

Yashil

IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

2
0
2
4



No 4

- 08.00.01 Iqtisodiyot nazariyasi
- 08.00.02 Makroiqtisodiyot
- 08.00.03 Sanoat iqtisodiyoti
- 08.00.04 Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 Ekonometrika va statistika
- 08.00.07 Moliya, pul muomalasi va kredit
- 08.00.08 Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 Jahon iqtisodiyoti
- 08.00.10 Demografiya. Mehnat iqtisodiyoti
- 08.00.11 Marketing
- 08.00.12 Mintaqaviy iqtisodiyot
- 08.00.13 Menejment
- 08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati



74-91 xalqaro daraja
ISSN: 2992-8982



Yashil

IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

Bosh muharrir:

Sharipov Kongiratbay Avezimbetovich

Bosh muharrir o'rinbosari:

Karimov Norboy G'aniyevich

Elektron nashr. 882 sahifa.

E'lon qilishga 2024-yil 30-aprelda ruxsat etildi.

Muharrir:

Qurbonov Sherzod Ismatillayevich

Tahrir hay'ati:

Salimov Oqil Umrzoqovich, O'zbekiston fanlar akademiyasi akademigi
Abduraxmanov Kalandar Xodjayevich, O'zbekiston fanlar akademiyasi akademigi
Rae Kvon Chung, Janubiy Koreya, TDIU faxriy professori, "Nobel" mukofoti laureati
Osman Mesten, Turkiya parlamenti a'zosi, Turkiya – O'zbekiston do'stlik jamiyati rahbari
Sharipov Kongiratbay Avezimbetovich, t.f.d., prof., O'zR Oliy ta'lim, fan va innovatsiyalar vaziri
Buzrukxonov Sarvarxon Munavvarxonovich, i.f.d., O'zR Oliy ta'lim, fan va innovatsiyalar vaziri o'rinbosari
Axmedov Durbek Kudratillayevich, i.f.d., prof., O'zR Oliy Majlisi qonunchilik palatasi deputati
Axmedov Sayfullo Normatovich i.f.n., professor, MIM akademiyasi rektori
Xudoyqulov Sadirdin Karimovich, i.f.d., prof., TDIU YoMMMIB birinchi prorektori
Abduraxmanova Gulnora Kalandarovna, i.f.d., prof., TDIU Ilmiy ishlar va innovatsiyalar bo'yicha prorektori
Kalonov Muxiddin Baxritdinovich, i.f.d., prof., "O'IRIAM" ilmiy tadqiqot markazi direktori – prorektor
Yuldashev Mutallib Ibragimovich, i.f.d., TMI professori
Samadov Asqarjon Nishonovich, i.f.n., TDIU professori
Slizovskiy Dimitriy Yegorovich, t.f.d., Rossiya xalqlar do'stligi universiteti professori
Mustafakulov Sherzod Igamberdiyevich, i.f.d., prof., Xalqaro "Nordik" universiteti rektori
Aliyev Bekdavlat Aliyevich, f.f.d., TDIU professori
Axmedov Ikrom Akramovich, i.f.d. TDIU professori
Po'latov Baxtiyor Alimovich, t.f.d., profesor
Eshtayev Alisher Abdug'aniyevich, i.f.d., TDIU professori
Isakov Janabay Yakubbayevich, i.f.d., TDIU professori
Musyeva Shoirazimovna, SamDu IS instituti professori
Axmedov Javohir Jamolovich, i.f.f.d., "El-yurt umidi" jamg'armasi ijrochi direktori o'rinbosari
Toxirov Jaloliddin Ochil o'g'li, t.f.f.d., TAQU katta o'qituvchisi
Xalikov Suyun Ravshanovich, i. f. n., TDAU dotsenti
Kamilova Iroda Xusniddinovna, i.f.f.d., TDIU dotsenti
Nosirova Nargiza Jamoliddin qizi, i.f.f.d., TDIU dotsenti
Rustamov Ilhomiddin, f.f.n., Farg'ona davlat universiteti dotsenti
Fayziyev Oybek Raximovich, i.f.f.d. (PhD), Alfraganus universiteti dotsenti
Sevil Piriyeva Karaman, PhD, Turkiya Anqara universiteti doktoranti
Mirzaliyev Sanjar Maxamatjon o'g'li, TDIU mustaqil tadqiqotchisi
Utayev Uktam Choriyevich, O'zR Bosh prokuraturasi boshqarma boshlig'i o'rinbosari
Ochilov Farxod, O'zR Bosh prokuraturasi iqtisodiy jinoyatlarga qarshi kurashish departamenti bo'limi boshlig'i
Yaxshiboyeva Laylo Abdisattorovna, TDIU katta o'qituvchisi

Ekspertlar kengashi:

Berkinov Bazarbay, iqtisodiyot fanlari doktori, professor
Hakimov Ziyodulla Ahmadovich, i.f.d, TDIU dotsenti
Tuxtabayev Jamshid Sharafetdinovich, i.f.f.d, TDIU dotsenti
Xamidova Faridaxon Abdulkarim qizi, i.f.d., TMI dotsenti
Babayeva Zuhra Yuldashevna, TDIU mustaqil tadqiqotchisi

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

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

MUNDARIJA

Organizational Behavior and Leadership.....	10
Ibrokhim Gulomov	
Baliqchilikda klasterlarini tashkil etishning nazariy asoslari	18
Olim Murtazayev, Muydinov Olim Bekmuratovich	
Оценка состояния привлечения инвестиций в сферу туризма Узбекистана и механизмы управления	24
Арзиматов Бобирмирзо Зокирджон угли	
Biologik aktivlar buxgalteriya hisobni milliy va xalqaro standartlarga muvofiq takomillashtirish masalalari ...	27
Axmadaliyeva Zebo Abduxalimovna	
Aholi yashash joylarida yong'in risklarini bartaraf etish xizmatlardan foydalanish imkoniyatlari	32
Aziz Zikriyoev	
O'zbekistonda ilmiy darajali kadrlar tayyorlash tizimi boshqaruvining tashkiliy tuzilmasi va vazifalari.....	40
Beknaeva Shaxnoza Vladimirovna	
Mintaqaviy turizmning iqtisodiyot rivojlanishiga ta'siri (O'zbekiston turistik xizmatlar bozori misolida).....	45
D. B. O'roqova	
Qishloq xo'jaligi mahsulotlarini ko'paytirishning asosiy yo'llari.....	50
Ibrohimov Boburmirzo Baxtiyor o'g'li, Sayfiddinov Sarvarbek Anvarbek o'g'li	
Sanoat korxonalarining aksiyalar bozoridagi faoliyati tahlili: muammolar va yechimlar	55
Igitov Jurabek Kuzibekovich	
Qurilishda modernizatsiya va diversifikatsiya qilish asosida yangi ishlab chiqarish quvvatlarini oshirish	63
Islamov Ozodjon	
Sanoat korxonalari innovatsion salohiyatini oshirishning tashkiliy-iqtisodiy mexanizmini takomillashtirish yo'llari.....	67
J. K. Boymurodov	
Mamlakatda yashil iqtisodiyotni rivojlantirish yo'nalishlari	72
Kadixodjayeva Nilufar Raxmatullayevna	
BlokchEYn texnologiyalari yordamida raqamli iqtisodiyotni o'zgartirish	77
Karabayev Rustam Zafarovich, Saitkamolov Muxammadxo'ja Sobirxo'ja o'g'li	
Raqamli iqtisodiyot sharoitida zamonaviy mehnat bozorining rivojlanishi	84
Layli Mirzayeva	
Xizmat ko'rsatish sohasini rivojlantirishda investitsion resurslardan samarali foydalanish mexanizmlari.....	88
Luiza Komilovna Xaydarova	
Umumta'lim muassasalari sonining ekonometrik tahlilini pedAgogik metodlar yordamida amalga oshirish....	93
Ravshanova Muhayyo Maxmanazarovna	
O'zbekiston tarixiy shaharlarida turistik faoliyati shakllanishi va ularni boshqarishning nazariy asoslari.....	98
Meliqulov G'ayrat Abdug'afforovich	
Iqtisodiy rivojlanish va ilmiy tadqiqot rivojlanishining havo ifloslanish darajasiga ta'siri	105
Murodullayev Kamoliddin Sherzod o'g'li, Sadibekova Bibisora Djapparovna, Turdiqulov Farrux Ravshanjon o'g'li	
Hududlarni rivojlantirish va "yashil iqtisodiyot"ni shakllantirishning ekologik muammolari.....	110
Maxkamov Saidafzal Saidkamol o'g'li, Yigitaliyeva Dilnavo Mansurjon qizi	
Ekoturizm obyektining tasniflanishi va alohida xususiyatlari	116
Qodirov Azizjon Anvarovich	
Mamlakatimiz oliy ta'lim tizimida sifat menejmentidan foydalanishning konseptual asoslari	121
Saidqulova Furuza Farmonovna	
Bo'lajak iqtisodchilarning kasbiy kompetensiyalari.....	125
Shukurova Marifat Xodjiakbar qizi	
Ta'limning bosqichlari va ularning inson kapitalini shakllantirishdagi ahamiyati	129
To'rayeva Hurriyat To'yqulovna	



