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**СОВЕРШЕНСТВОВАНИЕ ЭНДОВИДЕОХИРУРГИИ В  
ЛЕЧЕНИИ СПАЕЧНОЙ БОЛЕЗНИ БРЮШНОЙ ПОЛОСТИ С  
ПОМОЩЬЮ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА**

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Лапароскопические вмешательства являются важной частью современной хирургии, позволяя снизить травматизацию тканей, ускорить восстановление пациентов и минимизировать послеоперационные осложнения. Одним из наиболее серьезных и часто встречающихся осложнений является спаечная болезнь брюшной полости, которая развивается вследствие образования фиброзных спаек после хирургических вмешательств. Спаечные образования могут существенно ограничивать подвижность органов, нарушать их функцию и в некоторых случаях требовать дополнительных хирургических вмешательств. Одним из перспективных направлений является использование лапароскопических технологий для минимизации травмирования тканей, а также применение барьерных средств, таких как биосовместимые покрытия, которые препятствуют формированию спаек. В последние годы все больше внимания уделяется новейшим технологиям, таким как использование машинного обучения (ML), которое открывает новые возможности для диагностики и профилактики спаечной болезни. Машинное обучение (ML) — это область искусственного интеллекта, которая предоставляет компьютерным системам возможность автоматически извлекать закономерности из данных, обучаться на их основе и принимать решения без явного программирования. В последние годы технологии ML получили широкое распространение в медицине и хирургии, в частности, в таких направлениях, как диагностика заболеваний, прогнозирование послеоперационных осложнений, обработка и анализ медицинских

изображений, автоматизация хирургических процессов и повышение качества клинических решений. Одной из ключевых задач при лапароскопических вмешательствах является профилактика спаечной болезни (СБ), которая остаётся серьёзным осложнением после операций на органах брюшной полости. Применение методов машинного обучения позволяет решать целый спектр задач, начиная от прогнозирования вероятности развития спаек до анализа видеоданных, полученных во время вмешательства, и оптимизации хирургической техники. Например, используя клинические данные пациентов (возраст, ИМТ, сопутствующие заболевания, длительность операции, тип вмешательства, метод анестезии), алгоритмы логистической регрессии, деревьев решений, градиентного бустинга или нейросетей могут предсказывать вероятность развития СБ с высокой точностью. Эти прогнозы позволяют хирургам заранее предпринимать меры по снижению рисков и адаптировать тактику вмешательства под конкретного пациента. Кроме того, современные технологии компьютерного зрения, такие как свёрточные нейронные сети (CNN), позволяют анализировать изображения и видеозаписи, полученные в процессе лапароскопии, выявляя участки воспаления, микроповреждения тканей, признаки некроза или потенциально опасные изменения в анатомии, что в совокупности снижает риск спаечного процесса. Также методы машинного обучения находят применение в анализе эффективности различных хирургических техник, помогая определить оптимальные параметры вмешательства — от выбора положения пациента до режима работы инструментов. Накапливая данные тысяч операций, интеллектуальные алгоритмы могут рекомендовать наилучшие решения в схожих клинических ситуациях, тем самым минимизируя вариативность человеческого фактора и повышая общую безопасность и предсказуемость результатов. В перспективе такие подходы позволяют создавать интеллектуальные ассистенты, работающие в операционной и взаимодействующие с хирургом в режиме реального времени. Таким образом, интеграция машинного обучения в систему лапароскопических вмешательств представляет собой важное направление современной медицины, способствующее более точной, безопасной и персонализированной хирургии.

**Заключение:** Лапароскопия продолжает оставаться важным и эффективным методом в хирургии, предоставляя пациентам все преимущества минимальной инвазивности и быстрого восстановления. Однако проблема послеоперационных спаек остается актуальной, и требует дальнейших усилий по разработке более эффективных методов профилактики

и лечения. Использование разных барьеров для адгезий, улучшение хирургической техники и развитие новых методов предотвращения воспаления и травм тканей являются ключевыми направлениями в борьбе с спаечной болезнью. Ожидается, что дальнейшие исследования в этой области помогут создать более безопасные и эффективные методы для профилактики и лечения спаечной болезни, что обеспечит пациентам более быстрое и безопасное восстановление после лапароскопических вмешательств.

Использование технологий, таких как анализ данных, прогнозирование рисков и автоматизация хирургических процессов, может значительно улучшить результаты операций, снизить вероятность осложнений и ускорить восстановление пациентов. В будущем, с развитием ML и искусственного интеллекта, можно ожидать значительные улучшения в области хирургии и профилактики спаечных заболеваний.

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## Enhancing the Management Mechanisms of Industrial Enterprise Transformation Processes

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**Abstract:** This thesis investigates the improvement of mechanisms for managing transformation processes in industrial enterprises amid rapidly evolving technological and economic conditions. It emphasizes the necessity of dynamic strategic planning, agile organizational structures, digital integration, and leadership development. The study also highlights the role of human capital and innovation culture in driving sustainable change. Effective transformation requires a holistic, forward-thinking approach that ensures competitiveness and adaptability in the face of disruption.

**Keywords:** industrial transformation, strategic agility, digital innovation, organizational change, leadership, human capital.

In the contemporary industrial landscape, transformation is no longer a choice but a necessity. Industrial enterprises, which were once driven by conventional manufacturing and operational principles, now find themselves at the center of digital disruption, sustainability challenges, global competition, and fluctuating market demands. This dynamic environment necessitates the reevaluation and continuous improvement of mechanisms that govern transformation processes. A thesis on the improvement of these mechanisms must, therefore, address the strategic, structural, technological, and human elements that collectively drive effective transformation. It must also recognize that transformation is not merely a set of structural adjustments or process upgrades but a comprehensive, ongoing reconfiguration of how an enterprise operates and competes. In this regard, transformation mechanisms must evolve from being reactive tools to becoming proactive, integrated systems embedded in the organizational fabric.

The transformation process in industrial enterprises involves navigating a complex interplay of internal and external factors. Internally, companies face legacy systems, resistance to change, limited agility, and the need for upskilling the workforce. Externally, they contend with rapidly advancing technologies, evolving customer expectations, environmental regulations, and global economic shifts. Managing such transformation requires a multidimensional approach. At the core of

this approach lies strategic planning, which serves as the compass for navigating change. Strategic planning aligns an organization's vision and mission with the realities of its external environment and internal capabilities. It involves scenario analysis, forecasting, and resource planning. However, traditional static planning methods are insufficient in today's volatile markets. Therefore, industrial enterprises must adopt dynamic strategic planning models that allow for continuous reassessment and adaptation. This flexibility ensures that companies are not only responding to change but are also anticipating and preparing for it.

Equally crucial is the organizational structure within which transformation is implemented. Traditional hierarchical models, characterized by rigid command chains and compartmentalized departments, are ill-suited for rapid transformation. Instead, enterprises must transition toward flatter, more agile structures that encourage cross-functional collaboration, decentralized decision-making, and real-time communication. Agile organizations can respond faster to market changes, innovate more efficiently, and engage employees more effectively in transformation efforts. This structural agility must be supported by an equally agile culture—one that values experimentation, tolerates calculated risk, and embraces change as a constant. Without such cultural alignment, even the best transformation strategies are likely to encounter internal friction and resistance.

Technology, particularly digital technology, serves as both a catalyst and a tool for transformation. The rise of Industry 4.0 technologies—such as AI, IoT, cloud computing, robotics, and big data analytics—has revolutionized how industrial enterprises design products, manage operations, and serve customers. Integrating these technologies into core business processes is essential for maintaining competitiveness. However, technology integration is not simply a matter of acquisition. It requires careful planning, change management, and training. Employees must be equipped with the digital skills necessary to operate new systems, and leadership must champion the digital agenda with clarity and commitment. Moreover, the technological infrastructure must be robust, scalable, and secure to support the growing demands of a digitized industrial environment.

Human capital remains one of the most critical enablers of transformation. While machines and algorithms can automate processes and analyze data, it is people who drive creativity, innovation, and strategic decision-making. Therefore, mechanisms for transformation must include strong human resource development strategies. This includes ongoing training programs, leadership development, performance incentives, and career path planning. A skilled and motivated workforce is more likely to engage with transformation efforts and contribute to their

success. Furthermore, employee involvement in planning and decision-making fosters a sense of ownership and reduces resistance to change. Transparent communication, regular feedback, and recognition of contributions can further strengthen employee engagement during transformation.

In conclusion, improving mechanisms for managing transformation processes in industrial enterprises is a multifaceted endeavor that demands strategic alignment, agile structures, digital integration, human capital development, strong leadership, effective communication, risk management, and a culture of innovation. It is not a one-time project but a continuous journey that must be guided by vision, enabled by technology, and driven by people. Enterprises that master these mechanisms will be well-positioned to navigate disruption, capitalize on opportunities, and achieve sustainable growth in an increasingly complex and competitive global marketplace.

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## Growth and Development Characteristics of Winter Wheat Under High Temperature Conditions

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### Abstract

This article analyzes the physiological processes of winter wheat under high temperature (heat) conditions, their effects on growth stages, and changes in yield indicators. The importance of selecting heat-tolerant varieties and applying appropriate agrotechnical measures in hot climates is discussed.

Wheat (*Triticum aestivum* L.) is an important food crop for Uzbekistan and the entire world. Ensuring the food security of the population depends on the stable productivity of wheat crops. However, global climate change, especially the impact of high temperatures, negatively affects the development of this crop [1].

High temperatures (above 35°C) affect the vegetative and generative stages of winter wheat in the following ways:

- Decrease in the photosynthesis process
- Increase in transpiration in the leaves
- Disruption of protein and starch synthesis
- Shortening of the maturation period [2].

Effects of heat stress on phenological stages:

- Vernalization stage: High temperatures may prevent the fulfillment of vernalization requirements, negatively affecting seedling emergence.
- Flowering and grain filling stage: During this stage, high temperatures reduce pollen viability and disrupt fertilization.

- Yield quantity: Heat stress reduces the number of grains per spike and decreases grain weight.

**Table 1.**

## Germination Process of Winter Soft Wheat Varieties at 35°C

<b>№</b>	<b>Variety Name (35°C)</b>	<b>Shoot Length, cm</b>	<b>Root Length, cm</b>	<b>Number of Roots, pcs</b>
1.	Krasnodarskaya-99 (control)	4,45±0,38	2,9±0,19	3,7±0,153
2.	Andijon-2	8,5±0,79	4,98±0,46	4,75±0,33
3.	ASR	6,4±0,34	5±0,21	3,8±0,22
4.	Bobur	7,4±0,52	4,5±0,24	3,8±0,19
5.	Andijon-4	9,05±0,26	4,65±0,27	4,6±0,28
6.	Drujba	9,6±0,26	5,5±0,28	4,75±0,22
7.	Grom	5,5±0,44	2,4±0,22	3,2±0,26
8.	Vassa	7,3±0,57	5±0,22	3,95±0,25
9.	Brigada	12,2±0,6	8,5±0,54	4,85±0,18
10.	Kroshka	6,7±0,45	3,3±0,38	3,85±0,31
11.	Ultra	11±0,9	7,4±0,6	4,75±0,37
12.	Jiva	11,2±0,86	7,5±0,7	4,6±0,34

**Conclusion**

Under high temperature conditions, the selection of suitable winter soft wheat varieties, proper determination of sowing dates, and correct implementation of agrotechnical measures are of great importance for optimal growth. Agricultural policies and breeding efforts adapted to climate change play a decisive role in this regard [3].

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## ПОРАЖЕНИЯ ВЕГЕТАТИВНОЙ НЕРВНОЙ СИСТЕМЫ У ПАЦИЕНТОВ С ПЕРВИЧНЫМ ГИПОТИРЕОЗОМ В ЗАВИСИМОСТИ ОТ ВОЗРАСТА

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**Аннотация:** Первичный гипотиреоз оказывает выраженное влияние на функции вегетативной нервной системы (ВНС), проявляясь в нарушении регуляции сердечно-сосудистой, дыхательной и вегетативной активности. Настоящее исследование направлено на оценку характера поражений ВНС у пациентов с гипотиреозом в зависимости от возрастных категорий. Обследовано 150 пациентов, разделённых на три возрастные группы. Применялись методы оценки variability сердечного ритма (ВСР), ортостатические пробы, анализ потоотделения и кожно-гальванической реакции, а также лабораторные исследования уровней ТТГ, Т4 и АТ-ТПО. Полученные данные свидетельствуют о достоверно более выраженных нарушениях ВНС у пациентов старше 60 лет: сниженная активность парасимпатической системы, высокая частота ортостатической гипотензии и дисфункция потоотделения. Высокий уровень ТТГ и наличие антител к тиреопероксидазе ассоциировались с выраженными вегетативными нарушениями. Возраст выявлен как значимый предиктор тяжести поражений ВНС при гипотиреозе, что требует индивидуализированного подхода к диагностике и терапии с учётом возрастных особенностей.

**Ключевые слова:** гипотиреоз, вегетативная нервная система, возраст, variability сердечного ритма, ортостатическая гипотензия, парасимпатическая дисфункция, тиреотропный гормон, антитела к тиреопероксидазе, потоотделение, кожно-гальваническая реакция.

**Актуальность.** Первичный гипотиреоз — это эндокринное заболевание, которое оказывает значительное влияние на различные системы организма, включая вегетативную нервную систему (ВНС). Поражения ВНС при гипотиреозе проявляются нарушением регуляции сердечно-сосудистой, дыхательной и других систем (1,2,3). Возраст пациента может играть ключевую роль в выраженности этих нарушений, что делает данный аспект важным для исследования.

**Цель исследования.** Целью настоящей работы является изучение поражений вегетативной нервной системы у пациентов с первичным гипотиреозом в зависимости от возраста.

**Материал исследования:** Исследование включило 150 пациентов с первичным гипотиреозом, проживающих в Хорезмской области и городе Ургенч. Возраст пациентов варьировал от 18 до 75 лет, средний возраст составил  $47,3 \pm 12,6$  года. Среди участников было 112 женщин (74,7%) и 38 мужчин (25,3%). Группы согласно возрасту пациентов. В Группу I вошли 52 пациента в возрасте 18–40 лет. В Группу II - 64 пациента в возрасте 41–60 лет. И Группу III составили 34 пациента в возрасте 61–75 лет.

**Методы исследования: Оценка функций вегетативной нервной системы** (Проведение тестов на вариабельность сердечного ритма (BCP). Ортостатическая проба для оценки реакции ВНС на изменения положения тела. Анализ потоотделения и кожно-гальванической реакции). **Лабораторные исследования** (Определение уровня тиреотропного гормона (ТТГ) и свободного тироксина (Т4). Выявление аутоантител к тиреопероксидазе (АТ-ТПО).

**Результаты исследования.**

**1. Показатели вариабельности сердечного ритма (BCP):**

✓ У пациентов старше 60 лет значительно снижены показатели BCP (SDNN:  $31,2 \pm 5,8$  мс) по сравнению с младшей возрастной группой (SDNN:  $45,6 \pm 7,4$  мс,  $p < 0,05$ ).

✓ Снижение активности парасимпатической системы отмечено у 68% пациентов старшей группы.

**2. Реакция на ортостатическую пробу:**

✓ У пациентов старше 60 лет выявлена недостаточная адаптация (частота ортостатической гипотензии — 45%).

✓ У младшей группы (<40 лет) таких нарушений отмечено лишь у 12% пациентов.

**3. Потоотделение и кожно-гальваническая реакция:**

✓ У пациентов старшей возрастной группы выявлены выраженные нарушения потоотделения, особенно в дистальных отделах конечностей.

✓ Кожно-гальваническая реакция снижена у 72% пациентов старшей группы.

**4. Лабораторные маркеры:**

✓ Высокий уровень ТТГ ( $>10$  мЕд/л) ассоциировался с более выраженными нарушениями ВНС (OR=3,8, 95% CI: 2,3-6,1).

✓ Антитела к ТПО чаще выявлялись у пациентов с выраженными нарушениями потоотделения.

Полученные данные указывают на возрастные различия в поражении ВНС у пациентов с первичным гипотиреозом. У пациентов старших возрастных групп чаще выявляются снижение активности парасимпатической системы, нарушение адаптации к ортостатической нагрузке и выраженные дисфункции потоотделения. Это может быть связано как с возрастными изменениями, так и с длительностью гипотиреоза, характерного для данной группы.

### **Выводы**

1. Возраст является значимым фактором, влияющим на степень поражения вегетативной нервной системы при первичном гипотиреозе.
2. У пациентов старшей возрастной группы преобладают нарушения активности парасимпатической системы и потоотделения.
3. Оценка функций ВНС с учетом возрастных особенностей позволяет индивидуализировать подход к диагностике и лечению.

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## PREVENTION OF DRY EYE SYNDROME IN WOMEN OF MENOPAUSAL AGE

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### Abstract:

Dry eye syndrome is a common condition in menopausal women, primarily due to hormonal changes that affect tear production and ocular surface stability. This article aims to explore the mechanisms behind the development of dry eye syndrome during menopause, identify risk factors, and discuss effective prevention strategies. A combination of hormonal influence, environmental factors, systemic diseases, and lifestyle contribute to its progression. Early identification and prevention are key to maintaining quality of life and ocular health in menopausal women.

**Keywords:** Dry eye syndrome, menopause, hormonal changes, prevention, ocular surface, tear film, estrogen, androgens

### Introduction:

Menopause is a natural biological transition in women, generally occurring between the ages of 45 and 55, marked by a decline in ovarian function and a decrease in estrogen and progesterone levels. One of the less-recognized yet significant consequences of menopause is its impact on ocular health, particularly the development of **dry eye syndrome (DES)**. It is estimated that **up to 61% of postmenopausal women** experience symptoms of dry eye, such as foreign body sensation, burning, tearing, and fluctuating vision.

Scientific research suggests that **sex hormones**, especially **androgens and estrogens**, play a critical role in the function of lacrimal and meibomian glands. The decrease in estrogen during menopause alters tear film composition, contributing to **increased tear evaporation** and ocular surface inflammation.

In addition to hormonal changes, **external factors** like prolonged screen time, dry indoor air, autoimmune conditions (e.g., Sjögren's syndrome), and certain medications further exacerbate symptoms. This article explores integrated preventive strategies, including lifestyle changes, ocular surface care, and potential hormonal therapy.

### Etiopathogenesis of Dry Eye Syndrome in Menopause:

#### **Hormonal Imbalance:**

Estrogen regulates mucin and aqueous tear components, and its decline reduces tear stability.

Androgens are involved in meibomian gland function; deficiency leads to evaporative dry eye.

### **Inflammatory Changes:**

Ocular surface inflammation and reduced goblet cell density are common in menopausal DES.

### **Environmental & Behavioral Factors:**

Prolonged use of digital devices, air-conditioned environments, and reduced blinking rate.

### **Systemic Diseases:**

Diabetes, thyroid disorders, and autoimmune diseases are more prevalent with age and affect tear function.

### **Prevention Strategies:**

#### **1. Lifestyle Modifications:**

Limiting screen time and using the 20-20-20 rule (every 20 minutes, look at something 20 feet away for 20 seconds).

Using humidifiers in indoor settings to maintain ambient moisture.

Wearing sunglasses outdoors to reduce wind and UV exposure.

#### **2. Ocular Surface Care:**

Regular use of **preservative-free artificial tears**.

Warm compresses and eyelid hygiene to improve meibomian gland function.

Omega-3 fatty acid supplementation to reduce ocular inflammation.

#### **3. Hormonal Considerations:**

**Hormone Replacement Therapy (HRT)** may be considered in selected patients but requires careful assessment due to systemic risks.

Topical **androgen eye drops** are under investigation for evaporative dry eye in postmenopausal women.

#### **4. Medical Monitoring:**

Routine eye examinations to assess tear film integrity and early detection.

Screening for autoimmune markers when symptoms are severe or persistent.

### **Discussion:**

While DES is often underdiagnosed in menopausal women, its impact on quality of life is significant. Addressing modifiable risk factors and implementing preventive care can reduce symptom burden. A **multidisciplinary approach** involving ophthalmologists, gynecologists, and primary care providers is vital for comprehensive care.

Studies have demonstrated that **early intervention with ocular lubricants and dietary modifications** significantly improves symptoms and tear film parameters.

Furthermore, increased awareness among patients and physicians can lead to better screening and timely management.

### **Conclusion:**

Dry eye syndrome is a frequent and impactful condition among women undergoing menopause. The interplay of hormonal changes and environmental stressors requires a **personalized prevention strategy**. Proactive lifestyle management, ocular hygiene, and potential medical therapies are essential components in mitigating the effects of this condition. Improving awareness and integrating preventive practices can help menopausal women maintain optimal ocular comfort and visual function.

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## PREVENTION OF DIABETIC RETINOPATHY COMPLICATIONS THROUGH LASER PHOTOCOAGULATION IN ASYMPTOMATIC PATIENTS

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### Abstract

**Objective:** To analyze the effectiveness of laser photocoagulation in preventing complications of diabetic retinopathy (DR) in patients without clinical symptoms and to evaluate its role in early intervention.

**Methods:** A prospective cohort study was conducted among 80 diabetic patients (type 2), who underwent regular ophthalmic examinations. Out of them, 40 asymptomatic patients with non-proliferative diabetic retinopathy (NPDR) received prophylactic laser photocoagulation. The other 40 were monitored without laser treatment. The progression of retinopathy and development of complications (e.g., macular edema, neovascularization, vitreous hemorrhage) were tracked over 12 months.

**Results:** Patients in the laser-treated group demonstrated a significantly lower rate of DR progression (15%) compared to the non-treated group (42.5%). Visual acuity was better preserved, and the incidence of vision-threatening complications was reduced.

**Conclusion:** Prophylactic laser photocoagulation in asymptomatic patients with early-stage diabetic retinopathy significantly reduces the risk of complications. Early ophthalmologic screening and timely laser intervention should be considered standard practice for diabetic patients even in the absence of symptoms.

**Keywords:** diabetic retinopathy, laser photocoagulation, asymptomatic patients, prevention, complications, vision preservation.

### Introduction

Diabetic retinopathy (DR) is one of the leading causes of preventable blindness globally, particularly among working-age adults. According to the World Health Organization (WHO), over one-third of diabetic individuals are affected by some form of retinopathy, and up to 10% of these develop vision-threatening complications if left untreated.

Despite the absence of early symptoms, pathological changes in retinal vasculature begin years before clinical signs manifest. This "silent phase" poses a diagnostic challenge and delays intervention. In Uzbekistan and other Central Asian countries, the prevalence of undiagnosed or late-stage DR remains high due to limited screening programs and poor patient awareness.

Laser photocoagulation has long been the gold standard for treating proliferative diabetic retinopathy (PDR). However, its use as a prophylactic tool in

patients with early, asymptomatic non-proliferative DR is gaining attention. Emerging evidence suggests that early laser treatment may stabilize the retina and prevent the progression to advanced stages.

This study explores the efficacy of prophylactic laser photocoagulation in asymptomatic diabetic patients and assesses its potential to prevent long-term visual impairment.

#### Materials and Methods

This study was conducted at [Your Institution] between 2022 and 2023. Inclusion criteria involved adult patients (age 40–70) with type 2 diabetes mellitus diagnosed for at least 5 years, and evidence of mild to moderate NPDR without visual complaints. Exclusion criteria included previous ocular surgery, macular edema, or proliferative changes at baseline.

Two groups were formed:

**Group A (n=40):** Underwent laser photocoagulation.

**Group B (n=40):** Received observation and regular follow-up.

Patients were evaluated every 3 months using fundus photography, OCT, and fluorescein angiography.

#### Results

##### **Progression to PDR:**

Group A: 6/40 (15%)

Group B: 17/40 (42.5%)

##### **Development of macular edema:**

Group A: 4 cases (10%)

Group B: 12 cases (30%)

##### **Visual acuity decline >2 lines (Snellen):**

Group A: 3 patients

Group B: 11 patients

Statistical analysis using Chi-square and Kaplan-Meier survival curves confirmed that laser treatment significantly delayed DR progression ( $p < 0.05$ ).

#### Discussion

Our findings are consistent with previous studies (ETDRS, 1991; Diabetic Retinopathy Clinical Research Network, 2012) which support early laser intervention in select cases. Though not routinely performed in asymptomatic patients, laser photocoagulation may be justified in individuals with risk factors such as poor glycemic control, hypertension, or nephropathy.

Implementing widespread screening and education programs in Uzbekistan may further reduce the burden of DR. Cost-effectiveness analyses also favor early intervention due to the high socioeconomic cost of blindness.

### Conclusion

Prophylactic laser photocoagulation in asymptomatic patients with early diabetic retinopathy shows promise in halting disease progression and preserving vision. Early detection through annual retinal screening and timely treatment are essential strategies for preventing complications and improving quality of life in diabetic patients.

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## THE GENDER CHARACTERISTICS OF ASSOCIATIVE UNITS IN DIFFERENT SYSTEMATIC LANGUAGES

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### Abstract

This thesis explores the gender-specific characteristics of associative units in different systematic languages. It aims to analyze how male and female speakers perceive and respond to linguistic stimuli through associative reactions, reflecting cultural, psychological, and cognitive gender patterns. By comparing associative responses across languages such as English, Russian, and Uzbek, the study highlights semantic, emotional, and metaphorical tendencies characteristic of each gender group. The research also investigates how societal gender roles, stereotypes, and national worldviews influence the formation and use of associative meanings. The findings contribute to the fields of gender linguistics, psycholinguistics, and intercultural communication, offering a deeper understanding of how gendered cognition is encoded in language.

