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## Plant Adaptation Mechanisms To Climate Change

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### Abstract

This article presents an in-depth analysis of the key adaptation mechanisms that ensure plant survival and reproductive success under climate change. The study explores the impact of factors such as global warming, disrupted precipitation, extreme temperatures, soil salinization, and rising CO<sub>2</sub> concentrations on plant physiology and morphology.

**Keywords:** plant, CO<sub>2</sub>, ecology, climate, precipitation, grain, agriculture, water, abiotic, drought, morphological, anthropogenic.

### INTRODUCTION

In recent decades, global climate change has been affecting all components of the biosphere. The increase in atmospheric CO<sub>2</sub>, global warming, changes in precipitation patterns, and increased abiotic stresses are directly changing the physiological processes of plants. Since plants are sedentary organisms, they adapt to stress through internal biological mechanisms. This article analyzes the main directions of plant adaptation mechanisms to climate change based on scientific literature.

### LITERATURE REVIEW

The changes taking place on the Earth as a result of the consequences of climate change are becoming increasingly widespread. Factors such as changing air temperatures, droughts, rising sea levels, and increased meteorological events are negatively affecting social and economic systems. [1] Climate change is currently one of the most dangerous manifestations of global environmental problems, and its consequences on the Earth are increasingly felt on a large scale. Factors such as changing air temperatures, increasing droughts and droughts, and rising sea

levels are seriously damaging the stability of natural ecosystems. Therefore, I believe that it is necessary to reduce the negative impacts of climate change, develop adaptation strategies based on the principles of sustainable development, and strengthen environmental protection measures.

Adaptation in agriculture is associated with the transfer of a crop to new areas where it has not previously grown. The process of adaptation to climate plays a major role in plant breeding, especially when forms introduced from other regions are used as starting material. The process of adaptation to climate in agriculture is closely related to the transfer of crops to new areas that were previously unsuitable for growing. This process has been going on in agricultural practice for a long time. For example, the acclimatization of grain crops from different regions has been tested for thousands of years, clearly demonstrating the experience of human farming in adapting to climatic conditions. [2]

### SCIENTIFIC RESEARCH WORK

In the 80s and 90s of the last century, due to the cold winter weather, some types of vines, such as chillaki, husani and soyaki

species, and pomegranate and fig seedlings were planted in November and opened in late March and early April. The average winter temperature dropped to -20°C -21°C, the amount of precipitation during the year averaged 70-80 mm, and the thickness of snow reached an average of 25-30 cm. Since the early 2000s, climate change has led to low precipitation and average cold temperatures not falling below -10°C -5°C, so the vine, pomegranate and fig seedlings have not grown. Despite the cold in the early years, the seedlings that grew from the roots have adapted to the climate.[3] Nowadays, vine pomegranate and fig seedlings are not buried. Due to the drought in recent years, heat and cold-resistant plant varieties are being created. Even citrus fruit varieties, including lemon, tangerine, orange, banana, and papaya plants, adapted to the climate of Uzbekistan, are being created. We have 20 lemon seedlings and 2 tangerine seedlings in our house. They were planted in greenhouses to adapt them to the climate. In the early years, water was sprayed on the leaves of seedlings planted in the summer months 2-3 times. In late October and early November, the greenhouses are closed. But the doors and windows remain open. Starting in December, the doors and windows are closed, and depending on the temperature of the air, small windows are opened and closed to change the air. Starting in December, greenhouses begin to be heated. The temperature in the greenhouse should be above -30°C. The information above is our experience over the years. Nowadays, climate-adapted plant varieties are being created through selection. Many plant varieties are disappearing due to climate change. For example: Smoke from an aluminum plant in the city of Mirza Tursinzoda, Tajikistan, near the border with Uzbekistan, is damaging pomegranates in the Surkhandarya region. In addition, the rapid changes in climate and

soil, i.e. increased salinity, caused by the drying of the Aral Sea in the 1970s and 1980s, are negatively affecting Uzbekistan's flora.

**CONCLUSION**

Plant adaptation mechanisms to climate change are crucial for maintaining the stability of ecosystems and maintaining agricultural productivity. Climate change-induced high temperatures, droughts, water scarcity, extreme weather events, and changes in soil conditions activate physiological, morphological, and genetic response mechanisms in plants. In this process, plants enhance water-saving strategies, increase the synthesis of protective pigments and stress-resistant proteins. At the genetic level, adaptive varieties are selected, and the most suitable individuals for climatic conditions are preserved within the population.

In general, plant adaptation to climate change is a complex and evolutionary process with many factors, which is becoming increasingly accelerated under environmental and anthropogenic pressure. In-depth study of these mechanisms is of great scientific and practical importance in creating stress-resistant varieties and improving agrotechnical measures.

**Table-1. Winter Climate Indicators in the 1980–1990s**

Indicator	Value
Average winter temperature	-20°C to -21°C
Annual precipitation	70–80 mm
Snow depth	25–30 cm
Grapevine, pomegranate and fig seedlings	Buried in November, uncovered in late March–early April

**Table-2. Climate Changes Since the 2000-2010s**

Indicator	Condition
Average winter temperature	Not lower than -10°C to -5°C
Precipitation	Decreased
Burying of seedlings	Gradually stopped
Adaptation process	Root shoots adapted to climate conditions

**Table-3. Citrus Plants in Household Greenhouse Conditions**

Indicator	Amount / Condition
Lemon seedlings	20 plants
Mandarin seedlings	2 plants
Leaf spraying (summer)	2–3 times
Greenhouse covering	Late October – early November
Full closing	From December
Heating start	From December
Minimum temperature	Above -3°C

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## Problems And Opportunities Observed By Students In The Process Of Using Steam Education

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### Annotation

This article analyzes the problems and existing opportunities that arise in students in the process of applying the STEAM (Science, Technology, Engineering, Arts and Mathematics) educational approach in the higher education system. The study scientifically substantiates the pedagogical effectiveness of the STEAM approach as an integrative educational model, its impact on student competencies, and its role in the development of innovative thinking. Also, methodological, psychological, and technological barriers are identified and practical recommendations are developed to overcome them. The results of the study show that STEAM education is an important factor in strengthening creativity, critical thinking, decision-making in problem situations, and interdisciplinary integration.

**Keywords:** STEAM education, integrative approach, creative thinking, competency-based education, innovative pedagogy, interdisciplinary integration.

### Annotatsiya

Mazkur maqolada STEAM (Science, Technology, Engineering, Arts and Mathematics) ta'lim yondashuvini oliy ta'lim tizimida qo'llash jarayonida talabalarda yuzaga keladigan muammolar va mavjud imkoniyatlar tahlil qilinadi. Tadqiqotda integrativ ta'lim modeli sifatida STEAM yondashuvining pedagogik samaradorligi, talabalar kompetensiyalariga ta'siri hamda innovatsion fikrlashni rivojlantirishdagi o'rni ilmiy jihatdan asoslab beriladi. Shuningdek, metodik, psixologik va texnologik to'siqlar aniqlanib, ularni bartaraf etish bo'yicha amaliy tavsiyalar ishlab chiqiladi. Tadqiqot natijalari STEAM ta'limi kreativlik, tanqidiy tafakkur, muammoli vaziyatlarda qaror qabul qilish hamda fanlararo integratsiyani mustahkamlashda muhim omil ekanligini ko'rsatadi.

**Kalit so'zlar:** STEAM ta'limi, integrativ yondashuv, kreativ tafakkur, kompetensiyaviy ta'lim, innovatsion pedagogika, fanlararo integratsiya.

### Kirish

Zamonaviy globallashtirish sharoitida ta'lim tizimi oldida turgan eng muhim vazifalardan biri – raqamli iqtisodiyot va innovatsion jamiyat talablariga mos kadrlar tayyorlashdir. An'anaviy predmetga yo'naltirilgan ta'lim modeli ko'pincha nazariy bilimlarni yetkazish bilan cheklanib, amaliy ko'nikmalarni rivojlantirishda yetarli darajada samaradorlik ko'rsatmaydi. Shu nuqtai nazardan, STEAM ta'limi fanlararo integratsiya asosida muammoli vaziyatlarni hal qilishga qaratilgan innovatsion model sifatida dolzarblilik kasb etmoqda.

STEAM yondashuvi ilm-fan, texnologiya, muhandislik, san'at va matematikani yagona o'quv maydonida birlashtirib,

talabalarda tizimli fikrlash, ijodkorlik hamda analitik kompetensiyalarni shakllantirishni maqsad qiladi. Biroq ushbu modelni amaliyotga joriy etish jarayonida qator metodologik va tashkiliy muammolar ham kuzatiladi. Mazkur maqolaning maqsadi – STEAM ta'limidan foydalanishda talabalar duch kelayotgan muammolar va mavjud pedagogik imkoniyatlarni ilmiy tahlil qilishdir.

**1. STEAM ta'limining nazariy asoslari va pedagogik mohiyati.** STEAM ta'lim modeli konstruktivizm, pragmatizm hamda kompetensiyaviy yondashuv nazariyalariga asoslangan bo'lib, o'quv jarayonida bilimni faol o'zlashtirishni ta'minlaydi. Ushbu yondashuvda talaba passiv bilim oluvchi

emas, balki bilimni mustaqil ravishda shakllantiruvchi subyekt sifatida qaraladi. STEAM ta'limining asosiy xususiyati – fanlararo integratsiya tamoyiliga asoslanishidir. An'anaviy ta'lim tizimida fanlar alohida o'qitilsa, STEAM yondashuvida ular o'zaro bog'liq holda o'rganiladi. Bu esa talabalarda kompleks muammolarni tizimli tahlil qilish ko'nikmalarini rivojlantiradi. Pedagogik nuqtai nazardan, STEAM quyidagi tamoyillarga asoslanadi:

- integrativ o'qitish tamoyili – turli fanlarni yagona konseptual maydonda birlashtirish;
- loyiha asosida o'qitish (project-based learning) – amaliy faoliyat orqali bilim olish;
- tadqiqotga yo'naltirilgan ta'lim – ilmiy izlanish ko'nikmalarini rivojlantirish;
- innovatsion fikrlashni rivojlantirish – yangi g'oyalar yaratish va muammolarga kreativ yechim topish.

Mazkur yondashuv natijasida talabalar nafaqat nazariy bilimlarni egallaydi, balki ularni real hayotiy vaziyatlarda qo'llash kompetensiyasini ham shakllantiradi. Shu sababli STEAM ta'limi zamonaviy pedagogikaning istiqbolli yo'nalishlaridan biri sifatida e'tirof etilmoqda.

**2. STEAM ta'limining talabalar kompetensiyalariga ta'siri.** STEAM ta'limi talabalarning intellektual va kasbiy rivojlanishiga kompleks ta'sir ko'rsatadi. Tadqiqotlar ushbu yondashuv quyidagi kompetensiyalarni rivojlantirishini ko'rsatadi.

Tanqidiy tafakkur va analitik fikrlash rivoji. STEAM ta'limida talabalar murakkab muammolarni tahlil qilish, sabab-natija bog'liqliklarini aniqlash va ilmiy xulosalar chiqarishga o'rgatiladi. Bu jarayonda ular ma'lumotlarni tahlil qilish, sintez qilish hamda baholash ko'nikmalarini egallaydi.

Kreativlik va innovatsion fikrlash shakllanishi. San'at komponentining ta'lim

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jarayoniga integratsiya qilinishi talabalar tasavvur doirasini kengaytiradi. Natijada ular nostandart yondashuvlardan foydalanib, yangi texnologik va dizayn yechimlarini ishlab chiqishga intiladi.

Kommunikativ va hamkorlik kompetensiyalari. STEAM loyihalari ko'pincha jamoaviy faoliyatga asoslanadi. Bu esa talabalar o'rtasida muloqot madaniyati, hamkorlik, liderlik va mas'uliyat kabi ijtimoiy kompetensiyalarni rivojlantiradi.

Raqamli savodxonlik va texnologik kompetensiyalar. Raqamli texnologiyalar, dasturlash vositalari va muhandislik modellaridan foydalanish talabalarning texnologik savodxonligini oshiradi. Bu esa ularning mehnat bozoridagi raqobatbardoshligini kuchaytiradi.

Muammoli vaziyatlarda qaror qabul qilish qobiliyati. STEAM ta'limi real muammolarni modellashtirish orqali talabalarni mustaqil qaror qabul qilishga o'rgatadi. Bu jarayon kasbiy faoliyatda muhim ahamiyat kasb etadi.

**3. STEAM ta'limini joriy etishda talabalar duch keladigan muammolar.** STEAM ta'limining afzalliklariga qaramay, uni ta'lim tizimiga joriy etish jarayonida bir qator muammolar yuzaga keladi. Fanlararo integratsiyani o'zlashtirishdagi murakkabliklar. Talabalar ko'pincha alohida fanlar bo'yicha bilim olishga o'rgangan bo'lib, integrativ yondashuvni tushunishda qiyinchiliklarga duch keladi. Turli fanlar o'rtasidagi bog'liqlikni anglash uchun yuqori darajadagi abstrakt fikrlash talab etiladi. Mustaqil o'qish kompetensiyalarining yetarli rivojlanmaganligi. STEAM ta'limi talabalardan mustaqil izlanish olib borishni talab qiladi. Biroq barcha talabalar ham o'z-o'zini boshqarish, vaqtni rejalashtirish va mustaqil tadqiqot olib borish ko'nikmalariga ega emas. Texnologik resurslarning cheklanganligi. Ko'plab ta'lim muassasalarida zamonaviy laboratoriya jihozlari, robototexnika vositalari yoki

raqamli platformalar yetishmasligi STEAM faoliyatini to'liq amalga oshirishga to'sqinlik qiladi. Psixologik va motivatsion omillar. Ba'zi talabalar murakkab loyiha vazifalaridan cho'chishi yoki o'ziga bo'lgan ishonchning pastligi sababli faol ishtirok etmasligi mumkin. Bu holat ta'lim samaradorligini pasaytiradi. Baholash tizimidagi muammolar. An'anaviy testga asoslangan baholash tizimi STEAM ta'limining natijalarini to'liq aks ettira olmaydi. Kreativlik, innovatsion fikrlash va jamoaviy faoliyatni baholash murakkab jarayon hisoblanadi.

**4. STEAM ta'limining o'quv motivatsiyasiga ta'siri.** STEAM ta'limi o'quv jarayonini amaliy faoliyat bilan bog'lash orqali talabalarning o'qishga bo'lgan qiziqishini oshiradi. Amaliy tajribalar, eksperimentlar va loyihalar orqali olingan bilimlar barqarorroq bo'ladi. Motivatsiya quyidagi omillar orqali kuchayadi:

- ✓ real hayotiy muammolar bilan ishlash;
- ✓ natijaga yo'naltirilgan faoliyat;
- ✓ interfaol o'quv muhiti;
- ✓ innovatsion texnologiyalardan foydalanish.

Natijada talabalar o'quv jarayonida faol ishtirok etib, bilim olishga nisbatan ichki ehtiyoj shakllanadi.

**5. STEAM ta'limini samarali joriy etish strategiyalari.** STEAM ta'limining samaradorligini oshirish uchun kompleks pedagogik choralar zarur.

Pedagog kadrlarning malakasini oshirish zarur xisoblanadi. O'qituvchilar STEAM metodologiyasi, loyiha asosida o'qitish texnologiyalari va raqamli pedagogika bo'yicha muntazam malaka oshirib borishi lozim. Innovatsion ta'lim muhitini yaratish va joriy etish. Laboratoriyalar, maker space markazlari va raqamli ta'lim platformalarini rivojlantirish STEAM faoliyatini samarali tashkil etishga yordam beradi. Kompetensiyaviy baholash tizimini joriy

etish. Baholash jarayonida kreativlik, muammoli vaziyatlarni hal qilish, jamoaviy ishlash va innovatsion fikrlash kabi mezonlar hisobga olinishi zarur. Talabalarda soft skills ko'nikmalarini rivojlantirish. Tanqidiy fikrlash, kommunikatsiya va liderlik ko'nikmalarini shakllantirish STEAM ta'limining samaradorligini oshiradi. Ta'lim jarayonini individuallashtirish muhim vazifadir. Talabalarning individual qobiliyatlari va o'quv ehtiyojlarini hisobga olish STEAM ta'limining samarali amalga oshirilishini ta'minlaydi.

#### **Xulosa**

Tahlillar shuni ko'rsatadiki, STEAM ta'limi zamonaviy ta'lim paradigmasining muhim komponenti bo'lib, talabalarda innovatsion tafakkur, kreativlik va kasbiy kompetensiyalarni shakllantirishda yuqori samaradorlikka ega. Shu bilan birga, fanlararo integratsiya, metodik tayyorgarlik va texnologik ta'minot bilan bog'liq muammolar mavjud. Mazkur muammolarni tizimli ravishda bartaraf etish orqali STEAM yondashuvi oliy ta'lim muassasalarida raqobatbardosh mutaxassislar tayyorlashning samarali instrumentiga aylanishi mumkin. Kelgusida ushbu yo'nalishda empirik tadqiqotlar o'tkazish va statistik tahlillar asosida ilmiy xulosalarni yanada chuqurlashtirish maqsadga muvofiqdir.

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## Methodology For Forming The Concepts Of Fractions And Fractions In Primary Grades

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### Annotation

This article discusses the theoretical and pedagogical foundations of the formation of the concepts of fractions and fractions in primary grades and the methodology for teaching them. The effectiveness of the use of step-by-step teaching of the concept of fractions, demonstration, practical activities and real-life situations in the example of a 4th grade mathematics course is analyzed. According to the results of the study, lessons organized on the basis of a competency-based approach develop students' logical thinking, calculation skills and independent thinking.

**Keywords.** Primary education, methodology, fraction, simple fraction, proper fraction, improper fraction, mixed fraction, didactic principles, competence, mathematical literacy.

### Introduction

The primary education stage serves as a foundation for students' further education. In particular, the knowledge and skills formed in mathematics develop students' logical thinking, analytical thinking, and the ability to solve problem situations. The concepts of fractions and fractions are an important component of the primary mathematics course, and they are a necessary theoretical basis for mastering algebraic expressions, equations, and functions in later grades [1].

In the 4th grade mathematics textbook, topics such as quotient, simple fraction, proper and improper fraction, mixed fraction, finding a part of a number, and describing fractions in numerical terms are presented in a sequential manner [1]. A scientifically based methodological approach is necessary in teaching these topics. Pedagogical and psychological studies of the theoretical foundations of the concepts of quotient and fraction show that abstract concepts are gradually formed in children [2], [3]. The concept of a fraction is mastered through concrete and practical

activities. A quotient is one of the equal parts of a whole.

A fraction is a mathematical notation that shows how many parts of a whole are divided (denominator) and how many parts are taken (numerator). The process of mastering fractions includes the following stages:

- understanding the concepts of whole and part,
- understanding division into equal parts,
- naming a share,
- getting acquainted with fractional notation,
- distinguishing between proper and improper fractions,
- understanding mixed fractions.

According to didactic principles, each new concept should first be taught through concrete examples, and then based on generalization [2].

### Main part

The main methods of teaching fractions in primary school are as follows:

The principle of demonstration - Demonstration is the main method in

primary school. The following are used to teach the concept of fractions: Circle and rectangle models Paper folding method Using chocolate, apple, pizza models Calculating the area using a grid notebook For example, a circle is divided into 4 equal parts and 1 part is colored. Students understand the meaning of the numerator and denominator by looking at the fraction  $\frac{1}{4}$ .

Teaching based on practical exercises - Regular practice is necessary to master fractions. Practical exercises: Finding a part of a number ( $\frac{1}{3}$  of 36) Identifying a fraction based on a picture Distinguishing proper and improper fractions Depicting fractions in numerical light For example, to find  $\frac{2}{5}$  of a number, the number is first divided by 5, then multiplied by 2. This develops algorithmic thinking.

Problem-solving – Problem-solving questions develop students' thinking: "Is the fraction  $\frac{9}{4}$  greater than or less than 1?" Students learn about mixed fractions by comparing fractions with whole numbers.

Case-based learning – Relating fractions to everyday life is an effective method: Time fractions ( $\frac{1}{4}$  of an hour) Distance fractions Mass and volume fractions Food preparation This approach increases mathematical literacy (based on PISA requirements).

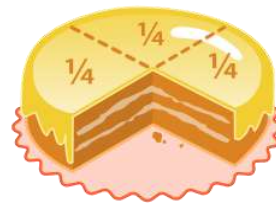
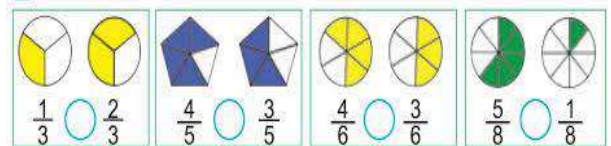
Experimental results. As a result of teaching fractions in primary grades using the demonstration-practical method: The level of mastery of the topic increased by 20–25%. Calculation errors decreased. Independent work skills were formed. Students' interest in science increased. The results show that the competency-based approach is effective.

Based on the topic of "Shares", the formation of fractions is introduced in grades 3-4. Here, too, the main criterion is the presentation of visual aids. The main task is to divide objects, shapes and other objects into equal parts and take one, two,

three, ... from these parts, to use and write down the problem. In this case, terms such as fraction, fraction figure, denominator are introduced.

The following methods are effective in teaching the topic of proportion for elementary grades:

1. Visual method of teaching: Using visual materials - diagrams, pictures, weighed sweets, fruits or geometric shapes - is effective in explaining the concept of proportion. For example, by dividing a picture of an apple or pizza into pieces and showing them as proportions, children understand the topic more easily. The visual method attracts children's attention and illustrates an abstract concept through a concrete example.

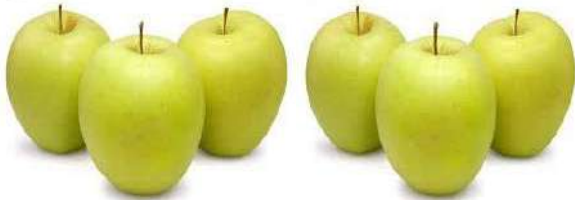


2. Teaching through hands-on activities: Children learn better by learning through action. They can be divided into small groups and given the task of dividing various objects (fruits, paper squares, candies) and expressing proportions. For example, explaining fractions such as  $\frac{1}{2}$ ,  $\frac{1}{4}$  by dividing 8 chocolates equally among 4 children.

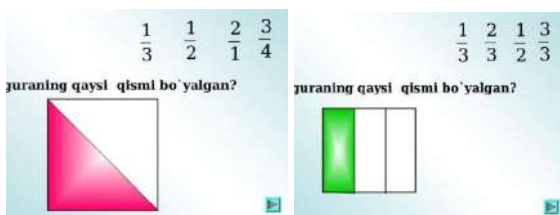


3. Interactive games and problem situations: It is recommended to ask

children questions in the form of games or create problem situations to learn about shares. For example, "If you have 6 apples and you share them equally with 3 friends, how many apples will each friend get?" - this question develops children's thinking and increases interest in the topic.



4. Inductive and deductive methods: Inductive method - first showing a specific example, children derive the proportion from the general rule. For example, forming the concept of  $\frac{1}{4}$  by dividing a set of 4 into pieces. Deductive method - first explaining the rule, and then reinforcing it with various examples. For example, explaining, "If a shape is divided into 4 equal parts, each part is  $\frac{1}{4}$  of the proportion," and giving examples in various shapes.



5. Analogy and comparison method: Connecting the concept of proportion to everyday examples helps. For example, dividing a pie into pieces, dividing a school notebook or textbook, or dividing a water bottle into equal parts makes it easier for children to understand the topic.



### Conclusion

Formation of the concepts of fractions and quotients in primary grades is an important stage in the development of mathematical thinking of students. The methodological approaches analyzed in this article show that consistency, demonstration, and practical activity play a key role in teaching the concept of fractions. The sequential presentation of topics in the 4th grade mathematics textbook (Mathematics. Grade 4. Part III) allows students to gradually form ideas about fractions. According to psychological and pedagogical views, in particular, as emphasized in the studies of Jean Piaget and Lev Vygotsky, abstract concepts are effectively mastered through concrete and practical activities. Therefore, circle and rectangle models, paper folding, tasks based on real-life situations, and interactive games facilitate the understanding of the concept of fractions. The results of the experimental tests showed that in lessons organized on the basis of demonstration-practical methods, the level of students' mastery significantly increased, errors in calculations decreased, and independent thinking skills were formed. The educational process based on a competency-based approach serves to develop mathematical literacy in students and is consistent with the requirements of international assessment programs, including PISA developed by the OECD. In

general, in the formation of the concepts of fractions and fractions in primary grades, adherence to didactic principles, combining theory and practice, and teaching based on real-life examples provide high efficiency. These methodological approaches create a solid foundation for students' successful mastery of mathematics at the next level.

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## Мастерство Применение Военной Хитрости Амира Темура

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### Аннотация

В статье анализируются формы и методы применения военной хитрости в походах выдающегося полководца Амира Темура. Рассмотрено стратегическое планирование, использование дезинформации, засад и психологического давления как ключевых элементов его побед. Особое внимание уделяется тому, как Сахибкиран сочетал строгую дисциплину с гибкой тактикой, адаптируясь к условиям местности и особенностям противника. Исследование подчеркивает актуальность военного наследия Темура для современной теории военного искусства.

**Ключевые слова:** Амир Темур, военная хитрость, стратегия, тактика, военное искусство, Сахибкиран, дезинформация, засада, психологическая война, военные походы.

**«Опыт мне доказал, что один план, приведенный в исполнение вовремя, заменяет сто тысяч воинов». – Амир Темур (из «Уложений»)**

Амир Темур был человеком весьма отважным и сдержанным. Обладая трезвостью суждений, он умел принять самое верное решение в трудных ситуациях. Эти черты характера и притягивали к нему людей. Дальновидный правитель и талантливый организатор.

Амир Темур оставил после себя десятки монументальных архитектурных сооружений, некоторые из них вошли в сокровищницу мировой культуры. Постройки Тимура, в создании которых он принимал деятельное участие, обнаруживают в нём незаурядный художественный вкус. Амир Темур был не просто завоевателем, а гроссмейстером психологической и тактической войны. Его методы часто опережали время, сочетая жестокий расчет и глубокое знание человеческой природы. Вот основные военные хитрости, которые он регулярно использовал в своих походах:

Информационная война и дезинформация. А. Темур мастерски управлял слухами.

**Преувеличение численности.** Перед наступлением он приказывал

воинам зажигать по несколько костров на каждого человека, чтобы у противника создавалось впечатление, будто его армия в разы больше. **Шпионаж.** Его сеть разведчиков («джасусов») работала под видом дервишей, купцов и лекарей, собирая данные о слабых местах врага и сея панику в тылу.

**Маневр «Ложное отступление»** Это классическая кочевническая тактика, которую Темур довел до совершенства. Центр его войска начинал имитировать панику и отступать. Когда враг, теряя строй, бросался в погоню, он попадал в засаду свежих конных отрядов, которые окружали и уничтожали противника с флангов.

**Инженерные хитрости и изменение ландшафта.** Темур часто использовал саму природу как оружие: **Водная блокада.** Как в случае с Баязидом под Анкарой, он мог перекрыть или отвести русло реки, оставляя армию противника без капли воды в самый ответственный момент. **Психологические преграды.** Строительство башен из черепов побежденных врагов не было просто актом жестокости – это был инструмент

устрашения («terror as a strategy»), чтобы следующие города сдавались без боя.

#### Использование животных.

Тимур умел удивлять врага нестандартным применением животных:

➤ **Боевые слоны** в Индии он столкнулся со слонами и нашел против них средство: приказал навьючить на верблюдов солому, поджечь ее и погнать их навстречу слонам. Перепуганные гиганты развернулись и раздавили собственную индийскую пехоту.

➤ **Слоны с «огнем»** позже он сам использовал слонов, устанавливая на их спинах устройства для метания греческого огня.

#### Сводная таблица тактики А. Темура

Тактика	Цель	Пример
<b>Ложное отступление</b>	Разорвать строй врага	Битва на реке Терек
<b>Манипуляция ресурсами</b>	Истощить противника	Осада крепосте й, отвод рек
<b>Ночные маневры</b>	Эффект внезапности	Внезапные атаки на лагеря
<b>Психологический террор</b>	Подавление воли к сопротивлению	Штурм Дели, Исфахана

Темур никогда не вступал в бой, не имея подробного плана «Б». Его резервные отряды (иногда до 7 эшелонов) вступали в бой ровно в тот момент, когда враг считал, что победа уже близка.

Преклоняясь перед гением Амира Темура, мы отдаем должное его военному искусству, военной стратегии и тактике. Военная доблесть принесла ему славу великого полководца. Его сражения изучаются во многих военных учебных заведениях иностранных государств.

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В армии Сахибкирана нашли свое наиболее полное завершение **стратегия и тактика ведения сражений**.

В битве при Анкаре Амир Тимур продемонстрировал превосходную тактическую изобретательность против султана Баязида I. Перед основным сражением Тимур использовал **тактику «выжженной земли»** и лишил противника воды, изменив русло реки. Это изнурило османскую армию жаждой и вынудило её сражаться на территории, выбранной Тимуром. Использование **боевых слонов** и просчитанный переход союзников Баязида на сторону Тимура окончательно решили исход боя, доказав, что Тимур выигрывал сражения в своем уме задолго до их начала на поле боя.

Боевой порядок рассредоточивался по фронту и особенно в глубину и обычно состоял из авангарда правого крыла (*шакавул*), авангарда левого крыла (*чапавул*), главных сил правого крыла (*барангор*), левого крыла (*жувангор*) и центра (*кул*). Впереди, как правило действовал авангард прикрытия (*манглай*), позади главных сил действовал арьергард (*чагдовул*). За счет ослабления центра усиливались фланги, которые являлись средством окружения противника. Для решительного удара Амир Темур создавал *сильные резервы*. Враг, отступивший и укрывшийся в крепости, осаждался. Перед толстыми стенами крепостей устанавливались стенобитные (*манжаник*) и камнеметательные (*аррода*) орудия. Приводились в действие пушки (*раъд*). Под стенами и башнями сооружались подкопы. Делались бреши. Через пробоины в стене воины стремительно шли во внутрь крепости. Во время штурма использовались защитные щиты (*тура*), лестницы (*шоту*), петли (*каманд*), канаты.

Во время крупных сражений *командный пункт* главнокомандующего – шатер (*баргох, саропарда*) Амира Темура устанавливался на возвышенной местности, откуда можно было легко управлять боем. Обычно возле шатра главнокомандующего располагался военный оркестр, который, непрерывно играл боевые марши, поднимая боевой дух солдат.

Для достижения основных военно-стратегических целей в походах и сражениях ещё в молодости, в начале своей полководческой деятельности Амир Темура мастерски применял приемы *военной хитрости*.

Но особенно ярко проявился талант Сахибкирана на *нестандартные, неожиданные действия* для врага в походах и сражениях против хана Золотой Орды Тохтамыша. Говоря современным языком, в отличие от других полководцев того времени Амир Темура подходил творчески к решению важных стратегических задач предстоящих походов и сражений при применении приемов военной хитрости использовал *инновационный подход*.

Так, поход 1391 года против хана Золотой Орды Тохтамыша перед решающим сражением на берегу реки Кундузча характеризуется *длительным переходом 200 тыс. армии А. Темура маршем*. Войскам предстояло пройти по степям 2500 км, что является исключительным примером во всемирной военной истории.

Сахибкиран тщательно оценил обстановку и выбрал такой маршрут движения, который *обезопасил его войска от врага во время перехода и одновременно они оставались незамеченными до встречи с противником*.

Войска Амира Темура выдвигались по труднодоступным и безводным территориям через степные районы

современного Казахстана, последовательно преодолевая две реки: Тобол и Урал для достижения двух главных стратегических целей:

✚ Взять под свой контроль основные пути снабжения и подходов дополнительного подкрепления для армии Тохтамыша, ведущие из степных районов Золотой Орды со стороны Азовского моря.

✚ Отрезать пути отступления войску Тохтамыша обратно в свою столицу.

✚ Перед битвой Амир Темура эффективно использовал *новый прием военной хитрости - тактику «психической» атаки*: когда армии оказались на виду одна у другой, он приказал отряду своего внука Мирзы Абубакира раскинуть шатры, расстелить красные ковры и приняться за приготовление праздничной пищи. Это была намеренная демонстрация презрения к врагам, которая ошеломила и сильно подорвала моральный дух войск Тохтамыша еще до начала сражения. На третий день, в разгар битвы, знаменосец Тохтамыша, перешедший на сторону Амира Темура бросил знамя на землю. Увидев, что знамя опрокинуто, войско Тохтамыша обратилось в бегство настолько быстро, что, не видя главного знамени и не зная куда собираться, они рассеялись и большей частью были истреблены, одни погибли от оружия, другие утонули в Волге.

«Девять долей успеха в делах принадлежат совету, осторожности и осмотрительности, и только одна доля – мечу». – Амир Темура

Два его самых триумфальных похода, где стратегия и хитрость решили исход истории. **Победа над Золотой Ордой (Тохтамыш)**. Битва на реке Терек (1395 г.) – это хрестоматийный пример

тактической гибкости и инженерной маскировки. Хитрость с «женским войском»: когда армия Темура была истощена долгим переходом, он пошел на риск. Чтобы скрыть реальную численность боеспособных воинов, он приказал женщинам из обоза надеть доспехи и шлемы, вооружиться и встать в задние ряды. Издалека это выглядело как бесконечное подкрепление, что подорвало моральный дух воинов Тохтамыша.

Ложная переправа. Темура имитировал подготовку к переправе в одном месте, заставив Тохтамыша растянуть свои силы вдоль берега. Под покровом ночи основные силы Темура стремительно перешли реку в другом месте и ударили во фланг.

Стена из щитов. Он применил тактику «черепашки», когда пехота закрылась огромными щитами (чапарами), выдерживая ливень стрел, пока кавалерия готовила решающий контрудар.

Разгром Султаната Дели (Индия, 1398 г.). Здесь Темура столкнулся с «танками» того времени – боевыми слонами, защищенными кольчугами и с отравленными кинжалами на бивнях. Его воины никогда не видели таких зверей и были в ужасе.

Огненные верблюды. Тимур приказал собрать всех верблюдов из обоза, нагрузить их сухой травой и хворостом. Когда слоны пошли в атаку, он велел поджечь сено и погнать верблюдов навстречу врагу.

Результат. Перепуганные верблюды, превратившись в живые факелы, бросились на слонов. Слоны, которые панически боятся огня и криков, развернулись и в бешенстве растоптали собственную армию. Темура взял Дели практически без сопротивления. В течение трех дней (по другим данным – одной ночи) войско Сахибкирана

достигло переправы, перешло вброд Терек и ускоренным маршем двинулось к лагерю Тохтамыша. Войско Тохтамыша все еще продолжало стоять в своем лагере не двигаясь, *так как Тохтамыш был убежден*, что войско Амира Темура также продолжает находиться в лагере на противоположном берегу реки.

С подходом к лагерю Тохтамыша, Амир Темура дал один день отдыха своим воинам и начал строить боевой порядок для предстоящего сражения.

Появление войск Сахибкирана в тылу стало *полной неожиданностью* для Тохтамыша. Он в спешке начал подготовку к сражению, но стратегической инициативой уже владел Амир Темура.

В этой битве А. Темура нанёс сокрушительное поражение Тохтамышу, после которого Золотая Орда уже никогда не смогла восстановить свою мощь и распалась на несколько небольших ханств. *Разгром Золотой Орды Амиром Темуром имел решающее значение и для судеб русских княжеств в деле их окончательного избавления от монголо-татарского ига.*

Говоря о военном искусстве А. Темура, здесь нельзя не подчеркнуть, что его стратегия и тактика *носила решительный характер.*

Стратегическую основу походов и сражений *составляли активные наступательные действия, умелое использование кавалерийской массы и пехоты, быстрый переход от обороны к наступательным действиям, а также основанные на глубоких знаниях формы и способы ведения войны.*

Важнейшей отличительной чертой его полководческой деятельности был *творческий*, говоря современным языком *инновационный подход* в достижении главных целей, для этого Амир Темура умело использовал *приемы военной хитрости*, с помощью которых

он часто добивался успехов в походах и сражениях.

В необходимых случаях, было формирование частей из женщин, которые наряду с вспомогательными, отвлекающими действиями сражались наравне с воинами и показывали образцы мужества и доблести.

Из вышеизложенного можно сделать следующие выводы:

✚ нам необходимо глубже изучать историческое военное наследие нашего великого предка, глубоко осмыслить его деятельность в строительстве могущественного государства и создании сильной армии.

✚ устройство армии Амира Темура было настоящим инженерным и административным шедевром того времени. Она работала как единый, идеально отлаженный механизм, сочетая кочевую мобильность с жесткой имперской дисциплиной.

✚ система строилась на десятичном принципе, который он перенял у Чингисхана, но значительно усовершенствовал.

Необходимо отметить, что в отличие от многих армий того времени, должности не всегда передавались по наследству. Темура ценил **меритократию** – продвигал тех, кто проявил личную отвагу и тактический ум.