Hududlarda to'g'ridan to'g'ri xorijiy investitsiyalarni jalb etish dasturini amalga oshirishda marketingni rivojlantirish yo'llari	136
Xamidov O. X., Tojiyeva A. F.	
Investitsiyalar marketingining strategik aspektlari.....	143
Xodjamberdiyeva Dilnoza Bahtiyorovna	
Xorijiy investitsiyalarni jalb etishda investitsion muhit jozibadorligini oshirishga nazariy qarashlar	149
A. Bektemirov, A. A. Abdurahmonov	
Qishloq xo'jaligi raqobatbardoshligini oshirishning ilg'or xorij tajribasi	154
Abdulloev Asliddin Junaydullayevich, Ochilov Narzullo Fayzulloyevich	
Sanoat ishlab chiqarish tizimining investitsion xususiyatlari.....	159
Yodgorova Xalima To'liqinovna	
Turizm sohasi uchun yuqori malakali kadrlarni tayyorlashda davlat va xususiy sherikchilikning o'zaro bog'liqligi tahlili.....	165
Raxmatov Adxam Itolmasovich	
Mamlakatimizda turizm tashkilotlari faoliyatini qo'llab-quvvatlash maqsadida marketing instrumentlari orqali samarali tizim yaratish.....	169
Suyunova Kamilla Baxromovna	
Qishloq xo'jaligida agrokimyo xizmatlar ko'rsatishning iqtisodiy samaradorligini oshirish yo'llari	173
Tabayev Azamat Zaripbayevich	
Yashil iqtisodiyotga investitsiyalarni jalb qilishni faollashtirish muammolari	178
Xomitov K. Z., Masharipova S. R.	
Considerations on the Problem of Illegal Migration and Human Trafficking	183
Azamatova Gulmira Bayirbekovna, Otarbayeva Guljan Kobeyevna	
Sustainable Development and Environmental Economics in Uzbekistan: A Focus on Carbon Pricing and Renewable Energy	186
Muhammadiyev Po'latjon Ilhomjon o'g'li, Urganbayeva Dilnoza Toxtasinovna	
The use of Digital Technologies in the Provision Of Utilities to the Population	192
Mamanazarov Oybek Shomurodovich, Inoyatova Durdona Shoxaydarovna, Alijonov Jamshid Alijon o'g'li	
The Current State of the Digital Economy in the Agrarian Sphere: Problems and Solutions	196
Babadjanov Abdirashid Musayevich	
Behavioral Theory of the Firm.....	201
Egamberdieva Oydin Abror qizi	
The Role of Information Technologies in Increasing the Capitalization of Commercial Banks	207
Egamova Makhfurat Esanovna	
Финансовые риски в исламском финансировании для внедрения в Республики Узбекистан	211
Абдуллоев Фуркат Олимджонович	
Совершенствование методологии экспертизы инвестиционных проектов	216
Бекимбетова Гулнора Маратовна	
Методические подходы к формированию механизмов стратегического управления развитием химической отрасли.....	223
Бибутова Шахло Саъдуллаевна	
Меры по снижению доли теневой экономики в стране.....	228
Махмудова Юлдузхон Бахромжон кизи, Сафаров Гиёсиддин Абдуллаевич ўғли	
Формирование национальной инновационной системы – одна из приоритетных задач повышения конкурентоспособности Республики Узбекистан	232
Н. М. Махмудов, А. А. Алиев, З. А. Мирзоев	
Мониторинг и анализ современного состояния и развития промышленности в Узбекистане.....	237
Назарова Раъно Рустамовна, Исмоилова Малика Дилшодовна	
Цифровая платформа как инструмент трансформации бизнес-процессов.....	243
Раупов Жамшид Рашидович	
Роль применения ключевых показателей эффективности труда на предприятиях.....	249
Рахматуллаева Шахноза Хамидовна	



Влияние цифровой трансформации на инвестиционную привлекательность Узбекистана.....	255
Саитхамолов Мухаммадхожа Сабирходжа угли, Маркабаева Жансая Айбек кызы	
Организация и координация методической помощи при управлении педагогическими кадрами	261
Хакимова Майя Юрьевна	
Интеграция узбекистана в мировое экономическое содружество путем унификации бухгалтерского учета на основе МСФО	266
Зарипова Саёхат Зафаровна	
Tijorat banklari tomonidan investitsiya loyihalarini moliyalashni rivojlantirish imkoniyatlari.....	271
Abduqodirova Ozoda Anvarjon qizi	
Tijorat banklari tomonidan jismoniy shaxslarga ajratilgan kreditlarning joriy tahlili.....	276
Abdusalomov Jaxongir O'ktam o'g'li	
Globalashuv sharoitida mamlakatimizda sug'urta bozorini raqamlashtirishning ahamiyati	282
Anvarova Z.	
The Role of Parents and Teachers in Promoting a Healthy Lifestyle in Children.....	286
Axtamov Djamshed Baxromovich	
A Study of the Importance of Green Economy in Uzbekistan Sustainable Economic Development and its Measurement Indicators in Relation to Environment.....	291
Ataniyazova Maksuda Baltayevna, Tairova Zarnigor Mammot qizi	
Konsolidatsiyalashgan moliyaviy hisobot tuzishning zarurligi.....	296
Avazov Iloxom Ravshanovich	
Foydani soliqqa tortish obyekti sifatidagi iqtisodiy tarkibi.....	301
Axrorov Zarif Oripovich	
Surxondaryo viloyatida aholining uy-joy bilan ta'minlanganlik darajasini tahlili.....	309
Ibragimov Qobil To'xtamishovich	
Review of Methodological Approaches to Enterprises Financial Condition Analysis.....	314
Ismailova Maxbuba Mirxalilovna	
Innovatsion rivojlanish sharoitida xizmat ko'rsatish sohasini tasniflanishining nazariy va ilmiy asoslari.....	319
Masharipova Manzura Alimbayevna	
Korxonalarda benchmarking strategiyalarini qo'llashning ijtimoiy-iqtisodiy mexanizmlari.....	325
Narziyeva Dilafiruz Muxtorovna	
Davlat budjetining soliqsiz daromadlari shakllanishini takomillashtirish yo'llari.....	330
O'ktamova Nargiza Narzulla qizi	
Mamlakatimizda sanoat ishlab chiqarishi korxonalarining rivojlanish holati tahlili.....	334
Olimov Maqsudjon Komiljon o'g'li	
Moliyaviy natijalar to'g'risidagi hisobotni moliyaviy hisobotning xalqaro standartlar talablari asosida tuzish.....	339
Pardayeva Zulfizar Alimovna	
Raqamlashtirish sharoitida qo'shma korxonasi faoliyatining tahlili.....	343
Rashidov Jamshid Xamidovich	
Kichik biznes va xususiy tadbirkorlikning rivojlanishida oilaviy tadbirkorlikning o'rni.....	348
Raximov Baxromjon Ibroximovich, Saloxiddinov Zuxriddin Nuriddin o'g'li	
Raqamli iqtisodiyot sharoitida xizmat ko'rsatishning ilmiy asoslari.....	352
Suyunov Asror Baxtiyorovich	
Raqamli iqtisodiyot sharoitida telekommunikatsiya sohasini rivojlantirish ilmiy asoslari.....	356
Toshmatov Salohiddin Zayniddinovich	
Raqamli iqtisodiyot sharoitida innovatsiyalarni joriy etishning huquqiy masalalari.....	360
Turg'unov Saloxiddin Jamol o'g'li, Mirzayeva Mohidil Vohidovna	
Zamonaviy sharoitlarda korxonalarning moliyaviy baqarorligini yaxshilash masalalari	366
Usmanova Guljahon Ulug'bek qizi	
Franshizalarni jalb qilishda davlat boshqaruvi tizimida marketing tadqiqotlarining ahamiyati	371
Xodjayev Anvar Rasulovich	



