to make their own decisions.As a result, employees are more passive and obedient with their conduct, missing the effort required to deal effectively with the pandemic's confusion. Without a question, those companies that were forced to confront the crisis with these shaky roots have realized not just the importance of HR, but also the importance of HR to the general well-being of workers and the wellbeing of the company. Independent HR firms have come in as the rescuers, combining policy and realistic application to help these enterprises get back on their feet.

Never before has the role of an HR specialist been so highly regarded and sought after. Despite the tragedy that the pandemic has brought (and continues to bring), the HR industry has seized the chance to demonstrate its worth and assert its long-deserved leadership position. When the dust settles and we begin to look forward to a happier future (hopefully after April), any effort must be taken to ensure that this important business voice is heard.

CONCLUSION

According to a study released in April 2020 by consultant EY India titled "HR resilience planning—Covid-19 effect and preparedness," 72 percent of organizations in the world believe the coronavirus' impact on industry will last longer than six months. According to the survey, about 55 percent of these companies expect a medium to large effect on employee costs, while others are still unsure. This ensures that businesses and startups would have to make decisions on cost-cutting and executive benefits.

Work from Home is a phenomenon that is quickly becoming a norm in the business world. The ongoing pandemic scenario has shown that WFH is an efficient business mechanism for ensuring business stability and providing staff with a work-life balance. If done properly, it will provide major economic and efficiency benefits to businesses. WFH, on the other hand, cannot be seen as a panacea for all organizational issues. It must be used with caution to ensure that workers are well educated, inspired, and harnessed in order to achieve the best possible market results.

Employers and HR professionals must play a critical role in forging bonds with individuals under the "People Connect" definition, and they must connect people at the grass-roots level that have previously been overlooked. During the COVID-19 era, the word has come to re-imagine HR as stakeholder management. They must take seriously the fact that money isn't everything, and that building a healthy relationship with them is. As a result, when it comes to human resources, HR must play several roles.

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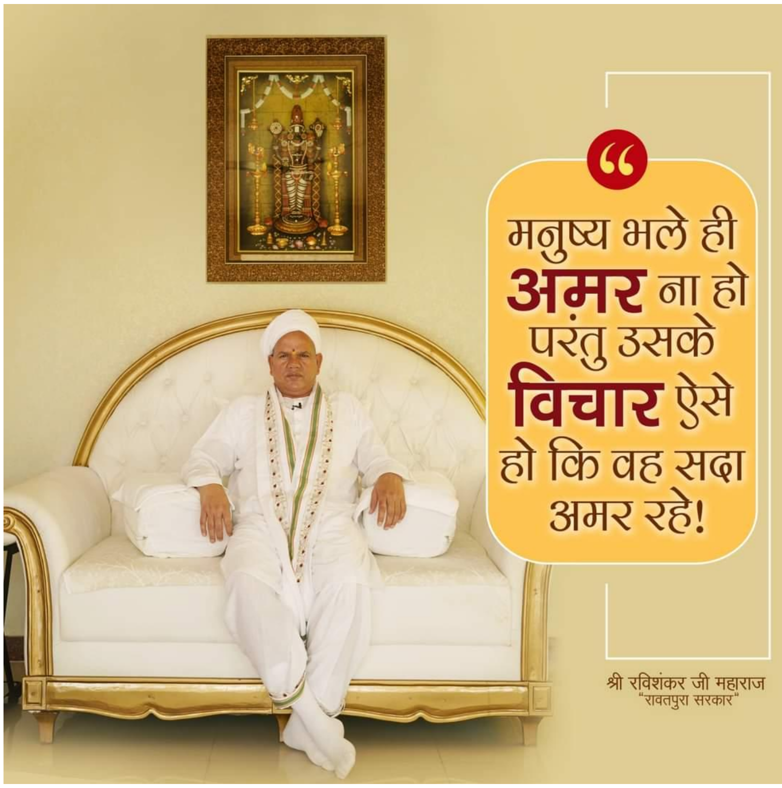

DIRECTIONS OF ECONOMIC DEVELOPMENT OF THE UNIFIED TRANSPORT SYSTEM

Rikhsiboyev Nozimbek Abdurasul Ugli[1]

ABSTRACT

In this article, modern methods of development of the unified transport system, tasks of economic development of the transport system, existing problems in the unified transport system, proposals for the use of systematic approaches in the development of the transport system are given.

Keywords: *Unified transport system, railway transport, transport-logistics, transit transport, management efficiency, modern management approaches.*

Introduction

The acceleration of globalization and integration processes in the world has led to the expansion of trade relations between countries. This process, firstly, requires the development of the transport communication system, as well as the formation of new cheap and short transcontinental transit corridors, and secondly, it requires the mutual coordination of the transport systems connecting the countries of the region with the world transport system. According to the data of the World Bank Group, the amount of world transport services in GDP is 4.2 trillion. It is valued at 110 billion US dollars per year (6.8%). tons of cargo and 1 trillion. more than 100 million passengers are transported, the number of employees employed in the transport infrastructure is 100 million. constitutes a person[1].

The state and development of the transport system is of great importance for the Republic of Uzbekistan, because it, along with other infrastructure sectors, provides the basic conditions for society's activities, serves as an important element in achieving socio-economic and foreign policy goals. The historical development of transport determines the economic and spatial development of Uzbekistan, helps to strengthen its integrity and international influence.

Studying the elements of transport as an integrated system and identifying the existing problems in the processes of its effective management, determining the factors influencing them, and developing scientifically based proposals for increasing the efficiency of the integrated transport system management, as well as determining the relevance of the topic of theoretical and methodological research of its application in practice.

Analysis of literature on the topic

A number of scientists who studied the effective development of the unified transport system, its content and impact on other areas of the economy expressed different opinions on increasing the economic efficiency of the transport system.

A number of scientists who studied the effective management of the transport system, its content and impact on other areas of the economy expressed different opinions on improving the efficiency of the transport system management.

[1] Independent student of Tashkent State University of Economics

D. According to Bauersox, he paid special attention to the problems of multimodal and intermodal transportation, including the advantages and economic efficiency of transportation organization compared to traditional methods. At the same time, the author singles out the integrated transport system, which includes transport networks, vehicles and transport companies [2].

A.L. Nosov, the problems of organization and optimal operation of international integrated transport systems in the current conditions are studied. The prospects for the development of mixed cargo transportation, showing directions for improving the organization of mixed foreign trade transportation in international traffic, are emphasized[3].

S. M. Reser, in his workmanagement models and problems of regional transport systems in the context of changes are considered. In the country's production-transport system, he has fully analyzed the methods of interaction of transport types, the methodology of forecasting the market of transport works and the principles of planning of loading works in highway transport [4].

Taking into account the above points, it is possible to develop a unified transport system by considering the problems of economic-technological feasibility assessment, which includes determining the needs for the development of a unified transport system, theoretical aspects in the management of a unified transport system, and applying modern economic methods to increase the efficiency of management.

Research methodology

In order to effectively manage the activity of railway transport and the integrated transport system in our country, to solve the problems in this process, we analyzed the main indicators of the transport of developed countries, modern methods of managing the transport system, and presented directions for the development of their activities through the methods of comparison, analysis and synthesis.

Analysis and results

In the territory of Uzbekistan, the type of transport operates as a single, natural integrated production-technological complex. Stable and efficient operation of the general transport network is a necessary condition for ensuring the single economic space of the Republic of Uzbekistan, further development of various industrial and agricultural sectors in its territory, and increasing the mobilization of citizens of Uzbekistan.

Assessing the state of the transport system, conducting research on the analysis of its development prospects and trends, has a direct impact on the long-term strategy and current policy of the network, and is the basis for determining the need for financial, manpower, and material and technical resources, as well as for developing a plan for its development.

The transport network is the lifeblood of the country's economy. Therefore, it is necessary to develop the transport network in accordance with the country's economy. Otherwise, problems in the transport network will have a negative impact on the development of the country's economy.

An econometric model was developed in order to determine the relationship between GDP and transport activity indicators and the level of impact of the main macroeconomic indicators of the transport system on the economy. Modeling was done using relevant data (for the years 2013-2022) and "Eviews 9.0" application computer program for the following indicators (Table 1).

Table 1 : **Comparative analysis of the main indicators of the transport system of Uzbekistan in 2013-2022[5]**

	GDP. million dollars.	Volume of transit transported by railway, mln. t.	Transit volume carried by car, million t.	Investment in transportation and storage system, million dollars	Volume of cargo transportation in road transport, million tons:	Volume of cargo transportation by railway, million tons.
2013	29550	9,758	0.459	327.51	283.4	62.9
2014	33690	10.444	0.47	597.46	299.9	65.6
2015	39330	8.38	0.547	560.66	324	56.9
2016	45920	11.221	0.687	415.25	350.7	59.6
2017	51820	11,984	0.904	448.04	379.1	61.5
2018	57690	8.158	0.775	519.87	398.5	63.7
2019	63070	7.881	0.621	454.07	419.1	65.7
2020	66900	7.602	0.513	357.43	440.1	67.2
2021	67220	7.771	0.476	478.89	468.8	67.6
2022	72463.16	7.108	0.602	394.21	499.3	68.1

Source: Information of the State Statistics Committee of the Republic of Uzbekistan.

The correlation matrix represents the values of the correlation coefficient () for all possible pairs of the analyzed variables (Table 2)ρ.

$$\rho = corr(X,Y) = \frac{\sum_{i=1}^{n}(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^{n}(x_i - \bar{x})^2 \sum_{i=1}^{n}(y_i - \bar{y})^2}} = \frac{\overline{xy} - \bar{x}\bar{y}}{\sigma_x \sigma_y} \qquad (1)$$

In this,

x– factor sign;

he– result symbol;

BMany factors influence GDP with high correlation. The degree of correlation is low, that is, the case of multicollinearity does not exist. A linear regression equation was developed using the coefficients obtained on the basis of the correlation matrix (Table 2).

Table 2 : **Results of the regression model within the interaction of railway transport indicators**

Variable	Coefficient	Standard error	t-statistics	Probability
X3	1.091209	0.646712	1.687317	0.0960

X2	2.814424	0.994962	2.828675	0.0061
X1	0.432715	0.085110	5.084161	0.0000
C	-80.32901	26.87854	-2.988593	0.0039
R-squared	0.741245	Dependent variable mean		20.32182
Smoothed R-squared	0.822763	The dependent variable is the standard deviation		21.35058
Standard error of the regression	11.24179	Akaike information criterion		7.752809
Sum of squares of residuals	8846.445	Schwartz criterion		7.936815
Logarithmic approximation	-288.6068	Hanna-Quinn criterion		7.826347
F-statistics	40.10532	Darbin Watson Stats		1.827987
Probability (F-statistic)	0.000000			

The best model was selected according to the linear regression equation:

Y = -80.33 + 0.43*X1 + 2.81*X2 + 1.09*X3

In this, *Y*- gross domestic product,

X1– volume of transit transported by railway;

X2- tthe amount of investment in the storage and storage system;

X3- tfreight volume on the highway.

Coefficient of determination (definition, formula and comment on them). Conclusions on the issue.The coefficient of determination in multivariable regression – R2 quantity indicates the part of the variable Y that can be explained by the regression equation found by the predictor variables.

It is calculated based on the following formula:

$$R^2 = \frac{\sum_{i=1}^{n}(\hat{y}_i - \overline{y})^2}{\sum_{i=1}^{n}(y_i - \overline{y})^2} = 1 - \frac{\sum_{i=1}^{n}(y_i - \hat{y}_i)^2}{\sum_{i=1}^{n}(y_i - \overline{y})^2} = 0.741 \quad (2)$$

It can be seen from the calculated model that, with other factors unchanged, if the volume of transit through the railway increases by 10%, while the volume of GDP increases by 13%, it was determined that an average increase of 1.0% in the volume of cargo transported by railway transport will increase cargo turnover by 1.164%.

While noting the variety of approaches to the effective management of the transport system, it is important to study the issues of forming a systematic-hierarchical approach to the study of this problem. According to the law of hierarchy, each level of the system is a manager for the level below it, and a controlled one for those above it. In a hierarchically structured system, there is structural and functional differentiation, that is, each level specializes in carrying out a certain activity.

The development of a unified transport system is the improvement of the system's operation, or in other words, it is possible to imagine the problems related to the development as the system's constituents. By describing the order of importance of these problems, it will be possible to form a hierarchical view of the existing problems in the railway network.

What are these problems? First of all, based on the main tasks of the transport system before the country's economy, it is appropriate to list the priority tasks to be solved in railway transport[6].

- Offer services with a high level of quality in meeting the needs of consumers;
- Taking into account the directly proportional effect of the price of the offered services on the cost of goods and services produced in the economic sectors, taking measures to reduce transportation costs;
- Ensuring the positive efficiency of the transport system.

In order to increase the competitiveness of the country's transport system in the market of international transport services and thereby use its transit potential, it is necessary to develop the transport-technological infrastructure of the existing transport corridors [7]. It should be noted that the types of transport, based on their essence, consist of parts related to each other. In our opinion, it was found appropriate to define tasks in four directions for effective management of the integrated transport system (Fig. 1).

It is necessary to develop five-, ten- and twenty-year concepts for the development of each type of transport. In this, the main attention should be focused on taking into account the advantages, weaknesses and opportunities of the transport type in the country and the international transport market.

The most important aspect of the part dedicated to the improvement of the regulation of the transport system of Uzbekistan is the adoption of the law "On the Integrated Transport System".

Necessary regulatory documents regulating the activities of transport types have been adopted in our country. Its main goal is to regulate interactions with interested parties in the transport sector. The proposed adoption of the "Integrated Transport System Act" regulates relations arising as a result of the integration of transport types into a single system.

On the 3rd front, it is proposed to establish the Republican Center for Coordination of the Integrated Transport Management System. The main goal of the establishment of the center is to achieve synergistic efficiency of the transport modes in the country.

In the 4th front, the part dedicated to the development of the infrastructure that ensures the scientific and technical development of the integrated transport system requires solving the strategically important tasks related to the 3rd front. First of all, it is proposed to unite the higher education institutions engaged in the training of highly educated personnel for the transport system into the "Transport Academy".

Conclusions and suggestions

In short, the efficient management of cargo and other material flow reserves in the economy is directly related to the improvement of management efficiency in the transport network and the solution of organizational and economic problems. We believe that it is necessary to mention here that the effective management of the integrated system is also related to the possibilities of using the integrated management system.In short, the methods given for increasing the efficiency of the management of the integrated transport system and the conclusions and recommendations arising from it are the development of short-and long-term strategies for the development of the integrated transport system and the modernization of the system, effective coordination and integration with business partners, high-quality services to customers increase the competitiveness of service and logistics service providers, and at the same time, it allows to increase the efficiency of the management of the integrated transport system.

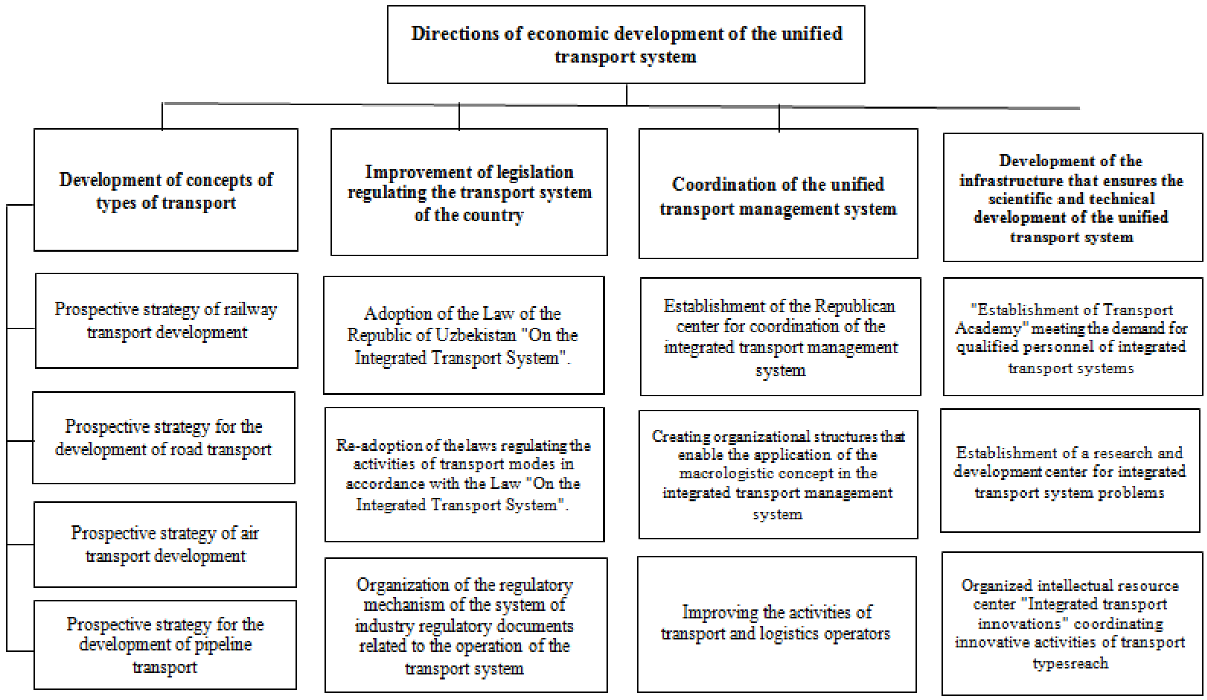

Figure 1. Directions of economic development of the unified transport system

Source: Author development.

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PECULIARITIES OF INDUSTRIAL LOCATION IN CITIES AND DISTRICTS OF KASHKADARYA REGION

Ulugbek Shokirovich Shukurov[1]

ABSTRACT

The population agglomeration and deployment of industries in Kashkadarya region varies widely by counties. Population density in urban areas is high, and the gap between districts is 9.7 times when cities are not considered. Also, more than 60% of the industrial output is produced in 4 districts of the region. These disparities point to the need for industrial development in other districts of the region as well. With this in mind, the study has analyzed the relationship between industrial development in the provincial regions and assessed the possibility of locating ancillary industries in areas that share a border with the leading regions in the industry.

Keywords: *specialization, agglomeration, dispersion, industry, area, location, Moran index.*

Introduction

The agglomeration of enterprises of a particular industry in the territories and the territorial specialization based on it are important in the development of the territories, with the growth of specialization representing a regional perspective. Specialization describes the distribution of sectoral shares in the national economy in relation to the rest of the country. A region is considered to be highly specialized if the economy of that region is dominated by a small number of industries. High productivity in the sectors which make up a large proportion of its economy ensures regional development, expressing the advantage of regional specialization and accelerating the growth rate of the national economy. And low efficiency in these sectors mean that it is necessary to diversify the economy by accelerating structural changes in the region.

Looking at the international experience, Ghana underwent significant structural change between 2010 and 2019, with the country's GDP per capita rising 1.4 times by 2019 as a result of reforms in industrial specialization. The structural change in Vietnam during this period focused on the development of industry and services in exchange for a reduction in the share of agriculture, forestry, and fisheries. The measures adopted resulted in a GDP per capita growth of 1.6 times. A GDP per capita growth of 1.3 times in Kazakhstan was achieved by the specialization of the economy in the service sector. While Uzbekistan's structural change towards the industrial sector has contributed to economic growth, it is also the country with the highest share of agriculture, forestry, and fishing on this ranking [1]. These development indicators justify the current relevance of agglomeration and specialization processes in Uzbekistan and in its regions in particular.

Literature review

With the popularisation of the new economic geography developed by Krugman [2], Ottaviano [3] and Puga [4], new approaches to the concept of the location of productive forces have emerged. According to Krugman, economic geography is the "spatial location of production" with agglomeration or concentration

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being its most prominent feature. "The new approach to economic geography includes several key analytical components. First, it must be recognized that the interaction between these spaces comes at a cost. These costs are determined by geography and depend on the nature of the interaction. Thus, trade in goods includes transport costs and travel time, depending on the distance of delivery, transport infrastructure, and geography. The second key component is the presence of clustering forces that activate concentration in space. Clustering occurs because of centralized increases in spatial returns" [5].

Russian scientists Kovaleva and Pitkin argue that "market changes in Russia's economy over the past decade have significantly strengthened the leading role of industrial production in the scientific, technological, and innovative development of their territorial and sectoral structures through the continuous provision of the region's main industries with productive, competitive and high-tech equipment, machinery and technologies" [6]. Based on the research on the regions of Perm, Sverdlovsk and Chelyabinsk, it is concluded that the competitiveness of industrial products and the rapid development of high-tech production are conditioned by the quality of organization of specialized clusters in the regions.

Research Methodology

The study identified the territorial agglomeration of oil and gas enterprises, the leading sector of the economy of Kashkadarya region, and assessed its importance for the industrial sector of the region. The calculations were based on the Hoover-Balassaindex [7]. Index values less than 1 indicate a low level of agglomeration, values equal to 1 are normal, and values greater than 1 are high. The coefficient is calculated as:

$$HB_{ij} = \frac{e_{ij}/e_i}{e_j/e} \quad (1)$$

where HB_{ij} representslocation quotient of industry *j* in region *i*, e_{ij} is employment of industry *j* in region *i*, $e_i$istotal employment of all industries in region *i*;$e_j$is total employment of industry *j* in all regions,$e$is total employment of the overall economy.

In regional economic science, the study of the interconnectedness of the development of territories is considered important. However, many studies often overlook the relationship between neighbouring regions with similar economic development trends. Therefore, the study investigated the degree of spatial correlation in industrial development in districts and cities of Kashkadarya region using Moran I statistics.

$$I = \frac{n\sum_{i=1}^{n}\sum_{j=1}^{n} w_{ij}(x_i - \bar{x})(x_j - \bar{x})}{(\sum_{i=1}^{n}\sum_{j=1}^{n} w_{ij})\sum_{i=1}^{n}(x_i - \bar{x})^2} \quad (2)$$

where $x_i$and $x_j$are values of variable *x*in regions*i* and *j*respectively, $\bar{x}$ is the average value of *x*, w_{ij} - weights related to the space.

The study calculated 15 districts of Kashkadarya region (2 cities and 13 districts) to obtain a first-order quin matrix, giving weights w_{ij}=1 for mutually contiguousterritories and w_{ij}=0 for those without a common border. I varying between -1 and 1,values less than $\frac{1}{1-N}$(expected value), represents a negative correlation on regional development, while higher valuesrepresent a positive correlation. N stands for the number of regions.

Analysis and results

When deployingindustry in a region, the primary factors include its territorial composition, natural-geographical conditions, and settlement. In particular, the population of the territory forms its labor resources, while natural and geographical conditions determine the development of certain economic activities in the territory and its specialization. Thus, the analysis of these aspects serves the purpose of determining the priority directions of socio-economic development of the regions.

The territory of Kashkadarya region is 28.6 thousand square kilometers and includes 2 cities and 14 districts. Until 2022, the region had 13 districts, and Kokdala district was established as 14th district on March 17, 2022. The largest districts by area are Dehkanabad, Mubarak, Nishan, Guzar, and Kamashi (9.3 percent).

At the beginning of 2022, there were 796 mahallas[6] and rural assemblies in the region, with a total population of 3408,300. Kasan (8.7 percent), Karshi (8.3 percent), Kamashi (8.2 percent), and Kitab (8.0 percent) and Yakkabag districts (8.0 percent) have the largest population. In particular, there are 70 mahalla committeeswith a population of 297,500 in the Kosan district. Mubarak district (90.3 thousand people) and Mirishkor district (124.1 thousand people) are considered sparsely populated districts (Table 1).

Table 1 : Information on the area and population of Kashkadarya region

№	Territory name	Land area		Number of Mahalla committees	Population	
		thousand sq. km	share in the region (percentage)		quantity, thousand people	share in the region (percentage)
Kashkadarya region		**28,6**	**100**	**796**	**3408,3**	**100**
1	Guzar	2,6	9,3	51	212,3	6,2
2	Dehkanabad	4,0	14,0	48	153,1	4,5
3	Kamashi	2,4	9,3	60	280,6	8,2
4	Karshi	0,9	3,2	58	259,3	7,6
5	Kasan	1,8	6,6	70	297,5	8,7
6	Kitab	1,7	2,3	59	271,2	8,0
7	Mirishkar	3,2	6,1	40	124,1	3,6
8	Mubarek	3,0	11,2	25	90,3	2,7

[6] In Uzbekistan, the *mahalla* dates back to ancient times as a powerful seat of culture, an effective citizens' self-governing body, the entity closest to the people and a unique civil society institution.

9	Nishan	2,1	10,7	36	159,2	4,7
10	Kasbi	0,7	7,4	42	204,0	6,0
11	Chirakchi	1,1	3,9	54	250,5	7,4
12	Kukdala	1,7	5,9	32	181,5	5,3
13	Shakhrisabz	1,6	5,7	57	227,6	6,7
14	Yakkabag	1,1	3,9	62	271,1	8,0
15	Karshi city	0,08	0,3	62	283,2	8,3
16	Shakhrisabz city	0,05	0,2	40	142,7	4,2

Source: Government of Kashkadarya region.

In Kashkadarya region, the population density is 119 people per 1 square kilometer, the cities of Karshi (3,540 people) and Shakhrisabz (2,854 people) are the most densely populated districts. In our opinion, given the high concentration of population in the cities, it would be useful to conduct a separate analysis of population density by district. Kabi (291 people), Karshi (288 people), Yakkabag (246 people), and Chirakchi (228 people) districts have high rankings in the region according to this indicator. Mirishkar (39people), Dehkanabad (38people) as well as Mubarek (30people) districts are among the districts with the lowest population densities in the region. Seven districts have population densities higher than the provincial average and the remaining seven have lower densities. The gap between the districts with the highest population density (Kasbi district) and the lowest density is 9.7 times (fig.1).

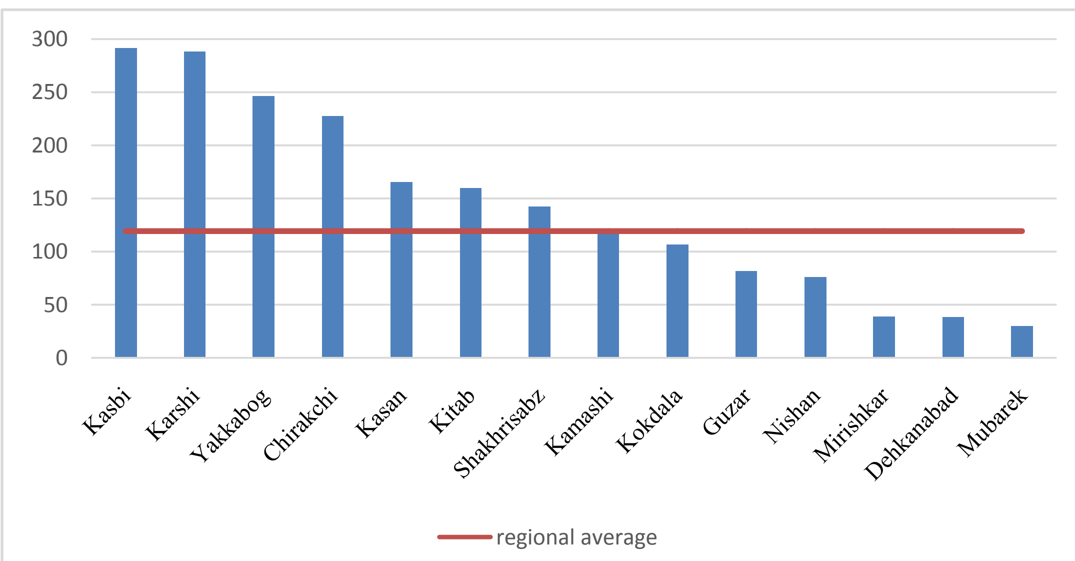

Figure 1: Population density in the districts of Kashkadarya region

Source: Agencyof statisticsunder the President of the Republic of of Uzbekistan.

Looking at the distribution of industrial output by region, Mubarak, Nishan, and Guzar districts as well as Karshi city are the districts with a high level of industrialization. In 2017, more than three-quartersof the region's industrial output (75.7 percent) came from these regions. As of 2021, the share of these regions was 62.9 percent. This fact allows us to conclude at a glance that there was a sharp decline in production. This is because, according to State Statistics Agency, the region produced 20,360.1 billion soum (in current prices) in 2019. In 2021, it produced 18,771.9 billion soum at current. The annual growth rate by region was 102.9 percent in 2020 and 115.4 percent in 2021.