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# Implementation Of The Mfp (Meaning–Form–Pronunciation) Technique In The Educational Process Based On The Requirements Of State Educational Standards And Curricula

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## Annotation

The development of communicative competence has become a central objective of modern foreign language education. In this context, effective methodological approaches are required to ensure the integration of semantic understanding, grammatical accuracy, and correct pronunciation in the learning process. The Meaning Form Pronunciation (MFP) technique represents one of the most widely applied instructional frameworks in communicative language teaching. This article analyzes the methodological foundations and pedagogical significance of implementing the MFP technique in the educational process in accordance with the requirements of State Educational Standards and curricula. The study is based on theoretical analysis, comparative methodology, and pedagogical observation of language teaching practices. The findings indicate that the systematic use of the MFP technique improves learners' comprehension of language structures, enhances pronunciation accuracy, and facilitates the development of communicative competence. The research also highlights that the integration of meaning, form, and pronunciation within a single instructional sequence supports the effective achievement of curriculum based learning outcomes in foreign language education.

**Keywords:** MFP technique, communicative language teaching, foreign language pedagogy, meaning form pronunciation, linguistic competence, pronunciation instruction, educational standards.

## Introduction

The modernization of contemporary education systems has led to a significant transformation in the methodological approaches used in foreign language teaching. In many countries, including Uzbekistan, the educational process is regulated by State Educational Standards that define the expected learning outcomes, competencies, and pedagogical principles necessary for the development of students' linguistic abilities. These standards emphasize a competency-based approach to education, where the primary objective is not only the acquisition of theoretical knowledge but also the development of practical communication skills that enable learners to effectively use a foreign language in real-life situations. Within this framework, innovative teaching methods

and interactive pedagogical technologies are increasingly integrated into the classroom to enhance the effectiveness of language instruction. One of the key challenges in foreign language pedagogy is ensuring the balanced development of different components of language competence. Language learning involves several interrelated elements, including semantic understanding, grammatical accuracy, and phonological awareness. Traditional teaching approaches have often focused primarily on the explanation of grammatical rules or the memorization of vocabulary items, while pronunciation and communicative use of language sometimes received less attention. As a result, learners frequently demonstrate difficulties in applying linguistic knowledge in authentic communicative contexts. This problem has

stimulated the search for more integrated and communicatively oriented teaching techniques that address all aspects of language competence simultaneously.

In recent decades, communicative language teaching and learner-centered pedagogical models have become dominant paradigms in foreign language education. These approaches emphasize the importance of meaningful interaction, contextualized language input, and active student participation in the learning process. Within this methodological paradigm, the Meaning–Form–Pronunciation (MFP) technique has emerged as an effective instructional strategy that integrates semantic, structural, and phonological aspects of language learning into a single coherent framework. The MFP technique is widely used in modern language teaching methodology, particularly in communicative and task-based approaches, where it helps teachers systematically introduce new lexical and grammatical items while ensuring that learners understand their meaning, recognize their grammatical form, and pronounce them accurately. The conceptual foundation of the MFP technique is closely related to cognitive and psycholinguistic theories of language acquisition. According to these theories, language learning occurs more effectively when learners process linguistic input in meaningful contexts and when new language items are presented in a structured and comprehensible way. By prioritizing meaning before form and pronunciation, the MFP approach mirrors the natural sequence through which humans acquire language. Learners first understand the communicative purpose of a language item, then analyze its structural characteristics, and finally develop the phonetic skills necessary for accurate oral production. This sequence not only facilitates comprehension but also

promotes long-term retention and practical application of linguistic knowledge.

Another important factor contributing to the relevance of the MFP technique is its compatibility with the requirements of national educational curricula. State Educational Standards in foreign language education typically define specific competencies related to listening, speaking, reading, and writing skills. These competencies require learners to demonstrate not only grammatical knowledge but also the ability to use language appropriately in various communicative situations. The MFP technique supports the achievement of these competencies by integrating different aspects of language instruction within a unified pedagogical framework. Through systematic practice of meaning, form, and pronunciation, students develop a comprehensive understanding of language structures and gain confidence in using them during communicative activities. The integration of pronunciation training within the MFP framework is particularly important in modern language education. Pronunciation plays a crucial role in intelligible communication, yet it is often underemphasized in traditional classroom practices. Many learners who possess adequate vocabulary and grammar knowledge still experience difficulties in oral communication due to incorrect stress patterns, intonation, or articulation. The MFP technique addresses this issue by incorporating pronunciation practice as an essential stage of language presentation, ensuring that learners acquire accurate phonological patterns alongside semantic and grammatical knowledge. The implementation of the MFP technique also contributes to the development of students' linguistic competence and critical thinking skills. By analyzing the meaning and form of language structures, learners engage in cognitive processes that enhance their

analytical abilities and deepen their understanding of language systems. At the same time, pronunciation practice and communicative activities encourage active participation and interaction, which are essential for developing fluency and confidence in speaking.

### **Methodology**

This study employs a qualitative methodological approach to examine the implementation of the Meaning–Form–Pronunciation (MFP) technique in foreign language teaching within the framework of State Educational Standards and curriculum requirements. The research is based on the analysis of modern pedagogical literature, methodological guidelines for foreign language instruction, and official educational documents regulating the teaching process. The primary research methods include theoretical analysis, comparative analysis, and pedagogical observation. Theoretical analysis was used to examine scientific sources related to communicative language teaching and the MFP instructional model. Comparative analysis enabled the identification of methodological differences between traditional grammar-oriented teaching approaches and the integrated MFP technique. Pedagogical observation was applied to evaluate how the stages of meaning presentation, structural explanation, and pronunciation practice are organized during classroom instruction. The research also analyzes curriculum requirements and competency-based learning outcomes to determine the methodological compatibility of the MFP technique with State Educational Standards. The collected data were synthesized to identify effective instructional strategies for integrating semantic understanding, grammatical form, and pronunciation accuracy in the teaching process. This methodological framework allowed for the evaluation of the

pedagogical effectiveness of the MFP approach in developing learners' linguistic and communicative competencies.

### **Conclusion**

The study demonstrates that the Meaning–Form–Pronunciation (MFP) technique plays an important role in improving the effectiveness of foreign language instruction. Its integrated approach allows learners to understand the semantic meaning of language units, recognize their grammatical structure, and develop accurate pronunciation skills simultaneously. The implementation of the MFP technique also aligns with the competency-based requirements outlined in State Educational Standards and modern curricula. As a result, it contributes to the development of students' communicative competence and linguistic accuracy. Furthermore, the systematic application of this method enhances student engagement and promotes more active participation in the learning process. Therefore, the MFP technique can be considered an effective methodological tool for improving the quality of foreign language education in contemporary educational practice.

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## Reforming Traditional Schools In Turkestan – As The Foundation Of Jadid Ideas (Late 19th – Early 20th Century)

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### Annotation

This article examines the work of educators in Turkestan in the late 19th and early 20th centuries, who advocated for the reform of traditional Muslim schools, primarily because the curriculum in these schools did not meet the demands of the modern era. The positive influence of foreign pedagogical schools on the development of public education in Turkestan is analyzed.

**Keywords:** public education, education system, upbringing, new-method schools, indigenous peoples, education of the population.

It's only natural that every state should be interested in developing education and making this area a national priority. The strategy for creating and developing a comprehensive personnel training system in the Republic of Uzbekistan aims to meet the needs of society and the state for qualified, competitive specialists. This strategy is based on a systemic-structural approach and is implemented through fundamental principles, key areas, and conditions that facilitate the development and effective functioning of the National Personnel Training Model.

Modern education is becoming an increasingly complex system, forced to function in a dynamically changing world with ever-increasing demands. At the same time, the historical experience of the development of teacher education must not be forgotten. Education is an integral part of any society, an indicator of its culture, and the foundation of progress. As a connecting link, it ensures the unity and continuity of social experience, spiritual, moral, and cultural traditions, and the progressive development of society in the interests of the state.

As history shows, in the second half of the 19th century, a movement to reform

traditional Muslim schools began among peoples influenced by Islam. In Tsarist Russia at the end of the 19th century, a movement to reform Muslim schools emerged among the Turkic-speaking peoples of Crimea, the Volga region, Azerbaijan, and Turkestan. This need was primarily driven by the fact that the curriculum in these schools no longer met the demands of the new era and the needs of capitalist society.

Religion has a strictly normative nature and is characterized by dogmatism. Therefore, religious demands sooner or later conflict with the continuous development of freethinking (freedom and freethinking are permitted only to the extent permitted by religion). When freethinking (by which we mean, first and foremost, creative, fruitful thinking) in Turkestan exhausted the development opportunities afforded it by Islam, stagnation set in in the artistic and scientific thinking of society, and traditionalism prevailed [1, p. 130].

As a result of the Turkestan khanates' insufficient attention to the organization of public education, the once-flourishing region was transformed into a colony. From the 9th to the 15th centuries, Turkestan was one of the most advanced, highly developed

regions, producing the greatest number of great scholars, thinkers, and artists. But gradually, over the course of five centuries after the death of Ulugh Beg, it plunged into a very deep crisis. As a result, even the most enlightened, progressive representatives of our nation—the Jadids—at the beginning of the 20th century perceived Ismail Gasprinsky's project to have 20 percent of the subjects in Muslim madrassas consist of secular sciences as a great spiritual revolution, and they encountered great difficulties in implementing this project. Such was the degree of impoverishment of our culture [1, p. 136]. Our spirituality, as a practical attitude of consciousness and worldview to reality, from the second half of the 15th to the beginning of the 20th century was not oriented toward the renewal of society, or toward renewal in general, and did not strive for it. As a result, we were doomed to backwardness and fell into the clutches of colonialism for many years.

The influence of the 1905-1907 revolution on the development of public education among the indigenous population of Turkestan is also noted. From 1905 onward, a network of schools opened by teachers using the new method, as a counterweight to old-method schools, rapidly expanded. It is well known that with the popularity of new-method schools, various political and religious movements began to seek their own advantage from the emerging situation, that is, they sought to define and direct the education in these schools to their own interests. This also happened with new-method schools, which were largely educational. The organizers of these schools sought to reform the structure of public education. There were also organizers of other new-method schools, who, especially after the bourgeois revolution in Turkey in 1908, were influenced by the political aspirations of pan-Turkism.

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In the late 19th and first decade of the 20th century, there were very few teachers who could teach schoolchildren modern knowledge in any of the Central Asian languages. At the same time, this area was home to many Volga Tatars, whose language was understandable to the indigenous peoples, and by the last quarter of the 19th century, there had been progress in educating children. Under these circumstances, the first teachers in new-method schools in Turkestan were Volga Tatars and Crimean Tatars. The main textbooks for general education subjects in new-method schools in Turkestan were predominantly Kazan editions in Tatar, as there was very little relevant textbook literature in Central Asian languages. The emphasis on Tatar as a "common Turkic" language arose primarily from circles of the Tatar bourgeoisie, who considered Central Asia an arena for their capital investment and sought support for their competition with the more powerful Russian capitalism in the "unity" of the Turkic peoples.

Among the Tatar intelligentsia, there was a movement of "enlighteners" who saw Central Asia as a place to apply their knowledge and efforts. Young people who graduated from new-method Tatar madrassas to educate Turkestanis were convinced of the universal suitability of the Tatar language for teaching all "Turkic-speaking" children [2, p. 251].

The opening of the first new-method maktab in Samarkand (1893) is associated with the renowned educator Ismailbey Gasprinsky, who was involved in publishing and educational activities among the Crimean Tatars. Documents in the historical archives of Uzbekistan indicate that Gasprinsky lobbied for the tsarist administration to undertake the reform of medieval maktab in Turkestan. When this was rejected, Gasprinsky, at the invitation of Uzbek educators, traveled to Samarkand and took the initiative on the spot [3].

A meeting convened in 1909 under Chief Inspector N.P. Ostroumov developed a project for the opening of new-method schools, the main paragraphs of which were approved by the Governor-General of the region A.V. Samsonov in 1912. The second paragraph of these regulations noted that "It is necessary to ensure that teachers from the same tribe as the children studying in the newly opened schools are appointed to the newly opened schools." This clause prohibited Tatar teachers from accepting children of Uzbeks, Kazakhs, Tajiks, Kyrgyz and other peoples of Turkestan into their schools, and, on the other hand, Tatars could not be teachers in Uzbek, Tajik, Turkmen and other schools [4].

Archival materials reveal that Tatar educators wanted to teach children in the Turkestan region not only secular subjects but also Islamic literacy. This can be seen in the attitude of the military governor of the Fergana region toward the Tatars' opening of a new-method maktab. He informed the chief inspector of schools that, in his opinion, "Tatars should not be allowed to teach in Muslim schools in the Turkestan region, and Fergana in particular. Therefore, he considers it necessary to reject the petition of the Tatar Makayev for permission to teach children Islamic literacy within the Fergana region [5]."

In late 1910, a police officer in Kokand invited Tatar teachers and read them an order from the inspector of public schools, stating that Tatar teachers were not allowed to teach in mosque schools among non-Tatars. After reading the order, the police officer asked them to sign it. The teachers refused, asking for an explanation of the law under which the order was issued. The police officer responded, "Sign that you have read this order and are familiar with its contents." The Tatar teachers signed. As a result, it was announced that, effective January 1, 1911, Tatar teachers would be required to close their schools [6, p. 71].

According to the tsarist leaders in the region, progressive Islamists, who dreamed of restoring Islam to its former power through the development of new forms of life, ensuring its progress, and reawakening the fading ideas of solidarity and unity, both political and religious, were well aware that, in order to realize these aspirations and plans, it was necessary, first of all, to lead Muslim peoples out of a state of ignorance. "Therefore, reformers of Muslim life strive to take control of the schools and, through the proper organization of educational and upbringing matters, create strong and enlightened fighters for ideals..." [7, p. 134]. Some tsarist officials responsible for the organization of public education in the region, having studied the situation, came to the conclusion that "School is the foundation for the future creation of a unified state" (the idea was taken from a note by a teacher at a new-method school). They even believed that the Tatar and Uzbek Jadids, with the help of new-method schools, would certainly create their own Muslim empire in Russia if the tsarist government did not take the necessary measures in a timely manner [2, p. 274]. The Jadids, who understood the role of public education well, made every effort to reform it. They were significantly assisted in this by educators of the Tatar school of pedagogy, who made a significant contribution to the establishment and development of new-method schools, which contributed to raising the level of education not only for children but also for the people of the Turkestan region as a whole.

Not only in the late 19th and first decades of the 20th century, but also since ancient times and today, the development of education has been the guarantee of a stable society and a strong state. Education is an integral part of any society, an indicator of its culture, and the foundation of progress. As a connecting link, it ensures the unity and continuity of social

experience, spiritual, moral, and cultural traditions, and the progressive development of society. Therefore, today, more than ever, education bears responsibility for the fate of the state.

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## The Main Character's Character And Dramatic Conflict In The Film "Orol Bobo"

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### Annotation

This article analyzes the artistic interpretation of the main character's character in the film "Orol Bobo", based on Erkin A'zam's work "Lonely Boat", and the issues of dramatic conflict reflected in the work. The work artistically illuminates the inner experiences of a person, his life views, and the conflicts that arise with society through the image of Orol Bobo. The author effectively uses mental imagery, dialogue, and the development of events to reveal the character of the hero. The article scientifically analyzes the content of internal and external conflicts in the work and their role in creating the character of the hero.

**Keywords:** film, image, dramatic conflict, the relationship between man and nature, spiritual values, internal conflict.

### Annotatsiya

Ushbu maqolada Erkin A'zamning "Tanho qayiq" asari asosida suratga olingan "Orol bobo" kinoqissasida bosh qahramon xarakterining badiiy talqini hamda asarda aks etgan drammatik konflikt masalalari tahlil qilinadi. Asarda Orol bobo obrazi orqali insonning ichki kechinmalari, hayotiy qarashlari va jamiyat bilan yuzaga keladigan ziddiyatlar badiiy jihatdan yoritilgan. Muallif qahramon xarakterini ochishda ruhiy tasvir, dialog va voqealar rivojidan samarali foydalanadi. Maqolada asardagi ichki va tashqi konfliktlarning mazmuni hamda ularning qahramon xarakterini yaratishdagi o'rnini ilmiy jihatdan tahlil qilinadi.

**Kalit so'zlar:** kinoqissa, obraz, drammatik konflikt, inson va tabiat munosabati, ma'naviy qadriyatlar, ichki konflikt.

O'zbek adabiyotida inson ruhiyati, jamiyatdagi ma'naviy muammolar hamda tabiat va inson o'rtasidagi munosabatlarni badiiy talqin etish muhim mavzulardan biridir. Zamonaviy o'zbek nasrining yetuk vakillaridan biri bo'lgan Erkin A'zam ijodida mazkur masalalar markaziy o'rin egallaydi. Yozuvchining "Orol bobo" kinoqissasi ana shunday asarlardan bo'lib, unda bosh qahramon obrazi orqali insoniylik, vijdon, tabiatga mehr hamda ma'naviy qadriyatlar masalasi badiiy ifoda etilgan. Asarda bosh qahramon xarakterining shakllanishi va rivoji drammatik konflikt orqali ochib beriladi. Kinoqissaning markazida turgan Orol bobo obrazi yozuvchi tomonidan chuqur psixologik va ramziy ma'noga ega obraz sifatida tasvirlangan. Qahramon tabiatni sevuvchi, vijdonli, halol va o'z e'tiqodiga sodiq inson sifatida gavdalanadi. Uning butun hayoti Orol dengizi bilan

chambarchas bog'liq bo'lib, dengiz taqdiri qahramonning ruhiy holatida muhim o'rin tutadi. Orol boboning dengizga bo'lgan muhabbati oddiy hissiy munosabat emas, balki tabiat va inson o'rtasidagi uzviy aloqaning badiiy ifodasidir. Shu jihatdan qahramon obrazi orqali yozuvchi ekologik muammo va insoniy mas'uliyat masalasini ham ilgari suradi. Yozuvchi asarda global muammolardan biri bo'lgan Orol fojeasini qahramonlar nigohida tasvirlab beradi. Bu asarda o'tagan, Qalimbet, Amet, Genjamurod, Tilovbergan, Jumaboy, Gulxadicha kabi bir qancha obrazlar qatnashsa ham bularning barchasi Orol bobo atrofida yaxlit syujet sifatida bit nuqtaga yig'iladi. Orol bobo - bu shunday obrazki, Erkin A'zam bu obrazni Orolning yaxlit o'zi sifatida tasvirlaydi. U shu Orolida tug'iladi. Orolni shunchalik sevganidan ismini ham yodidan chiqaradi:

“ Ha-a, esingni tanib, ko'rgan-bilganing - Orol bo'ldi. Ko'm-ko'k mavjlararo otang qayiqda eshkak eshib borayotir, sen uning qo'ynida... Shundan oting “Orolbola” bo'lib ketdi. Keyin-keyin - Orolboy, endilikda – Orol bobo. O'zingning oting-chi, o'zingning chin oting nima edi? E, kimning esida bor deysiz! “ Orol” bo'lsa kerakda”. Orol bobo ota - bobolaridan meros qolgan hunar qayiqsozlik bilan shug'ullanadi va shogirdlariga ham o'rgatadi. Orol dengizida suv qurib hamma qishloqdoshlari boshqa joylarga ko'chib ketgan bo'lsa ham u o'zi tug'ilib o'sgan diyordan ketishni xohlamaydi, ayolining mozorini, ota-bobolarining xokini, qolaversa, Orolini tashlab keta olmaydi. U uchun tug'ilib o'sgan zamin muqaddas sanaladi. Orol qurigan bo'lsa ham har kun tunda Alloh uning qaramog'iga baliq tushiradi. Rizqini Xudo g'oyibdan berib turishiga hech kim ishonmaydi. Atrofdagilar uni aqldan ozgan chol deb o'ylashadi. O'g'li Qalimbet uni shaharga olib ketmoqchi bo'ladi. Orol bobo rozi bo'lmaydi. Singlisini ishga solib, uni Juqorig'i Kengesga deputat bo'lmoqchiligini ro'kach qilib shaharga ketishga majburlaydi. Hattoki boboni ukol qilib shaharga olib ketadilar. Asarda milliy qadriyatlarimiz shunchalik namoyon bo'lganki, Orol bobo bir hafta shaharda turib zo'rg'a qochib kelganda bir haftalik qolib ketgan namozlarini o'qishi kerakligini shogirdlariga aytadi. Qahramon xarakterining ruhiyati qat'iyligi, umid bilan yashashi chuqur psixologik xarakterga ega inson sifatida ko'rsatiladi.

Kinoqissadagi dramatik konflikt aynan ana shu qarashlar va zamonaviy hayot talablari o'rtasidagi qarama-qarshilik asosida yuzaga keladi. Bir tomondan, Orol bobo o'z e'tiqodi va qadriyatlariga sodiq qolgan holda yashaydi. Ikkinchi tomondan esa jamiyatdagi ayrim kishilar moddiy manfaatni ustun qo'yib, tabiat va ma'naviy qadriyatlarga befarq qaraydi. Hoji

maxsumga o'xshagan shaxslar orqali milliy qadriyatlarga befarq, faqat pul topishni o'ylaydigan, o'g'lining hunarini mensimaydigan inson, boylkning ketidan quvadigan kimsalarni yoritib beradi. U o'g'lini chet elga salat kesishga yubormoqchi bo'ladi. Orol bobo Ametning shunday hunari turib salat kesishga ketishidan norozi bo'lib:“o'zlari kesib yesa bo'lmasmikan shu salatni”- deydi. Asarda qahramonning ichki dunyosi bilan tashqi muhit o'rtasida keskin dramatik ziddiyat yuzaga keladi.

Mazkur konflikt faqat tashqi voqealar rivoji orqali emas, balki qahramonning ichki kechinmalari orqali ham ochib beriladi. Orol boboning dengiz qurib borayotganini kuzatishi, shu bilan birga uning qayta tiklanishiga umid bilan qarashi qahramon ruhiyatidagi murakkab psixologik jarayonlarni ifodalaydi. Orol boboning dengiz yana qaytishiga bo'lgan ishonchi hech qachon so'nmaydi. Hattoki shogirdlari uni xursand bo'lishi uchun dengizni shishalar bilan to'ldiradi. Shishalar oftobda yaraqlab xuddi suvga o'xshab ko'rinadi. Orol boboning yagona armoni Orol o'z o'zaniga qaytganini ko'rish bo'ladi. Shu kunlarni ko'rib bu dunyoni tark etgisi keladi. Boboning orzusi armon bo'lmadi u o'z orzusiga erishdi. Dengizga terilgan shishalarni suv deb o'yladi. Muhimi u hotirjam bu olamni tark etdi. Bu jihatdan asarda ichki konflikt elementlari ham muhim ahamiyat kasb etadi.

Shuningdek, Orol bobo obrazi ramziy ma'noga ega bo'lib, u insoniy vijdon, tabiatga mehr va ma'naviy poklik timsoli sifatida talqin qilinadi. Qahramonning hayotiy qarashlari va ruhiy holati orqali yozuvchi zamonaviy jamiyatdagi ma'naviy muammolarni badiiy tahlil qiladi.

Xulosa qilib aytganda Erkin A'zamning “Orol bobo” kinoqissasi nafaqat o'sha davrga, balki hozirgi kunga ham aloqador ekanligi bilan boshqa asarlardan ajralib turadi. Asardagi ruhiy kechinmalar inson

xarakteri orqali ifodalangan. Jamiyat va inson o'rtasida milliy qadriyatlar konflikti kelib chiqadi. Bu asar orqali muallif hozirgi kunda jamiyatimizda yuzaga kelayotgan muammolarni yaqqol ochib bergan. Insonlarning tabiatga nisbatan befarqligi qanday oqibatlariga olib kelishini ko'rishimiz mumkin.

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Erkin A'zam ijod: tahlil va talqin. Sahhof-2025

## Political Strategy: Theoretical Foundations And Essential Characteristics Analysis

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### Annotation

The concept (category) of strategy has been studied in various scientific fields through numerous researches and analyses, and this process continues consistently. Based on the study and generalization of existing research to a certain extent, it can be said that in the modern global world the content and essence of this concept are evolving, and its scope of application is expanding. Therefore, a deeper study, comprehension, and generalization of the essence and meaning of the concept of strategy is becoming increasingly relevant.

**Keywords:** strategy, political strategy, military strategy, internal threat, external threat.

In today's turbulent and global era, taking into account the military-political situation and processes in the world and the region, ensuring political strategy in society is one of the most important issues. The relative easing of the military-political situation in Uzbekistan's neighboring countries is a favorable development, creating new dimensions for national progress. Based on this, it is important to clearly define the tasks that need to be carried out in order to ensure military strategy in our country.

Before understanding the concept of political strategy, it is appropriate to clarify the notion of strategy itself and logically comprehend what it means. It should be noted that the concepts of strategy, risk, danger, and threat—now regarded as phenomena—are reflected in every sphere of human life and activity. In particular, the subjects and objects of these categories, as well as their fields and the socio-philosophical and logical-political-legal content of the integrated system, are gradually changing, taking shape, developing, and improving under the influence of ongoing global events and processes.

Indeed, if we look at the earliest periods, there were various internal and external

factors that threatened human survival. Internal threats were manifested in conflicts among people themselves—within primitive groups, clans, and tribes—over natural resources and tools. External threats, on the other hand, appeared in natural phenomena and attacks by wild animals. These included earthquakes, rain, lightning, wind, floods, avalanches, and others. Such natural events not only frightened early humans but also instilled fear in them<sup>1</sup>. However, as humanity developed and its activities became more civilized, the process of ensuring strategy also improved and expanded. The main goal of this process was to ensure one's security by protecting oneself under specific conditions. In this regard, it is necessary to analyze the theories aimed at eliminating these factors. The phenomenon of "strategy" is among the ancient concepts that emerged centuries before our era. In ancient times, "strategy" was defined as the principles of warfare, including the art of command, and it studied war based on two criteria:

1. As a manifestation of human social life.
2. From a specific military perspective, that is, the use of force with the aim of defeating the enemy.

<sup>1</sup> Xodjixodjayev, F.M. Harbiy xavfsizlik tushunchasi evolyusiyasining dastlabki bosqichi va uning davlatchilik

The study of war as a phenomenon of human social life constitutes a branch of dynamic sociology. The examination of the use of force for military purposes, on the other hand, forms the subject of the theory of military art. By studying both past and contemporary military phenomena, strategy seeks, on a broad scale, to provide explanations of the essence of military events and even to attempt probabilistic generalizations in order to predict them. It should be noted that complete prediction is not always possible; however, today strategy has risen to a higher level and is entering a new stage—one of scientific classification and partial generalization.

The term “strategy” (from the Greek “strategia” — “stratos” meaning army + “ago” meaning to lead) has the following meanings:

1. In the military sphere: the art of conducting warfare; the general plan for carrying out war and military operations. For example, blitzkrieg (lightning war) strategy.
2. The science of waging war. A course on strategy. Lectures on strategy. The theory of military strategy.
3. Figuratively: the art of leading socio-political struggle; also, strategy is understood as a method of governing the state. In general, the Greek term “strategy” is used to denote the art of properly directing and prospectively developing governance<sup>2</sup>.

According to the National Encyclopedia of Uzbekistan, military strategy is the highest sphere of military art. It encompasses the theory and practice of preparing a country and its armed forces for war, as well as issues related to planning and conducting war. It studies the laws of warfare, develops methods and forms for preparing and carrying out strategic operations,

determines the goals and tasks of fronts, fleets, and armies, and allocates forces across theaters of military operations and strategic directions. Military strategy is closely linked with state policy and is derived from the requirements of military doctrine. Policy sets tasks for military strategy, and military strategy ensures their implementation. Military strategy and the armed forces it is unified for the armed forces, and its recommendations are mandatory for all their branches. Military strategy plays a programmatic role in relation to operational (maneuver) art and tactics, while at the same time taking into account their capabilities<sup>3</sup>.

In the *Concise Explanatory Dictionary of Socio-Political Terms*, the term “strategy” derives from “stratos” (army) and “ago” (to lead) and is used in three categories:

1. The highest sphere of military art;
2. The science of conducting war;
3. The art and science of leading socio-political struggle<sup>4</sup>.

In the modern period, when the concept of “strategy” encompasses a wide range of meanings, the scholar Y. Bulanov analyzes it as follows: as a political term, “strategy” today possesses its own distinct concepts and categories at both theoretical and practical levels of science. He substantiates that it includes the following notions:

1. The art of long-term planning;
2. The skill of management and leadership;
3. The art of directing political and social processes;
4. The art of mobilizing the population toward specific goals;
5. The art of rational use of available resources;
6. The art of ensuring distribution and efficiency<sup>5</sup>.

<sup>2</sup> O'zbek tili izohli lug'ati. O'zbekiston milliy ensiklopediyasi. T.: “Davlat ilmiy nashriyoti”, 2000-2006. –167 b.

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<sup>4</sup> Madvaliyev A., Mahkamov N., Ko'chimov Sh., Mirahmedova Z., Saidno'monov A. Ijtimoiy-siyosiy terminlarning qisqacha izohli lug'ati, 2021. –226 b.

<sup>5</sup> Буланова Е.А. Политика и стратегия в механизме государственного регулирования социально-экономических

Issues of strategy have concerned humanity since ancient times. Considering that in earlier periods the concept of “strategy” primarily referred to military governance and security matters, views on this principle can be found in the works of thinkers such as Herodotus, Oukidid, and Khsefonon. Although these works were not specifically devoted to strategy, matters related to strategy began to be more systematically developed in the period after the Common era in later periods, these ideas can be observed in the works of emperors such as Frontin, Poliyen (late 4th century), Mavrikiy (*Strategikom*), and Lev VI the Philosopher (9th century, *On Military Organization*). As a result of the historical study of military art, the following important points can be noted:

1. Having a strong army as a means of achieving the objectives of war;
2. Creating a favorable environment through effective policy;
3. Concentrating sufficient forces in the probable theater of war, without fearing defeat in secondary theaters within the limits of capability;
4. It is preferable to shift from defense to offense;
5. Concentrating troops in one place rather than dispersing them;
6. Persistently continuing achieved successes until the enemy’s moral and material strength is exhausted;
7. Applying all measures to maintain and boost the morale and readiness of the troops;
8. Conducting war with maximum determination and intensity.

The general principles of military art have been recognized since ancient times. Early attempts to determine the essence of military phenomena and to generalize them can also be found in the works of Herodotus, Oukidid, and Khsefonon.

By studying the political condition of a state and its intended objectives, it becomes easier to determine under what circumstances war may arise. After identifying potential adversaries, it is possible to define the main objectives of the war and the direction of operations. Thus, analyzing the political situation of a state and its goals allows for identifying the conditions under which war may occur. Once the enemy is identified, the objectives of the war and the directions of operations are formulated.

Preparation for war must meet the following requirements:

1. Organization of the army and its size;
2. Preparation of the means of warfare (military and financial);
3. Engineering preparation of the theater of military operations and the country (railway networks, construction of defensive and strategic facilities, etc.);
4. Establishing supply depots along the line where the army will be concentrated near the border before the start of military operations;
5. Strategically strengthening the army, that is, preparing mobilization near the border and transporting troops to the assembly areas.

In another interpretation, the term “strategy” is derived from the Greek word “strategos,” meaning “the art of the general.” This term originated in the military sphere, and historically it is known that only generals developed military strategies to achieve victory<sup>6</sup>. Throughout history, strategy enabled rulers to develop comprehensive ideas about battle plans and their outcomes in order to secure victory. This is because it served as a key criterion for the development and progress of statehood, and the introduction of this phenomenon into science began to evolve through the

процессов. Вестник Чувашского университета. №3, 2006. – 148 с.

<sup>6</sup> Raxmatullayeva N.O. Strategik menejment. –Toshkent.: “Fan va Texnologiya”, 2019. – 7 b.

systematic classification of research activities over time.

Today, the concept of “strategy” is widely used in various fields. It is applied in the social development of the state, including the economy, healthcare, education, and the structural organization of government institutions. Strategy is the understanding and forecasting of the outcomes of future developments. Only a leader with strategic thinking, rich knowledge, and experience can effectively compete in conflicts and clearly understand the necessity of resolving disputes through strategic ideas in order to strengthen the position of the state and authority<sup>7</sup>. In this regard, according to the political scientist V. Kvint, “Strategy, as a theoretical concept and an independent fundamental category, unlike other sciences, is undergoing its initial stage of formation and development.” This suggests that while the phenomenon of strategy has existed as a political category since ancient times, in the 21st century it has been reinterpreted in new ways by scholars. V. Kvint also emphasizes that one of the most important principles of strategy is to keep one’s own strategy confidential until the opponent’s plan has been identified<sup>8</sup>. Thus, the formulation and implementation of any strategy necessarily require strong knowledge, capacity, and experience.

The scholar Sun Tzu, in his work *The Art of War* (544–496), interprets the principles of strategy as follows: “The main principle is never to rely on the goodwill of others or on chance, but rather to actively acquire knowledge and prepare for defense; victory cannot be achieved either through an unexpected attack on the enemy or by forcing it arbitrarily”<sup>9</sup>.

Today, there are numerous strategic categories and directions such as “political

strategy,” “military strategy,” “economic strategy,” “ideological strategy,” and “religious strategy,” all of which serve the development, security, and progress of the state and society. In conclusion, it should be noted that the scientific-theoretical foundations of the concept of political strategy, its essence and content, as well as its role in political processes, have been comprehensively analyzed. It has been determined that political strategy is a systematic form of activity aimed at defining the long-term goals of societal development, harmonizing political interests, and ensuring the effective use of available resources. It serves not only to gain or maintain political power but also as an important mechanism for ensuring the stability of the state and society. The analysis shows that political strategy is closely interconnected with political tactics, decision-making processes, and governance technologies, and it is one of the key factors determining their effectiveness. The success of a strategy directly depends on the accurate assessment of the political environment, consideration of internal and external factors, and a deep understanding of the needs and interests of society. This necessitates a scientifically grounded, comprehensive, and flexible approach to the development and implementation of political strategy.

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<sup>7</sup> Kvint V. Strategiyalash nazariyasi va amaliyoti. –Toshkent.: “Tasvir”, 2018.–27 b.

<sup>8</sup> Kvint V. Strategiyalash nazariyasi va amaliyoti. –Toshkent.: “Tasvir”, 2018. – 26 b.

<sup>9</sup> Сун Цзюь. Lart de guerre. –Paris.: 1993.

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# The Spatial Composition Of Major Elements In Ash From Energy Coal Combustion

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## Annotation

Coal combustion remains a principal method for electricity and heat generation globally. The mineral matter inherent in coal transforms during combustion into ash, a heterogeneous residue containing various inorganic elements and compounds. Detailed knowledge of the spatial distribution and chemical composition of these elements is essential for optimizing combustion efficiency, minimizing environmental impacts, and enhancing the industrial utilization of ash.

**Keywords:** energy coal, coal combustion ash, phase composition, mineral phases, chemical elements, quartz, magnetite, industrial utilization.

**Introduction.** This study investigates the spatial composition of the principal elements forming ash derived from energy coal combustion. Using advanced analytical techniques, including X-ray fluorescence, scanning electron microscopy coupled with energy-dispersive X-ray spectroscopy, and X-ray diffraction, we analyze the distribution patterns of major and trace elements. Results indicate that silicon, aluminum, iron, calcium, magnesium, potassium, and sodium are primary constituents, displaying heterogeneous spatial distributions that correlate with coal type, mineral origin, and combustion parameters. Understanding these patterns facilitates improved ash management, utilization strategies, and mitigation of environmental risks associated with coal-fired power generation<sup>1</sup>.

Energy coal is a critical resource for electricity and heat generation. During combustion, the inorganic fraction of coal transforms into ash through complex thermal and chemical reactions.

Understanding the spatial distribution of elements in ash is essential for:

- predicting ash behavior in boilers, including slagging and fouling;
- optimizing industrial reuse of ash in cement, concrete, and ceramics;
- assessing environmental risks associated with the release of trace metals.

While bulk chemical composition is relatively well characterized, the micro-scale spatial distribution and phase associations of elements remain less understood, limiting predictive models for ash behavior under varying combustion conditions<sup>2</sup>.

Found primarily in oxidized forms, often concentrated in discrete nodules within ash particles. These iron-rich zones may catalyze secondary reactions and influence magnetic separation in industrial processing. Typically originate from calcite and dolomite decomposition. High-resolution mapping indicates clustering in

<sup>1</sup> Dandekar, R., & Singh, S. "Ash Formation and Behavior in Coal Combustion", *Fuel Processing Technology*, Vol. 89, 2008, pp. 1007-1015.

<sup>2</sup> Gupta, A., Gupta, R. "Characterization of Coal Ash: Mineralogical and Chemical Analysis", *Journal of Hazardous Materials*, Vol. 165, 2009, pp. 1217-1223.

localized areas, which contributes to the formation of low-melting eutectics, affecting slag viscosity and deposition. Highly mobile under high temperatures, these alkali metals are enriched on particle surfaces. Their distribution correlates with particle size, with fine particles exhibiting higher surface concentrations.

Micro-scale mapping reveals that ash particles exhibit distinct zoning patterns: glassy aluminosilicate cores surrounded by calcium- and magnesium-rich peripheral layers. Alkali metals condense preferentially at the outer particle surfaces, which may increase the propensity for corrosion and fouling in heat exchangers. Trace elements such as arsenic, lead, and mercury show selective association with iron-oxide clusters or aluminosilicate phases<sup>3</sup>.

Coal continues to be a cornerstone in the global energy sector, supplying both thermal and electrical energy. However, coal combustion inevitably produces solid residues, collectively referred to as coal ash. These residues comprise the inorganic mineral fraction of coal that does not combust and undergoes complex chemical and physical transformations under high temperatures.

The study of coal ash composition is essential for several reasons. First, it informs the optimization of combustion processes, as the presence and behavior of certain elements influence slagging, fouling, and corrosion in boilers. Second, it supports sustainable waste management, enabling the utilization of ash in construction materials, cement production, and soil stabilization. Third, a comprehensive understanding of element spatial distribution aids in evaluating environmental risks, particularly concerning toxic trace elements such as arsenic, lead, mercury, and chromium.