Transport Decarbonization Strategy.....	377
Yarashova Vasila Kamalovna, Muradov Bekzod Xidirnazar ugli	
Temir yo'l transportida ishlab chiqarish faoliyatining iqtisodiy samaradorligini oshirish	382
Yermatova Dilnoza Axmadjonovna	
Iqtisodiyotda davlat ishtirokini qisqartirish va xususiy tadbirkorlikni rivojlantirish istiqbollari	387
Yuldashev Xusniddin Abdullayevich	
Issiqlik ta'minoti xizmatlarini ko'rsatish samaradorligi va sifatini baholash ko'rsatkichlari tizimi	390
Abdulaziz Abdumo'minovich Matro'ziyev	
Issiqlik ta'minoti xizmatlari sifatiga ta'sir etuvchi omillar va ularni baholash	394
Abdulaziz Abdumo'minovich Matro'ziyev	
Jismoniy shaxslarning mol-mulkiga soliq solishni takomillashtirish.....	399
Abdullayev Zafarjon Alijonovich, Zaydullayev Abduhabib Boliqul o'g'li	
Sug'urta tashkilotlarida hisob siyosatini ishlab chiqishning ahamiyati.....	404
Abduraimova Maftunaxon Axmatovna	
Bank risklarini boshqarishning xalqaro tajribalari.....	409
Abdurasulov Jaxongir Abduvaliyevich	
Tadbirkorlik subyektlari ijtimoiy ma'sulligini ta'minlash mexanizmining amal qilish darajasi	416
Bayisbayev Javlon Nurlanovich	
Qishloq aholisining qishloq xo'jaligida bilim va innovatsiyalarni o'zlashtirishga ta'sir etuvchi omillarni iqtisodiy baholash (Samarqand viloyati misolida).....	421
Bozorova Lobar Nuralevna	
Направления совершенствования инновационных стратегий в деятельности промышленных предприятий	427
Дониерова Зухрабону Алишер кизи	
Mol-mulk solig'ining korxonalar faoliyatiga ta'siri.....	432
Qudiyarov Kishibay Ramatullayevich	
Banklar reytingini aniqlash va barqarorligini ta'minlashning ustuvor yo'nalishlari.....	438
Maxmudov Omon Tuxtayevich	
Iqtisodiyotni modernizatsiyalash sharoitida tijorat banklarining aktiv va passiv operatsiyalarini innovatsion usullar orqali boshqarishni takomillashtirish	442
Mo'minova Ma'suda Baxtiyarovna	
Auditorlik tekshiruvini dasturiy ta'minot asosida tashkil etish: muammo va yechimlar.....	447
Nazarova Kamola Sattoral qizi	
Ishlab chiqarish infratuzilmasini rivojlantirishning davlat tomonidan tartibga solish konsepsiyasi.....	453
Normurodov Xusan Eshmaxmatovich	
O'zbekiston Respublikasida kichik biznes va xususiy tadbirkorlikning ahamiyati hamda uni rivojlantirish istiqbollari.....	460
Nurullayeva Shaxnoza, Saydullayeva Saodat	
Tijorat banklari inson kapitali samaradorligini baholashda KPI ko'rsatkichlaridan foydalanish mexanizmlari	467
Turaeva Mastura Kurbanovna	
Сущность и особенности инвестиционно-строительного процесса	471
А. Бектемиров, Б.М. Абдувалиев	
Tijorat banklarida muammoli kreditlarni boshqarishning dolzarb masalalari.....	478
Saidov Hayotjon Raxmatulloyevich	
Tijorat banklarida kredit operatsiyalari hisobini takomillashtirish.....	482
Sa'dullayeva Asalxon Muzaffarovna	
Ko'p tarmoqli fermer xo'jaliklarining raqobatbardoshlikni baholash usullari	485
Abdulloyev Asliddin Junaydullayevich, Teshayev Mirolim Djumayevich	
Tadbirkorlik subyektlarida soliq yukini optimallashtirish mexanizmi	490
To'xsanov Qudratillo Nozimovich	



Davlat sektorida ichki audit tadbirlarini umumiy rejalashtirish Xamidova Z. U.	495
Aholi moliyaviy savodxonligini oshirish va uning ahamiyati..... Xudayarova Xurshida Abdunazarovna	501
Kambag'allikni qisqartirishning xorijiy mamlakatlar tajribasi..... Xudoyberdiyev Jamshid Juraboy o'g'li	505
Oliy ta'lim muassasalarida buxgalteriya hisobi va ichki auditni takomillashtirish..... Shaymatova Nargiza Ashurovna	511
Raqamli iqtisodiyot sharoitida sug'urta xizmatlari..... Shodmonova Odina G'ofur qizi	516
Fuqarolar davlat pensiya ta'minoti tizimining amaldagi holati tahlili..... Sholdarov Dilshod Azimiddin o'g'li	520
Aholiga bank xizmatlari ko'rsatishning ijtimoiy ahamiyati..... Eldor Uskanov	525
Innovatsion boshqaruvning ilg'or xorijiy tajribalari Yusupova Jamila Karamatdinovna	530
Neft-gaz korxonalari moliyaviy-iqtisodiy faoliyati natijalari tahlili ("O'ZBEKNEFTGAZ" AJ misolida) Umurzoqov Jamoliddin Sherbekovich	534
Korxonalarda savdo marketing faoliyati samaradorligini baholash..... Sobirov Azizbek Avzbekovich	541
Moliyaviy firibgarliklarga qarshi kurashishda raqamli texnologiyalardan foydalanish imkoniyatlari..... Gadaev Ismat Yadgarovich	548
Hududlarda islom iqtisodiyoti tamoyillari asosida amalga oshirilgan investitsion loyihalar: to'siqlar va yechimlar Irgasheva Gulbahor Sodiqovna	551
O'zbekistonda investitsiyalardan samarali foydalanish asosida oziq-ovqat sanoati samaradorligini oshirish yo'llari..... Kobilova Nasiba Xurramovna	554
Foreign Economic Relations as a Factor of Effective Functioning of the Economy Bakhodurova Sulkhiya Azizkhodjaevna, Li Marina Rudolfovna, Mukhtarova Donata Ravshanbekovna, Romashkin Roman Anatolyevich	561
Modern Approaches to the Organization and Development of the Consumer Services Market..... Musyeva Shoira Azimovna	566
Ishlab chiqarish siklini qisqartirishning iqtisodiy samaradorligi..... Odina Nabiyeвна Tuychiyeva, Nazarova Latofat Toirjon qizi	570
Asalarichilik mahsulotlari bozorida marketing strategiyasini amalga oshirish..... Rashidova Xadicha Tursunalievna	575
Iqtisodiyotni modernizatsiyalash sharoitida bank faoliyatini iqtisodiy-matematik modellashtirish yo'llari Raxmanov Mexridin Sindarovich	581
Korporativ boshqaruv amaliyoti bo'yicha hisobot tuzish bo'yicha xorijiy tajriba..... Tashmatov Rustam Xusanovich	586
Iqtisodiyotda davlat ishtirokini qisqartirish va xususiy tadbirkorlikni rivojlantirish istiqbollari Yuldashev Xusniddin Abdullayevich	592
Iqtisodiyotda turizm o'rnini statistik baholash uslubiyoti..... Zilola Jumanova	595
Финансовые риски в исламском финансировании для внедрения в Республики Узбекистан Абдуллоев Фуркат Олимджонович	602
Блокчейн-технология и информационная безопасность в цифровой экономике Узбекистана..... Кадиров Алишер Исмаилович	607
Цифровая платформа как инструмент трансформации бизнес-процессов Раупов Жамшид Рашидович	611