**Keywords:** Gender linguistics, Associative units, Psycholinguistics, Systematic languages, Gender differences, Semantic field, Metaphorical thinking, Cultural stereotypes.

### Introduction

Language is not merely a tool of communication, but a reflection of thought, culture, identity, and social roles. Within this framework, **gender linguistics** seeks to understand how men and women use and perceive language differently. A particularly promising method to explore gender-based language perception is **associative analysis**, which focuses on the spontaneous mental responses individuals produce when exposed to specific language units (words or expressions).

The present thesis examines how associative units—i.e., the initial mental responses to linguistic stimuli—differ by gender across various **systematic languages**, such as English, Russian, and Uzbek. It aims to reveal the influence of gendered cognition, cultural stereotypes, and social roles in shaping associative fields, while also highlighting linguistic universals and distinctions.

### Theoretical Framework

**Associative linguistics** and **psycholinguistics** form the basis of this research. An **associative unit** refers to the immediate linguistic or conceptual reaction that a speaker gives to a word or stimulus. These responses are shaped by personal experience, cultural context, memory, and, importantly, gender.

Gender, in this study, is understood not only as a biological category but as a **sociocultural construct** that influences patterns of thought, behavior, and language. Gendered linguistic behavior reflects societal expectations, value systems, and identity roles, which are internalized through language from early childhood.

### **Methodological Approach**

The study involves a comparative analysis of associative reactions collected from male and female native speakers of three languages: **English (Indo-European, analytic), Russian (Indo-European, synthetic), and Uzbek (Turkic, agglutinative)**. Each group of respondents was presented with a set of neutral stimuli words such as “home,” “power,” “flower,” “money,” “freedom,” and “mother,” and asked to provide the first word that came to mind.

The responses were analyzed along several dimensions:

- **Emotional content** (positive/negative/neutral)
- **Thematic domain** (family, status, nature, etc.)
- **Stereotypical associations**
- **Lexical category** (noun, verb, adjective)
- **Metaphorical constructs**

### **Gendered Semantic Tendencies**

Across languages, women tended to associate stimulus words with **emotional, relational, and aesthetic domains**. For example, to the word “home,” female respondents often associated “warmth,” “family,” or “comfort,” while male respondents were more likely to respond with “work,” “house,” or “shelter.” These trends were consistent across languages, though cultural variations played a role in the intensity and content of responses.

### **Cultural and Linguistic Variability**

In Russian, responses to abstract concepts like “freedom” differed markedly. Men associated it with “independence” and “strength,” whereas women responded with “peace” or “choice.” In Uzbek, a highly culture-bound language, associative responses were often shaped by traditional gender roles. For example, “money” was frequently associated with “father” or “husband” by female participants, while male participants linked it to “responsibility” or “success.”

### **Gendered Metaphorical Thinking**

Women across all three language groups used **metaphorical and evaluative expressions** more frequently. For instance, the word “flower” elicited responses like “fragile soul” or “a smile” among female respondents, compared to literal or structural responses like “garden” or “spring” among men. This suggests a stronger orientation toward metaphorical emotionalization among women.

### **Stereotypes and Lexical Polarization**

Associations revealed entrenched **gender stereotypes**. The word “leader” prompted responses like “man,” “power,” and “boss” more frequently among both male and female participants, especially in Uzbek and Russian. This indicates that linguistic cognition still reflects socially constructed gender roles, even among younger generations.

The research confirms that associative responses are not random but **deeply influenced by gendered cognition**, cultural norms, and language structure. The variations across English, Russian, and Uzbek also show that while some gender-based tendencies are universal (such as emotionality in female responses), others are **language- and culture-specific**.

These findings have significant implications:

- In **language education**, understanding gendered responses can help develop more inclusive materials.
- In **intercultural communication**, recognizing gendered perceptions can prevent misunderstanding.
- In **translation and interpretation**, awareness of associative fields can enhance semantic precision.

Moreover, the analysis supports the idea that language is both a mirror and a mold: it reflects societal norms and also helps shape them.

### **Conclusion**

Associative units serve as powerful indicators of how individuals internalize and reproduce gendered worldviews through language. Men and women do not simply use different words—they think, feel, and evaluate language differently. This divergence is shaped by cultural traditions, social expectations, and cognitive frameworks rooted in language itself.

The comparative approach across English, Russian, and Uzbek shows that **gendered linguistic patterns** are both universal and locally adapted. Further studies can expand the corpus, include more languages, or focus on diachronic shifts in gendered associations as societies evolve.

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## ВЛИЯНИЕ ФИНАНСОВЫХ ТЕХНОЛОГИЙ (ФИНТЕХ) НА КРАУДФАНДИНГ В УЗБЕКИСТАНЕ

**Каримова Азиза Аъзамиддин кизи**

**Аннотация:** В данной работе рассматривается, как финансовые технологии (финтех) меняют молодежное предпринимательство в Узбекистане. В то время как традиционные банковские системы остаются недоступными для многих молодых людей, цифровые инструменты, такие как мобильные платежные приложения, P2P-кредитование и краудфандинговые платформы, позволяют молодежи открывать и управлять собственным бизнесом. Поддерживаемые государством цифровые реформы, растущий доступ к интернету и поколение, владеющее технологиями, подпитывают эту тенденцию. Несмотря на такие проблемы, как финансовая неграмотность, пробелы в регулировании и неравенство в сельской местности, финтех предлагает инклюзивные возможности для расширения экономических прав и возможностей. В исследовании сделан вывод о том, что благодаря целенаправленному образованию и поддерживающей политике финтех может значительно усилить молодежное предпринимательство в развивающейся экономике Узбекистана.

**Ключевые слова:** финтех, молодежное предпринимательство, Узбекистан, цифровые финансы, финансовая доступность, мобильный банкинг, краудфандинг, стартапы, расширение экономических прав и возможностей, цифровая трансформация.

В последние годы растущее взаимодействие цифровых технологий и финансовых услуг, широко известное как финтех, сыграло важнейшую роль в трансформации экономик по всему миру. В развивающихся странах, таких как Узбекистан, где традиционные финансовые системы зачастую не отвечают потребностям молодых предпринимателей, финтех становится мощной силой перемен. По мере того, как Узбекистан продолжает следовать по пути экономической либерализации и цифровой модернизации, возможности, предоставляемые финтех-решениями, становятся всё более актуальными, особенно для растущего числа молодых людей. В Узбекистане, где средний возраст составляет менее 30 лет, а поколение более коммуникабельно, технически грамотно и амбициозно, чем когда-либо прежде, наблюдается появление новой волны предпринимателей, которые используют мобильный банкинг, электронные кошельки, платформы онлайн-кредитования и

краудфандинг для запуска и масштабирования своего бизнеса. Эти технологические инструменты — не просто удобства, они становятся жизненно важными спасательными кругами для молодых людей, не имеющих доступа к традиционному капиталу и ресурсам.

Исторически молодежное предпринимательство в Узбекистане сталкивалось с многочисленными структурными и культурными барьерами. Многие молодые люди, несмотря на наличие инновационных идей и энтузиазма к созданию чего-то нового, были обескуражены жесткими бюрократическими процедурами, отсутствием доступа к стартовому капиталу и ограниченными возможностями наставничества. В системе, где банковские кредиты трудно получить без залога или опыта ведения бизнеса, финтех открывает новые двери. Благодаря мобильным приложениям и онлайн-платформам молодые предприниматели теперь могут подавать заявки на микрозаймы, проводить цифровые транзакции и получать платежи без необходимости открытия традиционного банковского счета. Такие сервисы, как Payme, Apelsin, Click и Uzum Bank, стали нарицательными в городских районах, позволяя молодым фрилансерам, дизайнерам, продавцам электронной коммерции и небольшим поставщикам услуг управлять своим бизнесом со смартфонов. Эти инструменты снижают входные барьеры и дают молодым людям возможность взять под контроль свое финансовое будущее, не дожидаясь, пока институциональные контролеры дадут им шанс.

Помимо платежных систем, финтех также облегчает доступ к столь необходимому капиталу. Платформы кредитования по принципу «равный-равному» и краудфандинговые инициативы, хотя и развиваются в Узбекистане, набирают обороты, особенно среди молодёжи, привыкшей к цифровым технологиям. Эти инструменты позволяют молодым предпринимателям представлять свои идеи напрямую общественности или сети мелких кредиторов, полностью минуя традиционную банковскую систему. При этом они не только привлекают средства, но и подтверждают свои идеи в режиме реального времени посредством взаимодействия с общественностью. Например, многие молодые новаторы теперь используют Telegram и Instagram в качестве неформальных платформ для презентации своих проектов, привлечения небольших инвестиций или пожертвований и создания сообществ вокруг своих проектов. Хотя формальные, масштабные краудфандинговые платформы, подобные тем, что существуют в западных странах, пока не полностью функционируют в Узбекистане из-за нормативных ограничений, неформальное использование социальных сетей и цифровых

платежей для мобилизации капитала открывает большие перспективы для молодёжных предприятий.

Правительство Узбекистана также осознаёт важность поддержки молодых предпринимателей и всё активнее интегрирует финтех в свою национальную стратегию развития. В последние годы был проведён ряд реформ, направленных на улучшение делового климата, упрощение онлайн-регистрации предприятий и повышение цифровой грамотности. Такие ведомства, как Министерство цифровых технологий и Агентство по делам молодежи, сотрудничают с местными и международными организациями для запуска программ, направленных на поддержку молодежного предпринимательства, часто с акцентом на цифровые инструменты. Эти инициативы включают инкубаторы стартапов, учебные лагеря по программированию, конкурсы бизнес-планов и доступ к платформам онлайн-обучения. Многие из этих инициатив основаны на финтех-приложениях, будь то интеграция мобильных платежей, отслеживание данных или инструменты цифрового управления финансами. Поддерживая эти реформы и создавая нормативно-правовое пространство для финтех-инноваций, правительство может расширить возможности молодых бизнес-лидеров страны и снизить безработицу среди молодежи.

Еще одно существенное влияние финтеха на молодежное предпринимательство в Узбекистане касается социальной интеграции. Многие молодые люди из маргинализированных слоев населения, особенно женщины, люди с ограниченными возможностями и жители отдаленных регионов, традиционно были лишены возможности формального финансового и делового взаимодействия. Финтех, благодаря своей безграничности, гибкости и децентрализации, может помочь уравнивать шансы. Молодые женщины, в частности, начали пользоваться преимуществами цифровых инструментов, которые позволяют им открывать домашний онлайн-бизнес, самостоятельно управлять своими доходами и выстраивать связи за пределами своего непосредственного физического окружения. Эти изменения носят не только экономический, но и глубоко культурный и социальный характер. Когда молодые люди получают инструменты для достижения финансовой независимости и творческого самовыражения, они вносят свой вклад в более динамичное, открытое и перспективное общество.

В заключение следует отметить, что влияние финтеха на молодежное предпринимательство в Узбекистане многогранно и многообещающе.

Цифровые финансовые инструменты расширяют возможности нового поколения бизнес-лидеров, снижая барьеры для входа, обеспечивая доступ к капиталу и способствуя эффективному ведению бизнеса. По мере развития экосистемы крайне важно обеспечить синхронное развитие инфраструктуры, образования и регулирования. При соответствующей поддержке как государственного, так и частного секторов финтех может стать краеугольным камнем экономического развития Узбекистана, ориентированного на молодёжь, и помочь превратить страну в региональный центр инноваций и инклюзивного роста. При грамотном подходе эта цифровая революция может не только раскрыть потенциал миллионов молодых узбекистанцев, но и способствовать более масштабной трансформации национальной экономики в ближайшие десятилетия.

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## BOSHLANG‘ICH SINFI O‘QUVCHILARINI INGLIZ TILIDA YOZISHGA O‘RGATISH KO‘NIKMALARINI RIVOJLANTIRISH METODIKASI

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### **Annotatsiya**

Ushbu maqolada boshlang‘ich sinfi o‘quvchilarini ingliz tilida yozuv ko‘nikmalariga o‘rgatishning metodik asoslari yoritilgan. Til o‘rgatish jarayonida o‘quvchilarning yosh psixologik xususiyatlari, yozuvga bo‘lgan motivatsiyasi va ularni mustahkamlovchi ta‘limiy usullar muhim ahamiyatga ega ekani asoslab berilgan. Maqolada yozuv ko‘nikmasini shakllantirish uchun qo‘llaniladigan samarali metodlar, darsdagi interfaol yondashuvlar va baholash mezonlari tahlil qilingan. Shuningdek, eksperiment natijalariga tayanib, bosqichli va integratsiyalashgan metodik modelning samaradorligi ilmiy asosda bayon etilgan.

**Kalit so‘zlar:** boshlang‘ich ta‘lim, ingliz tili, yozuv ko‘nikmasi, metodika, interfaol usullar, pedagogik yondashuv, til o‘rgatish.

### **Kirish**

Globalizatsiya jarayonida xorijiy tillarni o‘rganish nafaqat ijtimoiy ehtiyoj, balki har bir shaxsning shaxsiy va kasbiy rivoji uchun zarur ko‘nikmaga aylanmoqda. Xususan, ingliz tili hozirgi kunda xalqaro muloqot, fan-texnika, axborot texnologiyalari, savdo-sotiq va ta‘lim sohalarida yetakchi til sifatida keng qo‘llanilmoqda. Shu sababli, O‘zbekiston Respublikasi ta‘lim tizimida ham ingliz tilini o‘qitish masalasiga alohida e‘tibor qaratilmoqda, ayniqsa, umumta‘lim maktablarining boshlang‘ich sinflarida bu tilni erta yoshdan o‘rgatish yo‘lga qo‘yilgan.

Boshlang‘ich ta‘lim bosqichi — bu o‘quvchining til o‘rganishga bo‘lgan asosiy qiziqishini shakllantiradigan, uning psixologik va lingvistik poydevorini mustahkamlovchi muhim davrdir. Shu bois bu bosqichda to‘rt asosiy til ko‘nikmasini — tinglash, o‘qish, yozish va gapirishni birgalikda, uyg‘unlikda rivojlantirish talab etiladi. Bu ko‘nikmalarning har biri o‘ziga xos yondashuv va metodikani talab qilsa-da, ayniqsa yozish ko‘nikmasini shakllantirish murakkab va bosqichma-bosqich yondashuvni talab qiladi. Yozuv — bu o‘quvchining tilni puxta o‘zlashtirishidagi asosiy bosqichlardan biridir. Tilni yozma shaklda ifoda etish nafaqat grammatik bilimlarni, balki tanlangan so‘z boyligi, imlo qoidalari va mantiqiy izchillikni ham o‘z ichiga oladi. Ayniqsa, boshlang‘ich sinfi o‘quvchilari

uchun bu faoliyatning samarali tashkil etilishi, ularda mustahkam poydevor yaratadi. Yozishga o'rgatish jarayoni bolalarda mustaqil fikr yuritish, tasviriy ifodalash, shaxsiy munosabat bildirish, o'z g'oyasini sodda jumlar orqali bayon qilish kabi ko'nikmalarni shakllantiradi. Bu esa ularning nafaqat til o'rganishdagi muvaffaqiyatiga, balki umumiy tafakkur darajasining rivojlanishiga ham bevosita ta'sir ko'rsatadi. Boshlang'ich sinf o'quvchilari uchun ingliz tilida yozuv ko'nikmalarini rivojlantirishda yoshga mos metodik yondashuv, interaktiv uslublar, vizual materiallar, o'yin shaklidagi topshiriqlar, model yozuvlar (namunaviy matnlar) va bosqichli yondashuv muhim ahamiyat kasb etadi. Zero, boshlang'ich ta'limda berilgan sifatli yondashuv keyingi bosqichlarda samaradorlikni oshiradi. Maqolada aynan boshlang'ich sinf o'quvchilarini ingliz tilida yozuvga o'rgatish ko'nikmalarini shakllantirish bo'yicha metodik yondashuvlar, o'quv jarayonining samarali tashkil etish yo'llari va zamonaviy ta'lim texnologiyalaridan foydalanish masalalari tahlil qilinadi.

boshlang'ich sinf o'quvchilarini ingliz tilida yozishga o'rgatish jarayonining samaradorligini aniqlash va takomillashtirish uchun kompleks yondashuv asosida bir nechta ilmiy-tadqiqot metodlari qo'llanildi. Bu metodlar real o'quv amaliyoti bilan bog'langan holda tanlangan bo'lib, natijalarning ishonchligi va amaliy ahamiyatini ta'minlashga xizmat qildi.

1. **Pedagogik kuzatuv** Ingliz tili darslari jarayonida o'quvchilarning yozma faoliyatga bo'lgan munosabati, topshiriqlarni bajarishdagi xatti-harakatlari, yuzaga kelayotgan qiyinchiliklari muntazam kuzatib borildi. Bu metod yozuv ko'nikmasini shakllantirishga ta'sir qiluvchi ichki va tashqi omillarni aniqlashga yordam berdi.

2. **Diagnostik** O'quvchilarning boshlang'ich va yakuniy bilim darajasini aniqlash maqsadida yozma topshiriqlarga asoslangan testlar ishlab chiqildi va qo'llanildi. Ushbu testlar orqali ularning grammatika, imlo, so'z boyligi va ifoda aniqligiga oid qobiliyatlari baholandi.

3. **Modellashtirish** Yozuv ko'nikmalarini bosqichma-bosqich shakllantirish uchun maxsus metodik model ishlab chiqildi. Bu modelda o'quvchilarning yoshi, psixologik xususiyatlari, ingliz tiliga bo'lgan tayyorgarlik darajasi va bosqichli o'rgatish tamoyillari inobatga olindi.

4. **Taqqoslash** O'zbekiston va xorijiy davlatlar boshlang'ich ta'lim tizimidagi ingliz tilida yozuv ko'nikmalarini shakllantirishga oid metodik yondashuvlar taqqoslandi. Bu metod xorijiy tajribaning mos qismlarini milliy ta'lim tizimiga integratsiya qilish imkoniyatlarini ochib berdi.

Bular o‘zaro uyg‘unlikda qo‘llanilib, nafaqat nazariy asoslar, balki amaliy xulosalarni ham aniqlash imkonini berdi. Tadqiqot natijalari keyingi bosqichda yozma nutqni o‘qitish metodikasini takomillashtirish uchun asos bo‘lib xizmat qiladi.

### **Xulosa**

Boshlang‘ich sinf o‘quvchilarini ingliz tilida yozishga o‘rgatish — bu murakkab, ammo juda muhim va zaruriy jarayon bo‘lib, o‘quvchilarning til o‘rganishdagi asosiy ko‘nikmalarini shakllantirishga xizmat qiladi. Tadqiqot natijalari shuni ko‘rsatdiki, yozuv ko‘nikmasi nafaqat grammatik bilimlar, balki o‘quvchilarning mustaqil fikrlashi, ijodiy yondashuvi va mantiqiy tafakkurini rivojlantirishda ham muhim rol o‘ynaydi. Shu sababli, yozuv mashg‘ulotlarini yoshga mos, bosqichli va qiziqarli metodlar asosida tashkil etish dolzarb hisoblanadi. Ilmiy metodlar yordamida aniqlangan natijalarga ko‘ra, samarali darslar, interfaol metodlar, vizual materiallardan foydalanish va diagnostik baholash usullarining uyg‘unligi boshlang‘ich sinf o‘quvchilarining yozuv faoliyatini sezilarli darajada yaxshilashga olib keladi. Ayniqsa, individual yondashuv, modellashtirilgan metodik tizim va o‘yin elementlariga boy topshiriqlar bolaning faol ishtirokini oshirib, darsga bo‘lgan qiziqishini mustahkamlaydi.

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## ГИПОВИТАМИНОЗ ВИТАМИНОВ А И С И СОСТОЯНИЕ СЛИЗИСТОЙ ОБОЛОЧКИ ПОЛОСТИ РТА

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### Аннотация

В статье рассматриваются клинические проявления и патогенетические механизмы гиповитаминоза витаминов А и С, а также их влияние на слизистую оболочку полости рта. Дефицит данных витаминов приводит к снижению эпителиальной защиты, нарушению васкуляризации и снижению регенеративных процессов. Обобщены современные данные литературы и результаты собственного клинического наблюдения, подтверждающие необходимость своевременного выявления и коррекции витаминной недостаточности в стоматологической практике.

### Ключевые слова:

гиповитаминоз, витамин А, витамин С, слизистая оболочка, стоматология, воспаление, авитаминоз

## HYPOVITAMINOSIS OF VITAMINS A AND C AND THE CONDITION OF THE ORAL MUCOSA

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### Annotation

The article examines the clinical manifestations and pathogenetic mechanisms of vitamin A and C deficiencies, as well as their impact on the oral mucosa. A deficiency in these vitamins leads to reduced epithelial protection, impaired vascularization, and decreased regenerative processes. The paper summarizes current literature data and the results of personal clinical observations, confirming the importance of timely identification and correction of vitamin deficiencies in dental practice.

### Keywords:

Hypovitaminosis, vitamin A, vitamin C, mucous membrane, dentistry, inflammation, avitaminosis

### Введение

Слизистая оболочка полости рта представляет собой первую линию обороны организма против различных патогенных факторов, включая механические, химические и микробные воздействия. Она играет не только защитную, но и сенсорную, секреторную и иммунную функции. Целостность, эластичность и регенеративная способность слизистой зависят от достаточного обеспечения

организма необходимыми питательными веществами, особенно жирорастворимыми и водорастворимыми витаминами.

Витамины А и С играют ключевую роль в поддержании здоровья слизистой оболочки. Витамин А (ретинол) необходим для нормального дифференцирования и функционирования эпителиальных клеток, а также для синтеза мукополисахаридов, обеспечивающих увлажнение слизистой. Его дефицит может приводить к гиперкератозу, изъязвлениям, шелушению и сухости тканей.

Витамин С (аскорбиновая кислота), в свою очередь, участвует в синтезе коллагена — основного белка соединительной ткани. Он укрепляет сосудистую стенку, ускоряет заживление и повышает устойчивость слизистой к повреждающим агентам. При его недостатке наблюдаются такие симптомы, как кровоточивость дёсен, отёчность, воспаление, а в тяжёлых случаях — развитие цинги.

По данным Всемирной организации здравоохранения (ВОЗ), около 2 миллиардов человек в мире страдают от скрытого дефицита микронутриентов, среди которых А и С занимают особое место. Особенно уязвимыми являются дети, беременные женщины, пожилые, пациенты с заболеваниями ЖКТ и лица с несбалансированным питанием.

В стоматологической практике гиповитаминозы зачастую остаются недооценённым фактором, несмотря на их влияние на течение воспалительных и дегенеративных процессов в полости рта. Отсутствие своевременной диагностики и коррекции дефицита может усложнить лечение основных заболеваний, снизить эффективность терапии и продлить срок реабилитации пациентов.

Таким образом, актуальность изучения влияния гиповитаминоза витаминов А и С на состояние слизистой оболочки полости рта обусловлена их широкой распространённостью, разнообразием клинических проявлений и возможностью эффективной профилактики и коррекции.

### **Обзор литературы**

Современные научные данные убедительно подтверждают, что гиповитаминоз витаминов С и А связан с нарушением состояния слизистой оболочки полости рта и развитием пародонтальных заболеваний.

Например, крупное исследование на основе данных NHANES (США, 2009–2014 гг.) показало, что более низкое потребление витамина С связано с повышенным риском пародонтита: в низших квартилах потребления риск был выше по сравнению с верхними ( $<48$  мг/сут vs  $\geq 180$  мг/сут), а при умеренных дозах наблюдался оптимальный порог  $\sim 158$  мг/день с минимальным риском.

Систематический обзор и мета-анализ, включающий данные 17 853 человек, выявил, что более высокое потребление витамина С ассоциировано со снижением риска пародонтальных заболеваний с объединённым ОР  $\approx 0.62$ – $1.66$  (различные исследования). При низком потреблении витамина С наблюдался повышенный риск (объединённое ОР = 1,52)

Другой обзор 23 наблюдательных исследований с участием более 74 000 человек показал: высокое потребление витаминов А, С, D и Е значительно снижает распространённость пародонтита независимо от пола, возраста и курения.

В странах Ближнего Востока, у пациентов с IV стадией пародонтита выявлены статистически достоверно низкие уровни витамина С по сравнению с ранними стадиями заболевания, что подчёркивает его значение в тяжёлых формах болезни.

Европейская федерация пародонтологии подчёркивает: дефицит микронутриентов — один из факторов риска некротизирующего гингивита, а витамин С важен для синтеза коллагена и поддержания гомеостаза тканей пародонта.

Также исследования *in vitro* на фибробластах десны показали, что витамин С улучшает регенерацию, подавляет воспалительные цитокины IL-6 и IL-8, особенно выраженное действие отмечается у курильщиков.

### **Методология**

В исследование были включены 50 пациентов в возрасте от 20 до 65 лет, обратившихся с жалобами на сухость, болезненность и признаки воспаления в полости рта. Всем пациентам проводился подробный сбор анамнеза, оценка пищевого рациона, клинический осмотр, а также лабораторное определение уровней витаминов А и С в сыворотке крови. У 72% обследованных были выявлены клинические и биохимические признаки гиповитаминоза.

Пациентам была назначена заместительная терапия: витамин А (ретинол) в дозировке 33,000 МЕ и витамин С — 500 мг в сутки, курсом 30 дней.