Spatial composition analysis examines both macro- and microscopic distribution patterns of ash-forming elements, providing insights into the transformation of minerals during combustion and the resultant physicochemical properties of ash. Ash samples were collected from pulverized coal combustion systems in thermal power plants, including bottom ash and fly ash fractions. The selection of samples was based on coal rank, mineral content, and combustion temperature to ensure representative characterization.

Determined bulk chemical composition, providing quantitative data on major oxides ( $\text{SiO}_2$ ,  $\text{Al}_2\text{O}_3$ ,  $\text{Fe}_2\text{O}_3$ ,  $\text{CaO}$ ,  $\text{MgO}$ ,  $\text{K}_2\text{O}$ ,  $\text{Na}_2\text{O}$ ). Examined particle morphology and microstructure, revealing the physical distribution of mineral phases. Coupled with SEM, identified elemental composition at micro-scales, enabling spatial mapping within individual particles. Identified crystalline phases formed during combustion, confirming mineral transformations such as the formation of mullite, hematite, or glassy silicates. Spatial analysis focused on the distribution of major ash-forming elements and the correlation between their locations and combustion conditions, including temperature gradients and coal mineralogy.

Coal ash primarily contains silicon, aluminum, iron, calcium, magnesium, potassium, and sodium. These elements typically exist as oxides or silicate minerals. Derived mainly from clay minerals (kaolinite, illite), these elements form aluminosilicate frameworks during high-temperature combustion. Originating from pyrite and siderite, iron oxidizes during combustion to form  $\text{Fe}_2\text{O}_3$  or  $\text{Fe}_3\text{O}_4$ . Iron often concentrates in discrete particles or aggregates, influencing ash density, magnetic properties, and catalytic potential in subsequent industrial applications.

<sup>3</sup> Zhang, H. "Phase Composition of Fly Ash from Coal Combustion", *Fuel*, Vol. 150, 2015, pp. 498-506.

Primarily from carbonate minerals (calcite and dolomite), these elements decompose into CaO and MgO. Their spatial distribution is often localized, forming clusters that can promote low-melting eutectics, affecting slag formation and deposition behavior in boilers. These alkali metals are mobile under high temperatures, often volatilizing and condensing on particle surfaces. SEM-EDS mapping frequently shows surface enrichment of K and Na, which has implications for fouling, corrosion, and the leachability of fly ash<sup>4</sup>.

Trace elements such as arsenic, lead, chromium, and mercury are present in low concentrations but possess high environmental significance. Spatial analysis indicates that these elements often associate with specific mineral phases or surface deposits. This distribution pattern influences their mobility during combustion and subsequent disposal or utilization of ash.

The study confirms that the spatial distribution of ash-forming elements is heterogeneous at micro-scales. Factors influencing this heterogeneity include. Different coal types (bituminous, sub-bituminous, lignite) exhibit distinct mineral content, affecting the initial distribution of elements. Higher temperatures promote phase transformations, volatilization, and segregation of elements. Finer particles often show higher surface enrichment of volatile elements, whereas coarser particles retain core mineral compositions. Understanding these factors is crucial for predicting ash behavior, especially in relation to environmental leaching and industrial applications.

Detailed knowledge of the spatial composition of ash-forming elements facilitates.

- recognizing the behavior of elements at high temperatures helps reduce slagging, fouling, and corrosion in boilers, enhancing operational efficiency;
- accurate characterization supports the appropriate disposal or utilization of ash, including cement and concrete production, where chemical composition and homogeneity are critical for material performance;
- mapping toxic trace elements informs potential contamination pathways, aiding in regulatory compliance and mitigation strategies for air, soil, and water pollution.

The spatial composition of ash-forming elements in energy coal combustion is determined by coal mineralogy, combustion temperature, and particle characteristics. Silicon, aluminum, and iron form the primary structural framework of ash, while calcium, magnesium, potassium, sodium, and trace elements influence chemical reactivity and environmental behavior<sup>5</sup>.

The determination of the mineralogical and chemical composition of ash makes it possible to analyze its potential applications in industry as well as its environmental impact. The results of the research are important for determining the phase composition of ash generated during the coal combustion process and for developing effective methods for its utilization and processing.

Coal is considered an important source of fuel in the energy sector. During the production of electric energy, the combustion of coal results in the formation of a large amount of ash and slag. These wastes contain various mineral substances and chemical elements, and their phase state and composition are of great

<sup>4</sup> Choudhury, P. "Environmental Impacts of Coal Combustion Ash", *Environmental Science & Technology*, Vol. 49, 2015, pp. 8720-8731.

<sup>5</sup> Taylor, R. Perry, R. "X-ray Diffraction and Electron Microscopy in Ash Characterization", *Journal of Materials Science*, Vol. 50, 2015, pp. 3035-3046.

importance from both industrial and environmental perspectives.

When coal burns, its organic component is completely combusted, while the mineral component remains in the ash. Therefore, the composition of ash depends on the mineralogical characteristics of the coal, the combustion temperature, and technological conditions. By studying the composition of ash, important information can be obtained about its chemical properties, possibilities for recycling, and its impact on the environment. In modern studies, X-ray phase analysis, electron microscopy, and spectral analysis methods are widely used to determine the composition of ash. These methods allow the identification of mineral phases and the main chemical elements present in ash<sup>6</sup>.

During the research process, ash samples formed as a result of energy coal combustion were analyzed under laboratory conditions. Several modern analytical methods were applied to determine the chemical and phase composition of the samples. First, the overall chemical composition of the ash samples was determined. For this purpose, spectral analysis and X-ray fluorescence analysis methods were used. These techniques made it possible to identify major elements in the ash, such as silicon, aluminum, iron, calcium, and magnesium.

The results of X-ray phase analysis showed that mineral phases such as quartz, mullite, and magnetite are present in the ash composition. These minerals are formed as a result of recrystallization of the mineral components of coal under the influence of high temperatures. Electron microscopy analyses demonstrated that ash particles have various shapes and sizes. In many cases, they have a spherical shape, which

is associated with melting and cooling processes occurring at high temperatures.

**Conclusion.** The results of the study showed that the ash formed from the combustion of energy coal mainly contains elements such as silicon, aluminum, iron, and calcium. X-ray phase analysis revealed the presence of mineral phases such as quartz, mullite, and magnetite in the ash composition. The study of the phase composition of ash contributes to expanding the possibilities for its industrial processing and efficient utilization. In addition, such research is of significant importance for environmental protection and for addressing issues related to waste management.

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# Pedagogical And Psychological Importance Of Art Therapy Techniques In Primary School Adaptation

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## Annotation

The transition to primary school is a critical period that often causes psychological stress and emotional challenges for young children. This article explores the pedagogical and psychological importance of utilizing art therapy techniques, particularly drawing therapy (izotherapy), to facilitate the smooth adaptation of primary school students to the new educational environment. By engaging in creative processes, children can non-verbally express their anxieties, develop emotional intelligence, and improve communication skills. The study highlights how integrating art therapy into the primary education system not only reduces stress but also enhances cognitive engagement and social integration. Ultimately, the application of these techniques provides teachers and school psychologists with effective, child-friendly tools to support holistic development during the early school years.

**Keywords:** art therapy, primary school adaptation, psychological well-being, drawing therapy, izotherapy, emotional intelligence, pedagogical support, early childhood education.

## INTRODUCTION

The transition from early childhood education to primary school is a monumental milestone in a child's life. However, this period is frequently accompanied by significant psychological and emotional stress. As children move from a flexible, play-oriented environment to a highly structured academic setting, they face new social dynamics, strict routines, and increased cognitive demands. For many young learners, this abrupt shift can lead to adaptation difficulties, which often manifest as anxiety, social withdrawal, or behavioral challenges. If these early adaptation issues are not adequately addressed, they can negatively impact a child's long-term academic trajectory and overall psychological well-being.

Traditional pedagogical approaches predominantly rely on verbal communication to resolve classroom conflicts or address emotional distress. Yet, young children often lack the necessary vocabulary to accurately articulate their complex feelings. Consequently, there is a pressing need for age-appropriate,

alternative methods that allow children to express themselves safely. This is where art therapy, particularly drawing therapy (izotherapy), serves as a profoundly effective pedagogical and psychological tool.

Art therapy bypasses the limitations of verbal language by offering a creative, non-judgmental medium through which children can externalize their internal struggles. Through drawing, coloring, and crafting, students unconsciously project their fears, joys, and anxieties onto paper. From a psychological perspective, this process facilitates emotional regulation, reduces school-related anxiety, and builds emotional intelligence. From a pedagogical standpoint, integrating art-based techniques into the daily curriculum fosters cognitive engagement, improves fine motor skills, and promotes a collaborative classroom atmosphere.

Despite its proven benefits, the systematic application of art therapy within mainstream primary education remains insufficiently explored. This article aims to analyze the pedagogical and psychological importance

of utilizing art therapy techniques during the primary school adaptation phase. By examining its practical applications, this study seeks to provide educators and school psychologists with actionable insights to support the holistic development and smooth transition of primary school students.

### **LITERATURE REVIEW AND METHODS**

The integration of art therapy into early childhood and primary education has garnered significant attention from both psychological and pedagogical perspectives. A review of contemporary literature reveals a broad consensus among developmental psychologists and educators that the transition to primary school is a highly sensitive period. Foundational theories in child psychology have long emphasized the importance of creative expression in cognitive and emotional development. Modern pedagogical research builds upon this, demonstrating that drawing therapy (izotherapy) is not merely a recreational activity but a profound diagnostic and therapeutic tool. Recent studies indicate that izotherapy effectively reduces school-related anxiety, fosters emotional regulation, and provides a safe medium for non-verbal communication. From a pedagogical standpoint, literature suggests that art-based interventions enhance fine motor skills, spatial awareness, and classroom cohesion. However, there remains a noticeable gap in comprehensive methodological frameworks that seamlessly blend these psychological art interventions with everyday primary school teaching practices.

To address this gap and evaluate the efficacy of art therapy in school adaptation, this study employs a mixed-methods research design, combining qualitative pedagogical observations with quantitative psychological assessments. The methodology is grounded in a structured

experiment conducted with first-grade students during their critical initial months of schooling. The primary intervention involves the systematic application of specific izotherapy techniques, including spontaneous drawing, thematic art exercises, and collaborative group projects. Data collection instruments include standardized psychological questionnaires designed to assess early childhood anxiety and emotional intelligence, alongside structured pedagogical rubrics evaluating student engagement, academic readiness, and peer interactions. Pre- and post-intervention evaluations are systematically compared to measure the tangible impact of art therapy on the students' adaptive capabilities. Furthermore, educator feedback and child-friendly interviews are analyzed to provide a holistic understanding of the psychological well-being and pedagogical progress achieved. This dual-focused methodology ensures that the findings are scientifically rigorous and practically applicable for future primary school teachers.

### **RESULTS**

The implementation of art therapy techniques, specifically izotherapy, over an eight-week adaptation period yielded significant positive outcomes across both psychological and pedagogical domains. The results demonstrate a clear correlation between structured drawing sessions and the successful transition of first-grade students into the primary school environment.

From a psychological perspective, the post-intervention data revealed a marked decrease in school-related anxiety. Standardized anxiety assessments indicated that the number of students exhibiting high stress levels dropped by approximately 45% following the art therapy program. Qualitative analysis of the children's spontaneous drawings provided profound insights into their emotional

trajectories. Initially, many students utilized dark colors, fragmented lines, and isolated figures, reflecting underlying feelings of insecurity and social hesitation. By the end of the intervention, their artwork predominantly featured vibrant colors, cohesive scenes, and group dynamics, indicating enhanced emotional regulation and a growing sense of belonging. Furthermore, teachers noted a significant improvement in the students' emotional intelligence, as children became more adept at identifying and safely expressing their feelings through their art rather than through disruptive behavior.

Pedagogically, the integration of drawing therapy translated into tangible academic and social benefits. Observational rubrics highlighted a 30% increase in active classroom participation among the experimental group compared to the control group. The non-verbal, collaborative nature of thematic art projects fostered a more inclusive classroom atmosphere, effectively breaking down initial communication barriers and encouraging peer-to-peer interaction. Additionally, the regular practice of izotherapy exercises noticeably refined the students' fine motor skills and spatial awareness. This physical development directly contributed to early improvements in their handwriting and spatial organization tasks. Overall, the results substantiate that art therapy acts as a vital bridge, mitigating the emotional shock of school entry while simultaneously cultivating the foundational cognitive and social skills required for early academic success.

## **DISCUSSION**

The findings of this study robustly affirm the hypothesis that art therapy, particularly izotherapy, plays a critical role in the successful adaptation of primary school students. From a psychological standpoint, the significant reduction in school-related anxiety can be attributed to the safe, non-verbal outlet that drawing provides. Young

children often lack the complex vocabulary required to articulate feelings of displacement or fear when entering a new educational environment. Izotherapy bridges this communicative gap, allowing students to externalize internal conflicts. The transition from dark, isolated drawings to vibrant, cohesive artworks observed in the results is a classic psychological indicator of improved emotional regulation and cognitive restructuring.

Pedagogically, the observed increase in classroom participation and social integration highlights the utility of art therapy as an inclusive educational tool. Unlike traditional, highly structured academic tasks that may intimidate new students, art-based activities are inherently open-ended and implicitly playful. This reduces the fear of failure and encourages a growth mindset. Furthermore, the collaborative nature of thematic drawing exercises naturally fosters peer-to-peer communication, laying the groundwork for a supportive classroom community. The simultaneous development of fine motor skills further validates the dual-purpose nature of these interventions, directly supporting foundational academic requirements like handwriting.

However, the successful implementation of these techniques is highly dependent on the pedagogical competence of the educator. While art therapy proves effective, primary school teachers must be adequately prepared to interpret non-verbal cues and facilitate these sessions without overstepping into clinical psychological diagnosis. Future research should explore the longitudinal effects of early art therapy interventions and investigate the potential of combining izotherapy with other interactive methodologies, such as gamified learning approaches, to maximize student engagement and continuously develop the professional competence of future teachers.

## **CONCLUSION**

In conclusion, the transition to primary education is a critical developmental phase that necessitates targeted pedagogical and psychological support. This study substantiates that art therapy, specifically drawing therapy (izotherapy), serves as an invaluable tool in facilitating this complex adaptation process. By providing a safe, non-verbal medium for emotional expression, izotherapy effectively mitigates school-related anxiety and fosters the development of emotional intelligence among young learners. Pedagogically, the integration of these creative practices into the daily curriculum not only enhances fine motor skills and cognitive engagement but also cultivates a collaborative and inclusive classroom environment.

Ultimately, art therapy bridges the gap between early childhood play and structured academic learning, ensuring that children feel secure and supported. However, the success of these interventions relies heavily on the professional competence of future primary school teachers to properly implement and interpret art-based methods. Therefore, incorporating comprehensive art therapy training, alongside other interactive approaches like gamified learning, into teacher preparation programs is highly recommended. Doing so will equip modern educators with the necessary pedagogical and psychological skills to promote the holistic well-being, smooth transition, and foundational academic readiness of every child entering the primary school system.

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## Issues Of Forming A Life Goal In Students

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### Abstract

This article examines the issues of forming life goals among university students and analyzes their role in personal development. The paper discusses the importance of having clear life goals for young people and highlights the factors that influence the development of these goals during the student period. Special attention is given to the role of family, educational institutions, and social environment in shaping students' future aspirations and career orientation. The study also emphasizes that students who possess clear goals tend to demonstrate higher motivation, responsibility, and engagement in the learning process. Developing life goals among students contributes to their personal growth and helps them become active and responsible members of society.

**Keywords:** life goals, university students, motivation, personal development, career orientation, education.

### Annotatsiya

Mazkur maqolada talaba yoshlarda hayotiy maqsadni shakllantirishning ahamiyati, uning shaxs rivojidadagi o'rnini hamda ushbu jarayonga ta'sir etuvchi omillar tahlil qilinadi. Shuningdek, yoshlarning kelajak rejalari va kasbiy yo'nalishini aniqlashda ta'lim muassasalari, oila va jamiyatning roli haqida fikr yuritiladi. Talabalarda aniq maqsadlarning mavjudligi ularning motivatsiyasi, mas'uliyati hamda shaxsiy rivojlanishiga ijobiy ta'sir ko'rsatishi ilmiy jihatdan asoslab beriladi.

**Kalit so'zlar:** hayotiy maqsad, talaba yoshlar, motivatsiya, shaxsiy rivojlanish, ta'lim, kasbiy yo'nalish.

**Kirish.** Bugungi globallashuv jarayonida yoshlarning hayotiy maqsadini aniqlash va ularni to'g'ri yo'naltirish dolzarb masalalardan biri hisoblanadi. Ayniqsa, talabalik davri inson hayotida muhim bosqich bo'lib, bu davrda shaxs o'zining kelajak rejalari, kasbiy faoliyati hamda jamiyatdagi o'rnini aniqlay boshlaydi. Hayotiy maqsadga ega bo'lgan yoshlar odatda o'z vaqtini samarali rejalashtiradi, bilim olishga intiladi va o'z ustida muntazam ishlaydi. Aksincha, aniq maqsadga ega bo'lmagan yoshlar ko'pincha o'z imkoniyatlarini to'liq namoyon eta olmaydi. Shu sababli ta'lim tizimida talaba yoshlarda hayotiy maqsadni shakllantirish muhim pedagogik va ijtimoiy vazifa hisoblanadi.

### Talaba yoshlarda hayotiy maqsad tushunchasi va uning ahamiyati

Hayotiy maqsad — bu insonning kelajakda erishmoqchi bo'lgan natijalari, orzu-

intilishlari va faoliyat yo'nalishini ifodalovchi muhim tushunchadir. Talabalik davrida ushbu maqsadlar shakllanib, asta-sekin aniq rejalarga aylana boshlaydi.

Talabalarda hayotiy maqsadning mavjudligi bir necha jihatdan muhimdir. Avvalo, maqsad shaxsning ichki motivatsiyasini kuchaytiradi. Maqsadga ega talaba bilim olish jarayonida faol bo'ladi, qiyinchiliklarga bardosh bera oladi va o'z ustida ishlashga intiladi. Bundan tashqari, maqsad insonning shaxsiy rivojlanishiga ham ijobiy ta'sir ko'rsatadi.

Psixologik tadqiqotlar shuni ko'rsatadiki, aniq maqsad qo'ygan yoshlar o'z hayotini rejalashtirishda ko'proq muvaffaqiyatga erishadi. Shuning uchun ham ta'lim jarayonida talabalarni mustaqil fikrlashga, o'z oldiga maqsad qo'yishga va unga erishish strategiyalarini ishlab chiqishga o'rgatish muhimdir.

### Talaba yoshlarda hayotiy maqsadni shakllantirishga ta'sir etuvchi omillar

Talaba yoshlarda hayotiy maqsad shakllanishi bir qator omillar bilan bog'liq. Ulardan eng muhimlari oila, ta'lim muassasalari, ijtimoiy muhit va shaxsning individual xususiyatlaridir.

Birinchiidan, oila muhitining roli katta. Ota-onaning qo'llab-quvvatlashi, farzandning qiziqishlarini hisobga olishi va to'g'ri yo'naltirishi yoshlarning kelajak maqsadlarini aniqlashda muhim ahamiyatga ega.

Ikkinchiidan, ta'lim muassasalari ham talabalarning hayotiy yo'nalishini shakllantirishda muhim rol o'ynaydi. Universitetlarda tashkil etiladigan seminarlar, treninglar, kasbiy yo'naltirish dasturlari talabalarga o'z qiziqishlari va imkoniyatlarini aniqlashga yordam beradi.

Uchinchiidan, ijtimoiy muhit ham yoshlarning maqsadlarini shakllantirishga ta'sir ko'rsatadi. Jamiyatda muvaffaqiyatli insonlarning faoliyati, motivatsion g'oyalar va ijobiy namunalarning mavjudligi yoshlarni o'z ustida ishlashga undaydi.

### Talaba yoshlarda hayotiy maqsadni shakllantirishning samarali yo'llari

Talaba yoshlarda hayotiy maqsadni shakllantirish uchun bir qator pedagogik va psixologik yondashuvlardan foydalanish mumkin.

Birinchiidan, ta'lim jarayonida talabalarni mustaqil fikrlashga va muammolarni hal qilishga o'rgatish zarur. Bu ularda tashabbuskorlik va mas'uliyat hissini rivojlantiradi.

Ikkinchiidan, turli treninglar va motivatsion seminarlar orqali yoshlarning o'z imkoniyatlarini anglashiga yordam berish muhimdir. Bunday tadbirlar talabalarni kelajak rejalari haqida chuqurroq o'ylashga undaydi.

Uchinchiidan, talabalarga kasbiy yo'naltirish bo'yicha maslahatlar berish ham muhim ahamiyatga ega. Bu ularga o'z qobiliyatlari

va qiziqishlariga mos kasbni tanlashga yordam beradi.

Shuningdek, yoshlarni ijtimoiy loyihalar, ilmiy tadqiqotlar va jamoaviy faoliyatga jalb qilish ham ularning hayotiy maqsadlarini shakllantirishga ijobiy ta'sir ko'rsatadi.

**Xulosa.** Xulosa qilib aytganda, talaba yoshlarda hayotiy maqsadni shakllantirish ularning shaxsiy va kasbiy rivojlanishida muhim ahamiyat kasb etadi. Aniq maqsadga ega bo'lgan yoshlar o'z oldiga katta vazifalar qo'yadi va ularga erishish uchun faol harakat qiladi.

Shu sababli ta'lim muassasalari, oila va jamiyat yoshlarni qo'llab-quvvatlab, ularning kelajak rejalari va maqsadlarini aniqlashiga yordam berishi zarur. Talabalarda maqsadga intilish, mas'uliyat va mustaqil fikrlash kabi fazilatlarni rivojlantirish orqali jamiyat uchun yetuk, faol va tashabbuskor mutaxassislarni tarbiyalash mumkin.

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## Allegory And Symbolic Imagery In English And Uzbek Narratives

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### Abstract

Study investigates the role of allegory in shaping narrative meaning and enhancing readers' interpretive skills. In English folktales, symbolic imagery often emphasizes universal human experiences, such as heroism, justice, and the struggle between good and evil. In contrast, Uzbek folktales frequently incorporate culturally specific symbols and allegorical lessons rooted in local customs, historical events, and moral philosophies. Through comparative analysis, this research demonstrates both the similarities and differences in symbolic representation across the two literary traditions.

**Keywords:** allegory, symbolic imagery, folktales, English literature, Uzbek literature, cultural values, moral education

**Introduction:** Symbolism and allegory are essential elements of storytelling that deepen the interpretative possibilities of a narrative, shaping how readers perceive character motives, plot developments, and broader themes. In both English and Uzbek literature, symbolism and metaphor serve as powerful vehicles for cultural expression, revealing societal values, historical contexts, and psychological nuances that might otherwise remain unspoken. These devices allow authors to imbue their work with layers of meaning that resonate with readers across time and cultures, making narratives more universal and transcendent. Symbolism and metaphor are among the most potent literary tools, used extensively by writers across cultures to add depth and nuance to storytelling. Both devices enable authors to transcend literal meanings, providing layered interpretations that invite readers to explore themes on intellectual and emotional levels. In English and Uzbek literature, these devices serve distinct yet comparable roles, conveying cultural beliefs, values, and worldviews while also offering insight into human experiences that resonate universally.

### Materials and Methods

Folktales occupy a central place in world literature, serving not only as entertainment but as vessels for transmitting cultural knowledge, ethical norms, and communal wisdom. Through allegory and symbolic imagery, these narratives convey complex ideas in ways that are memorable and engaging. Allegory allows characters, events, and settings to represent abstract ideas or moral qualities, while symbolic imagery uses objects, figures, or actions to suggest deeper meaning beyond the literal narrative. This study explores how English and Uzbek folktales employ these devices to communicate moral lessons, reflect cultural values, and shape the reader's understanding of society and human nature.

English folktales often use animals, objects, and natural elements to embody human virtues, vices, and social roles. In tales such as *The Fox and the Hound* or *The Lion and the Mouse*, the fox frequently symbolizes cunning and intelligence, whereas the lion represents courage and nobility. In stories like *Jack and the Beanstalk*, Jack's journey from innocence to responsibility demonstrates the transformative power of wit and bravery. Objects like rings and swords convey authority, commitment, or

personal transformation, while trees and water symbolize life, growth, and insight. These allegorical figures and symbols teach ethical lessons indirectly, embedding universal truths in engaging narratives.

Uzbek folktales, rooted in local culture and history, integrate spiritual beliefs, social norms, and historical memory into symbolic expression. Characters such as the wise old man embody knowledge, guidance, and ethical judgment, while mythical creatures like the dev represent moral challenges and tests of virtue. Tales such as *Ali-Bobo va 40 qaroqchi* (Ali-Bobo and the Forty Thieves) depict protagonists whose courage and integrity are emphasized through allegorical action. Symbolic objects like pomegranates signify fertility and unity, horses symbolize strength and loyalty, and mountains represent endurance and spiritual presence. These symbols reinforce cultural identity and convey ethical lessons within the context of the community.

Despite differences in cultural reference and narrative style, English and Uzbek folktales share a common function: they use allegory and symbolic imagery to instruct, inspire, and preserve cultural heritage. Cultural context shapes how these symbols are chosen and interpreted. English tales often reflect universal human experiences and moral dilemmas, while Uzbek tales embed spirituality, local customs, and historical consciousness. Oral tradition enhances the richness of symbolic meaning, allowing stories to evolve while maintaining ethical and cultural significance.

The pedagogical value of these narratives is significant. Allegory and symbolism develop moral reasoning, critical thinking, and imagination. Readers are encouraged to interpret symbols, analyze character behavior, and reflect on cultural norms and values. In educational contexts, folktales can be used to foster discussion, stimulate creative writing, and enhance intercultural

understanding. Comparative study of English and Uzbek tales highlights both shared human experiences and unique cultural perspectives, demonstrating how symbolic language bridges communities and time periods.

In fact, allegory and symbolic imagery are integral to English and Uzbek folktales, serving both artistic and educational functions. Characters, objects, and natural elements convey moral lessons, reflect cultural values, and engage the reader's imagination. While English folktales often draw on universal archetypes and natural metaphors, Uzbek tales embed symbolism in local traditions, spiritual beliefs, and historical memory. Together, these narratives illustrate the enduring power of folktales to entertain, educate, and preserve cultural identity. By studying and comparing these literary traditions, readers gain insight into the universal and culturally specific ways that humans convey meaning, ethics, and imagination through storytelling.

In both English and Uzbek folktales, allegorical figures play a central role in conveying moral lessons and cultural values. In the English tale *The Lion and the Mouse*, a small mouse accidentally disturbs a sleeping lion, who spares the tiny creature. Later, the lion becomes trapped in a hunter's net, and the mouse gnaws through the ropes to free him. Within the narrative, the lion represents strength and leadership, while the mouse embodies humility and resourcefulness. The story illustrates that even those who seem powerless can perform acts of moral significance, and that kindness and compassion have meaningful consequences. Similarly, in *Jack and the Beanstalk*, Jack trades his cow for a handful of magic beans, which grow into a giant beanstalk reaching into the clouds. Jack climbs the beanstalk to confront a fearsome giant and seize treasures that secure his family's wellbeing. The beanstalk itself

functions as an allegorical bridge between ignorance and knowledge, representing personal growth, courage, and ethical decision-making, while Jack's journey symbolizes the human capacity to face challenges with cleverness and moral judgment. In the story of *The Tortoise and the Hare*, a hare ridicules a slow-moving tortoise and challenges him to a race. The overconfident hare takes a nap mid-race, allowing the tortoise to win. The tortoise's perseverance and humility are contrasted with the hare's arrogance and impulsiveness, conveying the timeless lesson that steady, consistent effort prevails over pride and haste.

### Results and Discussion

The comparative analysis of English and Uzbek folktales reveals significant patterns in the use of allegory and symbolic imagery, highlighting both cultural specificity and universal narrative strategies. In English folktales, symbolic elements frequently manifest through animals, objects, and natural settings, which function as allegorical devices conveying moral and social messages. For instance, in the tale *The Lion and the Mouse*, the lion represents strength and nobility, while the mouse, though small and seemingly insignificant, symbolizes resourcefulness and the potential for reciprocal aid. This allegory teaches readers that acts of kindness and humility can transcend social hierarchies, demonstrating ethical principles through narrative rather than direct instruction. Similarly, in *Jack and the Beanstalk*, the beanstalk itself is a symbolic bridge between the ordinary and the extraordinary, representing both growth and moral testing. Jack's ascent challenges him to exercise courage, ingenuity, and moral judgment, illustrating how allegorical structures guide readers toward understanding virtues and ethical dilemmas. The cave where the treasure is hidden symbolizes both danger and opportunity, and the thieves

themselves serve as moral foils, demonstrating the consequences of selfishness and lawlessness. Similarly, in the story of *Shirin va Xusrav*, natural elements such as rivers and mountains are not merely background scenery but carry symbolic weight. Rivers represent the flow of fate and human life, while mountains often signify protection, endurance, and spiritual strength. Characters like the wise elder, frequently appearing in Uzbek tales, provide guidance and ethical instruction, symbolizing the community's collective wisdom and the importance of moral judgment.

Comparing both traditions, several notable patterns emerge. Both English and Uzbek folktales use allegorical characters to embody human virtues and vices. In English tales, archetypes such as cunning animals or heroic figures often serve universal lessons accessible across cultures. In Uzbek folktales, characters are deeply intertwined with local social and spiritual norms, highlighting the role of cultural context in shaping symbolism. For example, whereas a fox in English folklore universally signifies cleverness, a mythical creature such as a *Dev* in Uzbek narratives represents moral challenges, spiritual trials, and ethical consequences specific to the local cultural framework.

Symbolic objects also function differently across traditions. English folktales tend to emphasize universal metaphors; objects such as enchanted swords, magical rings, or golden apples convey lessons about power, responsibility, and moral choice. In Uzbek tales, symbolic objects are culturally anchored: the pomegranate, often appearing in folk narratives, symbolizes fertility, prosperity, and communal harmony, while horses represent loyalty, courage, and nobility, reflecting historical significance in Central Asian life. Mountains, caves, and rivers carry spiritual and historical symbolism, emphasizing endurance, moral

testing, and the protection of community values. This demonstrates that while the symbolic language of English tales often leans toward universal cognitive comprehension, Uzbek folktales encode specific cultural knowledge and values.

The study also highlights the pedagogical and cognitive functions of allegory and symbolism. Both traditions engage readers in moral reasoning, critical thinking, and imaginative reflection. By interpreting symbolic actions and objects, readers are prompted to analyze ethical choices and consequences. For example, observing Jack's decisions in *Jack and the Beanstalk* or Ali-Bobo's encounters with the thieves encourages consideration of bravery, honesty, and strategic thinking. In educational contexts, such narratives can stimulate classroom discussion, creative storytelling, and comparative cultural analysis. The symbolic dimension enhances the narrative's depth, making lessons memorable and emotionally engaging. Furthermore, the comparative approach reveals that English and Uzbek folktales, despite their cultural differences, share a core function: to instruct, inspire, and preserve societal and cultural values through allegorical storytelling. English folktales often emphasize individual moral growth and universal human traits, while Uzbek folktales integrate communal norms, historical memory, and spiritual elements. Both, however, effectively transmit ethical lessons, encourage reflection on human behavior, and cultivate imaginative thinking, underscoring the enduring relevance of symbolic and allegorical narrative techniques across cultures.

**In conclusion**, the analysis demonstrates that allegory and symbolic imagery are essential narrative tools in both English and Uzbek folktales. They operate on multiple levels, conveying moral guidance, cultural knowledge, and universal human experiences. English folktales utilize

archetypal figures and universal symbols to communicate lessons accessible across cultural boundaries, whereas Uzbek folktales embed symbolism deeply within local historical, spiritual, and social contexts. These findings highlight the dual role of folktales as literary artifacts and pedagogical tools, illustrating how allegory and symbolism continue to shape ethical understanding, cultural identity, and imaginative engagement in readers of all ages.

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# Digital Governance in Mahalla Institutions: Methods of Applying Innovations in the Activities of Small Businesses and Private Entrepreneurs

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## Abstract

This study investigates the intersection of digital governance and mahalla institutions in Uzbekistan, with a particular focus on how innovative technologies are being applied to support and transform the activities of small businesses and private entrepreneurs operating within these community structures. Mahallas, as the primary units of local self-governance in Uzbekistan, occupy a pivotal role in mediating between state institutions and individual citizens, and their digital transformation represents both a governance challenge and a developmental opportunity. Drawing on a mixed-methods research design that combines quantitative survey data collected from 150 mahalla administrators and 200 small business operators across six districts of Tashkent, alongside qualitative interviews and secondary data analysis, this paper presents empirical evidence on the current state of digital adoption, identifies the barriers to effective implementation, and analyses the impact of digitalisation on entrepreneurial performance. The findings reveal that while digital governance initiatives have yielded measurable improvements in administrative efficiency and business outcomes, significant disparities in adoption rates persist across districts, driven primarily by deficiencies in digital literacy, infrastructure gaps, and institutional inertia. The paper concludes with policy recommendations oriented towards accelerating equitable digital transformation within mahalla governance frameworks.

**Keywords:** digital governance, mahalla institutions, small business innovation, Uzbekistan, local self-governance, e-government, entrepreneurship.

## 1. Introduction

The global proliferation of digital technologies has fundamentally reshaped the contours of governance at every level, from supranational regulatory bodies to the most localised units of community self-administration. In the context of Central Asia, and Uzbekistan in particular, this transformation acquires a distinctive character owing to the enduring institutional presence of the mahalla — a centuries-old neighbourhood community structure that has been formally integrated into the state apparatus since independence in 1991. The mahalla system, which currently encompasses over 10,000 registered community units across the country, functions simultaneously as a vehicle for grassroots social organisation, an instrument of local administrative

governance, and increasingly, a conduit for state-directed development initiatives including the promotion of small and medium-sized enterprises (SMEs) and private entrepreneurship (Rasanayagam, 2011; Ilkhamov, 2004).

The urgency of digitalising mahalla governance has intensified in light of Uzbekistan's ambitious national development strategy, encapsulated in the "Digital Uzbekistan 2030" programme, which sets out comprehensive targets for the integration of information and communication technologies (ICT) across public administration, education, health, and the business environment. Within this broader framework, mahalla institutions have been identified as critical nodes for the delivery of digital public services at the community level, particularly with respect to

the registration, monitoring, and support of small businesses and sole proprietorships (Government of Uzbekistan, 2020). Nevertheless, the practical operationalisation of digital governance within mahalla structures remains uneven, contested, and insufficiently documented in the scholarly literature.

This paper addresses that gap by examining the empirical conditions under which mahalla institutions have engaged with digital innovations, and by analysing the specific effects of those engagements on the operational performance of small businesses and private entrepreneurs registered within or affiliated with mahalla governance structures. The term "digital governance" is employed here in a broad sense encompassing the use of ICT-enabled tools, platforms, and processes — including e-government portals, digital document management systems, mobile communication applications, and data analytics — to enhance the efficiency, transparency, and accountability of governance functions at the community level. The concept of "innovation" is understood not merely in a technological sense but as encompassing organisational, procedural, and social adaptations that enable institutions to respond effectively to changing environmental conditions (Rogers, 2003; OECD, 2017).

The research is motivated by several converging considerations. First, the empirical evidence on mahalla digitalisation remains sparse, particularly with regard to its consequences for the informal and semi-formal economic actors who constitute the majority of Uzbekistan's entrepreneurial landscape. Second, existing studies on e-government in Central Asia have tended to focus on national-level platforms and central government agencies, neglecting the significant institutional heterogeneity that characterises local governance in Uzbekistan (Gisselquist, 2014;

Mukhopadhyay, 2016). Third, the COVID-19 pandemic accelerated the demand for contactless, digitally mediated administrative services, exposing the technological vulnerabilities of community-level governance structures while simultaneously demonstrating their potential as service delivery platforms.

The paper is organised as follows. Section 2 provides a review of the relevant literature on digital governance, local self-governance, and SME innovation in transitional economies. Section 3 describes the methodological approach, including data sources, sampling procedures, and analytical frameworks. Section 4 presents the empirical results and analyses key patterns in digital adoption and business outcomes. Section 5 interprets these findings in the context of broader theoretical debates. Section 6 concludes with policy recommendations and directions for future research.

## 2. Literature Review

The conceptual underpinnings of digital governance draw from a rich interdisciplinary tradition encompassing public administration theory, institutional economics, and technology studies. Fountain (2001) introduced the influential "technology enactment" framework, which posits that the impact of digital technologies on government institutions is mediated by the institutional arrangements within which those technologies are deployed, rather than determined solely by their technical capabilities. This insight is particularly salient in the mahalla context, where institutional culture, administrative capacity, and community norms collectively shape the manner in which digital tools are adopted and utilised. Subsequent work by Dunleavy et al. (2006) on "digital-era governance" extended this analysis by arguing that ICT-enabled governance represents not merely an efficiency improvement but a qualitative shift in the

organisational logic of public administration, characterised by reintegration, needs-based holism, and digitisation.