O'zbekistonda zamonaviy kabel va sim mahsulotlari ishlab chiqaruvchi korxonalar faoliyatiga nazar.....	617
Rashidova Odina Olimjon qizi	
Современные тенденции развития валютных отношений в Узбекистане	622
Камалов Камолатдин Кахрамонович	
Sug'urta sohasining O'zbekiston iqtisodiyotidagi o'rni	626
Sharobiddinov Akramjon Goyibbayevich	
Kichik biznes va tadbirkorlikni rivojlantirishning xorij tajribasi va undan O'zbekistonda foydalanish yo'nalishlari	630
Fayziyeva Aziza Azamat qizi	
Modeling the Stackelberg strategy in a linear model (linear city) Hotelling.....	635
Musayeva Shaira Azimovna, Usmonova Dilfuza Ilkhomovna	
Mulkning kapitallashuvi darajasini iqtisodiy jihatdan amalga oshirish samaradorligini baholash uslublari.....	644
Norboyev Odil Abrayevich	
Tijorat banklarining kredit portfelini amaliy holati va ekonometrik tahlillari: ATB "Aloqabank" misolida.....	649
Norov Akmal Ruzimamatovich, Norova Nozima Nabiyeвна	
O'zbekistonda "yashil iqtisodiyot" muhitida kreditlash va moliyalashtirish imkoniyatlari	654
Taxir Urkinbayev	
Budjet tashkilotlarida ichki nazorat tizimini tashkil qilishning xususiyatlari.....	658
Abduraxmanov Ramazon Abdullayevich	
Chinese Commercial Banks Experience in Asset Diversification	663
Uktamova Nozima Narzulla kizi	
Sanoat taraqqiyotida ishlab chiqarish korxonalarini ustuvor rivojlantirish istiqbollari.....	667
Yadgarov Akram Akbarovich	
Анализ деятельности коммерческих банков Узбекистана по кредитованию физических лиц.....	673
Базарова Нигора Равшановна	
Mahalliy va xorijiy investitsiyalarni jalb etishning innovatsion jarayonlarga ta'sirini baholash.....	684
Bobobekov Ergash Abdumalikovich	
Raqamli iqtisodiyot sharoitida innovatsiyalarning iqtisodiy samaradorligini oshirish yo'llari	689
Kuziyeva Nargiza Ramazanovna, Xusanov Faxriddin Jamoliddin o'g'li	
Tashqi mehnat migratsiyasi.....	694
O. N. Djurayev	
Raqamli iqtisodiyotda sanoat tarmog'ining davlat tomonidan qo'llab-quvvatlanishini baholash	699
Otaboyeva Dildora	
Nobank kredit tashkilotlarining moliyaviy xizmatlari sifatini oshirishning xorijiy mamlakatlar tajribasi	705
Raimov Xurshid Muxtorovich	
Tijorat banklarida moliyaviy injiniringni qo'llash istiqbollari	711
Saipnazarov Sherbek Shaylavbekovich	
O'zbekiston Respublikasi moliya bozorida tijorat banklari faoliyati: muammo va yechimlar	716
Toymuxamedov Ibroxim Rixsiboevich, Jumaev Islombek Akram o'g'li	
Agrar ta'lim tizimida boshqaruv samaradorligini oshirish yo'llari	723
Boltayev Nurali Shiramatovich, Beglayev Uchqun Xurramovich, Abdiyev Izzat Risqiboyevich	
O'zini o'zi band qilgan shaxslardan olinadigan soliqlarni takomillashtirish orqali yashirin iqtisodiyotni jilovlash masalalari	731
Davranov Iskandar Jumayevich	
Iqtisodiy konsentratsiyalarni tartibga solish va nazorat qilishni takomillashtirish.....	738
Luqmanov Sharifxon A'zam o'g'li	
Role of Private and Public Kindergartens in Early Childhood Development	744
Makhmudova Munisakhon Abbos qizi	
"Yashil" enegriya quvvatlarini barpo etish iqtisodiy barqarorlikni ta'minlash asosi sifatida.....	749
Muminova Elnoraxon Abduraimovna, Umarova Dilnoza Oybek qizi	
Xo'jalik yurituvchi subyektlarda CVP-tahlilni tashkil etishning muammoli jihatlari	754
Qlichev Baxtiyor Pardayevich	



Korxonada likvidlik riskini minimallashtirish orqali uning moliyaviy barqarorligini saqlab qolish	759
Latipova Shaxnoza Maxmudovna	
Развитие международных торгово-экономических связей Республики Узбекистан	766
Ким Татьяна Валерьевна, Гофуржонов Шахрибону Бахромжон кизи	
Kapital qurilishni boshqarish samaradorligini oshirishning dolzarb masalalari	774
A. Bektemirov, M. U. Sarimsoqov	
O'zbekiston mehnat bozorida yoshlarning ish bilan bandlik darajasini oshirish.....	780
Mambetjanov Qahramon Qurbandurdiyevich, Bahromov Shahzod Fazliddinovich	
Роль имиджа в улучшении инвестиционной привлекательности высших учебных заведений.....	787
Жанзаков Бекзот, Жонузиков Мирзабек	
Innovatsion kichik tadbirkorlikni qo'llab-quvvatlash bo'yicha xorij tajribasi va uni mamlakat iqtisodiyotida qo'llash imkoniyati.....	795
Toshaliyeva Saodat Toxirovna, Eshqulova Dilorom Abduravupovna	
Перспективы развития банковского сектора в Узбекистане для иностранных туристов	802
Муминов Шахзод Низомиддинович, Каримова Азиза Махмадризоевна	
Innovatsion faoliyat moliyaviy modellari va mexanizmlarini rivojlantirishning konseptual asoslari	806
Ruzibayeva Nargiza Xakimovna	
Qishloq xo'jaligi tarmoqlarini innovatsion rivojlantirish bo'yicha xorijiy tajribalar va ulardan respublikamizda samarali foydalanish yo'llari	814
Ishniyazov Baxrom Normamatovich	
Turistik xizmatlarining o'ziga xos xususiyatlari va marketing tadqiqotlari.....	819
Berdiqulova Iroda Rayimqulovna	
Qoraqalpog'iston qishloq xo'jaligi: asosiy muammolar va rivojlanishining ustuvor yo'nalishlari	823
Yeshimbetov Uktamjon Xudaybergenovich	
Iqtisodiyotning erkinlashtirilishi sharoitlarida kichik biznes sektori rivojlanishining imkoniyatlari.....	832
Botirova R. A., Sirojiddinov I. Q.	
Kriptoalyuta va blokcheyn tadqiqotlari: tendensiyalar va istiqbollar	835
Berdiqulov Jurabek	
Bank risklarni monitoring qilish tizimini takomillashtirish	837
Hamroyev Sherzod Axtamovich	
O'zbekiston hududlariga xorijiy investitsiyalarni jalb qilishda ko'p qavatli "yashil" fermer xo'jaliklarini tashkil etishning ahamiyati	843
Turdimuratova Aziza Alisherovna	
Surxondaryo viloyatining mahalliy budjet daromadlarini oshirish yo'llari va uni arima modeli asosida prognozlash.....	846
Abdunazarova Shahnoza Norqo'chqor qizi	
Qishloq xo'jaligi tarmog'ining mamlakat iqtisodiyotidagi o'rni va undagi tarkibiy o'zgarishlarni statistik baholash.....	856
Zakirova Umida Maxamadaminovna	
O'zbekiston Respublikasida xizmat ko'rsatish korxonalarining ijtimoiy-iqtisodiy mohiyati	863
Pardayev Jamshid Muzaffarovich	
Turizm bozorini rivojlantirishda mehnat bozorining tutgan o'rni va ahamiyati	872
Berdiqulova Iroda Rayimqulovna, Berdikulov Jurabek	
Проблемы расчета определения и планирования прибыли предприятий в условиях модернизации экономики	876
Алиева С.С.	

ORGANIZATIONAL BEHAVIOR AND LEADERSHIP



Ibrokhim Gulomov

Rector of International School of Finance Technology and Science

Annotatsiya: Maqolada shaxsning tashkiliy xulq-atvori va yetakchilik qobiliyati har qanday biznes yoki tashkilot muvaffaqiyatida hal qiluvchi rol o'ynashi, shuningdek, korporativ muhitda inson xatti-harakatlari mahsuli va samarali yetakchiligi ijobiy o'zgarishlarga olib kelishi mumkinligi o'rganilib, tahlil qilingan.

Kalit so'zlar: xulq-atvor, yetakchilik qobiliyati, xatti-harakat, korporativ muhit, iqtisodiy samaradorlik.

Abstract: The article analyzes that organizational behavior and leadership skills of a person play a decisive role in the success of any business or organization. It is also studied and analyzed that the product of human behavior and effective leadership can lead to positive changes in the corporate environment.

Key words: behavior, leadership ability, behavior, corporate environment, economic efficiency.

Аннотация: В статье анализируется, что организационное поведение и лидерские качества человека играют решающую роль в успехе любого дела или организации. Также изучается и анализируется, что продукт человеческого поведения и эффективного лидерства может привести к положительным изменениям в корпоративной среде.

Ключевые слова: поведение, лидерские способности, поведение, корпоративная среда, экономическая эффективность.

INTRODUCTION

Beginning with early 2021, the news bars of many authoritative business-related sources started dazzling with headlines describing 'Great Resignation', also named as 'Great Attrition', 'Turnover Tsunami', or 'Big Quit' (Bloomberg, 2022; Forbes – Cantalupo, G., 2022; HBR.org, 2022). The activity has been characterized as ongoing economic trend implying diverse employees massively leaving jobs; the feature to highlight is that vast majority of the resignations are undertaken voluntarily (Rosenberg and Rosenberg, 2022).

However, several authors had indicated abnormal fluctuations during 2002-2006, and highly abnormal indicators after Global Financial Crisis of 2007-2008 continuing later on (Coles and Mortensen, 2016; Cahuc, et al., 2016); whereas, most of the surrounding factors were considered to relate to the nature of crisis itself, its logical consequences and subsequent stabilization (Rose and Spiegel, 2012).

Recently, the Economic Policy Institute (EPI, 2022) presented a wide scale research providing the data analysis, namely JOLTS (Job Openings and Labor Turnover Survey) that seems to relatively support the references of pre-Big Quit period authors (Figures 1 and 2).