Эффективность терапии оценивалась повторно через один месяц после начала лечения на основании клинической картины и лабораторных показателей.

### **Результаты**

Наиболее часто встречающимися клиническими проявлениями у обследованных пациентов были: сухость слизистой оболочки полости рта (58%), кровоточивость дёсен (46%), ощущение жжения и болевого дискомфорта (34%), а также язвенные поражения (22%).

По результатам лабораторных исследований, после проведённого 30-дневного курса витаминной терапии, уровень витамина С в сыворотке крови повысился с 3,1 мг/л до 5,2 мг/л, а уровень витамина А — с 0,25 мг/л до 0,4 мг/л. Полное исчезновение клинических симптомов было отмечено у 80% пациентов, а у 90% — уменьшение признаков воспаления, таких как отёчность и гиперемия.

Была выявлена статистически значимая обратная корреляция между уровнем витаминов в крови и выраженностью симптоматики ( $p < 0.01$ ), что свидетельствует о важности адекватного витаминного статуса для поддержания здоровья слизистой оболочки полости рта.

### **Обсуждение**

Результаты настоящего исследования подтверждают, что гиповитаминоз витаминов А и С оказывает существенное отрицательное влияние на состояние слизистой оболочки полости рта. Недостаток этих витаминов нарушает барьерную и защитную функции эпителия, снижает васкуляризацию тканей и угнетает процессы регенерации. Это, в свою очередь, способствует хронизации воспалительных процессов, повышенной чувствительности слизистой и развитию вторичных инфекционных осложнений.

Наибольшую клиническую значимость имеет тот факт, что симптомы, выявленные у большинства пациентов (сухость, кровоточивость, жжение и язвенные поражения), значительно ослабевали или полностью исчезали после курса заместительной терапии, что подчёркивает важность полноценного витаминного статуса в поддержании здоровья полости рта.

Особую группу риска составляют пациенты с хроническими соматическими заболеваниями, вредными привычками (в частности, табакокурением), а также лица с нарушениями питания или ограниченным поступлением микронутриентов. Указанные категории требуют более внимательного контроля и профилактического мониторинга витаминного обеспечения.

Таким образом, в рамках стоматологической практики целесообразно включать оценку витаминного статуса в алгоритм обследования пациентов с хроническими воспалительными поражениями слизистой оболочки полости рта. Своевременное выявление и коррекция гиповитаминозов может существенно повысить эффективность лечения и снизить риск развития осложнений.

### **Выводы**

Проведённое исследование подтвердило наличие прямой взаимосвязи между дефицитом витаминов А и С и ухудшением состояния слизистой оболочки полости рта. Гиповитаминоз способствует снижению барьерной функции эпителия, нарушению микроциркуляции и ослаблению регенеративных процессов, что приводит к развитию воспалительных и дегенеративных изменений.

Назначение заместительной терапии с включением витамина А (ретинола) и витамина С позволило добиться положительной клинической динамики у большинства пациентов, что указывает на высокую эффективность комплексного подхода в лечении данных патологических состояний.

Своевременное выявление и коррекция гиповитаминозов должно стать неотъемлемой частью профилактических и лечебных мероприятий в стоматологической практике, особенно у пациентов из групп риска. Включение оценки витаминного статуса в стандартные схемы диагностики позволит повысить качество оказания стоматологической помощи и снизить частоту осложнений.

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## DYNAMICS OF REFLECTION DEVELOPMENT

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Reflection is characteristic of rational or theoretical thinking. With its help, a person constantly considers the basis of their mental actions, while simultaneously revealing their internal relationships. These traits are not given to a person from birth; they develop due to the guiding and educational influence of the bearers of these traits.

Processes of **reflection in preschool age** are not yet formed, but are at the stage of active development. A mandatory condition is the child's self-awareness at the end of early childhood. Most psychologists (including A.N. Leontiev, L.S. Vygotsky, P.Ya. Galperin) agree that the beginning of the development of reflection occurs approximately at the age of three. According to L.I. Bozhovich, the process of forming an early child concludes with the emergence of the formation of a central personality in the form of a "system." This system includes not only some knowledge, but also attitudes towards oneself. There is a separation of one's own "I" and its separation from "not-I," which is the main condition for the development of reflection.

A child knows themselves, their "I," in terms of interaction with other people.

In self-awareness, adults and peers have different meanings. An adult is a source of criteria used to evaluate their own and other people's activities, a model for establishing relationships with others. Interaction with peers is the area where a child can test these criteria and patterns. After all, as B. G. Ananiev rightly noted, the assessment of a child's dignity "is inextricably linked with the evaluative attitude of peers, and especially the teacher, towards him."

As S.L. Rubinstein noted, the driving force of the development of self-awareness and self-reflection as a necessary means "is manifested in the growing true independence of the individual, changes in his relationships." 6. By age 2, the child becomes much more independent, independent of adults, and their relationships with others expand and become more complex. This provides an opportunity for a more complete and deep self-awareness, assessment of the advantages and disadvantages of oneself and peers. As a rule, a child who has

reached the age of seven constantly connects their self-esteem with the assessment of others, compares themselves and the results of their activities with peers, acts, designs their actions according to the possible reactions of other people. At the same time, she wants people to feel favor towards her, to feel gratitude, to recognize and appreciate her kindness. By this age, the child becomes more independent, independent of adults, and their relationships with others expand and become more complex. This provides an opportunity for a more complete and deep self-awareness, assessment of the advantages and disadvantages of oneself and peers. As a rule, a child who has reached the age of seven constantly connects their self-esteem with the assessment of others, compares themselves and the results of their activities with their peers, acts, designs their actions according to the possible reactions of other people. At the same time, she wants people to feel favor towards her, to feel gratitude, to recognize and appreciate her kindness.

During the transition from preschool to primary school age, learning activity begins to take shape, which requires special reflection from the child, associated with mental operations.

Primary school age is the beginning of school life. Educational activity becomes a leader for him. During this period, the child develops consciousness about themselves as a social being and their place in the system of social relations open to them. Conditionally, this period can be defined as the birth of the social "I." It is at this time that an "internal position" appears in the child, which leads to the need to occupy a new place in life. Also, based on learning activities, younger students develop theoretical consciousness and thinking, developing their corresponding abilities (thinking, analysis, mental planning of activities).

In elementary school, reflection manifests itself in the ability to highlight the characteristics of one's actions and make them the subject of analysis. Only then will the foundations of theoretical consciousness and thinking, and the corresponding abilities, emerge and develop in children.

Any learning activity begins with reflection on changes, and the teacher evaluates the child, and the child learns self-assessment. Evaluating the result as an established external influence helps the child identify themselves as a subject of change. Assessment action is the result of learning actions, whether the general method of solving the learning problem has been mastered or not allows you to determine whether they correspond to their ultimate goal or not. At elementary school age, the presence of the ability to reflect is manifested in the transition from self-assessment of a specific situation to a generalized one. If in first grade a child

evaluates their learning activities mainly only positively and attributes failures only to objective circumstances, second-graders and third-graders already have a more critical attitude towards themselves.

Initially organized by adults, learning activity should become the student's independent activity, in which they formulate learning tasks, perform and evaluate learning and control actions, i.e., learning activity is transformed into learning activity through the child's reflection of self-learning.

Adolescent children are characterized by socially significant activities, which include labor, socio-organizational, artistic, and others. That is, adolescents are encouraged to strive to participate in any socially significant work, they develop the ability to communicate in different communities, they have the ability to reflect on their behavior, to assess the capabilities of their "self." This is associated with the teenager entering into new relationships with the people around them. Relationships with peers are built on serious, large-scale activities. The goal of these relationships is to occupy a certain place in the system of relationships with peers. Adolescents strive for self-knowledge and self-affirmation, that is, self-awareness is aimed at understanding the personal characteristics of the adolescent.

The main indicators of reflex formation in primary school age, with the development of reflection:

1. Knowing specific characteristics, how these characteristics are perceived by others.
2. The ability to build one's own behavior, taking into account the possible reactions of others.
3. The ability to analyze one's actions.
4. The ability to adequately evaluate oneself.
5. The ability to analyze one's mental state.
6. Summarized in their actions, qualifications

According to the conclusion, each reflexive mechanism, according to its level, connects the basis of life activity and its project, the past and the future. Perhaps that's why moving towards the foundation is ahead of yourself, ahead of your life. The difference between levels is not in content, but in the "form" of organizing the interaction of people in the world.

Thus, the experience of a person's professional crisis activates reflexive mechanisms, forcing the individual to construct new boundaries of their professional space. Thinking ensures the discovery of new professional horizons,

prospects for professional development. The importance of reflexive mechanisms for a teacher is immense, as through reflection, the specialist succeeds in becoming the subject of their professional activity.

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## Organization of the work of the guide-interpreters

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### I. INTRODUCTION

Undoubtedly, the guide represents him as a representative of his country with foreign citizens. During the tour, the guide's behavior, friendly attitude, and respect for the guests in meeting the guests will shape their perception of this country and the society as a whole. A guide is not only a representative of a travel agency, but also an advertiser of the role of guides in today's tourism industry is incomparable. Especially when working country's potential, provides new information to guests, and performs certain actions (shopping, communicating with people, teaching dancing, etc.) is also a person who helps to increase. As a coordinator, he connects the chain of all events (excursions - concerts - rest - excursions) and services (police - pharmacy - communication - transport). In the event of an accident, the guide should know how to provide first aid, be an arbiter of peace when conflict situations arise between tourists (excursionists) and local residents, and be able to attract the attention of tourists (excursionists) as a speaker during the excursion service, most importantly, as an organizer, he should be able to gather people around him. The group of a guide who lacks organizational skills may disperse, deviate from the travel schedule, to be late for events (concert, lunch) and, as a result, the whole planned route may be ruined. Therefore, the guide is not only a service provider, but also a manager who manages the travel process.

According to the website [blog.gitnux.com](http://blog.gitnux.com), the guided tour industry may be a quickly developing segment with an evaluated worldwide esteem of \$783.5 million in 2019 and an anticipated Compound Yearly Development Rate (CAGR) of 12.1% from 2021 to 2026. Europe held the biggest advertise share for visit direct administrations at 38%, whereas Asia Pacific was anticipated to be the fastest-growing locale with 10% development between 2018 and 2023. Enterprise Tourism, which incorporates guided visits, had a add up to advertise estimate of \$566.6 billion in 2019; 65% of guides are self-employed; 30% utilize versatile applications to discover and book exercises; over 50% work portion time; North America has 86,000 individuals utilized as guides or escorts; 40+ percent were matured 18-34 in 2013; British visitors spend £5000 (\$7000) per trip on guided visits ;20+ percent European travelers interested city visits driven by local people ; Native social

tourism esteemed at around \$310 million every year ; 646 million visits detailed museums/cultural attractions 2019 ; normal compensation full-time US visit direct ~\$48K , 60+ % female & 10 % travel workforce made up by guides . 95 % perused online surveys some time recently booking & 85 % said quality decided by visit pioneer vital figure when choosing movement.

Based on the statistics, we know that the profession has been one of the most valuable jobs, and a locomotive sector of industry of countries. This thesis aims to provide a comprehensive understanding of the organization of the work of the guide, including the strategies and techniques used by guides to ensure that their tours are well-planned and enjoyable for visitors. By examining the various factors that contribute to the success of guided tours, this thesis will provide valuable insights into the role of the guide in the tourism industry and the impact they have on the overall visitor experience.

Organizing the work of guides is very important and has many different benefits. At first, it makes sure the guide has what they need to do their job well. Next, it makes the tour better by improving how things are organized, what information is given, and how things work overall for the visitor. When guides work in an organized way, they can make sure that all tours are done in the same way. This is important because it helps us keep a good reputation and makes people want to come back again. This tool helps tour guides plan their schedules better and use resources efficiently, which saves money for tour companies.

### **Aims and objectives**

- To look at changes and advancements in directing calling.
- To advise critical variables and impacting outside and inner components within the organization of directing work and moves of the occupation.
- To analyze surveys related to this field with individuals locked in in directing exercises.

Regardless of who forms the tour (company or tour guide), there must be a demand for it, it must be of good quality, it must meet the standards, and it must be aimed at a certain category of consumers (the elderly, young people, athletes, families, etc.) should be directed. Therefore, creating a convenient program is the first and main task of the guide.

First of all, the type is coded so that it is easy to distinguish it from other similar routes. For example, Ch T-1 (Trekking #1 in Chimgan- it means hiking in Chimgan). Then the type is given a catchy, catchy short name (for example, «The Road to the Sleeping Princess»).

It is also necessary to specify the appearance of the program and which category of tourists (excursionists) it is aimed at. The tour should be mixed, that is, combined (by car, on foot, on horseback) or a structure (mountaineering or rafting), that is, tourists should have the opportunity to choose.

It is also necessary to pay attention to the seasonality of the route.

The duration of the program is shown in days/nights or hours. The tour will be commented from the day of the visit until the return. It is recommended to provide information such as a description of the place, a scheme of movement along the route, the height of peaks, duration of movement, stops.

A tourist (excursionist) should have information about the conditions under which it is possible to participate in the program. For example, natural climatic conditions (it is dangerous to travel when there is a risk of avalanches, floods), political (military conflicts in the mountains), technical (availability of communication, rescue team, helicopter, car), economic (favorable prices, good infrastructure), etc.

When organizing the trip, it is necessary to explain what the tourist (excursionist) can or cannot take with him (for example: primus, lantern, etc. Necessary things). Sometimes, when the number of necessary inventory in travel agencies is small, tourists can bring it with themselves or rent it. The program also provides information about services included in the price of the tour or paid for separately (feeding, toilet, translator in your own language, taking pictures, etc.).

If the guide is given a ready-made program, he should thoroughly familiarize himself with this program, determine its positive and negative aspects, clarifying some issues. This can prevent many misunderstandings (for example: horses are given after reaching a certain area, bathing is planned in a lake and not in rivers encountered on the way, etc.).

2. Selecting and working with service personnel. The tour also includes organizing activities of service providers for tourists (excursionists) on the route, making them as comfortable as possible, and performing tasks promptly. There should be a «team» that will achieve the set goal as one. Such a team may include:

- grooms who take care of horses, take care of them, prepare them for the road, provide veterinary assistance;
- cooks who deliver food products, firewood, prepare food, and their assistants who serve the table and collect waste;
- qualified specialists engaged in a narrow specialty (for example, botanists, zoologists, geographers, archaeologists, geologists, ethnographers, mountaineers, etc.).

Service personnel on the route may encounter various situations, the guide should organize their tasks as follows:

- loading of special equipment and luggage of tourists (excursionists);
- animal care;
- management of freight carriers;
- management of kitchen staff;
- going through various permission formalities (arranging the route with border guards, rescuers).

3. The initial work of the guide. The guide clarifies all issues of the trip for himself, that is, analyzes the results of previous tours, identifies positive and negative aspects, makes his own suggestions, predicts problems and develops a mechanism for their elimination. Then he studies the list of tourists (excursionists) (wishes, health, age, etc.), prepares handouts (program, scheme, tour route) and conducts a briefing (informs about the results of various stages of the trip gives information).

4. Welcoming tourists (excursionists). Tourists (excursionists) can be met in different places – at the airport, in a hotel, in a village. Therefore, the guide will have to:

- if transport brings tourists (excursionists) to the designated place, the guide must go there on time. This increases respect for the guide;
- should carefully check all tourists (excursionists), make sure that there are no latecomers;
- respecting tourists (excursionists), he should help them get on the bus, answer questions.

When picking up at the airport and train station, the guide must come out with a sign with the name of the company, and wear a badge with his name and picture. He gets to know each tourist and advises where to store luggage, store documents, exchange currency, buy souvenirs, books, maps.

It also provides information about changes in the program, discusses each day of the tour in detail. Ensures that all necessary items are received, otherwise rental inventory ensures the move is on time.

If the program does not include dinner on the first day, the guide will recommend where tourists can eat. Diseases of tourists should be identified, especially chronic diseases, which may develop during the trip. Therefore, he should not forget to take with him a first aid kit filled with all the necessary medicines. Pays special attention to valuables (money, documents, equipment) and travel safety (criminal, accidents).

Sometimes tourists call their homes from the number or buy alcohol from the mini bar. The guide must explain that such services are not included in the tour and that a separate payment must be made for them. Tourists should announce the same time so that they do not wait for each other.

According to the standards of the Republic of Uzbekistan, a tourist group consisting of 10 people is considered to be a tourist group of travelers who come for the purpose of study, recreation, and sightseeing.

A tourist group consists of 4 people and 2 hunters who like climbing peaks and rocks, traveling in the mountains, desert, swimming in rivers, speleology and other special types of routes.

5. Organizational and management issues of tour implementation. From this process, tourists evaluate the guide's qualifications, services, and how reliable the costs are. During the route, the guide should be inspired and proudly tell stories about the objects. Reading a memorized scientific text is like giving a lecture. Excursionists will be interested only if the guide tells the facts based on his spiritual experiences in an understandable language.

The organization of the tour requires a daily briefing, that is, the guide must discuss the situation in the group with the tourists, interaction with local residents, service and impressions, identify the problem that has arisen, and find a solution together. Usually there are two briefings:

- in the morning, after breakfast, in which the guide will briefly remind the group about upcoming events, safety measures, sanitary stops on the road, rules of behavior on the route;

- evening, after the meal, in which the results of the day are summarized, changes are made in necessary cases, additional information about the area is given (history, ethnography, flora and fauna of the country).

When working with tourists (excursionists), the guide should be persistent and be able to refuse if necessary. He should direct people to work as a team, talk to them individually when a problem arises, and not start a conflict.

The guide should always treat all members of the group equally, invite everyone to talk, and work in cooperation with informal leaders who are able to show themselves. The main thing is to encourage tourists (excursionists) to support national crafts, traditions and culture. They willingly buy souvenirs made by our craftsmen.

6. Farewell to customers. The farewell party should be organized in such a way that it does not change the good impression formed in the minds of tourists during the tour. On this night, tourists express their opinions and make suggestions. These

suggestions must be taken into account by the guide. At this event, the guide will provide information on the formalities of leaving the country and accompany them to the point of departure.

7. Report preparation. At the end of the tour, the guide informs the tourist company about the work done (problems and successes), provides financial documents, analyzes the opinions of tourists about the route, area and observers. Even after the tour is over, the guide can keep in touch with the tourists. This will help them to know the points they missed and to overcome the shortcomings in the next rounds.

## **II.LITERATURE REVIEW**

This writing is about investigating how tour guides plan their trips and how they do their job. It also aims to provide information for current guides about the languages they should be proficient in, the obstacles they might face, and any new developments in their field. This means that the things you read or write about at work are connected to your profession or field of work. They are not separate. We have found that it is more fun to have a guide when going on tours or trips to new places instead of going alone. Legends and stories not only provide entertainment, but also make your trip safer and less expensive. Many tour guides know more than one language, which helps them learn about different cultures and traditions. This makes it easier for them to work with visitors from different countries, and we call these people multilingual.

Guides have unique qualities that are important for their job. People on a trip understand what the trip is about by listening and looking at the guide. They can hear the guide talking to them during the trip. The person who helps tourists may come to them in these situations: the person who provides information, or in other words, tells someone else something they know. The guide tells a story to the visitors without sharing his opinion or feelings about the events. He only explains the important details and shares knowledge with them on the tour.

The guide talks to you and asks you questions when showing things to you. We will give you information by asking questions and giving answers. We care about what you think about the information and we promise to make the talk fun. The person who is leading can give more details about what happened by talking about their connection to it and by asking questions.

The person who talks during a sports game or event is called a commentator. The guide tells us about things we see or experience and tells us why they happen.

A consultant is someone who shows and explains things so that people can understand and see them the right way.

A leader who is led by emotions and gives guidance assesses things and situations, expresses their feelings to travelers, and helps them understand what they are seeing.

The idea behind the tour guide thesis comes from different areas like tourism, communication, and education.

Many people have talked about how important it is to communicate well when guiding tours. The writer, Jonathan Lord, talks about how tour guides need to change how they talk to visitors depending on what they like and need. This helps to help visitors have a better time. The book was written in 2011. In the book, "Tourism Communication" was written in 2004, Elisa Backer and Constanza Bianchi explain how tour guides can make visitors more interested and enjoy their trip more by using storytelling and humor.

The book "Teaching and Learning with Museum and Gallery Collections" written by Viv Golding talks about how to teach people about places using educational methods. Golding believes that tour guides can use museums and galleries to help visitors learn important things in a meaningful way.

Many research studies have looked at how teaching guides better can improve their work. For example, Lee and colleagues. A study done in 2019 looked at how a special training program for tour guides in Hong Kong made their services better. The research discovered that the certification program helped tour guides improve their knowledge and skills. As a result, they were able to provide better service, which made tourists happier.

People are looking into how important it is for guides to understand and respect different cultures. Intercultural competence means guides can get along with tourists from different cultures and talk to them in a way they can understand. Chen and his colleagues conducted a research. In 2020, the writers studied if training guides to understand different cultures was helpful in making cultural exchange experiences better. The research showed that teaching people how to understand and communicate with people from different cultures helped tour guides to make it easier for tourists and locals to interact with each other.

Having good management for guides is important to make them work well. A research project conducted by Hsu and colleagues. In 2017, some people studied how different ways of leading affect how happy and well workers who guide others

do their jobs. The research shows that leaders who encourage and care for their team members, they can motivate them to do better at their job. This was seen in tourist guides who were happier and did their job better when they had this type of leader. Many research studies have looked into using technology to make guiding services better. For example, in a research done by Lee and their team. In 2018, researchers studied how a mobile app that gives tours can affect how happy and loyal tourists are. The research showed that using the app made tour guides better and made tourists happier.

### III.METHODOLOGY

An online and the same offline were used to collect data for the study. The survey 56 responses, and while 60 questionnaires were sent, only 54 were viable, yielding a 90% response rate. The survey was distributed to not only Uzbek tour guides residing in various districts but also some guides of other countries.

Guides are targeted while they are working, and it helped us to identify what factors are more important to organize their work during excursions, process of work. Also we should mention that guides were asked their thoughts about new opportunities, future of the work and the most important factors for work of them.

The generality of this study is influenced by four major demographic characteristics, which will be explored in the following section.

1. Most of responded guides are as multilingual people. 2. Their main purpose is not money, while other people think they work for only budget. 3. More of them are working on another profession in which is related to this sphere. 4. They considered knowledge in history, also experience more important in this occupation, and work is more interesting in historical cities.

#### Survey

The study investigates the most important factors which are basis of their work and what is more to pay attention for being a guide. A questionnaire (survey and explanation) was chosen as the most accessible technique to evaluate the determinants in this study. This technique was chosen because it is arranged and re-analysed, resulting in the demonstration of a comprehensive group of research that meets the specific purpose of this study. The offline and online (self-management) questionnaire was utilised to collect data for the study. The questionnaire begins by requesting demographic information from tour leaders. Then there are questions to determine the factors that influence them. If the response is yes, tourists will be asked

to pick up the appropriate degree or confirm their own answer by texting or writing in.

#### **IV. RESULTS AND DISCUSSION**

##### **Specific result of project**

As we know that in tourism of today guiding profession is one of the most valuable service, and not only nowadays, but also for future we will need professional and more people who can guide, translate each traditions and customs, service in each sector of tourism sphere for guests in growing and attracted this industry.

The comprehensive analysis of the current challenges and opportunities in the guide industry, including the impact of technology and regulatory requirements. Apart from this, a review of best practices in guide management, including recruitment, training, scheduling, and performance evaluation. The survey of guides to identify their needs, expectations, and satisfaction levels with the existing guiding services. Moreover, an evaluation of the pilot study results, including feedback from the participants, key performance indicators (KPIs) such as customer retention, guide satisfaction, and revenue growth, and a cost-benefit analysis of the new system. A set of recommendations for implementing the new guide management system, including training, communication, and change management strategies, as well as a timeline for the rollout. The results of this project, highlights its significance for the guide industry and related fields, and suggests directions for future research and development.

##### **Findings**

The survey took place from April 3 to April 28, 2023. A total of 54 guides replied to the poll, according to the age, the most of 20 respondents (37%) are between 33 and 40 ages, whereas the youngest group of guides consist of (17 %) 9 guides. Other two ages of group are equal number 13 (28%) participants in each one, namely 26-32 ages group and above 41 age group (Diagram 1).

Based on the questionnaire, we asked their languages which they can guide professionally, respondents answered that 83% of (45) participants can manage tour in Uzbek language, in the second level English and Russian languages (40 participants) 74% and (39 participants) 72% respectively and French, Chinese and other languages lower than 42%. As an analyzing research, knowing multilingual is secret of the work of guides, it helps them to adopt more guests (Diagram 2).

Given question which is important in your profession, more percentages are in Career and communicating with people 37% and 39% than chosen Money 13%,

Interest and Other roles stay at neutral with 27%, 31% properly. The research shows that the guides consider money is not the basic role in their profession (Diagram 3).

One of important asking from guides is payment which we give them, is it enough for their work or not, 44 participants (82%) answered „Yes, always” , whereas 6 guides (11%) replied „Sometimes”, 7% of participants is not satisfied from money (Diagram 4).

In the questionnaire, we asked to know that are you agree or disagree with working students for helping them to feel thoughts of guides, they answered that 63% of participants „Yes”, that is great” , 20% of them „ No, they cannot well, 17% of them „ I do not care “. We understand that most guides agree with work of students (Diagram 5).