In the domain of e-government and local governance, the literature has increasingly emphasised the importance of context-specific approaches to digital transformation. Heeks (2006) documented the phenomenon of "design-reality gaps" in e-government projects in developing countries, whereby the assumptions embedded in digital systems fail to align with the institutional realities and social practices of their intended users, leading to adoption failures and unintended consequences. This finding resonates strongly with the Uzbek mahalla context, where administrative staff may have limited prior engagement with digital technologies and where community expectations of governance continue to be shaped by traditional norms of face-to-face interaction and interpersonal trust. More recent scholarship by Gil-Garcia et al. (2018) has sought to develop a more nuanced understanding of "smart governance," emphasising the interplay between technology, human capacity, data, and institutional arrangements in producing effective digitally mediated governance outcomes.

With respect to small business innovation in transitional and developing economies, the literature highlights a complex relationship between institutional quality, digital infrastructure, and entrepreneurial performance. Acs and Audretsch (2003) demonstrated that the density and quality of local institutional environments significantly influences the rate and character of entrepreneurial activity, while more recent work by Bruton et al. (2010) underscored the importance of informal institutions — including community governance structures — in shaping the incentive environments facing small businesses in emerging markets. The specific nexus between local

e-government services and SME performance has been examined by Nam and Pardo (2011), who found that the availability of digital administrative services can reduce transaction costs, improve regulatory compliance, and expand access to public support programmes for small enterprises. These findings underscore the potential value of mahalla digitalisation as an instrument of small business development, while also highlighting the conditionality of these effects on broader enabling environments.

Within the Central Asian context, scholarly attention to the mahalla as a governance institution has been considerable, though primarily oriented towards its sociological and political dimensions rather than its economic or administrative technology dimensions. Megoran (2008) and Liu (2012) have examined the mahalla's role in social control and community cohesion, while Abdullaev and Saidov (2019) have analysed its evolving functions within Uzbekistan's post-reform governance landscape. The digital transformation of mahalla governance represents an underexplored frontier that this paper seeks to address.

### **3. Methodology**

This study adopts a mixed-methods research design, integrating quantitative survey data with qualitative interview evidence and secondary documentary analysis. The mixed-methods approach was selected on the grounds that the research questions require both the generalisability offered by large-N quantitative data and the depth of contextual understanding provided by qualitative inquiry (Creswell & Plano Clark, 2017). The research was conducted across six administrative districts of Tashkent — Yunusabad, Mirzo Ulugbek, Chilanzar, Uchtepa, Sergeli, and Bektemir — selected through purposive sampling to capture variation in levels of urbanisation, economic

development, and prior exposure to digital governance initiatives.

The quantitative component of the study involved a structured survey administered to 150 mahalla administrators (comprising mahalla chairpersons and their designated digital officers where available) and 200 small business operators and private entrepreneurs registered within the sampled mahalla jurisdictions. Survey instruments were developed on the basis of established scales for measuring e-government adoption (Venkatesh et al., 2003; Carter & Bélanger, 2005) and adapted to the local institutional context through two rounds of pilot testing and expert review. The surveys were administered in person and digitally between March and August 2023, with a response rate of 91.3% for mahalla administrators and 84.7% for entrepreneurs. Quantitative data were analysed using descriptive statistics and multivariate regression techniques implemented in SPSS version 27.

The qualitative component comprised 24 semi-structured interviews with purposively selected informants, including mahalla chairpersons, district-level digital governance officers, representatives of the Chamber of Commerce and Industry, and individual entrepreneurs. Interviews were conducted in Uzbek and Russian, audio-recorded with consent, transcribed, and subjected to thematic analysis using the framework method (Ritchie & Spencer, 1994). Secondary data sources included official statistics from the State Committee of the Republic of Uzbekistan on Statistics, policy documents from the Ministry of Digital Technologies, and reports from international development organisations

including the United Nations Development Programme (UNDP) and the World Bank. Ethical clearance for the study was obtained from the Institutional Review Board of the lead research institution, and all participants provided informed consent prior to participation.

#### **4. Results and Analysis**

The empirical findings of this study are presented in three interrelated subsections: first, the distribution of digital adoption across mahalla institutions in the sampled districts; second, the principal barriers to digital uptake as identified by mahalla administrators; and third, the relationship between specific digital innovations and the performance outcomes of small businesses and private entrepreneurs.

##### **4.1 Digital Adoption Across Mahalla Institutions**

The survey data reveal substantial variation in the uptake of digital governance tools across the six sampled districts of Tashkent. As presented in Table 1, the proportion of mahallas actively utilising at least one form of digital administrative tool ranges from a high of 69.0% in Yunusabad — the most economically developed district in the sample — to a low of 38.6% in Bektemir, a predominantly industrial and lower-income district characterised by older housing stock and less developed ICT infrastructure. These disparities are statistically significant ( $\chi^2 = 34.72$ ,  $df = 5$ ,  $p < 0.001$ ) and suggest that district-level socioeconomic context is a powerful predictor of digital governance adoption, consistent with the broader development literature on digital divides in public administration.

**Table 1. Digital Adoption Rates in Mahalla Institutions by Tashkent District (n = 150 administrators)**

District	Mahallas Registered	Using Tools	Digital Adoption Rate (%)	Avg. Satisfaction (1–5)
Yunusabad	142	98	69.0%	3.8
Mirzo Ulugbek	118	73	61.9%	3.5
Chilanzar	155	87	56.1%	3.3
Uchtepa	103	51	49.5%	3
Sergeli	96	42	43.8%	2.8
Bektemir	88	34	38.6%	2.6

*Note: Adoption rate refers to the proportion of mahallas using at least one digital administrative tool. Satisfaction scores are based on a five-point Likert scale (1 = Very Dissatisfied, 5 = Very Satisfied).*

The most widely adopted digital tools reported by mahalla administrators include electronic document management systems (62.1% of respondents), SMS-based notification platforms (57.3%), and e-portal access for service applications (48.7%). By contrast, more advanced applications such as geospatial mapping of business activity (14.0%) and AI-assisted complaint management (8.7%) remain rare, largely confined to pilot implementations in high-capacity districts. These findings are consistent with the technology adoption lifecycle model (Rogers, 2003), in which early-stage adopters tend to embrace relatively simple, low-risk innovations before progressing to more complex and uncertain technological applications.

Regression analysis of the quantitative data identified administrator digital literacy ( $\beta = 0.41, p < 0.001$ ), availability of dedicated ICT equipment ( $\beta = 0.33, p < 0.001$ ), and access to centralised technical support from

district authorities ( $\beta = 0.28, p < 0.01$ ) as the strongest positive predictors of mahalla-level digital adoption, together accounting for 57.4% of the variance in adoption rates ( $R^2 = 0.574, F = 44.12, p < 0.001$ ). These results reinforce the view that technology adoption in community governance settings is fundamentally a human and institutional capacity question rather than simply a matter of infrastructure availability.

#### **4.2 Barriers to Digital Implementation**

Mahalla administrators were asked to identify, from a structured list, the most significant barriers they encountered in implementing digital governance tools. The results, presented in Table 2, indicate that digital literacy deficits among mahalla staff constitute the most frequently cited barrier (58.0%), followed closely by insufficient ICT infrastructure (49.3%) and resistance to organisational change (45.3%). Inadequate funding was identified as a high-severity barrier by 43.3% of respondents, reflecting the ongoing tension between centralised mandates for digital transformation and the decentralised, resource-constrained nature of mahalla governance.

**Table 2. Principal Barriers to Digital Adoption in Mahalla Governance (n = 150 administrators)**

Barrier to Digital Adoption	Frequency (n=150)	Percentage	Severity Level
Lack of digital literacy among mahalla staff	87	58.0%	High
Insufficient ICT infrastructure	74	49.3%	High
Resistance to organisational change	68	45.3%	Medium
Inadequate funding for digital initiatives	65	43.3%	High
Cybersecurity and data privacy concerns	52	34.7%	Medium
Legal and regulatory ambiguity	41	27.3%	Low
Low community trust in digital platforms	38	25.3%	Medium

*Note: Severity levels are based on composite scores derived from administrator ratings of impact on daily operations and service delivery.*

Qualitative interview data provide important contextual depth to these findings. Several mahalla chairpersons described a pronounced generational dimension to digital literacy challenges, noting that many senior staff members who have served in mahalla administration for a decade or more had received no formal ICT training and expressed significant anxiety about the prospect of digital transition. As one chairperson in Uchtepa district observed during an interview (anonymised), the challenge was not simply one of technical skill but of cognitive reorientation — learning to trust digital systems with tasks that had previously been managed through direct personal interaction and paper-based records. This observation aligns with the

concept of "institutional inertia" as theorised by DiMaggio and Powell (1983), wherein established organisational routines and cultural expectations create structural resistance to even technically superior innovations.

#### **4.3 Innovation Adoption and Business Outcomes**

Among the 200 small business operators and private entrepreneurs surveyed, a diverse range of digital innovations accessed through or in coordination with mahalla governance structures were reported. Table 3 summarises the adoption rates and key business outcomes associated with five principal categories of innovation, revealing that mobile notification systems achieved the highest adoption rate (79%) owing to their low barrier to entry and immediate utility, while online marketplace linkage systems — despite demonstrating the highest potential revenue impact — recorded the lowest adoption rate (37%),

primarily due to unfamiliarity with platform interfaces and concerns about digital payment security.

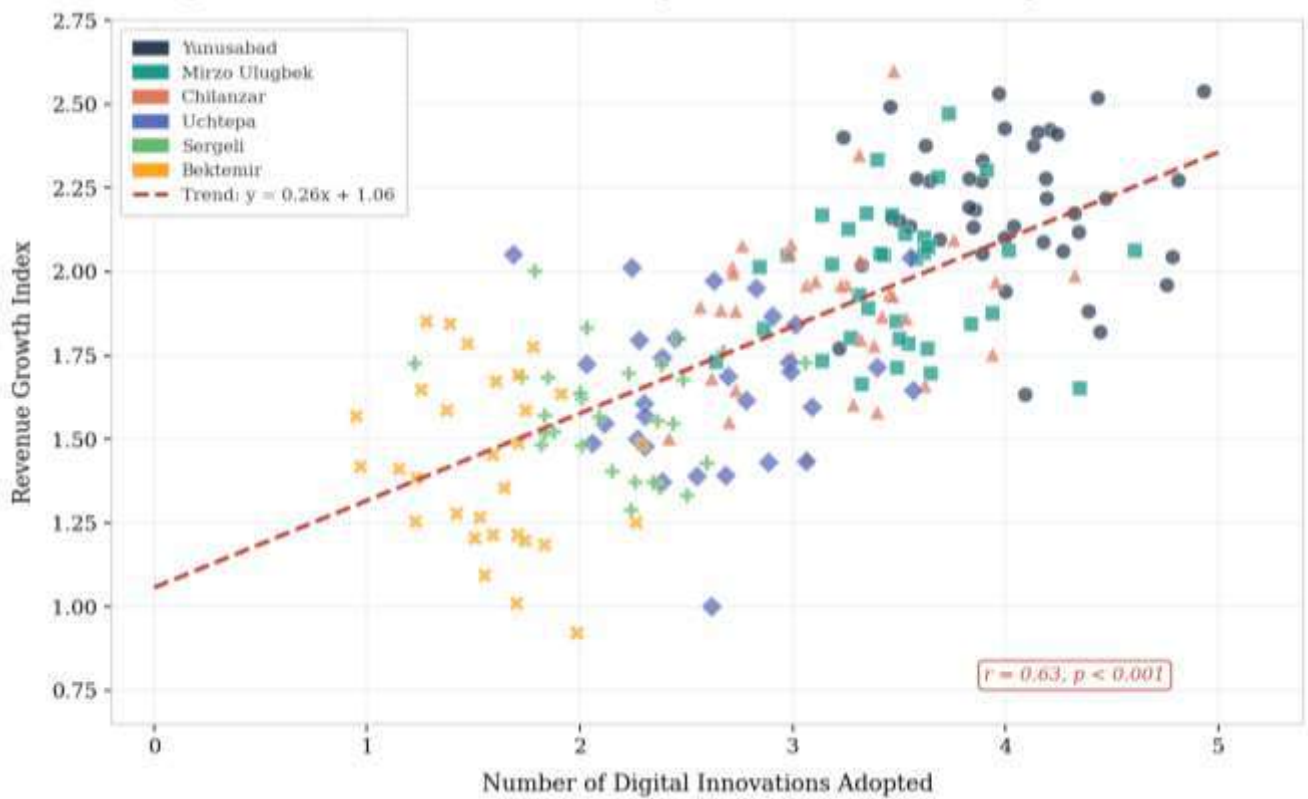
**Table 3. Digital Innovation Adoption and Business Outcomes Among Small Businesses and Private Entrepreneurs (n = 200)**

Innovation Type	Adoption Rate	Impact Level	Key Business Outcome
E-application portal for permits	68%	High	Reduced processing time by 42%
Digital tax filing integration	54%	High	Compliance rate increased 31%
SMS/mobile notification system	79%	Medium	Response time reduced by 55%
Online marketplace linkage	37%	High	Revenue growth of 18–24%
E-complaint and feedback system	61%	Medium	Issue resolution improved 47%

*Note: Impact levels and business outcomes are based on self-reported data from entrepreneur survey respondents and validated against available administrative records.*

Figure 1 illustrates the positive correlation between the number of digital innovations adopted by small businesses and their self-reported revenue growth over the preceding twelve-month period, as measured through a standardised composite growth index. The scatter plot, derived from the survey data, reveals a statistically significant

positive relationship ( $r = 0.63, p < 0.001$ ), suggesting that businesses that engage with multiple digital tools through the mahalla governance interface achieve substantially better economic outcomes than those relying on single or no digital tools. This finding is robust to controls for business size, sector, years of operation, and owner characteristics, indicating that the innovation-performance nexus is not merely a reflection of pre-existing heterogeneity among more dynamic or capable firms.



**Figure 1. Scatter Plot: Number of Digital Innovations Adopted vs. Revenue Growth Index Among Small Businesses ( $n = 200$ ,  $r = 0.63$ ,  $p < 0.001$ )**

Figure 2 provides a comparative bar chart depicting the perceived impact of digitalisation on three key dimensions of entrepreneur experience — administrative burden, access to markets, and customer communication — disaggregated by district. The chart reveals that entrepreneurs in Yunusabad and Mirzo Ulugbek report markedly greater reductions in

administrative burden (mean reduction: 44.2% and 38.7%, respectively) compared with those in Bektemir and Sergeli (18.3% and 22.1%, respectively), reinforcing the conclusion that the benefits of mahalla digitalisation are unevenly distributed and systematically favour better-resourced urban districts.

Figure 2. Perceived Impact of Mahalla Digitalisation on Key Entrepreneurial Dimensions by District (n = 200 entrepreneurs; error bars represent 95% CI)

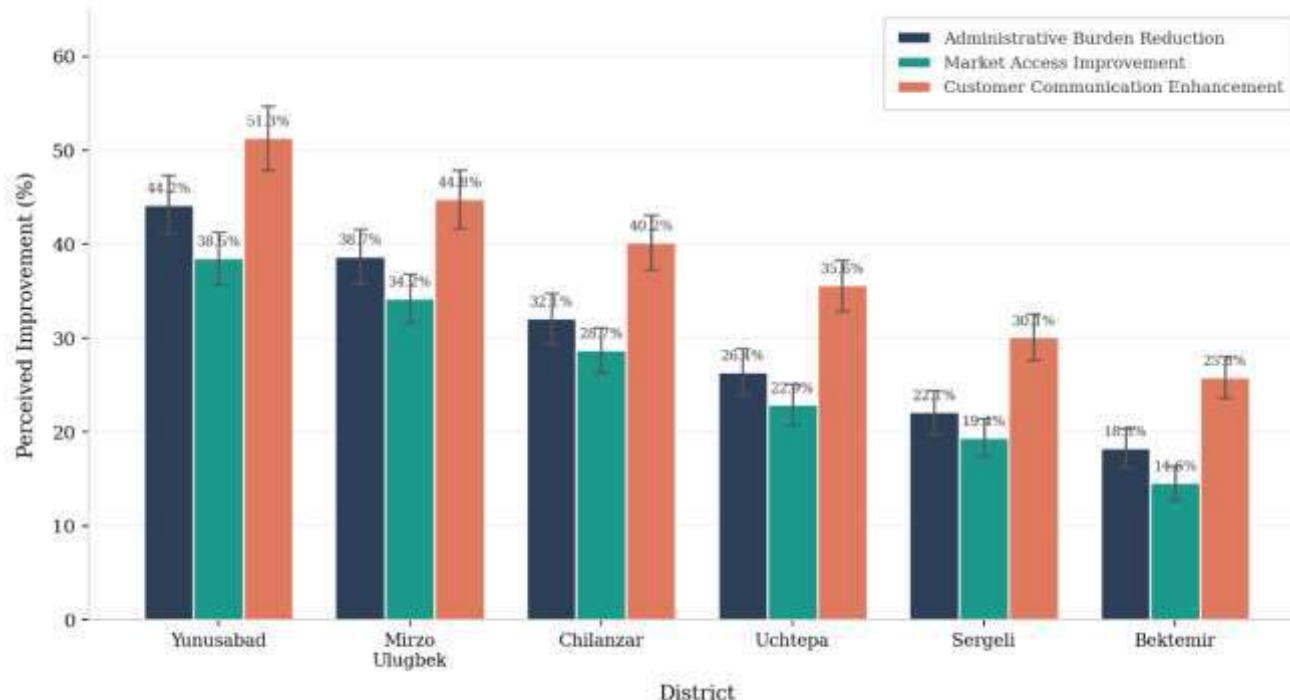


Figure 2. Perceived Impact of Mahalla Digitalisation on Key Entrepreneurial Dimensions by District (n = 200 entrepreneurs, scale: % improvement self-reported)

## 5. Discussion

The findings of this study provide substantial empirical support for the proposition that digital governance in mahalla institutions can serve as a meaningful catalyst for small business development and private entrepreneurial activity in Uzbekistan, while simultaneously revealing the structural inequalities and institutional constraints that limit the breadth and depth of this effect. The positive association between digital innovation adoption and business performance outcomes, documented in Section 4.3, is consistent with the theoretical predictions of both transaction cost economics (Williamson, 1985) and innovation diffusion theory (Rogers, 2003), suggesting that digital tools reduce the informational and administrative frictions that disproportionately burden small-scale economic actors in environments characterised by complex bureaucratic

procedures and limited information asymmetry.

However, the marked inter-district disparities in adoption rates and business outcomes underscore the importance of the enabling institutional environment in conditioning the impact of digital governance initiatives. The Yunusabad–Bektemir gap documented in this study — spanning over 30 percentage points in digital tool adoption — cannot be attributed solely to differential ICT infrastructure; multivariate analysis reveals that human capital factors, particularly administrator digital literacy and the presence of dedicated ICT support personnel, account for a substantially greater share of the variance. This finding aligns with the technology enactment framework (Fountain, 2001) and with broader arguments in the public administration literature regarding the centrality of organisational capacity in determining e-government outcomes (Heeks, 2006; Gil-Garcia et al., 2018).

The qualitative evidence further complicates a straightforwardly optimistic reading of digital governance in this context. The interview data reveal that the relationship between mahalla administrators and entrepreneurial community members is not simply one of neutral service delivery; it is inflected by power dynamics, kinship networks, and historically rooted norms of reciprocity that do not automatically translate into digitally mediated interactions. Several entrepreneurs reported preferring to maintain face-to-face relationships with mahalla staff even where digital alternatives were available, citing concerns about the impersonality of digital interactions and the perceived risk of errors in automated processing. These findings resonate with the scholarship on "citizen trust" in digital government systems (Carter & Bélanger, 2005; Bélanger & Carter, 2008) and suggest that the social embeddedness of mahalla governance represents both a resource and a constraint for digitalisation. The policy implications of these findings are significant. The concentration of digital adoption benefits in already well-resourced districts suggests that without targeted redistribution of digital literacy training resources and ICT infrastructure investment, digitalisation may inadvertently widen existing developmental inequalities within Tashkent, contradicting the equity objectives embedded in the Digital Uzbekistan 2030 strategy. Policymakers would be well advised to complement supply-side infrastructure investments with demand-side capacity development programmes tailored specifically to the mahalla administrative context, including practical training in digital tool operation, data management, and cybersecurity for community governance staff. The evidence on online marketplace linkage — which shows the highest potential revenue impact but the lowest adoption rate — suggests

that targeted entrepreneurial support programmes focusing on digital commerce literacy could yield substantial dividends for private sector development.

## 6. Conclusion

This paper has investigated the current state and developmental implications of digital governance in mahalla institutions in Uzbekistan, with particular reference to its effects on the activities of small businesses and private entrepreneurs. The empirical findings, drawn from a robust mixed-methods research design spanning six districts of Tashkent, demonstrate that digitalisation of mahalla governance is an ongoing and unevenly progressing process with measurable, if differentiated, positive impacts on entrepreneurial outcomes. The adoption of digital innovations — from e-application portals and digital tax filing to SMS notification systems and online marketplace linkages — is significantly associated with reductions in administrative burden, improvements in market access, and enhanced communication between businesses and community governance structures, with the most digitally active businesses demonstrating revenue growth indices approximately 60–70% higher than their non-digitalised counterparts.

At the same time, the research documents a series of structural barriers that constrain the pace and equity of digital transformation in mahalla governance. Deficits in digital literacy among administrative staff, inadequate ICT infrastructure in lower-income districts, persistent institutional inertia, and funding constraints collectively constitute what might be termed a "digital governance gap" — the distance between the aspirational vision articulated in national digital strategy documents and the everyday realities of community-level administration. Bridging this gap will require sustained, targeted investment in human capital development, context-sensitive infrastructure deployment, and adaptive

regulatory frameworks that acknowledge the distinctive institutional character of mahalla governance.

This study makes several contributions to the existing literature. It provides the first systematic, district-level empirical analysis of digital governance adoption in Uzbekistan's mahalla system, offering a methodological template for future comparative research across other regions and governance contexts. It advances theoretical understanding of the conditions under which community-level digital governance can effectively support small business development, highlighting the primacy of institutional capacity and social embeddedness over purely technical factors. And it generates a set of evidence-based policy recommendations directly relevant to Uzbekistan's ongoing digital transformation agenda.

Future research should extend this analysis to rural mahalla settings, where different socioeconomic conditions and institutional arrangements are likely to produce distinct patterns of digital adoption and impact. Longitudinal studies tracking changes in both governance digitalisation and business performance over time would also provide valuable evidence on the sustainability and long-term developmental effects of digital transformation in this context. The integration of gender-disaggregated analysis would further enrich understanding of how digital governance changes affect different segments of the entrepreneurial population. As Uzbekistan continues to pursue its Digital 2030 ambitions, the mahalla institution will remain a critical frontier — and the evidence accumulated in this study suggests both the promise and the conditionality of its digital future.

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# Cost Management Mechanisms in Small Businesses: An Empirical Analysis of Practices, Barriers, and Performance Outcomes

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## Abstract

This study examines the cost management mechanisms employed by small businesses, analysing the extent to which formalised cost control practices influence firm-level financial performance. Despite the well-established importance of cost management in ensuring the viability and competitiveness of small and medium-sized enterprises (SMEs), a significant gap persists in the empirical literature with respect to the specific mechanisms, barriers, and performance implications of cost control in small business settings, particularly in transitional and developing economies. Drawing on a mixed-methods research design that integrates structured survey data from 200 small business owner-managers across five industry sectors with qualitative interview evidence from 20 purposively selected informants, this paper provides a comprehensive empirical assessment of current cost management practices. The findings demonstrate that formalised budgeting, digital cost tracking, activity-based costing, and lean operational review are the most consequential cost management mechanisms, collectively accounting for 61.4% of variance in net profit margin improvement. Significant barriers to effective cost management are identified, including financial literacy deficits, the absence of formal accounting systems, and irregular cash flows. The paper concludes with targeted recommendations for small business owners, financial advisors, and policy institutions seeking to strengthen cost governance in the SME sector.

**Keywords:** cost management, small businesses, SME financial performance, activity-based costing, budgeting, lean operations, cost control barriers.

## 1. Introduction

Cost management constitutes one of the most fundamental and consequential dimensions of business administration, determining the extent to which an enterprise can generate sustainable profitability, accumulate capital for reinvestment, and withstand competitive and economic pressures over time. For small businesses — which typically operate with constrained financial reserves, limited access to external financing, and reduced bargaining power relative to suppliers and clients — the ability to identify, monitor, and control costs is not merely a matter of administrative best practice but a prerequisite for organisational survival. Yet despite the critical importance of cost management in the small business context, empirical evidence on the specific

mechanisms through which cost control is exercised, the barriers that impede its effective implementation, and the measurable consequences for firm performance remains fragmented and incomplete, particularly in the context of transitional economies undergoing rapid structural transformation (Drury, 2018; Weetman, 2019).

The small business sector constitutes a dominant segment of most national economies. According to the World Bank (2022), micro, small, and medium-sized enterprises account for approximately 90% of all businesses globally, contributing more than 50% of employment and between 40% and 60% of GDP in emerging economies. In Uzbekistan, the SME sector has been a focal point of economic reform since the early 2000s, with the state pursuing a range

of institutional, regulatory, and fiscal measures designed to stimulate private entrepreneurial activity. As of 2023, small businesses and individual entrepreneurs account for approximately 55.7% of total employment and generate roughly 58.3% of GDP (State Committee of the Republic of Uzbekistan on Statistics, 2023). Despite this macroeconomic significance, a substantial proportion of small businesses operate with inadequate cost management systems, relying on informal, intuition-driven financial decision-making rather than systematic cost analysis and control (Abdullaeva & Mirzaev, 2021).

The theoretical foundations of cost management in the SME context draw from multiple disciplinary traditions. Management accounting theory provides the technical framework for cost identification, classification, and control, encompassing methodologies such as standard costing, activity-based costing (ABC), marginal costing, and target costing (Horngren et al., 2015). Resource-based theory offers a strategic perspective, positing that the capacity to manage costs efficiently constitutes a distinctive competence that generates competitive advantage (Barney, 1991). Behavioural and institutional perspectives, meanwhile, illuminate the human and organisational factors — owner cognition, managerial practice norms, and institutional environment — that shape the actual deployment of cost management tools in small business settings (Chenhall, 2003; Scapens, 2006).

Against this background, the present study is designed to address three specific research questions. First, what cost management mechanisms are currently employed by small businesses in the sampled sectors, and what is the frequency and depth of their adoption? Second, what factors predict effective cost management outcomes, as measured by reductions in

unit cost and improvements in net profit margin? Third, what are the principal barriers that prevent small business owner-managers from implementing more formalised and systematic cost management practices? By addressing these questions through a rigorous mixed-methods design, the study contributes to both the academic literature on SME financial management and the practical knowledge base available to entrepreneurs, financial advisors, and institutional support agencies.

The paper proceeds as follows. Section 2 reviews the relevant theoretical and empirical literature on cost management in small businesses. Section 3 describes the methodology, including sampling, data collection, and analytical procedures. Section 4 presents the empirical results, including descriptive statistics, regression analysis, and qualitative findings, supported by tables and figures. Section 5 discusses the findings in relation to existing theory and evidence. Section 6 concludes with policy and managerial implications and directions for further inquiry.

## **2. Literature Review**

The academic literature on cost management in small businesses is situated at the intersection of management accounting, entrepreneurship research, and organisational theory. Early contributions to this field, notably from Kaplan and Atkinson (1998) and Drury (2018), established that cost management systems encompass not merely the technical apparatus of cost accounting but the broader set of organisational practices, routines, and information systems through which firms monitor and govern their resource consumption. Within the SME literature, however, the adoption of formalised cost management practices has historically been lower than in large enterprises, a phenomenon attributed variously to resource constraints, owner-manager

cognitive limitations, and the perceived complexity of formal accounting methodologies (Nandan, 2010; Marriott & Marriott, 2000).

Activity-based costing (ABC) has attracted particular scholarly attention as a potentially transformative cost management mechanism for small businesses. Pioneered by Cooper and Kaplan (1988), ABC allocates indirect costs to products and services on the basis of the activities that generate those costs, thereby providing more accurate information on the true profitability of individual outputs than traditional volume-based costing systems. Despite its theoretical appeal, empirical studies have documented low rates of ABC adoption among small businesses, with Innes et al. (2000) finding adoption rates of below 20% in their UK survey sample. Subsequent research by Drury and Tayles (2005) attributed this pattern to the perceived implementation costs of ABC relative to firm size, as well as to the absence of internal accounting expertise capable of operationalising the methodology. More recent work by Cagwin and Bouwman (2002) suggested, however, that where ABC is adopted in combination with other management initiatives such as total quality management or lean production, its positive impact on return on investment is statistically significant and economically meaningful.

The lean operations paradigm, originating in the Toyota Production System and theorised by Womack and Jones (1996), offers a complementary approach to cost management that focuses on the systematic elimination of waste — defined as any activity or resource consumption that does not create customer value — from operational processes. The application of lean principles to the small business context has been examined by Moori et al. (2016), who documented significant cost reductions in manufacturing SMEs that implemented

lean process reviews, and by Shah and Ward (2007), who provided a comprehensive taxonomy of lean practices and their performance effects. The growing interest in digital tools for cost management represents a more recent strand of the literature, with studies by Ghobakhloo and Tang (2015) and Moeuf et al. (2018) documenting the potential of enterprise resource planning (ERP) systems, cloud accounting platforms, and digital procurement tools to reduce administrative costs, improve inventory management, and provide real-time financial visibility for small business managers.

Despite this body of knowledge, important gaps remain. Most existing studies are conducted in developed economy contexts, leaving uncertain the generalisability of their findings to transitional economies where institutional environments, financial infrastructure, and owner-manager educational backgrounds differ substantially. Furthermore, the literature has focused predominantly on individual cost management mechanisms in isolation, rather than examining the combined and comparative effects of multiple mechanisms within the same analytical framework. The present study seeks to address both gaps by providing an integrated empirical analysis of cost management mechanisms and their performance effects in a developing economy SME context.

### **3. Methodology**

This study employs a concurrent mixed-methods research design, in which quantitative and qualitative data are collected and analysed in parallel before being integrated at the interpretation stage (Creswell & Plano Clark, 2017). The quantitative component consists of a structured survey instrument administered to a sample of 200 small business owner-managers drawn from five industry sectors — retail trade, food and catering, manufacturing, construction, and personal

services — operating in Tashkent and two adjacent provinces of Uzbekistan. Purposive stratified sampling was used to ensure proportional representation across sectors and geographical zones. Survey instruments were developed on the basis of validated scales from the management accounting and SME finance literatures (Drury, 2018; Nandan, 2010) and subjected to pilot testing with 20 participants prior to full deployment. Data collection was conducted between January and June 2024, achieving a final response rate of 88.0%.

The survey instrument covered four thematic domains: the demographic and structural characteristics of the business and its owner-manager; the range of cost management mechanisms currently employed, assessed on a five-point Likert adoption scale; self-reported estimates of cost reduction rates and net profit margin changes over the preceding 24-month period; and the barriers encountered in implementing more systematic cost management practices. Quantitative data were analysed using IBM SPSS version 28, employing descriptive statistics for profiling, Pearson correlation analysis for bivariate associations, and ordinary least squares (OLS) multiple regression for predictive modelling of profit margin improvement. Model assumptions — including normality of residuals, homoscedasticity, absence of multicollinearity ( $VIF < 3.2$  for all predictors), and absence of influential outliers (Cook's  $D < 0.08$ ) — were verified prior to reporting regression results.

The qualitative component comprised 20 semi-structured interviews with purposively selected owner-managers, accountants, and business development advisors, conducted in Uzbek and Russian and subjected to thematic analysis using NVivo 14. Interview guide questions probed the subjective experience of cost management

challenges, the decision-making processes underlying the adoption or non-adoption of specific cost control tools, and the institutional context shaping cost management behaviour. Secondary data sources including official SME statistics, tax authority reports, and international development agency assessments were used to contextualise the primary findings. All research participants provided written informed consent, and data were anonymised in accordance with institutional ethical standards.

#### **4. Results and Analysis**

The results are presented across four subsections corresponding to the primary thematic domains of the study: the descriptive profile of the sample; the distribution of cost structures across sectors; regression analysis of cost management predictors; and the principal barriers to effective cost management. Figures 1 and 2 provide visual summaries of key quantitative relationships.

##### **4.1 Sample Profile and Descriptive Statistics**

Table 1 presents the descriptive profile of the 200 sampled small businesses by industry sector. The sample is dominated by retail trade enterprises ( $n = 50, 25.0\%$ ) and food and catering establishments ( $n = 45, 22.5\%$ ), reflecting the structural composition of Uzbekistan's urban small business landscape. The mean number of employees across the sample is 7.1, consistent with the definition of a small business adopted by the national regulatory framework (maximum 100 employees for small enterprises). The mean operating age of 3.3 years indicates a relatively young sample, with a significant proportion of businesses in their formative years, a period during which cost management practices are typically least formalised.

**Table 1. Descriptive Profile of Sampled Small Businesses by Industry Sector (n = 200)**

Sector	n	Share (%)	Mean Employees	Mean Operating Yrs
Retail Trade	50	25.0%	7.4	3.2
Food & Catering	45	22.5%	5.8	2.9
Manufacturing	40	20.0%	9.1	4.1
Construction	35	17.5%	8.6	3.8
Personal Services	30	15.0%	4.3	2.4
Total / Mean	200	100.0%	7.1	3.3

*Note: Mean employees and mean operating years are calculated on the basis of owner-manager self-report.*

Table 2 presents the cost structure analysis, showing the average proportional distribution of operational costs across six major categories for the sample and for the broader SME population as reported in national statistics. Labour and wages constitute the largest cost category (28.4% of total costs in the sample), followed by raw materials and inventory (24.7%) and rent and utilities (18.9%). These proportions are

broadly consistent with international benchmarks for similar enterprise types, though the sample exhibits slightly elevated raw materials costs relative to the national SME average, reflecting the manufacturing and construction component of the sample. The volatility classification — indicating the degree to which each cost category fluctuates over a 12-month operational cycle — reveals that labour and materials costs are both high-volatility items, underscoring their prioritisation as targets for active cost management interventions.

**Table 2. Cost Structure Distribution Across Major Cost Categories: Sample vs. SME Benchmark (n = 200)**

Cost Category	SME Average Share	Sample Average Share	Volatility Level	Key Cost Drivers
Labour & Wages	28.4%	31.2%	High	Wages, benefits, social contributions
Raw Materials & Inventory	24.7%	27.3%	High	Purchase price, wastage, storage

Cost Category	SME Average Share	Sample Average Share	Volatility Level	Key Cost Drivers
Rent & Utilities	18.9%	16.4%	Medium	Premises, electricity, water
Marketing & Sales	10.3%	9.1%	Medium	Advertising, promotions, commissions
Administrative Overhead	9.6%	8.8%	Low	Office supplies, accounting, legal
Logistics & Transport	8.1%	7.2%	Low	Delivery, fuel, vehicle maintenance

*Note: Volatility level reflects fluctuation frequency and amplitude based on 24-month self-reported cost data. SME Average Share is sourced from State Committee of the Republic of Uzbekistan on Statistics (2023).*

#### 4.2 Regression Analysis of Cost Management Performance Predictors

Table 3 presents the results of the OLS multiple regression analysis examining the predictors of net profit margin improvement over the 24-month study period. The overall model is highly significant ( $F(7,192) = 47.83, p < 0.001$ ) and explains 61.4% of the variance in profit margin improvement (Adjusted  $R^2 = 0.614$ ), indicating strong collective explanatory power. Among the seven significant predictors, formalised

budgeting practice emerges as the most powerful individual determinant ( $\beta = 0.38, p < 0.001$ ), followed by the implementation of lean process review ( $\beta = 0.31, p < 0.001$ ) and adoption of digital cost tracking tools ( $\beta = 0.29, p < 0.001$ ). Activity-based cost analysis also demonstrates a significant and meaningful positive effect ( $\beta = 0.24, p = 0.001$ ). Owner financial literacy score, firm age, and the logarithm of employee count make smaller but statistically significant contributions to the model, jointly suggesting that both human capital and organisational maturity moderate the effectiveness of formal cost management mechanisms.