It can be seen that the volume figures do not correspond to the growth rate. This is due to the fact that 3 out of 5 large industrial enterprises in Mubarak district have been transferred to the Republic and their statistics are not reflected in the regional indicators. As a result, the share of Mubarak district in total industrial production, which is a major industrial producer in the region, declined to 3.3% by 2021 (Table 2).

Table 2. Territorial share in industrial production in Kashkadarya region, %

	2017	**2018**	**2019**	**2020**	**2021**
Kashkadarya region	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**
Karshi city	14,3	13,5	12,2	20,2	17,2
Shakhrisabz city	2,2	2,4	1,5	2,2	1,7
Guzar	21,9	20,5	22,1	18,5	18,1
Dehkanabad	1,9	2,7	2,7	4,0	3,7
Kamashi	2,3	2,2	1,3	3,8	3,0
Karshi	2,7	4,8	3,6	4,2	5,6
Kasan	4,1	4,3	3,2	5,2	4,2
Kitab	1,8	1,7	1,5	2,7	1,8
Mirishkar	1,3	1,1	1,2	2,1	1,7
Mubarek	29,8	29,2	31,8	4,3	3,3
Nishan	9,7	9,8	12,1	20,6	24,3
Kasbi	1,7	2,1	1,0	2,7	6,2
Chirakchi	1,7	1,7	1,5	2,5	2,3
Shakhrisabz	2,7	2,0	2,6	2,9	2,7
Yakkabag	1,9	2,0	1,7	4,3	4,2

Source: Agencyof statisticsunderthePresidentoftheRepublicof of Uzbekistan.

The above situation is also reflected in the declining share of mining activity, the region's main industry. In particular, the share of this industr, which produced 44.9% of total industrial output in 2019, was 11.1% by 2021. It must be said that Mubarek, Guzar, Nishan, Kasan, and Dehkanabad districts, as well as Karshi city of the region, are highly specialized in this industry. However, the fact that the statistics of some major enterprises are not reflected in the territorial branch prevents the determination of the current state of specialization, which justifies the need to use other alternative indicators.

The development of industry in a region depends directly on the proximity of settlements in the region and the level of economic and transport connections between them. Agglomeration is a phase of urbanization, representing areas with industrial, transport, and cultural connections. The proximity of settlements creates the effect of what is sometimes called agglomeration. Economic and social interests are achieved by reducing costs through the spatial concentration of industrial and other economic facilities in urban agglomerations [8]. Urban economists have used two main indicators of agglomeration. The first is the location quotient, which is a simple descriptive statistic that measures the extent to which firms in a particular industry are concentrated in particular cities. This is useful for determining in which areas localization can be introduced. The second approach directly assesses production functions to identify industry firms that are affected by the domestic economy because of scale, localization, or urbanization [9].

The main oil and gas industries in Kashkadarya region are located in Guzar, Dekhkanabad, Kasan, Nishan, Mubarek, and Karshi. Specifically, there are 8,996 people in the Guzar district, 625 in the Dehkanabad district 1,494 in the Kasan district, 3,465 in the Nishan district, 8,370 in the Mubarek district and 4,607 in Karshi district work in this field. They constitute 11.9% of the region's total employmentin Guzar, 1.1% in Dehkanabad, 1.5% in Kasan, 6.1% in Nishan, 27.4% in Mubarek, and 3.9% in Karshi. Employment in this sector in the region (32610 people) is 2.7 percent of the total employment (1214991 people).Taking this into account, the level of agglomeration of the oil and gas industry in these territories was calculated in the study using the data of employees in this field (Table 3).

Table 3.Oil and gas industry enterprises located in Kashkadarya region

The area	Oil and gas industry companies	Oil and gas industry products	Hoover-Balassa coefficient
Guzar district	Shurtan Oil and Gas Production Authority	3908	**4,433**
	Shurtangaz Chemical Complex LLC	3683	
	Gissarneftegas CC	605	
	Uzbekistan GTL LLC	800	
Dehkanabad district	LUKOIL CC	625	**0,422**
Kasan district	Koson Oil and Gas Exploration Expedition LLC	992	**0,562**
	LLC Testing of oil and gas wells	502	

Nishan district	Epsilon Developmentcompany CC	3465	**2,289**
Mubarek district	Mubarak's Oil and Gas Production Department	4063	**10,211**
	Mubarek gas processing plant	3520	
	Mubarek paramilitary unit for the prevention and elimination of open oil and gas fountains	662	
	KukdumalakCC	125	
Karshi city	Jizzax Petrolium CC	1623	**1,455**
	ERIELL Group Ltd	1174	
	Businesses serving oil and gas companies	1810	

Source: Government of Kashkadarya region.

From the survey results, it appears that agglomeration in the oil and gas sector is high in the districts ofMubarek (10.2), Guzar (4.4), Nishan (2.3), and Karshi city (1.5). 78.0% (25,438 people) of total employment in this sector work in enterprises in these 4 territories. If we add Kasan and Dehkanabad districts to this list, their share is 84.5% (27,557 people). From this, we can say that the low agglomeration coefficient (0.4 and 0.6 respectively) in Dehkanabad and Kasan districts compared to the selected 4 regions is considered significant only when assessing the regional cross-section. However, in most districts and cities not only of the region but also of the republic, oil and gas agglomeration will be equal to 0 (zero) or close to it. On this basis, it can be said that the agglomeration of the oil and gas industry is at a high level even in Dekhkanabad and Kasan districts.

According to the analysis of the growth rate of the industrial output of districts and cities of Kashkadarya region, Karshi, and Nishan districts had stable growth rates during 2017-2021. The highest growth rate in 2021 was in the Kasbi district (164.1%). Also in 2021, Nishan district saw a growth rate of 146.2%. The dramatic change in the growth rate can be attributed to the establishment of a foreign enterprise, INDORAMA AGRO Ltd. in these two districts (Table 4).

Table 4. The growth rate of industrial production by region

Regions	2017	2018	2019	2020	2021
Karshi city	100,6	120,7	103,3	103,3	105,5
Shakhrisabz city	88,1	98,8	111,0	101,5	100,4
Guzar	104,3	105,5	99,4	108,5	110,5
Dehkanabad	91,6	107,2	109,9	102,7	102,8

Kamashi	102,5	107,6	72,6	113,9	100,2
Karshi	127,6	196,3	100,8	82,5	131,3
Kasan	97,3	111,2	84,0	102,3	100,2
Kitab	88,4	105,5	113,8	100,4	98,8
Mirishkar	98,6	93,7	105,6	100,8	119,5
Mubarek	110,2	99,7	84,0	89,0	88,6
Nishan	162,0	107,2	108,2	101,6	146,2
Kasbi	98,5	112,0	61,7	118,8	164,1
Chirakchi	92,6	111,7	106,6	109,1	104,1
Shakhrisabz	89,4	100,5	102,9	103,6	101,8
Yakkabag	104,2	109,1	96,4	109,9	102,5

Source: Agencyof statisticsunder the President of the Republic of of Uzbekistan.

The length of the border of Kashkadarya region is 893.9 km. with Tajikistan - at 59.9 km, Turkmenistan - at 253.32 km, Samarkand region - at 276.0 km, Surkhandaryaregion - at 193.8 km, with Bukhara region - at 98.3 km, Navoiregion - at 12.5 km. Shakhrisabz city and Dehkanabad districts have 2 contiguous districts. As well as the proximity of the distance between Karshi and Kasan districts have been taken as neighbouring areas because of the strength of trade and economic links between the districts. Kitab, Mirishkar, Mubarek and Yakkabag districts share a border with 3 districts, Nishan district with 4, Guzar, Kamashi, Kasan, Kasbi and Shahrisabz districts with 5, Karshi district with 6 and Chirakchi district with 7 districts of the region.

Table 5. Spatial correlation of industrial development in the regions of Kashkadarya region(I statistics)

Specification	**2017y.**	**2018y.**	**2019y.**	**2020y.**	**2021y.**
I statistics	0,1333	0,073	0,0363	-0,1796	0,2511
expected value	-0,0714	-0,0714	-0,0714	-0,0714	-0,0714
standard deviation	0,1234	0,072	0,1557	0,15271	0,1484
p - value	0,0969	0,0448	0,4889	0,4783	0,0297

Source: Author'scalculations.

The study estimated the dependence of the growth rate of industrial production in the Kashkadarya region using formula (2). According to the results, in 2017, 2018, 2019, and 2021Istatisticsexceeded the expected value, and a positive correlation was observed. Although the level of dependence in 2019 is lower than in previous periods, itssignificance level (p-value) is not higher. Also in 2020, Istatistics was lower than the expected value, and although a negative correlation with the growth rate was observed, its significance level is also low. In the analysis period, only the 2020Istatistics can be seen as a negative value, i.e. the impact of a pandemic that an increase in industrial production in one area would lead to a decline in another (Table 5).

Istatistics for 2017 (0.13) is in the range of 90 percent, while the significance level for 2018 (0.07) and 2021 (0.25) is in the range of 95 percent. In particular, 2021 had the highest level of correlation over the entire analysis period, which is 1.9 times higher than in 2017. This indicates that the presence of correlation in the region's industrial development indicators, while not forming high values, is increasing, with ancillary industries developing alongside the leading ones.

Conclusions.

If we look at the distribution of industrial production in the Kashkadarya region, Mubarek, Nishan, and Guzar districts as well as Karshi city are districts with high levels of industrialization. In 2021, these regions account for about 2/3 of the region's industrial output, indicating the need to develop the industrial sector in the rest of the region as well. The location of major oil and gas industries in Mubarak, Guzar, Nishan, Kasan, and Dehkanabad districts, as well as in Karshi city, has resulted in a high agglomeration of this industry in these territories. The majority of those employed in this industry are employed in enterprises in these regions. This also indicates the presence and increase of positive interactions in industrial development in the territories, as well as the fact that ancillary industries are developing alongside the leading industries. However, the somewhat lower degree of this correlation suggests that it is provided at the expense of regions with a high degree of specialization in a particular industry (in particular, the oil and gas industry) rather than all territories of the region.

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IMPROVEMENT OF INNOVATIVE TOURISM DEVELOPMENT STRATEGIES IN UZBEKISTAN

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ABSTRACT

The article is dedicated to exploring innovative tourism development strategies in Uzbekistan and identifying areas for improvement. The authors analyze the current state of the tourism industry in the country and highlight the challenges faced by the government and private sector. They propose innovative approaches to enhance the competitiveness of Uzbekistan's tourism products and services, including the development of niche markets, the use of advanced marketing techniques, and the creation of effective partnerships. The article concludes with recommendations for policymakers and stakeholders to support the sustainable growth of the tourism sector in Uzbekistan.

***Keywords**: Innovative tourism, Development strategies, Tourism industry, Marketing, Promotion, Sustainability, Cultural heritage, Infrastructure, Investment opportunities.*

INTRODUCTION

Tourism is one of the most important sectors that contribute to the economic development of any country. In the recent years, Uzbekistan has become an increasingly popular tourist destination due to its rich cultural heritage, beautiful landscapes, and hospitable people. The government of Uzbekistan has recognized the potential of the tourism sector and has been working towards the development of innovative tourism strategies to attract more tourists and to improve the overall quality of tourism services in the country.

The tourism sector in Uzbekistan has witnessed a significant growth in the recent years. According to the State Committee for Tourism Development of the Republic of Uzbekistan, the number of tourists visiting the country has increased from 2.6 million in 2017 to 5.3 million in 2019. However, there is still a lot of room for improvement, and the government is committed to developing innovative strategies to attract more tourists and to enhance the competitiveness of the tourism sector.

One of the key areas of focus for the government is the development of cultural tourism. Uzbekistan is home to a rich cultural heritage, with numerous historical sites, museums, and art galleries that attract tourists from all over the world. The government is working towards the preservation and promotion of the country's cultural heritage, and is developing innovative strategies to enhance the tourist experience and to attract more cultural tourists.

Another area of focus for the government is the development of eco-tourism. Uzbekistan is blessed with a diverse landscape, ranging from deserts to mountains to forests, and is home to a wide variety of flora and fauna. The government is working towards the development of eco-tourism destinations, and is promoting sustainable tourism practices to ensure the preservation of the country's natural resources.

In addition to cultural and eco-tourism, the government is also focusing on the development of MICE (Meetings, Incentives, Conferences, Exhibitions) tourism. Uzbekistan's strategic location at the crossroads of

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Asia and Europe, combined with its modern infrastructure and world-class conference facilities, make it an attractive destination for business travelers and event organizers.

The government of Uzbekistan is committed to the development of innovative tourism strategies to attract more tourists and to enhance the competitiveness of the tourism sector. The development of cultural, eco, and MICE tourism, along with the promotion of sustainable tourism practices, will not only help to boost the economy, but will also contribute to the preservation of the country's rich cultural and natural heritage.

METHODS

The innovative tourism industry in Uzbekistan has been garnering attention from both domestic and international tourists. This growth in tourism has created a demand for the development of innovative strategies that can help in the sustainable growth of the industry. This paper aims to analyze the current state of the innovative tourism industry in Uzbekistan and propose effective strategies to improve it (WTO, 2017).

To achieve this aim, the study will employ a mixed-methods research design that includes both qualitative and quantitative data collection methods. The qualitative data will be collected through in-depth interviews with industry experts, tourism officials, and stakeholders. The quantitative data will be gathered through a survey that will be administered to both domestic and international tourists.

The data collected will be analyzed using both descriptive and inferential statistical techniques. The descriptive analysis will be used to summarize the data, while the inferential analysis will be used to establish the relationship between the variables (Hall, 2018). The results of the analysis will be presented using tables, charts, and graphs.

To ensure the validity of the study, the researcher will use the snowball sampling technique to select the participants. The sampling technique will ensure that the study includes a diverse group of participants who have different experiences and perspectives in the innovative tourism industry (Jamal et al., 2015).

This study will be guided by the theory of sustainable tourism development that emphasizes the importance of involving the local community in the development of the tourism industry. The theory posits that sustainable tourism development can only be achieved through the involvement of the local community in decision-making processes that affect the industry (Sharpley et al., 2014).

This study aims to propose effective strategies that can help in the sustainable development of the innovative tourism industry in Uzbekistan. The study will use both qualitative and quantitative data collection methods, and the data will be analyzed using descriptive and inferential statistical techniques (UN, 2015). The study will be guided by the theory of sustainable tourism development, and the results will be presented using tables, charts, and graphs. The study will contribute to the literature on sustainable tourism development and provide useful insights for policymakers, tourism officials, and industry stakeholders.

RESULTS AND DISCUSSION

In recent years, the tourism industry in Uzbekistan has undergone significant growth and development, with the government implementing various policies and strategies to promote the country as a tourist destination (Karamatov, 2017). However, there is still much room for improvement in terms of innovative tourism development strategies, which can help to attract more visitors and increase revenue for the country.

One of the key strategies that can be implemented is the development of niche tourism products, which cater to specific interests and needs of tourists. For example, Uzbekistan has a rich cultural heritage and a long history of craftsmanship, which can be showcased through the development of cultural and crafts tourism products. This can include activities such as workshops, exhibitions, and cultural tours, which offer visitors a unique and authentic experience of Uzbek culture.

Another important strategy is the development of eco-tourism, which promotes sustainable tourism practices and encourages visitors to appreciate the natural beauty of the country. Uzbekistan has a diverse range of landscapes, including deserts, mountains, and lakes, which can be utilized to create eco-tourism products such as hiking, camping, and wildlife tours (Sharipova, 2019). This can also help to promote conservation efforts and protect the environment.

In addition to niche tourism products, it is also important to invest in infrastructure and technology to improve the overall tourism experience. This can include the development of high-quality accommodation, transport, and communication facilities, as well as the use of digital technologies such as mobile apps and online booking systems. This can help to streamline the tourism process and provide visitors with a more convenient and enjoyable experience.

Furthermore, it is important to focus on marketing and promotion strategies to increase the visibility and awareness of Uzbekistan as a tourist destination. This can include targeted advertising campaigns, participation in international tourism fairs and events, and collaboration with travel agencies and tour operators. By promoting the unique and diverse offerings of Uzbekistan, more tourists can be attracted to the country, contributing to the growth of the tourism industry (Azimova, 2018).

The improvement of innovative tourism development strategies in Uzbekistan is crucial for the continued growth and success of the country's tourism industry. By focusing on niche tourism products, eco-tourism, infrastructure and technology, and marketing and promotion, Uzbekistan can attract more visitors and increase revenue, while also promoting the country's rich cultural and natural heritage (UNDS, 2017-2021). As such, it is important for the government and stakeholders in the tourism industry to work together to implement these strategies and ensure the sustainable development of the sector.

CONCLUSION

In conclusion, the development of innovative tourism strategies in Uzbekistan is a crucial step towards achieving sustainable growth in the tourism sector. Uzbekistan has a rich cultural heritage, diverse natural resources, and a strategic location that places it at the crossroads of the ancient Silk Road. Therefore, the country has significant potential to become a leading tourism destination in the region.

The Uzbek government has recognized the importance of tourism as a key driver of economic growth and has taken several steps to promote the sector. These include the adoption of a new tourism development strategy, the simplification of visa procedures, and the improvement of infrastructure and services in tourist areas.

However, there is still much work to be done to fully realize the potential of the tourism sector in Uzbekistan. This includes the need to address issues such as the lack of quality accommodation, the limited availability of air connections, and the need to improve the skills and training of tourism professionals.

To achieve sustainable growth in the tourism sector, it is essential to adopt innovative strategies that take into account the changing needs and preferences of travelers. This includes the adoption of digital technologies, the development of new tourism products and experiences, and the promotion of sustainable tourism practices.

The development of innovative tourism strategies is a key priority for Uzbekistan. With the right policies and investments, the country can unlock the potential of its tourism sector and become a leading destination in the region. By adopting a forward-thinking approach and collaborating with stakeholders, Uzbekistan can achieve sustainable growth in the tourism sector and contribute to the country's economic and social development.

Uzbekistan has made significant progress in improving its innovative tourism development strategies in recent years. The government's commitment to diversifying the tourism industry has led to the implementation of various initiatives such as the simplification of visa procedures, the development of infrastructure, and the promotion of cultural and eco-tourism. These measures have helped to attract more tourists to the country and have contributed to the growth of the tourism industry.

The involvement of the private sector in the tourism industry has also played a crucial role in the development of innovative tourism strategies in Uzbekistan. Private companies have invested heavily in the development of hotels, resorts, and other tourism-related infrastructure, which has helped to improve the quality of services offered to tourists.

However, there is still a lot of work to be done to further improve the innovative tourism development strategies in Uzbekistan. One of the main challenges facing the industry is the lack of skilled human resources. The government needs to invest more in training programs to equip locals with the necessary skills to work in the tourism industry.

Another important area that needs attention is the promotion of the country's tourism potential to the international market. Uzbekistan has a rich cultural heritage and a unique history that can be leveraged to attract more tourists from around the world. The government needs to work closely with the private sector to develop effective marketing strategies that showcase the country's tourism potential.

In conclusion, Uzbekistan has made significant strides in improving its innovative tourism development strategies, and there is much potential for further growth. With the right policies and investments in place, the country can become a leading tourism destination in Central Asia. It is essential that the government, private sector, and other stakeholders work together to achieve this goal and ensure sustainable tourism development in the country.

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Finally, I would like to dedicate this article to the people of Uzbekistan, whose warmth, hospitality, and rich cultural heritage have inspired me to explore new ways of promoting tourism and fostering innovation in this beautiful country. I hope that this research will contribute to the development of a sustainable and innovative tourism industry in Uzbekistan, one that will benefit both the local communities and the visitors who come to experience its wonders.

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DEVELOPMENT OF THE SERVICE SECTOR IS AN IMPORTANT FACTOR IN ENSURING THE WELL–BEING OF THE FAMILY

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ABSTRACT

This article reveals that the development of the service sector in ensuring the well–being of the family is an urgent issue, as well as the possibilities of increasing gross regional product, are analyzed.

Keywords: *Family Welfare, Service Sector, Economic Development, Economic Growth, Driver, Family Entrepreneurship.*

Introduction. Particular importance is attached to the study of the scientific foundations of ensuring family well–being through the development of innovation in the world service sector. The change in the composition of the national economies of world countries, in particular, the priority of the service sectors, as well as the acceleration of socialization processes of economic activity, characterize the peculiarities of increasing the competitiveness of modern enterprises. Currently, service enterprises play an important role in most countries, especially in developing countries.

The expansion of its economy in the countries of the world also has an impact on the change in the composition of the gross domestic product of countries based on a developed market economy. Currently, the main criterion is the presence of a service sector contribution of more than 65% in the structure of the GDP, which isbeing created to include a particular country among developed countries. In economically developed countries, the share of the service and service sector in the structure of the GDP is 65–80%, and the amount spent on the investment of Science and innovation activities is 3.0% compared to the GDP. Also, in world countries, 40.0% of the volume of direct investments is in the service sector.

As you know, special attention is paid to the development of the services sector in the social and economic policy of our country. The third section of the decree of the President of the Republic of Uzbekistan dated January 28, 2022 “On the strategy for the development of new Uzbekistan in 2022–2026” is devoted to “Rapid development of the national economy and ensuring high growth rates”. The article 29 of the decree “Creating conditions for the establishment of entrepreneurial activity and formation of permanent sources of income, bringing the share of the private sector in the gross domestic product to 80%, and its share in exports to 60%” and article 34 “Infrastructure of the engineering, communication and social systems of the regions, as well as the development of services and service industries” measures were clearly defined [1].

The number of children families spend on their income for them to grow up healthy, educated, and well–mannered. At this point, the increase in family budget revenues directly serves as the maintenance of the family both financially and spiritually. Usually, a state raises part of these expenses in the family. These include medicine, education, sports, and education. The rest of the costs are carried out by the parents

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themselves. In the conditions of modernization in the economy, the contribution of the family at these costs is increasing. It means that the service sector is important to ensure the well–being of the family.

Review of thematic literature. The fundamental issues of ensuring the prosperity of the family through the development of service industry were reviewed and also carried out several scientific research works by Uzbek, Russian and European economic scientists such as C. Anderson, D.M. Rib, G.A. Tanewski, D. Prajogo, A. Sohal. The socio–economic essence of family well–being, types, classification and theoretical conceptual bases and issues of its development were studied in the scientific works of M.Barkhatova, A.Volkov, S.O.Kalendzhyan,E.V.Korchagina, V.A.Korolev, and A.Chernisky.

Uzbek scientists A. Adukarimov [3], M.Q. Pardaev [6,7], Sh.O. Dzhoydikov [4], D.R. Zaynalov [12] conducted several scientific researches [9] in order to study these problems.

F. Kotler explains the service as any activities or benefits that one party can provide to another and that appear mostly intangible [13].

Services can be defined as economic activities. The service is the performance of acts, or deeds, which are inappropriate [11]. A service is a product of enterprises that increase the value of our personal life with the help of intangible assets that it offers various[12].

Let us cite another interesting idea of the concept of “service” given byV.A.Yakovlev, according to which he emphasizes the dialectical unity of the two sides of this concept: services as a labor process, as one of the forms of labor (in this regard, this is not the value of consumption) and services as a result of specific labor, its effective result, in whichM.M.Mukhamedov believes that the logical essence of the concept of “service” is that it is distinguished by the fact that as a product of the human activity, it embodies a special important feature in itself from other types of Labor. Services represent the relationship between people directly, directly, that is, without means of material form – favor, production, consumption [5].

Research methodology. This article used comparative analysis as well as methods of induction and deduction evaluation. Scientific conclusions were made using the comparative method, and their analysis based on statistics was carried out.

Analysis and results. Based on the specifics of the regions, to develop the services sector on individual approaches, provide business entities with financial resources and infrastructure, and introduce a favorable tax regime, the decision of the president of the Republic of Uzbekistan dated January 27, 2022 PD–104 “Onadditional measures for the development of the services sector” [2] was adopted. With this decision, the target indicators of the organization of service facilities in the new Uzbekistan arrays were approved and 121 service facilities were established in the neighborhoods of Bulungur and Urgut district of the Samarkand region. The region also provides for the establishment of 7 large shopping complexes and regional trade and logistics centers in the city of Samarkand, 1 in the Samarkanddistrict, and 1 in the Urgut district for a total of 10.3 hectares.

It should be noted that the specific aspect of the development of service sector sectors about industrial production is that labor productivity in industrial enterprises tends to increase regularly, while in service, as time passes in some of its sectors, labor productivity also tends to decrease.

Looking at the analysis of the main economic indicators of the Samarkand region, when the volume of the gross regional product increased by 105.8% compared to the previous year in 2022, this figure was 108.5% compared to the previous period in 2021. The gross value added in the area has increased by

105.5% in 2022 and 108.5% in 2021 compared to the previous year. The volume of industrial output (including construction) is 100.2% in 2017 compared to the previous year, an increase of 109.3% in 2022. In these periods, the volume of services increased by 103.6%, and in 2022, by 106.3%. The rapid growth of industry and agriculture ensures stability. Especially since the coronavirus pandemic in the world in 2020, the consequences have seriously adversely affected the services sector, in particular the tourism sector. In particular, the volume of trade, living, and catering services was fulfilled in 2020 by 97.3% compared to 2019. Following a downward trend in these networks, the establishment of strict restrictions to mitigate the consequences of the pandemic, as well as the cessation of the activities of people and enterprises, decreased opportunities for the provision of services for trade, living, and nutrition. Also, the expansion of digital technology–based activities in the context of the pandemic has led to a decrease in the volume of transportation and storage, information, and communication services (98.2% in 2020). However, even in 2020 Yila, industrial and agricultural products have increased the volume of gross product created in it (Table1).

Table 1 : **Gross regional product in the Samarkand regioncomposition by types of economic activity**

Indicators	Unit of measurement	2017	2018	2019	2020	2021	2022
GRP	bln. soum	27039,0	32863,7	39050,5	43834,7	52893,6	62440,3
	Compared to lastyear, %	101,5	100,7	105,6	102,4	108,5	105,8
Gross value added	bln. soum	26645,5	32289,7	37936,3	42478,3	51784,4	60866,2
	Compared to last year, %	101,5	100,6	105,5	101,6	108,5	105,7
Net taxes on products	bln. soum	393,5	574,0	1114,2	908,3	1109,2	1574,1
	Compared to last year, %	102,9	109,0	108,4	107,8	108,8	109,7
Industrial product (including construction)	bln. soum	4382,9	6264,2	7284,1	8779,7	10523,1	13474,5
	Compared to last year, %	100,2	114,1	110,5	107,1	112,9	109,3
Agricultural products	bln. soum	13213,9	15350,5	16925,5	19346,3	22672,3	24652,2
	Compared to last year, %	100,5	94,4	103,0	102,7	103,3	103,6
Total services,of which:	bln. soum	9048,7	10675,0	13726,7	14352,3	18589,0	22739,5
	Compared to last	103,6	103,2	106,2	97,3	112,6	106,3

	year, %						
Trade, living, and catering services	bln. soum	1641,5	1980,1	2430,5	2720,2	3350,6	4190,8
	Compared to last year, %	102,7	103,1	106,8	100,3	112,1	111,0
Transportation and storage, information and communication service	bln. soum	1916,7	2106,4	2348,7	2504,2	3299,6	3876,6
	Compared to last year, %	105,5	106,0	104,5	98,2	122,8	110,9
Other services	bln. soum	5490,5	6588,5	8947,5	9127,9	11938,8	14672,1
	Compared to last year, %	103,3	102,2	106,6	96,2	110,0	103,7

Currently, in the branches of the service sector of the Samarkand region, the existing mechanism is important in the market of services to carry out full control of their activities and to develop a system for managing the activities of the subjects.This includes the financial support and lending of the industry as priorities for the socio–economic development of the activities of service enterprises, the level of armaments with funds, the provision of legal services and marketing research, and insurance services.

Therefore, in the current conditions of innovation development, the development of the service sector, on the one hand, provides for an increase in the level of employment, and on the other hand, it makes it possible to increase the Labor potential. The development of the services sector and the transformation of the economy make it necessary to increase the level of employment and employment of the population and the formation of flexibility in the effective use of labor resources.