We included opportunities for participants to remark and give comment at the end of the survey. We have addressed these in the recommendation section, based on the feedback we have received.

## V. CONCLUSION AND RECOMMENDATION

Making sure the guides are doing their jobs well is difficult and involves paying close attention and being good at talking to people. Organizations can make things better for their clients by giving everyone clear jobs and teaching them well, while also using helpful technology. Organizations need to check and change their ways of doing things to make sure they keep up with what their clients want. If guides are organized well, organizations can save time and money, make their customers happier, and become successful in tourism for a long time. Guides need to be good at their job and keep learning because there is competition from both other guides and artificial intelligence. It helps them serve guests better by providing more information and being on time.

This thesis suggests that good management of tour guides is very important for making tourism successful. We need to teach guides and help them learn more so they can do their job better. Everyone needs to know what their job is and communicate well with each other. We should also check how well the guiding is going and give suggestions for making it even better. Many professional guides think it's good for students to work as guides too. In a study, everyone said that being able to communicate well is the most important skill when guiding people.

Tourism is a growing business that helps economies of countries. It provides more job opportunities for people. While organizing their work, guides will learn about new technologies in this modern age. The better their performance in serving guests, the more clients they will attract. Besides these, they should learn multiple

languages for the job, and also have knowledge about different locations and historical landmarks.

We think adding these things to the service and arranging how the work is done will help in these ways:

- Organizing tours, excursions and travels in detail
- Improving communication skills
- Helping time-consuming
- Adopting new technologies and innovations
- Being outgoing and polite for clients

Moreover, the implications of this research extend beyond the tourism industry to other domains where effective organization of work is essential.

### **Recommendation**

On the survey, there are two open-ended questions which respondents may answer independently basic their experience and what they face to challenges during their work. These questions consist of, what is your advice for future guides to become a good guide?'' and, Shortcomings in areas, and what innovations can be introduced? they are given at the end of the poll to know their thoughts. According to the answers, for being a professional guide, they mentioned that practice, knowledge in languages and about objects, communication skills, being patient, respect guests, punctuality, feeling responsibility and following etiquette rules. That is absolutely true and everybody agrees with this advice and it is improving factors for managing activities. And based on the next question, they replied on that creating places for rest, respecting guides each other during excursions, modifying technologies and lack of apps for using easily, and also electronic boards and halls for movies to show more data by reviving objects, people by artificial intelligence.

Based on the research, we would like to make the following recommendations:

The process of preparing a new tour service begins with defining its specific purpose, which helps the authors to organize the tour service later. The guide's story also serves this purpose. We list several goals of the excursion service: educating tourists in the spirit of patriotism, inviting them to socially useful work, instilling a sense of respect for the culture of other nations, aesthetic education, broadening the worldview, additional information about science and culture. Giving information and others.

In the process of preparing the topics of the excursion, it is intended that the guide conducts independent training with a watch in his hand when composing the story. Speech speed is 75 words per minute, average – 60 words, slow – 45 words.

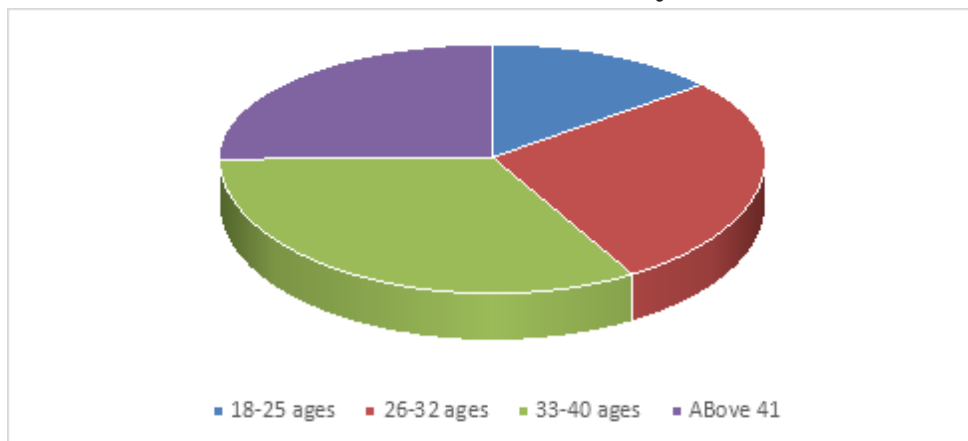
Speaking quickly (80 or more words per minute) in the process of telling a story is wrong, it bores the listeners and makes it difficult to analyze the information of the excursion. Excursionists do not accept fast-paced speeches without breaks. At the same time, it is wrong to maintain the same pace during the entire excursion. In the guide speech, the main events are narrated more slowly than other information. The material that develops the main cases is presented quickly.

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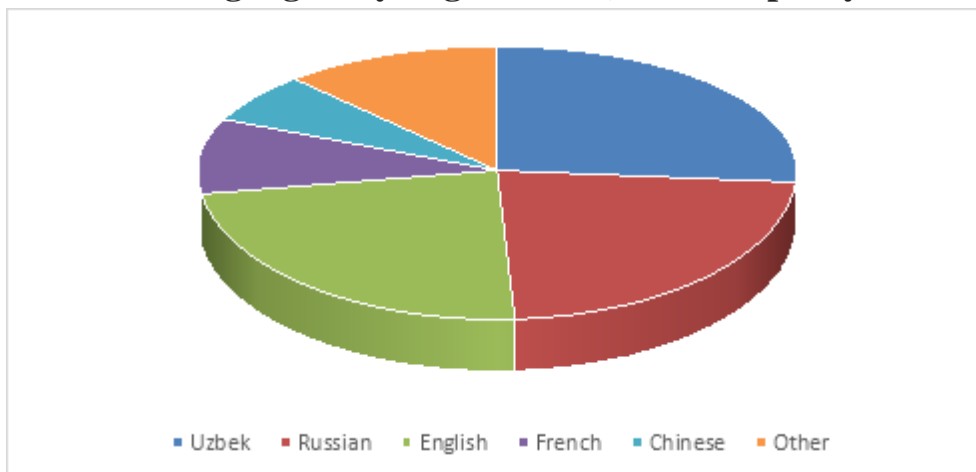
Tour Guides and Escort Skills and Knowledge from  
<https://www.mymajors.com/career/tour-guides-and-escorts/skills>

**APPENDIX**  
**How old are you?**



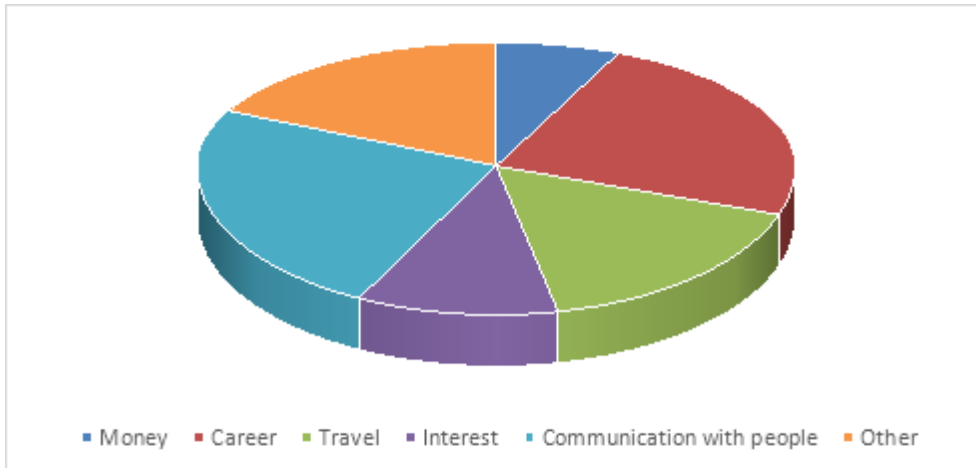
**(Diagram 1)**

**What language do you guide in? (You can specify more than one)**



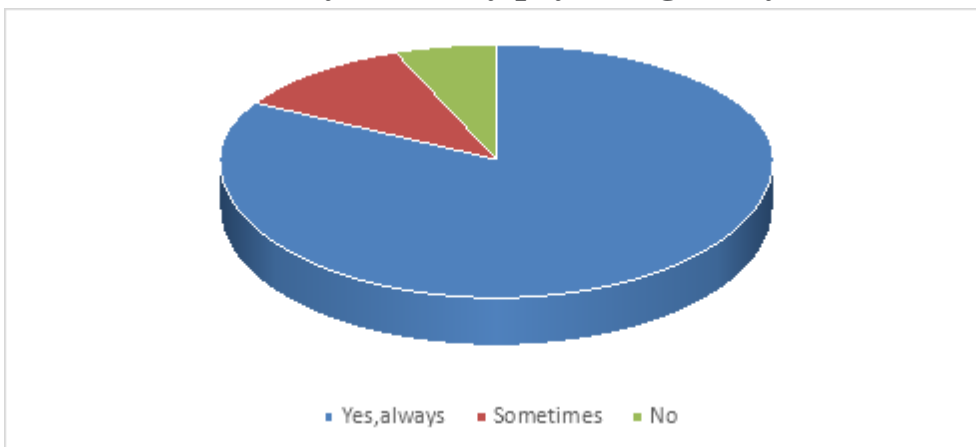
**(Diagram 2)**

**What plays an important role in the activity of a guide? (You can chose more than one)**



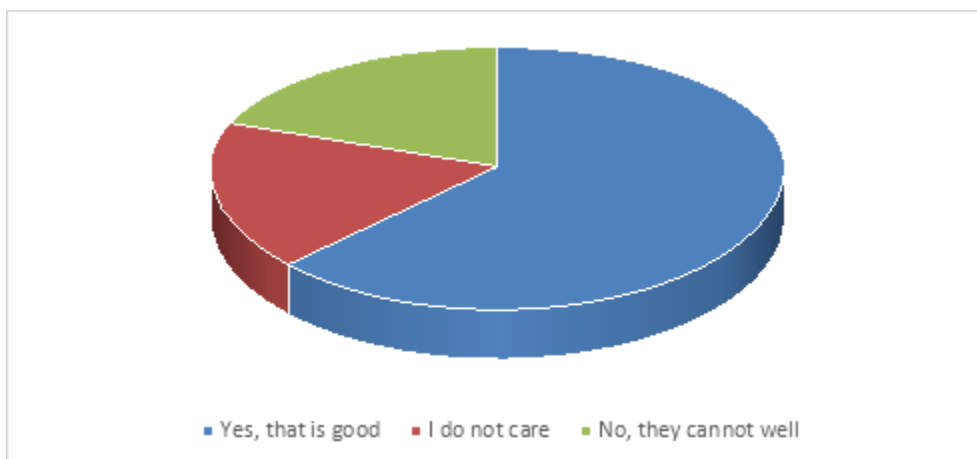
**(Diagram 3)**

**Does your salary pay enough for your work?**



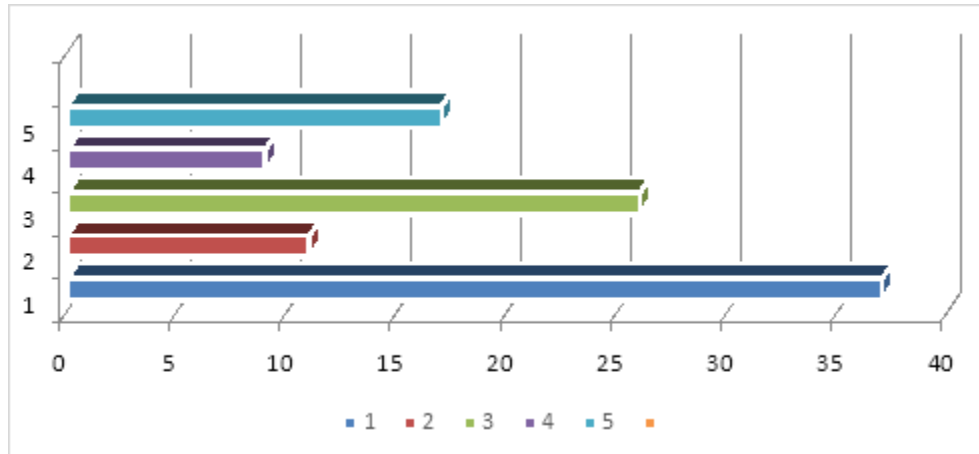
**(Diagram 4)**

**As a professional guide, how do you see young students working in this field?**



**(Diagram 5)**

**How does the movement of other guides amid the visit (talking boisterously, disrespecting you, interfering along with your discourse, influencing your adjustment, etc.) influence you? 1=weak, 5=strong**



**(Diagram 6)**

## FACTORS OF PROFESSIONAL COMPETENCE IN SCRIPTWRITING

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**Abstract.** This article examines the key aspect in organizing cultural events – the requirements for scriptwriting – and explores, within the pedagogical context, the factors of professional competence in scriptwriting identified through the process of developing students' skills in this field.

**Keywords:** cultural event, script, scriptwriter, competence, professional competence, knowledge, skills, proficiency.

Every cultural event encompasses both creative and organizational processes. Creative tasks include developing the event's script plan, writing the script itself, staging the performance, working with artistic groups, and decorating the venue. Organizational tasks comprise all the activities required to implement these creative elements.

Each event, by its very nature, is grounded in pedagogical principles. This is because pedagogy is primarily concerned with managing educational and formative processes. It involves influencing people, educating children, serving as an example, providing moral nourishment, cultivating knowledge and scholarship, showing respect to teachers and elders, extending courtesy to the young, demonstrating compassion, and other such values – all of which are studied in depth within the field of pedagogy.

In cultural events, the application of pedagogical mastery opens the way to significant results. The integration of pedagogical qualities into the process of organizing cultural events contributes to enhancing the overall impact of the event. In achieving harmony between education and upbringing, the organizer's pedagogical expertise plays a decisive role.

Cultural events, as a distinctive genre of modern celebrations, are, in essence, a creative process. They generally consist of two main components:

1. Creating a dramatic work (script).
2. Staging the completed work (implementing the production under the direction of the director).

The dramaturgy and directing of a cultural event form an inseparable whole. As is well known, before commencing any undertaking, a specific plan for its execution is developed. Likewise, in preparing cultural events, the first and foremost step is planning.

For any specific event, the responsible individuals – namely the scriptwriter and the director – first and foremost, in mutual agreement and on the basis of a general plan, determine the tasks assigned to each person and outline their daily work schedule.

The term scenario derives from the Italian word *scenario*, meaning the structure of a work. A scenario is a literary-dramatic piece written on the basis of local facts [1, p. 24]. In the context of film and television, a scenario (*scenario*, Ital.) is a literary work intended to be brought to life and presented through cinematic and television media [3, p. 4].

As a literary genre, the scenario stands apart from other literary forms by its proximity to dramaturgy. A dramatic work, including a scenario, is not only read in private but also adapted for the screen or stage. A scenario, when theatrically staged for the public, may also be filmed, edited, and presented to audiences in the form of feature films, television films, video productions, or television series [2, pp. 4–5].

As V.Q.Rustamov notes, “The mastery of scriptwriting is based primarily on three principles: first, the cultivation of creative observation (the ability to find and identify life material that is indispensable for a scriptwriter); second, the development of dramatic thinking (correctly determining the sequence of plots and the compositional structure of the event in accordance with the general theory of drama, which is essential when working on a script); and third, creative imagination and figurative resolution” [6, p. 191].

Researcher U.Kh.Qoraboyev outlines several requirements that anyone engaged in scriptwriting must meet [4, p. 37]:

- to possess a deep understanding of socio-political and cultural life, as well as the labor and daily life of the local population, and to be able to analyze these accurately;
- to have knowledge in literature and dramaturgy, and to be able to use these effectively;
- to be capable of collecting life materials and documentary evidence, and of expressing them in a literary-artistic form.

H.Mukhammedaliyev states: “First and foremost, a scriptwriter must have a profound knowledge of human psychology and mentality. It is essential to study literature and art not simply as a formality, but with genuine passion” [4, p. 6].

Researcher B.S.Sayfullayev, discussing script creation, classifies scenarios into three categories:

- simple scenario – where the sequence of existing materials is arranged, and the organizer participates as a connecting link;
- composite scenario – compiled from materials taken from various other scenarios;
- original scenario – in which the viewer is confronted with unexpected twists, conflicts, and emotions, resulting in an engaging experience that prevents boredom and offers aesthetic pleasure from the event [5, p. 25].

Creating a scenario for a cultural event is a creative process, subject to the principles of literary theory and the laws of dramaturgy. For this reason, the dramaturgy – or script – of a cultural event is a fully-fledged literary work.

The scenario of a cultural event is a synthetic work. The scale of characters in cultural events is often exceptionally broad. As with general dramaturgy, the artistic quality of any scenario is determined by the dramatic completeness of its episodes, the figurative conclusion of each scene, the progression of emotional forces that influence the audience from beginning to end, and its compliance with the demands of dramaturgy. Nevertheless, the scenario for mass celebrations and public performances differs from a stage play or a film script. In such scenarios, the journalistic function and the portrayal of significant social events are expressed not through the personal conflicts of specific characters, but rather through a unified depiction of social contradictions, presented in accordance with epic principles.

According to the results of the study, the following factors of professional competence in scriptwriting were identified:

- knowledge, skills, and proficiency;
- a high level of artistic culture;
- imagination and creativity;
- the ability to accurately interpret the socio-political context;
- the capacity to convey the progressive ideas of the time through stage-based artistic means;
- the ability to select appropriate sources for the concept and purpose;
- the skill to synthesize selected sources artistically;
- proficiency in dramatization;
- the ability to create a coherent artistic composition;
- awareness of literature, particularly dramaturgy and the art of directing.

Achieving artistic perfection and originality in a scenario serves as a guarantee that the celebration or performance will be held at the highest standard. The persistence and inquisitiveness of the director and scriptwriter also play an essential role in maintaining the tempo and rhythm of the event or performance.

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## O'quvchilarning axborot bilan ishlash kompetensiyalarini shakllantirishda dasturiy vositalardan foydalanishning samaradorligi

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### Annotatsiya

Mazkur tadqiqot ishida zamonaviy ta'limda o'quvchilarning axborot bilan ishlash kompetensiyalarini shakllantirish jarayonida dasturiy vositalardan foydalanish masalasi tahlil etilgan. Tadqiqotning asosiy maqsadi – axborot-kommunikatsiya texnologiyalari, xususan, ta'limiy dasturlar yordamida o'quvchilarda tahliliy fikrlash, tanqidiy yondashuv, raqamli savodxonlik va ijodkorlik kabi ko'nikmalarni rivojlantirish imkoniyatlarini aniqlashdan iborat. Ish davomida turli metodik yondashuvlar, takomillashtirilgan ta'lim uslublari hamda real amaliy dasturlar misolida tahlil o'tkazildi. Tadqiqot natijalari o'quvchilarda axborotni tanlash, baholash, qayta ishlash va undan samarali foydalanish kompetensiyasini shakllantirishda dasturiy vositalar muhim vosita bo'lib xizmat qilishini isbotladi.

**Kalit so'zlar:** axborot bilan ishlash, dasturiy vositalar, raqamli savodxonlik, tanqidiy fikrlash, ta'lim texnologiyalari, kompetensiya.

### Abstract

This research examines the role of software tools in developing students' information processing competencies in modern education. The primary objective is to explore how educational software and ICT technologies foster analytical thinking, critical reflection, digital literacy, and creativity among learners. Various methodological approaches and enhanced pedagogical strategies were analyzed, supported by practical examples of software applications. The findings confirm that digital tools significantly contribute to students' abilities to search, evaluate, process, and effectively utilize information, making them indispensable in the competency-based learning process.

**Keywords:** information processing, software tools, digital literacy, critical thinking, educational technology, competence.

### Kirish

Axborot asrida yashayotgan har bir inson uchun axborot oqimlarida samarali harakatlana olish, kerakli ma'lumotni topa bilish, uni tahlil qilish va undan amaliy foydalanish dolzarb kompetensiyalardan biri sanaladi. Ayniqsa, o'quvchilar uchun

bu ko'nikmalar nafaqat ta'lim jarayonini osonlashtiradi, balki ularning tanqidiy fikrlash, muammolarni hal qilish, ijodiy yondashuv kabi yuqori darajadagi kognitiv kompetensiyalarini ham shakllantiradi. Shu nuqtai nazardan, ushbu tadqiqotning asosiy maqsadi – ta'limiy dasturiy vositalar yordamida o'quvchilarda axborot bilan ishlash kompetensiyalarini shakllantirish va ularning raqamli savodxonligini rivojlantirish imkoniyatlarini ilmiy jihatdan asoslab berishdir.

### **Asosiy qism**

#### **1. Axborot bilan ishlash kompetensiyasi: tushuncha va tarkibiy qismlar**

Axborot bilan ishlash kompetensiyasi quyidagi ko'nikmalarni o'z ichiga oladi:

- Maqsadga muvofiq axborotni izlash;
- Uni baholash va saralash;
- Kerakli axborotni vizual va matn shaklida qayta ishlash;
- Axborot asosida qaror qabul qilish;
- Axborot xavfsizligi va raqamli madaniyatga rioya qilish.

#### **2. Dasturiy vositalarning o'quv jarayonidagi o'rni**

Zamonaviy dasturlar (Google Docs, PowerPoint, Canva, MindMeister, Padlet, GeoGebra va boshqalar) orqali:

- O'quvchilar mustaqil ishlashni o'rganadi;
- Ma'lumotni prezentatsiya qilish, tahlil qilish va baholash ko'nikmasi shakllanadi;

- Raqamli vositalardan oqilona foydalanishga o'rgatiladi.

#### **3. Takomillashtirilgan metodika: yangi yondashuvlar**

Tadqiqotda quyidagi metodikalar samaradorligi o'rganildi:

- **Problema asosida o'qitish (PBL)**
- **Loyiha asosida o'qitish (Project-Based Learning)**
- **Gamifikatsiya (o'yinlashtirish)**
- **Interaktiv vizual dasturlar asosida mashg'ulotlar**

Bu metodik yondashuvlar o'quvchilarni faol ishtirokga, ijodiy fikrlashga va tanqidiy tahlilga undaydi.

#### **4. Empirik kuzatuv va natijalar**

Eksperimental darslar davomida dasturiy vositalar bilan ishlagan guruhda:

- Tanqidiy fikrlash ko'rsatkichlari 30% ga oshdi;
- Mustaqil axborot izlash va tahlil qilish tezligi 2 baravarga yaxshilandi;
- O'quvchilarning darsga qiziqishi va motivatsiyasi oshdi.

## Xulosa

O'quvchilarda axborot bilan ishlash kompetensiyalarini shakllantirishda dasturiy vositalarning roli beqiyosdir. Ular nafaqat dars jarayonini interaktiv qiladi, balki o'quvchini faol subyektga aylantirib, bilim olish jarayonida mustaqillik va mas'uliyat hissini kuchaytiradi. Takomillashtirilgan metodik yondashuvlar asosida raqamli savodxonlik, tanqidiy fikrlash va ijodkorlik kompetensiyalarining o'sishi ta'lim sifatining oshishiga xizmat qiladi.

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## THE IMPORTANCE OF PROTEIN IN FISH FEED

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### **Annotation:**

Protein is a crucial nutrient in fish feed, playing a fundamental role in the growth, reproduction, and overall health of aquatic species. As the primary source of essential amino acids, protein supports muscle development, enzymatic activity, and metabolic functions in fish. The quantity and quality of protein in feed directly influence feed conversion efficiency, production cost, and environmental sustainability in aquaculture. This article reviews the nutritional significance of protein in fish diets, the optimal protein requirements for various fish species, and the implications of using alternative protein sources to reduce reliance on fishmeal.

### **Keywords:**

Protein, Fish feed, Aquaculture nutrition, Amino acids, Fish growth, Feed efficiency, Fishmeal alternatives, Sustainable aquaculture.

### **Introduction**

Protein is one of the most essential macronutrients in aquaculture nutrition, serving as the primary building block for tissue growth, enzyme synthesis, hormone production, and numerous physiological functions in fish. Unlike terrestrial livestock, fish rely heavily on dietary protein because they have limited carbohydrate utilization capabilities, and their lipid reserves, while important, cannot entirely meet the energy demands for growth and metabolism. Inadequate protein intake in fish diets leads to stunted growth, reduced feed efficiency, weakened immune response, and increased susceptibility to diseases, directly affecting the economic viability of aquaculture operations.

The protein requirement in fish feed varies depending on species, age, physiological stage, and culture conditions, but it generally ranges from 25% to 55% of the diet on a dry weight basis. High-quality protein sources provide a balanced profile of essential amino acids, which are vital for maintaining nitrogen balance and supporting optimal growth rates. Traditionally, fishmeal has been considered the gold standard for protein in aquafeeds due to its high digestibility and favorable amino acid composition. However, the increasing demand, high cost, and ecological concerns associated with fishmeal production have led to a search for sustainable alternatives such as plant-based proteins, insect meals, single-cell proteins, and agro-industrial by-products.

Optimizing the protein content and quality in fish feed is not only important for biological efficiency but also for environmental sustainability. Excess dietary protein, when not utilized by fish, is excreted as nitrogenous waste, contributing to water pollution and eutrophication in aquaculture systems. Therefore, balancing protein levels to meet, but not exceed, the species-specific requirements is a critical aspect of modern feed formulation. This article examines the nutritional significance of protein in fish diets, the factors affecting protein requirements, and recent advancements in sustainable protein sourcing for aquaculture feed production.