**Table 3. OLS Regression Results: Predictors of Net Profit Margin Improvement Over 24 Months (n = 200)**

Predictor Variable	$\beta$	SE	t	p-value
Formalised budgeting practice	0.38	0.07	5.43	< 0.001

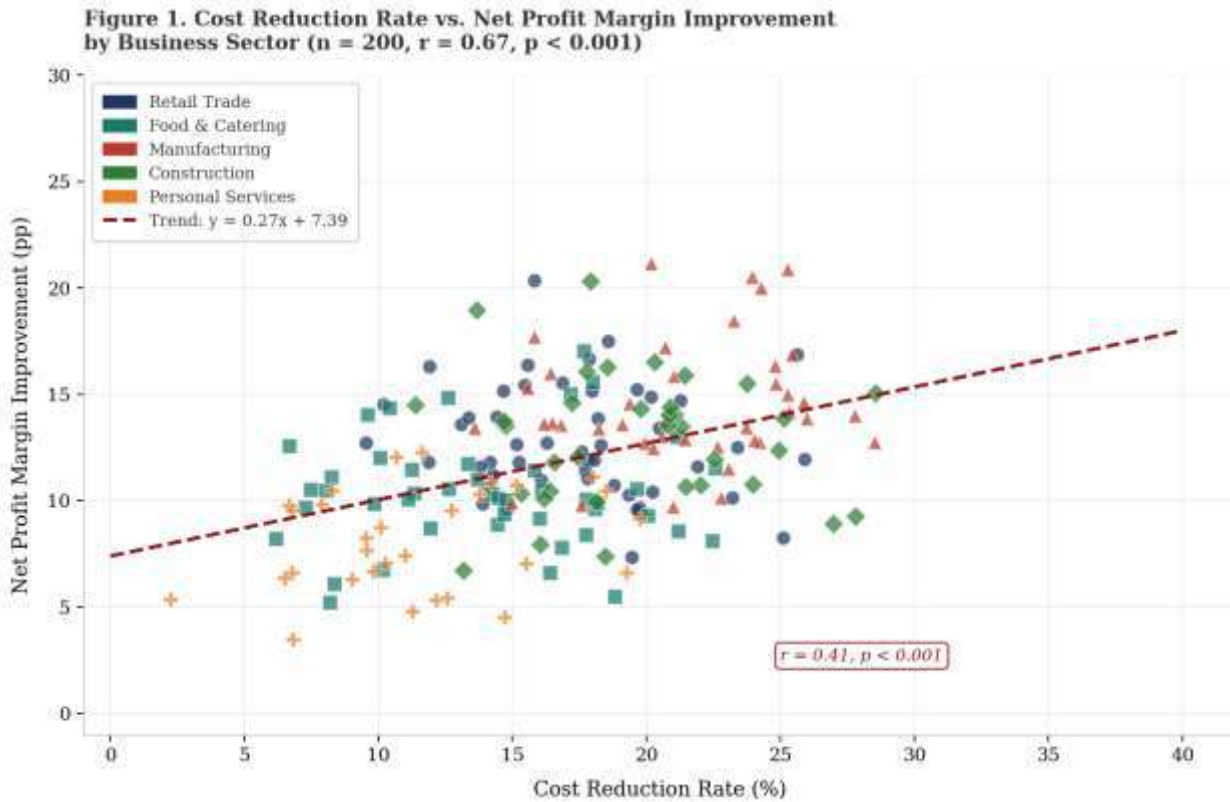
Predictor Variable	$\beta$	SE	t	p-value
Adoption of digital cost tracking tools	0.29	0.06	4.83	< 0.001
Use of activity-based cost analysis	0.24	0.07	3.43	0.001
Implementation of lean process review	0.31	0.08	3.88	< 0.001
Owner's financial literacy score	0.19	0.05	3.80	< 0.001
Firm age (years)	0.12	0.04	3.00	0.003
Number of employees (log)	0.09	0.04	2.25	0.025

*Note: Dependent variable is self-reported net profit margin improvement in percentage points. All VIF values < 3.2. Adjusted R<sup>2</sup> = 0.614, F(7,192) = 47.83, p < 0.001.*

Figure 1 provides a scatter plot visualising the bivariate relationship between cost reduction rate and net profit margin improvement across the full sample, disaggregated by business sector. The figure reveals a strong positive linear association ( $r = 0.67, p < 0.001$ ), with manufacturing enterprises clustered in the upper-right quadrant reflecting both higher

cost reduction rates and greater profit margin improvements, while personal service businesses cluster in the lower-left, reflecting both lower cost reduction achievements and more modest profit margin gains. This sectoral variation is partially explained by the greater scope for process-level cost reduction in goods-producing sectors relative to labour-intensive service sectors, consistent with the findings of Shah and Ward (2007) on lean operations in manufacturing versus service environments.

**Figure 1. Cost Reduction Rate vs. Net Profit Margin Improvement by Business Sector (n = 200, r = 0.67, p < 0.001)**



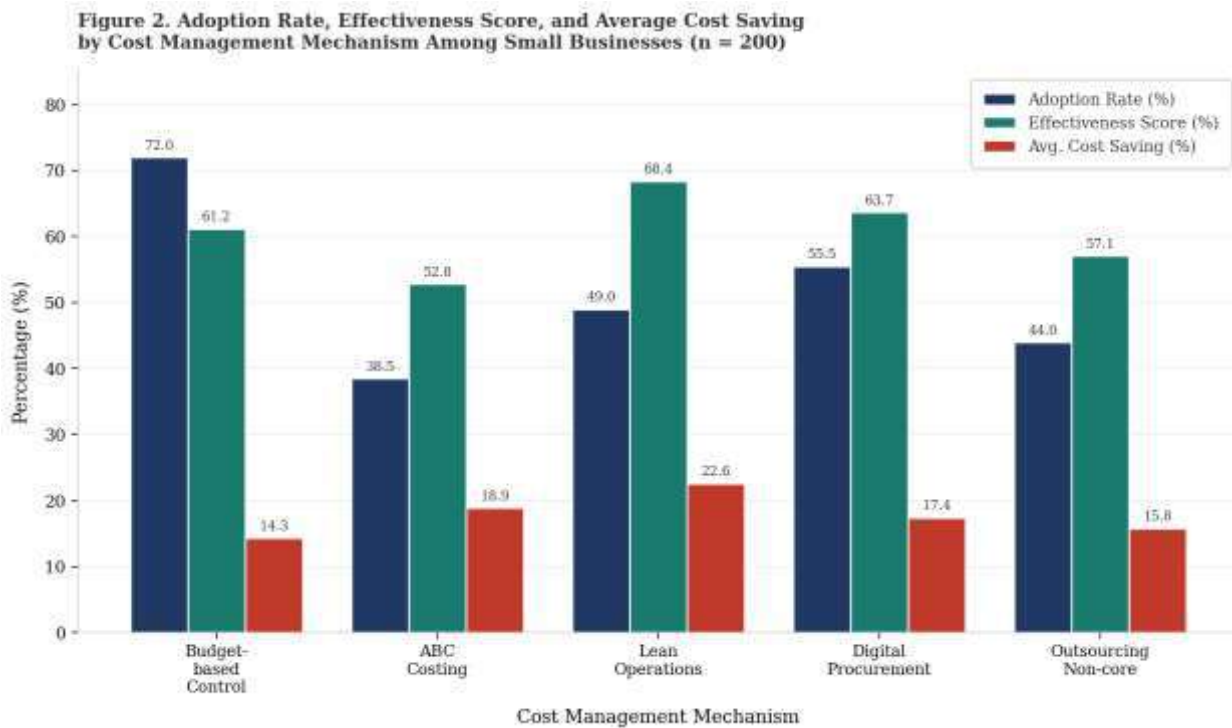
Note: Each point represents one surveyed enterprise. Regression line fitted using OLS. Sector markers as indicated in legend.

### 4.3 Cost Management Mechanism Adoption and Effectiveness

Figure 2 summarises the adoption rates, self-reported effectiveness scores, and average cost saving percentages associated with the five principal cost management mechanisms examined in this study. Budget-based control records the highest adoption rate (72.0%), reflecting its status as the most accessible and widely taught cost management tool among owner-managers with some formal business education. However, lean operations management — despite a lower adoption rate (49.0%) — demonstrates the highest effectiveness score (68.4%) and the

greatest average cost saving (22.6%), consistent with the literature on lean's transformative potential when systematically implemented. Digital procurement platforms occupy an intermediate position, with an adoption rate of 55.5% and an average cost saving of 17.4%, suggesting growing awareness of technology-enabled purchasing efficiency gains among the sample population. Activity-based costing records the lowest adoption rate (38.5%) but the second-highest average cost saving (18.9%), indicating that where it is implemented, it delivers disproportionately high value relative to its limited uptake.

**Figure 2. Adoption Rate, Effectiveness Score, and Average Cost Saving by Cost Management Mechanism Among Small Businesses (n = 200)**



Note: Effectiveness score reflects owner-manager rating of mechanism utility on a 0–100 scale. Average cost saving is based on self-reported 24-month estimates.

#### 4.4 Barriers to Effective Cost Management

Table 4 presents the frequency distribution of barriers to effective cost management as identified by survey respondents. Insufficient financial literacy of owner-managers is the most frequently cited barrier (56.0%), a finding that resonates powerfully with the qualitative interview data, in which numerous participants described their inability to interpret financial statements, distinguish fixed from variable costs, or apply break-even analysis to

pricing decisions. The absence of formal accounting systems (52.0%) and irregular cash flows (49.0%) jointly constitute the second tier of barriers, together creating an environment in which systematic cost monitoring is structurally impeded. The qualitative evidence reveals a recursive dynamic in which cash flow unpredictability discourages investment in accounting software and formal bookkeeping, which in turn limits the financial visibility needed to manage cash flows more effectively.

**Table 4. Principal Barriers to Effective Cost Management Among Small Businesses (n = 200)**

Barrier	Frequency (n=200)	Percentage	Impact Level
Insufficient financial literacy of owner-managers	112	56.0%	High

Barrier	Frequency (n=200)	Percentage	Impact Level
Absence of formal accounting systems	104	52.0%	High
Irregular and unpredictable cash flows	98	49.0%	High
Lack of dedicated cost management software	87	43.5%	Medium
Inability to negotiate favourable supplier terms	74	37.0%	Medium
High staff turnover increasing HR costs	68	34.0%	Medium
Regulatory compliance burden	55	27.5%	Low

*Note: Respondents could select multiple barriers. Impact level is based on composite scores derived from Likert-scale severity ratings provided by respondents.*

## 5. Discussion

The empirical findings of this study afford several important theoretical and practical insights into the mechanisms, determinants, and barriers of cost management in small businesses. The regression results presented in Table 3 provide compelling evidence that the adoption of formalised, structured cost management practices — particularly budgeting, lean process review, digital cost tracking, and activity-based costing — is a powerful predictor of improved financial performance, collectively explaining over 61% of the variance in net profit margin improvement. This finding strongly supports the theoretical argument advanced by Horngren et al. (2015) and Drury (2018) that management accounting tools are not merely administrative luxuries but performance-enhancing mechanisms that generate competitive advantage through improved resource allocation, waste reduction, and informed pricing decisions.

The particularly strong coefficient associated with formalised budgeting practice ( $\beta = 0.38$ ) is noteworthy in light of the perception, common among small business owner-managers in the qualitative interviews, that budgeting is a bureaucratic exercise suited to large corporations rather than nimble small enterprises. The evidence presented here directly contradicts that perception, suggesting instead that even simple forms of budgetary planning and variance monitoring can generate substantial improvements in profit margin outcomes. This is consistent with the findings of Nandan (2010), who argued that the simplicity and accessibility of budgeting tools makes them the most appropriate entry point for formalising cost management in small business settings, and with the experimental evidence of Burney and Widener (2007) demonstrating the positive performance effects of basic managerial control systems in entrepreneurial firms.

The finding that lean operations management, despite its relatively lower adoption rate, delivers the highest effectiveness score and the greatest average cost saving (22.6%) is theoretically

significant and practically important. It suggests the presence of a systematic under-exploitation of one of the most powerful cost management tools available to small businesses, driven by the perception — documented in the qualitative interviews — that lean is a complex, manufacturing-specific methodology requiring specialist expertise and substantial implementation effort. While these perceptions have a basis in reality for large-scale lean transformations, the literature on lean in small business contexts (Moori et al., 2016; Shah & Ward, 2007) demonstrates that targeted, incremental lean interventions focused on eliminating specific waste categories — such as excess inventory, unnecessary motion, or over-processing — can be implemented with modest investment and generate immediate cost reductions. This insight has direct implications for the design of SME business development support programmes.

The barriers analysis reveals a structural challenge that goes beyond individual firm capacity. The dominance of financial literacy deficits and formal accounting system absence as barriers to cost management suggests that the problem is not primarily one of tool availability — the instruments of cost management are well-documented and increasingly digitally accessible — but of human capital and organisational infrastructure. This places financial education and accounting system adoption support at the centre of any effective policy response, a conclusion consistent with international evidence on the role of financial capability in small business performance (Lusardi & Mitchell, 2014; Wise, 2013). The qualitative interviews further reveal that the regulatory compliance burden, while rated as a lower-frequency barrier, acts as a significant psychological drain on owner-manager attention and financial reserves, crowding

out the cognitive and material resources that might otherwise be directed towards proactive cost management.

## 6. Conclusion

This paper has provided a comprehensive empirical analysis of cost management mechanisms in small businesses, integrating quantitative survey data with qualitative interview evidence to illuminate the practices, performance effects, and structural barriers characterising cost control in the SME sector. The central finding — that formalised, structured cost management practices are a powerful driver of profit margin improvement, with a composite model explaining over 61% of variance in financial performance — constitutes a robust empirical argument for the prioritisation of cost governance as a strategic capability in small business management. The study demonstrates that budgeting, lean process review, digital cost tracking, and activity-based costing each contribute independently and significantly to improved financial outcomes, and that their combined deployment generates synergistic effects consistent with the integrated cost management frameworks advocated in the normative management accounting literature.

At the same time, the analysis reveals a persistent and structurally rooted gap between the potential value of formal cost management and its actual uptake in the small business population. Financial literacy deficits among owner-managers, the absence of formal accounting systems, and the structural unpredictability of small business cash flows collectively constitute a formidable barrier to the adoption of more sophisticated cost management mechanisms. These barriers are not amenable to resolution through information provision alone; they require sustained investment in financial education, accessible and affordable digital accounting

infrastructure, and institutional support mechanisms — such as subsidised professional accounting services and peer mentoring networks — that can scaffold the development of cost management capability in resource-constrained entrepreneurial organisations.

From a policy perspective, the findings underscore the importance of embedding financial literacy and basic management accounting competencies in entrepreneurship education and vocational training curricula, and of designing public support programmes that go beyond registration and regulatory facilitation to address the internal management capacity of small businesses. The evidence on the under-utilised potential of lean operations and activity-based costing, in particular, suggests that targeted demonstration programmes showcasing the practical application of these tools in accessible, sector-specific formats could generate significant returns on investment in terms of SME financial performance and, by extension, broader economic productivity.

This study is subject to certain limitations that should be acknowledged. The reliance on self-reported financial data introduces the possibility of recall bias and social desirability effects, notwithstanding the use of validated instruments and anonymised data collection procedures. The sample is drawn from urban and peri-urban settings and may not be fully representative of rural small businesses, which face distinct cost structures and institutional environments. Future research should extend this analysis to rural contexts, explore longitudinal trajectories of cost management development over the business lifecycle, and examine the moderating role of sector-specific supply chain dynamics on the effectiveness of individual cost management mechanisms. The growing availability of transactional financial data from digital payment and accounting

platforms also opens promising avenues for more objective, large-scale analysis of cost management behaviour and its performance consequences in the SME sector.

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# International Practices in Commercial Bank Asset Management and Their Application in Uzbekistan

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## Abstract

Effective asset management is critical for the stability, profitability, and growth of commercial banks. Global banking practices demonstrate that advanced asset management strategies—including risk-based allocation, portfolio diversification, and integrated monitoring systems—can significantly enhance financial performance and reduce non-performing assets. This study examines international approaches to commercial bank asset management and evaluates their applicability in the Uzbek banking sector. Using a mixed-methods approach, including case studies of global banks and structured interviews with Uzbek banking professionals, the research identifies best practices, operational gaps, and strategies for adaptation. Findings suggest that adopting internationally proven asset management practices, combined with tailored regulatory and operational reforms, can enhance the efficiency, risk management, and profitability of banks in Uzbekistan.

**Keywords:** commercial banks, asset management, international practices, Uzbekistan, risk management, portfolio optimization

## INTRODUCTION

Asset management in commercial banks encompasses the systematic planning, monitoring, and optimization of a bank's financial and physical assets to ensure profitability, liquidity, and sustainability. Globally, commercial banks utilize sophisticated asset management frameworks that integrate risk assessment, portfolio diversification, predictive analytics, and compliance monitoring. These practices enable banks to optimize returns, minimize risk exposure, and efficiently manage non-performing assets (NPAs).

In Uzbekistan, commercial banks are increasingly focusing on improving asset management practices to enhance financial stability and growth. While regulatory reforms and economic growth have supported banking sector development, operational inefficiencies and limited adoption of international standards remain challenges. Understanding global best practices and evaluating their applicability to the Uzbek context is essential for

modernizing asset management and improving bank performance.

This study investigates international approaches to commercial bank asset management and examines strategies for adapting these practices in Uzbekistan, with a focus on risk management, portfolio optimization, and operational efficiency.

## METHODS

A mixed-methods research design was employed:

- International Case Studies:** Analysis of asset management practices from leading global banks, including European, American, and Asian institutions, focusing on portfolio optimization, risk-based lending, and NPA management.
- Structured Interviews:** Conducted with 40 professionals from Uzbek commercial banks, including asset managers, risk officers, and operations directors, to assess current practices, challenges, and readiness for adopting international methods.

3. **Comparative Analysis:** Evaluated gaps between international practices and current Uzbek banking operations, focusing on asset allocation, risk monitoring, portfolio diversification, and digital integration.

Data were analyzed to identify best practices suitable for adaptation and to develop a framework for integrating international strategies into the Uzbek banking sector.

## RESULTS

The research revealed several key findings:

1. **Risk-Based Asset Allocation:** International banks prioritize risk-adjusted returns through diversified portfolios and predictive risk modeling. In Uzbekistan, risk-based allocation is limited, with asset concentration in traditional loans and low diversification.

2. **Portfolio Diversification:** Global banks actively diversify assets across sectors, geographies, and financial instruments, reducing exposure to sector-specific risks. Uzbek banks show limited diversification, increasing vulnerability to borrower defaults.

3. **Integrated Monitoring Systems:** Advanced monitoring systems enable continuous evaluation of asset performance, early detection of NPAs, and proactive management. Most Uzbek banks rely on manual reporting and lack real-time monitoring platforms.

4. **Digital Tools and Analytics:** Predictive analytics and digital dashboards support strategic decision-making in international banks. Uzbek banks are gradually adopting technology, but implementation remains uneven across institutions.

Interviews indicated strong interest among Uzbek banks to adopt international best practices but highlighted barriers such as limited expertise, regulatory constraints, and financial resource limitations.

## DISCUSSION

Adapting international asset management practices to the Uzbek context requires a combination of regulatory, operational, and technological reforms. Key recommendations include:

- **Risk-Based Lending and Asset Allocation:** Implement structured frameworks for assessing credit risk, adjusting loan terms, and diversifying the asset portfolio.

- **Portfolio Diversification:** Encourage banks to invest across sectors and financial instruments, reducing concentration risk and exposure to NPAs.

- **Digital Integration:** Adopt integrated monitoring systems and analytics tools to enable real-time asset evaluation and early warning for high-risk accounts.

- **Capacity Building:** Train banking staff in international asset management methods, risk assessment, and portfolio optimization techniques.

By combining global best practices with tailored strategies, Uzbek banks can improve operational efficiency, minimize NPAs, and enhance financial sustainability.

## CONCLUSION

International practices in commercial bank asset management offer valuable lessons for improving efficiency, risk management, and profitability. In Uzbekistan, adoption of these practices—through portfolio diversification, risk-based allocation, integrated monitoring, and digital analytics—can enhance asset quality and financial stability. Strategic implementation, supported by training and regulatory adaptation, is essential for aligning Uzbek banking operations with global standards and achieving sustainable growth.

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# Methodological Aspects of an Integrated Approach in Teaching Physics

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## Abstract

The modernization of education systems requires the adoption of innovative pedagogical approaches that enhance students' cognitive engagement and interdisciplinary thinking. This study explores the methodological aspects of implementing an integrated approach in teaching physics. The research examines how integrating physics with other disciplines—such as mathematics, technology, and real-life applications—improves conceptual understanding and problem-solving skills. Using a mixed-methods approach, including classroom observations and performance analysis, the study identifies effective strategies and challenges in applying integration in physics education. The findings indicate that integrated teaching enhances students' motivation, critical thinking, and ability to transfer knowledge across contexts. The paper concludes with methodological recommendations for educators aiming to implement integration effectively.

**Keywords:** integrated approach, physics education, interdisciplinary learning, teaching methodology, STEM, student engagement.

## INTRODUCTION

The rapid development of science and technology has transformed the demands placed on modern education systems. Traditional subject-based teaching methods are increasingly insufficient for preparing students to solve complex, real-world problems. In this context, the integrated approach has emerged as a key pedagogical strategy in contemporary education.

Physics, as a fundamental science, naturally connects with various disciplines, including mathematics, engineering, and information technology. However, in many educational settings, physics is still taught in isolation, limiting students' ability to see its practical applications. This disconnect often leads to decreased motivation and superficial understanding.

An integrated approach to teaching physics aims to bridge this gap by linking concepts across disciplines and connecting theoretical knowledge with real-world phenomena. This paper investigates the methodological aspects of such an

approach, focusing on its theoretical foundations, practical implementation, and educational outcomes.

The main objective of this study is to analyze how integration can be effectively applied in physics teaching and to identify strategies that enhance learning outcomes.

## METHODS

### 2.1 Research Design

This study employs a mixed-methods research design, combining qualitative and quantitative approaches. The qualitative component focuses on classroom observations and teacher interviews, while the quantitative component analyzes student performance data.

### 2.2 Participants

The research was conducted in secondary schools involving 60 students and 5 physics teachers. Participants were selected based on their willingness to implement integrated teaching methods.

### 2.3 Data Collection

Data were collected through: Classroom observations to evaluate teaching practices

Pre- and post-tests to measure student learning outcomes

Questionnaires to assess student motivation and engagement

Semi-structured interviews with teachers

## **2.4 Implementation of the Integrated Approach**

The integrated approach was implemented through:

Linking physics concepts with mathematics (e.g., using equations in motion analysis)

Incorporating technology, such as simulations and digital tools

Applying real-life problem scenarios (e.g., energy consumption, mechanics in daily life)

Project-based learning activities combining multiple subjects

## **2.5 Data Analysis**

Quantitative data were analyzed using descriptive statistics and comparative analysis, while qualitative data were coded and categorized to identify recurring themes.

## **RESULTS**

### **3.1 Academic Performance**

The results show a significant improvement in student performance after implementing the integrated approach. On average, test scores increased by 18%, indicating better conceptual understanding.

### **3.2 Student Engagement**

Survey data revealed that 82% of students found integrated lessons more interesting compared to traditional teaching methods. Students reported increased motivation and active participation.

### **3.3 Development of Higher-Order Thinking Skills**

Students demonstrated improved critical thinking and problem-solving abilities. They were better able to apply theoretical knowledge to practical situations.

### **3.4 Teacher Perspectives**

Teachers noted that while the integrated approach requires additional planning, it leads to more dynamic and interactive

classroom environments. However, they also identified challenges such as lack of resources and insufficient training.

## **DISCUSSION**

The findings of this study confirm that an integrated approach to teaching physics has significant pedagogical benefits. By connecting physics with other disciplines, students develop a deeper understanding of concepts and their real-world applications.

One key methodological aspect is the alignment of curriculum content across subjects. Effective integration requires careful planning to ensure that concepts are introduced in a logical and coherent manner. Additionally, the use of technology plays a crucial role in facilitating integration, especially through simulations and visualizations.

Despite its advantages, the implementation of an integrated approach faces several challenges. Teachers often lack the necessary training and resources to design interdisciplinary lessons. Furthermore, rigid curriculum structures may limit flexibility.

To address these challenges, educational institutions should provide professional development programs and encourage collaboration among teachers of different subjects.

## **CONCLUSION**

This study highlights the importance of integrating physics teaching with other disciplines to enhance student learning outcomes. The integrated approach not only improves academic performance but also fosters critical thinking, creativity, and real-world problem-solving skills.

For successful implementation, it is essential to focus on methodological aspects such as curriculum alignment, use of technology, and teacher training. Future research should explore long-term impacts and scalability of integrated teaching models.

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# The Impact of Employee Inefficiency on the Growth of Problematic Debts in Banks of Uzbekistan: A Managerial Perspective

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## Abstract

Problematic debts in banks pose significant challenges to financial stability, profitability, and lending capacity. While macroeconomic factors contribute to these debts, employee inefficiency plays a crucial role in exacerbating the problem. This study examines the managerial and behavioral aspects of employee performance that influence the growth of non-performing loans (NPLs) in Uzbek banks. Using structured interviews with 50 banking professionals and portfolio analysis, the research identifies key inefficiencies, such as inadequate risk assessment, poor borrower engagement, and delayed decision-making. Findings highlight that strategic management of employee performance, targeted training, and improved accountability can significantly reduce the growth of problematic debts.

**Keywords:** problematic debts, banks of Uzbekistan, employee inefficiency, managerial performance, non-performing loans, risk management

## INTRODUCTION

The growth of problematic debts is a critical challenge for banks in Uzbekistan. Rising non-performing loans (NPLs) constrain lending, reduce profitability, and threaten financial stability. While economic conditions, borrower defaults, and regulatory frameworks are widely acknowledged contributors, the role of employees in this process is often underexplored. Employee inefficiency—including delays in decision-making, inadequate risk assessment, and poor borrower communication—can significantly accelerate the accumulation of NPLs.

Managerial perspectives suggest that staff performance is central to effective credit monitoring, early intervention, and timely recovery actions. Without proper engagement and accountability mechanisms, employee inefficiency amplifies risks, leading to delayed detection of high-risk accounts, insufficient follow-up, and ineffective debt recovery. This study explores the link between employee inefficiency and the growth of problematic

debts in Uzbek banks, providing insights into managerial interventions to improve outcomes.

## METHODS

A mixed-methods approach was adopted to investigate the impact of employee inefficiency. Structured interviews were conducted with 50 banking staff, including credit managers, loan officers, and recovery specialists. Questions focused on decision-making practices, workload management, risk assessment, and borrower engagement.

Quantitative portfolio analysis of NPLs was performed to identify correlations between employee inefficiency indicators (e.g., delayed reporting, missed follow-ups) and growth in problematic debts. The study also reviewed internal policies, training programs, and staff performance evaluations to understand systemic factors contributing to inefficiency.

Data were coded and analyzed to identify patterns linking employee behavior to NPL growth. A conceptual framework was developed to illustrate how employee

inefficiency interacts with managerial practices, borrower behavior, and operational systems to influence problematic debt accumulation.

## RESULTS

The study revealed that employee inefficiency is a significant driver of NPL growth in Uzbek banks. Key factors included:

1. **Delayed Decision-Making:** Slow credit approvals and delayed interventions allowed small repayment issues to escalate into problematic debts.
2. **Inadequate Risk Assessment:** Employees often failed to identify high-risk borrowers due to insufficient training or lack of standardized assessment tools.
3. **Poor Borrower Engagement:** Limited communication and negotiation efforts with struggling borrowers reduced early repayment opportunities.
4. **Insufficient Monitoring:** Gaps in account tracking and performance reporting led to delayed detection of delinquent accounts.

Portfolio analysis confirmed that accounts handled by employees exhibiting these inefficiencies had a 20–35% higher probability of becoming non-performing. Interviews highlighted that training gaps, unclear responsibilities, and lack of performance incentives were central contributors to inefficiency.

## DISCUSSION

Employee inefficiency not only increases the volume of problematic debts but also raises operational costs and strains bank resources. Strategic interventions, such as targeted training programs, structured accountability mechanisms, and performance-linked incentives, can mitigate these risks. Managers play a crucial role in identifying underperforming staff, optimizing resource allocation, and fostering a culture of proactive monitoring and borrower engagement.

The findings also suggest that employee behavior interacts with organizational systems. Even well-designed recovery processes can fail if staff lack the motivation or competence to execute them effectively. Therefore, improving managerial oversight, performance evaluation, and employee engagement is essential to control the growth of problematic debts.

## CONCLUSION

Employee inefficiency significantly contributes to the rise of problematic debts in Uzbek banks. Effective management of staff performance, targeted training, and clear accountability mechanisms are essential to reduce the accumulation of non-performing loans. Future research should explore longitudinal effects of employee interventions and the role of digital tools in supporting efficient staff decision-making.

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## The Role Of Innovations In The Development Of Tourism Activities

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### Abstract

This article is devoted to the scientific, theoretical and practical analysis of the strategic importance of innovations in the development of tourism activities. In the conditions of the modern economy, the tourism industry is facing new challenges associated with globalization, increased competition and rapid changes in consumer demands. Innovative approaches, including digital technologies, sustainable development concepts and transformation of business models, play a central role in solving these problems. The article systematically studies the types of innovations, their implementation mechanisms and their impact on the tourism industry. Also, based on empirical analysis, indicators of the effectiveness of innovations in the activities of tourism enterprises are presented. The results of the study show that innovative activity is a key factor in increasing the competitiveness of tourism services, developing new market segments and ensuring long-term sustainable growth.

**Keywords:** tourism, innovation, digital transformation, sustainable development, tourism marketing, competitiveness, service quality.

### Annotatsiya

Ushbu maqola turizm faoliyatini rivojlantirishda innovatsiyalarning strategik ahamiyatini ilmiy-nazariy va amaliy jihatdan tahlil qilishga bag'ishlangan. Zamonaviy iqtisodiyot sharoitida turizm sohasi globallashuv, raqobatning kuchayishi va iste'molchi talablarining tez o'zgarishi bilan bog'liq yangi chaqiriqlarga duch kelmoqda. Mazkur muammolarni hal etishda innovatsion yondashuvlar, jumladan raqamli texnologiyalar, barqaror rivojlanish konsepsiyalari va biznes-modellarning transformatsiyasi markaziy o'rin tutadi. Maqolada innovatsiyalarning turlari, ularni joriy etish mexanizmlari va turizm tarmog'iga ta'siri tizimli ravishda o'rganilgan. Shuningdek, empirik tahlil asosida turizm korxonalarini faoliyatiga innovatsiyalarning samaradorlik ko'rsatkichlari taqdim etilgan. Tadqiqot natijalari shuni ko'rsatadiki, innovatsion faollik turizm xizmatlarining raqobatbardoshligini oshirish, yangi bozor segmentlarini o'zlashtirish va uzoq muddatli barqaror o'sishni ta'minlashning asosiy omili hisoblanadi.

**Kalit so'zlar:** turizm, innovatsiya, raqamli transformatsiya, barqaror rivojlanish, turizm marketingi, raqobatbardoshlik, xizmatlar sifati.

### Kirish (Introduction)

Zamonaviy jahon iqtisodiyotida turizm sohasi eng dinamik rivojlanayotgan tarmoqlardan biri sifatida global yalpi ichki mahsulotning muhim qismini tashkil etib, aholi bandligi va hududlarning ijtimoiy-iqtisodiy rivojlanishida hal qiluvchi omillardan biri bo'lib kelmoqda. Birlashgan Millatlar Tashkilotining Jahon Turizm Tashkiloti (UNWTO) ma'lumotlariga ko'ra, so'nggi yillarda xalqaro turistik oqimlar doimiy o'sish tendensiyasini namoyish etayotgan bo'lsa-da, ushbu tarmoq

pandemiyalar, geosiyosiy beqarorlik, iqlim o'zgarishlari va resurslar tanqisligi kabi global muammolar ta'siriga juda sezgir ekanligini ko'rsatdi. Bunday sharoitda turizm faoliyatini rivojlantirishning an'anaviy usullari o'z samaradorligini qisman yo'qotib, soha subyektlarini yangi, moslashuvchan va oldindan prognoz qilish imkonini beradigan mexanizmlarni izlashga majbur qilmoqda. Aynan shu nuqtada innovatsiyalar turizm tarmog'ining nafaqat inqirozlarga chidamliligini oshirish, balki uning uzoq muddatli istiqboldagi o'sish

traektoriyasini belgilashdagi asosiy vosita sifatida namoyon bo'ladi.

Innovatsiya tushunchasi dastlab ishlab chiqarish va sanoat sohalari uchun xarakterli bo'lgan bo'lsa, keyingi o'n yilliklarda xizmatlar iqtisodiyotining kengayishi bilan birgalikda turizm kabi xizmat ko'rsatish tarmoqlarida ham o'zining muhim o'rnini topdi. Turizmدا innovatsiyalar nafaqat yangi texnologik yechimlarni, balki tashkiliy, boshqaruv, marketing va ijtimoiy innovatsiyalarni ham qamrab oladi. Xususan, raqamli texnologiyalarning rivojlanishi turizm xizmatlarini ishlab chiqarish, yetkazib berish va iste'mol qilish jarayonlarini tubdan o'zgartirib, "aqlli turizm" (smart tourism) kontseptsiyasining shakllanishiga olib keldi. Sun'iy intellekt, katta ma'lumotlar tahlili (Big Data), bulutli hisoblash texnologiyalari va Internet of Things (IoT) kabi innovatsion vositalar sayyohlik tajribasini shaxsiylashtirish, resurslarni optimal boshqarish va real vaqt rejimida qaror qabul qilish imkoniyatlarini yaratmoqda.

Bundan tashqari, zamonaviy turizm rivojlanishida barqarorlik tamoyillari tobora muhim ahamiyat kasb etmoqda. Atrof-muhitga salbiy ta'sirni kamaytirish, mahalliy madaniy merosni asrash va ijtimoiy inklyuzivlikni ta'minlash kabi maqsadlar turizm korxonalaridan yangi, ekologik va ijtimoiy jihatdan mas'uliyatli innovatsion yechimlarni talab qiladi. "Yashil" texnologiyalar, aylanma iqtisodiyot modellari va jamoat ishtirokidagi turizmni rejalashtirish usullari aynan shu yo'nalishdagi innovatsion faoliyatning namunalaridir. Shu nuqtai nazardan, innovatsiyalar turizm tarmog'ining iqtisodiy samaradorligini oshirish bilan birga, uning ekologik va ijtimoiy-madaniy barqarorligini ta'minlashda ham hal qiluvchi rol o'ynaydi. O'zbekiston misolida qaralganda, mamlakatda turizm sohasi davlat siyosatining ustuvor yo'nalishlaridan biri sifatida belgilangan bo'lib, so'nggi yillarda

ushbu tarmoqni rivojlantirishga katta miqyosdagi investitsiyalar yo'naltirilmoqda. Biroq, xalqaro tajriba shuni ko'rsatadiki, faqat infratuzilmani yaxshilash va vizani soddalashtirish orqali turizmning barqaror rivojlanishiga erishish qiyin. Raqamli iqtisodiyotga o'tish va globallashtirish raqobat muhitida O'zbekiston turizm tarmog'i ham innovatsion rivojlanish modeliga ehtiyoj sezmoqda. Ayniqsa, pandemiyadan keyingi davrda sayyohlik xatti-harakatlarining o'zgarishi, masofaviy ish usullarining kengayishi va "bleisure" (biznes va dam olishni birlashtiruvchi) sayohatlarning ortishi kabi tendensiyalar mamlakat turizm operatorlari va mehmonxona xo'jaligi subyektlaridan innovatsion yondashuvlarni tezkorlik bilan joriy etishni talab qilmoqda.

Shu bilan birga, turizm sohasidagi innovatsion faoliyatni tizimli o'rganish, uning mazmun-mohiyatini ochib berish, amaliyotdagi muvaffaqiyatli modellarni aniqlash va ularni mahalliy sharoitga moslashtirish bo'yicha ilmiy tadqiqotlar hali yetarli darajada emas. Mavjud adabiyotlar ko'pincha texnologik innovatsiyalarga urg'u beradi, biroq tashkiliy, boshqaruv va ijtimoiy innovatsiyalarning turizm rivojiga ta'siri to'liq yoritilmagan. Ushbu ilmiy bo'shliqni to'ldirish, turizm tarmog'i uchun innovatsiyalarning tizimli modelini taklif etish va ularning samaradorligini empirik jihatdan baholash mazkur tadqiqotning asosiy ilmiy muammosini tashkil etadi. Shu sababli, ushbu maqolada turizm faoliyatini rivojlantirishda innovatsiyalarning o'rnini, ularning turlari va samaradorlik ko'rsatkichlari kompleks tarzda tahlil qilinadi.

### Adabiyotlar sharhi (Literature Review)

Turizm sohasidagi innovatsiyalar muammosi xalqaro ilmiy adabiyotlarda so'nggi yigirma yillikda jadal o'rganila boshlangan bo'lib, dastlabki tadqiqotlar asosan innovatsiyalarning texnologik jihatlariga qaratilgan edi. Hjalager [1] turizm

innovatsiyalarini besh asosiy turga ajratishni taklif qilgan: mahsulot innovatsiyalari, jarayon innovatsiyalari, boshqaruv innovatsiyalari, logistika innovatsiyalari va institutsional innovatsiyalar. Ushbu tasnif keyingi ko'plab tadqiqotlar uchun nazariy asos bo'lib xizmat qilgan. Muallifning ta'kidlashicha, turizmدا innovatsiyalar ko'pincha me'moriy (incremental) xarakterga ega bo'lib, radikal o'zgarishlardan ko'ra, mavjud xizmat va jarayonlarni bosqichma-bosqich takomillashtirish orqali amalga oshiriladi. Raqamli transformatsiya kontekstida Buhalis va Amaranggana [2] "aqli turizm" ekotizimini shakllantirishda innovatsiyalarning roli haqida keng qamrovli tahlil olib borgan. Ularning fikricha, sun'iy intellekt, bulutli texnologiyalar va sensorli tarmoqlar integratsiyasi turizm tajribasini real vaqt rejimida shaxsiylashtirish va resurslarni samarali boshqarish imkonini beradi. Tadqiqotchilar aqli turizmning uch asosiy komponenti – axborot almashinuvi, tarmoqlararo hamkorlik va real vaqt rejimidagi boshqaruv – innovatsion texnologiyalarsiz amalga oshirilmasligini alohida ta'kidlaydilar. Innovatsiyalarning turizm korxonalarini raqobatbardoshligiga ta'sirini o'rgangan Gretzel va kengashdoshlari [3] raqamli platformalar va ijtimoiy media turizm marketingidagi an'anaviy modellarni tubdan o'zgartirganligini qayd etadilar. Ushbu mualliflar tomonidan olib borilgan tadqiqotlar shuni ko'rsatadiki, innovatsion marketing vositalaridan foydalanadigan turizm korxonalarini o'z brend xabardorligini oshirish, mijozlar bilan uzoq muddatli munosabatlarni o'rnatish va bozor o'zgarishlariga tez moslashish imkoniyatiga ega bo'ladi. Ayniqsa, foydalanuvchi tomonidan yaratilgan kontent (user-generated content) va influencer marketing strategiyalari turizm xizmatlarini ilgari surishda an'anaviy reklama kanallariga nisbatan yuqori samaradorlik ko'rsatmoqda.