Table 2 : **The number of people employed in sectors and sectors of the economy in the Samarkand region (per year, thousand people)**

Indicators	2017	2018	2019	2020	2021	2022	2017–2022, %
Bands–total:	801,4	777,4	763,1	1418,3	1441,3	1489,5	185,9
Including:							
Village, forest, and fish farming	428,9	403,6	405,5	403,5	376,1	381,2	88,9
Industry	171,4	173,7	168,2	170,7	172,0	171,0	99,8
Construction	109,0	100,2	110,4	102,4	118,3	122,5	112,4
Wholesale and retail, repair of	183,1	173,	180,	177,9	197,6	208,0	113,6

motor vehicles and motorcycles		1	9				
Transportation and storage	84,7	82,6	77,6	73,8	86,2	82,5	97,4
Livingandcateringservices	45,8	44,4	46,3	45,1	54,3	57,5	125,5
Informationandcommunication	3,4	3,3	3,0	2,4	2,9	3,6	105,9
Financialandinsuranceactivities	5,2	5,3	5,1	5,0	4,8	4,9	94,2
Operaswithrealestate	4,7	4,6	4,4	4,1	4,3	4,3	91,5
Professional, scientific, and technical activities	7,2	6,9	7,1	6,7	6,0	7,2	100,0
Management activities and provision of auxiliary services	7,3	7,5	7,8	8,0	8,2	9,3	127,4
Public administration and defense, compulsory social security	34,7	41,4	42,5	40,7	40,2	42,2	121,6
Education	132,3	132,4	131,7	133,9	140,5	144,5	109,2
Provision of Health and social services	65,6	65,7	64,5	71,1	69,9	73,8	112,5
Art, entertainment,andrelaxation	4,0	4,0	3,8	3,6	3,8	4,3	107,5
Providing other types of services	223,4	206,4	188,4	161,5	147,8	164,3	73,5

In the economic sectors and sectors of the Samarkand region, the total number of employed people increased by 85.9% in 2022 compared to 2017. The region has high growth rate management over these years in the construction network (112.4%), living and catering services (125.5%), health and social services provision (112.5%), Arts, Entertainment, and leisure services (107.5%), education (109.2%), wholesale and retail trade, motor vehicles and motorcycle repair (113.6%), public administration and defense, compulsory social security (121.6%), professional, scientific and technical activities (100.0%), information and communication (105.9%), management activities and ancillary services provision (127.4%). In the rest of the province, there has been a decrease in employment compared to 2022 in 2017. The main reason for this is the process of economic recovery as a result of the coronavirus pandemic in the world, as well as the systematic and analytical approach in the cross–section of the regions in these areas(Table 2).

The peculiarity of the activities of economic entities in the service sector is manifested in their management system. This in turn will depend on the different decisions made in the organization as well as the scientific justification of making plan indicators. Therefore, any decisions made on the management of the enterprise will focus on the effective organization of production (service) processes.The services and services sector is one of the most important sectors of the economy.Positive results were achieved due to the implementation of state support policies, and the promotion of the development of the service sector in our country.

Conclusions and suggestions. Effective development of the services market in the Samarkand region consists of the following areas, the directions of which directly affect the increase in the gross regional product:

- According to the form of ownership (public, private, collective, mixed, and foreign);
- According to the direction of formation (legal, financial, information, marketing, and mediation services);
- According to the scope of services offered (international, national, territorial, local);
- By Types and directions of services: services for entrepreneurial activity (tax–credit, financial–investment, insurance, and insurance services), according to the direction of distribution (catering, restaurant, trade services), services carried out in the social sphere (services of Science, Education, Health, Physical Education and culture).Most foreign economist scientists propose to classify the structural structure of the service sector in terms of its network signs and development.

Therefore, in the current conditions of innovation development, the development of the service sector, on the one hand, provides for an increase in the level of employment, and on the other hand, it makes it possible to increase the Labor potential. The development of the services sector and the transformation of the economy make it necessary to increase the level of employment and employment of the population and the formation of flexibility in the effective use of labor resources.

The development of the service sector requires a system of active support from the state and society in ensuring the well–being of the family, not only honestly, and spiritually high, but also in the future to educate a good economic person and ensure his perfection. It is also necessary to scientifically and practically study the special classification of services in the cross–section of regions in the family, in the neighborhood, and large service complexes. The result positively affects the socio–economic development of the family, neighborhood, and area. In addition, an important factor in ensuring the well–being of families is the development of the service and service sector, and the formation of a business environment. Because through entrepreneurship, problems in families are reduced, harmony increases and social protection is ensured.

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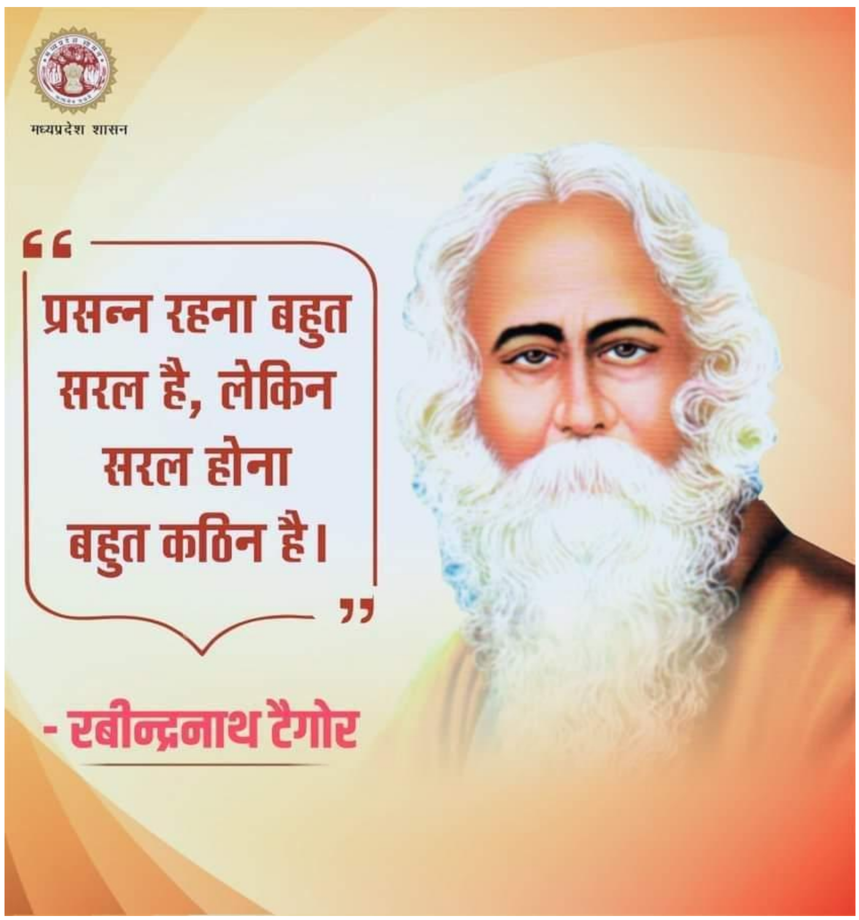

STUDY OF IMPLEMENTATION OF SUCCESSION PLANNING ON THE IMPACT OF ORGANIZATIONAL CULTURE

Dr. Priyanka Sikarwar[1]

ABSTRACT

As a study of ethical concerns, compensation, growth, and implementation, succession planning is perhaps one of the most recent topics today. Global companies dealing with rapid change can no longer afford to wait for an heir apparent to grow internally. Many looking for quick external executive hires, on another way, have discovered that corporate culture sometimes takes precedence over expertise and business experience. According to recent research, those who are good at internal succession, with little disturbance and quick change, rely on their ability to execute plans. This study adds to current research by revealing organizational principles, intention, responsibilities, decision-making requirements, and the selection, growth, and promotion of potential heir-apparent, as well as how these variables play out in the implementation of a succession plan. Furthermore, according to previous studies, the CEO has primary influence over the succession planning process and its outcomes. Although they play an important role, this study indicates that the confidence, identity, and dedication of an organization's participants (i.e., employees) as well as the cultural integration of organizational processes are what ensure that the succession plan is carried out successfully. As a strategic advisor to executive levels of companies today, Human Resource Development is poised to make a bigger impact than ever before. Exceptional planning and implementation projects will need to be overseen at all levels.

Keywords: Human Resources Management, Organizations, Planning

INTRODUCTION

Human Resources Management of every company today is struggling to keep the workforce and is confronted with two harsh realities: the loss of experienced rich talent and evolving talent market dynamics. It is obvious that organization's need talent for succeeding in the market, and therefore must cultivate and maintain it. Although it isn't that difficult to assume that almost allorganizations will be effective in succession planning and employ a variety of methods to resolve talent shortages, in fact, there are only a few organizations are able to prepare for and fill gaps in a proper manner. As a result, most business are looking for new ways to plan who will succeed important roles in their organization's these days. It appears to be a simple procedure, but it cannot be completed in a matter of days or months. The method must be refined over time. Every employee, including HR managers, supervisors, and senior management, must be involved. Succession planning is not a standalone process; it must be compatible with other procedures such as Individual Growth Plans, Career Aspiration Mapping, and Manpower Forecasting, among others. This type of linking makes succession planning more complete and efficient; however, most businesses do not connect it fully.

The likely issue of how organizational culture affects the implementation of succession planning, a crucial prerequisite for organizational survival, is discussed in this chapter. The culture of the organization has not been thoroughly studied as an element in succession planning. Now, it is a verycrucial field for

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research and theory creation. Understanding the cultural context in which a system of succession planning works will help organizations improve their development, use, and transition of succession planning systems. The proposed study's aim is gaining a better understanding of how corporate culture influences how executives and managers execute succession planning programs that result in executive level succession. This chapter presents a conceptual model of succession planning research to date, highlighting the antecedents, incidents, and implications of succession planning, as well as their mediating contingencies. The chapter summarizes proposed research focus questions looking at the impact of cultureincorporates on succession planning implementation in one company and two subsidiaries. Leadership breaches in ethical and moral decision-makingthriving in a more globalized work world; maintaining loyalty and confidence among workers; attracting and cultivating talent; keeping pace with technical advancements and market changes; and leading within a more diversified structure are only a few of the diverse challenges that today's organization’s face. Most businesses have discovered that the one and only way to be stable in this environment is to rely on their employees.

This is a competitive age. Employees' expertise, skills, strengths, and capabilities must be developed by organizations. Many companies use succession planning to build and retain strong leadership quality and other important personnel, ensuring that they address all of skills and competencies needed in today's economic climate. Succession planning is one of the human resource strategies that can help organizations meet their current and potential needs. Succession planning is a useful method for identifying the appropriateindividuals for leadership or other key roles in a company. In a broad sense, succession planning is a critical structure that considers the organization's capital in order to maintain and retain high-potential employees. Many researches in the field of succession planning have been performed over the years. However, some scholars claim that succession planning research began early in the twentieth century with Henri Fayol's writings on the fourteen points of management, but that management and succession planning as we know it today began in the late 1960s and early 1970s, with the organization of comprehensive developmental plans.Historically, companies only paid attention to replacing staff just before they were to quit, and the decision of who would replace them was normally taken by the chief executives or board of directors. In reality, in today's dynamic world, where competition is fierce, work is fluid, the climate is volatile, organizations are flatter, and organizational configurations shift frequently, the old approach to succession planning based on identifying specific people for specific jobs is no longer effective.

Organizations nowadays have discovered a different approach. They discovered that in order to be successful and confident of getting the right talents for future needs, they must first identify what those needs are. Leaders and key workers must be educated. Organizations use succession planning as a critical and strategic strategy to attract, cultivate, and retain talent in the workforce. In its broadest sense, succession planning is an effort to have a plan in place for the proper number and quality of key position workers, including managers, to cover retirements, promotions, severe illnesses, death, or any new job that might be generated in the future of the organization's plans.

For all work categories, a triumphant succession planning and management effort must understand the individual's advancement needs. One of the most crucial goals of a succession-planning programmed is to keep workers motivated and committed, which is one of the most important goals. According to Fulmer and Conger, an efficient succession planning method will assist talented individuals in moving their careers forward in a more timely and acceptable manner. In the first place, executives and senior management must be dedicated to the principle of succession planning and must embrace the system's implementation. The plan's operations must also be supported by the staff. A connection between succession planning systems and other human resource systems and activities is also needed. In addition, an adequate human resources information system is needed. Furthermore, to protect experiential learning, an effective organizational structure and job engineering are needed. In addition, organizational engagement for promotion from within is needed, as is training in coaching, mentoring, and providing input, as well as other training methods. Human resource growth, which involves organizational development, job development, and the learning and development of potential successors, is a major factor that affects succession planning. Rothwell discusses several practices that can aid in succession planning progress. These considerations include: defining the effort's goal and expected outcomes, determining the current performance requirements, evaluating current performance, determining future performance requirements, assessing ability, establishing a way to close gaps, following up, recording competence, and creating and retaining rewards for improving people. Developing people to improve their leadership power; identifying high potential employees and supplying them with a developmental opportunity; reducing the time required to fill management positions; recruiting and retaining highly qualified individuals are some of the key goals of succession planning. Managers can operate with high values if they feel the company is committed to developing them using a succession planning system. Organizations lose employees on a regular basis. The workers may be replaced in a short period, but alongside they are also losing a significant amount of an organization's memory and vital skills. They aren't necessarily the company's executives. They may be key employees in areas like distribution, design, testing, and development. They're the ones who are good at problem solving.

They are the ones who are possibly to be aware of all the flaws in the process and the operating manuals. They're a crucial part of the team. It is not an easy task to plan and implement succession planning. There must be several obstacles and problems that would cause the process to be delayed and slowed. Organizational culture, policy, and economic circumstances all influence the barriers and obstacles to succession planning.

REVIEW OF LITERATURE

(Friedman, 1986). Another study examines the relationship between components of a succession planning process and organizational reputation and financial performance. Organizations with stronger succession process characteristics (e.g., resource allocation, support staff, formalized process) had higher outcome measures of reputation, financial success, reduced turnover, and succession plan effectiveness. It is important to note that this study also took into account and controlled for the contextual variables such as industry, size, and board composition that impact the organizational outcomes.

(Worrell & Davidson, 1987). One of the most prevalent questions related to succession planning, is what are the financial outcomes of implementing this initiative? Many opinion-based articles exist on such a topic, but research studies are scarce. As with any discussion of return on investment or utility, it should be noted that the vast quantity of variables impacting financial return will inevitably have varying degrees of impact. The existing research studies indicate that succession planning does indeed have a significant financial return. For example, the death and subsequent succession of a CEO was usually negatively related to stock returns (Worrell, Davidson, Garrison & Chandy, 1986); however, organizations that immediately name an internal successor for a CEO position experienced positive market reactions and were thus viewed more favorably by investors .This study of CEO successors controlled for some of the contextual variables that have previously caused questions over the direct impact of succession planning such as size of organization, internal versus external successor, and impetus to succession (death, retirement, or removal by board.

Kenney, Blascovich & Shaver (1994), offer the relationship between leaders and their subordinates explains a situational contingency that is a critical determinant of a leaders' effectiveness. In today's ever changing health care environment, those individuals strong in their ability to adapt to diverse situations can be a critical component to success. Transformational Leadership Theory Transformational leadership theory also fits into the succession planning and management equation.

(Leibman, Bruer, & Maki, 1996). Succession planning is a strategic process where organizations develop a system that promotes internal development, rotational assignments, and promotional opportunities.

(Collins & Porrass, 1997) In sum, because high quality managers have more economic impact and are becoming more difficult to find, managing talent is an increasingly high priority for organizations. Many organizations are addressing this challenge through the process of succession planning.

(**Collins & Porras, 1997).** In fact, to some, succession planning is the only answer. In the 5 bestsellers Built to Last, the authors refer to a culture of succession planning not only as a habit of visionary companies, but the unifying factor.

(Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998). As the economy continues to become more complex, there is higher demand for more sophisticated employees who possess global business acumen, technical literacy, multiculturalism, and entrepreneurialism.

According to Kirk et.al (2000), career development can be described as a process for achieving specific employee and organization goals, including providing career information to employees, helping employees identify advancement opportunities, promoting job satisfaction, and improving employee productivity.

(Axelrod et al., 2000). Importance of Succession Planning In order to fully appreciate why succession planning has become such a substantial priority for organizations, it is essential to understand how top management is viewing talent. As previously discussed, managers feel that it is becoming increasingly difficult to attract and retain talented employees. Succession plans are designed to address the potential void of skilled employees. In addition to a reduction of talented employees, the importance of qualified managers is magnified. In a survey of 410 executives at companies in the United States, the best 20% of managers were estimated to increase productivity by 40%, increase profit by 48%, and increase sales revenue by 67%.

(Huang, 2001). Succession is a proper planning process to provide appropriate human resources for the future and present key jobs, as the career path of the employees in the organization can manage its requirements in the best way.

(Holdford, 2003). The key component in situational leadership theory is the ability of the leader to adapt to diverse situations, rather than changing them.

(Toossi, 2004). Demographics are also changing the way in which 4 organizations conceptualize the work force. The baby boomers, a large demographic group of individuals born between 1946 and 1964, are becoming eligible for retirement. It is anticipated that the impending baby boomer retirements will reduce the labor force growth, which could result in an insufficient number of employees and/or inadequate skills, thus hindering economic progress.

(Garman & Glawe, 2004). Over the past 10 years, succession planning has become a major initiative within many organizations (Collins & Porras, 1997). Succession planning has been practiced more systematically in a large number of organizations at levels beyond just senior management. In fact, estimates suggest that 40% to 65% of companies have implemented a succession planning.

(Roth well, 2005). In short, transformational leadership is about achieving results beyond expectations. In succession planning and management, this theory could be a 15-key component for success. By having leaders who possess these traits involved in the planning process, we could see greater engagement in the process and success of the program over time. The aim should be to attract and retain qualified people, and in this regard one of the most important programs of human resources management is to attract and retain talented individuals and identify their potential is succession planning. In general, succession planning is a program in which the right people are selected for key positions in an organization among the qualified individuals. In this process, human talents are identified for main and key positions in the coming years, and become prepared through a variety of educational programs gradually to assume these jobs and responsibilities.

(Ruth well, 2005). According to the survey of the Kern-free International Institute, among the important issues that companies face in the next few years, after the financial and strategic programs, succession planning was considered as the third very important issue.

Adams (2005) identifies two critical factors that should influence the timing of the actual departure: 1) the founder's engagement and ability to make a positive contribution to the transition (taking into account burnout and/or the board's level of trust in the executive), and 2) the level of succession planning and training in which the organization has engaged prior to the departure announcement.

Rothwell (2005) also viewed similarly when he emphasized on the significance of succession planning as an effort for individual development in any organization. In particular, the urgency of succession planning program is especially imperative when vacated positions are unfilled due to empowered employees' shortages from various position or ranks causing incompetence. In fact, ineffective succession planning program will cause a growing tendency of staff leaving the organization due to lacking of career management opportunity.

(Rothwell, 2005) Therefore, the educational organizations attempted to overlook the importance of the program as significant individual staff career development program. On the contrary, succession planning program is detrimental in any establishment; thus, any organization such as education organization should not overlook its importance.

(Purvanova, Bono & Dzieweczynski, 2006). This theory explains one of the fundamental ways in which leaders influence followers is by creating meaningful work. Transformational leaders are charismatic and inspirational and provide individualized consideration to followers, attending to followers' individual needs for growth and development (Bass, 1985). Transformational leadership should result in more engaged, more devoted and less self-concerned employees, as well as in workers who perform beyond the level of expectations.

Kim (2006) In this regard, the results of quantitative researches conducted, indicated that the data obtained by evaluation of employees must be applied to restructure the business unit's creation of job development plans of the employees. They also expected that the assessment of employees can provide useful and valuable information about changes in the workplace that it is necessary to provide succession planning.

Halton's studies (2007)conducted in the field of succession management systems and output of human resources, determined 10 factors indicating the degree of skills succession planning, and designed 4 key indicators of human resources organizations including employee's morality, organizational atmosphere, rates of employee turnover, employee commitment and job satisfaction. The study showed that some features, such as making managers and employees committed, indexes of non-political succession, reliability of employees, succession planning, performance reconsiderations and feedback and effective information systems affecting human resources including managements and employee's commitment, were significant and organizational loyalty can be an important index for morality of systems.

(Clunies, 2007). Despite positive response and preference on accomplishment of succession planning program from successful organizations especially from profit-oriented organizations, this program is not realistically favored by educational organization due to short of succession planning program planning, implementing and managing initiatives.

Clunies (2007). In fact, simple succession planning initiatives that tailored to the need of the education organization are deemed necessary as suggested by.

Clunies (2007) and Rosse and Levine (2003) suggested education organizations to instantly embrace necessary succession planning program despite striking cultural dissimilarity between the boardroom and the campus and the complicated and bureaucratic procedures for hiring compared with business establishments.

Wolfred (2008) notes that when resources allow, EDs can take a leave of absence (1-3 months) well in advance of a departure date as a way of testing the management team's skills and succession readiness

(Bowes, 2008) with this strategy organizations can help employees identify and understand their interests and strengths such as widen their skills, plan and implement career goals, and develop themselves for their career path (Whymark & Ellis, 1999; Cambron, 2001), or employee engagement, retention, and succession strategies (Rothwell, 2005; Tarasco & Damato, 2006; Beever, 2008; Bowes, 2008), to increase understanding of organization and enhances reputation as people developer. Interestingly, in other aspects, career development can help companies attract the best employees, as well as motivate, develop, and retain the best workers over time. The benefits of a carefully crafted organization career development system can help a better employee-organization fit, a better employee-job fit, effective communications between employees and managers and increased employee loyalty. It also can improve employee morale and job satisfaction, leading to improved performance. Hence, with the improved engagement it may facilitate succession efforts to reduce turnover; employee motivation and promotion within the organization.

Mateso, 2010). Succession planning as part of Recruitment Plan, Training Plan and Career Growth Management Plan with Performance Appraisal and HRMS tools assists to ensure that the right kind of people in right numbers at the right time is available to help in sustaining continuity of strength and vitality of an organization.

(Mateso, 2010). The organization might have a shortage of employees prepared to take over, and there may be a need to employ someone precisely for the position, or hire employees based not only on how qualified they are for the job, but on how qualified they are to move up to higher-level positions.

(Mathur, 2011). It should be considered that what works well for one company might not work for the other.

(Mehrabani & Mohamad, 2011). The important factors that assist to guide organization in undertaking succession planning include having a strong human resource (HR) that will take succession planning practices very seriously.

(Mathur, 2011). The biggest mistake that most companies do, is simply replacing key executives instead of assessing all employees and identifying and training any person with potential organizations with leadership development programs in place normally will have a much larger feeder of successors from which to choose from, and who will be better trained to take on a greater variety of roles.

According to Mathur (2011), a large size company must ensure that it has a larger pool of potential successors to choose from. The organization may in the beginning identify several candidates followed by monitoring their performance and later make a decision when it is closer to time for them to take over. With smaller organizations, however, designating a replacement may be more challenging.

Stadler (2011) affirms that employees with high job satisfaction are normally committed to the company as they believe the company has great future for them and in the end will care about their contribution to the organization. Committed employees are more likely to excel in their jobs, remain in employment longer and resist job offers, subsequently increasing retention rates and productivity.

Rothwell (2011) provided another definition of succession planning as the strategic effort by an organization to ensure leadership continuity in key positions

Bidmeshki (2011) in the University of Alzahra, studied the readiness of higher education organization to implement the succession planning, and concluded that the dimension of commitment to systematically succession was recognized as the most important component both in current and desired status

(Bush, 2011). Succession process requires consideration into account as a part of strategic planning of the Company, because it deals with the changes of planning for future by predicting the non-employed management positions and determining how to deal with these challenges

Mehrabani and Mohamad (2011) suggests that the key to the future success of an organization is determined by how it assesses and understands the value of the people it has and what resources it will need in the future. The aforementioned authors further state that the one human resource tool which can assist to determine the current and future needs of the organization is succession planning.

Adewale, Abolaji and Kolade (2011) views succession planning as a practice that can offer seamless leadership transition throughout the company.

(Saunders, Lewis, and Thornhill, 2012). Purposive sampling was used in this study because, with purposive sampling, one needs to use one’s judgement to select cases that will best enable the researcher to answer research questions and to meet objectives. The participants in this study were managers, supervisors, assistant supervisors and foremen because of their vast knowledge and experience that was considered valuable for this study, hence judgmental. This consisted of Human Resources Manager, Research and Development Manager, Production Manager, Training Manager, Sales Manager, Plant Engineer, Project Engineer, Safety, Health and Environmental (SHE) Officer, Stores Controller, Extract Factory Foreman, SPP supervisor, Assistant Production Manager - Extract, Assistant Production Manager - Sugar, Technical Assistant: Quality Control (QC), and Management Accountant. A total of 15 individuals participated in this study.

According to Saunders et al. (2012)this sample size is sufficient and appropriate. The interviews were conducted between May and June 2016 based on the availability of the informants using an audio recorder.

Rothwell (2011) as cited in Garg and Weele (2012) supports the above authors stating that "succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retention and development of intellectual and knowledge capital for the future, and encouragement of individual advancement".

Garg and Weele (2012), succession planning is actually a practice that warrants uninterrupted effective functioning of an organization by instituting a process that assists in developing and replacing key staff members over time.

Karimi (2012) at the Faculty of Economics, Management and Administrative Sciences has investigated the effects of succession management and organizational commitment on organizational learning factors at the University of Tehran, and came to the conclusion that the best predictor of succession management of managers and employees of universities of Tehran, are the variables of organizational commitment and organizational learning.

Tracy (2013) writes that an underlying principle in the collection of data in case research is that of triangulation, i.e., the use and combination of different methods to study the same phenomenon and it is considered worthwhile because a key concern for good research is its reliability and formal generalizability.

Das and Baruah (2013) points out that the weathering life-long success of an organization rest upon retaining of the key role players.

(Eshiteti et al., 2013). 'Turnover is very costly to the organization in terms of financial bearings, its implications on employee morale and customer satisfaction'.

Schroeder, Goldstein, and Rungtusanatham (2013) state that employee retention and low employee turnover assist in driving production efficiency and customer value.

Meihami and Meihami (2014) defined knowledge management as a practice of discovering, capturing, and applying collective learning in an organization to help the organization gain competitive advantage.

Trautman (2014) defined knowledge transfer as a planned movement of the right skills and information at the right time to keep a workforce productive, competitive, and able to execute business strategy. Mentoring: A goal-oriented business relations strategy that establishes mutual benefits to the mentor, mentee, and organization.

Golik & Blanco, 2014). Activities and processes that enhance the identification of key areas in developing and training identified individuals to be skilled and competent to fill vacant positions to ensure the organization 's sustainable competitive advantage.

Chitsaz-Isfahani and Boustani (2014) defined talent management as a systematic and dynamic process of discovering, developing, and sustaining skills. Transformational leadership: Transformational leadership is a —process by which an organization ‘s leaders and members have a mutual influence on one another.

Chitsaz-Isfahani and Boustani (2014) defined trust as an individual ‘s belief or a common belief among a group of people that both parties will keep commitments, negotiate honestly, and will not take undue advantage.

RESEARCH METHODOLOGY

3.1 Research Methodology

The data has been collected on the basis of the different sources in order to achieve the object of the project.

3.2 Objective of Study

To study about how the culture of an organization affects the implementation of succession planning.

3.3 Sampling

SAMPLE SIZE

A total of 50 samples were chosen for the analysis.

SAMPLE AREA

Gwalior is area from where all this information is collected.

DATA COLLECTION

Data from both primary and secondary sources were used.

Primary data - Essential information gathered from the respondents. Surveyarranged by keeping considering the objective.

Secondary data - Secondary information was gathered from existing data sources, catalogues, and the internet.

The questionnaire was initially pilot-tested by trainer. The results of the pilot test proved tobe adequate, since all the respondents found most of the questionnaire itemsunderstandable. Nevertheless, some wording mistakes and unwanted questions were found,which were corrected in the questionnaire’s version that was finally distributed in the fieldresearch. Respondents were chosen at random. Respondents were asked to complete the questionnaire while taking in consideration their work culture.

MODE OF ANALYSIS

Questionnaire was used for data collection.The questionnaire was used because it made it easier to tabulate and analyze the results. The datacollected was subjected to simple frequency distribution and percentage analysis.