COMMUNICATION, AS THE TOOL FOR IDENTIFYING AND FORESEEING THE CAUSES

Soon after recognizing that Great Resignation is actually ongoing, many sources published the reports researching potential causes of resigning by employees (McKinsey, 2022; New Indian Express, 2022; The Economist, 2022). Extensive majority of them, being a reactive activity towards the occurrence, consists of survey replies communicated from present and ex-employees (Ibid). Recently, Gloat.com (2022) conducted its independent poll over 1000 employees and processed the replies; among all the emphasizes, the followings seem worth highlighting:

- 48.1% are or will be searching for new job within next 90 days;
- 54% of employees feel "their employer does not take their future interests and aspirations into account enough" (Ibid);



- 29.3% stated that their employer did not outline clear paths for their future development;
- All in all, resulting in 73.9% of highly qualified employees feel “there are better opportunities outside of their organization” (Ibid).

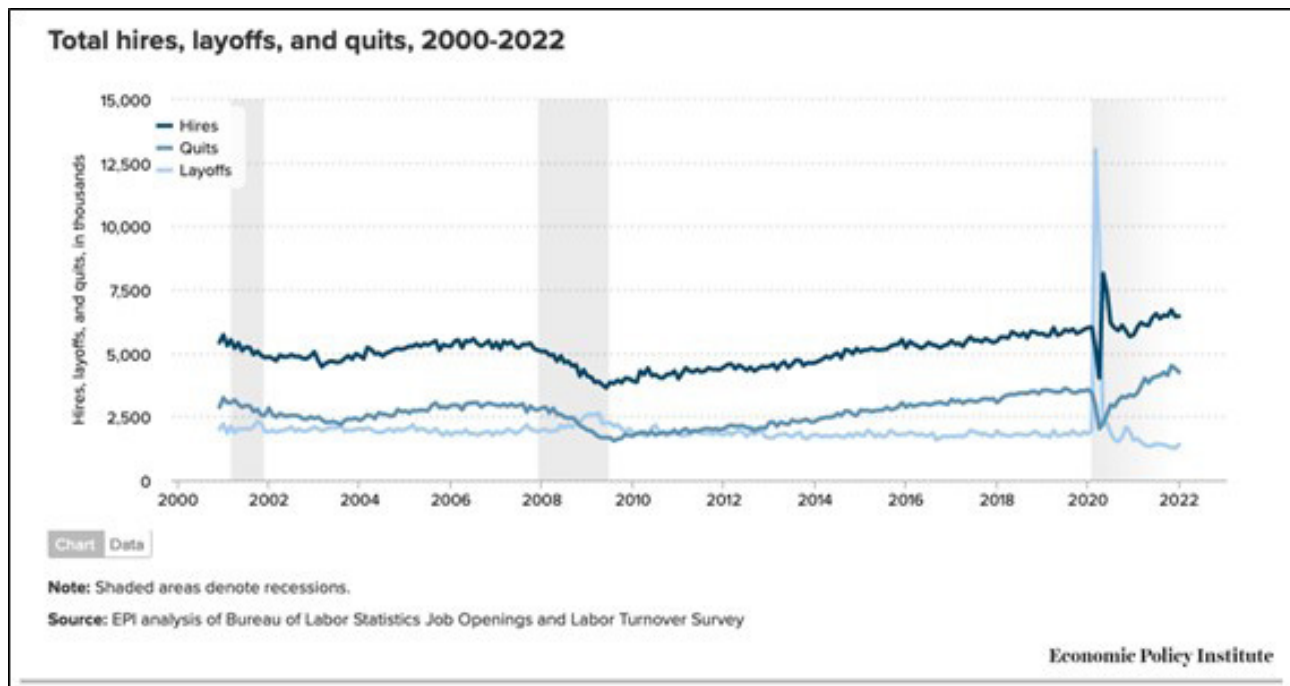


Figure 1: Total hires, layoffs, and quits (2000-2022)

Source: www.epi.org, 2022

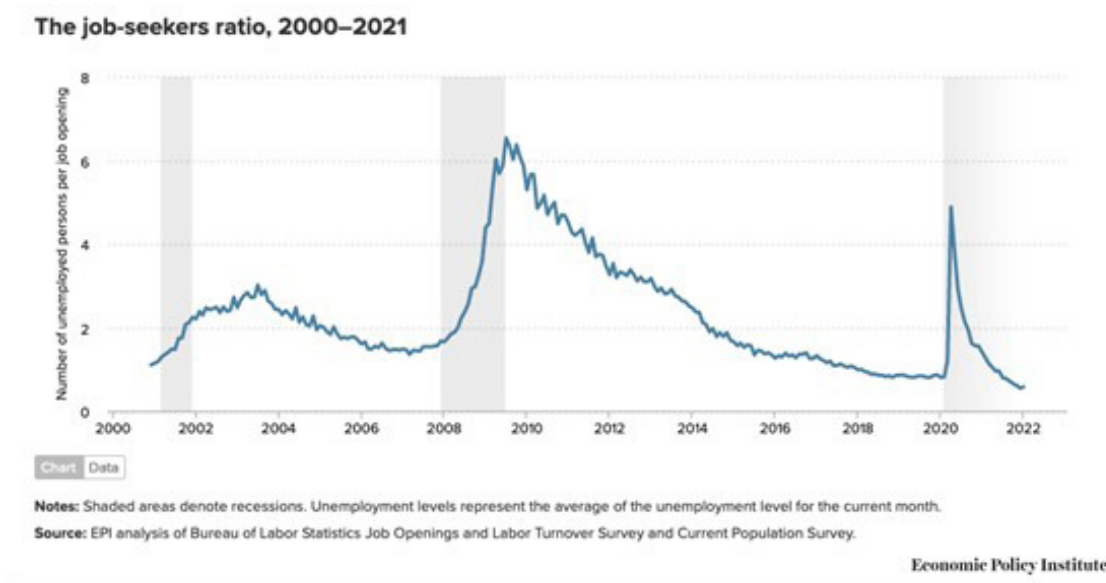


Figure 2: The job-seekers ratio (2000-2021)

Source: www.epi.org, 2022

Most of the researches seem to conclude on the lack in awareness of employees needs and ambitions by their organizations and management. Cantalupo G (2021) from Forbes Communication Council provides a sample of ‘The Great Resignation Letter’, which grasped generalized causes of leaves, in its recommendations for sound retention policy and measures against Big Quit (Appendix I). Among all the five prioritized reasons, four of them directly (while №2 indirectly) imply on the tendency that ‘bosses do not listen to employees enough’ (Ibid). Fortune (2022), reviewing the report by US Bureau of Labor Logistics, highlighted the most impacted industries by the Great Resignation (Figure 3).

Taking into account that the top 7 industries are directly impacted by pandemic restrictions themselves, Fortune also notifies about considerable discrepancy in leaves proportions between blue-collar and white-collar workers (the latter is only 5%); to note, the first are the ones who are ordinarily affected by deficit of communication with superior due to their eased substitutability and number of workers (Mills, 2002).