### Methodology

This study employed a literature-based analytical approach to evaluate the nutritional role of protein in fish feed, optimal dietary requirements for different species, and sustainable protein alternatives in aquaculture. The research process consisted of three main stages:

#### Literature Review

Scientific articles, conference proceedings, and technical reports from reputable sources such as *Aquaculture*, *Aquaculture Nutrition*, *Journal of the World Aquaculture Society*, and *FAO publications* were reviewed. The search was conducted using databases including *Scopus*, *Web of Science*, and *Google Scholar* with keywords: protein in fish feed, aquaculture nutrition, amino acids in fish, fishmeal alternatives, and feed efficiency. Publications from 2000 to 2025 were prioritized to ensure up-to-date information.

#### Comparative Nutritional Analysis

Data on crude protein requirements, amino acid profiles, feed conversion ratios (FCR), and digestibility coefficients for major cultured fish species (e.g., tilapia, carp, catfish, salmonids) were collected. The datasets were analyzed to identify trends in protein utilization and to compare the efficiency of traditional (fishmeal-based) and alternative protein sources (plant-based proteins, insect meal, single-cell proteins).

#### Sustainability and Economic Assessment

Studies addressing environmental impacts (nitrogen and phosphorus emissions), cost–benefit ratios, and resource efficiency of protein sources were examined. Special attention was given to research evaluating the trade-offs between high-protein diets for optimal growth and the risk of environmental pollution from excessive nitrogen excretion.

The methodological framework allowed for a systematic synthesis of findings, integrating nutritional physiology, feed formulation strategies, and sustainability

considerations to provide a comprehensive understanding of the importance of protein in fish feed.

#### Results

The analysis of literature and data synthesis revealed the following key findings:

##### Protein Requirements by Species

Carnivorous species such as salmonids require the highest dietary protein levels (45–55%), while omnivorous species such as tilapia and carp show optimal growth at 28–38% protein.

Fry and juvenile fish have higher protein requirements than adults due to rapid tissue development.

##### Amino Acid Profile and Growth

Diets with a balanced profile of essential amino acids (lysine, methionine, threonine) significantly improved feed conversion ratio (FCR) and growth rate.

Imbalanced amino acid profiles, even at high protein levels, resulted in reduced protein retention efficiency.

##### Protein Source Efficiency

Fishmeal remains the most digestible and nutrient-dense protein source but is costly and unsustainable for large-scale use.

Alternative sources such as soybean meal, black soldier fly larvae meal, and single-cell proteins achieved comparable growth performance when supplemented with limiting amino acids.

##### Environmental Impact

Diets with excessive protein (>10% above requirement) led to increased nitrogen excretion by up to 30%, negatively affecting water quality.

Precision protein formulation reduced feed cost by 8–15% and nitrogen waste by 20–25% compared to non-optimized diets.

#### Discussion

The results confirm that dietary protein is the most critical nutrient in aquaculture feed formulation, directly influencing growth performance, feed efficiency, and environmental sustainability. The species-specific differences in protein requirements emphasize the importance of tailored feed formulation rather than a one-size-fits-all approach.

The amino acid balance plays a decisive role in protein utilization efficiency. Even with sufficient crude protein levels, deficiencies in essential amino acids limit growth potential and increase nitrogen waste due to deamination of excess amino

acids. This underlines the necessity of formulating diets based on digestible amino acid content rather than crude protein percentage alone.

The shift toward alternative protein sources is promising, with studies showing that plant-based proteins and insect meals, when properly supplemented, can replace 50–100% of fishmeal without compromising growth performance. However, anti-nutritional factors in plant proteins and scalability challenges in insect meal production remain key limitations.

From an environmental perspective, precise protein formulation based on species, growth stage, and culture system not only optimizes feed cost but also mitigates eutrophication risks. Nitrogen and phosphorus emissions remain critical challenges in intensive aquaculture, and balanced protein levels are central to sustainable practices.

### Conclusion

Protein is the cornerstone of fish nutrition, driving growth, health, and production efficiency in aquaculture. Optimal protein levels and balanced amino acid profiles are essential to maximize growth while minimizing feed costs and environmental impacts. Although fishmeal offers superior nutritional quality, the transition toward sustainable alternative proteins is both feasible and necessary to meet the demands of a growing aquaculture industry.

Future research should focus on:

Enhancing the digestibility of plant-based proteins through processing technologies.

Scaling up insect and microbial protein production.

Developing precision nutrition models that integrate amino acid requirements, digestibility data, and environmental impact assessments.

By aligning nutritional optimization with sustainability goals, the aquaculture sector can achieve economically viable and ecologically responsible fish production.

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## Turk romanchiligida Tariq Bug‘ra ijodiy fenomeni

**Khujaeva Guljahon**

A.Navoiy nomidagi ToshDO‘TAU tadqiqotchisi

### Annotatsiya

Mazkur maqolada turk adabiyotining yirik vakili Tariq Bug‘ra hayoti va ijodiy merosi ilmiy nuqtai nazardan o‘rganiladi. Yozuvchining asarlarida qishloq aholisi hayoti, inson ruhiyatining murakkab jihatlari, adolat, jasorat, e‘tiqod va aql kabi abadiy qadriyatlar tasviri alohida urg‘u bilan yoritilgan. Tariq Bug‘raning badiiy yondashuvi, ayniqsa, tarixiy realizm, ichki monologlar, syujet dinamizmi va psixologik chuqurlik orqali ajralib turadi. Shuningdek, uning ijtimoiy va falsafiy qarashlari zamonaviy turk romanistikasi taraqqiyotida muhim o‘rin tutadi.

**Kalit so‘zlar:** Tariq Bug‘ra, turk adabiyoti, tarixiy roman, badiiy mahorat, ichki dunyo, falsafiy qarashlar, psixologik tahlil, qadriyatlar, realizm.

### Abstract

This article explores the life and literary legacy of prominent Turkish author Tarik Buğra from a scholarly perspective. It highlights his unique portrayal of rural life, complex psychological depth, and the representation of universal values such as justice, courage, faith, and intellect. Buğra’s artistic style is marked by historical realism, inner monologue, narrative dynamism, and deep psychological insight. Furthermore, his socio-philosophical reflections contribute significantly to the development of contemporary Turkish novel writing.

**Keywords:** Tarik Buğra, Turkish literature, historical novel, artistic mastery, inner world, philosophical views, psychological analysis, values, realism

Turk adabiyotida roman janri ijodkorning badiiy mahorati bilan uzviy bog‘liq bo‘lib, aynan shu mahorat asarning estetik va g‘oyaviy qiymatini belgilovchi muhim omil sifatida namoyon bo‘ladi. Har bir yirik romannavis o‘ziga xos uslub va badiiy tasvir vositalari orqali adabiyot tarixida muhim iz qoldirgan. Yozuvchining badiiy mahorati faqat syujet qurilishi yoki obraz yaratish bilan emas, balki insoniyat hayotining murakkab jihatlari chuqur badiiy talqin etish san‘ati bilan belgilanadi. Shu bois, roman janridagi badiiy mahoratni o‘rganish, uning uslubiy va nazariy

asoslarini tahlil qilish adabiyotshunoslik fanining dolzarb yo‘nalishlaridan biri bo‘lib qolmoqda<sup>1</sup>.

Turk adabiyotining yirik namoyandalaridan biri bo‘lgan Tariq Bug‘ra o‘zining yuksak badiiy mahorati bilan ajralib turadi. Uning romanlari turk tarixining muhim jarayonlarini badiiy yoritish, inson ruhiy olamining ichki qatlamlarini ochib berish hamda o‘ziga xos falsafiy mushohadalar bilan boyitilganligi bilan alohida e‘tiborga loyiqdir. Bug‘ra ijodida tarixiy realizm, ichki monologdan samarali foydalanish va syujet dinamizmining kuchli ifodasi muhim poetik xususiyatlar sifatida namoyon bo‘ladi.

Adibning mashhur «Kichik Og‘a» romani tarixiy voqealarni aks ettirishda o‘ziga xos poetik-estetik uslub bilan ajralib turadi. Asarda qahramonlarning ruhiy olami chuqur tahlil etilib, ularning jamiyatdagi o‘rni badiiy obrazlar orqali ifodalanadi. Ayniqsa, romanda turk jamiyatidagi ijtimoiy o‘zgarishlar, an‘anaviy qadriyatlar va zamonaviylik o‘rtasidagi ziddiyatlar nozik badiiy vositalar bilan yoritilgan. Tariq Bug‘raning tarixiy roman yaratishdagi mahorati faqat voqealarni badiiy tasvirlash bilangina cheklanmay, balki tarixiy voqelikni inson ruhiyati va davr ideallari bilan uyg‘unlashtira olish qobiliyatida ham yaqqol namoyon bo‘ladi. U tarixiy jarayonlarni sodda voqebop rivoyat sifatida emas, balki ularni chuqur tahlil etgan holda, ularning insoniyat tafakkuri va jamiyat taraqqiyotiga ko‘rsatgan ta‘sirini ochib berishga intiladi. Bu yondashuv Bug‘ra asarlarida qahramonlarning ichki kechinmalari va ma‘naviy dunyosining teran talqin etilishiga xizmat qiladi. Shu bois, yozuvchining tarixiy romanlarida voqealar rivojidan tashqari inson hayotidagi ma‘naviy tajriba, axloqiy ideallar va ruhiy o‘zgarishlar (metamorfozalar) ham keng va ta‘sirchan ifoda topgan. Ushbu jihatlar bir nechta muhim tamoyillarni yoritib beradi. Avvalo, qahramonlar jasorati ularning tarixiy va ma‘naviy ildizlari bilan uzviy bog‘liq bo‘lib, bu holat ularning ichki ruhiy jarayonlarining badiiy natijasi sifatida tasvirlanadi<sup>2</sup>. Tariq Bug‘ra o‘z tarixiy romanlarida jasorat konsepsiyasini chuqur psixologik va ma‘naviy kontekstda ochib beradi. U jasoratni tashqi voqelik doirasida emas, balki obrazlarning ichki ruhiy olami, iroda kuchi va ma‘naviy saboti orqali talqin etadi. Shu sababli, uning qahramonlari ko‘pincha jismoniy kuch emas, balki axloqiy barqarorlik va ruhiy qarorlar bilan ajralib turadi. Bu yondashuv tarixiy obrazlarning jonli va hayotiy chiqishiga imkon yaratadi.

<sup>1</sup> Zeynep Sare Dinçkal, A Study on Epic and Mythological Elements in Tarik Buğra's Novel "Osmanjık", Sanal Türkoloji Araştırmaları Dergisi, Volume 9, Issue 1, 2024, pp. 39–51.

<sup>2</sup> Ünüvar S. The Relationship between Anatolia and the Idea of Anatolianism in Tarik Buğra's Novels, Presented at "Hatırlayp Yeniden Bulmak, Tarik Buğra 100 Yaşında" Symposium, Istanbul, 2018, pp. 397–410.

Shuningdek, Bug‘ra obrazlarining intellektual salohiyatiga alohida urg‘u beradi. Yozuvchi tarixiy shaxslarning tafakkur doirasi, murakkab ijtimoiy vaziyatlarda oqilona pozitsiya egallay olishlari, qaror qabul qilishdagi aqliy yetukliklarini sinchkovlik bilan yoritadi. Natijada, uning qahramonlari nafaqat jasur sardorlar, balki o‘z zamonasining fikr yurituvchi, jamiyatga yo‘nalish beruvchi, intellektual peshvolari sifatida tasvirlanadi. Bundan tashqari, adolat va e‘tiqod kabi g‘oyaviy tushunchalar Bug‘ra romanlarining asosiy g‘oyaviy tayanchlaridan biri bo‘lib xizmat qiladi. Uning asarlarida qahramonlar harakatlari axloqiy mezonlarga tayanadi; ular uchun haqiqat va adolat yo‘lida kurashish shaxsiy ichki kechinmalar va ruhiy iztiroblar bilan bog‘liq jarayondir. Bug‘ra bu jihatlarni o‘ziga xos badiiy vositalar bilan talqin etib, tarixiy obrazlar ruhiyatini chuqur tahlil qiladi va ularni zamonaviy o‘quvchi uchun ham dolzarb bo‘lgan ma‘naviy mezonlar asosida qayta tiklaydi.

Tariq Bug‘ra tarixiy voqealarni oddiy badiiy tasvir doirasida emas, balki ular orqali insoniyat hayotida muhim o‘rin tutuvchi abadiy qadriyatlarni yoritish vositasi sifatida talqin etadi. Ushbu yondashuv yozuvchining asarlariga chuqur falsafiy qatlam bag‘ishlab, badiiyat bilan ma‘rifat uyg‘unligini yuzaga keltiradi. Natijada, tarixiy material badiiy-estetik mazmundan tashqari, keng ijtimoiy-falsafiy mazmun kasb etadi. To‘rtinchidan, Bug‘ra inson ruhiyatining murakkab jihatlarini ochishda g‘azab va hukm singari holatlarni psixologik aniqlik bilan tahlil etadi. Xususan, g‘azab tuyg‘usi uning asarlarida faqat ziddiyat yoki to‘qnashuv belgisi sifatida emas, balki chuqur ichki ruhiy o‘zgarish, shaxsiy inqilob jarayonining boshlanishi sifatida talqin etiladi. Bu orqali yozuvchi o‘z obrazlarini yanada hayotiy, real va psixologik jihatdan asosli qilib tasvirlaydi. Shuningdek, hukmning qat‘iyligi Bug‘ra asarlarida ikki yoqlama talqinga ega: u bir tomondan adolatning amaliy ifodasi sifatida namoyon bo‘lsa, ikkinchi tomondan shaxsiy va ijtimoiy mas‘uliyat timsoli sifatida ko‘riladi. Yozuvchining qahramonlari qaror qabul qilish jarayonida ularning oqibatlarini chuqur anglaydilar; bu esa ularning shaxsiy taraqqiyoti va ijtimoiy hayotidagi burilishlarni yanada asosli va chuqur psixologik kontekstda ifodalash imkonini beradi.

Tariq Bug‘ra o‘zining “Afsus yoshligim”, “Qora qahrabo”, “Fir‘avnning imoni” kabi mashhur asarlari bilan keng tanilgan bo‘lsa-da, uning boshqa romanlarida, ayniqsa qishloq aholisi hayoti va ularning duch kelgan ijtimoiy-madaniy muammolarni tasvirlash uslubi turk zamonaviy adabiyoti vakillaridan sezilarli darajada farqlanadi. Bug‘ra o‘z ijodida insoniyatning kundalik hayoti, uning murakkab va ko‘p qatlamli mohiyati, noaniqliklar va ichki ziddiyatlarni o‘rganishga

alohida e'tibor qaratgan yozuvchi sifatida ajralib turadi. Adib 1918-yilda Turkiyaning Oqshahar (Akşehir) shahrida tug'ilgan. Boshlang'ich va o'rta ma'lumotni ham shu shaharda olgan. 1936-yilda Konya shahridagi o'rta maktabni tamomlagan. U Istanbulda bir muddat tibbiyot va huquq fakultetlarida tahsil olgan bo'lsa-da, doimiy va tizimli ta'lim jarayonida qatnashmagan. Keyinchalik Istanbul universitetining Adabiyot fakulteti, Turk tili va adabiyoti bo'limiga o'qishga kirgan, biroq harbiy xizmatga chaqirilgani sababli o'qishni yakunlamagan. Harbiy xizmatdan qaytgach, ta'limni davom ettirgan bo'lsa-da, hayotiy muammolar va moddiy-ma'naviy qiyinchiliklar uni oliy ta'limni to'liq yakunlashdan mahrum qilgan. Ijodiy faoliyatining dastlabki bosqichlarida u 1947-yilda Oqshaharda "Nasriddin Afandi" nomli nashrni, 1948-yilning yanvaridan fevraligacha Tal'at Tekin bilan hamkorlikda "Zaytun Shohi" nomli asarni nashr ettirgan. 1951-yilda "Istanbul haftaligi" jurnalini uch oy davomida nashr qilgan. 1963-yilda esa, Mumtoz Turxon va Errol Gung'ur bilan birgalikda "Yol" jurnalini chop etishda boshqo'shgan. Uning "Chinorosti" jurnalida 1948-yilda olti hikoyasi e'lon qilingan. Shuningdek, 1951-yildan boshlab "Okin", "Borluk", "Yangi dunyo", "Yuksel", "Istanbul", "Kichik jurnallar" va "Dost" kabi gazeta va jurnallarda faol ijodiy va jurnalistik faoliyat yuritgan<sup>3</sup>.

U o'z asarlarida har bir inson o'z mehnatiga mas'ul bo'lishi, ya'ni har bir kishi o'z oldidagi vazifani bajarishi kerakligini ta'kidlaydi. Tariq Bug'ra san'atkorning asosiy vazifasi san'at asari yaratish ekanligini va xalq ushbu asardan o'ziga kerakli narsalarni olishini ta'kidlagan. Shuningdek, u san'atkor jamiyatga foyda keltirishi kerak deb hisoblagan va uning yuksalishi uchun ilmiy xolislik va samimiyatni alohida e'tiborga olish zarurligini bildirgan<sup>4</sup>. Tanpinarning qayd etishicha, Tariq Bug'ra uslubga nisbatan talabchanligi bilan o'z avlodiga mansub safdoshlaridan farq qiladi.<sup>5</sup> Tariq Bug'ra so'zlarni «chertib-chertib» tanlaydi, ortiqcha so'z sarflashdan qochadi. U tanlagan so'zlar turk tiliga mansub bo'lib, o'ylab topilgan emas. U turk tiliga katta e'tibor ko'rsatadi. Buni turli sanalarda chop etilgan til xususidagi maqolalari mazmunidan anglash mumkin. Turk tili jamiyatiga nisbatan bildirgan keskin tanqidlari ham mana shu hassosiyati samarasidir. Alemdar Yolchin Tariq Bug'ra hamda Kamol Tohirlarning ifoda usullarini solishtirib, «Tariq Bug'roning ifoda uslubi qamrovliroq va badiiy saviyasi yuksakroqdir. Shu sababli kitobxonga o'zgacha tot beradi» deydi<sup>6</sup>. Yozuvchi ijodida tarixiy mavzuga bag'ishlab yaratilgan

<sup>3</sup> Ayvaz B. Çalışma Yazı: Tarık Buğra. İstanbul: Ötükan Yayınları, 1997. – S. 108-109.

<sup>4</sup> Tuncer H. Tarık Buğra. Ankara: Kültür ve Turizm Bakanlığı Yayınları, 1988.

<sup>5</sup> Tanpınar A. H. Edebiyat Hakkında Makaleler. İstanbul: Dergah Yayınları, 2000. – S. 128.

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«Usmon G‘ozixon» romani (1983) alohida o‘rin tutadi va uning badiiy-estetik qarashlari evolyutsiyasini o‘rganishda muhim manba sifatida e‘tirof etilishi mumkin. Ushbu asar, avvalo, muallifning tarixiy hodisalarga, ularning badiiy talqiniga hamda milliy o‘zlikni ifodalashdagi izlanishlariga bo‘lgan munosabatini ochib beradi. Asosiy tahliliy mulohazalarga o‘tishdan avval, shuni alohida qayd etish lozimki, Usmoniylar imperiyasi hamda uning asoschilari haqida turk adabiyotida sermahsul va ijtimoiy-tarixiy mazmunga ega ko‘plab badiiy asarlar yaratilgan. Jumladan, zamonaviy turk tarixiy roman janrining salmoqli vakillaridan biri bo‘lgan iste‘dodli yozuvchi Yavuz Bahodiro‘g‘lining «Usmon G‘ozi» (1985), «Orxon G‘ozi» (1987), «Sulton Sulaymon Qonuniy» (1988) kabi romanlari bevosita Usmoniylar tarixiga bag‘ishlangan bo‘lib, ular orqali muallif tarixiy shaxslar va davr ruhiyatini chuqur badiiy ifodalashga erishgan. Shu nuqtayi nazardan, muayyan adibning tarixiy romanchilikdagi o‘rni va ahamiyatini belgilash uchun, avvalo, uning ijodida qanday tarixiy yondashuvlar, badiiy tafakkur uslublari, obrazlar tizimi hamda tarixiy haqiqatga munosabat aks etganini tahlil qilish dolzarb ahamiyat kasb etadi. Ayniqsa, tarixiy roman janrining o‘ziga xos xususiyatlaridan biri bo‘lgan voqelikni badiiy umumlashtirish orqali milliy ong va tarixiy xotirani shakllantirish jarayonidagi roli inobatga olinsa, yozuvchining ushbu jarayonga qo‘shgan hissasi tahliliy yondashuv orqali ochib berilishi lozim. Shunday savol tug‘iladi: tarixiy roman janrida faoliyat yuritgan va turk adabiy maktabida o‘ziga xos mavqega ega bo‘lgan muallifning ijodida aynan qanday omillar, uslublari va tarixiy-badiiy qarashlar ustuvorlik kasb etgan? Bu borada, tadqiqot obyektimiz bo‘lib xizmat qilayotgan «Usmon G‘ozixon» romanining tahlili asosida muallifning tarixiy tafakkuri, obraz yaratish mahorati hamda tarixiy faktlarga bo‘lgan munosabatini ko‘rsatish orqali ushbu savollarga ilmiy asoslangan javob topish mumkin. «Usmon G‘ozixon» romani nafaqat yozuvchining tarixiy roman janriga bo‘lgan qiziqishini, balki uning milliy tarixni badiiy aks ettirishga nisbatan yuksak mas‘uliyatini ham yaqqol namoyon etadi. Asar orqali adib o‘z o‘quvchisiga tarixni faqat faktlar majmuasi sifatida emas, balki badiiy-estetik va ma‘naviy qadriyatlar manbai sifatida ko‘rsatishga intilgan. Usmon G‘ozixon murakkab va ziddiyatlarga boy tarixiy bir davrda yashaganiga qaramay, parokanda holatga tushib qolgan yurtdagi siyosiy va ijtimoiy tartibsizliklarga barham berib, mustahkam poydevorga ega bo‘lgan qudratli davlat asoschisi sifatida tarix sahnasiga chiqqan yirik shaxsiyatdir. U o‘z faoliyati orqali turk xalqining tarixida chuqur iz qoldirib, yurt ravnaqi, ilm-fan taraqqiyoti va tamaddun yuksalishi uchun zarur bo‘lgan tarixiy shart-sharoitlarni yaratishga muvaffaq bo‘lgan. Tarixiy jarayonlar tahlili shuni ko‘rsatadiki, Usmon G‘ozixon shaxsida yurtga sadoqat, davlat barqarorligini mustahkamlash, uning sarhadlarini

himoya qilish, siyosiy qudratni oshirish, do'stlarga sadoqat va dushmanlarga nisbatan qat'iylik, so'zga sobitlik, poklik, oila va el-yurtga mehr kabi yuksak axloqiy fazilatlar mujassam bo'lgan. Asarda tasvirlangan bu jihatlar o'quvchi qalbiga chuqur kirib borishi, uning tarixiy ongini uyg'otishi va badiiy-estetik zavq bag'ishlashi uchun muallif ushbu fazilatlarni holislik bilan yoritishga alohida e'tibor qaratgan. Yurtboshining hayoti va faoliyatini haqqoniy, adolatli yoritish — bu tarixiy roman muallifi zimmasidagi muqaddas burchdir. Ayni shu sababli, yozuvchi milliy manfaatlar va tarixiy haqiqat nuqtayi nazaridan yondashib, Usmon G'ozixonning hayot yo'lini nafaqat tarixiy faktlar asosida, balki badiiy tasvir orqali chuqur ochib berishga intilgan<sup>7</sup>. Shubhasiz, yozuvchi Usmon G'ozixon davri va shaxsiyati bilan bog'liq tarixiy manbalar — solnomalar, tarixiy asarlar va arxiv hujjatlarini puxta o'rganishga harakat qilgan. Biroq uning oldidagi asosiy vazifa shunchaki tarixiy voqealar ketma-ketligini bayon qilish emas, balki Usmon G'ozixonning ruhiy-ma'naviy qiyofasini yaratish, ya'ni uning ichki dunyosini, shaxsiy motivatsiyalarini, qarorlaridagi murakkabliklarni chuqur badiiy tafakkur asosida ochib berishdan iborat edi. Romanda yozuvchi Usmon G'ozixonning umr yo'li orqali nafaqat buyuk bir tarixiy shaxs obrazini yaratishga, balki ushbu shaxs mansub bo'lgan xalqning aql-zakovat darajasi, ma'naviy salohiyati va ijtimoiy-siyosiy qarashlarini ham ifoda etishga intiladi. Bu yerda G'ozixon asos solgan salatanat qudratining ildizlari adolat tamoyillariga asoslangan boshqaruv modelida ko'riladi.

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## МЕҲНАТ ВА ФУҚАРОЛИК-ҲУҚУҚИЙ ШАРТНОМАЛАРНИНГ АМАЛИЙ ҚЎЛЛАНИЛИШИДА УЧРАЙДИГАН НИЗОЛАР ВА УЛАРНИ ҲАЛ ЭТИШ ЙЎЛЛАРИ

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Инсон ресурсларини ривожлантириш ва бошқариш бошқармаси бош  
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**Аннотация:** Ушбу мақолада меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалий қўлланилиши жараёнида учрайдиган асосий ҳуқуқий низола ва уларни ҳал этиш усуллари таҳлил қилинади. Мавзуга оид қонунчилик ҳужжатлари, амалий мисоллар ва низола бартараф этишдаги самарали ёндашувлар кўриб чиқилган. Шунингдек, муаммоларнинг илдиз сабаблари аниқланиб, уларни камайтириш бўйича таклифлар берилган.