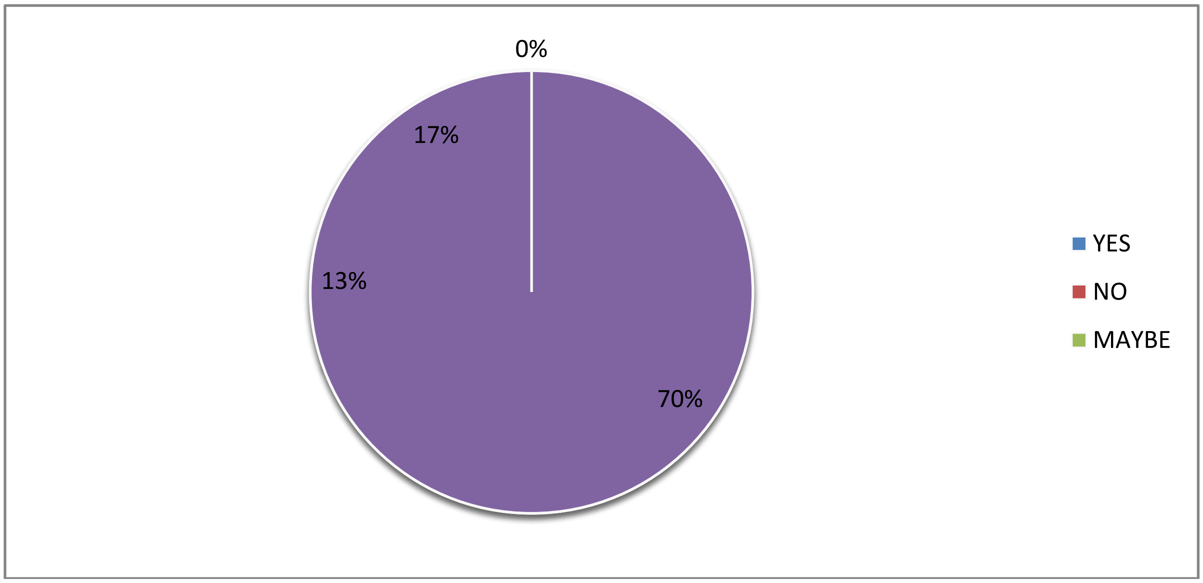
RESULTS AND DISCUSSION

4.1 DATA ANALYSIS

1. Has succession planning been incorporated into the organizations strategic or other planning processes?

Table 4.1

YES	70%
NO	13%
MAYBE	17%



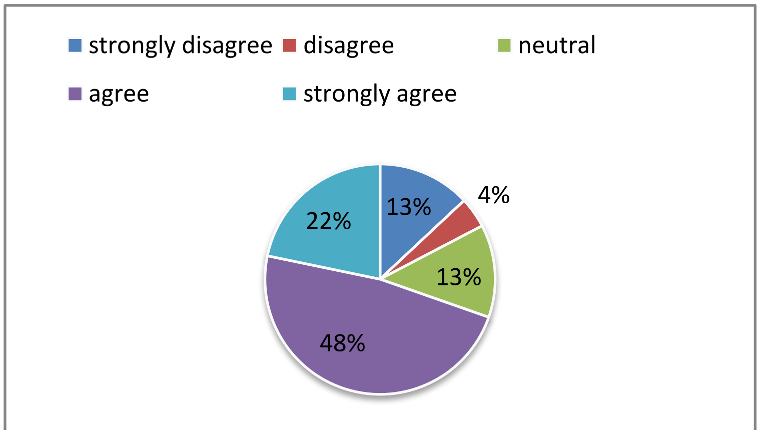
4.1 The figureshows the response of the respondents regarding succession planning being incorporated in organizations or not.

Interpretation:70% of respondents are unsure where succession planning has been implemented.

2. Does the company assess and monitor employee performance?

Table 4.2

Strongly disagree	13%
Disagree	4%
Neutral	13%
Agree	48%
Strongly agree	22%



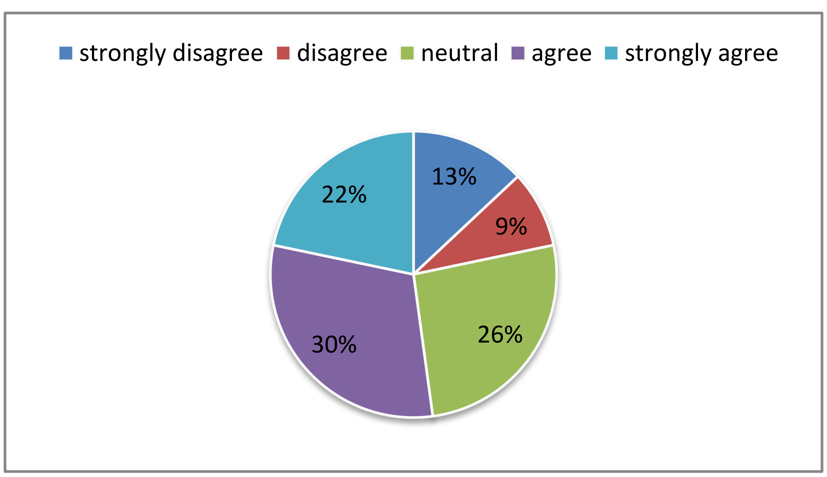
4.2 The figure shows the response of employees about, whether the organization monitors and assess employee performance.

Interpretation: The organization monitors and assesses employee results, according to 48% of respondents.

3. At the senior and middle levels, the company recognizes and develops future talent?

Table 4.3

Strongly disagree	13%
Disagree	9%
Neutral	26%
Agree	30%
Strongly agree	22%



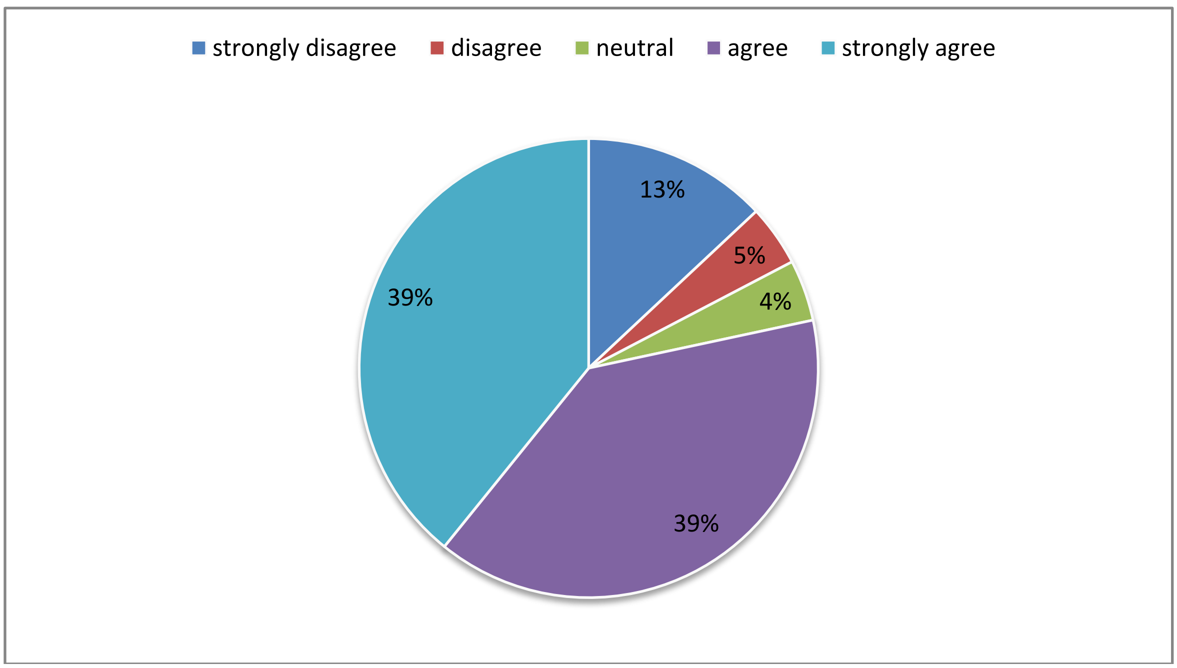
4.3 The figure shows the response regarding, whether organization develops future talent.

Interpretation: This is something that 30% of respondents agree on**.**

4. Does the company have resources for senior employees to improve their leadership capacity (e.g., coaching, schooling, and experiences)?

Table 4.4

Strongly disagree	13%
Disagree	5%
Neutral	4%
Agree	39 %
Strongly agree	39%



4.4 The figure shows the response whether the company has resources to improve leadership capacity.

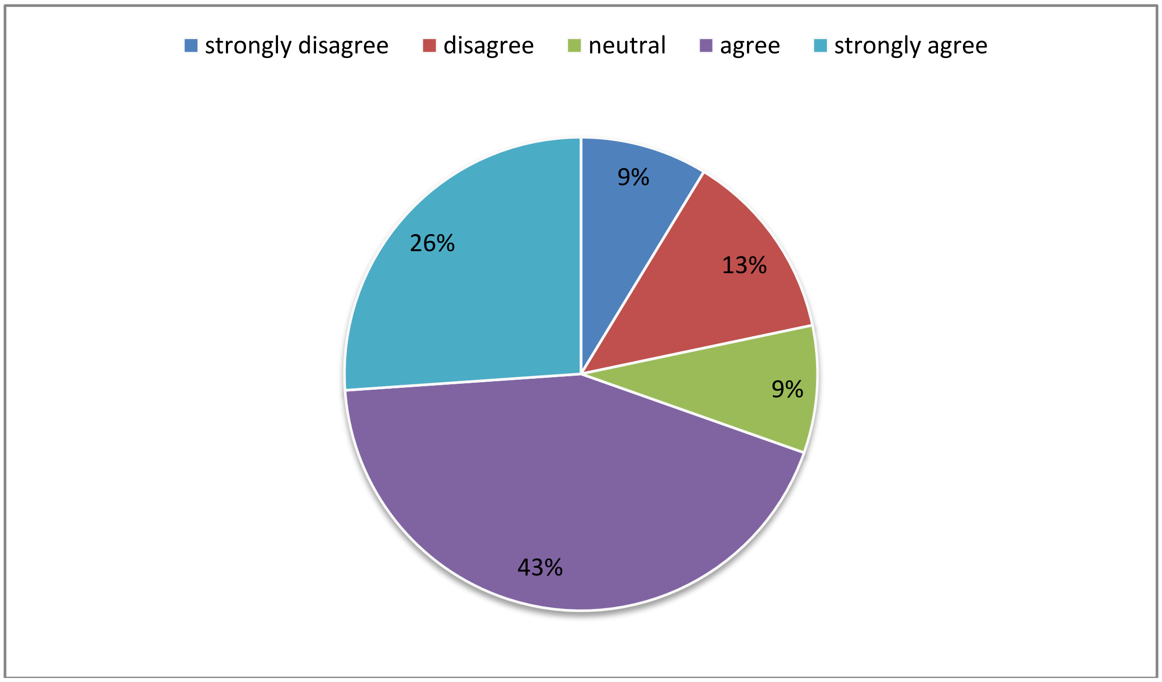
Interpretation: This is something that 39% of respondents support or strongly agree with.

5. The board conducts a self-evaluation of its performance?

Table 4.5

Strongly disagree	9%
Disagree	13%

Neutral	9%
Agree	43%
Strongly agree	26%



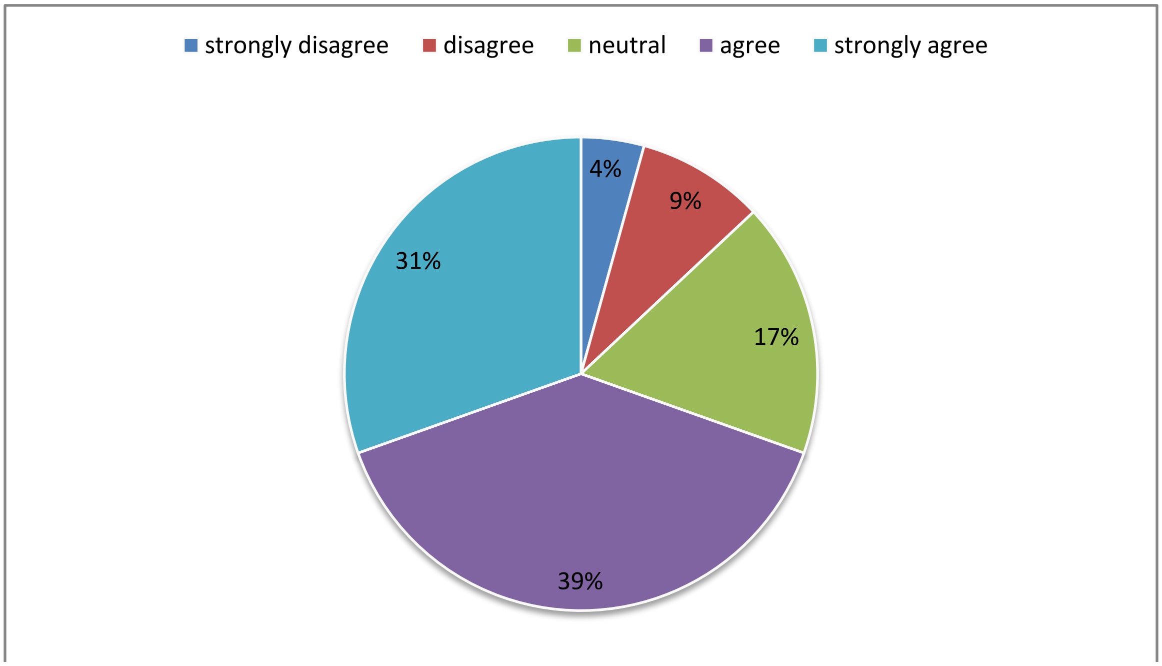
4.5 The figure shows the response regarding, whether the board conducts self evaluation.

Interpretation: This is supported by 43% of the respondents.

6. Is there a recruitment, orientation, and development plan in place for new board members?

Table 4.6

Strongly disagree	4%
Disagree	9%
Neutral	17%
Agree	39%
Strongly agree	31%



4.6 The figure shows the response regarding, whether the organization has a recruitment, orientation, and development plan in place for new board members.

Interpretation: This is something that 39% of respondents agree on.

4.2 Discussion

The main goal of this research was to know how organizational culture affects the implementation of succession planning. The goal of this research was to confirm existing theory and/or develop new theory in the area of succession planning, as well as to address possible implications for HRD practice. Since succession planning is special to each organization, organizational scholars have struggled to come up with a clear concept in the literature. Many studies have concentrated on the antecedents, case, and/or effects, rather than treating it as a mechanism. Since the mechanism is often secretive and informal, it is difficult to obtain insider knowledge about its execution; this strategy has proven to be the most practical.

To date, most studies have used a quantitative rather than a qualitative approach, relying on archival data rather than analyzing succession planning within the context of the company. As a result, there is a scarcity of cultural information on the content and origins of belief systems that could influence succession planning. Organizational culture has been found to be a major contextual factor in not only the implementation but also the theory creation in this study. This study focuses at succession planning from the viewpoint of those who are very crucial to the process, the organization's middle and upper management, and used vocabulary and explanations from them. Despite their difficulties in identifying succession planning, these participants were deeply familiar with the procedure, which had been in place and remained largely unchanged since the founding of the company.

This analysis, in particular, contributes to theory in the following ways: For starters, this research overwhelmingly supports the founder's role in the development and maintenance of culture of an organization. The findings back up the significance of organisational culture as an important factor for succession planning research. Third, the research indicates that organisational confidence is a key determinant of talent retention, which is needed to keep an internal succession planning process going. Fourth, the research shows that psychological ownership is essential for the implementation and evaluation of succession planning. Fifth, qualitative studies are the best way to understand succession planning as an informal and secretive process. This chapter will provide a brief about the study's approach and implications for thepractice of Human Resource Development, in addition to an analysis of the study's contributions to theory.

These results support the vital role of Human Resource Development practitioners in large public organizations who are responsible for executive leadership development, organisational development, and strategic, cultural alignment. Finally, the study's weaknesses are addressed, and advise for future studies for succession are made. Furthermore, the vast majority of research on succession planning to date has relied on quantitative, positivistic approaches, which has failed to advance our understanding of the mechanism in its natural setting.

This study adds to current research by revealing organisational principles, intent, responsibilities, decision-making criteria, selection, growth, and promotion of recognized talent as potential heir-apparent in their natural setting. Hierarchy, partnerships, agreement, and outcomes all play a role in how work is performed in this organization. Work is approached from a “management by exception” and “constructive dissatisfaction” philosophy. Truth is decided by formal (i.e., people's meetings) and informal agreement among organisational members (i.e., ad hoc and impromptu meetings with key decision makers). Truth isn't determined by a single person's opinion or belief. Finally, the founder's "Philosophy of Management" and "promotion from inside" are viewed as high-value, exemplary work methods that affect the creation and execution of the succession planning process. These core philosophies, as well as the founder's concept of reality, are reflected in the information found as driving variables in the succession planning phase.

The research shows that over time, organisational member relationships promote the transition from initially negotiated situated identities, which are dependent on circumstances and involve cues like food, to deep structure identity, which is the expansion of one's self concept to include that of the group. Value-based commitments emerge from deep structure identities rather than exchange-based commitments. Furthermore, these identities fulfil the fundamental needs of self-esteem, stability, and belonging. Throughout the promotion processes, an employee's dedication is checked and questioned, with the desired outcome of sustained loyalty. Relocations, family struggles, job changes, and an almost "blind faith" in the company mediated by member relationships help to strengthen both loyalty and identity. Participants as seasoned managers gained a sense of psychological ownership over the organization and its activities as a result of their engagement, perceived insecurity, and renewed confidence.

Concluding, the study of organizational strategies like succession planning requires an understanding of organizational culture. The founder's principles ingrained within the culture of an organization have helpedto establish a "Philosophy of Management" that is a main factor of how work is performed in this research. Furthermore, the founder's policy of "promotion from inside" plays a crucial role in current planning decisions. The new corporate planning method will be ineffective if it ignores the position of organizational managers, their relationships, and "promotion from within" as primary embedding mechanisms for advancing the founder's original purpose. Furthermore, enforced objectivity and the corporate struggle for succession planning process ownership, which is aimed at reducing company and possibly shareholder risk, can reduce confidence, loyalty, shared identity, and psychological ownership. It's probably unsurprising that a temporary consensus has been reached in the conditional adoption of methods and monitoring used in the modern succession planning framework for achieving the old system's previously held goals. Participants, for example, stated that the modern resources provided by an electronic succession planning system allow for a less arbitrary decision in those candidates who are competitively fair in terms of advancement and promotion in the eyes of others.

CONCLUSION AND FUTURE PROSPECTS

Conclusion

As a result of ethical concerns, compensation, growth, and implementation, succession planning is perhaps one of the hottest topics today. Global companies dealing with rapid change can no longer afford to wait for an heir apparent to grow internally. Many looking for quick external executive employment and have discovered that corporate culture sometimes takes precedence over expertise and business experience. The ability to execute plans, according to recent studies, is the secret to long-term success.

Those who do internal succession well, with little disturbance and ready transition, depend on their ability to execute plans. There has never been a better time to demonstrate a strategic worth in this day and age of increasing concerns about the importance of Human Resources and, more specifically, Human Resource. In order to address the problem rather than the root cause, many companies are replacing Human Resource executives with legal practitioners or others with legal credentials as a protective net to prevent immoral and illegal conduct.

Since it acts as a contingency between principles, beliefs, and organizational performance, cultural alignment of organizational processes (e.g., leadership growth, succession planning) ensures an impact on the root cause. Managers should concentrate their efforts here. Traditional practices of big, public entities that are seen as institutions in this country are being challenged by a younger, more professional, and more demanding workforce, according to this report. The ability of an organization to attract, groom, and cultivate talent that can strategically lead the organization into the future is critical to its working. The key to a "good" succession of leadership, however, lies not in ability and competency fit alone, but in the process' execution. For the candidates to be approved as successors with minimal disruption in day-to-day operations, all main stakeholders must buy into and support the succession planning process.

Additionally, coordination and continuity should not be assumed. Future leaders would not agree with a "blind faith" in the company to act in their interests, nor will they be motivated solely by monetary rewards. Cultural cohesion, value congruence, a fit between organizational and individual identity, a commitment to shared goals, personal relationships that connect one's individual efforts to that of the organization, and, most significantly, psychological ownership of a "greater than self" concept, image, product, and/or service are all factors that contribute to talent retention.

For better understanding of activities, implications, and contingencies of succession planning, researchers must look at the organizational culture, its participants, and stakeholders. Organizational culture, in this researcher's view, is not something that an organization has; it is something that an organization is. Furthermore, executive leadership is accountable for the culture in an organization. Finally, the need for HRD to become a strategic partner on the executive team has never been more pressing. HRD is ideally positioned to assist the organization's leadership in identifying, selecting, developing, and preparing the succession of their predecessors. While many organizations currently use HR to handle the "what" of information in the succession planning process, HRD should be inspired and encouraged to promote the exchange of "how" knowledge or implicit knowledge as a way to improve the organization's learning ability and ethical decision-making. All organizations sustainability will be dependent on smooth, timely, ethical, and culturally aligned leadership transitions.

Future Prospects

When it comes to succession planning, an organization's organizational culture may be a crucial enabler or a major impediment depending on principles, including the organization's current organizational culture. This study show that teamwork, human resource development, people care, and openness are some of this culture's core values. As a result, organizations must make efforts to foster a cohesive culture among their employees. It's also worth noting that this study found that an internal orientation or a versatility orientation isn't enough for an organization to enhance succession planning.

Nonetheless, since improving efficiency necessitates flexibility, top management must focus on doing so. In short, this study will help leaders focus their efforts on developing an organizational culture that encourages succession planning. Feedback from all stakeholders in the succession planning process should be included in future studies.

A qualitative analysis of the wants, needs, and expectations of shareholders, different levels of staff, top management team members, and customers would be useful. All of these people have a connection to the company and its leaders, and they could provide useful input on the design, growth, execution, and ethics of a succession plan. Furthermore, research involving those who have been described as "high potentials" would be beneficial, especially in terms of talent retention. Research in the future should consider the founder's influence in the development of organizational processes like succession planning.

SUMMARY

In today’s rapidly changing business environment organizations have to be respond quickly to requirement for people. Succession is defined as a sub-system of human resource management effective on organizational learning and increases of job satisfaction, organizational engagement, and organizational success. The study of succession has been done from various aspects and many recommendations have been presented by the researchers for successful and effective implementation. In the organizations where succession system has not been implemented, it is possible to address the underlying factors for implementation of this organization considering the cultural, structural and other factors. It seems that investigation of the effect of organizational and national culture on the succession planning can be ideal for future research. Similar studies can lead to achieving the indexes for comparison of succession management systems in other organizations. Different studies in the field of succession have been conducted abroad and the necessity of such studies in our country is sensible to measure the advantages of the program in cultural aspects.

The study has contributed findings and a research methodology that may encourage further findings into the crucialmatters that influence succession planning practices in the sugar manufacturing industry. The study of literature and scientific studies revealed management's perspectives on succession planning practices implementation in various organizations. The research results helped in the achievement of all of the research objectives. As a result, despite the fact that the investigated organization has succession planning plans and training and development programs, there is a lack of successful implementation of those practices within the organization. A lot of factors were identified as limiting factors in the study contribute to the lack of successful execution of these programs.

It can be said that, in order to effectively execute an effective succession planning program, this sector requires a thorough understanding of the applicable succession planning theories and practiceswhich are used to help the sector improve its succession planning practices. This research leads to the identification of unique barriers to staff retention in organizations, such as quality of life due to their location. The study's goal is to add to the current theories and principles in the industry's succession planning practices. Top management can be seen as driving succession planning by deliberately creating forums that promote these activities. According to the research, top management is the custodian of succession planning programs and has significant influence. The organization is encouraged to enhance knowledge sharing among all of its divisions and employees. This can be accomplished by using the staff portal, correspondence, bulletin boards, newsletters, and meetings effectively. In terms of succession planning, these channels are intended to improve the distribution of vital knowledge. The organization should establish an internal talent search program, by the recommendations. This will aid in the properchanneling of succession planning tools.

This is possible to achieve by the proper use of performance evaluation systems and evaluations that are created to identify appropriate employees for management development.In today's dynamic markets, succession planning is one such mechanism that cannot be overlooked. Strengthening this mechanism has a direct effect on the company because it feeds talent. This task cannot be done on the spur of the moment; it must be done in a systematic manner. It can be fine-tuned further depending on the company and industry, but the basic structure remains the same. We must ensure that key roles in a company are still filled with competent candidates, and that this pipeline continues to churn out in a smooth way. When compared to 10 years ago, the world has completely changed, and hence the approach must evolve. Rather than being reactive and shedding flab later, a pro-active approach must be taken, in which we are capable of chalking out individual plans in an enterprise while keeping the macro picture in mind. Succession planning shouldn't be seen as a one-time activity, but rather as a process that can be changed into succession growth, resulting in the growth of the talent pool and the achievement of organizational objectives.

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Methodological Approach to the Development of the Strategy of Socio-Economic Development of the Mahalla Structure

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ABSTRACT

This article talks about the socio-economic development of the neighbourhood (mahalla) structure - the processes of improving the livelihood of the population living in the neighbourhoods through the development of social and economic infrastructure. The social and economic development of the neighbourhood structure is an important direction of the development of the city environment, which improves the quality of life of the population and creates conditions for the sustainable development of the entire city.

Keywords: *Mahalla, socio-economic, strategy, infrastructure, investment, economy, facilities, institution, development, population.*

Introduction

Socio-economic development of the neighbourhood structure is the process of improving the livelihood of the population living in the neighbourhoods through the development of social and economic infrastructure. This may include building new residential and commercial facilities, improving the road network, creating new jobs, developing educational and medical facilities, and more. The goal of such improvement is to improve the quality of life and welfare of the residents of the neighbourhoods.

Methodology

The development of a strategy for the socio-economic development of the neighbourhood structure requires the use of a methodological approach that includes the following stages:

1. Analysis of the current state of the neighbourhood. At this stage, socio-economic indicators such as unemployment rate, population income, level of education and health care, infrastructure and others are analysed. This analysis allows for determining the problems and opportunities of the neighbourhood.

2. Setting goals and objectives. Based on the analysis of the current situation of the neighbourhood, the goals and objectives of the development were determined. The goals can be related to improving the quality of life of the population, developing the economy, improving infrastructure, etc. Goals should be specific and measurable.

3. Determining the strategic directions of development. At this stage, strategic directions for the development of the neighbourhood are defined, which may be related to economic development, infrastructure improvement, social sector development, etc.

4. Development of events. Based on specific goals, tasks and strategic directions of development, concrete measures are developed that must be implemented to achieve the set goals and tasks.

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5. Performance evaluation. After the measures are implemented, their effectiveness should be evaluated. This allows for determining how successfully the goals and tasks have been achieved, to make the necessary adjustments to the neighbourhood development strategy.

Problems of managing the socioeconomic development of self-governing bodies can be related to various factors, including:

1. Lack of competence and experience of the heads of self-governing bodies in the field of socio-economic development.

2. Limited financial resources that can be allocated for the development of the neighbourhood structure.

3. Inadequate coordination between various self-governing bodies and other interested parties, for example, entrepreneurs and local residents.

4. Inadequate involvement of neighbourhood residents in the process of development and implementation of socio-economic development strategy.

5. Inadequate use of innovative technologies and management methods in strategy development and implementation.

6. Environmental and social aspects of neighbourhood development are not given enough attention.

7. Insufficient attention is paid to the development of infrastructure and services, which can be important for attracting investments and improving the quality of life of the residents of the neighbourhood.

In order to solve these problems, it is necessary to comprehensively analyze the situation, set priorities and develop effective strategies for the development of the neighbourhood structure, taking into account the interests of all interested parties. It is also important to ensure the transparency and openness of the management process, to involve residents of the neighbourhood in decision-making, and to use innovative technologies and management methods.

Development of the social and economic structure of the neighbourhood is a process aimed at improving the lives of the residents of the neighbourhood, increasing their level of well-being and quality. To achieve this goal, it is necessary to solve several tasks related to the development of infrastructure, social sphere, economy and transport system.

One of the main tasks is to create favourable conditions for the life and work of local residents. For this, it is necessary to develop infrastructure, including roads, transport systems, energy networks, water supply and sewage, as well as social infrastructure, including schools, kindergartens, medical institutions, sports facilities, etc. An important aspect of the socio-economic development of neighbourhood structure is economic development. It is necessary to create conditions for the development of small and medium-sized businesses, attracting investment, and creating new jobs. This allows for improving the economic situation of the neighbourhoods and raising the standard of living of the population.

Another important aspect is the development of the transport system. It is necessary to create conditions for convenient and fast transport connections between neighbourhoods and the city centre, as well as between different neighbourhoods. This will improve the progress of the neighbourhood and increase the level of comfort for residents.