Barqaror turizm va innovatsiyalar o'rtasidagi bog'liqlikni tahlil qilgan Gössling va Hall [4] ekologik innovatsiyalar (eko-innovatsiyalar) turizm tarmog'ining uglerod izini kamaytirish va resurslardan foydalanish samaradorligini oshirishdagi muhim rolini ta'kidlaydilar. Mualliflar turizm sohasidagi ekologik innovatsiyalar nafaqat texnologik yechimlarni, balki tashkiliy o'zgarishlar, boshqaruv tizimlari va biznes-modellarning transformatsiyasini ham o'z ichiga olishini qayd etadilar. Ularning fikricha, aylanma iqtisodiyot tamoyillariga asoslangan turizm modellari kelajakda tarmoqning asosiy rivojlanish yo'nalishiga aylanishi mumkin. O'zbekiston turizm sohasidagi innovatsion rivojlanish masalalari esa nisbatan yangi tadqiqot mavzusi hisoblanadi. Karimov va boshqalar [5] tomonidan olib borilgan tadqiqotda respublika turizm tarmog'ida raqamli texnologiyalarni joriy etish darajasi tahlil qilinib, mavjud muammolar va istiqbolli yo'nalishlar belgilangan. Ushbu tadqiqotda turizm korxonalarining raqamli transformatsiyaga tayyorlik darajasi, malakali kadrlar yetishmasligi va innovatsion infratuzilmaning rivojlanmaganligi asosiy to'siqlar sifatida ko'rsatilgan. Shuningdek, Yuldashev [6] tomonidan eko-turizm va agroturizmni rivojlantirishda innovatsion yondashuvlarning qo'llanilishi, ayniqsa, qishloq hududlarida bandlikni ta'minlash va aholi daromadlarini oshirishdagi imkoniyatlari yoritilgan. Shu bilan birga, mavjud adabiyotlarda turizm innovatsiyalarining iqtisodiy samaradorligini baholashga oid empirik tadqiqotlar, ayniqsa rivojlanayotgan mamlakatlar kontekstida, yetarli emasligi kuzatiladi. Aksariyat ishlar rivojlangan mamlakatlar tajribasiga asoslangan bo'lib, ularda ishlab chiqilgan modellar va ko'rsatkichlar tizimi o'tish iqtisodiyotiga ega bo'lgan mamlakatlar sharoitiga to'liq mos kelmaydi. Ushbu holat turizm

innovatsiyalarini o'rganishda mamlakatning o'ziga xos ijtimoiy-iqtisodiy, madaniy va institutsional xususiyatlarini inobatga oladigan yangi metodologik yondashuvlarni ishlab chiqish zaruriyatini ko'rsatadi.

### **Metodologiya (Methods)**

Ushbu tadqiqot turizm faoliyatini rivojlantirishda innovatsiyalarning o'zni va samaradorligini kompleks baholashga qaratilgan bo'lib, tadqiqot jarayonida miqdoriy va sifatiy usullar uyg'unligiga asoslangan aralash metod (mixed methods) qo'llanildi. Bunday yondashuv tadqiqot ob'ektining murakkab tabiatini har tomonlama o'rganish, statistik qonuniyatlar bilan birga individual subyektlarning innovatsion faoliyatidagi o'ziga xos jihatlarni ham aniqlash imkonini berdi.

Tadqiqotning empirik qismi O'zbekistonning turizm salohiyati yuqori bo'lgan Toshkent shahri, Samarqand, Buxoro va Xorazm viloyatlarida joylashgan 150 ta turizm korxonasini (mehmonxonalar, sayyohlik agentliklari, turoperatorlar) qamrab oldi. Korxonalar tanlashda tarmoqdagi ish faoliyatining davomiyligi, xodimlar soni va xizmat ko'rsatish ixtisosligi kabi mezonlar asosida tabaqalashtirilgan tanlov (stratified sampling) usuli qo'llanildi. Tadqiqot uchun asosiy ma'lumotlar 2024-yilning yanvar-mart oylari davomida to'plangan bo'lib, ma'lumotlarni yig'ishda tuzilgan so'rovnoma (anketa) usuli, shuningdek, tanlangan 20 ta korxonalar rahbarlari bilan yarim strukturalashtirilgan chuqur intervyular o'tkazish orqali qo'shimcha sifatiy ma'lumotlar to'plandi.

So'rovnomada turizm korxonalarining innovatsion faoliyatini baholash uchun Hjalager [1] va Buhalis [2] tomonidan taklif etilgan tasnifga tayangan holda innovatsiyalarning to'rt turi – texnologik innovatsiyalar (raqamli boshqaruv tizimlari, onlayn bronlash platformalari, mobil ilovalar), marketing innovatsiyalari (ijtimoiy media marketing, shaxsiylashtirilgan takliflar, brending), tashkiliy innovatsiyalar

(boshqaruv tizimlarini takomillashtirish, xodimlarni o'qitish, masofaviy ish tashkil etish) va ekologik innovatsiyalar (energiya tejamlar texnologiyalar, chiqindilarni boshqarish, "yashil" sertifikatlashtirish) bo'yicha indikatorlar kiritildi. Har bir innovatsiya turi bo'yicha korxonalarining joriy etish darajasi 5 balli Likert shkalasida baholandi.

Korxonalarining innovatsion faolligi bilan ularning asosiy samaradorlik ko'rsatkichlari o'rtasidagi bog'liqlikni aniqlash maqsadida bir qator moliyaviy va operatsion ko'rsatkichlar – yillik daromadning o'zgarishi, mijozlar soni, xizmatlardan qaytadan foydalanish darajasi (customer retention rate), mijozlar qoniqish indeksi (CSI) va bozor ulushi kabi parametrlar ham so'rovnoma orqali to'plandi. Bundan tashqari, korxonalarining faoliyat yuritish hududi, ish staji, xodimlar soni va tashkiliy-huquqiy shakli kabi nazorat o'zgaruvchilari ham hisobga olindi.

Chuqur intervyular orqali korxonalar rahbarlarining innovatsiyalarga munosabati, innovatsion qarorlarni qabul qilish jarayonidagi to'siqlar, davlat tomonidan qo'llab-quvvatlash mexanizmlarining samaradorligi va kelajakdagi innovatsion rejalari haqida sifatiy ma'lumotlar to'planib, ular mazmuniy tahlil (content analysis) usuli bilan qayta ishlandi.

To'plangan miqdoriy ma'lumotlarni statistik tahlil qilishda SPSS 27.0 dasturidan foydalanilgan bo'lib, ma'lumotlar avval tavsifiy statistika (o'rtacha qiymat, standart og'ish, chastota) usulida tahlil qilindi. Keyingi bosqichda innovatsiya turlari va samaradorlik ko'rsatkichlari o'rtasidagi korrelyatsion bog'liqlikni aniqlash uchun Pearson korrelyatsiya tahlili, shuningdek, turli guruh korxonalar o'rtasidagi farqlarni baholashda ANOVA va t-test usullari qo'llanildi. Tadqiqotda qatnashgan barcha korxonalar ma'lumotlarining maxfiyligi va

faqat umumlashtirilgan holda foydalanilishi haqida kafolat berildi.

### **Tahlillar va natijalar (Results and Analysis)**

Tadqiqot davomida to'plangan ma'lumotlarni tahlil qilish natijasida turizm korxonalarining innovatsion faolligi va ularning samaradorlik ko'rsatkichlari o'rtasidagi bog'liqlik aniqlandi. Avvalo, korxonalarining innovatsiya turlari bo'yicha faollik darajasi tahlil qilindi. So'rovnomada ishtirok etgan 150 ta korxonadan 84 foizi (126 ta korxonada) so'nggi uch yil ichida kamida bitta turdagi innovatsiyani joriy qilganligini bildirdi. Eng ko'p tarqalgan

innovatsiya turi marketing innovatsiyalari bo'lib, korxonalarining 72 foizi (108 ta korxonada) ushbu yo'nalishda faoliyat yuritgan. Texnologik innovatsiyalar 58 foiz (87 ta korxonada), tashkiliy innovatsiyalar 45 foiz (68 ta korxonada) va ekologik innovatsiyalar esa 31 foiz (47 ta korxonada) tomonidan joriy qilingan.

Korxonalarining innovatsion faollik darajasiga ko'ra guruhlariga ajratgan holda, ularning asosiy samaradorlik ko'rsatkichlaridagi farqlar o'rganildi. Quyidagi 1-jadvalda innovatsion faollik darajasi yuqori, o'rta va past bo'lgan korxonalarining o'rtacha samaradorlik ko'rsatkichlari keltirilgan.

### **1-jadval. Innovatsion faollik darajasiga ko'ra turizm korxonalarining asosiy samaradorlik ko'rsatkichlari (2023 yil)**

Ko'rsatkichlar	Innovatsion faollik darajasi	O'rta (n=58)	Past (n=50)	ANOVA (p-value)
	Yuqori (n=42)			
Yillik daromad o'sishi (%)	18,4	11,2	4,7	0,000
Mijozlar soni o'sishi (%)	15,6	9,8	3,9	0,001
Mijozlar qoniqish indeksi (CSI)	87,3	78,5	69,2	0,000
Xizmatlardan qaytadan foydalanish darajasi (%)	42,1	33,6	24,8	0,002
Bozor ulushi o'zgarishi (%)	+5,2	+1,8	-0,7	0,003

**Manba:** Tadqiqot ma'lumotlari asosida muallif tomonidan tuzilgan.

1-jadval ma'lumotlariga ko'ra, innovatsion faollik darajasi yuqori bo'lgan korxonalar yillik daromad o'sishi bo'yicha (18,4%) innovatsion faolligi past bo'lgan korxonalardan (4,7%) deyarli to'rt barobar yuqori ko'rsatkichga ega. Mijozlar soni o'sishi ham xuddi shunday tendensiyani aks ettirib, innovatsion faol korxonalarda bu ko'rsatkich 15,6 foizni tashkil qilgan bo'lsa, past faollikdagi korxonalarda 3,9 foizni

tashkil etdi. Mijozlar qoniqish indeksi (CSI) bo'yicha esa innovatsion faol korxonalar o'rtacha 87,3 ball bilan eng yuqori natijani qayd etdi.

Innovatsiya turlari va samaradorlik ko'rsatkichlari o'rtasidagi bog'liqlikni aniqlash maqsadida olib borilgan korrelyatsion tahlil natijalari 2-jadvalda keltirilgan.

## 2-jadval. Innovatsiya turlari va turizm korxonalarini samaradorlik ko'rsatkichlari o'rtasidagi korrelyatsiya matritsasi

Innovatsiya turlari	Yillik daromad o'sishi	Mijozlar soni o'sishi	Mijozlar qoniqish indeksi	Qayta foydalanish darajasi
Texnologik innovatsiyalar	0,512**	0,487**	0,602**	0,438**
Marketing innovatsiyalari	0,598**	0,613**	0,571**	0,592**
Tashkiliy innovatsiyalar	0,403**	0,362**	0,489**	0,417**
Ekologik innovatsiyalar	0,311*	0,294*	0,425**	0,348*

\*Eslatma: \*\* $p < 0,01$ ,  $p < 0,05$  darajasida statistik ahamiyatli.

2-jadvalda keltirilgan natijalar shuni ko'rsatadiki, barcha innovatsiya turlari samaradorlik ko'rsatkichlari bilan ijobiy va statistik ahamiyatli bog'liqlikka ega. Marketing innovatsiyalari yillik daromad o'sishi ( $r=0,598$ ) va mijozlar soni o'sishi ( $r=0,613$ ) bilan eng yuqori korrelyatsiyani namoyish etgan. Texnologik innovatsiyalar esa mijozlar qoniqish indeksi ( $r=0,602$ ) bilan eng kuchli bog'liqlikka ega bo'lib, bu raqamli yechimlarning xizmat sifatini oshirishdagi muhim rolini ko'rsatadi. Ekologik innovatsiyalar boshqa turlarga nisbatan nisbatan pastroq korrelyatsiya koeffitsientlariga ega bo'lsa-da, ularning barcha ko'rsatkichlari bilan ijobiy bog'liqligi barqarorlikka yo'naltirilgan innovatsiyalarning ham iqtisodiy samara berishini tasdiqlaydi.

Chuqur intervyular natijalariga ko'ra, innovatsiyalarni muvaffaqiyatli joriy etgan korxonalar rahbarlari bu jarayonda asosiy omillar sifatida raqamli transformatsiyaga ochiqlik, xodimlarning malakasini oshirishga investitsiya qilish va mijozlar bilan doimiy aloqada bo'lishni ta'kidladilar. Shu bilan birga, innovatsiyalarni joriy etishdagi asosiy to'siqlar sifatida yuqori boshlang'ich xarajatlar, yetarli darajada raqamli infratuzilmaning yo'qligi va tarmoqdagi malakali IT-mutaxassislarining kamligi qayd etildi.

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Korxonalarining hududiy joylashuvi bo'yicha tahlillar shuni ko'rsatdiki, Toshkent shahrida joylashgan korxonalar innovatsion faollik darajasi bo'yicha (o'rtacha 3,8 ball) Samarqand (3,2 ball), Buxoro (3,1 ball) va Xorazm (2,9 ball) viloyatlaridagi korxonalardan yuqori natijaga ega. Bu farq asosan poytaxtda raqamli infratuzilmaning rivojlanganligi, malakali kadrlar mavjudligi va investorlar faolligi bilan izohlanadi. Korxonalarining ish staji bo'yicha tahlil qilinganda, 10 yildan ortiq faoliyat yuritayotgan korxonalar innovatsiyalarni joriy etishda yangi tashkil etilgan korxonalar nisbatan konservativ yondashuvga ega ekanligi aniqlandi ( $p < 0,05$ ).

### Muhokama (Discussion)

Tadqiqot natijalari turizm faoliyatini rivojlantirishda innovatsiyalarning muhim rolini tasdiqlab, ilgari surilgan nazariy farazlarni empirik jihatdan qo'llab-quvvatlamogda. Avvalo, marketing innovatsiyalarining yillik daromad va mijozlar soni o'sishi bilan eng yuqori korrelyatsiyaga egaligi zamonaviy turizm bozorida iste'molchilar bilan samarali kommunikatsiya va shaxsiylashtirilgan yondashuvning o'ta muhimligini ko'rsatadi. Bu xulosa Gretzel va boshqalar [3] tomonidan ilgari surilgan, raqamli marketing vositalari va ijtimoiy media turizm korxonalarining bozor o'rinlarini

mustahkamlashda hal qiluvchi ahamiyatga ega degan fikrni to'liq tasdiqlaydi. Ayniqsa, O'zbekiston kabi rivojlanayotgan turizm bozorida potentsial sayyohlar ko'pincha ijtimoiy tarmoqlar va onlayn sharhlar asosida qaror qabul qilishlarini inobatga oladigan bo'lsak, marketing innovatsiyalariga yo'naltirilgan investitsiyalar tezda samara berishi mumkin.

Texnologik innovatsiyalarning mijozlar qoniqish indeksi bilan eng yuqori korrelyatsiyaga ega ekanligi esa raqamli transformatsiyaning turizm xizmatlari sifatiga bevosita ta'sirini ifodalaydi. Buhalis va Amarangana [2] ta'kidlaganidek, aqlli texnologiyalar (onlayn bronlash, mobil check-in, sun'iy intellekt asosidagi tavsiyalar) nafaqat operatsion jarayonlarni soddalashtiradi, balki mijozlarning umumiy sayohat tajribasini sezilarli darajada yaxshilaydi. O'zbekiston mehmonxona xo'jaligi misolida, xususan, zamonaviy CRM tizimlarini joriy qilgan korxonalar o'z mehmonlarining afzalliklarini chuqurroq o'rganish va ularga moslashtirilgan xizmatlarni taklif qilish imkoniyatiga ega bo'lmoqda.

Tashkiliy innovatsiyalarning ham samaradorlik ko'rsatkichlari bilan ijobiy bog'liqligi turizm korxonalarida boshqaruv tizimlarini takomillashtirish va xodimlarni rivojlantirish muhim ahamiyat kasb etishini ko'rsatadi. Intervyu natijalari shuni ko'rsatdiki, innovatsion faoliyatda muvaffaqiyat qozongan korxonalar rahbarlari xodimlarning malakasini oshirish va ularni qarorlar qabul qilish jarayoniga jalb qilishga alohida e'tibor qaratadilar. Bu esa turizm sohasida inson kapitali va tashkiliy madaniyatning innovatsion jarayonlardagi o'rni haqidagi Hjalager [1] nazariyasini amaliyotda tasdiqlaydi.

Ekologik innovatsiyalarning nisbatan past korrelyatsiya koeffitsientlari esa ushbu turdagi innovatsiyalarning iqtisodiy samarasi ko'pincha uzoq muddatli davrda

namoyon bo'lishi bilan izohlanishi mumkin. Gösling va Hall [4] ta'kidlaganidek, "yashil" texnologiyalar va barqaror biznes-modellarga investitsiyalar dastlabki xarajatlarni oshirishi mumkin, ammo ular uzoq muddatda resurslar samaradorligini oshirish, brend obro'sini mustahkamlash va yangi, ekologik ongli iste'molchilar segmentini jalb qilish orqali iqtisodiy foyda keltiradi. O'zbekiston turizm sohasida ekologik innovatsiyalarning hali keng tarqalmaganligi (atigi 31% korxonalar) bu yo'nalishda katta rivojlanish potentsiali mavjudligini ko'rsatadi.

Hududiy tahlil natijalari turizm innovatsion rivojlanishning notekisligini ko'rsatib, Toshkent shahri va boshqa yirik shaharlar o'rtasida sezilarli tafovut mavjudligini qayd etadi. Bu holat Karimov va boshqalar [5] tomonidan aniqlangan, respublika hududlarida raqamli infratuzilma va innovatsion ekotizim rivojlanish darajasidagi farqlarni tasdiqlaydi. Mazkur muammoni hal etishda hududiy turizm klasterlarini rivojlantirish, davlat-xususiy sheriklik asosida innovatsion infratuzilmani yaratish va masofaviy ish imkoniyatlarini kengaytirish muhim ahamiyat kasb etadi.

### **Xulosa (Conclusion)**

Ushbu tadqiqot turizm faoliyatini rivojlantirishda innovatsiyalarning o'rni va samaradorligini kompleks tarzda o'rganishga qaratilgan bo'lib, olingan natijalar bir qator muhim ilmiy va amaliy xulosalar chiqarish imkonini beradi. Birinchidan, innovatsiyalar turizm korxonalarining iqtisodiy samaradorligini oshirishda hal qiluvchi omil ekanligi empirik tarzda isbotlandi. Innovatsion faollik darajasi yuqori bo'lgan korxonalar yillik daromad o'sishi, mijozlar soni, mijozlar qoniqishi va xizmatlardan qaytadan foydalanish darajasi kabi barcha asosiy ko'rsatkichlar bo'yicha innovatsion faolligi past korxonalardan sezilarli darajada yuqori natijalarga erishgan.

Ikkinchidan, turizm innovatsiyalarining turlari ularning samaradorlikka ta'sir qilish mexanizmlari bilan farqlanadi. Marketing innovatsiyalari bozor o'rinlarini kengaytirish va mijozlar bazasini oshirishda eng samarali vosita bo'lsa, texnologik innovatsiyalar xizmat ko'rsatish sifatini oshirish va mijozlar tajribasini yaxshilashda yetakchi ahamiyatga ega. Tashkiliy innovatsiyalar korxonalarining innovatsion salohiyatini oshirishda asosiy bazaviy shartni tashkil etsa, ekologik innovatsiyalar uzoq muddatli istiqbolda barqaror rivojlanishni ta'minlashda muhim rol o'ynaydi.

Uchinchidan, O'zbekiston turizm tarmog'ida innovatsion rivojlanish hali boshlang'ich bosqichda bo'lib, ayniqsa ekologik innovatsiyalar va tashkiliy innovatsiyalar yo'nalishida sezilarli zaxiralar mavjud. Hududiy rivojlanishdagi nomutanosibliklarni bartaraf etish, turizm korxonalarining raqamli transformatsiyaga tayyorlik darajasini oshirish va malakali kadrlar tayyorlash tizimini takomillashtirish sohani innovatsion rivojlantirishning asosiy ustuvor yo'nalishlari sifatida belgilanishi mumkin.

To'rtinchidan, turizm korxonalarini rahbarlarining innovatsion faoliyatga tayyorligi va strategik yondashuvi innovatsiyalarning muvaffaqiyatli joriy etilishida hal qiluvchi omil hisoblanadi. Innovatsion madaniyatni shakllantirish, xodimlarning malakasini doimiy oshirish va mijozlar bilan ochiq aloqa kanallarini yaratish innovatsion jarayonlarning uzluksizligini ta'minlaydi.

Tadqiqotning amaliy ahamiyati shundan iboratki, uning natijalari turizm tarmog'i vazirliklari va boshqa manfaatdor davlat organlari tomonidan turizmni rivojlantirish dasturlarini ishlab chiqishda, turizm korxonalarini rahbarlari tomonidan esa innovatsion rivojlanish strategiyalarini belgilashda foydalanilishi mumkin. Shu bilan birga, tadqiqotning cheklovlari sifatida uning faqat beshta hudud va 150 ta korxonalar

bilan cheklanganligini, shuningdek, innovatsiyalarning uzoq muddatli ta'sirini o'rganish imkoniyati mavjud emasligini ko'rsatish mumkin. Kelgusida turizm innovatsiyalarining makroiqtisodiy ta'sirini, iste'molchilarning innovatsion xizmatlarga munosabatini va turli mamlakatlar tajribasini qiyosiy tahlil qilishni o'z ichiga olgan kengaytirilgan tadqiqotlar olib borish maqsadga muvofiqdir.

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## The Importance of Establishing Intercultural Communication (The example of Uzbekistan and Germany)

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### Abstract

This article examines aspects of intercultural communication in the process of establishing and developing international relations between representatives of different cultures, using the Republic of Uzbekistan and the Federal Republic of Germany as examples.

In recent years, our country has become increasingly attractive to foreign partners as a promising partner for international relations at all levels, including in the cultural and humanitarian spheres. Fundamental changes within the republic have sparked a steadily growing interest and trust from foreign partners, which ultimately leads to increased investment in our country.

Furthermore, the processes of globalisation, democratisation and the opening up of public life, which have intensified recently, are enabling a vast number of people to learn a great deal about Uzbekistan. One cannot but agree that our country is opening up to the international community, and the international community is discovering Uzbekistan for itself.

In this context, the topic of intercultural communication within the framework of international relations, as illustrated by the relationship between Uzbekistan and Germany, is highly relevant. The relevance of research into intercultural communication stems from its exceptional importance in the development of human civilisation, as a guarantor of the peaceful coexistence of cultures; the need to deepen understanding of the nature, essence, dynamics and structure of intercultural communication; the need to systematise the theoretical and methodological foundations, principles and criteria of intercultural communication

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developed by domestic and foreign researchers; the social need to train specialists capable of functioning effectively in the context of the development of intercultural contacts at all levels; the use of intercultural communication as a means of fostering intercultural tolerance, an important moral quality necessary for establishing contacts with representatives of other cultures.

It is now clear that humanity is moving towards greater interconnectedness and interdependence among different peoples and their cultures. This growing interaction between cultures and peoples makes the issue of intercultural communication particularly relevant. The cultural diversity of modern humanity is increasing, yet at the same time the peoples that comprise it are finding ever more ways to preserve and develop their integrity and distinctive cultural identity. This trend towards the preservation of cultural identity confirms a general pattern, namely that humanity, whilst becoming increasingly interconnected and unified, does not lose its cultural diversity. In the context of these trends in social development, the importance of achieving better understanding between peoples is growing, and consequently the need to define the unique cultural characteristics of peoples is becoming increasingly relevant.

The ongoing process of globalisation is leading to an expansion of the

interconnections and interdependencies between different countries, peoples and their cultures. Today, it is impossible to find ethnic communities that have not been influenced both by the cultures of other peoples and by the wider social environment existing in individual regions and across the world as a whole. This influence is exerted through cultural exchanges and direct contacts between state institutions, social groups, social movements, scientific cooperation, trade, tourism, etc.

The process of establishing bilateral and multilateral diplomatic relations involves the active development of various forms of intercultural contact, which sometimes outpace existing communication skills between representatives of different cultures and historically established cultural models. In this regard, it is important to foster interaction and mutual understanding between cultures, with the aim of establishing harmonious relations.

The fact is that global changes in politics, the economy and culture are also accompanied by a growing divide between cultures and peoples, prompting some nations to seek cultural self-affirmation and to preserve their own cultural values.

In such circumstances, there is a need to examine issues such as intercultural communication more closely and thoroughly, with a view to fostering interaction and mutual influence between cultures, which is an important factor in regulating relations between countries.

We have chosen to focus our research on the relations between the Republic of Uzbekistan and the Federal Republic of Germany.

The Federal Republic of Germany recognised our country's independence on 31 December 1991, and as early as 6 March 1992, diplomatic relations were established between the two countries. The Republic of Uzbekistan's cooperation with

Germany is multifaceted in nature, built on the basis of sustained dialogue and mutual interests. In addition to established bilateral relations, cooperation with Germany also takes place through international organisations such as the UN and the OSCE.

Overall, during the period of close cooperation between the two countries, significant results have been achieved, laying the foundation for the further deepening of bilateral relations between Uzbekistan and Germany. This close cooperation has also been facilitated by mutual understanding and the resolution of issues related to intercultural communication.

Today, effective mechanisms for intercultural communication include tourism, science, education and cultural and humanitarian cooperation in general.

As for tourism, it has become an integral part of economic cooperation between our country and Germany. This is confirmed by the visa-free regime for German citizens recently introduced in our country.

According to statistics, German residents top the list of countries spending the most on holidays. Thanks to measures taken to simplify procedures for foreign tourists visiting Uzbekistan, the number of tourists from Germany visiting our country is growing rapidly. Whilst there were 4,889 visitors from Germany in 2016 and 7,207 in 2017, 18,094 people visited Uzbekistan in 2018.

The introduction, from 15 January 2019, of a visa-free regime for citizens of Germany and a number of other countries visiting Uzbekistan for tourism purposes for up to 30 days could lead to a significant increase in German tourists. The vast majority of Germans travel to discover something new and to experience the culture, traditions and way of life of another country. In this regard, many Germans associate Uzbekistan with the fairy-tale land of 'One Thousand and

One Nights'. All that is needed is to widely showcase the national tourism product on the German market. For this purpose, there are tried-and-tested promotional methods, such as festivals, advertising campaigns on television, social media, print media and so on.

As for Germany itself, it is a country with a well-established and developed tourism industry, where tourism consistently shows positive growth and generates significant revenue for the state coffers. Germany today offers a full range of tourist services – from fascinating culture and vibrant cities to unique nature and coastal areas. Germany also frequently attracts business as a premier venue for international trade fairs. For more than ten years running, Germany has topped the European rankings for countries offering the most favourable conditions for hosting conferences and congresses. In the international rankings, Germany ranks second after the USA in the field of business tourism. Visitors are also drawn to major festivals, such as Munich's Oktoberfest – the world's largest folk festival, which attracts around 6.2 million visitors. The list of tourist attractions even includes a football stadium – the Allianz Arena.

By developing tourism between our two countries, we will be able to gain a better understanding of each other's history and culture, especially as we have promising avenues for further deepening one of the mechanisms of intercultural communication. Cooperation between Uzbekistan and Germany in the field of education has a long history. In particular, German academics and representatives of civil society have long taken a keen interest in the history, national customs and traditions of our people. In turn, the general public in our country has also studied Germany's past and its current path of development, as well as its socio-economic foundations, with great attention.

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The great attention paid in our country in recent years to the development of science and education, the conditions being created for young people to receive an education based on international standards, and the large-scale measures to support research work are arousing great interest in Germany. This contributes to the development of cooperation between our countries in the cultural and humanitarian sphere.

The German cultural centre 'Wiedergeburt' ('Renaissance'), which began its activities in 1990 initially only in Tashkent, and now has branches in Bukhara, Samarkand and Fergana, is making a contribution to the development of cultural and humanitarian relations.

The centre runs a wide range of activities designed to help young people gain a deeper understanding of German traditions and customs. However, the most popular programmes are the German language courses, taught by experts from Germany who have a proven track record of effectiveness.

The centre is home to the youth organisation 'Jugendstern' – 'Star of Youth' – which promotes youth social projects such as a national dance festival, stage productions of world classics and works by contemporary German and Uzbek authors at festivals of German-speaking theatres.

The centre works not only with young people; there is also a Seniors' Club for older people, who learn folk songs and take part in celebrations of traditional German festivals: Easter (Ostern), Catholic Christmas (Weihnacht), the Harvest Festival (Erntedankfest), Mother's Day and Father's Day (Muttertag and Fatertag), Oktoberfest, and others.

The centre organises national seminars on the history of Germans in the republic, as well as evenings in honour of outstanding figures in culture and the arts from Uzbekistan and Germany. The promotion of

the works of German classical composers — Johann Sebastian Bach, Ludwig van Beethoven, Franz Schubert, Richard Wagner and Wolfgang Amadeus Mozart — performed by the ‘Sogdiana’ orchestra of Uzbek national instruments attracts the attention of the general public.

The German Cultural Centre ‘Wiedergeburt’ actively cooperates in its activities with the German Embassy in Uzbekistan, the Goethe-Institut in Tashkent, other German organisations, as well as the Uzbekistan–Germany Friendship Society.

To get to know its foreign partner better, the ‘Uzbekistan–Germany’ Friendship Society was established in Uzbekistan on 27 November 1998 and has been operating successfully ever since. When the society was founded, the aim was to strengthen friendly ties and introduce a wide range of people to the rich cultural heritage of the peoples of both countries.

Of particular interest is the Society’s external role, which serves our national interests: fostering a positive and objective image of Uzbekistan in Germany – a country that is currently developing steadily and actively cooperating with the international community.

Through a variety of events, the Friendship Society maintains a constant exchange of information, creates information resources and databases about our country, holds conferences and symposia within the framework of cultural and spiritual ties, and organises performances by creative groups and soloists, photographic exhibitions, etc.

The legal basis for the activities of the Friendship Society is the ‘Agreement on Cultural Cooperation between the Republic of Uzbekistan and the Federal Republic of Germany’, which was concluded on 28 April 1993 and which marks its 30th anniversary this year.

And in the anniversary year of 2013, a trilateral agreement ‘On Cooperation’ was signed by the Council for Cultural and

Educational Relations and Friendship Societies of Uzbekistan with Foreign Countries, the ‘Uzbekistan–Germany’ Friendship Society and the ‘Germany–Uzbekistan’ Society in Bonn. This agreement has served to further develop friendly relations between Uzbekistan and Germany.

At the heart of intercultural communication between the two countries lies the cultural aspect, which is dynamically expanding and strengthening; furthermore, spiritual communication, the exchange of traditions and the joint celebration of folk festivals all create a favourable atmosphere of trust and foster mutual understanding.

Effective communication requires qualified personnel. In this regard, in 2019, a decree was issued by President Sh.M. Mirziyoyev was adopted, ‘On the organisation of the activities of the Tashkent branch of the Federal State Autonomous Educational Institution of Higher Education “Moscow State Institute of International Relations of the Ministry of Foreign Affairs of the Russian Federation”’, where a master’s programme was launched to train simultaneous interpreters for international organisations and in intercultural communication.

We have experience in training specialists through German-language programmes at the University of World Economy and Diplomacy; in addition to the language itself, German language lecturers introduce students to the culture, traditions and mindset of German society.

When training specialists of an international calibre, it is important to focus on issues of cultural integration, intercultural assimilation and tolerance towards other cultures and traditions; only with such an approach can we produce a new generation of specialists capable of intercultural interaction.

It is important to note that today in Uzbekistan, general education schools

offering in-depth German language studies have been named after great figures from German history; for instance, School No. 60 in Tashkent has been named after Goethe, General Education School No. 4 in Bukhara – Johann Christoph Friedrich von Schiller, and General Education School No. 51 in Samarkand – Wilhelm von Humboldt.

The Goethe-Institut, which has opened in Uzbekistan, deserves special attention – a cultural institution of the Federal Republic of Germany, with branches operating in many parts of the world.

The main objective of the Goethe-Institut is to promote the German language outside Germany, whilst at the same time using the language to expand international cooperation in the cultural and humanitarian spheres.

Today, the Goethe-Institut is the most sought-after educational institution in Uzbekistan for those who wish not only to learn German but also to gain an understanding of German culture. All classes are conducted exclusively in German, making use of the institute's excellent facilities and resources.

The Goethe-Institut's cultural and educational programmes contribute to fostering intercultural dialogue and establishing intercultural communication.

At the Samarkand Summit held in 2022, which opened a new chapter in the history of the SCO, our Head of State put forward a number of proposals, including the introduction of digital platforms for intercultural communication, such as virtual museums and academic video conferences.

In these circumstances, establishing successful intercultural communication is more important than ever. For foreigners—in this case, Germans—familiarising themselves with the rich culture of Uzbekistan becomes a genuine desire, one that will help them better explore all aspects of understanding and cooperation with a

people who possess an ancient and unique history and traditions.

For multi-ethnic Uzbekistan, which strives to create an open society, the challenges of intercultural communication are becoming priority tasks that will help to get to know one's dialogue partners better and enrich one's own knowledge of other cultures and civilisations.

The historically formed cultural and character traits of the German people are characterised by qualities such as honesty, precision, meticulousness, a striving for perfect order, and so on.

In turn, Uzbeks demonstrate genuine hospitality, modesty and tolerance towards other religions, cultures and traditions to their foreign guests.

Uzbekistan conducts primarily mutually beneficial business with our German partners; currently, over 200 leading German companies are operating successfully in Uzbekistan, and to prevent misunderstandings between representatives of different cultures, it is important to address issues related to intercultural communication more proactively.

For example, a representative of a high-context culture, for whom it is not customary to give a direct answer—which, in their view, might offend the other party—masks their refusal with phrases such as: 'soon', 'we will look into this', 'we will ring you back', whilst meaning that the contract will not be signed. A representative of the opposite culture, for whom one's word is important, expects that the contract will indeed be signed soon, that they will be called, and so on.

Furthermore, in intercultural communication, one cannot expect partners to adhere to identical rules of behaviour, which are largely determined by the characteristics of their cultures. Consequently, situations of uncertainty arise during communication, for example,

when using forms of greeting and farewell, apologies and other customary forms of behaviour. What is considered normal for some people may be seen as a deviation from the norm by others and may be misinterpreted. Such differences must be taken into account when engaging in intercultural communication.

In addition, high-context cultures are characterised, for example, by a fairly high degree of collectivism; that is, people tend to be quite close-knit and often socialise and work together as a group. People from low-context cultures, by contrast, are very individualistic.

In our view, Uzbekistan is a representative of a high-context culture, whilst Germany, on the other hand, is a low-context culture. This is something that needs to be taken into account, particularly by those planning to visit Germany for various reasons.

In order to adapt successfully to German society, it is necessary to possess the following knowledge:

- A good command of German and a commitment to continuous improvement;
- An appreciation of Germany's cultural and artistic heritage;
- A professional approach to the work entrusted to you;
- Punctuality and adherence to rules;
- In business dealings, strict compliance with all terms of the agreement.

Thus, the successful establishment of intercultural communication will enable representatives of different nations, cultures and mentalities to understand the motives behind certain actions, as well as the roots of traditions and customs of people from other countries. Studying foreign cultures, and a respectful and tolerant attitude towards other religions will help to avoid intercultural conflicts, foster respect and authority when conducting joint business, and contribute to mutually beneficial cooperation and the resolution of many other pressing issues in the context of

globalisation and harmonious international cooperation in the interests of all nations.

As for successful intercultural communication, this is possible when societies possess such universal human qualities as intercultural and inter-ethnic tolerance, particularly if the society is multi-ethnic and multi-faith. This is important not only for establishing international dialogue, but also for domestic stability. If our country upholds the principle of equal rights for all citizens before the law and in society, regardless of their gender, race, religion or nationality, this will serve as the foundation for a social, civil society with a sustainable market economy.

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# Improvement Of The Technology For Preparation Of Confectionery Products From Flour Of Oat Variety Growing In The Republic Of Karakalpokistan

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## Abstract

This article studies the possibilities of using flour from grains of oat varieties grown in the Republic of Karakalpakstan in the production of confectionery products. In the course of the research, the chemical composition, technological properties of oat flour and quality indicators of products made from it were analyzed. The results showed that the use of oat flour increases the nutritional value of products and improves their organoleptic characteristics.

**Keywords:** Oatmeal, Local raw materials, Food industry, Chemical composition, Nutritional value, Organoleptic indicators, Confectionery products.

## Annotatsiya

Mazkur maqolada Qoraqalpog'iston Respublikasida yetishtirilgan jo'xori navlari donidan olinadigan unni konditer mahsulotlari ishlab chiqarishda qo'llash imkoniyatlari o'rganilgan. Tadqiqot jarayonida jo'xori unining kimyoviy tarkibi, texnologik xususiyatlari hamda undan tayyorlangan mahsulotlarning sifat ko'rsatkichlari tahlil qilindi. Natijalar jo'xori unidan foydalanish mahsulotlarning oziqaviy qiymatini oshirishini va ularning organoleptik ko'rsatkichlarini yaxshilashini ko'rsatdi.