**Калит сўзлар:** меҳнат шартномаси, фуқаролик-ҳуқуқий шартнома, низола, қонунчилик, суд амалиёти, ҳал этиш усуллари, медиация, ҳуқуқий саводхонлик.

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**Annotation:**

This article analyzes the main legal disputes arising during the practical application of labor and civil-law contracts, as well as the methods for resolving them. Relevant legislation, practical examples, and effective approaches to conflict resolution are examined. The article also identifies root causes of disputes and offers recommendations for minimizing them.

**Keywords:**

labor contract, civil-law contract, disputes, legislation, legal practice, resolution methods, mediation, legal literacy

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**Аннотация:**

В данной статье анализируются основные правовые споры, возникающие при практическом применении трудовых и гражданско-правовых договоров, а также методы их разрешения. Рассматриваются соответствующие

законодательные акты, примеры из практики и эффективные подходы к урегулированию конфликтов. Также выявлены коренные причины споров и предложены меры по их снижению.

**Ключевые слова:** трудовой договор, гражданско-правовой договор, споры, законодательство, судебная практика, методы разрешения, медиация, правовая грамотность

### **Кириш**

Ҳар қандай ҳуқуқий давлатда меҳнат муносабатлари ва фуқаролик-ҳуқуқий шартномалар ижтимоий-иқтисодий барқарорликнинг асосий устунларидан бири ҳисобланади. Меҳнат шартномалари орқали иш берувчи ва ишчи ўртасидаги ҳуқуқий муносабатлар, уларнинг ўзаро мажбуриятлари ва ҳуқуқлари аниқ белгилаб қўйилади. Шунингдек, фуқаролик-ҳуқуқий шартномалар, яъни хизмат кўрсатиш, подряда, ижара, васийлик ва бошқа шартномалар турлари орқали фуқаролар ва ташкилотлар ўртасида муайян ҳуқуқий муносабатлар вужудга келади. Бироқ, амалиётда ушбу шартномаларни тузиш ва ижро этиш жараёнида турли муаммо ва низолар юзага келади. Бу низолар кўпинча ҳуқуқий билим етишмаслиги, шартнома шартларининг ноаниқ ёритилиши, қонун нормаларининг тўғри қўлланилмаслиги ёки уларга риоя этилмаслиги натижасида келиб чиқади. Хусусан, меҳнат шартномалари доирасида ишчиларнинг ишга тикланиш, меҳнат ҳақини ўз вақтида олиш, иш вақти ва дам олиш ҳуқуқлари бузилаётгани, иш берувчилар эса ходим томонидан мажбуриятларни бажармаслик, интизомга риоя қилмаслик каби ҳолатлардан шикоят қилмоқда. Фуқаролик-ҳуқуқий шартномаларда эса хизмат сифатидан норозилик, шартноманинг муддатда бажарилмаслиги ёки шартларининг бузилиши каби ҳолатлар кузатилмоқда. Мазкур мақолада меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалиётдаги қўлланилиши жараёнида юзага келаётган асосий низолар, уларнинг келиб чиқиш сабаблари, ҳуқуқий-меъёрий асослари, амалий мисоллар ва ечим усуллари таҳлил қилинади. Шунингдек, низоларни ҳал этишдаги янги ҳуқуқий механизмлар, хусусан, медиация ва меҳнат арбитражи каби альтернатив низоларни ҳал этиш воситаларига алоҳида эътибор қаратилади. Ушбу таҳлил асосида муаммоларни бартараф этишга қаратилган самарали ёндашув ва таклифлар илгари сурилади.

### **Метод**

Мазкур тадқиқот меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалий қўлланилишида юзага келадиган низоларни аниқлаш, уларнинг сабабларини таҳлил қилиш ҳамда ечим усулларини тавсия этишга қаратилган. Ушбу

мақсадни амалга ошириш учун **сифатли таҳлилий метод, қонуншунослик тадқиқоти**, шунингдек, **солиштирма-ҳуқуқий таҳлил** услубларидан фойдаланилди.

• **Норматив-ҳуқуқий таҳлил усули** Ўзбекистон Республикасининг янги таҳрирдаги Меҳнат кодекси (2022), Фуқаролик кодекси, “Медиация тўғрисида”ги Қонуни ҳамда тегишли қонуности ҳужжатлари таҳлил қилинди. Бу орқали меҳнат ва фуқаролик муносабатларини ҳуқуқий жиҳатдан тартибга солувчи асосий нормалар ўрганилди.

• **Амалиётни таҳлил қилиш усули** Суд қарорлари, меҳнат низолари бўйича иш юритиш натижалари, меҳнат инспекциялари ва ҳуқуқий маслаҳат марказлари фаолияти таҳлил қилинди. Хусусан, Ўзбекистон Республикаси Олий суди, Тошкент шаҳар меҳнат инспекцияси ҳамда вален-қонун порталларида эълон қилинган воқеий низо ҳолатлари асос қилиб олинди.

• **Солиштирма-ҳуқуқий таҳлил усули** Ўзбекистон тажрибаси Россия Федерацияси ва бошқа давлатларнинг меҳнат ҳамда фуқаролик шартномаларини ҳуқуқий тартибга солиш амалиёти билан солиштирилди. Бу орқали низоларни ҳал қилишдаги турли ёндашувларни таҳлил қилиш ва мукамал моделларни аниқлаш имкони яратилди.

• **Муқобил низоларни ҳал этиш усуллари ўрганиш** Медиация, арбитраж, ярашув комиссиялари каби альтернатив механизмлар таркибий жиҳатдан ўрганилди. Ушбу усулларнинг самарадорлиги, тезкорлиги, ишончлилиги ҳақида аниқ мисоллар орқали баҳо берилди.

• **Илмий-манбаий таҳлил** Тадқиқот доирасида турли илмий мақолалар, халқаро ва маҳаллий таҳлиллар, ҳуқуқшунос олимларнинг қарашлари, интернет-ресурслардаги (Mondaq, Lex.uz, Valen Legal ва бошқалар) материаллардан фойдаланилди. Шунингдек, халқаро тажриба сифатида ILO (International Labour Organization) тавсиялари ҳам ўрганилди.

Натижалар

Тадқиқот жараёнида олиб борилган таҳлил ва солиштирма-ҳуқуқий изланишлар натижасида меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалиётдаги қўлланилишида юзага келаётган асосий низолар, уларнинг келиб чиқиш сабаблари ҳамда ҳал этиш усуллари қуйидаги йўналишларда аниқланди:

**1. Меҳнат шартномаларига оид асосий низолар:**

• **Ишга қабул қилиш ва ишдан бўшатишдаги ҳуқуқбузарликлар:** Иш берувчилар томонидан меҳнат шартномаларини расмийлаштирмасдан ишчига иш бошлатиш, шартноманинг муддатини аниқ белгиланмаслиги ва ишдан

бўшатишда қонунда белгиланган асослар ва тартибга риоя қилинмаслиги ҳолатлари кенг тарқалган.

- **Меҳнат ҳақининг ўз вақтида тўланмаслиги:** Олиб борилган амалиёт таҳлилига кўра, айрим ҳолатларда иш берувчилар томонидан иш ҳақи кечиктирилади ёки қисман тўланади, бу эса ходимнинг ҳуқуқий даъволарига олиб келади.

- **Ишчи ҳуқуқларининг бузилиши:** Ҳодимнинг меҳнат таътили, меҳнат шароитлари, дам олиш кунлари, хотин-қизлар ва ногиронлар учун белгиланган имтиёзларга риоя этмаслик ҳолатлари мавжуд.

## ***2. Фуқаролик-ҳуқуқий шартномалар бўйича аниқланган муаммолар:***

- **Шартнома шартларининг ноаниқ ва муғлак шаклда тузилиши:** Бу энг кўп учрайдиган муаммолардан бири бўлиб, тарафлар ўртасида келишмовчиликлар юзага келишига сабаб бўлади.

- **Мажбуриятларни бажармаслик ёки муддатда амалга оширмаслик:** Подряд, хизмат кўрсатиш, ижара шартномалари бўйича бажарилиши лозим бўлган ишлар ўз вақтида ёки керакли сифатда бажарилмаган ҳолатлар аниқланган.

- **Шартнома билан қопланмаган хавфлар ва ёнғинли ҳолатлар:** Аниқланган ҳолатларга кўра, кўпгина шартномаларда форс-мажор, жавобгарлик, даъво бериш тартиби каби муҳим элементлар етарли даражада акс эттирилмаган.

## ***3. Низоларнинг келиб чиқиш сабаблари:***

- Тарафлар ўртасида ҳуқуқий маданият ва ҳуқуқий саводхонликнинг паст даражада бўлиши;

- Меҳнат ва фуқаролик шартномаларининг стандарт шаклда эмас, балки шошма-шошарик билан тайёрланиши;

- Меҳнат кодекси ва фуқаролик кодексидаги нормалардан хабардорлик етишмаслиги;

- Назорат қилувчи органлар томонидан ўз вақтида текширув ва ҳуқуқий маслаҳатларнинг тақдим этилмаслиги.

## ***4. Низоларни ҳал этишдаги амалдаги йўللار:***

- **Меҳнат инспекциялари орқали ҳал этиш:** Ўзбекистонда Меҳнат инспекцияси ходимларнинг ҳуқуқларини ҳимоя қилишда фаол иш олиб бормоқда, аммо айрим ҳудудларда бу хизматнинг самарадорлиги паст.

- **Суд жараёнлари орқали:** Ҳар икки турдаги шартномалар бўйича судга мурожаат қилишда тарафлар кўпинча вақтинчалик харажатлар, расмиятчилик ва процесс узоклигидан шикоят қилади.

• **Медиация ва арбитраж орқали ечимлар:** Медиация институти амалиётга янги киритилган бўлиб, айрим ҳолатларда самарали ярашув воситаси сифатида иш бермоқда. Аммо унинг ҳуқуқий мақоми тўлиқ англаб етилаётгани йўқ.

#### ***5. Халқаро амалиёт билан солиштириш натижалари:***

• Россия, Германия ва Франция тажрибаси шуни кўрсатмоқдаки, меҳнат ва фуқаролик шартномаларига оид ҳуқуқий низоларни олдини олиш учун ҳуқуқий маданият, юқори малакали маслаҳатчилар, стандартизаланган шартнома шакллари муҳим рол ўйнайди.

• Ўзбекистонда ҳам шундай стандартлашув ва рақамлаштириш жараёнлари бошланган, аммо уларни тўлиқ жорий қилиш ҳали тўлиқ амалга оширилмаган.

#### **Муҳокама**

Олиб борилган таҳлиллар меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалиётдаги қўлланилишидаги муаммолар ва низоларнинг кенг тарқалганлигини яққол намоён қилди. Айниқса, Ўзбекистонда бу каби шартномаларни тузишда ҳуқуқий саводхонлик етишмаслиги, ҳуқуқий маслаҳатчилар хизматларига мурожаат қилинмаслиги, ҳамда стандартлаштирилмаган шартнома шаклларида фойдаланиш тенденцияси ҳали ҳам сақланиб қолмоқда. Меҳнат шартномаларида иш берувчи ва ходим ўртасидаги ҳуқуқий мувозанатнинг таъминланмагани низоларнинг кўпайишига сабаб бўлмоқда. Масалан, иш ҳақининг кечиктирилиши, ишдан бўшатишда қонунга риоя этилмаслиги ёки меҳнат таътилини беришда қонунбузарликлар амалиётда учраб турибди. Бу ҳолатлар ишчиларнинг меҳнат ҳуқуқларига нисбатан ишончсизликни оширмоқда, иш ўринларида самарадорликка салбий таъсир кўрсатмоқда. Фуқаролик-ҳуқуқий шартномаларда эса тарафлар ўртасида келишув асосида тузиладиган шартномаларнинг нотўғри тузилиши ва шартларнинг ноаниқ баён этилиши кўплаб ҳуқуқий келишмовчиликларга олиб келмоқда. Айниқса, хизмат кўрсатиш, подяда, ижара каби шартномаларда бир томоннинг мажбуриятларни тўлиқ ёки ўз вақтида бажармаслиги иккинчи томонга моддий зарар етказаётган ҳолатлар кам эмас. Шу билан бирга, медиация, арбитраж ва меҳнат низоларини ҳал қилиш бўйича комиссиялар каби альтернатив механизмларнинг тадбиқ этилиши, жумладан, 2019 йилдан кучга кирган “Медиация тўғрисида”ги Қонуннинг амалиётда қўлланилиши ижобий баҳоланади. Аммо ушбу воситалардан кенг ва самарали фойдаланиш учун аҳоли ва ташкилотлар ўртасида ҳуқуқий маданиятни ошириш зарур.

Медиаторлар фаолияти, уларнинг ҳуқуқий мақоми ва малакаси, қарорларнинг мажбурий кучга эга бўлиши масалалари ҳам мукамал ишланишни талаб қилади. Солиқтирма таҳлил шуни кўрсатадики, ривожланган мамлакатларда низоларни олдини олиш мақсадида шартнома тузишда юридик маслаҳат хизматларидан мажбурий фойдаланиш, шартнома шаблонларининг стандартлашуви ва меҳнат ҳуқуқларини онлайн равишда ҳимоя қилиш каби механизмлар жорий этилган. Ўзбекистонда ҳам мазкур ёндашувларни босқичма-босқич жорий этиш муҳим аҳамиятга эга.

### Хулоса

Меҳнат ва фуқаролик-ҳуқуқий шартномаларнинг амалиётдаги қўлланилишидаги низолар кўп ҳолларда ҳуқуқий билим етишмаслиги, шартнома шартларининг мукамал эмаслиги ва ҳуқуқий ҳимоя механизмларининг етарлича фаол ишламаётгани билан боғлиқ эканлиги ушбу тадқиқот орқали яққол аниқланди.

Амалий таҳлиллар ва қонун ҳужжатларига асосланиб, қуйидаги хулосаларни бериш мумкин:

- Ҳар қандай шартнома – меҳнат ёки фуқаролик-ҳуқуқий – аниқ, тушунарли ва ҳуқуқий нуқтаи назардан асосланган бўлиши шарт.

- Низоларнинг олдини олиш учун иш берувчилар ва фуқаролар ўртасида ҳуқуқий саводхонлик даражасини ошириш лозим. Бунинг учун оммавий ахборот воситалари, юридик порталлар ва нотариал тизимлар орқали мақсадли ҳуқуқий тушунтириш ишларини олиб бориш талаб этилади.

- Медиация ва арбитраж каби альтернатив низоларни ҳал этиш воситаларининг қонуний мақомини мустаҳкамлаш, уларни амалиётга самарали татбиқ қилиш юзасидан ҳуқуқий-амалий ишлар жадаллаштирилиши керак.

- Меҳнат ва фуқаролик шартномалари бўйича судлар фаолиятида шаффофлик, тезкорлик ва адолат принципларини кучайтириш муҳим.

- Халқаро тажрибаларни ўрганиш ва жорий этиш – бу соҳадаги ривожланишнинг кафолатидир. Айниқса, электрон шартномаларни жорий қилиш, рақамли мониторинг ва онлайн-низоларни ҳал этиш тизимлари самарали ёндашув сифатида иш бериши мумкин.

Хулоса қилиб айтганда, меҳнат ва фуқаролик-ҳуқуқий шартномаларни самарали ҳуқуқий инструмент сифатида тўғри тузиш ва қўллаш нафақат тараққиёт ва адолатни таъминлайди, балки жамиятда ҳуқуқий онг ва ҳуқуқий маданиятнинг шаклланишига хизмат қилади.

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## **Improving the Mechanisms of Digital Transformation of the Banking System of Uzbekistan under Conditions of Financial Globalization**

**Marpatov Shoxrux Mavlenxonovich**

The digital transformation of the banking system has become a strategic priority in the context of financial globalization. In Uzbekistan, this process is not only a technological necessity but also a key driver of competitiveness in the financial sector. The integration of advanced digital solutions into banking operations improves efficiency, transparency, and customer accessibility. Global experience shows that countries actively implementing digital transformation achieve faster financial inclusion and higher economic resilience. However, the process requires careful planning, infrastructure development, and strong regulatory support. Therefore, studying the mechanisms for improving digital transformation in the banking system is both scientifically and practically relevant.

Digital transformation in the banking system refers to the comprehensive adoption of digital technologies across all banking operations. It includes the modernization of payment systems, automation of internal processes, and development of digital financial products. The aim is to enhance service speed, reduce operational costs, and improve risk management. In the global financial market, digitally advanced banks are better positioned to compete for customers and attract investments. In Uzbekistan, digital transformation is essential for integrating into the international financial system and meeting the expectations of a tech-savvy population. This makes it a cornerstone of sustainable banking sector development.

Financial globalization accelerates the exchange of capital, information, and technology across borders. Digital technologies, including blockchain, artificial intelligence, and big data analytics, are key enablers of this integration. For banks, adopting these tools means faster cross-border transactions, better compliance with international standards, and improved operational efficiency. In Uzbekistan, integrating digital solutions can expand access to global markets and diversify financing sources. It also allows local banks to offer competitive products on par with international institutions. Thus, the synergy between globalization and digitalization is a catalyst for transformation.

Digital banking services enhance economic activity by enabling faster and more efficient transactions. They reduce transaction costs for individuals and businesses, increasing overall productivity. Socially, they contribute to financial inclusion by reaching underserved populations in rural and remote areas. In

Uzbekistan, mobile banking and online services are helping bridge the gap between urban and rural financial access. They also promote transparency, reducing opportunities for corruption and informal transactions. Therefore, digital banking plays a dual role in economic growth and social development.

In recent years, Uzbekistan has made significant progress in building its digital banking infrastructure. Major banks have upgraded their core banking systems, implemented modern payment gateways, and expanded internet and mobile banking services. The adoption of cloud technologies and API integration has facilitated the development of innovative financial products. Government support for digitalization, through policies and incentives, has accelerated these changes. However, disparities remain between urban and rural areas in terms of access to high-speed internet and modern banking facilities. Bridging this gap is crucial for achieving nationwide financial inclusion.

The range of digital banking products in Uzbekistan now includes mobile wallets, QR code payments, online lending platforms, and automated investment services. Banks are increasingly offering personalized financial advice through AI-driven chatbots and analytics tools. Contactless payment methods, such as NFC-enabled cards and devices, are gaining popularity among consumers. Digital loan processing has shortened approval times and reduced administrative costs for banks. These innovations not only enhance customer convenience but also increase operational efficiency. Expanding the product portfolio further will help meet evolving consumer expectations.

Despite progress, several challenges hinder full-scale digital transformation in the banking sector. Cybersecurity risks have grown alongside the increased use of digital platforms. Skills shortages in IT and fintech expertise limit the pace of innovation. Legacy systems in some banks reduce the efficiency of new digital solutions. Additionally, regulatory frameworks must evolve to keep pace with rapid technological developments. Addressing these issues requires coordinated action from the government, financial regulators, and the private sector. Without such efforts, the benefits of digital transformation may remain unevenly distributed.

Modernizing digital financial infrastructure involves upgrading payment systems, expanding broadband access, and adopting cloud-based banking solutions. Improved interoperability between banks and fintech companies is essential for a seamless financial ecosystem. Investments in secure data centers and disaster recovery systems enhance operational resilience. Public-private partnerships can accelerate infrastructure upgrades while sharing costs and risks. Enhanced

infrastructure enables faster service delivery and fosters innovation. Such modernization is a prerequisite for sustainable digital transformation.

Fintech solutions offer opportunities to improve efficiency, reduce costs, and expand access to financial services. Encouraging collaboration between banks and fintech startups can lead to the development of cutting-edge products tailored to local needs. Regulatory sandboxes provide a safe environment for testing innovative solutions without disrupting the broader financial system. Expanding peer-to-peer lending, crowdfunding platforms, and robo-advisory services can diversify financing options for individuals and businesses. These initiatives support economic growth and promote financial inclusion. Ultimately, fintech adoption should be accompanied by robust consumer protection measures.

As banking becomes more digital, cybersecurity must be a top priority. Implementing multi-layered security protocols, including encryption, multi-factor authentication, and real-time monitoring, is essential. Regular cybersecurity audits and employee training help maintain a strong defense against cyber threats. Compliance with international data protection standards builds customer trust. Collaboration with national and international cybersecurity agencies enhances threat intelligence. Protecting digital assets safeguards not only the banking sector but also the stability of the wider financial system.

Developed countries have demonstrated that digital banking can significantly enhance efficiency and customer satisfaction. Nations like Singapore, South Korea, and the UK have successfully implemented real-time payment systems and advanced online banking platforms. Their experiences highlight the importance of strong regulatory frameworks and competitive markets. Public investment in digital literacy has also contributed to widespread adoption. For Uzbekistan, studying these cases offers valuable lessons on technology adoption and user engagement. Applying these best practices can help avoid common pitfalls and accelerate progress.

International organizations such as the IMF, BIS, and OECD provide guidelines on digital finance regulation. Adopting these standards helps ensure interoperability with global financial systems. Compliance with anti-money laundering (AML) and counter-terrorist financing (CTF) requirements is essential for international credibility. Data privacy regulations must also align with global norms to facilitate cross-border cooperation. Aligning local laws with international frameworks improves investor confidence and promotes foreign investment. These efforts position Uzbekistan as a trusted participant in global finance.

Not all international models can be directly applied; adaptation is necessary to fit local conditions. Uzbekistan should focus on hybrid models that combine global best practices with domestic realities. Pilot projects can test new solutions in a controlled environment before full implementation. Local stakeholder engagement ensures that policies are practical and effective. Tailored approaches increase the likelihood of successful outcomes. Such adaptation fosters sustainable digital transformation in the banking sector.

The indicators below provide a structured framework for evaluating the macroeconomic effects of digital transformation in Uzbekistan’s banking sector. GDP growth rates reflect the broader economic benefits of improved efficiency, increased transaction volumes, and expanded access to financial services. Inflation rate analysis highlights how digital payment systems can reduce cash dependency, lower transaction costs, and improve price stability. Exchange rate stability benefits from faster, more transparent cross-border payment systems, reducing currency conversion risks and delays. The level of financial inclusion measures the extent to which digital platforms extend banking services to previously underserved populations, thereby boosting economic participation. Public debt management is enhanced by digital fiscal tools that improve debt tracking, payment scheduling, and transparency. Banking sector efficiency indicators capture productivity improvements from automation, AI-based risk assessment, and streamlined processes. Investment activity in digital infrastructure demonstrates the attractiveness of Uzbekistan’s financial sector to both domestic and foreign investors. Finally, employment indicators in the banking sector reflect shifts toward higher-skilled positions in IT, cybersecurity, and data analytics, signaling the need for targeted workforce development policies.

**Table 1**

**Theoretical structure for the analysis of macroeconomic indicators in the context of banking system digital transformation**

<b>№</b>	<b>Macroeconomic Indicator</b>	<b>Direction of Analysis</b>	<b>Scientific Explanation</b>
1	GDP Growth Rates	Assessing the contribution of digital banking to overall GDP growth	Digital transformation in banking stimulates investment, trade, and productivity growth.
2	Inflation Rate	Analyzing how digital payment systems influence price stability	Efficient transactions and reduced cash circulation can help control inflationary pressures.

3	Exchange Rate Stability	Evaluating the impact of digital cross-border payment systems	Faster and more transparent currency transactions strengthen exchange rate stability.
4	Financial Inclusion Level	Assessing access to banking services through digital platforms	Increased financial inclusion supports broader economic participation.
5	Public Debt	Examining the effect of digital tools on public finance management	Digital fiscal management enhances debt tracking and repayment efficiency.
6	Banking Sector Efficiency	Measuring productivity gains from automation and fintech adoption	Automation reduces operational costs and improves service delivery.
7	Investment Activity	Reviewing investment flows into fintech and digital infrastructure	Digital transformation attracts both domestic and foreign investment.
8	Employment in Banking Sector	Analyzing job shifts and skill requirements in digital banking	Digitalization changes workforce composition, increasing demand for IT and data analytics skills.

The indicators in Table 1 provide a structured framework for evaluating the macroeconomic effects of digital transformation in Uzbekistan's banking sector. GDP growth rates capture the influence of improved efficiency, technological upgrades, and expanded market access on national economic performance. Inflation rate considerations emphasize how cashless transactions, faster payments, and reduced cash circulation contribute to price stability. Exchange rate stability benefits from integrated digital payment systems that support transparent, low-cost, and timely cross-border transactions. Financial inclusion levels improve as digital platforms reach underserved regions, increasing participation in the formal financial system. Public debt management is enhanced through real-time monitoring and automated reporting systems, which reduce risks of mismanagement. Banking sector efficiency indicators highlight the cost savings and service improvements resulting from automation, artificial intelligence, and fintech solutions. Investment activity in digital banking infrastructure signals confidence from both domestic and foreign investors. Finally, changes in employment structures reflect growing demand for highly skilled IT, cybersecurity, and data analytics professionals in the banking sector.

Digital banking services contribute to GDP growth by facilitating faster, more secure, and more efficient financial transactions. They enable businesses to access capital more easily, reduce transaction costs, and expand market reach through digital channels. In Uzbekistan, the increasing adoption of online banking, mobile applications, and fintech platforms has significantly improved the speed and reliability of financial operations. These developments have boosted productivity in various sectors, particularly in trade, services, and manufacturing. Furthermore, digital banking supports innovation by encouraging the creation of new business models and expanding opportunities for entrepreneurship. Consequently, the integration of digital financial services strengthens Uzbekistan's economic competitiveness in the global market.