Conclusion

Thus, the socio-economic development of the neighbourhood structure is an important direction of the development of the city environment, which improves the quality of life of the population and creates conditions for the sustainable development of the entire city.

The development of neighbourhood structure is an important direction of the socio-economic development of cities and settlements. To develop a strategy for the socio-economic development of the neighbourhood, it is necessary to use a comprehensive approach, which includes the following methodological approaches:

1. Systematic approach. It involves considering the neighbourhood as a complex system that includes various elements: residential and non-residential buildings, infrastructure, transport network, social facilities, etc. A systematic approach allows us to evaluate the relationship and interdependence between the elements of the system and to determine the most effective ways of its development.

2. Integrated approach. This includes considering the neighbourhood as a complex of social, economic and environmental factors. An integrated approach makes it possible to assess the influence of various factors on the development of the neighbourhood and determine the most effective measures for its development.

3. Participatory approach. It envisages the participation of the residents of the micro-district in the process of developing the socio-economic development strategy. The approach based on cooperation makes it possible to take into account the opinion of the population and their needs when determining the priorities for the development of the neighbourhood.

4. Innovative approach. This implies the use of new technologies and innovative solutions for the development of the neighbourhood. An innovative approach makes it possible to increase the efficiency of resource use and improve the quality of life of the residents of the neighbourhood.

5. Economic approach. This includes the assessment of the economic efficiency of micro-district development measures. The economic approach allows for determining the most effective measures to use resources and increase the profitability of the neighbourhood.

All these approaches should be used together in the development of a strategy for the socio-economic development of the neighbourhood.

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THE ISSUES OF ESCROW ACCOUNT MANAGEMENT

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ABSTRACT

This article describes in detail the regulation of receivables and payables of construction enterprises, their improvement and accounting. In addition, the issues of applying the new "Escrow" system to the current practice and its organization in construction enterprises were analysed.

Keywords: *Escrow account, receivables and payables, accounting, construction companies, analytical charts.*

Introduction

In modern economic conditions, an important element of the financial and economic activity of any business entity, including organizations in the construction sector, is to obtain a positive financial result, the commodity-money relations formed between suppliers and customers of accounts receivable and payable, which are an integral part, affect the financial result as a result of construction and real estate sales [1].

According to our traditional practice, we may use receivables in the form of funds received from the sale of real estate as a means of paying off accounts payable, both during construction and after commissioning. Obligations for receivables paid by the customer make the enterprise more attractive than its funds in attracting credit resources, as well as in timely disbursement of financial resources to the accounts of suppliers, in achieving financial stability in improving performance and, as a result, it allows to increase financial results[2,3]. The basis for opening an "Escrow" account is the "Share Agreement" concluded between the customer and construction enterprises.

"Share Agreement " is maintained as a document, according to which the buyer transfers his money to the construction company for use in the construction of housing during the construction phase of real estate. Thus, the investor gets a share of this object and becomes a shareholder. Unlike the pre-sale contract, the "Share Agreement" is always concluded before the construction and commissioning of the object. As a result of this mechanism, the owner of the share will be able to significantly save money on the purchase of housing, while facing certain risks [4,5,6].

Methodology

Today, share construction in our country is not regulated by law. As a result, the shareholders find themselves in several conflicting situations, and the possibility of economic losses remains high. They gave their funds to the construction company, and the construction company took all the funds without finishing the object. In developed countries of the world, legal measures have been developed for such cases, but in our country, these cases are still dark. Today, in advanced economies, some additional participants guarantee the safety of invested funds between construction companies and shareholders. We can express the mechanism of participation in the share as follows: the buyer signs a contract with the construction company, and the shareholder's funds are transferred to the "escrow" account and are disposed of in a

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blocked state until the house is put into use. Thus, for the construction of the object, the construction company uses its own funds or bank loans, not shareholders' funds. As soon as the buyer registers the house as a property, money is transferred from the escrow account to the construction company. If the construction company does not fulfil its obligations (for example, does not deliver the object on time), the money can be returned to the shareholder [7,8].

On the other hand, if the construction company fully fulfils the requirements specified in the "Share Agreement", but the shareholder wants to refuse the purchase for various reasons, the funds in this "escrow" account will be transferred to the construction company. It is carried out, which provides a great opportunity for the construction company and the shareholder to make a clear decision. While the funds are in an escrow account, no one can access them.

Pros and cons of a shared agreement

When amendments were made to the general construction law in our country regarding the "Share agreement" and "escrow" account, it would have allowed the creationof a safer system for property buyers in this area. However, in addition to the advantages of buying a house in this system, there are also disadvantages.

The advantages of the "shared agreement" are as follows:

- Affordable housing. Buying during construction involves certain risks. In fact, you are buying an object that does not exist yet. To encourage sales, construction companies offer much lower prices than ready-made housing. You can save a lot by choosing to buy a home with a “Share agreement”;
- Secure transaction. According to the rules recommended for the new practice, the transaction will be registered by the Ministry of Construction of the Republic of Uzbekistan, the deadline for the completion of the construction will be determined, and the funds of the shareholders will be kept in independent accounts. With this system, the withdrawal of money by builders and the resale of houses will be greatly eliminated;
- Penalties for not delivering items on time. Shareholders have the right to demand compensation from the builder for non-fulfilment of obligations regarding the commissioning of houses.
- The strict control of construction enterprises and the object itself. It cannot be put into use without the consent of the owners of houses and the organizations that carry out technical control.

At the same time, there are several disadvantages in buying a house through the "Share Agreement":

- Waiting for the house to be ready. The shareholder can get the maximum profit by purchasing the object in the early stages of construction. In this case, it will be necessary to wait several years for the delivery of housing;
- But if the terms of the contract are violated and the buyer returns the money invested following the law, they may not be enough for another home. Real estate prices are rising every year, and the longer funds sit in escrow accounts, the more they depreciate;
- Change the design during the construction phase. The law does not prohibit the construction company from making changes to this document, but innovations should not affect the safety of

the object and its quality. The construction company is obliged to inform the shareholders about the changes and enter them in the unified register. Thus, having bought an apartment in one area, shareholders can get another. If the changes, in this case, do not suit the property owners, they have the right to sue the construction company until the "Share Agreement" is terminated.

What should be paid attention to when signing the "Share Agreement":

The contract should contain the following information:

- Cadastral number of the plot of land for construction;
- Residential address;
- Number of floors;
- Proposed flat no
- The total area of the room and the height of the ceilings, the presence of a balcony;
- Finishing and its characteristics, including materials;
- Launch date;
- The total value of the object and the price per square meter;
- Housing guarantee.

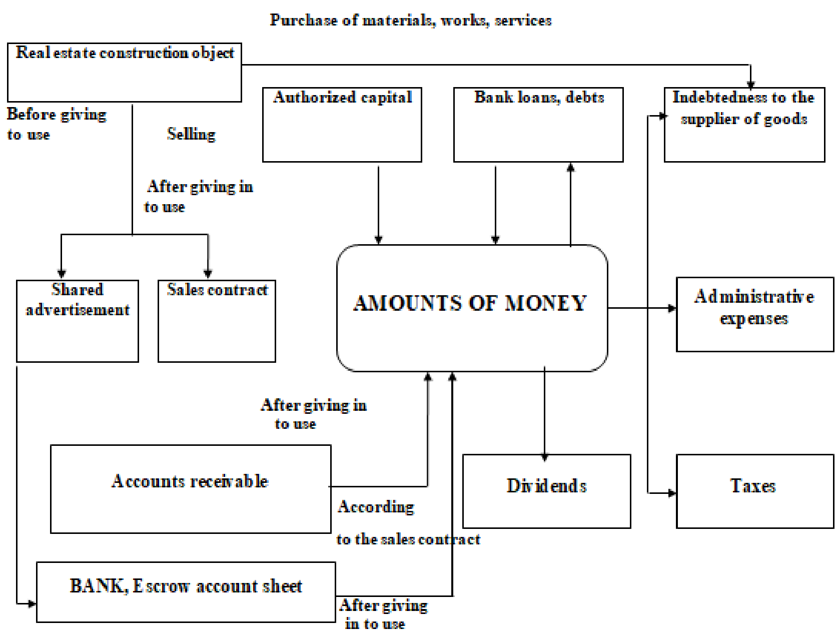

Figure 1. Cash flows in construction companies engaged in housing construction.

Construction enterprises carry out construction at the expense of credit and debt funds. After the facility is put into operation, the organizations have the opportunity to pay their obligations if there are sufficient funds accumulated in the escrow accounts due to the funds received from the sold buildings and construction participants.

As a result of effective management of the circulation of funds in the enterprise, profit is formed to pay dividends to the founders. At the same time, it should be noted that the uncontrolled growth of receivables and payables can lead to a decrease in the liquidity of current assets and the solvency of the organization, on the one hand, and to a loss of financial stability, on the other hand [9,10]. Unpaid receivables depreciate assets and reduce their value in the context of inflation, and uncontrolled growth of accounts payable creates the risk of bankruptcy of enterprises. In addition, non-payment of the debt amount by the debtors may lead to the failure of the construction organization to fulfil its obligations to creditors, tax authorities, etc. An increase in the cost of payment will cause a decrease in the financial result.

Results and discussion

With the diversity of the issues being studied today, the issues of analysis of the inflow of funds to the economic entity after the construction of the construction company using the "Escrow" account and the object that has been put into operation have not been sufficiently studied. During the development and formation of accounting, not only the fundamental positions but also the methods of accounting have changed. At the initial stage, accounting was carried out in warehouse accounting books that systematically reflected all economic transactions and settlements with counterparties, scientists gradually developed primary documents and forms of accounting, and in parallel, their information systems were developed.

Therefore, the study of receivables and payables as an object of accounting and control led to the development of society and allowed us to say that scientific approaches to understanding this economic category (legal, accounting, economic, tax, and management) were changed and supplemented. To improve the efficiency of accounting and control of receivables and payables, as well as to provide transparent information to external and internal users, we use an integrated approach to understand the nature of receivables and payables based on the synthesis of various approaches that take into account the main features of debt identified to date. We consider it appropriate (Figure 1).

We will consider in detail some features that influence the organization of accounting and control of receivables and payables identified and systematized during the study.

Table 1. Characteristics of receivables and payables of the construction company

<table>
<tr><th>Legal approach</th><th>Economic approach</th><th>Accounting approach</th><th>Tax approach</th><th>Management accounting approach</th></tr>
<tr><td rowspan="2">Property rights</td><td>Economic resource</td><td rowspan="3">A part of property value/assets, liabilities, and liabilities kept in accounting</td><td rowspan="4">Other income, other expenses on profit tax</td><td rowspan="3">Control of debt collection under concluded contracts</td></tr>
<tr><td>The source of receipt and disposal of funds</td></tr>
<tr><td>The right to demand a debt</td><td>Variable values</td></tr>
<tr><td>The obligation of the debtor to the creditor or</td><td colspan="2">Use of different types of calculations and methodological approaches within certain types of accounting</td><td>Mandatory payment of debts under concluded contracts</td></tr>
</table>

the right of the creditor	Debt rollover		
	Many types of debt		

Another feature of receivables and payables is a clear example of the number of calculations and methodological approaches and economic approaches (for example, reduced, fair) for certain types of accounting in accordance with National accounting standards (NAS) and International Financial Reporting Standards (IFRS) within the framework of accounting.

Additional characteristics and possible causes of receivables and payables are, for example, the result of a sale, purchase, transfer of goods, works (services), property rights, etc. From an accounting point of view, the organization of control over payments that can be paid under concluded contracts is characterized by a large number of types (for example, normal, overdue, and bad).Accounts receivable and payable are obligations arising from contracts between contractors and customers, organizations and suppliers, these obligations are regulated by the Civil Code of the Republic of Uzbekistan, the Labor Code of the Republic of Uzbekistan and the Tax Code of the Republic of Uzbekistan (Table 2.).

Table 2. Grouping of receivables and payables in accordance with legislation

Types of obligation	Legal norms
6010 "Accounts payable to suppliers and contractors" 6110 "Accounts Payable to Detached Units" 6120 "Accounts payable to subsidiaries and affiliated economic companies" 6800 "Short-term loans and debts" 6900 "Debts to various creditors"	Civil Code of the Republic of Uzbekistan
6600 "Debt to founders" 6700 "Payroll calculations with employees"	Labor Code of the Republic of Uzbekistan
6400 "Debt for payments to the budget" 6500 "Debt for payments to insurance and special state funds"	Tax Code of the Republic of Uzbekistan

The formation of debtor and creditor debts may be related to the sale of products (performance of work, provision of services), buildings, or the transfer of the right to claim the debt to another person, settlements with the budget depending on the type of settlements with suppliers, resulting from settlements with employee organizations. Each type of debt is accounted for in special accounting accounts of the enterprise.

According to the term, the debt can be grouped as follows:

- According to the period of fulfilment of obligations;
- On the terms of performance of obligations;
- On the probability of payment.

The main types of accounts payable for construction companies engaged in housing construction are debts for materials, services, suppliers and contractors.

Table 3. Accounting Changes Related to the Use of Escrow Account

Accounting records before changes	Accounting records after changes
Dt 7290 Kt 8890 - Registration of "Participation Agreement". Dt 5110 Kt 7290 - Payment of funds through "Participation Agreement".	Dt 7260 Kt 8850 - Registration of the "Share Agreement". Dt 015 - funds received in the "Escrow" account through the "Share Agreement" After commissioning the house Dt 5110 Kt 7620 - Money deposited into the account and Kt 015 "Escrow" account

At the moment, the economy is developing rapidly, and the laws adopted in this regard help. Several decisions, and decrees on the development of today's construction industry, as well as the strategic program for modernization, and rapid and innovative development of the construction network of the Republic of Uzbekistan for 2021-2025 are in force.

The "Escrow" account creates a great opportunity for effective management of receivables and payables in construction enterprises.

Conclusion

The "Escrow" account creates a great opportunity for effective management of receivables and payables in construction enterprises. This account serves as a support for the effective operation of the construction enterprise, that is, it eliminates risks in the process of making calculations between the construction enterprise and customers. On the other hand, the customer is also responsible for accepting the object under the conditions he wants and fulfilling the terms of the contract. Despite how dangerous it is to dispose of funds today, the "Escrow" account remains a reliable and solid system.

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IMPROVEMENT OF THE MANAGEMENT PROCESS OF THE BUILDING MATERIALS PRODUCTION ENTERPRISE BASED ON THE QUALITY MANAGEMENT SYSTEM AND PRINCIPLES

Ibrogimov Sherzodbek Halimjonogli[7]

ABSTRACT

Among all known methods used in modern management practice, the monitoring of control processes within the framework of the quality management system occupies a special place. The control and continuous support of the top management of enterprises producing building materials should become an effective tool for the production of high-quality products competitive in the international market, as well as for the conscientious implementation of all means of its control within the enterprise.

The advantages of such monitoring are ensuring the implementation of the quality management system in accordance with regulatory documents, the continuous operation of the standardization system, and the identification of possible problems at the initial stages. The introduction and improvement of standards to improve the production quality system at the enterprise is relevant for local enterprises, so it is necessary to study the theoretical and practical aspects of this problem in more detail.

Keywords: *Quality Management System, Measuring Equipment, Testing Equipment, Unit Of Measurement, Construction Material, Competitiveness, Production*

Introduction

It is necessary to consider the main obstacles and problems faced by enterprises in the struggle to encourage further increase in the volume of sales of construction materials, as well as to prevent a decrease in the number of active business entities in the network. for competitiveness. One of the main means of competitive struggle in the domestic market is the establishment of the most attractive price level, effective operation of the product sales network, focusing on the level of product quality.

Among the quality factors affecting competitiveness, the main tool is the production quality management system. Product quality requires internal and external continuous control. With the development of scientific and technical progress in quality management, the expediency of continuous improvement of control forms and methods in order to increase its efficiency is determined. The quality of construction products is a set of characteristics that determine the ability of a finished construction object to meet certain needs. In the enterprise, the quality management process is considered as an independent, complex function of business process management in accordance with the basic rules of the modern quality management concept, the goals of which are:

- To increase the level of competitiveness and profitability of the enterprise due to the improvement of product quality and all main, auxiliary and management processes;

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- Reducing all types of costs and strengthening the economic stability and security of the enterprise;
- Compliance with environmental protection requirements;
- To ensure targeted and systematic impact on quality indicators in the direction of their continuous improvement[8].

It is worth noting that many enterprises analyze the state of production safety using measuring equipment and testing equipment on the basis of annual business plans, production plans, and concluded contracts every year or when necessary.

Based on the proposals of the heads of the structural departments of the building materials industry, the chief engineer together with the person responsible for ensuring the unit of measurements draws up a procurement schedule. Such plans clearly indicate the name, type, measurement ranges, accuracy class, error, i.e. all metrological characteristics, etc. of the measuring instrument. From this point of view, in order to improve the management of internal business processes, there was a need to introduce a universal tool (quality management systems) in terms of monitoring methodology for enterprises producing building materials.

Results

It allows to establish the procedure and responsibility for planning work on metrological assurance of production, maintenance of measuring equipment and test equipment, as well as to carry out metrological approval of measuring instruments, i.e. inspection of measuring equipment and periodic certification of measurement of instruments. Process inputs include: measuring equipment; test equipment; List of measuring equipment used and to be checked; schedule of periodic certification of test equipment; regulatory and operational documents for measuring equipment and test equipment. Process outputs: approved measuring equipment; certified test equipment; metrological approval reports.

The overall responsibility for the process of monitoring measuring equipment is assigned to the person responsible for ensuring the unit of measurements assigned by the relevant order for the enterprise. He has the authority to coordinate the activities of all employees involved in the implementation of this process. Research on the problem of monitoring of measuring equipment allowed to determine the inadequacy of methodological approaches to monitoring of their measuring equipment. Literary sources on the problem set in the work[9]Review of [2-4, 11] made it possible to propose an algorithm of the management process of monitoring devices and measuring equipment (Fig. 1).

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[8] E. Demming. Quality, productivity, competitiveness / E. Demming. - 1982. - 253 p

[9] Veksler E. M. Quality management: teaching. manual / E. M. Veksler, V. M. Ryfa, L. F. Vasylevich; undergeneral ed. E. M. Veksler. - K.: "VD "Professional", 2008. - 320 p.; Сороко В. Функционирование и развитие системы управления качеством: учеб.-метод. матер. / В. Сороко.

– К.: НАДУ, 2013. – 80 с.; Dvulit Z., Petryshyn N., Ilnytska K. (2020) [Vprovadzhennia systemy upravlinnia yakistiu yak instrumenta konkurentnospromozhnosti suchasnykh pidpryiemstv, shcho spetsializuiutsia na vyhotovlenni budivelnykh materialiv v umovakh tsyfrovoi ekonomiky] (Implementation of the quality management system as a tool for competitiveness of modern enterprises specializing in the building materials production in the digital economy). Kielce, Poland: Baltija, pp. 34–37.

Due to the importance of the control function in the quality management system, therefore, the control of monitoring and measuring equipment is of great importance for enterprises producing building materials.

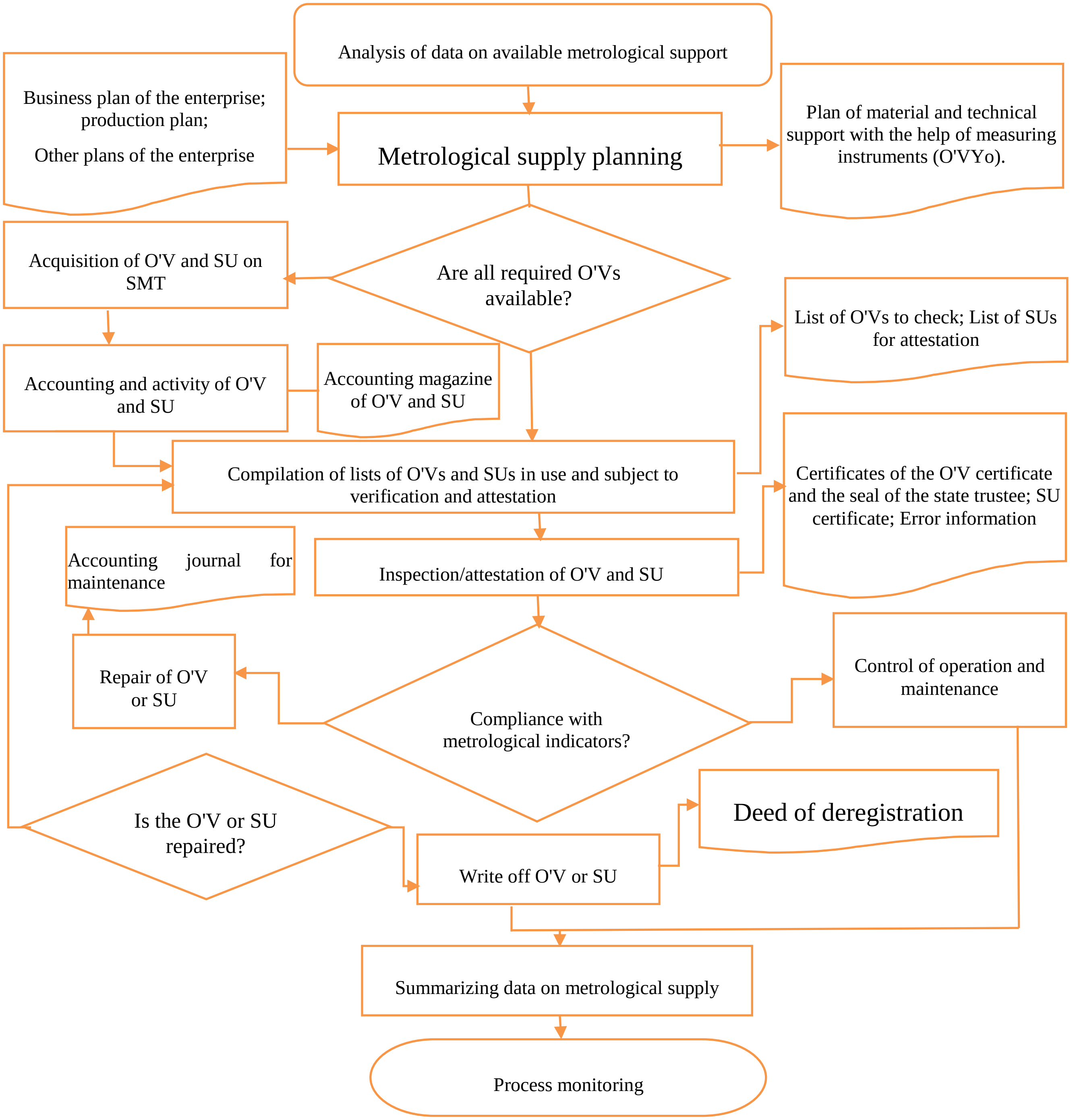

Figure 1. Algorithm of the "Management of control and measuring equipment" process based on the quality management system of the building materials production enterprise[10]

[10] Тадқиқот натижаларидан келиб чиққан ҳолда муаллиф ишланмаси

Thus, a generalized algorithm for maintaining a quality management system for enterprises specializing in the production of building materials:

1. The process of ensuring metrological production begins with the analysis and planning of the need for measuring equipment.

2. The purchase of measuring equipment and test equipment should be carried out in accordance with the methodology of the quality management system.

3. The person responsible for ensuring the unity of measurements is recorded in all the logs available at the enterprise of measuring equipment and test equipment.

4. On the basis of the accounting log of measuring equipment and test equipment, the person responsible for ensuring the unity of measurements by November 20 of this year will compile a list of current and subject measuring equipment and the schedule of periodic certification of test equipment "Procedure for compiling lists of measuring instruments in operation and to be checked" checked according to requirements.

5. The list of measuring equipment that is working and should be checked and the schedule of periodic certification of test equipment for the next year will be submitted to regional authorities of "Uzstandart" for approval by December 1 of this year.

6. State standards of the Republic of Uzbekistan and specialists of the Committee for the Development of Competition and Protection of Consumer Rights carry out the inspection of measuring equipment, in particular, the unit of measurements is responsible for organizing its implementation.

7. Devices submitted for inspection must be of satisfactory appearance, complete, and conform to the listed type and serial number.

8. The proof of the positive result of the inspection of the measuring equipment is a record of the unit of measurements or a seal of the trust mark in the inspection certificate or a seal in the relevant section of the operational documents.

9. Offices keep the original copies of inspection certificates in a separate folder, and offices put a label on the certified measuring equipment indicating the date of the next inspection or attestation.

10. If the inspection results are negative, the enterprise receives a certificate of unfitness for the measuring equipment from the "Uzstandart" bodies.

11. The head of the enterprise forms a commission that decides on repair or write-off and purchase of new measuring instruments.

12. In the event that measuring equipment is found to be in a faulty technical condition, the management will consider the expediency of its repair. Repair is carried out with the involvement of an external specialized organization. Faulty measuring equipment or units of measurements are separated and stored in a specially designated place. Labels with the inscription "Defective equipment" are attached to them.

13. If repair work has been carried out, the measuring equipment shall be re-examined or certified. If certified measuring equipment is purchased, retesting may not be performed.

14. The commission of the enterprise draws up a deed of the prescribed model in case of deregistration. Decommissioned measuring equipment or measurement units are decommissioned and disposed of

(dismantled for spare parts, handed over for scrap metal, etc.). Information about written-off measuring equipment or test equipment is recorded in the accounting journal of measuring equipment or test equipment.

15. There may be measuring instruments that are temporarily unused. According to the order of the enterprise, such measuring equipment is stored and affixed with "Reserve" labels.

16. The operation of the existing measuring equipment is carried out in accordance with the requirements of the operational documents and the methodology presented in them. Qualified personnel who have received appropriate training are allowed to work with specified O'Vs.

17. When commissioning new measuring equipment or testing equipment, enters them into the accounting journal and inspection lists or attestation tables. It should be noted that the monitoring of the effectiveness of the "Monitoring and control of measuring equipment" process is carried out by the representatives of the quality management within the time limits specified in the schedule of the implementation of the inspection list of the measuring equipment and the certification of the test equipment.

Monitoring of process efficiency is also carried out during internal audits. Information on process monitoring is used to prepare a quality report for critical analysis by the organization's management. Such an algorithm allows to improve the overall management system for the implementation of the quality management system process at the building materials manufacturing enterprise, ensures a continuous process of metrological supply and improves the communication between the persons responsible for monitoring the measuring equipment and analyzing the process of providing data.

The concept of managing the development of the regional investment and construction industry as a large-scale economic system is based on the feasibility of a probabilistic-adaptive approach to the management of the economic efficiency of construction materials production enterprises (Fig. 2).

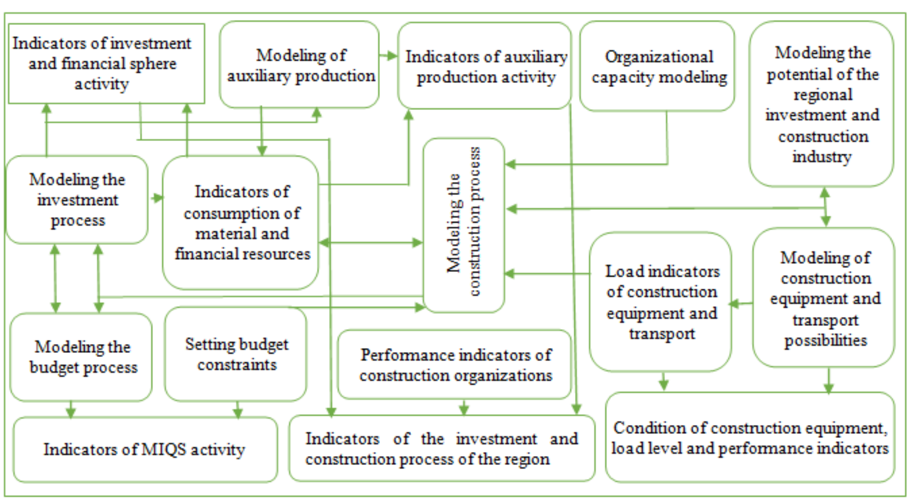

Figure 2. The structure of simulation modeling of the process of managing the economic efficiency of construction materials production enterprises[11]

[11]Тадқиқот натижаларидан келиб чиққан ҳолда муаллиф ишланмаси

The study bases the basic rules of the concept of developing approaches to the management of the economic efficiency of construction materials production enterprises, which takes into account the requirements for the rational territorial organization of its structural elements.