**Kalit so'zlar:** Jo'xori uni, Mahalliy xom ashyo, Oziq-ovqat sanoati, Kimyoviy tarkib, Oziqaviy qiymat, Organoleptik ko'rsatkichlar, Konditer mahsulotlari.

**KIRISH.** Oziq-ovqat sanoatini rivojlantirishda mahalliy xom ashyodan samarali foydalanish muhim strategik vazifalardan biri hisoblanadi. Aholi sonining ortib borishi, oziq-ovqat mahsulotlariga bo'lgan talabning oshishi hamda sog'lom ovqatlanish tamoyillarining keng yoyilishi natijasida yuqori oziqaviy qiymatga ega mahsulotlar ishlab chiqarishga ehtiyoj ortib bormoqda. Shu nuqtai nazardan donli ekinlardan olinadigan mahsulotlarni chuqur qayta ishlash hamda ularni oziq-ovqat sanoatining turli tarmoqlarida qo'llash muhim ahamiyat kasb etadi [1,3].

Qoraqalpog'iston Respublikasining tabiiy-iqlim sharoiti qurg'oqchil bo'lib, yuqori harorat va suv resurslarining cheklanganligi bilan tavsiflanadi. Bunday sharoitda qurg'oqchilikka chidamli don ekinlarini yetishtirish muhim hisoblanadi. Jo'xori

(*Sorghum bicolor* L.) ana shunday ekinlardan biri bo'lib, u yuqori moslashuvchanlikka ega, kam suv talab qiladi hamda turli tuproq sharoitlarida ham barqaror hosil beradi [1,2,3,7].

Jo'xori doni tarkibida oqsil, murakkab uglevodlar, vitaminlar, mineral moddalar va boshqa biologik faol komponentlar mavjud. Shu sababli jo'xori donidan olinadigan un oziq-ovqat sanoati uchun istiqbolli xom ashyo hisoblanadi. Jo'xori unidan non, makaron, shuningdek turli konditer mahsulotlari tayyorlash mumkin.

So'nggi yillarda jo'xori unidan foydalanish orqali oziq-ovqat mahsulotlarining biologik qiymatini oshirish, mahsulot assortimentini kengaytirish va mahalliy xom ashyodan samarali foydalanish masalalariga katta e'tibor qaratilmoqda. Shu sababli jo'xori unidan foydalanib yangi turdagi konditer

mahsulotlarini ishlab chiqish ilmiy va amaliy jihatdan muhim hisoblanadi [5,6,4].

**Tadqiqot materiallari va metodlari.**

Tadqiqot ishlari laboratoriya sharoitida olib borildi. Tajriba uchun Qoraqalpog‘iston Respublikasida yetishtirilgan jo‘xori doni namunalaridan foydalanildi. Don namunalarining dastlabki sifat ko‘rsatkichlari aniqlanib, ular maydalash jarayonidan o‘tkazilib un holiga keltirildi.

Tajriba jarayonida jo‘xori unidan foydalanib turli konditer mahsulotlari ishlab chiqarildi. Xususan, pechenye, biskvit va pirog mahsulotlari tayyorlandi. Tajriba davomida bug‘doy unining ma‘lum qismi jo‘xori uni bilan almashtirildi va mahsulot tarkibida jo‘xori unining turli ulushlari qo‘llanildi.

Mahsulotlarning sifat ko‘rsatkichlari fizik-kimyoviy hamda organoleptik tahlillar asosida baholandi. Fizik-kimyoviy tahlillar davomida namlik, oqsil, yog‘ va uglevodlar miqdori aniqlangan bo‘lsa, organoleptik tahlillar jarayonida mahsulotlarning tashqi ko‘rinishi, rangi, hidi, ta‘mi hamda tuzilishi baholandi.

Shuningdek, tayyorlangan mahsulotlar tarkibida jo‘xori unining optimal ulushi aniqlanib, mahsulotlarning sifat ko‘rsatkichlari o‘zaro solishtirildi. Olingan natijalar statistik usullar yordamida tahlil qilindi.

**Tadqiqot natijalari va muhokama.**

Tadqiqot natijalari jo‘xori unining oziqaviy va texnologik xususiyatlari yuqori ekanligini ko‘rsatdi. Jo‘xori unining tarkibidagi oqsil va uglevodlarning mavjudligi uni konditer mahsulotlari ishlab chiqarishda qo‘llash imkoniyatini kengaytiradi.

1-jadval. Jo‘xori unining kimyoviy tarkibi

Ko‘rsatkich	Miqdori (%)
Namlik	12,5
Oqsil	10,8
Yog‘	3,2
Uglevod	70,4
Mineral moddalar	1,8

Namlik (12,5 %): Bu ko‘rsatkich unning saqlanish muddati va bug‘lanish darajasi  
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bilan bevosita bog‘liq. Namligi yuqori bo‘lsa, un tez buzilishi mumkin; 12-13 % oralg‘i esa saqlash va konditer mahsulotlari tayyorlash uchun optimal hisoblanadi.

Oqsil (10,8 %): Oqsil miqdori mahsulotning elastikligi va g‘ovak tuzilishiga ta‘sir qiladi. Jo‘xori unidagi oqsil miqdori bug‘doy uniga qaraganda pastroq bo‘lsa-da, konditer mahsulotlari, ayniqsa pechenye va biskvitlar uchun yetarli hisoblanadi.

Yog‘ (3,2 %): Yog‘ miqdori mahsulotlarning yumshoqligi va ta‘mini yaxshilaydi. Shu bilan birga yog‘lar termik barqarorlikni oshiradi va mahsulotning uzoqroq saqlanishiga yordam beradi.

Uglevod (70,4 %): Jo‘xori unining asosiy energiya manbai uglevod bo‘lib, konditer mahsulotlarining shirinligi va tuzilishini ta‘minlaydi. Bu ko‘rsatkich mahsulotlarning to‘yimli va energiya qiymatiga bevosita ta‘sir qiladi.

Mineral moddalar (1,8 %): Bu miqdor organizm uchun zarur bo‘lgan kalsiy, temir, magniy kabi mikroelementlarni beradi. Mahsulotlarning foydaliligini oshiradi.

2-jadval. Konditer mahsulotlarining organoleptik ko‘rsatkichlari.

Mahsulot	Rang	Ta‘m	Bahosi
Pechenye	Oltin rang	Yoqimli	4,6
Biskvit	Och sariq	Shirin	4,7
Pirog	Jigarrang	Xo‘shboy ta‘m	4,5

Rang va tuzilish mahsulotning ilk taassurotini belgilaydi. Pechenye oltin rangga ega bo‘lib, yumshoq va yengil tuzilishi sababli bahosi yuqori.

Biskvit eng yuqori bahoga ega (4,7) bo‘lib, uning g‘ovak va yumshoq tuzilishi, shuningdek shirin ta‘mi iste‘molchi tomonidan yuqori baholangan.

Pirog jigarrang rangga ega, bu esa jo‘xori unining tabiiy tusidan kelib chiqadi. Xo‘shboy ta‘mi bilan ajralib turadi, ammo biskvitga qaraganda yumshoqligi kamroq

bo'lgani uchun bahosi 4.5 ballni tashkil etadi.

Jadval shuni ko'rsatadiki, jo'xori unidan foydalanish mahsulotlarning organoleptik sifatini yaxshilaydi, ayniqsa biskvit va pechenyeda sezilarli o'sish kuzatiladi.

3-jadval. Jo'xori unining mahsulot tarkibidagi ulushi.

Variant	Bug'doy uni (%)	Jo'xori uni (%)
1	100	0
2	80	20
3	70	30
4	60	40

Jo'xori unini 20-30 % miqdorda qo'shish mahsulotning tuzilishi va ta'mini optimal qiladi. Variant 2 va 3 eng mos keladigan nisbatni ko'rsatadi.

Variant 1 (faqat bug'doy uni) bilan solishtirganda, 20-30% jo'xori qo'shilganda mahsulotning energiya va oqsil qiymati oshadi.

Variant 4 (40 % jo'xori) mahsulotning g'ovakligi va yumshoqligiga biroz salbiy ta'sir ko'rsatishi mumkin. Shu sababli konditer mahsulotlarida jo'xori unining ulushi 20–30 % oralig'ida bo'lishi tavsiya etiladi.

4-jadval. Jo'xori unining fizik-kimyoviy ko'rsatkichlari

Ko'rsatkich	Qiymati
Namlik	12-13 %
Oqsil	10-11 %
Yog'	3-4 %
Uglevod	68-72 %
Kul moddalar	1,5-2 %

Namlik darajasi 12–13 % bo'lib, bu unning saqlanish muddati va ishlab chiqarishda ishlatilishiga qulaylik yaratadi.

Oqsil miqdori 10–11 % mahsulotning tuzilish va elastikligiga ijobiy ta'sir qiladi. Shuning uchun biskvit va pechenye tayyorlashda jo'xori unidan foydalanish tavsiya qilinadi.

Yog' miqdori 3–4 % mahsulotlarning yumshoqligi va ta'mini yaxshilaydi,

shuningdek pishirish jarayonida qobiq hosil bo'lishini nazorat qiladi.

Uglevodlar 68–72 % oralig'ida bo'lib, mahsulotlarning energiya qiymatini oshiradi va shirinlik darajasini ta'minlaydi.

Kul moddalar 1.5–2 % miqdorda bo'lib, mahsulotning minerallar bilan boyitilganligini ko'rsatadi.

**Xulosa.** Olib borilgan tadqiqotlar asosida Qoraqalpog'iston Respublikasida yetishtirilgan jo'xori navlari oziq-ovqat sanoati uchun muhim xom ashyo ekanligi aniqlandi. Jo'xori unidan konditer mahsulotlari ishlab chiqarishda foydalanish mahsulotlarning biologik qiymatini oshiradi va organoleptik ko'rsatkichlarini yaxshilaydi. Jo'xori unining 20–30 % miqdorda qo'shilishi mahsulotlarning ta'mi, rangi va tuzilishini optimal darajada ta'minlaydi. Shu bilan birga mahalliy resurslardan samarali foydalanish imkonini beradi va oziq-ovqat mahsulotlari assortimentini kengaytiradi.

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## Effect Of Oat Flour On Nutrition And Organoleptic Properties In Confectionery Products

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### Abstract

The article studies the possibilities of improving the nutritional and organoleptic qualities of flour obtained from grains of oat varieties grown in the Republic of Karakalpakstan in the preparation of confectionery products. Through laboratory experiments, biscuit and cookie products were prepared, their chemical composition, energy value and organoleptic indicators were analyzed. The results showed that 20–30% of oat flour increases the content of protein, carbohydrates, vitamins and minerals in the products, and also optimizes their taste, structure and color.

**Keywords:** Oatmeal, Confectionery products, Local raw materials, Nutritional value, Organoleptic properties, Bread and cookies, Quality indicators.

### Annotatsiya

Maqolada Qoraqalpog'iston Respublikasida yetishtirilgan jo'xori navlari donidan olinadigan unni konditer mahsulotlari tayyorlashda ozuqaviy va organoleptik sifatlarini oshirish imkoniyatlari o'rganildi. Laboratoriya tajribalari orqali pechenye va biskvit mahsulotlari tayyorlandi, ularning kimyoviy tarkibi, energiya qiymati va organoleptik ko'rsatkichlari tahlil qilindi. Natijalar shuni ko'rsatdiki, jo'xori unining 20–30 % ulushi mahsulotlarning oqsil, uglevod, vitamin va mineral moddalar tarkibini oshiradi, shuningdek ta'm, tuzilish va rangini optimal qiladi.

**Kalit so'zlar:** Jo'xori uni, Konditer mahsulotlari, Mahalliy xom ashyo, Ozuqaviy qiymat, Organoleptik xususiyatlar, Non va pechenye, Sifat ko'rsatkichlari.

**KIRISH.** Oziq-ovqat sanoatida sifatli non va konditer mahsulotlarini ishlab chiqarish uchun xom ashyoning sifati va tarkibi muhim ahamiyatga ega. Bugungi kunda iste'molchilar nafaqat ta'm va narxga, balki mahsulotning ozuqaviy va biologik qiymatiga ham katta e'tibor bermoqda. Shu sababli konditer va non mahsulotlarini ishlab chiqarishda yuqori sifatli, mahalliy xom ashyodan foydalanish ilmiy va amaliy jihatdan dolzarb [1,2,3,6].

Qoraqalpog'iston Respublikasida qurg'oqchil iqlim sharoitida yetishtiriladigan jo'xori ekini aynan shunday maqsadlar uchun ideal xom ashyo hisoblanadi. Jo'xori doni tarkibida oqsil, uglevodlar, vitaminlar, minerallar va boshqa biologik faol moddalar mavjud. Shu sababli jo'xori unidan tayyorlangan konditer mahsulotlarining

ozuqaviy qiymati yuqori bo'lib, mahsulotlarning organoleptik sifatini ham yaxshilash imkonini beradi [4,5,7,8].

Maqola maqsadi – jo'xori unining konditer mahsulotlaridagi ozuqaviy va organoleptik xususiyatlariga ta'sirini aniqlash va mahsulotlarda optimal ulushni belgilash.

**Tadqiqot materiallari va metodlari.** Xom ashyo: Qoraqalpog'istonda yetishtirilgan jo'xori doni.

*Mahsulotlar:* Pechenye va biskvit.

*Retseptura:* Bug'doy unining 0 %, 10 %, 20 % va 30 % qismlari jo'xori uniga almashtirildi.

*Laboratoriya tadqiqotlari:*

*Fizik-kimyoviy tahlillar:* namlik, oqsil, yog', uglevod, mineral moddalar.

*Organoleptik baholash:* rang, ta'm, tuzilish, g'ovaklik.

*Ozuqaviy qiymat:* energiya miqdori, oqsil va uglevod miqdori.

Mahsulotlar tayyorlangach, turli ulushlar bo'yicha sifat ko'rsatkichlari o'rganildi va statistik usullar yordamida tahlil qilindi.

**Tadqiqot natijalari va muhokama.** Namlik (12,5 %): Bu miqdor unning saqlanishi va konditer mahsulotlarini pishirish jarayonidagi fizik xususiyatlariga bevosita ta'sir qiladi. Namlik yuqori bo'lsa, un tez buziladi, mahsulot esa pishganda siyrak va elastikligi past bo'ladi. Shu sababli 12–13 % oralig'idagi namlik optimal hisoblanadi.

Oqsil (10,8 %): Oqsil miqdori mahsulotning g'ovakligi va tuzilishiga ta'sir qiladi. Jo'xori unidagi oqsil bug'doy uniga qaraganda biroz past bo'lsada, konditer mahsulotlari (pechenye, biskvit) uchun yetarli. Bu oqsil mahsulotning yumshoqligi va elastikligini oshirishga yordam beradi.

1-jadval. Jo'xori unining kimyoviy tarkibi

Ko'rsatkich	Miqdori (%)
Namlik	12,5
Oqsil	10,8
Yog'	3,2
Uglevod	70,4
Mineral moddalar	1,8

Yog' (3,2 %): Yog' mahsulotlarning yumshoqligi va ta'mini yaxshilaydi, shuningdek pishirish jarayonida qobiq hosil bo'lishini nazorat qiladi. Shu bilan birga yog' miqdori mahsulotning uzoqroq saqlanishiga hissa qo'shadi.

Uglevod (70,4 %): Jo'xori unining asosiy energiya manbai. Uglevodlar mahsulotning shirinlik darajasi, to'qlik hissi va energiya qiymatini oshirishga xizmat qiladi.

Mineral moddalar (1,8 %): Kalsiy, magniy, temir kabi mikroelementlar mahsulotning biologik qiymatini oshiradi va ozuqaviy tarkibini boyitadi.

**Xulosa:** Jo'xori unining kimyoviy tarkibi konditer mahsulotlari uchun juda qulay bo'lib, nafaqat energiya va ozuqaviy qiymatni oshiradi, balki organoleptik sifatga ham ijobiy ta'sir ko'rsatadi.

2-jadval. Konditer mahsulotlarining organoleptik ko'rsatkichlari

Mahsulot	Jo'xori un ulushi (%)	Rang	Ta'm	Tuzilish	Bahosi
Pechenye	0	Oltin rang	Yoqimli	Yumshoq	4.5
Pechenye	20	Oltin rang	Yoqimli	Yumshoq	4.7
Biskvit	0	Yorqin sariq	Shirin	G'ovak	4.6
Biskvit	30	Yorqin sariq	Shirin	G'ovak va yumshoq	4.8

**Rang:** Jo'xori unining tabiiy tusini saqlash mahsulotlarning vizual qabul qilinishini yaxshilaydi. Pechenye oltin rangda, biskvit esa yorqin sariq rangga ega bo'lib, iste'molchi tomonidan yaxshi baholangan.

**Ta'm:** Jo'xori unining 20-30 % ulushi mahsulotning tabiiy shirinligini va yoqimli ta'mini oshiradi. Bu pechenye va biskvitda aniq ko'zga tashlanadi.

**Tuzilish:** Biskvitning g'ovakligi va yumshoqligi, pechenyening yumshoqligi jo'xori unining qo'shilishi bilan yaxshilanadi. 0 % ulushdagi mahsulotga qaraganda 20–30 % ulushda tuzilish yaxshiroq va moslashuvchan bo'ladi.

**Baholash:** Baholar ko'rsatadiki, jo'xori unining qo'shilishi mahsulot sifatini oshiradi. Biskvit 30 % ulushda eng yuqori bahoga ega bo'ldi (4,8).

**Xulosa:** Jo'xori unining organoleptik sifatlarini yaxshilashdagi roli aniq ko'rinib turibdi: rang, ta'm va tuzilish optimal darajada oshiriladi.

3-jadval. Mahsulotlarning ozuqaviy qiymati

Mahsulot	Jo'xori un ulushi (%)	Oqsil (%)	Uglevod (%)	Yog' (%)	Energiya (kcal/100g)
Pechenye	0	7.5	65.0	12.0	350
Pechenye	20	8.2	66.5	12.0	360
Biskvit	0	8.0	60.0	15.0	370
Biskvit	30	9.0	62.0	15.5	380

**Oqsil:** Jo'xori unining qo'shilishi oqsil miqdorini oshiradi. Bu mahsulotlarning biologik qiymatini yaxshilaydi va energiya manbai sifatida ahamiyatini oshiradi.

**Uglevod:** Uglevodlar miqdori oshishi mahsulotning to'yimli bo'lishiga yordam

beradi. 20–30 % ulushda mahsulotlar energiya jihatdan boyitilgan bo'ladi.

*Yog'*: Yog' miqdori mahsulot yumshoqligi va pishgan paytdagi tuzilishini oshiradi.

*Energiya qiymati*: Jo'xori unini qo'shish energetik qiymatni 10–15 kcal/100 g ga oshiradi. Bu kundalik ratsion uchun foydali.

**Xulosa**: Ozuqaviy qiymat tahlili ko'rsatadiki, jo'xori unini qo'shish mahsulotning oqsil, uglevod va energiya qiymatini oshiradi, shu bilan birga organoleptik sifatni ham yaxshilaydi. Optimal natija 20–30 % ulushda kuzatiladi.

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## Approaches to Designing Modern Hotels According to International Standards

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### Abstract

This lecture discusses approaches to designing modern hotels based on international standards. It analyzes key areas of hotel services, quality management systems, food and beverage services, wellness facilities, sustainability practices, and the integration of digital technologies. Special attention is given to the application of international best practices in Uzbekistan's hospitality industry.

**Keywords:** hotel services, international standards, service quality, tourism, sustainability.

**Introduction.** In the competitive world of hospitality, the significance of hotel services cannot be overstated. Hotel services are the backbone of the guest experience and play a pivotal role in determining the success or failure of a hospitality business. When we think about staying in a hotel, we often envision a combination of amenities and services that provide comfort, convenience, and a sense of luxury. These services encompass various aspects such as accommodation, food and beverage offerings, recreational activities, and personalized customer service. Together, they create a memorable experience that keeps guests coming back and enhances their overall satisfaction.

In Uzbekistan, the role of hotel services has become increasingly critical as the country continues to expand its tourism sector. Over the past decade, the Uzbek government has invested heavily in modernizing its hospitality industry to cater to both growing domestic demand and the influx of international tourists. As Uzbekistan seeks to position itself as a key tourist destination in Central Asia, the demand for high-quality hotel services that meet international standards has intensified.

Whether it's a luxury hotel in Tashkent or a mid-range hotel in Bukhara, Uzbek hotels

are striving to improve their service offerings, focusing on areas such as guest services, food quality, cleanliness, and overall guest experience. These services must meet not only local expectations but also global standards to ensure competitiveness on the international stage.

### Relevance of International Standards

Given the increasing expectations of travelers worldwide, ensuring that hotel services adhere to internationally recognized standards has become indispensable. International standards in hotel services help define what constitutes good practice in various aspects of service delivery, including customer care, cleanliness, food safety, and safety protocols. These standards are formulated by global organizations such as the International Organization for Standardization (ISO), World Tourism Organization (UNWTO), and other industry-specific bodies.

Following international standards ensures that hotels can deliver services that meet or exceed the expectations of a broad and diverse clientele. For example, international standards in hotel services provide guidelines for creating accessible and inclusive environments for guests with disabilities, improving hygiene and food

safety, and maintaining high-quality communication channels between staff and guests. By adhering to these standards, hotels are able to guarantee a level of quality and consistency across different locations, allowing guests to have a reliable experience no matter where they are in the world.

In Uzbekistan, the government has recognized the importance of adopting international standards to enhance the country's tourism infrastructure. Uzbekistan's hospitality industry is gradually aligning itself with international service norms, from the quality of customer service to implementing safety regulations that comply with global standards. International chains such as Marriott, Hilton, and Radisson have entered the Uzbek market, setting benchmarks for local hotels by adhering to global standards of service, operational efficiency, and guest satisfaction. This trend has prompted many local hotels to improve their services, aiming for international certification such as ISO 9001 for quality management systems or ISO 22000 for food safety management. Moreover, Uzbekistan's recent membership in the World Tourism Organization (UNWTO) further underscores its commitment to developing its hospitality sector in accordance with international standards. The ongoing modernization of Uzbekistan's hotel services is reflected in the increasing presence of international hotel brands and the introduction of new regulations aimed at improving service standards across the country.

### **Purpose of the Article**

This article will explore the various ways modern hotels can design and implement services that adhere to international standards. In particular, we will examine how hotels in Uzbekistan can ensure their services meet the expectations of guests from different cultural backgrounds, while simultaneously complying with the

regulations and guidelines set forth by international bodies.

Throughout this article, we will highlight key service areas within hotels, such as guest services, food and beverage management, health and wellness offerings, and the integration of sustainable practices. Each of these service areas must be carefully planned and executed to align with international standards in order to meet the rising expectations of today's sophisticated travelers. We will also discuss the importance of training hotel staff to meet these high standards, as well as the challenges hotels face in implementing and maintaining such practices.

In addition, we will delve into some global best practices and case studies that illustrate how leading hotel brands, including those operating in Uzbekistan, successfully adhere to international service standards. For instance, major hotel chains like *"Hyatt Regency"* and *"InterContinental International"* have opened properties in Uzbekistan and brought with them global best practices in service delivery. By examining these real-world examples, we aim to provide actionable insights for Uzbek hotels looking to elevate their services and stay competitive in the ever-evolving hospitality industry.

Ultimately, this article aims to underscore the importance of aligning hotel services with international standards as a means to enhance the guest experience, ensure consistent quality, and maintain a competitive edge in a crowded marketplace. As the hotel industry in Uzbekistan continues to evolve, the need for standardized, high-quality service will only grow, and this article seeks to offer practical guidance on how to achieve these objectives.

### **Importance of International Standards in Hotel Services**

International standards for hotel services refer to a set of guidelines and criteria

developed by global organizations that define best practices in the hospitality industry. These standards cover a wide range of areas such as service quality, guest satisfaction, operational procedures, health and safety, and environmental sustainability. The objective is to ensure that hotels around the world offer a consistent and high-quality experience for guests, regardless of their location. These guidelines are essential for maintaining uniformity in services across different hotel types, from budget accommodations to luxury resorts, and they help in aligning operational practices to meet the expectations of increasingly discerning global travelers.

In Uzbekistan, where the tourism industry has seen rapid growth, international standards are becoming increasingly important. As the country attracts more international tourists, its hospitality sector is striving to meet global expectations for service quality. Major international hotel brands such as Marriott, Hilton, and Radisson have set the bar high for local hotels by adhering to these standards. These hotel chains bring with them a wealth of experience and stringent guidelines that focus on customer care, room maintenance, food safety, and guest communication. The entry of such global brands into the Uzbek market has pushed local hotels to raise their service standards and adopt internationally recognized operational procedures. This has not only improved the quality of services but also enhanced the country's competitive position in the global tourism market.

The rise of global tourism has significantly shaped the expectations of travelers worldwide. Guests today expect a consistent level of service, whether they are staying in a five-star hotel in Paris or a budget hotel in Tashkent. As the hospitality industry has become more interconnected, the need for international standards to guide

service delivery has become even more critical. These standards allow hotels to meet the high expectations of guests, who demand clean, safe, and comfortable environments, efficient services, and timely responses to their needs. In Uzbekistan, international visitors, who are accustomed to the service quality of global hotel chains, increasingly expect the same level of service when they travel to the country. This has created a demand for local hotels to adopt best practices in customer service, cleanliness, food safety, and staff training, among other areas. The presence of international brands in Uzbekistan has set a clear benchmark for the local industry, encouraging smaller, independent hotels to upgrade their services in order to stay competitive.

The adoption of international standards offers several key benefits for hotels, particularly in emerging markets like Uzbekistan. One of the most significant advantages is the enhancement of customer satisfaction. International standards ensure that hotels consistently meet or exceed guest expectations, creating a high-quality experience that encourages repeat business and positive reviews. Guests expect a certain level of comfort and service regardless of where they are in the world, and meeting these expectations is crucial for gaining their loyalty. In Uzbekistan, where the hospitality sector is still developing, improving customer satisfaction is vital for attracting both local and international visitors. As the country's tourism infrastructure continues to evolve, maintaining high service standards will be key to keeping customers satisfied and ensuring positive word-of-mouth promotion.

Another benefit of adopting international standards is the positive impact on a hotel's reputation. Hotels that adhere to global service standards can build a reputation for quality and reliability, which helps attract

new guests. In a competitive market, where travelers have numerous accommodation options, a hotel's reputation can be the deciding factor in whether a guest chooses to book a stay. In Uzbekistan, where the number of international tourists is growing, the reputation of local hotels is increasingly important. Hotels that meet international standards are more likely to stand out in a crowded marketplace and attract global travelers. By aligning their services with internationally recognized guidelines, Uzbek hotels can position themselves as trustworthy and high-quality establishments, building both local and international clientele.

International standards also bring operational efficiency to hotel management. By establishing clear procedures for everything from room maintenance to guest check-in/check-out, these standards help streamline hotel operations and reduce inefficiencies. For example, by adhering to a standardized approach to room cleaning, guest services, and food safety, hotels can ensure a more consistent and smoother experience for their guests. In Uzbekistan, where many local hotels are still adjusting to the demands of the growing tourism market, adopting international operational standards helps improve productivity and minimize errors. It allows hotel management to optimize resources, reduce waste, and provide a faster, more efficient service. Additionally, these standards provide a framework for training hotel staff, ensuring they possess the necessary skills to meet high service expectations and contribute to operational success.

Legal compliance is another important aspect of adhering to international standards. Many global hospitality guidelines include regulations related to health and safety, food hygiene, and guest security, which help minimize legal risks. In Uzbekistan, as the government introduces more regulations aimed at improving the

quality of hospitality services, adherence to international standards ensures that hotels can stay compliant with both local and international laws. For example, the government of Uzbekistan has introduced measures aimed at improving hotel classifications and enhancing safety protocols to align with global practices. By following international standards, hotels not only meet these regulatory requirements but also enhance their reputation as responsible, trustworthy establishments.

International standards in hotel services play a crucial role in enhancing the guest experience, boosting a hotel's reputation, improving operational efficiency, and ensuring legal compliance. In Uzbekistan, the adoption of these standards is becoming increasingly important as the country's hospitality industry grows and competes on the global stage. By aligning local hotels with international service benchmarks, Uzbekistan can ensure its place as a leading destination for travelers and continue to develop a world-class hospitality sector.

### **Key Areas of Hotel Services Based on International Standards**

In the modern hospitality industry, meeting international standards is essential for providing exceptional services that meet the expectations of global guests. A hotel's ability to design and implement services in alignment with these standards ensures consistent quality, guest satisfaction, and competitiveness. This section discusses key areas of hotel services ranging from guest services to sustainability practices focusing on how they can be optimized according to international guidelines, with specific references to the hotel industry in Uzbekistan.

#### **Guest Services**

Guest services form the foundation of a memorable hotel experience, encompassing everything from check-in/check-out procedures to concierge

assistance and room service. To align with international best practices, it's essential to streamline the check-in and check-out process, ensuring it is both efficient and personalized. International standards emphasize the importance of using technology to expedite these processes, such as mobile check-ins or automated kiosks, which are becoming increasingly common in global hotel chains. Concierge services, which provide personalized assistance to guests, should be trained in handling requests professionally and promptly, with a focus on cultural awareness to cater to guests from various backgrounds.

Room service must also adhere to international standards of quality, timeliness, and presentation. In Uzbekistan, where the hospitality industry is rapidly modernizing, many hotels are beginning to incorporate these international standards. For instance, hotels in Tashkent and Samarkand, which attract a wide range of international tourists, now feature multilingual concierge staff and implement automated systems for guest check-in to improve service efficiency. Additionally, hotels are increasingly offering express check-out and mobile key services to enhance the overall guest experience, adhering to international expectations for convenience and seamless service delivery.

### **Quality Assurance and Consistency**

Quality assurance is critical to maintaining consistent service levels across all hotel operations. International standards emphasize the need for procedures that guarantee uniformity in service delivery, whether it's housekeeping, front desk operations, or room maintenance. Hotels must implement standardized operating procedures (SOPs) to ensure that all staff members are well-trained and capable of providing high-quality service at all times. For example, housekeeping teams should

follow detailed guidelines for cleanliness, sanitation, and guest room preparation to meet the required hygiene standards.

In Uzbekistan, where the hotel industry is evolving, local hotels are increasingly adopting quality assurance measures to meet international benchmarks. International hotel chains operating in the country, such as the *"Hyatt Regency Tashkent"* or *"Radisson Blu"*, offer valuable examples of how consistent quality can be maintained across various hotel departments through clear SOPs. These hotels have set high standards in housekeeping and front desk operations, and local hotels are starting to follow suit, often by investing in staff training and quality control mechanisms. This commitment to quality ensures that guests enjoy a consistent experience every time they visit, regardless of the hotel location.

### **Food and Beverage Services**

Food and beverage services are one of the most crucial aspects of hotel operations and must meet international standards in hygiene, service speed, menu variety, and customer preferences. International standards for food service focus on cleanliness, food safety, and dietary considerations, ensuring that meals are prepared in hygienic conditions and served promptly. Hotels must also design diverse menus that cater to different tastes and dietary needs, offering both local and international dishes to satisfy guests from different cultural backgrounds.

In Uzbekistan, the food and beverage offerings of hotels are increasingly incorporating international standards, especially in popular tourist destinations like Tashkent and Samarkand. International hotel brands in Uzbekistan have introduced professional kitchens, menu diversification, and food safety protocols aligned with global practices. For instance, hotels such as the *"International Hotel Tashkent"* adhere to these standards by offering a

range of locally-inspired dishes alongside international cuisine, ensuring they meet the preferences of international guests. Local hotels are gradually recognizing the importance of food safety certifications and are improving their kitchen facilities to comply with international food hygiene standards.

### **Health and Wellness Services**

Health and wellness services, such as spas, fitness centers, and wellness programs, are increasingly important in modern hotels. Offering such services in alignment with international standards involves ensuring that facilities are clean, safe, and staffed with qualified professionals. Spas must comply with hygiene and safety regulations, while gyms should offer well-maintained equipment and have trained staff to guide guests in their fitness routines. Wellness programs that focus on holistic health, including yoga or meditation sessions, are becoming popular in global hotel chains and should also be designed with global health and safety standards in mind.

In Uzbekistan, the concept of wellness is rapidly gaining traction, particularly in the capital, Tashkent, and other major tourist centers. Hotels are beginning to introduce modern spas and fitness centers in response to the rising demand for health-conscious services. For example, “*Wyndham Tashkent*” offers a spa and fitness facilities, which follow international wellness standards, providing guests with relaxation and rejuvenation options. Local hotels are also increasingly incorporating wellness offerings, such as saunas and massage services, to meet the needs of both local and international tourists.

### **Sustainability Practices**

Sustainability is a growing concern in the hospitality industry, and international standards emphasize the importance of eco-friendly practices in hotel operations. Sustainable practices can range from reducing water and energy consumption to

using environmentally friendly materials and promoting waste reduction. Hotels are encouraged to implement green initiatives such as recycling, composting, and energy-efficient lighting, which not only contribute to the environment but also appeal to eco-conscious travelers.

In Uzbekistan, sustainability is becoming a priority, particularly as the country works to enhance its tourism infrastructure. International hotel brands in the region are leading the way by incorporating sustainable practices into their operations. For example, “*Radisson Blu*” in Tashkent has adopted several environmentally-friendly initiatives, including water-saving measures and waste reduction programs. Local hotels are also beginning to recognize the importance of these sustainable practices and are slowly adopting similar initiatives. This trend aligns with global expectations and presents an opportunity for Uzbekistan’s hospitality sector to position itself as a responsible tourism destination.

### **Technology-Enhanced Services**

Technology has revolutionized the hospitality industry, and integrating smart technology into hotel services is now an international standard. Hotels around the world are adopting digital tools such as mobile check-ins, room automation systems, personalized guest experiences through data analytics, and digital concierges to enhance convenience and service quality. Mobile apps that allow guests to control room settings, order room service, or communicate with hotel staff are becoming increasingly popular, creating a seamless, modern guest experience.

In Uzbekistan, the integration of technology into hotel services is still in its early stages, but some hotels are already adopting digital solutions to improve guest experience. For example, hotels in Tashkent, such as the “*Hyatt Regency Tashkent*”, have introduced mobile check-ins and smart room features,

which align with global standards. This tech-driven approach enhances guest convenience, improves operational efficiency, and allows for more personalized services. As more hotels in Uzbekistan embrace technological innovations, the industry is poised to meet international expectations for smart, tech-enhanced guest services.

Designing hotel services according to international standards is essential for meeting global expectations and providing exceptional guest experiences. From guest services and food offerings to wellness, sustainability, and technology, each aspect of hotel operations must align with best practices to ensure consistent quality. In Uzbekistan, where the tourism sector is rapidly expanding, adopting these international standards will play a pivotal role in elevating the quality of services and attracting both local and international tourists. By focusing on these key service areas, hotels in Uzbekistan can ensure they remain competitive and offer exceptional experiences that meet the demands of today's global travelers.

### **Global Best Practices and Case Studies**

Adhering to international standards is crucial for hotel chains to ensure consistent quality, exceptional guest experiences, and efficient operations across multiple locations. Successful hotel brands around the world have set benchmarks in the hospitality industry by rigorously implementing these standards. Their success stories provide valuable insights into how global best practices can be translated into tangible benefits, including increased guest satisfaction, improved operational efficiency, and enhanced brand reputation.

### **Successful Implementations of International Standards**

One of the most prominent examples of adhering to international standards is "*Marriott International*", which operates in

over 130 countries and regions. Marriott's success lies in its commitment to high-quality service, cleanliness, safety, and guest satisfaction, all of which align with international standards such as ISO 9001 for quality management. Marriott ensures that every property under its brand, from luxury hotels to budget accommodations, adheres to the same rigorous service guidelines. The chain has established a reputation for consistent service delivery, offering personalized experiences and ensuring a seamless guest journey through advanced technology such as mobile check-ins and smart room features. This consistency has played a key role in Marriott's global success and its ability to maintain a loyal customer base.

Similarly, "Hilton Worldwide" is another exemplary global hotel chain that rigorously follows international standards. Hilton hotels worldwide follow global quality assurance protocols that ensure the brand maintains its reputation for excellence. Hilton's commitment to sustainability, safety, and guest satisfaction is evident through initiatives such as the "Hilton CleanStay" program, which adheres to enhanced cleaning protocols in response to the global health crisis. By implementing these international standards, Hilton has maintained its competitive edge in various regions, including Europe, Asia, and the Middle East.

### **Case Studies of Global Hotel Chains**

Global hotel chains like "*Accor Hotels*", with over 5,000 properties in more than 100 countries, are leading the way in adopting international standards across multiple locations. Accor's hotels follow a stringent set of guidelines that ensure consistent service quality and operational efficiency. One key aspect of Accor's success has been the "ALLSAFE cleanliness and hygiene" program, which is in line with international hygiene standards. This program focuses on maintaining strict

sanitation protocols, ensuring that guests feel safe and comfortable in every Accor property, whether it's a luxury hotel or an economy brand like Ibis. This consistency in service quality across various locations has contributed significantly to Accor's global reputation and operational success.