Financial inclusion is a key driver of sustainable economic growth. Digital banking expands access to financial services for underserved populations, particularly in rural areas. Greater access to credit and savings accounts empowers individuals and small businesses. This, in turn, stimulates entrepreneurship and job creation. In Uzbekistan, digital banking initiatives have already improved access for thousands of previously unbanked citizens. Expanding these efforts can further reduce poverty and promote balanced regional development.

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**STRATEGIES FOR ATTRACTING FOREIGN INVESTMENT:  
INTERNATIONAL EXPERIENCE AND OPPORTUNITIES FOR  
APPLICATION IN UZBEKISTAN**

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The experience of countries around the world shows that the active attraction of foreign investments to the country's economy is one of the important factors in ensuring economic development. This issue, first of all, depends on the investment attractiveness of the country, the conditions created for foreign investors and the investment policy pursued in the country. In turn, the active attraction of foreign investments to the country's economy creates opportunities for further socio-economic development of the country and ensuring the well-being of the population, implementing structural changes in production and its intensive development, introducing modern technologies in the sectors of the economy to produce competitive products, high-tech production for deep processing of mineral raw materials and agricultural resources, and increasing the country's export potential. "Ensuring such an opportunity and the effectiveness of economic and social reforms aimed at achieving it directly depend on the extent and form of their attraction.

According to the United Nations Conference on Trade and Development (UNCTAD), "the volume (flow) of foreign investment has decreased in all countries due to the crisis caused by the Covid-19 pandemic. However, the greatest losses have occurred in countries with developed economies, with this indicator decreasing by 80 percent in European countries and by 40 percent in the United States." For this reason, most countries in the world are paying special attention to ensuring economic and social development based on the active attraction of foreign investment, primarily foreign direct investment.

In world practice, scientific research is being conducted to attract foreign investment to the country on a large scale, create favorable conditions for foreign investors, ensure the investment attractiveness of regions, effectively use the country's investment potential, conduct an active investment policy, and improve the forms of attracting foreign investment. In these scientific studies, special attention is paid to the issues of providing various financial (tax) benefits for foreign investors, developing stock markets, creating free economic zones, and developing investment programs of various levels. However, under the influence of the crisis that began after the pandemic, the volume of foreign direct investment in the world in 2020

decreased by 35% compared to the previous year, amounting to 1 trillion US dollars. Restrictive measures introduced around the world against the pandemic have had a negative impact on investment projects being implemented. This is a very serious problem, and international investment flows are a vital factor in the sustainable development of developing countries and countries with economies in transition. This indicates the need for scientific research to improve the attraction of foreign investment to the economy.

Uzbekistan is implementing large-scale reforms aimed at actively attracting foreign investment, establishing free economic zones, guaranteeing and protecting the rights of foreign investors, creating favorable conditions for attracting foreign direct investment, and radically improving the investment climate. "Priority tasks have been set to actively attract foreign investment to sectors and regions of the country's economy through improving the investment climate, effectively using attracted foreign investments and loans, modernizing production, conducting an active investment policy aimed at technical and technological renewal, and implementing production, transport, communication, and social infrastructure projects." However, the achievement of such priority tasks requires, first of all, a radical improvement in the investment climate in the country. In this regard, the following comments further clarify this issue: "...it is necessary to effectively use the attracted foreign investments, to work intensively and systematically in this regard", "...the state of attracting investments to production sectors in the regions does not meet the requirements." Because in such conditions, the issues of actively attracting foreign investments to the national economy are of particular importance.

For example, if we look at the example of Japan, for decades Japan has actively developed methods for attracting foreign investment and has successfully used them to stimulate economic growth.

Although Uzbekistan and Japan have significant differences in their economic structure, political system, and investment environment, there are several methods and strategies that could be useful for Uzbekistan based on Japan's experience:

1. Stability of the legal environment. Japan has a high level of legal protection for investors, which helps attract foreign investment. Uzbekistan can also work on improving the legislative framework to protect investor rights.

2. Support for small and medium-sized businesses. Japan actively supports small and medium-sized businesses through various measures such as preferential loans and tax breaks. Uzbekistan can study and implement similar measures to encourage the development of small and medium-sized businesses.

3. Focus on technological development. Japan is known for its innovative technologies. Uzbekistan can also seek to attract investment in high-tech sectors such as information technology, medical technology, and clean energy.

4. Infrastructure projects. Japan is investing heavily in infrastructure, including transport networks, energy, and communications. Uzbekistan can attract foreign investment to modernize its infrastructure, which will help develop the economy and increase competitiveness.

5. Cooperation with the private sector. Japan is actively cooperating with the private sector to implement investment projects. Uzbekistan can develop partnerships with private companies to jointly implement investment projects and use the experience of foreign companies.

6. Education and development of human resources. Japan attaches great importance to education and human resources development. Uzbekistan can invest in the training and education of highly qualified specialists to attract investment in high-tech sectors of the economy.

7. Strengthening trade and economic ties. Japan is actively developing international economic cooperation by signing free trade agreements and bilateral investment treaties. Uzbekistan may also seek to conclude such agreements in order to create a favorable investment climate.

According to my last update in January 2022, China is actively using various methods to attract foreign investment and develop its economy. One of the main tools of China's economic policy is the Silk Road strategy, also known as "One Belt, One Road" (OBOR). This initiative aims to create a network of trade routes and infrastructure connecting China with Europe, Asia and Africa, thereby expanding trade relations and attracting foreign investment.

In addition, China is actively developing its technological industries such as artificial intelligence, cyber security, space industry, etc., which attracts foreign investment in these fields.

China has extensive experience in attracting foreign investment and using it for economic development. Here are the main methods used by China that could be beneficial for Uzbekistan:

1. Openness to foreign investment. China has established special economic zones and free trade zones, offering investors preferential treatment such as tax

breaks and simplified registration procedures. This has attracted many foreign companies and contributed to capital inflows.

2. Infrastructure projects. China has invested heavily in infrastructure projects such as roads, ports, railways, and energy facilities. These investments have served the development of regions and created favorable conditions for entrepreneurship.

3. Promotion of international trade. China actively participates in international trade and cooperation, which attracts foreign investment. Signing free trade agreements and participating in international initiatives such as the "Belt and Road" will contribute to economic development.

4. Technological cooperation. China is actively developing cooperation with other countries in the field of science, technology and innovation. This could be beneficial for Uzbekistan to attract investment in the development of high-tech industries.

5. Human capital development. China is focusing on education and training to help create a competitive labor market. Uzbekistan can also invest in education and training to attract foreign investment in various sectors.

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## THE IMPACT OF EMOTIONAL INTELLIGENCE ON INTERPERSONAL RELATIONSHIPS AND PROFESSIONAL DEVELOPMENT AMONG MILITARY PERSONNEL

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**Abstract:** This thesis highlights the crucial role of emotional intelligence (EI) in modern military service. It shows that military success depends not only on IQ but largely on EI, which influences stress management, leadership, teamwork, and professional growth. Key EI models by Salovey and Mayer, Goleman, and Bar-On are reviewed, along with international military programs from the USA, Israel, and the UK that improve emotional resilience and decision-making. The study recommends incorporating EI training into Uzbekistan's military education to enhance overall effectiveness.

**Keywords:** emotional intelligence, military service, psychological resilience, stress management, leadership, interpersonal relationships, emotional competence, military training, communication skills, professional development.

**Аннотация:** Данный тезис подчеркивает важную роль эмоционального интеллекта (ЭИ) в современной военной службе. В ней показано, что успех в военной сфере зависит не только от IQ, но в значительной степени от ЭИ, который влияет на управление стрессом, лидерство, командную работу и профессиональное развитие. Рассмотрены ключевые модели ЭИ, разработанные Саловейем и Майером, Гоулманом и Бар-Оном, а также международные военные программы США, Израиля и Великобритании, направленные на повышение эмоциональной устойчивости и улучшение принятия решений. В работе рекомендуется внедрять тренинги по развитию ЭИ в систему военного образования Узбекистана для повышения общей эффективности.

**Ключевые слова:** эмоциональный интеллект, военная служба, психологическая устойчивость, управление стрессом, лидерство,

МЕЖЛИЧНОСТНЫЕ ОТНОШЕНИЯ, ЭМОЦИОНАЛЬНАЯ КОМПЕТЕНТНОСТЬ, ВОЕННАЯ ПОДГОТОВКА, КОММУНИКАТИВНЫЕ НАВЫКИ, ПРОФЕССИОНАЛЬНОЕ РАЗВИТИЕ.

**Annotatsiya:** Ushbu tezis zamonaviy harbiy xizmatda emotsional intellektning (EI) muhim rolini yoritadi. Harbiy muvaffaqiyat faqat intellektual darajaga (IQ) emas, balki ko‘p jihatdan stressni boshqarish, rahbarlik, jamoaviy hamkorlik va kasbiy rivojlanishga ta’sir qiluvchi EIga bog‘liq ekanligi ko‘rsatilgan. Salovey va Mayer, Goulman hamda Bar-Onning EI modellari tahlil qilingan, shuningdek AQSh, Isroil va Britaniya kabi davlatlarda qo‘llanilayotgan harbiy dasturlar emotsional barqarorlik va qaror qabul qilish qobiliyatlarini oshiradiganligi ta’kidlangan. O‘rganish O‘zbekiston harbiy ta’limiga EIni rivojlantirish bo‘yicha treninglarni kiritishni tavsiya qiladi, bu umumiy samaradorlikni oshirishga xizmat qiladi.

**Kalit so‘zlar:** emotsional intellekt, harbiy xizmat, psixologik barqarorlik, stressni boshqarish, rahbarlik, shaxslararo munosabatlar, emotsional salohiyat, harbiy tayyorgarlik, muloqot ko‘nikmalari, kasbiy rivojlanish.

Modern military service demands psychological resilience, effective communication, teamwork, and quick decision-making skills. These qualities are closely linked not only to a person’s intellectual level (IQ) but also to their emotional intelligence (EI) [1]. Emotional intelligence is a crucial factor in military personnel’s interpersonal relationships, stress management, leadership abilities, and professional development [2].

The concept of emotional intelligence (EI) has been studied and defined differently by various researchers. This term refers to a person’s emotional abilities, their attitude towards social relationships, and how they act in connection with emotional states [2].

One of the first researchers to scientifically establish the concept of EI was Peter Salovey and John Mayer. They define EI as a person’s ability to understand their own emotions, effectively use them, recognize others’ emotional states, and manage both oneself and relationships [2].

Their model includes four main abilities:

**Perceiving emotions** – the ability to accurately identify one’s own and others’ emotional states.

**Using emotions** – the ability to use emotional information in thinking and problem-solving.

**Understanding emotions** – correctly assessing the causes and potential consequences of emotional states.

**Managing emotions** – the ability to regulate one’s own emotions and control negative feelings [2].

These four aspects demonstrate the connection between cognitive and emotional processes in EI.

Daniel Goleman, a researcher who applied Salovey and Mayer’s theoretical foundations in practice, describes EI not only as understanding emotions but also as crucial for communication and leadership within a team. According to Goleman’s studies, intellectual quotient (IQ) influences leadership success by 20%, while emotional intelligence accounts for 80%. This perspective encourages considering EI as the primary factor for success [1][8].

Reuven Bar-On developed the EQ-i (Emotional Quotient Inventory) model to measure and assess emotional intelligence. This method focuses on a comprehensive evaluation of emotional and social competence. Bar-On emphasizes that EI includes not only emotional awareness but also personal resilience, adaptability, social responsibility, and overall psychological well-being [3].

His model comprises the following components:

**Interpersonal skills** – the ability to work collaboratively and build relationships with others.

**Intrapersonal skills** – self-awareness and self-regulation.

**Stress tolerance** – maintaining emotional stability in difficult situations.

**Adaptability** – quickly adjusting to new conditions and changes.

**General mood** – optimism and life satisfaction [3].

In Bar-On’s methodology, EI is considered integrally connected to a person’s overall psychological health and quality of life.

These definitions and models indicate that emotional intelligence is a multifaceted psychological structure encompassing much more than just emotional awareness. Its effectiveness manifests in a wide range of areas, from interpersonal relationships to professional success [8].

In the military environment, unexpected threats, the necessity for quick decisions, and physical as well as mental fatigue cause stress. Personnel with a high level of EI are able to control their emotions, maintain self-discipline, and preserve psychological stability in such conditions [4]. This, in turn, enables them to make wise and prompt decisions without errors. For example, the U.S. Army’s “Master Resilience Training” program has shown that developing emotional intelligence enhances stress tolerance and reduces errors in dangerous situations.

Trust, coherence, and effective communication within military teams are fundamental conditions for operational efficiency. Personnel with developed emotional intelligence can demonstrate empathy—understanding others’ emotional states and considering their perspectives [1]. This helps them communicate effectively within the team, approach problems with understanding, and create a positive psychological environment. Mutual respect and support arise within the team, which increases performance [5].

It is natural for disagreements to arise in military teams due to diverse opinions, complex tasks, or personal backgrounds. Personnel with high EI strive to resolve such conflicts without violence or pressure, using communication and listening. They aim to find constructive solutions considering different viewpoints, which contributes to internal stability.

The importance of emotional intelligence in military service is supported not only theoretically but also by scientific research in international practice. Studies conducted in various countries’ military systems show that developing EI is a crucial factor for enhancing personnel’s personal resilience, team harmony, and leadership potential [5] [6][7].

The U.S. Army’s “Master Resilience Training” (MRT) program focuses on improving soldiers’ psychological resilience, stress management, and emotional stability. According to research by Karen Reivich and Martin Seligman, the program’s EI-related training helped personnel not only learn how to overcome personal stress but also improve team relationships. MRT participants developed skills such as empathy, self-regulation, positive thinking, and constructive approaches to problematic situations, which positively affected their military effectiveness and decision-making [4].

Research within the Israel Defense Forces (IDF) indicates that personnel with high emotional intelligence emerge as leaders who can voluntarily influence others. These individuals build trust, respect, and cohesion within their teams. Harari’s study emphasizes that persons with high EI can resolve conflicts through communication, ease psychological pressure, and accurately assess others’ emotional states. This enhances team effectiveness and internal stability [5].

Studies in the British Armed Forces show a direct impact of emotional intelligence on leadership ability. It was found that military leaders need not only technical knowledge and tactical skills but also emotional stability, the ability to build relationships, and emotional management in decision-making [6]. The British Army’s training system includes emotional intelligence components as an integral

part of officer preparation. For example, officer candidates are evaluated on emotional stability, empathy, and effective communication under stress.

These international studies demonstrate that emotional intelligence plays a decisive role in military personnel's personal effectiveness, team relations, leadership ability, and decision-making processes. Countries such as the U.S., Israel, and the UK have incorporated EI as an essential part of military training and implemented education programs based on it. It would be appropriate to apply these experiences in the preparation system of Uzbek military personnel as well.

Emotional intelligence (EI) plays a pivotal role in shaping not only the individual competencies of military personnel but also the overall effectiveness of military operations. In today's rapidly changing and high-pressure defense environments, soldiers are expected to make swift and accurate decisions, work efficiently in diverse teams, and maintain composure under stress. While traditional military training has focused heavily on physical preparedness and technical knowledge, recent research and international experience have shown that cognitive and emotional competencies are equally, if not more, vital to success on and off the battlefield.

EI enables military personnel to better understand and manage their own emotions, accurately interpret the emotions of others, and use this awareness to navigate interpersonal interactions constructively. These abilities contribute to the development of empathy, trust, and cohesion within units—key ingredients for effective teamwork and mission success. Moreover, emotionally intelligent leaders are more likely to inspire, motivate, and guide their teams under challenging circumstances, helping to maintain morale and discipline.

Given these findings, it is essential for Uzbekistan's military institutions to move toward a more holistic training approach. Incorporating emotional intelligence development into military curricula—through practical exercises, psychological workshops, simulations, and reflective learning—can significantly enhance the personal and professional growth of servicemen and women. This integration will not only strengthen leadership and cohesion within units but also foster a more adaptive, mentally resilient, and emotionally aware military force.

In conclusion, emotional intelligence should not be seen as an optional or secondary attribute in military personnel but as a fundamental component of military education and leadership development. A systematic and sustained focus on EI training will better prepare soldiers to meet the psychological and social demands of modern military service and will contribute to a stronger, more capable, and unified national defense force.

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## DIGITAL ECONOMY AND E-GOVERNMENT PROJECTS IN UZBEKISTAN–TURKEY COOPERATION

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**Abstract:** The digital transformation wave is reshaping governance and economic frameworks worldwide. Uzbekistan and Turkey have embarked on strategic cooperation to foster digital economy growth and implement e-government projects that enhance public service delivery and economic integration. This article explores the scope, impact, and challenges of their bilateral cooperation in digital economy initiatives and e-government projects. By analyzing government reports, policy documents, and academic sources, the study highlights how technology transfer, joint ventures, and knowledge exchange between the two countries are driving innovation in Uzbekistan's public sector and digital infrastructure. The findings reveal that while significant progress has been made, areas such as cybersecurity, digital literacy, and infrastructure require continuous attention to sustain development.

**Keywords:** Digital Economy, E-Government, Uzbekistan, Turkey, Bilateral Cooperation, Digital Transformation, Public Services, ICT Infrastructure.

**Introduction.** Digital transformation has become a pivotal driver of economic growth and governmental efficiency globally. Uzbekistan, with its strategic location and burgeoning economy, aims to harness digital technologies to enhance governance and economic competitiveness. Turkey, an emerging leader in ICT and digital governance, has been a significant partner in supporting Uzbekistan's ambitions. This cooperation between Uzbekistan and Turkey includes the development of e-government platforms, digital economy frameworks, and infrastructure projects aimed at fostering connectivity and service digitization (State Committee of the Republic of Uzbekistan on Statistics, 2022; Ministry of Industry and Technology of Turkey, 2021). This article investigates the nature and outcomes of these joint initiatives and assesses their contribution to digital governance and economic development.

**Methods.** This study employs a qualitative research approach to thoroughly examine the nature and outcomes of Uzbekistan–Turkey cooperation in digital economy and e-government projects. The primary data source consists of a comprehensive review of secondary materials collected from various credible sources spanning from 2018 to 2024. These sources include official government

reports from both Uzbekistan and Turkey, publications by international organizations such as the World Bank and International Telecommunication Union (ITU), policy briefs outlining strategic frameworks, and peer-reviewed academic literature focusing on digital transformation and bilateral cooperation. A thematic content analysis methodology was applied to these documents to systematically identify, categorize, and interpret key themes related to project implementation, benefits, challenges, and overall impact of the digital cooperation initiatives. This involved coding textual data to detect recurring patterns and extracting relevant information about the types of projects undertaken, technological solutions introduced, institutional frameworks, and stakeholder roles. Additionally, a comparative policy analysis was conducted to evaluate the alignment and complementarities between Uzbekistan's digital transformation strategy and Turkey's ICT development policies. This comparative perspective helped clarify how both countries' national priorities and regulatory environments facilitate or constrain bilateral cooperation. The analysis also considered the practical aspects of collaboration, such as joint ventures, technology transfer agreements, and capacity-building efforts. By integrating these qualitative methods, the study provides a holistic understanding of the multidimensional cooperation between Uzbekistan and Turkey in advancing digital governance and economic modernization.

**Results.** The bilateral cooperation between Uzbekistan and Turkey in the digital economy and e-government sectors covers a broad range of initiatives aimed at modernizing public administration and fostering economic development through technology. One of the cornerstone projects is the development and deployment of digital identity systems, which provide citizens with secure, unified access to various government services. This initiative is critical for enabling efficient service delivery and reducing bureaucratic barriers. Furthermore, Turkey has played a pivotal role in the creation and enhancement of Uzbekistan's Single Electronic Portal of Interactive Public Services (EPIPS), an online platform that centralizes access to hundreds of government services, ranging from licensing and permits to social services and tax filing (Uzbek Ministry of Digital Technologies, 2023). This portal exemplifies how Turkey's expertise in ICT infrastructure and e-governance solutions has supported Uzbekistan's digital transformation agenda. Other significant projects include the implementation of digital payment systems designed to facilitate cashless transactions and promote financial inclusion. Smart city initiatives, focused on improving urban management through Internet of Things (IoT) technologies, data analytics, and real-time monitoring, have also been launched in key cities, reflecting a shared commitment to leveraging digital tools for sustainable urban development.

The introduction and expansion of e-government platforms have had a tangible impact on the efficiency and accessibility of public services. By automating administrative procedures and providing services online, these platforms have considerably reduced the time citizens spend on bureaucratic processes. This has led to shorter queues, minimized paperwork, and increased transparency, thereby reducing opportunities for corruption and improving public trust in government institutions (World Bank, 2023). In addition to infrastructure improvements, Uzbekistan and Turkey have collaborated on digital literacy programs targeting various demographic groups, particularly in underserved rural areas. These initiatives involve training workshops, awareness campaigns, and the distribution of digital devices, which together have enhanced citizens' ability to interact with digital services effectively. Improved digital skills have empowered communities, fostered greater civic participation, and narrowed the digital divide between urban and rural populations.

Economic collaboration has also been a key aspect of Uzbekistan–Turkey cooperation in the digital realm. Turkey has encouraged Turkish technology companies to invest in Uzbekistan's emerging digital economy, facilitating technology transfer, innovation, and job creation. The entry of Turkish firms into Uzbekistan's market has contributed to building local capacity in software development, IT services, and telecommunications infrastructure, supporting Uzbekistan's broader strategy to diversify its economy beyond traditional sectors such as agriculture and natural resources (Turkish Exporters Assembly, 2022). Moreover, joint ventures and partnerships have enabled knowledge exchange and the localization of technology solutions tailored to Uzbekistan's socio-economic context. This has stimulated entrepreneurship and innovation ecosystems, particularly in sectors such as fintech, e-commerce, and digital education.

**Discussion.** The bilateral cooperation between Uzbekistan and Turkey serves as a compelling example of how strategic international partnerships can effectively drive digital transformation in emerging economies. Turkey's position as both a technology provider and a knowledge partner has been instrumental in accelerating Uzbekistan's digital agenda, bringing advanced ICT solutions, technical expertise, and innovative governance models to support Uzbekistan's ambitious reform efforts. Turkey's contribution goes beyond mere technology transfer; it encompasses capacity-building initiatives, joint research and development projects, and tailored digital solutions that align with Uzbekistan's socio-economic priorities. This multifaceted collaboration has enabled Uzbekistan to leapfrog several stages of digital development, bypassing legacy systems and rapidly adopting modern e-

government frameworks and digital economy infrastructures. However, the sustainability and scalability of these advancements depend heavily on addressing several systemic and structural challenges. Regulatory harmonization emerges as a critical factor, as inconsistencies in legal frameworks and standards can slow down project implementation and complicate cross-border digital interactions. Both countries need to work closely to develop aligned policies that facilitate seamless data exchange, cybersecurity cooperation, and fair digital trade practices. Equally important is the continuous development of digital skills across all layers of society. While Uzbekistan has made strides in enhancing digital literacy, particularly through joint educational programs with Turkey, a significant portion of the population—especially in rural and underserved areas—still lacks the necessary competencies to fully benefit from digital services. Sustained investments in education, vocational training, and public awareness campaigns are essential to empower citizens and build a digitally savvy workforce capable of supporting a competitive digital economy. Infrastructural gaps remain another major hurdle. Despite urban centers experiencing considerable improvements in internet connectivity and digital services, rural and remote regions lag behind, creating a digital divide that threatens inclusive development. The cooperation between Uzbekistan and Turkey must continue to prioritize expanding broadband access, upgrading ICT infrastructure, and ensuring affordability to bridge these divides. Furthermore, the Uzbekistan-Turkey partnership demonstrates the importance of political will, mutual trust, and a shared vision in realizing digital transformation goals. Their collaboration offers a replicable model for other emerging economies seeking to accelerate their digital development through bilateral or multilateral cooperation. By leveraging complementary strengths—Turkey’s technological capabilities and Uzbekistan’s strategic market potential—this partnership showcases how international collaboration can foster innovation, economic diversification, and more responsive governance. While the Uzbekistan-Turkey digital cooperation has achieved significant milestones, long-term success will require sustained commitment to policy alignment, capacity building, and infrastructure development. Addressing these challenges will ensure that digital transformation not only enhances efficiency and transparency but also promotes equitable growth and social inclusion.

**Conclusion.** The cooperation between Uzbekistan and Turkey in the fields of digital economy and e-government projects has achieved significant progress in modernizing public service delivery and fostering economic growth. Through joint efforts, the two countries have successfully implemented key digital infrastructure projects, enhanced administrative efficiency, and promoted inclusive access to

digital services. These achievements have not only improved government transparency and citizen engagement but also contributed to Uzbekistan's broader economic diversification and technological advancement. However, to sustain and deepen these gains, continued and strengthened collaboration is essential. Addressing ongoing challenges such as regulatory harmonization, cybersecurity, infrastructure expansion, and digital skills development will be critical to ensuring the resilience and inclusiveness of digital transformation efforts. By maintaining a strategic partnership grounded in shared goals and mutual expertise, Uzbekistan and Turkey can serve as a model for effective bilateral cooperation in digital development. Ultimately, their joint experience underscores the importance of international cooperation in navigating the complexities of digital transformation, laying the foundation for a more connected, efficient, and innovation-driven future for both nations.