A methodical manual of economic-mathematical mapping of the process of managing the economic efficiency of building materials production enterprises was formed on the basis of simulation modeling, which incorporates formal and informal methods and takes into account well-defined and probabilistic factors.

A complex system of economic efficiency indicators of construction materials production enterprises was formed and an integrated model reflecting the economic efficiency management processes of construction materials production enterprises at different levels was built. It combines the models of information communication, internal communication, the economic efficiency of construction materials production enterprises with the regional economy and allows to analyze the development of the regional investment and construction industry or the regional economy as a whole, to make predictive calculations of development and to base effective management decisions.

The proposed set of methodological tools makes it possible to justify the choice of the most effective management solutions to manage the economic efficiency of construction material production enterprises using the functions of the state of these systems, their software parameters and to achieve the set goals of the development of the construction organizations of the region in general. the use of regional risk correction in the evaluation of project decisions on the development of regional investment and construction organizations allows to take into account the specific conditions of the organization's activity and increase the quality of the management decisions made (Fig. 3).

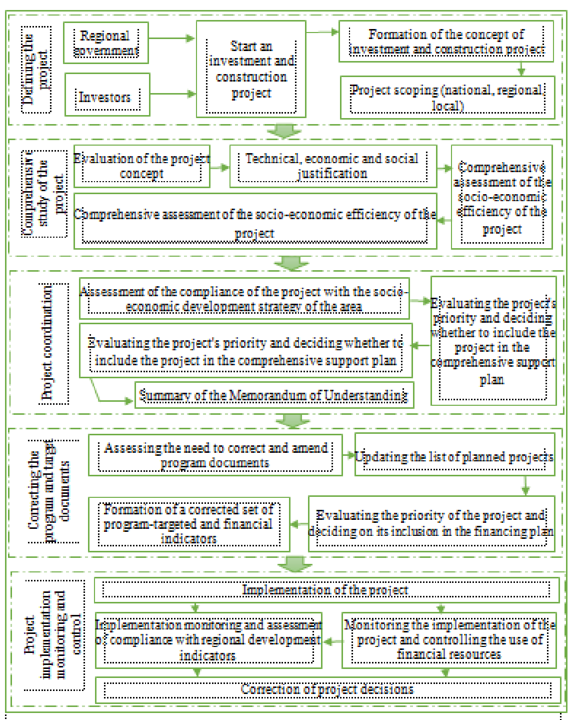

Figure 3. The mechanism of coordination of the construction process with the strategic goals of socio-economic development of the region

In order to coordinate the strategic goals of regional investment and development of the construction industry, the concept of coordination model was developed, which allows to regulate changes in the conditions of the investment and construction process. The basis of this model is the principle of taking into account and coordinating the strategic interests of all interested parties, in particular, construction material production enterprises, in the implementation of a certain investment and construction project. The subject of regulation is the conditions that can contribute to or hinder the implementation of the project in accordance with the established strategic goals. Such an approach allows to increase the integral cooperation of interested parties, to introduce appropriate effective forms of public-private partnership in investment and construction activities.

Conclusion

The tasks of the regional policy on the promotion of investment and construction activities, which are described in detail in the form of certain sub-tasks, have been determined. To coordinate the management of the economic efficiency of construction material production enterprises with the strategic programs of the socio-economic development of the region, the territorial authorities of the participants of the construction process to determine and allocate financial, organizational, investment projects. the mechanism of management and control functions of mutual cooperation with the bodies was formed.

The mechanism of coordination of the construction process with the strategic goals of the socio-economic development of the region allows for the gradual adaptation of regional investment and construction projects and state support for projects related to the strategic direction of the socio-economic development of the region. The proposed construction project of mutual cooperation of investment entities allows to increase the level of coordination of mutual cooperation of all interested parties due to the improvement and coordination of the cooperation of the participants, to reduce the level of their actions, transaction costs for the project, and to speed up the processes of development and coordination of regional investment and construction materials.

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DIGITAL TRANSFORMATION STATUS ANALYSIS OF TEXTILE INDUSTRY ENTERPRISES IN THE COUNTRY

Xudaynazarova Dilorom Xayrullaevna[12]

ABSTRACT

This article presents an analysis of the achievements of the enterprises of the textile industry of etachi in Uzbekistan and the state of digitalization in it. Also, the values of economic stability are presented in the implementation of enterprises to produce digital technologies.

***Key words**: transform, digitize, technical and economic development of the economy, ensure stability*

Due to the large size of the raw material base of fabrics such as high-grade cotton, leather, silk and silk, which made Uzbekistan's textile industry known to the world as the leading industry. The fact that the Great Silk Road passed through Uzbekistan was seen as a legacy of the cultural values of the textile industry to the inter-country continuation associated with it served for the further rise of the industry. This industrial sector is considered to have customs and tax benefits in our country due to its leading position in the activities of export making. The demand for the introduction of strategies to conquer international markets is increasing due to the conditions created by the government of Uzbekistan for the development of such a network. This in turn has significantly increased the attitude towards the development of such important processes as the introduction of investments in automation technologies that serve to increase competitiveness by existing textile industry enterprises in our country in order to occupy a stable place in the international market, increase the quality of products produced, further improve working conditions and improve ergonomics, develop a mechanism for

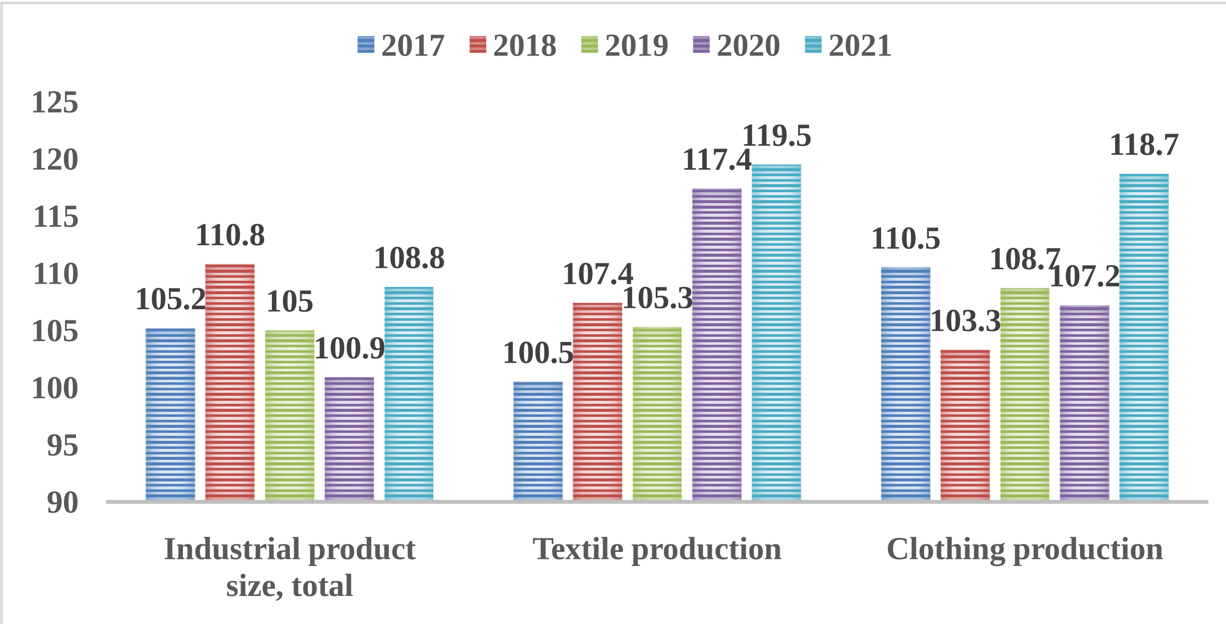
The production of industrial products by the types of economic activities of textile industry enterprises is growing from year to year. In 2021 alone, the production of products of the textile industry amounted to 52372.3 billion soums, while by 2022 this figure amounted to 53427.8 billion soums. (Table 1).

2.1-Table Production of industrial products by type of economic activity, 2021-2022 yy (billion. in the surname).

Specification	2021	2022	2023-01
Industrialproductsize, total	**456 056,1**	**531 717,1**	**33 575,4**
Mining industry and open pit work	**43 872,2**	**42 127,8**	**4 384,2**
Manufacturingindustry	**378 186,4**	**274 040, 2**	**25 459,2**
Foodproduction	48 643,3	48 879,9	4 134,5
Textileproduction	52 372,3	53427,8	4 042,1
Clothingproduction	13 592,8	14 963,9	1 007,6
Productionofchemicalproducts	28 080,7	20 427,5	1 624,1
Production of basic pharmaceutical products	3 903,0	2464,2	157,2

[12] TUIT Senior Teacher

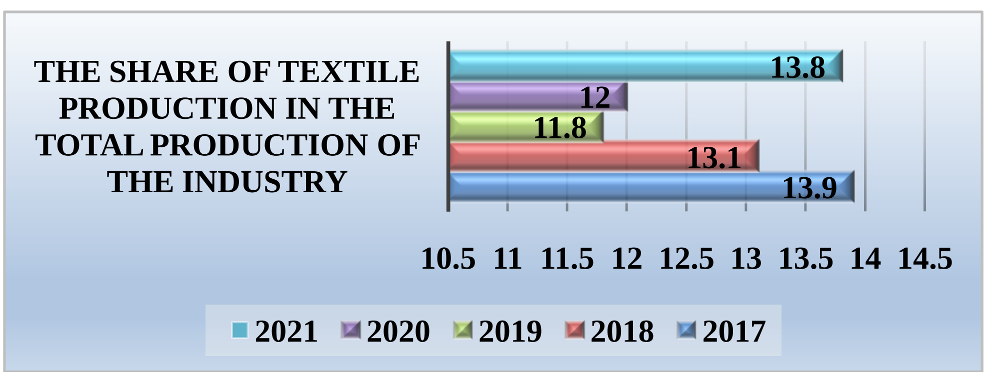
Textile production was 5 billion more than the food and food industry, while the mining industry and open pit operations were characterized by 11 millard soums more. The production of clothing using textile products accounts for a share of textile production in 3, emphasizing that it is the leading industrial sector.



1-fig. Physical volume index of industrial production by types of economic activity, 2017-2021. (in percent)

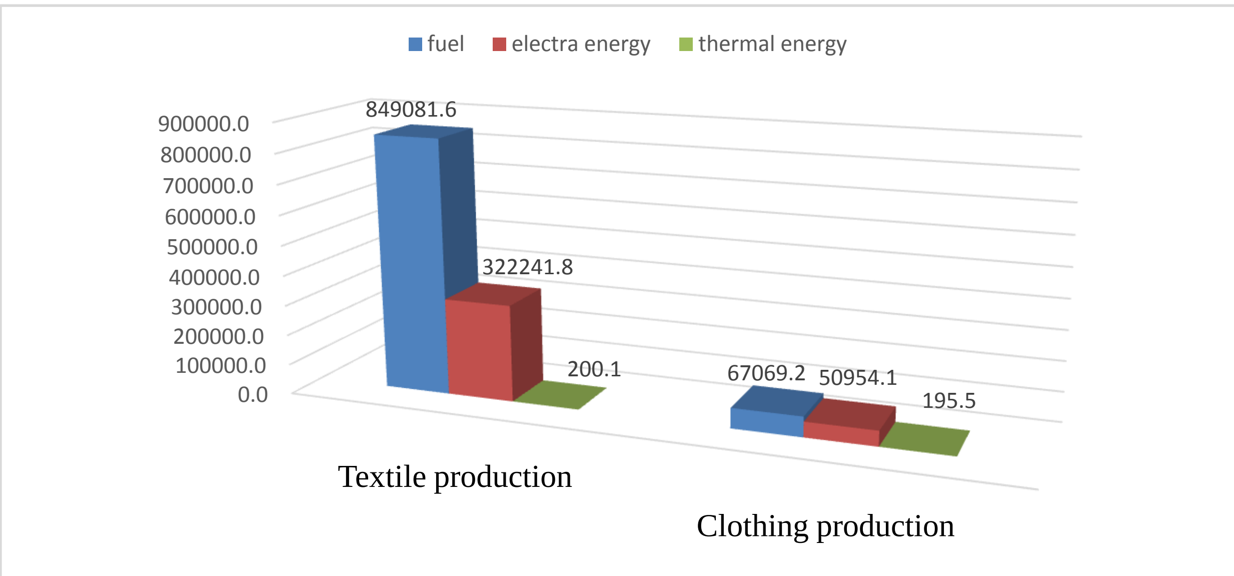
The rate of textile production grew significantly from 2017 to 2021, accounting for 7.4 percent more share in 2018 than in 2017. In 2019, a deficit of 1.9 percent compared to 2018 was observed, which in recent years has managed to establish an indicator that provides a steady-growing personality. In 2020, the sharp growth rate compared to 2019 was recorded as a significant year for the textile industry, increasing by 11.9%. In 2021, it was 1.9 percent more consequential than in 2020. (Figure 1

While clothing production had a growth rate of 10.5 foiiz in 2017, its growth rates declined slightly over the next 3 years, from 2018-2020, by 2021 it had doubled slightly. (Figure 2.1)



2.-fig. The share of textile production in the total production of products of the Industry, 2017-2021 yy (in percent)

Due to the fact that the products of the textile industry accounted for 13.9 percent in the total volume of industrial products in 2017, the growth volume of industrial production was recorded with a growth rate of 5 percent. In 2018, textile production accounted for 13.1 percent of the industry's total production, adding massively to the overall growth rate of 10.5 per cent of the total production of industrial products, although it had a slightly lower performance than the previous year. In 2019, the share of textile industry products in total industrial production was 1.3 percent less than in 2018, and it was ranked among the industries that affected the industry's 5 percent decline in overall product production growth rate compared to 2018. In 2020, while textile production accounted for the industry's total product output with a slight 1 percent more share than in 2019, the growth rate of industrial production showed a 0.9 percent productivity. In 2021, the indicators increased sharply, with the production of textile products accounting for a share of 13.8 percent, with a surplus of 8.9 percent in the growth rate of industrial production. (fig 1 and 2)



3-fig. Cost of energy consumption content in textile production and clothing sewing cross section, 2021 (Mt. in the surname)

The largest part of the production of products of the textile industry was spent on fuel, that is, on the basis of the use of diesel fuel, at a cost of Rs 0.849 billion. Clothing production was 1/12 share. The production of textiles from electricity diverted Rs 0.322 billion at a cost of 2.5 times less than that of fuel-based production. The cost of using electricity in clothing production was estimated at 6 times less than that of textiles and 17,000 crores of savings on fuel energy consumption in clothing production. Thermal energy is hardly spent compared to the above types of energy consumption, as evidenced by the fact that it costs several thousand times less. But among the energy spent on sewing clothes, the cost of 5000 million is the difference. (Figure 2.3)

The textile industry, one of the oldest and one of the industries that has been developing for many centuries, serves to employ millions of people around the world, and is also a driver of important international trade. The rapid exchange of advanced technological advances in the network is generating many changes. As a result of this, the desire of manufacturers of the textile industry to comprehensively optimize the activities of the enterprise and satisfy the needs of consumers in relation to textile products has moved to a new organizational and economic stage, in particular, Textile Engineering has become the main field in the new stage of development.

Textile engineering refers to the specialty of the textile industry as an area related to the development, processing and processing of products, their use, aimed at serving to create aesthetically pleasing and comfortable fabric structures. Advances in manufacturing, materials processing and design systems, as well as the use of new materials, lead to operational changes in the field. The technology has brought standards that ensure that fabric production is more efficient, cost-effective and environmentally friendly by improving the weaving, dyeing, finishing and printing processes, and has begun to advance its own irrefutable requirements. According to a report from the University of Oxford in the United States, by digitizing textile industry enterprises in the manufacturing sector, it will be able to increase the annual income by US $ 5 million by 2030 to us $ trillion. There is an increasing demand for the introduction of digital technologies based on textile engineering in the production of textile products, since it acquires the property of being able to provide the following opportunities:

- Development on the basis of 3D knitting technologies, which allows you to produce faster than before in the textile industry, can meet the demand of products in human aspirations for products other than traditional ones;
- Changes in the field of robotics and automation at the expense of increasing capital capacity, the transformation of the enterprise will take place rapidly;
- Environmentally friendly production as a result of increasing methods, environmental protection as well as the conditions for improving the lifestyle of the population expand;
- Smart fabrics cover human consumption due to changing consumption demand for environmental products.

Due to the development of smart technologies using digital technologies, today there is a significant impact on the activities of enterprises. As a result of the successful implementation of strategic projects aimed at economy and economic efficiency of enterprises of the textile industry through the use of digital technological tools, template transformational strategies are gaining popularity.

In Uzbekistan, the attitude towards digitalization in the textile industry in recent years distinguishes its importance with increasing attention. We can see how well-being is important in the example of national enterprises, which are worthy of their place in the world economy in the management of the textile industry on the basis of digital technologies. Gross domestic product, which is considered a method of production at current prices, amounted to 734587.7 billion soums in 2021. Of this, 12% falls on the textile industry.

98% of the existing textile industry enterprises in the country operate on the basis of automated technologies. In our country, enterprises of the textile industry account for 7% of investments in fixed capital on sources of financing, of which 2% are projects aimed at digitization.

The consulting company" Karl Mayer " international textile industry enterprises conducted a study expressing interest in textile industry enterprises in our country (2018-2020) and separately separated enterprises that seek to maintain competitiveness in the international textile and light industry market. Based on the results of their research, the following enterprises took place on the basis of the norms of strategic development in increasing the innovation potential of the enterprise and growing the attractiveness of Investiture, successfully implementing the tranformance of digital technologies:

UzCotton group is a large textile industry enterprise in our country, which is served by" Quva textile", " A.Including leading enterprises like" Akbarali". This enterprise is considered a rapidly growing enterprise, and today its investment attractiveness is 2.6 percent among textile industry enterprises in the country, which is the highest among thousands of enterprises. In particular, more than 25 million euros were invested in Quva textile as part of the investiture project, making it a key participant in the main exporting industry group. In the International Light Industry Market, The Swesarian "RIETER MASHINE WORKS LTD" as well as the Italian " SAVIO MACHINE TESSILI S.P.Textile machines produced by " a " have shown the annual production capacity of the enterprise in 2015 to be more than 0.1 million tons, while today it has its stable place in the volume of 2 million tons. The enterprise has established production in accordance with the segment of all consumers in the market, the initial demand in its production activities is focused on quality, in particular, it makes extensive use of a digitized laboratory developed by the Swesarian company "Uster Technologies AG". The enterprise and its constituent enterprises have ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 Certificates of conformity, which is an international quality standard, and operate based on it.

"Dhaka-TEX" is considered a recognized textile and light industrial enterprise among the countries of the world, especially among European countries. Its main consumer market is the Russian Federation, which has the capacity to produce more than 300 tons of painted fabric tubers per month, as well as to prepare and realize more than 500 thousand sewing products. The technological advantages of this enterprise are counted in the guarantee of realization products and in the operation of risk-free calculations. The technological strategy of this enterprise is to constantly increase the quality of products at the cost of reducing the human factor in continuous production. The implementation of"Dhaka-TEX" in the production of digital technologies today is 37%, has effectively established activities on the basis of the" Gerber " software. (2.4.-fig)

- **Full circular cycle equipment - "Reiter" (Switzerland**
- **Cotton fiber deep cleaning equipment - "Jossi Vision Shield" (Switzerland)**
- **Weaving looms "Pilotelli" (Italy) as well as "Pailung Knitel DK" (Thailand**
- **Digital management based on the "Gerber" software**
- **Fabric printing bench of the company " ROQ " (Portugal), covering 12 and 16 colors**
- **Fabric cutting machine - "Ozbilim" (Turkey)**
- **"Bullmer " (Germany) digital fabric cutting machine**
- **Fabric painting machine "Canlar mekatronik" (Turkey), "Eliar Elektronik" (Turkey)**

4.-fig. Structure of the digital production structure of the National Textile and Light Industry Enterprise" Dhaka-TEX"

"Dhaka-TEX" works in partnership with notable companies such as GloriaJeans, MODIS, VSE Mikey RU, Wildberries, OODJI, Detsky Mir, Stan, Teximport, Coca-cola, Vostok service, expert Spesodejda and the like. So, based on the above data, it can be concluded that production based on digital technologies serves to stabilize the competitiveness of the industry and ensures its economic efficiency.

Global Textile Group is among the leading enterprises in our country that have established production activities on the basis of innovation technologies and their improvement, and LUMMUS is regularly achieving cost savings, reducing the cost of products by processing cotton on the basis of the American workshop. "Mayer & Cie" serves to ensure a high level of product quality through a knitting fabric dyeing machine. By deepening laboratory work based on technologies such as" Thies"," Mario Crosta"," Santex", an enterprise with a unique rich experience in the processes of processing fabrics into paints produces 30 tons of fabric per day and 11,000 tons per year.

Private enterprise Osborn Textile LLC is another large and leading textile industry enterprise in Uzbekistan and is one of the organizations that is expanding and developing year by year. This enterprise managed to achieve its status sharply in the international textile industry. Knowing that all products produced by this enterprise consist of raw materials used for the production of fabrics such as cotton, modela, bamboo, viscose, acrylic, polyester with a content of 100 percent, applicants order the production of large-scale fabric Tufts. In ensuring the effectiveness of the production activities of this enterprise, the automatic service of advanced machines such as "Trutzschler", "Rieter", "Zinser", "Savio", "Saurer", "Murata", "SSM", "Dilmenler" manifested itself as a technological calling in the large-scale involvement of digital technologies. Strategic management of quality control activities has been established through a digitized laboratory based on the workshop of USTER Technologies. In addition to ensuring the quality of products through the continuous development of laboratory work, the private enterprise Osborn Textile LLC has a competitive tactic aimed at accepting orders of customers in a remote way, designed for individual demand, as well as improving their needs based on the formation of a marketing base. The participation in this of the provision of a specific service for the widespread use of digitized Technologies is not exaggerated.

Another representative of large manufacturers of textile and light industrial enterprises of Uzbekistan is considered "Alchemy textile". Despite the fact that this enterprise began operations from 2003, in a short period of time it quickly became known and recognized as a major producer in the world textile industry market. In particular, it is the main supplier of sewing factories of such countries as Kazakhstan, Russia, Tajikistan and Belarus. This enterprise has the capacity to weave 3300 tons of knitted fabric per year, and its technological capabilities are able to create the following canvases from different fabrics: ribana, narrow-knit ribana, kashkorse, footer, Lycra footer, as well as fabrics like jacquard.

The enterprise operates according to international environmental standards. Every year, the enterprise undergoes an international quality standard inspection ISO:9001OEKO-Tex Standard 100, which guarantees the Environmental Quality of each process of production. It has also established organizational work on the basis of a certificate of conformity with the country that operates in each partnership, including 7 certificates of conformity of this enterprise in Russia on the production of products and the delivery of fabrics. The total production of the enterprise is 10 million units per year, consisting of a large assortment. The processes of each production use advanced digitized and automated technologies. The main part of the advanced technological supply is recognized in the textile industry and is always considered the product of innovation technology of high-demand enterprises, such as "BROTHER", "ASSIST", "TERROT", "MAYER", "SSANGYONG", "BENEKS", "ORIZIO" are listed as branded machines.

The study of the state of production capacity of the above enterprises and the main indicators affecting the effectiveness of the use of digital technologies is required for the analysis of their future chapters based on the goals and objectives established in the dissertation work. (Table 2)

2-table Efficiency of the use of digital technologies of the largest textile enterprises in Uzbekistan, 2022 (In percent)

Nameoftheenterprise / Productionprocess	**UzCotton group**	**DAKA-TEX**	**Global Textile Group**	**Osborn Textile**	**Alkim Tekstil**
Cottontit	10,7	8,9	9,1	9,8	9,9
Tarash	7,3	7	7,1	7,2	7,5
Piliking	14,4	13,8	12,6	13,1	13,9
Pilting	2,3	1,7	1,5	2,2	2
Spinning	4,1	4,7	3,9	3,5	3,7
Wrappingandrewinding	1,1	0,9	0,4	0,4	0,3
Oozing	6,9	7,3	7	6,7	7,2
Weaving	10,1	10,2	11	10,1	10,2
Laboratory (allprocess)	3,2	3,9	3,4	3,4	3,7
Paint	6,6	5,7	4,8	6,5	7,9
Wash	0,6	0,8	1,1	1,4	1,2
Mercerizasia	19,4	17,3	16,2	17,7	18
Dryingandironing	7,4	10,8	13,9	14	7,5
Packaging	5,9	7	8	4	7
Total	100	100	100	100	100

2-all the indicators presented in the table are evidence of the presence of digital technologies used in the production process of enterprises of the textile industry, as well as their share in how much economic efficiency is recorded. All enterprises operate on the basis of continuous production, and also constantly pay special attention to quality assurance. Despite the fact that all of the above enterprises are large-producing textile enterprises, Osborn Textile and Alchemy Textile have a worthy place in the world textile industry as users of the latest class of textile digital machines. All of the above enterprises were involved in the production of digital technologies, but not all focused on conducting separate activities on innovation developments. In particular, Osborn Textile and Alchemy textile, working on innovation developments at the enterprise, organized special groups in the enterprise laboratory and attracted specialists. It is characterized as a strategic benchmark for ensuring stability for the future prospects of enterprises and the value of the organizational and economic activity of the enterprise.

It is assumed to further improve the transformation mechanisms of the enterprise, taking into account the fact that the use of digital technologies by enterprises itself may not be sufficient in the coming years. This will have a positive effect on being ahead of other textile industry enterprises as well as generating flexibility to economic situations, as well as optimizing risk management.

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ASSESSMENT OF THE DYNAMIC CAPABILITIES OF OSBORN TEXTILE AND ALCHEMY TEXTILE LLC

Xudaynazarova Dilorom Xayrullaevna[1]

ABSTRACT

this article provides suggestions and recommendations based on the analysis and results of dynamic capabilities of Osborn Textile and Alchemy textile LLC from etachi textile industry enterprises in Uzbekistan within the framework of the servitization model. Also, an assessment system is formed by the author.

***Key words**: Servitization, Dynamic Opportunities, Risk Management, Dominant Investments.*

The application of dynamic capabilities in textile industry enterprises is considered to be able to provide internal and external advantages in order to create additional value for the product, to maintain a worthy place in a rapidly changing business environment, representing the combination and reconfiguration capacity of the main components of the product. The importance of dynamic opportunities is determined by the fact that it makes it possible to ensure economic stability for enterprises of the textile industry and increase stable competitive advantage. This concept is considered a very close concept to combining resources in a new way, J.It was defined by Schumpeter as the main task and even mission of the entrepreneur. Dynamic opportunities in activating the mechanism of the servitization strategy of this research work covered strategic processes such as innovation activity and ensuring stability, conducting marketing activities on the basis of yurending, accelerating the use of dominant investments. This requires the formation of a system for assessing dynamic capabilities in order to study the dynamic capabilities of enterprises of the textile industry, which are being studied within the framework of the dissertation work. The formation of this dynamic capacity assessment system demonstrates the author's approach using methods such as mathematical modeling, algorithmization and model assessment.

As the system for assessing the dynamic capabilities of enterprises of the textile industry covers indicators that serve to assess the effectiveness of the servitization strategy envisioned in the research work and determine its effectiveness, its specialization is applied to carry out continuous work with analyzes aimed at scientific justification. This does not cause difficulties in constructing an algorithm for software in order to obtain quick results based on the evaluation system. Only the correct use of norms for the cycle block is required. In the case when regulatory norms are not involved, it is transmitted directly from the cycle to the receiving block of results.