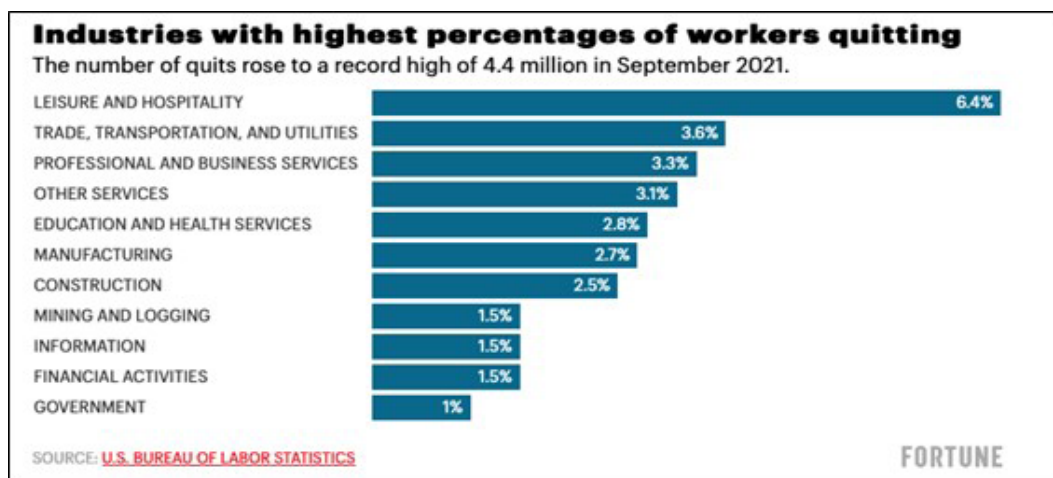


Figure 3: Industries with highest percentages of workers quitting

Source: US BLS cited in Forbes, 2022

Simultaneously with many sources are improving communication policies and conducting reactive researches upon the causes of massive resignations, CNBC (2020) published an AI-based analysis with the list of “12 companies workers don’t want to leave”. One of the weighty advantages of these companies are effective communication processes, conflict resolution procedures and sound employee retention policies – the measures that had been integrated and practiced before the global pandemic and the Great Resignation trend (Ibid; Newsweek, 2022). The companies from the list such as, Delta, Cisco, Microsoft and Coca-Cola (and others) seem to have been facilitating successful communication framework throughout their performance period (Ibid). De Smet, et al., (2022) report that while companies develop advanced motivation schemes and set up favourable organization conditions for employees, they face difficulties in identifying their timely preferences and “do not fully understand why employees are leaving”; they also attach the diagram that represents diversification of job quits (Appendix II). As a result, organizations seem to apply their elaborated inspiration and support techniques for the assumed needs of employees without sufficient critical analysis of the actuality and correspondence of those needs with the employees themselves. Further, the authors call for transforming ‘the Great Attrition’ into ‘the Great Attraction’ directing the organizations to focus on maintenance of communication processes on permanent basis with the aim of enabling foreseeing and prevention of negative results (Ibid). CNBC (2020) supported this notion with its “top anti-resignation companies” list where the management does not seem to invent extraordinary solutions for employees’ retention but proactively maintain high level communication every day minimizing turnover “at all times”; cruciality of communication was also supported by a range of researches (Fortune, 2022; Global Impact, 2021; Maurer and Maurer, 2021).

Evaluation of HR structure, communication schemes, conflict resolution procedures and employees retention policies of several companies from the list above tends to present application of popular and widely accepted methods (Habib, 2016; Microsoft, 2022; Chen, 2016); nevertheless, frequent sessions on permanent basis considerably contribute to their overall corporate responsibility in regards to their primary stakeholders, i.e., employees. Within the further analysis, main bullet points among all the practices have been extracted and generalised.

RECOMMENDATIONS

Firstly, development of effective communication methods and channels is to be structured, or “the right person receives the right information in the right way at the right time” (ACCA, 2020). This general instruction is regarded not only for business communications, but for employees’ preferences and wishes, offers and demands, training and development, alongside with being open-minded for their ideas (Paschal, 2020).

Secondly, any cases of communication “distortion” and “noises” should be minimized (Ibid). The communication channel is to retain the initial message by an employee while being eventually delivered to the authorized superior that is competent to handle with it (Figure 4).

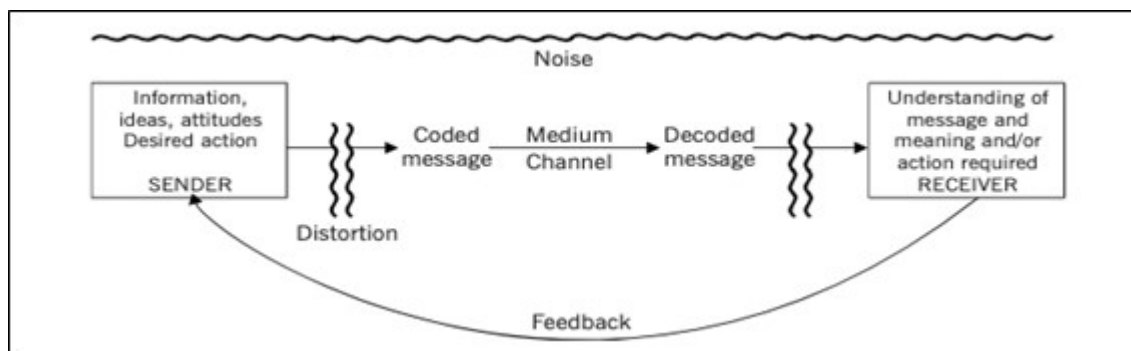


Figure 4: Case of communication

Source: ACCA Handbook – F1, 2020

Thirdly, elaboration of convenient and effective conflict resolution procedures – the model that is oriented on achieving ‘win-win’ results (Zhang, et al., 2018). Here, a sufficient place should be left for reaching satisfying compromised consensus for arguing parties, employees. Additionally, specially organized standing mediation and arbitration (for more serious occurrences) comities that are to resolve the conflict with impartiality and responsiveness (Ibid).

Fourthly, establishment of psychological support departments to deal with inner personal self-conflicts of employees. Psychological aid at workplace nowadays may be considered as an undeniable part in facilitating stable and favourable working conditions among staff members (Lee, 2021).

Finally, development of a sound informal communication strategy. Merely 10% out of the whole amount of communication inside an organization are performed formally while the informal one enjoys boundless freedom and provides more freedom of expression for employees. Undoubtedly, a huge proportion of those communication contents – being a ‘grapevine’ product – may be questioned for reliability and trust, however, the authors tend to insist on cultivation of impactable information communication pool and channels for superior managers vis-à-vis employees (Radovic Markovic and Salamzadeh, 2018).

Summarizing, once the arising needs and preferences of employees are identified they are to be applied with further mechanisms addressing those with appropriate organizational human resource tools further in the paper.

MOTIVATION THEORIES, TO ADDRESS THE IDENTIFIED VALUES AND NEEDS

As it was discussed, recent events around the world, such as, coronavirus, isolation, self-reassessment and changes in self-awareness, have changed not only people's lifestyle and work, but also their underlying values and perceptions about life itself and career goals for future. During the pandemic situation, labor market changed its form and most people were induced to reconsider their path and make fundamental changes to their work as well.

The Great Resignation is one of the products of this inner personal reconsideration and values reassessment. This phenomenon means individuals around the world are leaving their job positions due to different reasons at very high rate; the reasons may be related to several factors, e.g., cultural identity, values, geographic location, type of job, financial and social conditions – yet these reassessments have been triggered by the pandemic (Chopra, 2022). Eventually this situation is leading to employers under pressure of seeking for new employees.

After pandemic situation when people were about to return their pre-pandemic life, this trend appeared and spread around the world. Especially in the US most companies have experienced this challenge. According to the research conducted by MIT Sloan (2021) around 24 million US citizens left their job position between April and September in 2021. Being more specific, the majority of this percentage was occupied more by low salary workers rather than high salary ones (blue-collar vs white-collar workers). Another research that has been conducted by Ion Cook (2021) and with his team within the sampling framework of more than 9 million employees' records from more than 4,000 global companies revealed that these workers were mainly at mid- career level, i.e., middle-level employees.

High levels of resignations are more recorded in healthcare, hospitality and tech fields. Moreover, the dominant resigned age group is accounted to be in-between 30-40 aging period. Studies has showed that even world's biggest companies like Space X Tesla, Goldman Sachs and Netflix have also been experiencing high attrition rates ever.



Drawing up a small conclusion out of the statistics extracts presented, it may be clearly seen that it is not only about salary dissatisfaction, it is more profound than it seems to be (Gloat, 2022). The research hereby leads us to the question: What are the real causes of these high resignations?

It is not a secret that Covid-19 imposed extensively high organizational and psychological stress, so changed working conditions totally. Almost each market suffered and had to transform in regards to the new realities imposed. However, that period granted individuals sufficient time and opportunity to add clarity to their relationship with their job, colleagues and work/life balance. People became more self-aware upon their own emotions, needs and values.

These are the words of one resigned person, Sara Adamski, extracted and highlighted in one of the reports: "The pandemic woke me up and I started questioning why I started doing that to myself" (Elting, 2021). She, being 26-year-old, used to work as a cook in a northern Alaska tourist destination. The research further provides a range of extracts of feasible replies and characterizations from respondents who make attempts to precisely explain that particular decision made (Ibid). Nevertheless, these reasons may not be considered as applicable for all related situations worldwide, in some cases people were reported to have left their jobs in search for better opportunities, for better growth chances and more flexibility. Several groups of respondents even totally have changed their job direction and nature after realizing that there is a very little chance for these sectors to recover after the world changes (EPI, 2022).

Research from MIT Sloan (2021) showed that another potential reason for such economic and social trend lays within the context of organizational culture. In toxic cultures where employees were not able to achieve recognition or other non-material rewards, such as appreciation and engagement, mainly left their positions. According to the research, "a toxic corporate culture is 10.4 times more powerful than compensation" – what probably induces many people to re-evaluate current life path and the ones that they had planned or dreamt about (Ibid).