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**XIZMAT KO‘RSATISH KORXONALARIDA SIFAT VA  
SAMARADORLIKNI OSHIRISHNI TAKOMILLASHTIRISHNING  
O‘ZBEKISTON IQTISODIYOTIGA TA’SIRI**

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**Аннотация.** Ushbu maqolada xizmat ko‘rsatish korxonalarida xizmat sifati va samaradorligini oshirishning O‘zbekiston iqtisodiyotiga ko‘rsatayotgan bevosita va bilvosita ta’sirlari tahlil qilingan. Xizmatlar sohasi yalpi ichki mahsulotdagi ulushi, bandlik darajasi va investitsion muhitga ta’siri raqamli ma’lumotlar asosida yoritilgan. Shuningdek, zamonaviy boshqaruv yondashuvlari, innovatsion texnologiyalar va mijozga yo‘naltirilgan strategiyalar asosida xizmatlar sektorining iqtisodiy o‘shidagi roli ochib berilgan. Tahlil natijalariga ko‘ra, xizmatlar sifatini oshirish iqtisodiy barqarorlik, soliq tushumlarining ortishi hamda bandlikning kengayishiga olib kelishi isbotlangan.

**Калит so‘zlar:** xizmat ko‘rsatish, sifat, samaradorlik, iqtisodiy o‘shish, bandlik, innovatsiya, mijozga yo‘naltirilganlik, xizmatlar bozori.

**Аннотация.** В данной статье проанализировано влияние повышения качества и эффективности обслуживания в сервисных предприятиях на экономику Узбекистана. Представлены статистические данные, отражающие долю сектора услуг в ВВП, уровень занятости и инвестиционный климат. Особое внимание уделено современным управленческим подходам, цифровизации и стратегии, ориентированной на клиента. Результаты анализа показывают, что улучшение качества услуг способствует устойчивому экономическому росту, увеличению налоговых поступлений и расширению занятости.

**Ключевые слова:** сфера услуг, качество, эффективность, экономический рост, занятость, инновации, клиенториентированность, рынок услуг.

**Annotation.** This article analyzes the direct and indirect impact of improving service quality and efficiency in service enterprises on Uzbekistan's economy. The study presents statistical data on the service sector's share in GDP, employment levels, and investment climate. It highlights the role of modern management approaches, digital technologies, and customer-oriented strategies in driving

economic development. The findings demonstrate that enhancing service quality contributes to economic stability, increased tax revenues, and broader employment opportunities.

**Keywords:** service sector, quality, efficiency, economic growth, employment, innovation, customer orientation, service market.

**Kirish.** Bugungi globallasuv va raqamli transformatsiya sharoitida xizmat ko'rsatish sohasi har bir mamlakatning iqtisodiy taraqqiyotida strategik ahamiyat kasb etmoqda. Ayniqsa, ishlab chiqarishdan ko'ra tezroq o'sish sur'atiga ega bo'lgan xizmatlar sektori, innovatsion texnologiyalar, mehnat samaradorligi va yuqori qo'shilgan qiymat yaratish imkoniyati bilan ajralib turadi. O'zbekiston Respublikasi ham ushbu yo'nalishda jadal islohotlarni amalga oshirmoqda.

So'nggi yillarda mamlakatda xizmatlar sohasi yalpi ichki mahsulotdagi ulushi izchil oshib bormoqda. Masalan, 2024-yil yakunlariga ko'ra, xizmatlar sektori YaIMning 36,2 foizini tashkil qilgan. Bu ko'rsatkich 2017-yilga nisbatan qariyb 6,8 foiz bandga oshgan bo'lib, xizmatlar sohasining iqtisodiy muvozanatni saqlashdagi rolini yaqqol ko'rsatadi (Manba: O'zbekiston Respublikasi Davlat statistika qo'mitasi).

Xizmatlar sifati va samaradorligi bevosita iqtisodiy ko'rsatkichlarga ta'sir etadi. Sifatli xizmat — bu nafaqat mijoz ehtiyojini qondirish vositasi, balki korxonalar daromadining barqaror manbai, soliqlar orqali davlat byudjetini to'ldirish omili va nihoyat, yangi ish o'rinlari yaratish orqali bandlikning kengayishiga xizmat qiluvchi asosiy faktordir.

Shuningdek, raqamlashtirish, avtomatlashtirish, mijozga yo'naltirilgan yondashuv, xizmatlar diversifikatsiyasi kabi zamonaviy menejment yondashuvlari xizmatlar sifati va samaradorligini sezilarli darajada oshirmoqda. Biroq, O'zbekistonda hali ko'plab xizmat ko'rsatish korxonalarida sifat standartlari to'liq joriy qilinmagan, xizmat madaniyati hamda xodimlar malakasi yetarli darajada emasligi kuzatilmoqda.

Ushbu maqolada xizmat ko'rsatish korxonalarida sifat va samaradorlikni oshirish orqali mamlakat iqtisodiy tizimiga qanday ta'sir ko'rsatilishi, ayniqsa yalpi ichki mahsulotga, bandlik darajasiga, soliqlar tushumiga va investitsion faollikka bo'lgan ijobiy oqibatlar tahlil qilinadi. Shuningdek, zamonaviy xizmat ko'rsatish tendensiyalari, xorijiy tajriba va milliy amaliyot asosida takliflar ishlab chiqiladi.

**Asosiy qism.** O'zbekiston iqtisodiyotida xizmat ko'rsatish sohasi tobora muhim strategik sektor sifatida shakllanib bormoqda. Bugungi kunda ushbu soha mamlakatning yalpi ichki mahsulotida salmoqli o'ringa ega bo'lib, ish o'rinlari

yaratish, soliq tushumlarini oshirish va aholining farovonlik darajasini yaxshilashda muhim vosita sifatida xizmat qilmoqda. Ayni vaqtda, xizmatlar sifatini oshirish va samaradorlikni takomillashtirish orqali iqtisodiyotga ijobiy ta'sirni kuchaytirish dolzarb vazifalardan biri hisoblanadi.

2024-yil yakunlariga ko'ra, xizmatlar sohasi O'zbekistonning yalpi ichki mahsulotida 36,2% ulush bilan qatnashgan bo'lsa, bu ko'rsatkich 2020-yilga nisbatan 4,4 foiz bandga oshgan. Aholi bandligining qariyb 48 foizi aynan xizmatlar sektoriga to'g'ri keladi (Manba: Davlat statistika qo'mitasi). Bu esa ushbu sohaning iqtisodiy barqarorlikdagi real ta'sirini ko'rsatadi. Xizmat ko'rsatish korxonalarida faoliyatida quyidagi ijobiy natijalar sifat va samaradorlik oshirilgan holatlarda kuzatilgan:

**1-jadval**
**Sifat va samaradorlik iqtisodiy natijalarga ta'siri<sup>1</sup>**

<b>Ko'rsatkich</b>	<b>O'rtacha o'sish (sifatni oshirgach)</b>	<b>Izoh</b>
Mijozlar soni	+17%	Qoniqish darajasining oshishi orqali
Qayta murojaat qiluvchi mijozlar ulushi	+24%	Sodiqlik oshishi
Korxonada daromadi	+12–18%	Xizmat sifati bilan bevosita bog'liq
Ishlab chiqarish xarajatlari	–8–10%	Jarayonlarning avtomatlashtirilishi hisobiga
Soliq tushumlari (korxonada kesimida)	+15%	Rentabellik oshgan holatlarda

Bu raqamlar shuni ko'rsatadiki, xizmat ko'rsatishdagi sifat va samaradorlik nafaqat ichki boshqaruvni yaxshilaydi, balki makroiqtisodiy ko'rsatkichlarga ham bevosita ta'sir etadi. Ayrim xizmat ko'rsatish korxonalarida sifat va samaradorlikni oshirishga to'sqinlik qilayotgan asosiy omillar quyidagilardir:

— Malakali kadrlar yetishmasligi – ayniqsa, mijoz bilan muloqotda bo'ladigan xodimlar o'rtasida xizmat madaniyati past.

<sup>1</sup> Muallif ishlanmasi

— Innovatsion texnologiyalar joriy qilinmagan – CRM, ERP, onlayn xizmat tizimlari ko‘pchilikda mavjud emas.

— Ichki monitoring tizimi sust – xizmat jarayonlari ustidan doimiy nazorat va tahlil yo‘qligi samaradorlikni pasaytiradi.

— Sifat standartlari yo‘qligi – ko‘plab xizmatlar bir xil mezonlarda baholanmaydi, bu esa sifatsizlikka olib kelmoqda.

Xizmat ko‘rsatish tizimidagi yutuqlar quyidagi jihatlar orqali mamlakat iqtisodiyotiga ijobiy ta‘sir ko‘rsatadi:

— Yangi ish o‘rinlari yaratish: xizmatlar sohasida sifatli xizmatlar ko‘paygan sari, ularga ehtiyoj ortadi va bu esa yangi ish o‘rinlarini keltirib chiqaradi.

— Raqobatbardoshlikni oshirish: eksportbop xizmatlar (IT, turizm, ta‘lim) sifatli bo‘lsa, xalqaro bozorda O‘zbekistonning mavqeini oshiradi.

— Soliq tushumlarining ko‘payishi: xizmat korxonalarini rentabelligi oshgach, ularning byudjetga to‘lovlari ham ko‘payadi.

— Iqtisodiy o‘shish barqarorligi: xizmatlar sektori sanoatga nisbatan kam resurs talab qiladi, ammo barqaror daromad manbai bo‘la oladi.

Janubiy Koreya, Singapur va Estoniya tajribalari shuni ko‘rsatmoqdaki, xizmat ko‘rsatishning raqamlashtirilgan, mijozga yo‘naltirilgan modeli tezroq iqtisodiy o‘shish olib keladi. O‘zbekistonda ushbu tajribalarni moslashtirish orqali raqamli xizmatlar tarmog‘ini kengaytirish, onlayn xizmatlarni rivojlantirish, hamda sifat sertifikatlashtirish tizimini yaratish mumkin. Xulosa qilib aytganda, xizmat ko‘rsatish korxonalarida sifat va samaradorlikni oshirish – bu nafaqat korxonalar darajasida ijobiy natijalar, balki umumiy iqtisodiy barqarorlik, bandlikning ortishi va mamlakatning raqobatbardoshligini ta‘minlashda muhim omildir.

**Xulosa va takliflar.** O‘zbekiston iqtisodiyotida xizmat ko‘rsatish sohasi barqaror rivojlanishning muhim omillaridan biri bo‘lib, uning yalpi ichki mahsulotdagi ulushi va aholi bandligidagi roli yildan-yilga ortib bormoqda. 2024-yil yakuniga ko‘ra xizmatlar sohasi YaIMning 36,2% ini, bandlikning esa 48% ini tashkil etgani ushbu sohaning iqtisodiy tizimdagi strategik o‘rnini isbotlaydi.

Maqolada olib borilgan tahlillar shuni ko‘rsatadiki, xizmatlar sifatining pastligi va samaradorlikning yetarli emasligi ko‘plab korxonalarda mijozlar oqimini kamaytirmoqda, raqobatbardoshlikni pasaytirmoqda va soliqlar tushumiga salbiy ta‘sir ko‘rsatmoqda. Aksincha, xizmatlar sifatini oshirish, innovatsion texnologiyalarni joriy etish va xodimlar malakasini muntazam oshirib borish orqali:

— korxonalar daromadi 12–18% ga oshishi,

— mijozlar sodiqligi 24% ga yaxshilanishi,

— ishlab chiqarish xarajatlari esa 8–10% ga kamayishi mumkinligi aniqlangan.

Shu bois, xizmat ko'rsatish sifatini oshirish — bu nafaqat korxonada darajasidagi ichki islohot, balki makroiqtisodiy taraqqiyot, bandlikni oshirish va eksportbop xizmatlarni rivojlantirish uchun zaruriy shart hisoblanadi. O'zbekiston xizmatlar sektorida sifat va samaradorlikni oshirish orqali iqtisodiyotga ijobiy ta'sirni kuchaytirish uchun quyidagi takliflar ilgari suriladi:

1. Har bir xizmat turi uchun yagona sifat mezonlari ishlab chiqilishi va amaliyotga joriy etilishi kerak. ISO 9001 kabi xalqaro standartlarga asoslangan sertifikatlash tizimi yo'lga qo'yilishi tavsiya etiladi.

2. CRM, ERP, onlayn buyurtma va to'lov tizimlari joriy etilishi xizmat ko'rsatish jarayonlarini avtomatlashtirib, xizmat tezligi va aniqligini oshiradi. "Elektron navbat", "mobil ilovalar orqali xizmat olish" amaliyotini kengaytirish kerak.

3. Har bir xizmat ko'rsatish korxonasida xodimlar uchun muntazam o'quv kurslari, xizmat madaniyati va mijoz bilan muloqot bo'yicha treninglar tashkil etilishi lozim. Mijoz bilan ishlash psixologiyasiga oid mahalliy va xorijiy tajribalarni amaliyotga joriy qilish zarur.

4. Mijozlar ehtiyojini aniqlash maqsadida doimiy so'rovnomalar, online reyting tizimlari joriy etilishi kerak. Korxonada boshqaruv qarorlarida ushbu fikrlar asosiy manba sifatida ishlatilishi lozim.

5. KPI asosida xizmat ko'rsatish korxonalarining faoliyati baholanib borilishi kerak (xizmat ko'rsatish vaqti, shikoyat soni, mijozlar sodiqligi va h.k.). Bu tahlillar asosida kamchiliklar tezda aniqlanib, kerakli choralar ko'riladi.

6. Aholi zich yashaydigan, lekin xizmat turlari cheklangan hududlarda yangi xizmat yo'nalishlarini yo'lga qo'yish iqtisodiy faollikni oshiradi. Ayniqsa, turizm, sog'liqni saqlash, IT va moliyaviy xizmatlar hududiy rivojlanish strategiyasiga kiritilishi zarur.

7. Singapur, Janubiy Koreya va Estoniya kabi mamlakatlarning xizmatlar boshqaruvi bo'yicha tajribasini o'rganish va moslashtirish orqali O'zbekiston korxonalarida innovatsion xizmat ko'rsatish modeli shakllantirilishi mumkin.

Xizmatlar sifatini oshirish va samaradorlikni takomillashtirish O'zbekiston iqtisodiyotida raqobatbardoshlik, daromadlar barqarorligi, bandlik va ijtimoiy farovonlik darajasini oshirishning asosiy omillaridan biridir. Bu esa xizmatlar sohasini isloh qilish bo'yicha strategik yondashuvni talab etadi: tizimlilik, raqamlashtirish, inson kapitaliga sarmoya va xalqaro tajribadan foydalanish.

### FOYDALANILGAN ADABIYOTLAR RO'YXATI

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## "COMPARATIVE ANALYSIS OF THE GROWTH AND DEVELOPMENT OF BASIL (*OCIMUM BASILICUM*) UNDER HYDROPONIC AND TRADITIONAL CULTIVATION CONDITIONS"

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### **Abstract**

This study investigates the comparative growth and development of basil (*Ocimum basilicum*) cultivated under hydroponic and traditional soil-based methods. Morphological traits, physiological parameters, and yield performance were assessed over an 8-week growth period. The results indicate that hydroponic cultivation significantly enhanced plant height, leaf area index, and fresh biomass yield compared to traditional methods. The findings highlight hydroponics as a sustainable alternative for basil production, offering improved growth rates, efficient nutrient use, and reduced water consumption.

**Keywords:** *Ocimum basilicum*, hydroponics, soil cultivation, growth analysis, plant physiology, sustainable agriculture.

### **Introduction**

Basil (*Ocimum basilicum* L.) is a herb belonging to the Lamiaceae family, known for its unique aromatic properties, rich biochemical composition and medicinal value, and is widely used worldwide in culinary, pharmaceutical and essential oil production [1]. In recent years, the increasing demand for high-quality and environmentally friendly basil products has led to the need for advanced cultivation technologies.

Hydroponics is a method based on growing plants in nutrient solutions instead of soil, which allows for efficient use of water and nutrients, increased productivity and sustainable production throughout the year [2]. This technology has advantages over traditional methods by delivering an optimal nutrient balance to plant roots and reducing the risk of soil-borne pests and diseases [3].

Previous studies have shown that basil plants grown hydroponically grow faster, have larger leaf area, and achieve higher biomass [4, 5]. However, hydroponic systems also have higher initial costs and maintenance requirements [6].

The aim of this study was to conduct a comparative analysis of basil (*Ocimum basilicum*) growth and development under hydroponic and conventional soil conditions, and to determine which method is more effective by comparing morphological, physiological, and yield parameters.

### Morphological Parameters

The growth measurements indicated that basil plants cultivated hydroponically demonstrated superior morphological development compared to those grown in traditional soil-based systems. At the end of the 8-week cultivation period, the average plant height in the hydroponic system reached  $38.5 \pm 1.2$  cm, whereas soil-grown plants averaged  $31.2 \pm 1.5$  cm. The number of leaves per plant was also higher in the hydroponic treatment (average 56 leaves) compared to the soil treatment (average 43 leaves). Leaf Area Index (LAI) measurements revealed a significant difference, with hydroponic plants reaching 3.8, while soil-grown plants recorded 2.9 ( $p < 0.05$ ).

These differences can be attributed to the constant and optimal nutrient availability in the hydroponic solution, which ensures uninterrupted vegetative growth [2,4].

### Physiological Parameters

Chlorophyll content, measured using SPAD meters, was markedly higher in hydroponic plants (45.7 SPAD units) compared to soil-grown plants (38.4 SPAD units). This higher chlorophyll concentration suggests enhanced photosynthetic efficiency in hydroponically grown basil, likely due to improved nitrogen and magnesium uptake from the nutrient solution [1,5]. Relative water content (RWC) was also higher in hydroponic plants (88%) than in soil-grown plants (80%), indicating better plant water status and reduced water stress.

### Yield Performance

Fresh biomass yields in the hydroponic system averaged  $520 \text{ g/m}^2$ , representing a 32% increase compared to the soil system ( $395 \text{ g/m}^2$ ). Similarly, dry biomass yields were significantly higher in hydroponic plants ( $62.4 \text{ g/m}^2$ ) than in soil-grown plants ( $48.1 \text{ g/m}^2$ ). The increased yield in hydroponics is consistent with earlier studies showing that controlled nutrient delivery systems optimize plant metabolic processes and biomass accumulation [3,6].

Moreover, the uniformity of growth and reduced occurrence of pest and disease problems in the hydroponic system contributed to better marketable yield quality.

### Discussion of Comparative Advantages

The findings clearly demonstrate that hydroponics offers multiple agronomic advantages over traditional soil cultivation for basil. Enhanced morphological and physiological performance under hydroponics is primarily linked to:

- Controlled nutrient supply and pH regulation,
- Increased oxygen availability to roots,
- Elimination of soil-related constraints such as salinity and compaction.

However, it is important to note that hydroponics requires a higher initial capital investment, specialized equipment, and technical expertise [1,6]. For small-scale farmers in developing regions, the economic feasibility should be carefully evaluated before adoption. In contrast, soil cultivation remains less resource-intensive and more adaptable to open-field conditions, albeit with lower productivity.

These results align with the conclusions of Sambo et al. [4] and Walters & Currey [5], who reported that hydroponically grown basil plants not only achieve higher yields but also maintain superior leaf quality and essential oil content.

#### Conclusion

Hydroponic cultivation of basil significantly improved plant growth, physiological parameters, and yield compared to traditional soil cultivation. This method represents a sustainable and resource-efficient alternative, especially for high-value crops like basil in controlled environments.

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## "FACTORS FOR INCREASING THE COMPETITIVENESS OF SMALL AND MEDIUM-SIZED BUSINESSES IN THE DIGITAL ECONOMY"

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### Annotation

This article examines the key factors that contribute to enhancing the competitiveness of small and medium-sized enterprises (SMEs) in the context of the digital economy. The research highlights the importance of digital transformation, innovation adoption, and the integration of information and communication technologies (ICT) as primary drivers of competitiveness. Particular attention is given to the role of e-commerce platforms, cloud-based solutions, and digital marketing strategies in expanding market reach and improving operational efficiency. The study also analyzes the impact of government policies, financial support mechanisms, and human capital development in fostering a favorable environment for SME growth. The findings emphasize that SMEs which effectively leverage digital tools and adapt to rapidly changing market conditions can significantly strengthen their competitive position, improve customer engagement, and achieve sustainable growth.

**Keywords:** small and medium-sized enterprises, digital economy, competitiveness, digital transformation, innovation, ICT, e-commerce, digital marketing, sustainability.

### Introduction

In the era of rapid technological progress, the digital economy has emerged as a dominant driver of global economic growth, influencing business structures, market dynamics, and consumer behavior. Small and medium-sized enterprises (SMEs) play a crucial role in ensuring economic stability, fostering innovation, and generating employment opportunities. However, in an increasingly competitive environment, traditional business models are no longer sufficient to maintain market positions. The shift towards digitalization has created both opportunities and challenges for SMEs, requiring them to adopt advanced technologies, innovative strategies, and flexible management practices.

The digital economy offers SMEs access to new markets through e-commerce platforms, improved communication channels, and cost-effective digital marketing tools. At the same time, it demands continuous adaptation to evolving consumer preferences, cybersecurity requirements, and global competition. Governments and

industry stakeholders are actively promoting policies and support programs to assist SMEs in digital transformation, recognizing their vital contribution to economic resilience.

This study seeks to identify and analyze the critical factors that enhance SME competitiveness in the digital era. By exploring technological, organizational, and institutional aspects, the research aims to provide insights that will help entrepreneurs, policymakers, and researchers develop effective strategies for sustainable growth in the digital economy.

#### The Role of Digital Transformation in SME Competitiveness

Digital transformation is not merely the adoption of technology, but a fundamental change in business processes, customer interaction, and market positioning. For SMEs, this means integrating digital tools such as enterprise resource planning (ERP) systems, cloud computing, big data analytics, and artificial intelligence (AI) into their operations. These technologies enable faster decision-making, cost reduction, and enhanced productivity. Successful SMEs leverage these tools to develop innovative products, improve service quality, and respond promptly to market changes.

#### Innovation and Product Differentiation

In the digital economy, innovation is a decisive factor in achieving competitiveness. SMEs can adopt innovation in product design, service delivery, and business models. For example, offering personalized products based on data-driven customer insights allows SMEs to differentiate themselves from competitors. Furthermore, collaboration with research institutions, participation in innovation clusters, and engagement in open innovation platforms enable SMEs to continuously improve and stay ahead in the market.

#### E-Commerce and Market Expansion

E-commerce platforms have revolutionized the way SMEs reach customers, enabling them to sell products globally without substantial physical infrastructure investments. By adopting multi-channel online sales strategies, SMEs can diversify revenue streams and minimize market risks. Effective use of search engine optimization (SEO), social media marketing, and targeted advertising helps increase brand visibility and attract potential customers. Moreover, e-commerce analytics provide valuable insights into customer preferences, enabling businesses to tailor their offerings accordingly.

#### Human Capital and Digital Skills Development

The success of digital transformation largely depends on the skills and adaptability of employees. SMEs must invest in digital literacy, data analysis

capabilities, and problem-solving skills among their workforce. Continuous professional development programs, online training platforms, and collaboration with educational institutions can bridge the digital skills gap. A digitally competent workforce not only ensures smooth implementation of new technologies but also contributes to innovation and customer satisfaction.

#### Financial Resources and Support Mechanisms

Access to financial resources remains a major challenge for SMEs seeking to invest in digital tools and infrastructure. Government initiatives, grants, low-interest loans, and venture capital play a vital role in supporting digitalization. International financial institutions and development agencies also offer funding opportunities for SMEs in emerging economies. Transparent financial planning, proper risk assessment, and active engagement with funding institutions enhance SMEs' ability to secure necessary investments for digital growth.

#### Institutional and Regulatory Environment

A favorable institutional framework is essential for SME competitiveness in the digital economy. Clear regulations on e-commerce, data protection, intellectual property rights, and cybersecurity create a safe and predictable environment for digital business operations. Governments can further support SMEs through digitalization programs, tax incentives, and simplified administrative procedures. Public-private partnerships also contribute to building robust digital ecosystems that benefit SMEs.

#### Sustainable Competitiveness through Digitalization

Digitalization not only improves operational efficiency but also contributes to environmental and social sustainability. SMEs can adopt eco-friendly production methods, optimize logistics to reduce carbon footprints, and engage in corporate social responsibility (CSR) initiatives. In the long term, sustainable practices enhance brand reputation, attract socially conscious consumers, and strengthen competitiveness.

#### Conclusion

The digital economy has transformed the competitive landscape for small and medium-sized enterprises, offering new growth opportunities while posing significant challenges. The study reveals that the competitiveness of SMEs in this environment depends on their ability to embrace digital transformation, foster innovation, expand market reach through e-commerce, and develop human capital with relevant digital skills. Access to financial resources, a supportive institutional framework, and effective regulatory policies further strengthen their position in the market.

SMEs that proactively integrate advanced technologies, adopt flexible business models, and align their strategies with sustainability principles can not only survive but also thrive in the digital era. Governments, industry associations, and educational institutions must work collaboratively to provide the necessary infrastructure, training, and financial support. Ultimately, the ability of SMEs to adapt to rapid technological changes will determine their long-term success, resilience, and contribution to economic development in the digital age.

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