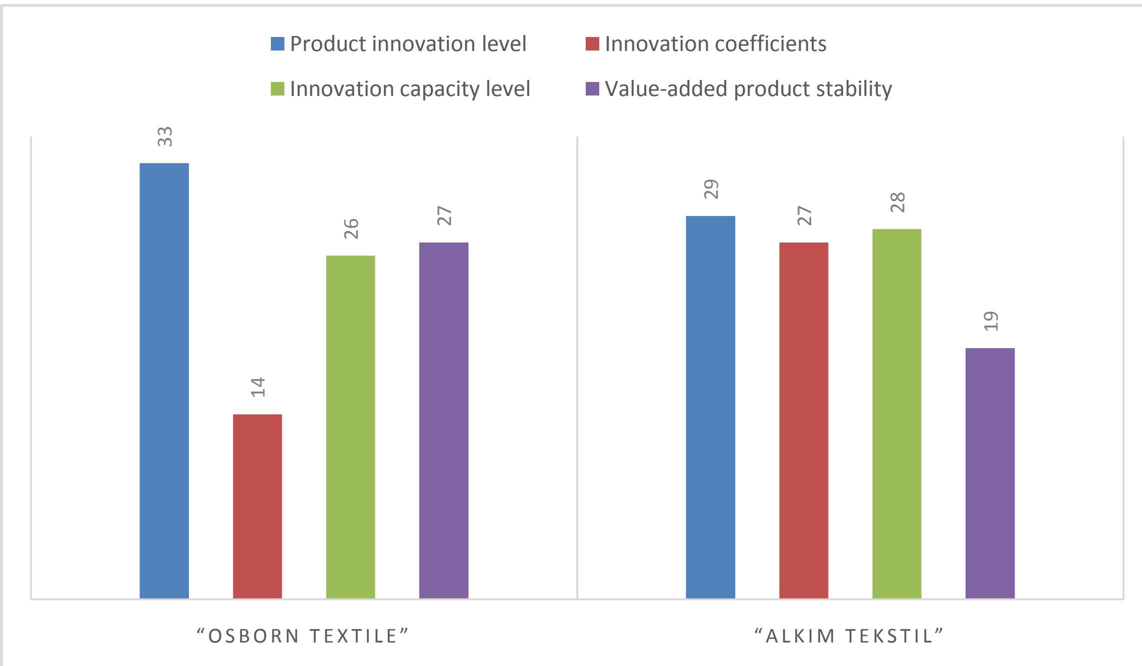
Despite the fact that scientific research has been carried out by many researchers on dynamic capabilities, an assessment system has not been developed on the basis of the serviceability model of the assessment system and in the provision of its service for risk assessment, the corresponding calculation methods have not been embodied. In this regard, this assessment system can be applied to other industries, and its software algorithmization can also be carried out in the MS Excel program. (Table 1)

[1] TUIT Senior Teacher

1-Table System for assessing the dynamic capabilities of enterprises of the textile industry

1	Index name	Indicator assessment formula	Normative mezzanine of the indicator	Note
1	2	3	4	5
		1. Innovation to ensure activity and stability		
1	Productinnovationlevel	$Ид = \frac{Идр}{Уд} * 100$	$Ид$=1; $Ид > 0{,}2$ product innovation is considered $Ид < 0{,}2$product innovation is	$Ид$ –product innovation level $Идр$ –innovation product share in revenue $Уд$ –total revenue from product sales
2	Innovationcoefficient	$Ик = \frac{Ис}{Мс} * 100$	-	$Ик$ –product innovation coefficient $Ис$ –innovation number of products $Мс$ –assortment number of products
3	Innovationcapacitylevel	$Ис = \frac{ZS}{Ик}$	$Ис = Ик$the product has full innovation potential; ZS>0,25 product innovation has potential; ZS<0,25 product innovation has no potential;	$Ис$ –product innovation potential $Зс$ –coefficient of filling the necessary innovation potential of the product $Ик$ –product innovation coefficient
4	Value-addedproductstability	$SVA = EG - \sum_{i=1}^{n} EE_{i,b} * (EIA_{i,t1} - EIA_{i,t0}) - \sum_{i=1}^{n} SE_{j,b} * (SIA_{j,t1} - EIA_{j,t0})$	SVA=1 the product is super stable; $SVA < 0{,}1$ мThe product is not stable SVA >0,1product competitive	SVA –product stability; $EG - economic\ growth\ rate$; EE –economic efficiency; EIA –influence of economic factors; $SE - social\ efficiency$; SIA –influence of social factors
		2 Branding-based marketing		
5	Productsatisfactionlevel	$Мб = \frac{Мс}{Жс} * 100$	$Мб < 0{,}45$the product does not satisfy the need $Мб$ >0,55the product satisfies the need	$Мб$ –product satisfaction level; $Мс$ –number of customers with satisfaction $Жс$ –number of customers who responded to a Social Survey;
6	Golden standard of customer service	$NPS = \frac{X}{My} : Sz$	10-point scale: 0-3 unsatisfactory 4-6 satisfactory 7-8 good 9-10 excellent	NPS –customer service level; X –number of enterprises and its branches My –the number of products of the enterprise; Sz –number of services provided by the enterprise;
		1.Dominant investment		
7	Innovation development dominant investment creation rate	$S(V,D,T) = V_e^{-\delta vT} N(d_1(P,T)) - D_e^{-\delta vT} N(d_2(P,T))$		$S(V,D,T)$ –start and end of the period of attraction of investments $V_e^{-\delta vT}$ -correlation distribution; N –standard compliance level; P –technical coefficient of product innovation level

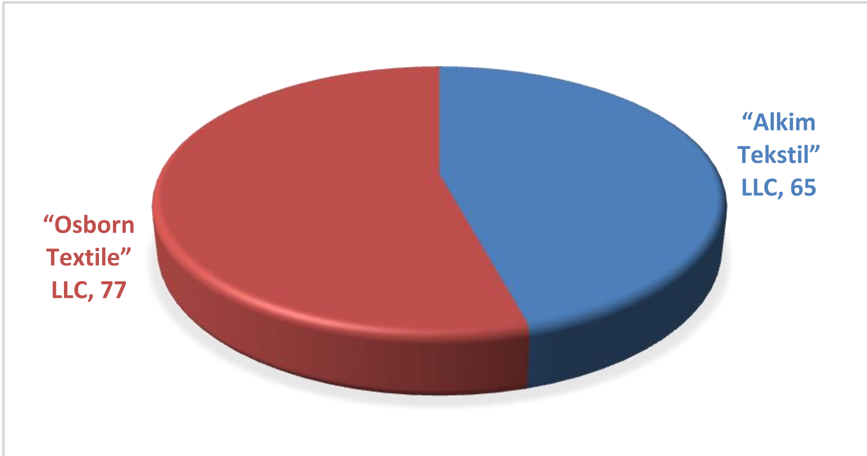
In order to ensure innovation activity and stability, the product innovation level is used in order to quickly attract consumers through the product, as well as to determine how liquidity the product has when creating additional minced meat. The innovation coefficient is considered an indicator aimed at determining the degree of superiority and advantage, taking into account the technical and economic parameters of the product. the level of innovation capacity serves to determine how much the product has chosen the right approach to the improvement of the enterprise in the development of innovation activities, as well as the attitude of customers to it. The stability of the value-added product is the main economic indicator of servitization. On its basis, it is assessed that the improvement of the product and the level of added value are largely opposed to economic laws.



1-fig. "Osborn Textile and Alchemy textile LLC innovation activity and stability assurance rate, 2022 (In percent)

The high level of innovation activity of Osborn Textile LLC is 27 percent of the stability of the value-added product, which means that the enterprise's servitization strategy has been successfully implemented. Alchemy textile LLC had a product innovation rate of 6 percent less than Osborne Textile LLC, affecting value-added product sustainability at 19 percent. in this case, the improvement of the product isrecommended to increase the level of innovation of the product.

Despite the fact that the innovation coefficient is 13 percent less in Osborn Textile LLC than in Alkim textile LLC, the percentage difference between the innovation capacity level is not much higher. This means that the product is correctly oriented to the market, as well as its added value is correctly formulated. In this case, it is recommended to direct the product of Alchemy textile LLC to borzor, as well as to revise the activities of working with customers.



2-fig. “Evaluation of marketing activities based on branding of Osborn Textile and Alchemy textile LLC, 2022 (in percentage)

Marketing activities on the basis of branding of Osborn Textile and Alchemy textile LLC are considered to have customer satisfaction. in this regard, it is recommended to develop a brand and clarify the factors that ensure its competitiveness.

2-table : Assessment of Osborn Textile and Alchemy textile LLC under the customer service standard, 2022

	0-3 unsatisfactory		4-6satisfactory		7-8good		9-10very good	
	number	percentage	number	percentage	number	Percentage	number	percentage
“Osborn Textile” LLC	9	2,12	29	6,87	80	18,96	304	72
“Alkim Tekstil” LLC	6	1,63	24	6,53	58	15,80	279	76,02

The assessment of Osborn Textile LLC under the standard of customer service was carried out among more than 100 foreign customers and more than 300 customers in our country. Total attendance coverage was 422. The number of participants of alchemy textile LLC covered 367 customers.

The customer service standard of Osborn Textile LLC is considered a high level, it is necessary to develop the brand of the product in order to further improve it. The success of alchemy textile LLC in this indicator is considered a significant result, and the attitude of customers to its product in terms of brand is high.

Dominant investments are said to be an investment with the same level of risk, regardless of form and type. On the basis of its curved line of refinement, the decision-making is carried out according to the level of risk associated with the future prospect of the product, and not the level of risk of investment. That is, the risk level aimed at improving the product will increase and have a mitigated risk, at the expense of the quenching of the investment risk in the creation of additional value. This is considered to be the most effective use of the property of mitigating risks in creating value-added products due to the involvement of the enterprise in investiture activities. this strategy is called dominant risk-based production.

3-Table : Income of Osborn Textile and Alchemy textile LLC, 2018-2022 (crore

	2018 y	2019 y	2020 y	2021 y	2022 y
1	2	3	4	5	6
“Osborn Textile” LLC	48,456	61,848	53,079	93,352	92,607
“Alkim Tekstil” LLC	60,673	64,546	77,931	79,083	81,873

“Osborn Textile” LLC's revenue was 48 billion soums in 2018, while by 2019 the said value had increased to 13 billion soums. By 2020, the enterprise's revenue had decreased by 8 billion soums due to the disruption in the installation and production of products on its basis, in exchange for the money spent by the enterprise in exchange for a technological upgrade. By 2021, innovation had risen sharply in revenue share due to product production to 93 billion soums. In 2022, the enterprise has a slight rate of decline in exchange for the transfer of the value-added share of the product to the innovation product development workshop.

Alchemy textile LLC has a stable growth rate without deviations from 2018 to 2022 due to the exclusion of advanced technology in 2017, and has been able to pass the share of value added in small percentages year after year. In particular, in 2019, compared to 2018, the income of the enterprise increased by 4 billion soums, while in 2020 it was able to earn 13 billion soums more than in 2019. In 2021 and 2022, it recorded a surplus figure at a stable sum of 2 billion soums.

Table 4 : The volume of product exports of Osborn Textile and Alchemy textile LLC, 2018-2022 (In percent)

	2018 y	2019 y	2020 y	2021 y	2022 y
1	2	3	4	5	6
“Osborn Textile” LLC	34	39	42	43	48
“Alkim Tekstil” LLC	37	42	45	49	51

“Osborn Textile LLC's export of 34% of production in 2018, while in 2019 this share increased by 4%. In 2020, 3 percent more products are eskport-oriented than in 2019, compared to 1 percent more in 2021 than in 2020. In 2022, the export potential reached a sharp 48% higher than in 2021, accounting for 5% more.

Alchemy Tekstil LLC had a product Esha in 2018 with a 37 percent account, while by 2019 year this figure had a 5 percent growth rate. In 2020, 3 percent more product escport was implemented than in 2019, and in 2021 it accounted for 5 percent more than in 2020. In 2022, eskport had a 2% growth in size.

It is worth noting that the system of activities for the implementation of product escort of both of the above Enterprises has high results, which is characterized by an increase in the Foreign Exchange Fund of the country, as well as by the efficiency of the enterprise for its economic prospects by keeping the value of VAT in the currency account. This will have a positive effect on increasing the competitiveness of the products produced by enterprises in the world market, as well as increasing the attractiveness of Investiture.

Taking into account the fact that the textile industry is directly related to the field of fashion and design, it is required to maintain the stability of enterprises with a special emphasis on the unevenness and quick variability of its economic conditions and laws. To do this, it is necessary to accelerate the research of textile industry enterprises on the product, as well as the implementation of creative approaches to its improvement. This creates a chain of innovational products i.e., the need to produce incremental innovational products. In this case, innovation in textile industry enterprises will be formed as a diversification of the enterprise's innovation product generation in order to carry out activities on the basis of incremental innovation in order to improve the product.

Incremental innovation refers to the generation of improvement of an existing product, and the difference between products becomes dominant. The service performance of the enterprise in a balanced way in the improvement of the product also ensures the development of processes, technology and economic mathematical models. Incremental innovations are mechanized based on methodological approaches, taking into account the creation of additional value. As a result of this, taking a place in the market of the product produced by the enterprise can expand the clamor and maintain its competitiveness in the long term. This will be able to create many opportunities in modeling production processes with a positive effect on the quenching and lowering of all existing risks before the enterprise. As a result of the reduction in costs, the cost of the product can be reduced, the service of the value added to economic efficiency through the product will stimulate the recovery and stabilization of many economic indicators.

Priority aspects of carrying out incremental innovation activities in textile industry enterprises include:

- Relatively low relevant risks;
- Provides an alternative to existing structures and processes in the enterprise and rejects such a complex process as radical transformation;
- The involvement of business models, which directly affect the strengthening and efficiency of the strategic activities of the enterprise in the improvement of the product, increases and production is compactified through Model Management;
- Not only to create a new product, but also to further improve the existing product;
- There is an opportunity to promote the product as an effective solution-quality proposal in meeting the needs of customers;
- The price and quality interval behind previous generation products can be effectively used in product value-added creation.

The versatility of incremental innovations in the alternation of incrementlal innovation activities at enterprises of the textile industry and the digitalization of analog processes is considered extremely high, which will stimulate the development of operational innovation activities. Developed on the basis of incremental innovation activity in the development of the innovation resource layer, improved products complement the innovation activity Matrix. This leads to the acceleration of intellectual products. In particular, smart fabrics, smart dresses serve to increase the incrementality of innovative activities.

While innovation activity poses risks in optimal risk management mechanisms present in textile industry enterprises, incremental innovation products serve the opposite, i.e. risk management efficiency. Accordingly, enterprises of the textile industry are required to develop the implementation of incremental innovation activities.

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THE CURRENT STATE OF NON-GOVERNMENTAL NON-GOVERNMENTAL ORGANIZATIONS IN OUR COUNTRY

Xusanov Otabek Nishanovich[1]

ABSTRACT

This article describes the history of non-profit organizations, the main trends in their development, various scientific and theoretical views on its concept, its role in society as a civil society institute, its interaction and ratio with other institutions, the main trends in the era of modern globalization based on the scientific work of foreign and National researchers.

***Key words**: Civil Society Institute, non - profit organization, non-governmental organization, "third sector", social project, non-governmental sector.*

Achieving the harmony of Public Administration bodies and NGOs in many ways creates the necessary conditions for the Prevention of various social conflicts in society and for the consistent and sustainable development of the country.

The phenomenon of NGOs has been taking shape in Uzbekistan for a quarter of a century, but the question of studying it in interdisciplinary research remains relevant. To radically increase the role and importance of NGOs in the comprehensive and rapid development of state social policy, to strengthen their cooperation with the authorities of state power and administration, became an important topic of scientific research. In this respect, the creation of mechanisms of innovation cooperation aimed at improving the effectiveness of social policy of the state and NGOs in our country remains an urgent problem.

President Of The Republic Of Uzbekistan Sh.In his address to the Supreme Assembly to further increase the participation of NGOs in public administration, Mirziyoev noted: "it will be advisable for NGOs and other institutions of civil society to draw attention to the problems that are thinking of the population today, giving their Based proposals[1].

More than 300 legislative acts aimed at solving important social and economic problems of citizens have been introduced to life in our country by opening a wide path to the participation of civil society institutions in the affairs of the state and society, strengthening the role of their NGOs over the past period.

While the term NGO is implied by the legislation of most states, in most cases their constitutions use a public association in place of the term. Also most states do not have a specific legal definition of an NGO.

In the legislation of the Republic of Uzbekistan, the concept of a non-profit organization is used [2], it is necessary to analyze the issues of the interaction of this concept with public associations, trade unions, religious organizations, associations, associations and other concepts.

Sh. Nazarov believes [3] that any public organization manifests itself as an organizational unit based on social and, above all, legal norms. Public organizations take the field as an institution that has a whole

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complex of organizational methods necessary for the sum of consciously systematized internal organizational relations and purposefully influencing social reality.

S.Jo ' raeva [4] focuses more on the sièсio-legal aspect as the functions of civil society institutions. In particular, it was noted that"promoting the active participation of the population in sièsiy haèt is informing citizens within their sphere of influence about the decisions made by the government, explaining ways to influence decision-making jaraèni".

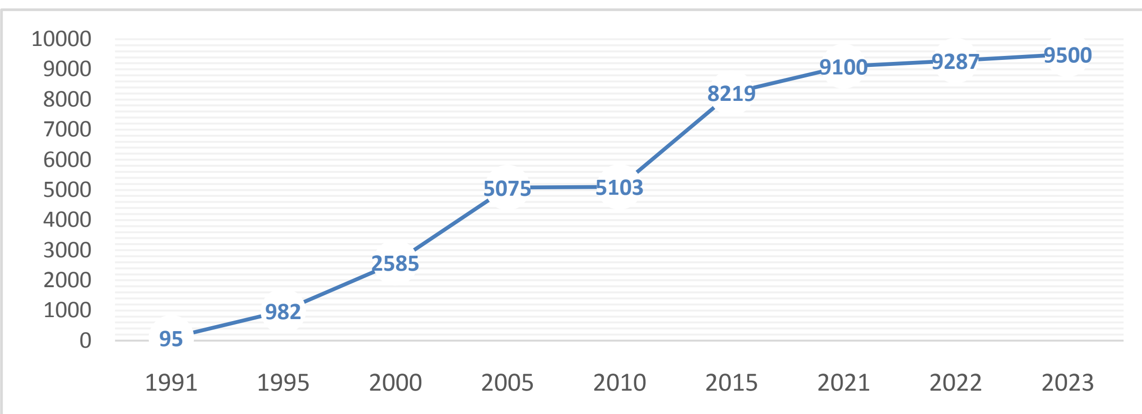
D.Kholmanova [5] has cited that the emergence of non-profit organizations is associated with charitable foundations.

E.V. Nelyubina [6] notes that the main task of non-governmental organizations is to ensure civil control for the observance of human rights by the state and by participants involved in the socio-political, economic and spiritual-cultural spheres of society

L.M. Salamon et al.V. In studies conducted by Sokolovski[7], they noted that non-governmental organizations form a "third sector"along with state and business. They also recognize that there are concepts that are civil or non-profit organizations as another designation of non-governmental organizations.

Non-profit organizations in general are a legally justified social concept, occupying an intermediate place in the system of Public Associations on a large scale. By taking an intermediate place, the fundamental basis of all public associations is partially adjacent to non-profit organizations. For example: in the structure of a trade union and a political party, which is a type of public union, the commonality of interests and goals of its citizens is put in the initial place. NGOs are considered one of the main goals that individuals and legal entities represent and protect their rights and legitimate interests. It is worth noting that after achieving independence, there are trends in increasing our qualifications of non-profit organizations.

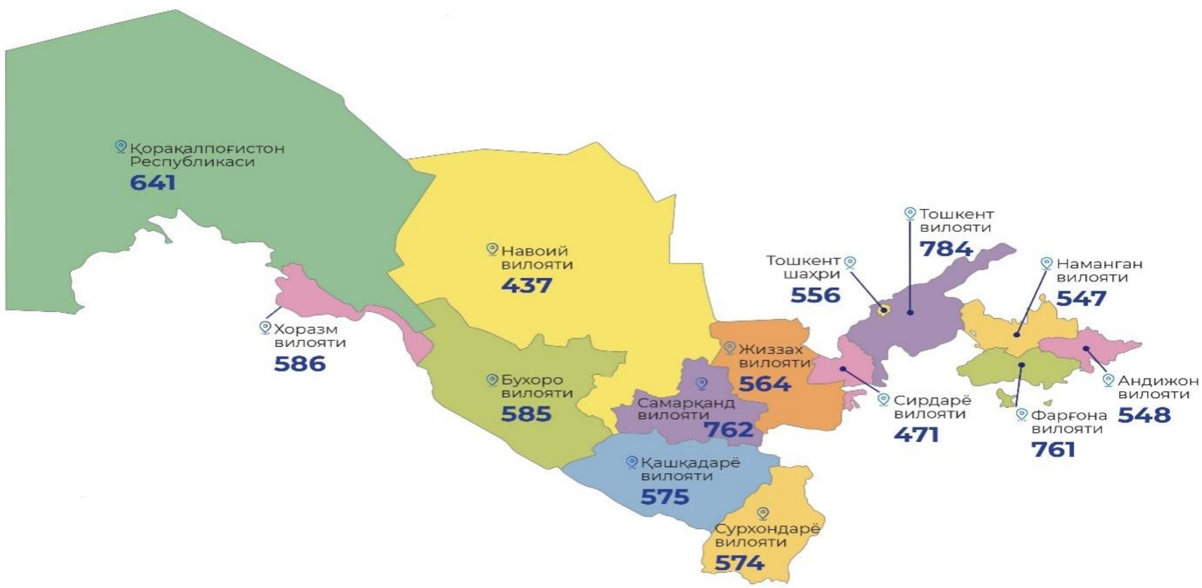
Dynamics of growth of non-profit organizations in Uzbekistan from 1991-2023 [8]



The graph shows that in recent years, the number of NGOs registered in Uzbekistan has steadily increased, and from 95 NGOs in 1991yil to 9500 as of January 1, 2023, almost a hundred times more.

First of all, it is necessary to understand how the numbers are calculated and what NGOs constitute the estimated positive dynamics. Importantly, their total number includes all municipal, district and provincial departments and branches of NGOs, political parties and trade unions, leading to an increasing effect in terms of quantity.

At the heart of the reforms carried out in Uzbekistan are the issues of protecting democratic values, the rights, freedoms and legitimate interests of the population, solving problems of humanity, certain social and economic issues of the regions, further increasing the social activity of citizens. In state social policy, ensuring the implementation of practical and targeted measures for the social protection of single elderly, disabled people and other socially deprived segments of the population, improving the mechanisms of social service of NGOs, strengthening the material and technical base of socio-medical institutions are established as priority areas.



1-fig. The number of non-profit organizations in our country in the cross-section of Regions. [8]

According to the results of the analysis, the dominant aspects of the state in the supply of social services to the population are reflected in the following: the ownership of administrative, financial, organizational and human resources and various infrastructures of state authorities and management bodies; reliability, stability of social services, protection by law; it is possible to observe the formation of a Therefore, the presence of strong state control in the social sphere; greater state confidence in the private and non-governmental sectors of the population; the presence of many years of extensive experience in the management of the social sphere; centralized development of ways and methods for assessing, analyzing and eliminating the existing problem in a short time; the presence of a template, universal and comprehensive approach in the provision of social services to the population is provided. Whereas, the relative affordability and, in most cases, infertility of social services provided to the population; the addressability of social services; the popularity and guarantee of social services; it is worth noting the fact that all citizens have the opportunity to use the social services of the state, and others.

2-fig. Non-profit sector cross-sectional analysis [8]

Two key aspects of government funding of NGOs ' activities can be seen, the first, "project funding", the second, "program funding". The results of the analysis show that both methods have positive and negative aspects. In the first case, the state funds NGOs for their short-term social projects (2-4 years). In the latter case, the state carries out long-term social projects on the basis of social orders aimed at implementation. The downside of this is that while the funds allocated to NGOs are intended for the long term, in some cases NGOs cannot take full advantage of them. In addition, large competitors limit their capabilities.

Information on funds allocated by the public fund under the Supreme Assembly, regional public funds and the public fund for the support of NGOs in 2008-2022 [8]

By appropriations			2015	2016	2017	2018	2019	2020	2021	2022
House of Commons Foundation	**Total**	number	**300**	**275**	**263**	**291**	**321**	**267**	**474**	**218**
		mln.summ	**10695**	**12163**	**12370**	**18250**	**37817**	**44044**	**118764**	**100045**
	Government subsidy	number	6	6	6	7	11	15	161	36
		mln. sum	3250	3470	4270	8200	25017	29644	101 064	78 445
	State social order	*Number*	15	15	9	8	12	15	23	17
		mln.sum	2000	2470	2070	2250	4000	5 200	14300	14 000
	State grant	*Number*	279	254	248	276	298	237	290	165
		mln.sum	5445	6223	6030	7800	8800	9 200	11 900	12 000

In our opinion, social order is a difficult way for NGOs to cooperate with the state. This is because NGOs must implement their goals in the short term and at the expense of limited financial resources. New ideas and innovations do not appear in it, but are set by the customer to be implemented on the basis of predetermined methods and tools.

The results of the analysis show that there are forms of the state's relationship with NGOs. The state subsidy is financial or other material support provided to support non-profit organizations at the expense of the state budget of the Republic of Uzbekistan, state target funds, and not related to special projects. The state grant is cash and material resources provided to non-profit organizations at the expense of the state budget of the Republic of Uzbekistan on a competitive basis for the implementation of projects aimed at achieving socially useful goals. State social order-the state social order to non-profit organizations consists of a state assignment aimed at performing work or conducting events by concluding a contract between a state body and a non-profit organization for the implementation of projects of social and social significance.

At the same time, the provision of a state social order directly at the expense of extra-budgetary funds to non-profit organizations for the implementation of projects of social and social significance is belied in the legislation. This is determined by the degree of importance and relevance of the issue. In Uzbekistan, the list and volume of funds allocated for state social orders in the directions carried out by NGOs are approved by the Cabinet of Ministers.

In place of the conclusion, it should be noted that the forms of cooperation of state and NGOs in Uzbekistan are developing evolutionarily. As of 2019, funding is provided by local NGOs through budget assignancies. This is one of the new forms of cooperation of the state and NGOs for Uzbekistan. Positive aspects of this are that NGOs will be able to use budget funds on a social order in agreement with local public administration bodies. In this system, short-term social projects are carried out. Now the local public administration bodies begin to communicate directly with NGOs in the regions. Existing problems will be eliminated and new methods and tools of cooperation will be developed. The most important is that NGOs are in the constant attention of public authorities and become reliable collaborators on social issues.

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INNOVATIVE DIRECTIONS OF CLUSTER DEVELOPMENT IN MILK PROCESSING INDUSTRY ENTERPRISES

Khidirov Temur Kakhramon ugli[1]

ABSTRACT

This article discusses new innovative directions of development of clusters in milk processing enterprises of our country, efficiency of economic indicators in our country, and issues aimed at improving clusters in milk processing enterprises.

Key words: *Cluster, Processing, Economic Efficiency, Innovative Approach, Technology, Improvement.*

INTRODUCTION

Many reforms are being implemented in our country to develop enterprises of the milk processing industry on the basis of a cluster system, to further expand the possibilities of their processing, and to improve the cluster system. Nevertheless, the fact that the directions of innovation in the effective use of the cluster system in enterprises of the milk processing industry are not clear is gaining relevance today as one of the problems that should be solved.

Scientific research aimed at solving this problem has not been fully carried out within the framework of research, which is also carried out by many Economist scientists. Because, in the enterprises of the milk processing industry, no modern crossovers with innovative solutions have been developed for the effective functioning of the cluster system, and the development of modern innovation approaches in the enterprises of the milk processing industry is one of the most important factors. In this regard, new reforms are being implemented by the honorable, our President. In particular, Decree No. 5853 of the president of the Republic of Uzbekistan dated October 23, 2019 "on approval of the strategy of agricultural development of the Republic of Uzbekistan for 2020-2030"was adopted.

According to the decree, a number of priorities are set for the processing of agricultural products on the basis of a cluster system, as well as the implementation of innovative directions of cluster development into practice:

important tasks have been cited, such as the introduction of mechanisms to reduce public participation and increase investment attractiveness in an area that involves increasing the flow of private investment capital in order to modernize, diversify and support sustainable growth of the agricultural and food sector [1].

Moreover, the implementation of structural reforms to ensure the rapid progress of the economy of our country today,

modernization and diversification of leading industries are becoming more important. Otherwise, not only the development of our economy, but also high rates of national development cannot be ensured.[2]

[1] TSEU base doctoral student of the Department of network economics

From the above points, it can be said that the issue of improving the directions of innovation in the development of clusters at enterprises of the milk processing industry today serves to ensure the development of the economy of our country at a stable level.

MATERIALS AND METHODS

Innovation in area development of clustering

A number of problems and pressing issues aimed at managing strategies in the development of new areas and agro-industrial clusters.V.Zavyalov, O.V.Saginova, N.B.Foreign scientists such as Zavyalova [3] and Ildar Ablaev [4] studied.