Within the perspective of motivational component of HR and organizational behaviour, it may be described as a gap between employee's expectations in reality and employer's perception about what their employees seek. This issue is to be explained within the framework of two factor theory popularly labelled as Motivation-Hygiene theory. Meaning behind the theory implies the notion that the source from what individuals become satisfied are not the same with substance from which employees become dissatisfied. Therefore, if factors divided into two broad groups: satisfiers (motivators) and dissatisfiers (hygiene factors) may be classified. Most employers are noticed to be confusing importance and equality of both these factors. Hygiene factors are standardly salary work conditions and security. Focusing only on lacking hygiene factors is not capable to satisfy the whole load of demand for a sound employee retention. For this reason, researches report about unforeseen abnormal occurrences, such as resigning from job even while receiving relatively high waging. At this point, the majority managers failed to equate the pressure burdened by the pandemic factors vs the maintained employees retention policies at that time. Motivational factors like achievement, recognition, involvement and advancement seem to have dominated and be more of value for employees (Elting, 2021). The ideal condition might be recommended is to organize optimization of hygiene factors and maximization of motivation factors simultaneously. The emphasis here to be taken into account is that most resigning workers are at their mid-career level. Maslow's Hierarchy would also support the proposed suggestion since proves that most employees are mainly at the esteem and self-actualization point (stage within the hierarchy) – what may imply that they want more than financial benefit or means for conforming their minimal life needs.

RECOMMENDATIONS

Basing on findings some conclusions and recommendations can be made from motivation perspective:

Presence of Great Resignation in the US has been proved by several studies and statistical evidences. There are several reasons for this situation to develop which are related to individuals' emotional intelligence and motivational concepts. It requires today's CEO immediately react for the situation and accept feasible strategies, alongside with full reassessment of those in turn.

First of all, one standardized program can't be applied for all the organizations and cultures – people. Hence, tailored or customized approach should be used for every organization or country. However, there have been provided a list of milestone suggestions to be taken into account.

Managers have to look at their employees like a human but not resource (machine) that is designed for tasks execution without related emotional implications. Emotional Intelligence is to be further studied, understood and address workers' emotions, identifying their real values and needs (Fortune, 2022). To further develop the suggestion, it means monitoring and noticing employees' emotions in a proper way to provide timely and suitable encouragements with the aim of inducing them to perform better, behave calmer and stay longer.



Offering competitive pay and promotions is also one of the major components hereby. Salary is the first thing to attract workers, Simon and Enz (1995) and Wiley (1997) found that the best tools to motivate employees are the promotions and growth opportunities (cited in Curtis, et al., 2009). Yet, managers should not forget that priorities changed to the work/life balance side more than ever (Liu, 2020).

The next point is more flexibility and freedom for employees. Flexibility of working hours, form of work (distance/office) and geo-location transformed into substantially important components of job positions, especially after pandemic (Forbes, 2022).

Creating purpose for workers. In general, knowing that what an employee is doing the work that is meaningful and important motivates him/her more than other benefits and rewards.

Finally, more attention should be paid to working environment. Studies have proved that friendly and favorable organizational environment can assist as an incentive for employees in workplaces (Forbes, 2022).

PROFILE ANALYSIS, AS A MEANS OF PRODUCTIVITY INCREASE FOR THE APPLIED TOOLS

The study on Uzbekistan cases of the Great Resignation was made in International School of Finance Technology and Science LLC (ISFT Institute, hereafter – Institute) and the Ministry for the Development of Information Technology and Communication (hereafter – Ministry) (confirmations attached in the Appendices III and IV). The study indicates that during pandemic period of 2 years, the Institute had almost 50 percent turnover rate, with more than 47 employees of nearly 100 resigning, whereas the Ministry's central department having 142 employees had received resignation from 31 people (22 percent) during the pandemic situation.

The case studies show that among those who resigned 45 percent were aged from 24 to 32. However, the cases of resignation also included those who were aged up to 57.

Building personal profile of people resigning in Uzbekistan taking both cases might be stated as, people aged 24-32 years with 1-3 years' work experience at their work place – mainly men with 1 and more children, and with documental residing in distance or in regions outside Tashkent. Continuing building the profiles, it might be stated that they varied among the cases, yet with some features being similar; drawing conclusive correspondence in-between caused complications due to limited sampling size.

For the Institute case personnel, personality traits in general were observed to be extraverted, with strong conscientiousness, whereas, as for the Ministry's data indicates personnel being conscientious while lacking communication and are to be characterized as mostly as being introverted.

Evaluating the Great Resignation in USA, contradicting evidences were found Great Resignation, Cook I. (2021) indicated people inclined to quit their jobs are aged 30-45, whereas Caporal J. (2022) found them to be millennials. Probably this is related to geographical factoring of sampling location.

Constructing personality traits of people resigning in USA, it might be stated that they are 26-45 years old, both males and females, with five or more years of work experience. Further, being generally millennials, as stated above, Deal J. (2010), in understanding personality traits of them, indicates their inclination towards openness, diversity, team-orientation, being keen on flexibility and maintaining work-life balance.

Understanding personality traits of the employees by managers might help organization to attain more productivity with regard to better assignment of employees with traits and abilities (Wirght T., 2003). Moreover, Khedhaouria A. and Cucchic A. (2019), applying personality theories, found turnover rates might increase as any act of misconduct between employer and employees appears, including companies inner culture, norms, communication with managers, procedures and etc.

In addition, Kampkötter P. (2016) identified that managers might miss talents and crucial employees with misconduct on performance appraisal sessions. He also identified that given same conditions of employment job satisfaction rate varied substantially as measure for personality traits performance appraisals were conducted. Dipboye R. (2018) identified that using personality traits might influence management practices' effectiveness in retaining employees.

Moreover, Nadine N. and Abubakr S. (2019) examining personality traits in attaining talent found evidence on attracting employees with aligns with companies' values, thus preventing turnover rate at the time of employments processes.

RECOMMENDATIONS

About building recommendations to obtain and keep high retention rate of employees, the literature (Zhang and Gowan, 2012) states assigning employees with their personality traits using the 'Big Five' personality traits (Barrick & Mount, 1991; Costa & McCrae, 1995). In addition, Kampkötter P. (2016) stated that applying personality characteristics tool is adopted to impact the effectiveness of personnel choose, assigning, and keeping



high retention rates. Moreover, as Sarwar et.al. (2020) indicated that the Big Five personality traits, also being important in job appraisal, are crucial in understanding job turnover rate. In hypothesis analysis of OCEAN traits and intent to quit and turnover, they found relationship between turnover rate and conscientiousness being strong and moderate for relationship with extraversion, emotional stability (neuroticism) and agreeableness. Thus, supporting evidence of importance in assigning employees with their personality traits.

Additionally, with the development of IT technologies and Covid-19 consequences, companies might combine work schedules considering personality traits with appropriate work location (distance or on the side), increasing flexibility of employees. For instance, according to Global Talent Trends (2022), 51 percent of employees wish their firm provided greater flexibility at the workplace, leading to the conclusion that using combined approach might support positive retention rates, with regard to their traits being appropriately allocated.

References:

1. Bloomberg.com. 2022. Bloomberg – Great Resignation Increased in Eight U.S. States in December. [online] Available at: <<https://www.bloomberg.com/news/articles/2022-02-17/great-resignation-worsened-in-eight-u-s-states-in-december>> [Accessed 16 March 2022].
2. Cantalupo, G., 2022. Council Post: 'The Great Resignation Letter': Five Ways Employers Can Help Prevent Turnover. [online] Forbes. Available at: <<https://www.forbes.com/sites/forbescommunicationscouncil/2021/10/26/the-great-resignation-letter-five-ways-employers-can-help-prevent-turnover/?sh=18a598cd6d3b>> [Accessed 16 March 2022].
3. Harvard Business Review. 2022. Who Is Driving the Great Resignation?. [online] Available at: <<https://hbr.org/2021/09/who-is-driving-the-great-resignation>> [Accessed 16 March 2022].
4. Rosenberg, J. and Rosenberg, J., 2022. Workers got fed up. Bosses got scared. This is how the Big Quit happened.. [online] Mother Jones. Available at: <<https://www.motherjones.com/politics/2022/01/record-quits-great-resignation-labor-workers-pandemic/>> [Accessed 16 March 2022].
5. Coles, M. G., & Mortensen, D. T. (2016). Equilibrium labor turnover, firm growth, and unemployment. *Econometrica*, 84(1), 347–363. <http://www.jstor.org/stable/43866546>
6. Cahuc, P., Charlot, O. and Malherbet, F., 2016. EXPLAINING THE SPREAD OF TEMPORARY JOBS AND ITS IMPACT ON LABOR TURNOVER. *International Economic Review*, 57(2), pp.533-572.
7. Rose, A. and Spiegel, M., 2012. Cross-country causes and consequences of the 2008 crisis: Early warning. *Japan and the World Economy*, 24(1), pp.1-16.
8. Economic Policy Institute. 2022. JOLTS. [online] Available at: <<https://www.epi.org/indicators/jolts/>> [Accessed 16 March 2022].
9. De Smet A., Dowling B., Mugayar-Baldocchi, M., and Schaninger, B., at McKinsey.com. 2022. 'Great Attrition' or 'Great Attraction'? The choice is yours. [online] Available at: <<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>> [Accessed 16 March 2022].
10. Newindianexpress.com, 2022. The 'great attrition': It's a difficult time to be a boss. [online] The New Indian Express. Available at: <<https://www.newindianexpress.com/business/2021/nov/21/the-great-attrition-its-a-difficult-time-to-be-a-boss-2386165.html>> [Accessed 16 March 2022].
11. The Economist. 2022. Evidence for the "great resignation" is thin on the ground. [online] Available at: <<https://www.economist.com/finance-and-economics/evidence-for-the-great-resignation-is-thin-on-the-ground/21806659>> [Accessed 16 March 2022].
12. Gloat. 2022. 10 Great Resignation Statistics to Boost Your Retention in 2022 | Gloat. [online] Available at: <https://gloat.com/10_great-resignation-statistics-to-boost-your-retention-in-2022/> [Accessed 16 March 2022].
13. Hargie, O., 2016. The Importance of Communication for Organisational Effectiveness. *Psicologia do Trabalho e das Organizações: Contributos*, pp.17-34.
14. Fortune. 2022. The Great Resignation is hitting these industries hardest. [online] Available at: <<https://fortune.com/2021/11/16/great-resignation-hitting-these-industries-hardest/#:~:text=Of%20the%20over%205%20million,according%20to%20a%20recent%20analysis>> [Accessed 16 March 2022].
15. Mills, C., 2002. The Hidden Dimension of Blue-collar Sensemaking about Workplace Communication. *Journal of Business Communication*, 39(3), pp.288-313.
16. Liu, J., 2020. These are the 12 companies workers don't want to leave. [online] CNBC. Available at: <<https://www.cnbc.com/2020/02/20/these-are-the-12-companies-workers-dont-want-to-leave.html>> [Accessed 16 March 2022].
17. Newsweek. 2022. How to Stop the Great Resignation: 5 Tips for Higher Employee Retention. [online] Available at: <<https://www.newsweek.com/how-stop-great-resignation-5-tips-higher-employee-retention-1677683>> [Accessed 16 March 2022].
18. Global Impact on LinkedIn.com. 2022. 5 Things You Can Do to Avoid the 'Great Resignation' at Your Company. [online] Available at: <<https://www.linkedin.com/business/talent/blog/talent-engagement/things-to-avoid-great-resignation-at-your-company>> [Accessed 16 March 2022].
19. Maurer, R. and Maurer, R., 2022. Turnover 'Tsunami' Expected Once Pandemic Ends. [online] SHRM. Available at: <<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/turnover-tsunami-expected-once-pandemic-ends.aspx>> [Accessed 16 March 2022].
20. Habib, M., 2022. hrm planning process coca-cola. [online] Academia.edu. Available at: <https://www.academia.edu/2031571/hrm_planning_process_coca_cola> [Accessed 16 March 2022].



21. Microsoft. 2022. Empowering our employees | Microsoft CSR. [online] Available at: <<https://www.microsoft.com/en-us/corporate-responsibility/empowering-employees>> [Accessed 16 March 2022].
22. Chen, H., 2017. The Success of Cisco Systems, Inc.'s Human Resource Management Strategy. *Journal of Service Science and Management*, 10(03), pp.206-215.
23. Business and Technology (BT) | ACCA Global. [online] Accaglobal.com. Available at: <<https://www.accaglobal.com/ie/en/student/exam-support-resources/fundamentals-exams-study-resources/f1.html>> [Accessed 16 March 2022].
24. Paschal, D. (2020). The Impact of Effective Communication Towards Organization Performance: The Case Study CRDB Bank-Kibaha Branch (Doctoral dissertation, Mzumbe University).
25. Zhang, L., Cao, T., & Wang, Y. (2018). The mediation role of leadership styles in integrated project collaboration: An emotional intelligence perspective. *International Journal of Project Management*, 36(2), 317-330.
26. Lee, H. (2021). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organisation support. *Journal of Organizational Effectiveness: People and Performance*.
27. Radovic Markovic, M., & Salamzadeh, A. (2018). The importance of communication in business management. In Radovic Markovic, M., & Salamzadeh, A. (2018). *The Importance of Communication in Business Management*, The 7th International Scientific Conference on Employment, Education and Entrepreneurship, Belgrade, Serbia.
28. Chopra, D., 2022. The Great Resignation or The Great Reassessment?. [online] The Bahnsen Group. Available at: <<https://thebahnsengroup.com/fiscal-feminist/the-great-resignation-or-the-great-reassessment/>> [Accessed 16 March 2022].
29. Curtis, C., Upchurch, R. and Severt, D., 2009. Employee Motivation and Organizational Commitment: A Comparison of Tipped and Nontipped Restaurant Employees. *International Journal of Hospitality & Tourism Administration*, 10(3), pp.253-269.
30. Aarabi, M., Subramaniam, I. and Akeel, A., 2013. Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. *Asian Social Science*, 9(9).
31. Cook, I., 2021. Who Is Driving the Great Resignation?. [online] Harvard Business Review. Available at: <<https://hbr.org/2021/09/who-is-driving-the-great-resignation>> [Accessed 3 March 2022].
32. Elting, L., 2021. The Incredibly Simple Reason Behind The Great Resignation. [online] Forbes. Available at: <<https://www.forbes.com/sites/lizelting/2021/11/11/the-incredibly-simple-reason-behind-the-great-resignation/?sh=242f-9555c4b9>> [Accessed 15 March 2022].
33. Zhang, L. and Gowan, M., 2011. Corporate Social Responsibility, Applicants' Individual Traits, and Organizational Attraction: A Person-Organization Fit Perspective. *Journal of Business and Psychology*, 27(3), pp.345-362.
34. Mount, M., Barrick, M. and Stewart, G., 1998. Five-Factor Model of personality and Performance in Jobs Involving Interpersonal Interactions. *Human Performance*, 11(2), pp.145-165.
35. Kampkötter, P., 2016. Performance appraisals and job satisfaction. *The International Journal of Human Resource Management*, 28(5), pp.750-774.
36. SARWAR, D., SARWAR, B., RAZ, M., KHAN, H., MUHAMMAD, N., AZHAR, U., ZAMAN, N. and KASI, M., 2020. Relationship of the Big Five Personality Traits and Risk Aversion with Investment Intention of Individual Investors. *The Journal of Asian Finance, Economics and Business*, 7(12), pp.819-829.
37. Block, J., 2001. Millennial Contrarianism: The Five-Factor Approach to Personality Description 5 Years Later. *Journal of Research in Personality*, 35(1), pp.98-107.
38. Caporal, J., 2022. Here's Why 20% of Americans Have Changed Careers Since the Pandemic Began | The Motley Fool. [online] The Motley Fool. Available at: <<https://www.fool.com/research/20-percent-americans-changed-careers/>> [Accessed 16 March 2022].
39. Harvard Business Review. 2022. Who Is Driving the Great Resignation?. [online] Available at: <<https://hbr.org/2021/09/who-is-driving-the-great-resignation>> [Accessed 16 March 2022].
40. Deal, J., Altman, D. and Rogelberg, S., 2011. Erratum to: Millennials at Work: What We Know and What We Need to Do (If Anything). *Journal of Business and Psychology*, 26(1), pp.123-123.
41. Dipboye, R.L. 2018, "Criterion Development, Performance Appraisal, and Feedback", *The Emerald Review of Industrial and Organizational Psychology*, Emerald Publishing Limited, Bingley, pp. 535-579.
42. Masri, N. and Suliman, A., 2019. Talent Management, Employee Recognition and Performance in the Research Institutions. *Studies in Business and Economics*, 14(1), pp.127-140.
43. Lumby, J. and Foskett, N., 2015. Internationalization and Culture in Higher Education. *Educational Management Administration & Leadership*, 44(1), pp.95-111.
44. Brun, J. and Dugas, N., 2008. An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*, 19(4), pp.716-730.
45. Business.linkedin.com. 2022. Global Talent Trends 2022: The Reinvention of Company Culture. [online] Available at: <<https://business.linkedin.com/talent-solutions/global-talent-trends>> [Accessed 16 March 2022].

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

Yashil

IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

Ingliz tili muharriri: Feruz Hakimov

Musahhih: Xondamir Ismoilov

Sahifalovchi va dizayner: Iskandar Islomov

2024. № 4

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

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

Materiallar va reklamalar pullik asosda chop etiladi.

El.Pochta: sq143235@gmail.com

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

Tel.: 93 718 40 07

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

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

Litsenziya raqami: №046523. PNFL: 30407832680027

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



Jurnalning ilmiyligi:

"Yashil" iqtisodiyot va taraqqiyot" jurnali

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