On the basis of a cluster system of dairy and dairy products in Uzbekistan

mechanisms for the implementation and consistent continuation of economic reforms in processing, the development of sectors of the economy on the basis of the cluster system, the introduction of innovative approaches to the development of clusters, in particular the modernization of enterprises of the milk processing industry

and the organizational and legal and theoretical and methodological foundations of diversification, sustainable increase in production volume are laid by the president of our country, Sh.It is widely described in the works and lectures of Mirziyoev.

R & D work on new areas of development of agro-industrial clusters, the role of agro-industrial clusters in agricultural development and the improvement of new innovative directions in the cluster system was regularly carried out, with the aim of I.S.Ochilov and B.K.Abdumuminov[5], T.T.Juraev and M.E. The scientific activities of scientists such as Hamidov[6] can be recognized in particular.

Research methodology

The basis of the research methodology is the laws on the development of a milk processing industry enterprise in our country on the basis of a cluster system, decree of the president of the Republic of Uzbekistan dated October 23, 2019 PF-5853 "on approval of the strategy of agricultural development of the Republic of Uzbekistan for 2020-2030,

The president of the Republic of Uzbekistan, in his book "strategy of new Uzbekistan", organizes issues aimed at modernizing the sectors of the economy, developing agriculture intensively, using the cluster system effectively and improving the directions of innovation.

Methods such as logical reasoning, statistical analysis, observational and comparative analysis, abstract thinking, and scientific generalization have been widely used in the research process. Logical, systematic and structural approaches have also been used.

Analysis and results

Today, the introduction of innovative directions for the development of clusters at enterprises of the milk processing industry in our country, as well as the further development of new changes in the cluster system, are becoming a demand of the Times. The experience of economically developed countries shows that the implementation of new innovation strategies for the development of a cluster system at enterprises of the milk processing industry ensures a high increase in the economic efficiency of enterprises of the milk processing industry in our country.

To do this, within the framework of our research work, the State Statistical Committee of the Republic of Uzbekistan developed

we studied statistical analysis of economic indicators of a number of important importance.

In the table below, according to the State Statistics Committee, the volume of production of agricultural products in the form of natura in January-March 2021 was as follows:

1-table. The volume of production of agricultural products in January-March 2021

Product name	Product size	Growth rate in %
Vegetables	65.7 thousand t.	105,0
Meat (live weight)	493.2 thousand t.	103,5
Milk	1823.3 thousand t.	102,6
Egg	1374.4 million.	100,2

As can be seen from the table, the volume of production of agricultural products in the form of natura in January-March 2021 is as follows, with a growth rate of 65.7 thousand tons of vegetable production

- Esa accounted for 105.0 percent, while production of meat products (at live weight) accounted for 103.5 percent of the growth rate of 493.2 thousand tons,
- Dairy production growth rate of 1823.3 thousand tons
- Esa is equal to 102.6 percent and the production of egg products

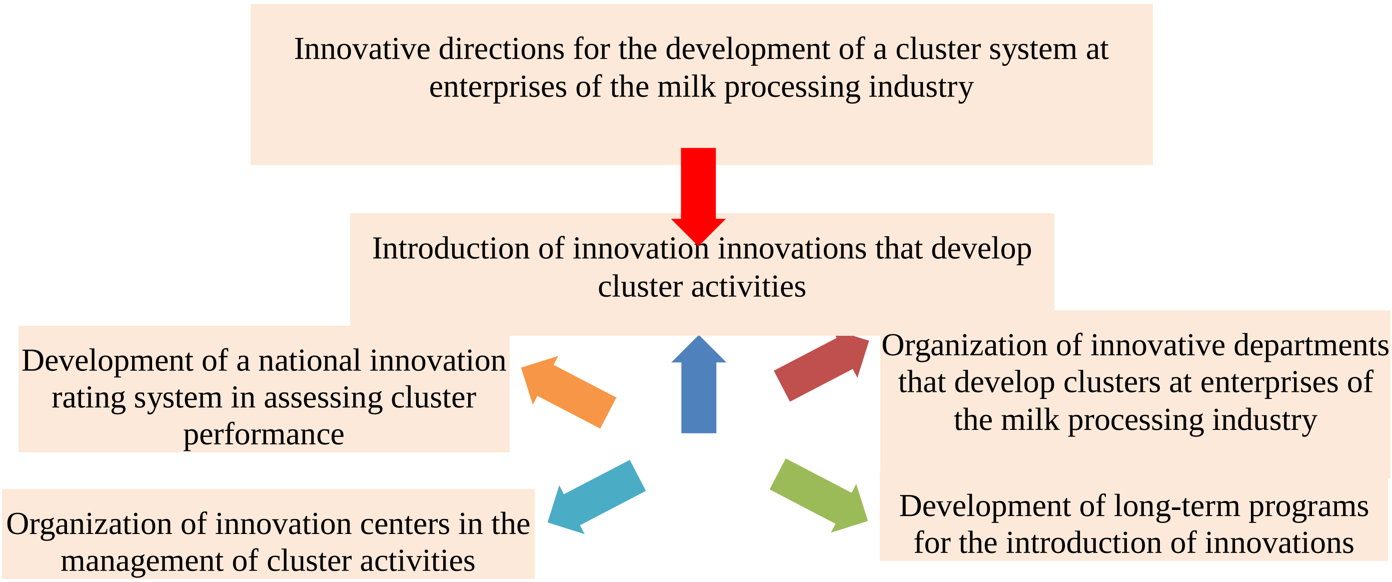
The growth rate of 1,374.4 mln/unit was shown to be 100.2%.

The development of a cluster system in enterprises of the milk processing industry today depends on many economic factors, and the analysis of the above-mentioned economic indicators shows that there are a number of issues that need to be improved in the processing industry and agriculture.

Therefore, the need for the implementation of innovative directions of cluster development in the enterprises of the milk processing industry is increasing day by day. The introduction of new innovation initiatives in this regard in our country, as well as their wide application to practice, is one of the most important development indicators in the field of milk processing industry.

To do this, at enterprises of the milk processing industry, the following

It is necessary to apply the innovative directions of the development of the cluster system, which are shown in Figure 1. The innovative directions shown in the picture are today modern directions that are important to introduce in the enterprises of the milk processing industry.



1-расм. Innovative directions for the development of a cluster system at enterprises of the milk processing industry

From the picture, it can be seen that these innovation directions are new innovation directions in the development of the cluster system in the enterprises of the milk processing industry, the correct effective use of which is to improve the cluster system in the enterprises of the milk processing industry

also, innovation in enterprises will ensure further expansion of opportunities.

CONCLUSION

In place of the conclusion, it is worth saying that today the development of innovative directions for the development of a cluster system at enterprises of the milk processing industry in our country

there are a number of problems, the elimination of which is one of the pressing issues.

To do this, it is advisable to clearly develop, improve and put into practice new directions of innovation in the development of the cluster system at enterprises of the milk processing industry.

The development of innovative routes depends on a number of factors such as:

- Accurate implementation of innovation innovation innovation implementation system that develops cluster activities;
- Organization of innovative departments that develop clusters at enterprises of the milk processing industry;
- Development of long-term programs for the introduction of innovations;
- Establishment of innovation centers in the management of cluster activities;
- Consists in the introduction into the legislation of proposals based on the development of a national innovation rating system in assessing the activities of clusters.

As a result of the introduction of the above recommendations into practice, the introduction of innovative directions for the development of clusters in enterprises of the milk processing industry and a high economic growth of enterprises are achieved.

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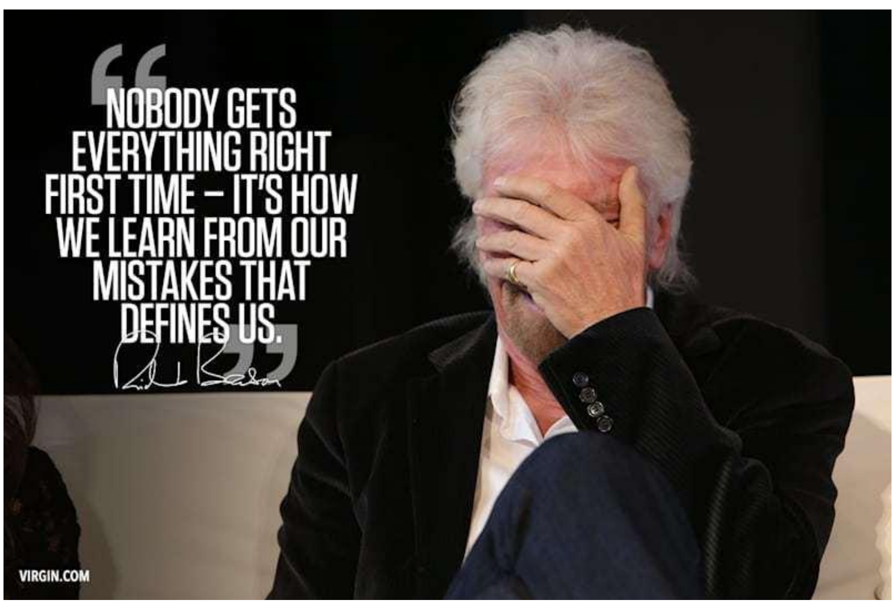

ANALYSIS OF THE INSTITUTIONAL PRINCIPLES OF ACTIVATION OF SMALL BUSINESS ACTIVITY UNDER THE CONDITIONS OF CENTRALIZATION OF NAMANGAN PROVINCE GOVERNMENT BODIES

Jurayev Elyorbek Sobirjon ogli[1]

ABSTRACT

This article presents the analysis of the institutional principles of activation of small business activities in the conditions of centralization of Namangan region authorities.

Keywords: *small bussiness, institutional principles, investition, entrepreneurship, economics, human capital, institutions*

Introduction

Summarizing the results of modern research in the field of small business shows that the quality of the institutional environment affects the competitiveness of business entities, investment decisions and organization of production, and economic growth. The institutional environment is defined by the legal and administrative infrastructure within which private entrepreneurs, enterprises, and government interact to create the nation's welfare. In a broad sense, the institutional environment is the set of institutions and organizations. In this regard, "Institutions are understood as historically formed norms and rules of social behavior, which are obligatory for their implementation through laws, regulations, a set of restrictions at the official level or moral relations, principles of social behavior, traditions, customs and other informal levels. is expressed[2]" - he says.

It follows that institutions are formal or informal institutions that determine the appropriate laws, rules and relations of social behavior, as well as provide regulation of the activities of certain groups of the population. Given that the state is playing an increasingly important role internationally for many economies, institutions are critical to sustaining and enhancing weak economic growth. The results of the study show that the importance of institutions is not limited to the legal framework. The attitude of the government to markets and freedoms, as well as the efficiency of its work, play an important role in this: too large an apparatus and bureaucracy, excessive state regulation, corruption, dishonesty in the preparation and execution of government contracts, lack of trust, inability to provide business with necessary services, the political system of the judiciary. Dependence leads to huge economic costs and slows down the development process.

Institutions ensure the formation of an institutional mechanism for achieving the declared goals of development and entrepreneurship, which is a system of relations between institutions that contribute to the coordination and adaptation of the interests of various social groups through mutual cooperation. Although the economic literature focuses mainly on public institutions, private institutions are also an important element in the welfare creation process. Currently, the main state institutions that implement policies in the field of small business include:

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[1] PhD student of Namangan engineering-construction institute Republic of Uzbekistan

[2] Склярец Д. В. Направления усовершенствования институциональной среды формирования и функционирования региональных рынков продовольствия / Д. В. Склярец // Экономика. Менеджмент. Предпринимательство. – 2013. – № 25(1). – С. 42-53.

- Ministry of Economy and Finance of the Republic of Uzbekistan. The ministry is responsible for the development of the state policy for the development of entrepreneurship, the state regulation policy, licensing in the field of administrative services, the formation of control in the field of economic activity, the effective distribution of production and financial resources, the development of the conceptual directions and tasks of economic development based on the formation of the necessary infrastructure, and ensuring their implementation consists of the main functions performed by.

- Chamber of Commerce and Industry of Uzbekistan [1]. The Chamber is responsible for providing favorable legal, economic and social conditions for the implementation of entrepreneurial initiatives, developing mutually beneficial partnerships between the business community and state authorities, other bodies and organizations, strengthening guarantees for the protection of the rights and legal interests of business entities, business and investment was established in order to provide all-round assistance to improve the environment, to support the foreign economic activities of business entities with all measures.

- State fund for support of entrepreneurial activities [2]. Its activity is to strengthen financial support of private entrepreneurship, first of all, to micro-firms and small enterprises, to create additional conditions for their rapid development, and to implement mechanisms for expanding opportunities.

- **Ministry of Poverty Reduction and Employment.** Their tasks are: to improve human capital and increase labor productivity, to prepare proposals to support the promotion and development of home farming, family business, craft activities and other forms of self-employment of the population, to expand the use of home farming, including between large enterprises and citizens they assist the state and economic management bodies, local state authorities and other organizations in issues related to the development of cooperation, as well as the expansion of family entrepreneurship and handicrafts.

In addition, institutional organizations can include various committees and agencies under and under the ministries mentioned above. Currently, a consistent policy to support the development of small businesses in the Republic of Uzbekistan, including financial support, is increasing day by day. Small business development assistance is usually provided on a residual basis. According to the results of the research carried out in the Namangan region, the institutional capacity of the bodies responsible for the development of entrepreneurship remains low, and the coordination of the activities of the authorities at the regional level is insufficient.

In most countries there is a state department in order to introduce a proportionate state policy in the field of development and support of small business and private entrepreneurship, as well as to ensure the effective use of public funds for its support. According to their functions, these bodies are divided into bodies that ensure the implementation of the state policy on the development of entrepreneurship and control its implementation.

It defines the main movement vectors, priority directions and indicators of relevant socio-economic, organizational, political and legal conditions for the formation and development of small business and private

[1] On amendments and additions to the Law of the Republic of Uzbekistan "On the Chamber of Commerce and Industry of the Republic of Uzbekistan" Law No. ORQ-483 dated 09.07.2018. https://lex.uz/docs/3815461

[2] Decision of the President of the Republic of Uzbekistan "On the establishment of the state fund for the support of entrepreneurial activity" dated 17.08.2017 No. PQ-3225, https://lex.uz/docs/3311603?ONDATE2=01.04.2022&action=compare

entrepreneurship in Namangan region. Thus, according to the vector of responsibility, the implementation of decentralization and reform of public administration is envisaged, the purpose of which is to abandon the centralized model of public administration, to ensure the capacity of local self-government bodies and to form public administration bodies. An effective system of territorial organization of power in Namangan region is the full implementation of the principles of subsidiarity and financial self-sufficiency of local self-government.

Results

Based on the results of the analysis carried out for the years 2019-2022 in Namangan region, an audit was conducted in the activity of the entrepreneurship support fund in the region, and a number of violations, including cases of state financial assistance to small business entities that do not have the right to receive assistance, were identified. This, in turn, means that the state financial support in Namangan region does not ensure the targeted spending of funds, the efficiency of business plan execution, and the timely return of funds. The total amount of the indicated violations is approximately 17.2 billion. amounted to soum. All this indicates that the effectiveness of the implementation of state policy in the field of entrepreneurship at the central level is insufficient. In our opinion, it is appropriate to transfer the control over the specified violation and the intended use of financial support funds to the small business and entrepreneurship development agency.

According to the results of the research conducted in Namangan region, the period of beginning of the flow of foreign investments in the region corresponds to the last year of 2017, and it is only 18.6 million. amounted to 379.0 million dollars by the end of 2022. dollars, and if we compare this number, it was observed that it increased by 20.3 times compared to last year 2017 (Figure 1).

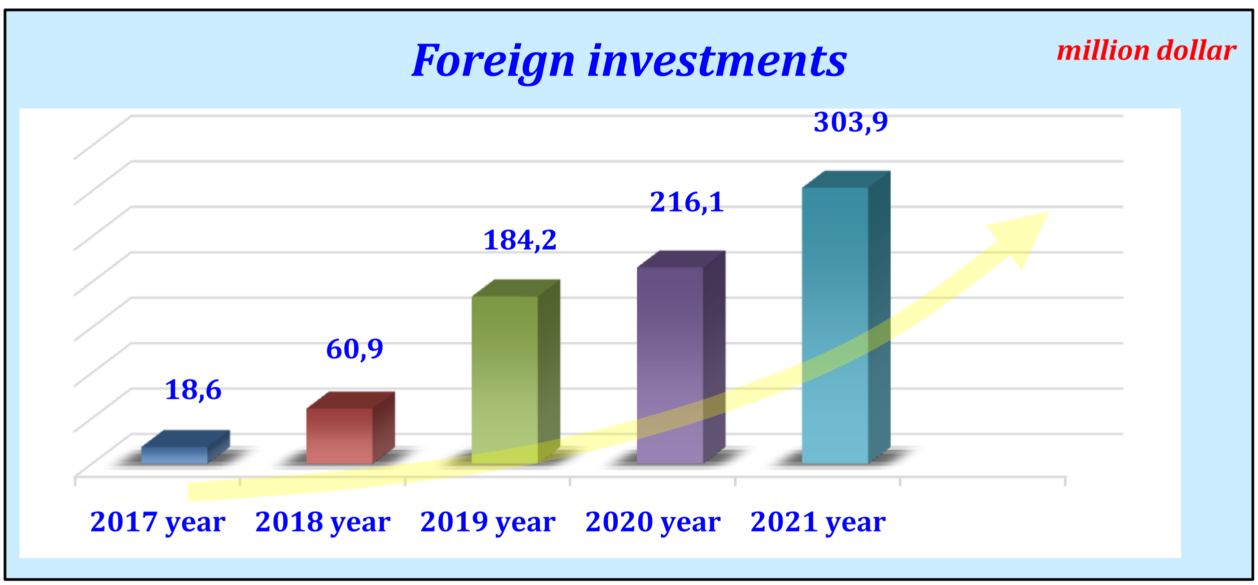
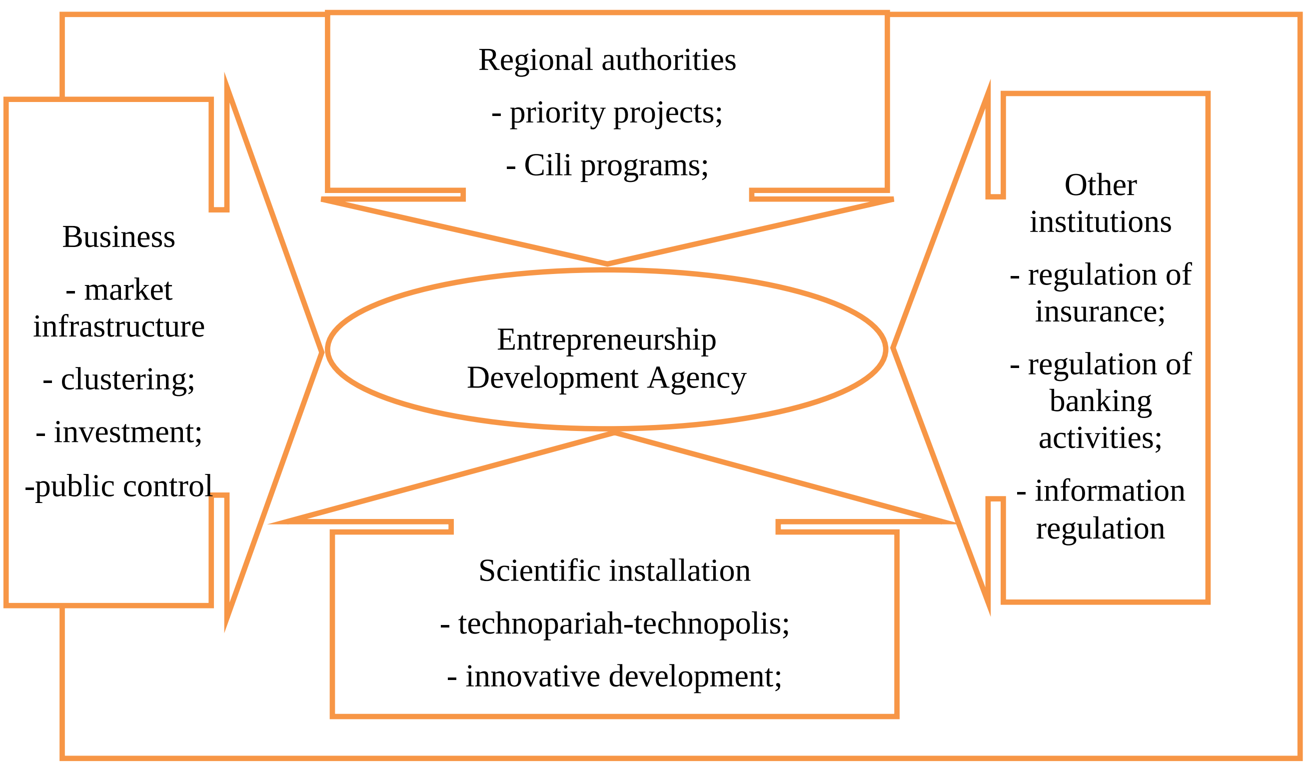


Figure 1. Foreign direct investments in Namangan region during 2017-2022

Within the framework of a number of decisions and decrees of the President of the Republic of Uzbekistan, the State Investment Program, the establishment of large enterprises in the region is being carried out rapidly. If we pay attention to the numbers, in 2017 1 0.8 mln. doll, in 2018 2 35 mln. doll, in 2019 23 45.5 mln. doll, in 2020 17 201 mln. doll, in 2021, 21 with a total value of 134.2 mln. large enterprises were launched. In 2022, according to the decision of the President of the Republic of Uzbekistan No. PQ-72 dated December 30, 2021, 16 large projects worth 214.6 million dollars will be launched within the framework of the State Investment Program. the total cost is 218.2 mln. USD projects were put into use, as a result, 4,938 permanent, 6,795 seasonal, and 203 new jobs were created in construction works.

Small business and entrepreneurship development agency [1] at the same time, conducting a unified state policy aimed at the development of all forms of entrepreneurship in the country at the regional level, wide involvement of the population, especially young people and women in entrepreneurship, improvement of the microfinancing system and the introduction of state support for entrepreneurship and the system of non-financial support for business entities formation tasks are defined.

The main purpose of establishing an entrepreneurship development agency is to ensure sustainable development of the region and increase its competitiveness, to activate the innovative activities of business entities, as well as to develop modern production and market infrastructure. The agency operates on the basis of equality between regional authorities, business and public representatives, scientific and educational institutions, acts as a coordinating center, and ensures the balance of interests of business entities (Figure 2).



[1] Decision PQ-4417 of 13.08.2019 of the President of the Republic of Uzbekistan on the establishment of the "Agency for the Development of Small Business and Entrepreneurship". https://www.naveconomy.uz/index.php?newsid=58&seourl=tadbirkorlikni-rivozhlantirish-agentligi-tashkil-etildi&seocat=asosiy/yangiliklar

Figure 2. Interaction of the main entities in the field of entrepreneurship

The purpose of the agency's activities should be active, professional support of budding and active entrepreneurs, creating conditions for attracting potential investors and partners, providing multidisciplinary and highly qualified information-resource support to business entities, etc. In our opinion, when introducing support and incentives for small business entities at the regional level, it is also appropriate to pay attention to the following:

- Support of financial loans and investments to state entities, microcredit system, loan guarantee;
- Development of technical assistance projects of the Republic of Uzbekistan by international organizations, participation, assistance in creation of investment funds, participation in investment programs;
- Provision of consulting services for foreign investments and loans to enterprises;
- Business plans, technical and economic preparation, organizational and personnel reorganization programs, registration of enterprises for investment projects;
- Creation of funds to provide basic financial support to business entities, establishment of operational management and control over winnings;
- консультатив, таълим ва ўқув фаолиятини олиб бориш;
- Creation of production infrastructure of regional enterprises (business centers, business incubators, innovative business incubators, scientific and technological centers, technology transfer centers, special investment funds, innovative investment leasing companies) and improvement of their activities;
- To support the implementation of scientific and technical developments, software security, to promote the principles of "green economy" of business;
- Advertising and visual activities for small business entities, attracting marketing enterprises;
- Organizing and conducting exhibitions, presentations, business meetings, seminars, symposiums, conferences, introductory courses;
- Supervision of legal, consulting, engineering, information, auditing services; providing accounting and legal assistance;
- Recruitment of employees and workers, provision of regulatory documents, coordination of calls, use of office equipment, use of business library services;
- Selection of application and installation of general technical support, provision of state tools, materials and tools, obtaining licenses and permits. In our opinion, the direct implementation of these priority tasks requires a free entrepreneurship initiative and ensures the economic growth of the regions of the Republic of Uzbekistan. In this sense, 1 trillion 8 bln. 959.6 billion soums (101% of the annual plan) construction works have been completed. soums (96% of the annual plan) was financed. At the same time, 611 workers have been provided with 103 construction equipments in these facilities,

and in general, 111 facilities have been put into operation within the framework of the Program.

According to the decision of the President of the Republic of Uzbekistan "On measures for the development of the social and production infrastructure of the Republic of Uzbekistan in 2023-2025" dated December 30, 2022 No. new construction, reconstruction and perfect repair works are planned in the social sphere and infrastructural facilities. In our opinion, to achieve the set goal, the most important thing is to improve the regulatory and legal framework in the business sector. Including:

In the area of regulatory policy:

1. Adopting a set of legislative initiatives aimed at protecting and developing economic competition, the legal rights of owners, fighting against invasion, liberalizing state control, and others.

2. Aligning the regulatory policy of the Republic of Uzbekistan with world standards and ensuring strict compliance with the legislation in the field of regulatory policy at all levels.

3. Ensuring competitiveness of networks and energy use for producers, preventing abuse of monopoly position by energy companies.

4. Take measures to optimize management by combining the Unified State Register of Legal Entities and Individual Entrepreneurs with the Unified License Register and the Register of Permitting Documents.

In the field of tax and customs policy:

1. Adoption of tax reform bills aimed at radical liberalization of the tax system, reduction of fiscal pressure on the wage fund, simplification of the administration of taxes and mandatory payments, introduction of incentives for investments in new productions and intellectually intensive activities.

2. Exemption from taxation of reinvestment of profits received in the real sector of the economy, as well as elimination of tax and customs barriers in the import of industrial equipment and its components to the customs territory of the Republic of Uzbekistan for the purpose of implementation of investment projects, and at the same time establishing control over the intended use of such equipment.

3. Provide timely and transparent payment of VAT payments to eligible taxpayers.

4. Decentralization assumes the transfer of functions from the central level to the regional level and their corresponding financing from local budgets, it is necessary to change the tax legislation on the payment of taxes by the business entity to the budget of the regional community, not at the place where it is registered, but at the place where it actually carries out its activities.

In the field of credit policy:

1. To ensure that the use of a part of the international financial aid received by the Republic of Uzbekistan for the purpose of lending to the small business sector of the real sector of the economy is reflected in the legislation.

2. Improvement and provision of existing banking and non-banking forms of financing of business entities in the real sector of the economy.

3. Development and implementation of a comprehensive state program for the development of entrepreneurship on the systematic introduction of principles, mechanisms and means of supporting small and medium-sized business entities.

In the field of export policy:

1. Adoption of the draft law on ensuring the expansion of the exports of the producers of the Republic of Uzbekistan to new markets on a large scale by means of insurance, guarantee and cheaper export credit, in order to facilitate the penetration of small business entities of the real sector of the economy into other foreign countries.

2. To ensure proper promotion of the products and manufacturers of the Republic of Uzbekistan in the international arena by activating the activities of sales representatives, establishing exhibition activities, implementing effective national marketing programs, etc.

3. Providing information and legal assistance to business entities in adapting to trade conditions with foreign countries.

Conclusion

In short, summarizing the above, it can be said that ensuring the development of entrepreneurship is possible only in favorable institutional conditions. Unfortunately, today in the Republic of Uzbekistan, there are fewer problems that hinder the activity of economic entities and do not create opportunities for their further development.

In this sense, within the scope of the topic, priority directions for improving the regulatory and legal framework in the field of entrepreneurship were proposed, which will serve to activate entrepreneurship and achieve sustainable development in the Republic of Uzbekistan in general. In order to increase the competitiveness of the region, to activate the innovative activities of business entities, as well as to develop modern production and market infrastructure, it is desirable to further improve the activity of the Agency for Entrepreneurship Development in the region and increase its responsibility.

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