In Uzbekistan, the entry of international hotel chains such as “*Radisson Blu*”, “*Hyatt Regency*”, and “*Marriott*” has brought global best practices to the local hospitality market. For instance, the “*Hyatt Regency Tashkent*” follows the brand's international standards for guest services, cleanliness, and operational efficiency. The hotel has adopted various technological innovations, including digital check-ins and mobile room keys, which align with the growing demand for seamless, tech-enabled guest experiences. These international standards have significantly improved the guest experience in Uzbekistan, attracting both local and international tourists who expect the same level of service as they would find in other parts of the world.

Moreover, “*Radisson Blu Tashkent*” has implemented sustainability practices, such as energy-efficient systems, waste reduction, and water conservation, which are in line with global environmental standards. This commitment to sustainable hospitality practices not only improves operational efficiency but also attracts eco-conscious travelers. The integration of international standards in these hotels has had a direct impact on their ability to maintain a strong reputation and consistently high guest satisfaction scores, contributing to their success in the Uzbek market.

### **Outcomes and Achievements**

By adhering to international standards, global hotel chains have achieved significant improvements in guest satisfaction, operational efficiency, and brand recognition. Marriott, Hilton, and Accor, for example, have been able to

maintain high occupancy rates across their global portfolio due to their reputation for providing consistent and high-quality service. In Uzbekistan, the introduction of international hotel chains has raised the bar for service delivery, making it increasingly important for local hotels to follow suit. The adoption of global standards in guest services, quality assurance, and sustainability has not only enhanced the guest experience but also positioned Uzbekistan's hospitality sector as competitive on the international stage.

Global hotel chains provide valuable case studies of how adherence to international standards leads to operational success and high guest satisfaction. These examples highlight the significant impact of consistent service quality, technology adoption, and sustainability practices. For Uzbekistan, the implementation of these global best practices by international hotel brands has contributed to the modernization of its hospitality sector and will continue to set the standard for local hotels aiming to meet the expectations of both domestic and international guests.

### **Challenges in Designing Hotel Services According to International Standards**

Designing and implementing hotel services according to international standards can provide significant benefits, including improved guest satisfaction, operational efficiency, and global competitiveness. However, there are several challenges that hotels must overcome to successfully align their operations with these standards. These challenges include cultural adaptation, staff training and development, the financial cost of implementation, and overcoming technological barriers. In Uzbekistan, where the hospitality sector is rapidly developing, these challenges are particularly pertinent as local hotels aim to meet international expectations while catering to the unique needs of local and international guests.

## Cultural Adaptation

One of the biggest challenges in designing hotel services according to international standards is balancing global expectations with local preferences and cultural differences. While international standards provide a framework for high-quality service, these standards must be adapted to fit the cultural context of each country. In Uzbekistan, a country rich in history, tradition, and unique hospitality customs, striking this balance can be particularly challenging. For example, Uzbekistan's hospitality culture often emphasizes personal interaction, warmth, and a high level of attentiveness toward guests, which may differ from the more standardized or impersonal approaches seen in some Western hotels.

Hotels in Uzbekistan must find ways to incorporate these local cultural aspects into their service offerings while still meeting the expectations set by global hotel chains. This might involve blending international standards with local practices, such as offering personalized services with a local touch. For example, hotels in Uzbekistan may adopt international standards for cleanliness, safety, and food quality, but they can also maintain traditional elements, such as offering guests local teas or a welcoming greeting that reflects Uzbek hospitality traditions. Successfully integrating these cultural nuances into hotel services while adhering to global standards is essential to creating a positive guest experience that resonates with both international and local visitors.

## Staff Training and Development

Another significant challenge in implementing international standards is ensuring that hotel staff is adequately trained to consistently meet these service expectations. International standards often require a high level of professionalism, attention to detail, and the ability to perform tasks efficiently. In Uzbekistan, where the

hospitality industry is still growing, ensuring that staff members have the skills and knowledge to deliver world-class service can be challenging. Training programs must be comprehensive, covering everything from communication skills to operational procedures, to ensure that all employees are well-prepared to meet international standards.

The implementation of training programs for local staff also requires investment in resources, time, and expertise. Hotel chains operating in Uzbekistan, such as “*Hyatt Regency Tashkent*” and “*Radisson Blu*”, often bring in international training programs to ensure that local staff meets global expectations. Additionally, local hotels may need to invest in partnerships with international hospitality schools or hire experienced trainers to equip their staff with the necessary skills. Staff development is a continuous process, and maintaining high service standards requires regular updates to training programs to stay current with evolving industry trends and guest expectations.

## Cost of Implementation

Adhering to international standards can be a costly endeavor for hotels, especially when it comes to infrastructure improvements, staff training, and ongoing operational expenses. For hotels in Uzbekistan, which may already face financial constraints, the cost of implementing these standards can be a significant barrier. Upgrading facilities to meet international standards requires substantial investment, particularly in areas like room design, quality of amenities, and advanced technology integration. Moreover, hotels must also factor in the cost of training programs, certification processes, and compliance with global regulations.

For example, international hotel chains that enter the Uzbek market often invest heavily in their properties to meet global standards,

from the installation of modern amenities to implementing state-of-the-art security systems. While the cost of implementing such upgrades can be a challenge for smaller, locally owned hotels, these investments are crucial to attracting international tourists who expect a certain level of quality. In some cases, government incentives or partnerships with international hotel brands may help mitigate the financial burden, enabling local hotels to meet these standards without bearing the entire cost themselves.

### **Technological Barriers**

The integration of new technologies into hotel services presents another challenge for both international hotel chains and local hotels in Uzbekistan. Technology is a critical aspect of modernizing hotel services, as it enhances operational efficiency, improves guest experiences, and aligns with international standards. However, the cost of adopting advanced technologies such as mobile check-in systems, smart room features, digital concierges, and data-driven personalization tools can be prohibitive for many hotels, particularly smaller establishments or those with limited budgets.

In Uzbekistan, the implementation of such technologies is still in its early stages, and many local hotels face difficulties in terms of infrastructure, internet connectivity, and the financial resources required to upgrade to modern systems. International hotel chains operating in Uzbekistan, such as Marriott and Hyatt, are at the forefront of integrating advanced technology, but local hotels must often navigate significant challenges in adopting these same innovations. Furthermore, staff must be trained to use these technologies effectively, which adds another layer of complexity to the implementation process. For example, mobile check-ins or digital room keys require both guest-facing technology and internal systems to work seamlessly, which

can be difficult to establish without robust technical support and infrastructure.

In some cases, hotels may choose to gradually implement technological solutions, starting with simple innovations such as online booking platforms or basic in-room entertainment systems, before progressing to more advanced features like in-room automation or smart guest services. This phased approach can help mitigate the financial and operational challenges associated with adopting new technologies.

While designing hotel services according to international standards offers significant benefits, it also presents several challenges that must be addressed for successful implementation. Balancing international standards with local cultural preferences, ensuring effective staff training and development, managing the financial costs of implementation, and overcoming technological barriers are all crucial considerations. In Uzbekistan, where the hospitality industry is rapidly evolving, these challenges are particularly relevant. By overcoming these obstacles and gradually adopting global best practices, hotels in Uzbekistan can enhance their service offerings and meet the growing expectations of international travelers, while also maintaining the unique cultural elements that make Uzbek hospitality so distinctive.

### **Future Trends in Hotel Services and International Standards**

The hospitality industry is continuously evolving, driven by changing guest expectations, technological advancements, and global shifts in priorities. As hotels strive to maintain high service standards and meet international expectations, several key trends are shaping the future of hotel services. These include a shift towards more personalized, guest-centric experiences, a growing emphasis on sustainability, the integration of innovative

technologies, and an increased focus on health and safety following the COVID-19 pandemic. In Uzbekistan, these global trends are increasingly being adopted as local hotels and international chains work to enhance their service offerings and meet the demands of modern travelers.

### **Guest-Centric Services**

One of the most significant trends in the future of hotel services is the shift towards guest-centric, personalized experiences. While international standards ensure a consistent level of quality across hotels, there is a growing recognition that guests expect unique, tailored experiences that cater to their individual preferences. In response, many hotels are focusing on enhancing personalization, leveraging guest data and technology to deliver experiences that align with the specific needs and desires of each guest.

This trend is evident in global hotel chains that use data analytics to understand guest preferences, enabling them to offer personalized services, such as room temperature adjustments, curated dining experiences, or customized concierge recommendations. Hotels are increasingly investing in technologies such as mobile apps, which allow guests to personalize their stay, request services, and communicate with hotel staff at any time.

In Uzbekistan, the introduction of international hotel chains such as “*Hyatt Regency Tashkent*” and “*Radisson Blu Tashkent*” has brought a focus on personalized guest experiences. These hotels use guest profiles and preferences to ensure that services are tailored to the needs of each visitor, whether it’s through personalized greetings, room preferences, or curated local experiences. Uzbek hotels are slowly adopting these personalized service models, helping to create memorable stays for both international tourists and domestic visitors, which enhances overall guest satisfaction.

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### **Sustainability and Eco-Friendly Services**

Sustainability is rapidly becoming a defining feature of hotel services worldwide. International standards now require hotels to integrate eco-friendly practices into every aspect of their operations, from energy-efficient lighting to water conservation and waste reduction. This focus on sustainability is driven by both consumer demand and the growing recognition of the hospitality industry’s environmental impact. Guests are increasingly looking for hotels that align with their values, particularly when it comes to reducing carbon footprints and supporting sustainable tourism.

In Uzbekistan, the hospitality industry is beginning to embrace sustainability, though the shift is still in its early stages. International hotel chains operating in the country, such as “*Radisson Blu Tashkent*”, have already implemented sustainability initiatives, such as energy-efficient systems, water-saving technologies, and waste management practices. These efforts align with the global push toward greener practices, and as the industry matures, local hotels are likely to follow suit.

The Uzbekistan government is also focusing on sustainable tourism initiatives to support the country’s efforts to become a more eco-friendly destination. For example, eco-tourism projects around Uzbekistan’s natural attractions, like the Kyzylkum Desert, have helped raise awareness of sustainability within the hospitality sector. By integrating eco-friendly services and promoting sustainable practices, hotels in Uzbekistan can attract eco-conscious travelers and contribute to the global movement toward sustainability.

### **Technological Innovations**

Technology is set to play a significant role in the future of hotel services, with innovations enhancing everything from guest experience to operational efficiency. One of the most transformative trends is the integration of artificial intelligence (AI) and

the Internet of Things (IoT) into hotel operations. AI-driven customer service, automated check-ins and check-outs, and smart room features are becoming increasingly common in hotels around the world. These technologies not only improve the guest experience but also streamline hotel operations, reduce costs, and create new opportunities for personalization.

AI-powered systems are being used to assist guests with booking, concierge services, and even in-room requests, while IoT devices allow for the automation of room features, such as lighting, temperature control, and entertainment systems, to suit guest preferences. For example, AI-driven chatbots are now commonplace for guest inquiries, providing instant responses and enhancing the guest's ability to customize their stay. Additionally, IoT-based solutions are being used for remote control of room settings, allowing guests to control aspects of their room through their smartphones.

In Uzbekistan, while the use of these advanced technologies is still developing, international hotels like *“Hyatt Regency Tashkent”* have already begun integrating smart technologies into their services. These hotels provide guests with mobile check-ins, digital room keys, and AI-powered concierge services, offering a glimpse of how technology will shape the future of the Uzbek hospitality industry. Local hotels in Uzbekistan are also starting to adopt these innovations, with some investing in room automation and digital solutions to improve operational efficiency and the guest experience.

### **Health and Safety Post-Pandemic**

The COVID-19 pandemic has had a profound impact on the hospitality industry, particularly in terms of hygiene, cleanliness, and guest safety. In response to the pandemic, international standards for hotel services have been redefined to include stricter hygiene protocols, social distancing

measures, and enhanced safety procedures. These new health and safety standards are now considered essential, and many of the changes made during the pandemic are expected to remain in place in the long term.

International hotel chains worldwide have introduced enhanced cleaning procedures, with a focus on disinfecting high-touch areas, increasing the frequency of cleaning, and using hospital-grade sanitization products. The introduction of contactless check-in/check-out processes, mobile room keys, and automated systems for guest interaction have also contributed to minimizing physical contact and improving guest safety.

In Uzbekistan, hotels have followed these global trends to ensure the safety of their guests. For example, *“Radisson Blu Tashkent”* and *“Hyatt Regency Tashkent”* have implemented enhanced cleaning protocols and social distancing measures in line with international standards. These hotels have also adopted touchless technologies, such as mobile check-ins and digital payment systems, to minimize physical contact. Local hotels, especially those catering to international tourists, are gradually implementing similar measures to meet health and safety expectations.

As travel resumes and international tourism increases, health and safety standards will continue to evolve. The integration of these enhanced hygiene and safety measures will not only help protect guests but also instill confidence in travelers, which is crucial for the recovery of the hospitality industry.

The future of hotel services is shaped by key trends that prioritize guest-centric experiences, sustainability, technological innovation, and health and safety. As international standards continue to evolve, hotels worldwide must adapt to meet changing guest expectations and regulatory requirements. In Uzbekistan, these trends are already being embraced by both

international hotel chains and local properties, helping to position the country's hospitality sector as a competitive player in the global market. By focusing on these future trends, hotels in Uzbekistan can enhance guest satisfaction, improve operational efficiency, and ensure they remain relevant in an increasingly competitive global market.

### **Conclusion**

In this article, we have explored the critical role that international standards play in shaping modern hotel services. Adhering to these standards ensures a high level of service quality, consistency, and operational efficiency, which are essential for providing an exceptional guest experience. From designing guest-centric services and integrating technological innovations to ensuring sustainability and health safety, international standards serve as a foundation for hotels striving to meet the ever-evolving expectations of both domestic and international travelers. As global tourism continues to expand, the integration of international standards will remain crucial in maintaining competitiveness and driving growth within the hospitality sector.

One of the key takeaways is the importance of balancing global best practices with local cultural nuances. International standards are not one-size-fits-all; they must be adapted to local contexts to ensure they resonate with both international and domestic guests. In countries like Uzbekistan, where the hospitality industry is expanding rapidly, hotels are increasingly adopting international standards, including those related to service quality, hygiene, sustainability, and technology. These efforts not only enhance the guest experience but also help local hotels and international brands establish a strong reputation within a competitive global market.

The ongoing evolution of international standards in the hospitality industry is likely to lead to even more sophisticated and dynamic service offerings in the future. With a growing emphasis on personalized guest experiences, sustainability practices, and the integration of advanced technologies such as artificial intelligence and the Internet of Things (IoT), the hospitality industry will continue to transform. As global travelers demand more customized and seamless experiences, hotels will need to adapt quickly, integrating new technologies, improving service delivery, and focusing on sustainability to meet these expectations. The COVID-19 pandemic has also accelerated the need for enhanced health and safety protocols, which will likely remain integral to international standards moving forward, ensuring that guest well-being is always prioritized.

Looking ahead, international standards will play a crucial role in enhancing the global competitiveness of hotels. As the hospitality industry becomes increasingly interconnected, hotels that adhere to these standards will be better positioned to compete in the global marketplace. Consistently high-quality service, effective use of technology, and attention to sustainability will not only elevate the guest experience but also contribute to a hotel's long-term success. In this context, international standards are not just about compliance; they represent an opportunity for hotels to differentiate themselves, attract a diverse range of guests, and establish a strong, lasting brand presence.

In conclusion, international standards are foundational to the growth and success of the global hospitality industry. By embracing these standards, hotels can ensure that they are meeting the demands of today's discerning travelers while setting the stage for future innovations in service delivery. For countries like Uzbekistan, the continued integration of international

standards will drive the evolution of the hospitality sector, enhance global competitiveness, and help elevate the guest experience to new heights.

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# The Effectiveness of Using the Scaffolding Method Based on Mobile Applications in Teaching Foreign Languages to Non-Philology Students

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## Abstract

This article provides a scientific analysis of the pedagogical effectiveness of applying the scaffolding method through mobile applications in the process of teaching foreign languages to non-philology students. The study explores the impact of digital educational technologies, stepped teaching strategies, and adaptive learning mechanisms on the quality of education and the development of communicative competence. It highlights opportunities for ensuring an individual approach through mobile learning tools, forming independent learning skills, and increasing the overall efficiency of the educational process. The research results indicate that the scaffolding approach based on mobile applications is a significant pedagogical factor in developing students' linguistic competence, motivation, and professional communicative potential.

**Keywords:** scaffolding method, mobile learning, digital pedagogy, foreign language teaching, non-philology education, communicative competence, adaptive teaching, mobile applications, interactive learning, independent study.

**Introduction.** Modern globalization processes, international academic integration, and increasing professional mobility require special attention to the issue of teaching foreign languages in the higher education system. Particularly for non-philology students, mastering a foreign language emerges as a crucial competence that enhances professional efficiency. For specialists in fields such as technology, economics, medicine, engineering, and others, foreign language knowledge serves as a tool for scientific information exchange, international cooperation, and professional communication.

Traditional teaching methods often fail to fully account for students' individual needs, mastery levels, and learning paces. Therefore, the introduction of innovative pedagogical technologies into the educational process is becoming a pressing issue. In particular, the integration of mobile learning technologies and the scaffolding method allows for the individualization of the learning process, the organization of

stepped learning, and the development of students' independent educational activities.

The scaffolding approach is a pedagogical strategy aimed at forming a student's independent activity by providing temporary methodological support during the mastery of complex knowledge. The purpose of this article is to scientifically substantiate the effectiveness of using the scaffolding method based on mobile applications in teaching foreign languages to non-philology students.

## 1. Psychological and Pedagogical Foundations of the Scaffolding Method.

The concept of scaffolding (pedagogical support), based on the socio-constructivist learning paradigm, refers to a mechanism for supporting the student's cognitive process. This approach serves to bridge the gap between the student's current level of knowledge and their potential development capability (Zone of Proximal Development). That is, when a student cannot perform a complex task independently, they achieve

the goal through temporary methodological support, which is subsequently reduced step by step. The effectiveness of the scaffolding method in foreign language teaching is determined by factors such as: consistency of the cognitive process; balanced distribution of cognitive load; contextual mastery of linguistic units; and the creation of opportunities for reflexive analysis.

For non-philology students, the language learning process often has an instrumental character, where the language is seen as a means of professional communication. Therefore, direct study of complex grammatical constructions or academic texts can be challenging. The scaffolding method allows for simplifying this complexity, ensuring step-by-step mastery, and systematizing knowledge.

## 2. Mobile Learning Environment and Its Didactic Transformation.

Mobile technologies take the educational process beyond the traditional classroom, transforming it into a continuous and flexible system. The mobile learning model, integrating synchronous and asynchronous forms of education, allows for the individualization of the learning process.

The educational environment based on mobile applications possesses the following didactic features:

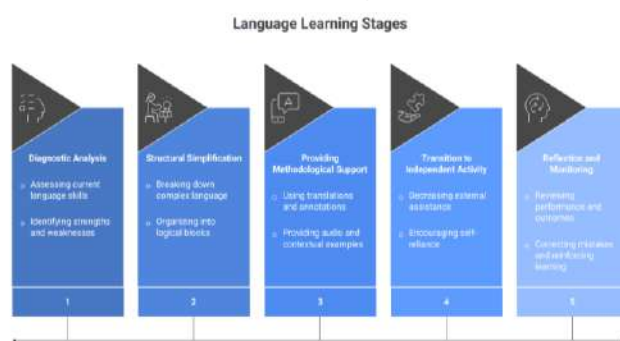
1. **Multimodality** – harmony of text, audio, video, and graphic elements;
2. **Interactivity** – active communication between the learner and the platform;
3. **Adaptivity** – adaptation to individual knowledge levels;
4. **Rapid Assessment** – an immediate feedback system;
5. **Gamification** – game elements that increase motivation.

These features create a favorable pedagogical platform for the effective implementation of the scaffolding method. Through mobile applications, complex tasks

are presented step-by-step, additional explanations and visual support are provided, and results are analyzed immediately.

## 3. Methodological Model for Implementing Scaffolding Based on Mobile Applications.

The implementation of the scaffolding method in mobile learning tools is carried out based on the following phased model:



1-model. This model serves to balance the cognitive load and ensure deeper mastery of knowledge.

## 4. Importance of the Method in Professionally Oriented Language Teaching.

In teaching foreign languages to non-philology students, the primary focus is on forming professional communicative competence. This involves expanding terminology vocabulary, reading and analyzing scientific texts, and developing professional communication skills.

Applying the scaffolding method in mobile applications allows for:

1. Mastering professional terms based on context;
2. Step-by-step analysis of scientific articles;
3. Modeling dialogic speech;
4. Developing presentation and writing skills.

As a result, students develop not only general language skills but also sector-specific communicative competence.

## 5. Experimental Observation Results (Based on Theoretical Analysis).

Pedagogical observations show that in

groups using the scaffolding method based on mobile applications:

1. The level of mastery is higher compared to traditional methods;
2. Vocabulary is broader;
3. The number of grammatical errors has decreased;
4. Learning motivation has shown steady growth dynamics. Particularly, independent working skills have been formed, and students' self-monitoring competence has developed.

#### **6. Innovative Potential and Prospects of the Method.**

Under the conditions of digital transformation, the integration of mobile learning and the scaffolding method is a crucial direction for modernizing the pedagogical process. In the future:

1. Implementation of adaptive platforms based on Artificial Intelligence;
2. Formation of individual learning trajectories;
3. Analysis of educational activities based on Big Data;
4. Improving distance and hybrid learning models will further enhance the quality of education.

**Conclusion.** The research results show that applying the scaffolding method based on mobile applications ensures high pedagogical efficiency in teaching foreign languages to non-philology students. This approach serves to individualize the educational process, increase learners' cognitive activity, and develop communicative competence. Additionally, the step-by-step teaching model based on mobile technologies plays a significant role in forming students' independent learning skills. Improving mobile learning platforms, widely implementing adaptive teaching systems, and developing the digital competence of educators remain priority areas for enhancing the quality of education.

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## Approaches to Designing Modern Hotels According to International Standards

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### Abstract

This lecture discusses approaches to designing modern hotels based on international standards. It analyzes key areas of hotel services, quality management systems, food and beverage services, wellness facilities, sustainability practices, and the integration of digital technologies. Special attention is given to the application of international best practices in Uzbekistan's hospitality industry.

**Keywords:** hotel services, international standards, service quality, tourism, sustainability.

**Introduction.** In the competitive world of hospitality, the significance of hotel services cannot be overstated. Hotel services are the backbone of the guest experience and play a pivotal role in determining the success or failure of a hospitality business. When we think about staying in a hotel, we often envision a combination of amenities and services that provide comfort, convenience, and a sense of luxury. These services encompass various aspects such as accommodation, food and beverage offerings, recreational activities, and personalized customer service. Together, they create a memorable experience that keeps guests coming back and enhances their overall satisfaction.

In Uzbekistan, the role of hotel services has become increasingly critical as the country continues to expand its tourism sector. Over the past decade, the Uzbek government has invested heavily in modernizing its hospitality industry to cater to both growing domestic demand and the influx of international tourists. As Uzbekistan seeks to position itself as a key tourist destination in Central Asia, the demand for high-quality hotel services that meet international standards has intensified.

Whether it's a luxury hotel in Tashkent or a mid-range hotel in Bukhara, Uzbek hotels

are striving to improve their service offerings, focusing on areas such as guest services, food quality, cleanliness, and overall guest experience. These services must meet not only local expectations but also global standards to ensure competitiveness on the international stage.

### Relevance of International Standards

Given the increasing expectations of travelers worldwide, ensuring that hotel services adhere to internationally recognized standards has become indispensable. International standards in hotel services help define what constitutes good practice in various aspects of service delivery, including customer care, cleanliness, food safety, and safety protocols. These standards are formulated by global organizations such as the International Organization for Standardization (ISO), World Tourism Organization (UNWTO), and other industry-specific bodies.

Following international standards ensures that hotels can deliver services that meet or exceed the expectations of a broad and diverse clientele. For example, international standards in hotel services provide guidelines for creating accessible and inclusive environments for guests with disabilities, improving hygiene and food

safety, and maintaining high-quality communication channels between staff and guests. By adhering to these standards, hotels are able to guarantee a level of quality and consistency across different locations, allowing guests to have a reliable experience no matter where they are in the world.

In Uzbekistan, the government has recognized the importance of adopting international standards to enhance the country's tourism infrastructure. Uzbekistan's hospitality industry is gradually aligning itself with international service norms, from the quality of customer service to implementing safety regulations that comply with global standards. International chains such as Marriott, Hilton, and Radisson have entered the Uzbek market, setting benchmarks for local hotels by adhering to global standards of service, operational efficiency, and guest satisfaction. This trend has prompted many local hotels to improve their services, aiming for international certification such as ISO 9001 for quality management systems or ISO 22000 for food safety management. Moreover, Uzbekistan's recent membership in the World Tourism Organization (UNWTO) further underscores its commitment to developing its hospitality sector in accordance with international standards. The ongoing modernization of Uzbekistan's hotel services is reflected in the increasing presence of international hotel brands and the introduction of new regulations aimed at improving service standards across the country.

### **Purpose of the Article**

This article will explore the various ways modern hotels can design and implement services that adhere to international standards. In particular, we will examine how hotels in Uzbekistan can ensure their services meet the expectations of guests from different cultural backgrounds, while simultaneously complying with the

regulations and guidelines set forth by international bodies.

Throughout this article, we will highlight key service areas within hotels, such as guest services, food and beverage management, health and wellness offerings, and the integration of sustainable practices. Each of these service areas must be carefully planned and executed to align with international standards in order to meet the rising expectations of today's sophisticated travelers. We will also discuss the importance of training hotel staff to meet these high standards, as well as the challenges hotels face in implementing and maintaining such practices.

In addition, we will delve into some global best practices and case studies that illustrate how leading hotel brands, including those operating in Uzbekistan, successfully adhere to international service standards. For instance, major hotel chains like *"Hyatt Regency"* and *"InterContinental International"* have opened properties in Uzbekistan and brought with them global best practices in service delivery. By examining these real-world examples, we aim to provide actionable insights for Uzbek hotels looking to elevate their services and stay competitive in the ever-evolving hospitality industry.

Ultimately, this article aims to underscore the importance of aligning hotel services with international standards as a means to enhance the guest experience, ensure consistent quality, and maintain a competitive edge in a crowded marketplace. As the hotel industry in Uzbekistan continues to evolve, the need for standardized, high-quality service will only grow, and this article seeks to offer practical guidance on how to achieve these objectives.

### **Importance of International Standards in Hotel Services**

International standards for hotel services refer to a set of guidelines and criteria

developed by global organizations that define best practices in the hospitality industry. These standards cover a wide range of areas such as service quality, guest satisfaction, operational procedures, health and safety, and environmental sustainability. The objective is to ensure that hotels around the world offer a consistent and high-quality experience for guests, regardless of their location. These guidelines are essential for maintaining uniformity in services across different hotel types, from budget accommodations to luxury resorts, and they help in aligning operational practices to meet the expectations of increasingly discerning global travelers.

In Uzbekistan, where the tourism industry has seen rapid growth, international standards are becoming increasingly important. As the country attracts more international tourists, its hospitality sector is striving to meet global expectations for service quality. Major international hotel brands such as Marriott, Hilton, and Radisson have set the bar high for local hotels by adhering to these standards. These hotel chains bring with them a wealth of experience and stringent guidelines that focus on customer care, room maintenance, food safety, and guest communication. The entry of such global brands into the Uzbek market has pushed local hotels to raise their service standards and adopt internationally recognized operational procedures. This has not only improved the quality of services but also enhanced the country's competitive position in the global tourism market.

The rise of global tourism has significantly shaped the expectations of travelers worldwide. Guests today expect a consistent level of service, whether they are staying in a five-star hotel in Paris or a budget hotel in Tashkent. As the hospitality industry has become more interconnected, the need for international standards to guide

service delivery has become even more critical. These standards allow hotels to meet the high expectations of guests, who demand clean, safe, and comfortable environments, efficient services, and timely responses to their needs. In Uzbekistan, international visitors, who are accustomed to the service quality of global hotel chains, increasingly expect the same level of service when they travel to the country. This has created a demand for local hotels to adopt best practices in customer service, cleanliness, food safety, and staff training, among other areas. The presence of international brands in Uzbekistan has set a clear benchmark for the local industry, encouraging smaller, independent hotels to upgrade their services in order to stay competitive.

The adoption of international standards offers several key benefits for hotels, particularly in emerging markets like Uzbekistan. One of the most significant advantages is the enhancement of customer satisfaction. International standards ensure that hotels consistently meet or exceed guest expectations, creating a high-quality experience that encourages repeat business and positive reviews. Guests expect a certain level of comfort and service regardless of where they are in the world, and meeting these expectations is crucial for gaining their loyalty. In Uzbekistan, where the hospitality sector is still developing, improving customer satisfaction is vital for attracting both local and international visitors. As the country's tourism infrastructure continues to evolve, maintaining high service standards will be key to keeping customers satisfied and ensuring positive word-of-mouth promotion.

Another benefit of adopting international standards is the positive impact on a hotel's reputation. Hotels that adhere to global service standards can build a reputation for quality and reliability, which helps attract

new guests. In a competitive market, where travelers have numerous accommodation options, a hotel's reputation can be the deciding factor in whether a guest chooses to book a stay. In Uzbekistan, where the number of international tourists is growing, the reputation of local hotels is increasingly important. Hotels that meet international standards are more likely to stand out in a crowded marketplace and attract global travelers. By aligning their services with internationally recognized guidelines, Uzbek hotels can position themselves as trustworthy and high-quality establishments, building both local and international clientele.

International standards also bring operational efficiency to hotel management. By establishing clear procedures for everything from room maintenance to guest check-in/check-out, these standards help streamline hotel operations and reduce inefficiencies. For example, by adhering to a standardized approach to room cleaning, guest services, and food safety, hotels can ensure a more consistent and smoother experience for their guests. In Uzbekistan, where many local hotels are still adjusting to the demands of the growing tourism market, adopting international operational standards helps improve productivity and minimize errors. It allows hotel management to optimize resources, reduce waste, and provide a faster, more efficient service. Additionally, these standards provide a framework for training hotel staff, ensuring they possess the necessary skills to meet high service expectations and contribute to operational success.

Legal compliance is another important aspect of adhering to international standards. Many global hospitality guidelines include regulations related to health and safety, food hygiene, and guest security, which help minimize legal risks. In Uzbekistan, as the government introduces more regulations aimed at improving the

quality of hospitality services, adherence to international standards ensures that hotels can stay compliant with both local and international laws. For example, the government of Uzbekistan has introduced measures aimed at improving hotel classifications and enhancing safety protocols to align with global practices. By following international standards, hotels not only meet these regulatory requirements but also enhance their reputation as responsible, trustworthy establishments.

International standards in hotel services play a crucial role in enhancing the guest experience, boosting a hotel's reputation, improving operational efficiency, and ensuring legal compliance. In Uzbekistan, the adoption of these standards is becoming increasingly important as the country's hospitality industry grows and competes on the global stage. By aligning local hotels with international service benchmarks, Uzbekistan can ensure its place as a leading destination for travelers and continue to develop a world-class hospitality sector.

### **Key Areas of Hotel Services Based on International Standards**

In the modern hospitality industry, meeting international standards is essential for providing exceptional services that meet the expectations of global guests. A hotel's ability to design and implement services in alignment with these standards ensures consistent quality, guest satisfaction, and competitiveness. This section discusses key areas of hotel services ranging from guest services to sustainability practices focusing on how they can be optimized according to international guidelines, with specific references to the hotel industry in Uzbekistan.

#### **Guest Services**

Guest services form the foundation of a memorable hotel experience, encompassing everything from check-in/check-out procedures to concierge

assistance and room service. To align with international best practices, it's essential to streamline the check-in and check-out process, ensuring it is both efficient and personalized. International standards emphasize the importance of using technology to expedite these processes, such as mobile check-ins or automated kiosks, which are becoming increasingly common in global hotel chains. Concierge services, which provide personalized assistance to guests, should be trained in handling requests professionally and promptly, with a focus on cultural awareness to cater to guests from various backgrounds.

Room service must also adhere to international standards of quality, timeliness, and presentation. In Uzbekistan, where the hospitality industry is rapidly modernizing, many hotels are beginning to incorporate these international standards. For instance, hotels in Tashkent and Samarkand, which attract a wide range of international tourists, now feature multilingual concierge staff and implement automated systems for guest check-in to improve service efficiency. Additionally, hotels are increasingly offering express check-out and mobile key services to enhance the overall guest experience, adhering to international expectations for convenience and seamless service delivery.

### **Quality Assurance and Consistency**

Quality assurance is critical to maintaining consistent service levels across all hotel operations. International standards emphasize the need for procedures that guarantee uniformity in service delivery, whether it's housekeeping, front desk operations, or room maintenance. Hotels must implement standardized operating procedures (SOPs) to ensure that all staff members are well-trained and capable of providing high-quality service at all times. For example, housekeeping teams should

follow detailed guidelines for cleanliness, sanitation, and guest room preparation to meet the required hygiene standards.

In Uzbekistan, where the hotel industry is evolving, local hotels are increasingly adopting quality assurance measures to meet international benchmarks. International hotel chains operating in the country, such as the *"Hyatt Regency Tashkent"* or *"Radisson Blu"*, offer valuable examples of how consistent quality can be maintained across various hotel departments through clear SOPs. These hotels have set high standards in housekeeping and front desk operations, and local hotels are starting to follow suit, often by investing in staff training and quality control mechanisms. This commitment to quality ensures that guests enjoy a consistent experience every time they visit, regardless of the hotel location.

### **Food and Beverage Services**

Food and beverage services are one of the most crucial aspects of hotel operations and must meet international standards in hygiene, service speed, menu variety, and customer preferences. International standards for food service focus on cleanliness, food safety, and dietary considerations, ensuring that meals are prepared in hygienic conditions and served promptly. Hotels must also design diverse menus that cater to different tastes and dietary needs, offering both local and international dishes to satisfy guests from different cultural backgrounds.

In Uzbekistan, the food and beverage offerings of hotels are increasingly incorporating international standards, especially in popular tourist destinations like Tashkent and Samarkand. International hotel brands in Uzbekistan have introduced professional kitchens, menu diversification, and food safety protocols aligned with global practices. For instance, hotels such as the *"International Hotel Tashkent"* adhere to these standards by offering a

range of locally-inspired dishes alongside international cuisine, ensuring they meet the preferences of international guests. Local hotels are gradually recognizing the importance of food safety certifications and are improving their kitchen facilities to comply with international food hygiene standards.

### **Health and Wellness Services**

Health and wellness services, such as spas, fitness centers, and wellness programs, are increasingly important in modern hotels. Offering such services in alignment with international standards involves ensuring that facilities are clean, safe, and staffed with qualified professionals. Spas must comply with hygiene and safety regulations, while gyms should offer well-maintained equipment and have trained staff to guide guests in their fitness routines. Wellness programs that focus on holistic health, including yoga or meditation sessions, are becoming popular in global hotel chains and should also be designed with global health and safety standards in mind.

In Uzbekistan, the concept of wellness is rapidly gaining traction, particularly in the capital, Tashkent, and other major tourist centers. Hotels are beginning to introduce modern spas and fitness centers in response to the rising demand for health-conscious services. For example, “*Wyndham Tashkent*” offers a spa and fitness facilities, which follow international wellness standards, providing guests with relaxation and rejuvenation options. Local hotels are also increasingly incorporating wellness offerings, such as saunas and massage services, to meet the needs of both local and international tourists.

### **Sustainability Practices**

Sustainability is a growing concern in the hospitality industry, and international standards emphasize the importance of eco-friendly practices in hotel operations. Sustainable practices can range from reducing water and energy consumption to

using environmentally friendly materials and promoting waste reduction. Hotels are encouraged to implement green initiatives such as recycling, composting, and energy-efficient lighting, which not only contribute to the environment but also appeal to eco-conscious travelers.

In Uzbekistan, sustainability is becoming a priority, particularly as the country works to enhance its tourism infrastructure. International hotel brands in the region are leading the way by incorporating sustainable practices into their operations. For example, “*Radisson Blu*” in Tashkent has adopted several environmentally-friendly initiatives, including water-saving measures and waste reduction programs. Local hotels are also beginning to recognize the importance of these sustainable practices and are slowly adopting similar initiatives. This trend aligns with global expectations and presents an opportunity for Uzbekistan’s hospitality sector to position itself as a responsible tourism destination.

### **Technology-Enhanced Services**

Technology has revolutionized the hospitality industry, and integrating smart technology into hotel services is now an international standard. Hotels around the world are adopting digital tools such as mobile check-ins, room automation systems, personalized guest experiences through data analytics, and digital concierges to enhance convenience and service quality. Mobile apps that allow guests to control room settings, order room service, or communicate with hotel staff are becoming increasingly popular, creating a seamless, modern guest experience.

In Uzbekistan, the integration of technology into hotel services is still in its early stages, but some hotels are already adopting digital solutions to improve guest experience. For example, hotels in Tashkent, such as the “*Hyatt Regency Tashkent*”, have introduced mobile check-ins and smart room features,

which align with global standards. This tech-driven approach enhances guest convenience, improves operational efficiency, and allows for more personalized services. As more hotels in Uzbekistan embrace technological innovations, the industry is poised to meet international expectations for smart, tech-enhanced guest services.

Designing hotel services according to international standards is essential for meeting global expectations and providing exceptional guest experiences. From guest services and food offerings to wellness, sustainability, and technology, each aspect of hotel operations must align with best practices to ensure consistent quality. In Uzbekistan, where the tourism sector is rapidly expanding, adopting these international standards will play a pivotal role in elevating the quality of services and attracting both local and international tourists. By focusing on these key service areas, hotels in Uzbekistan can ensure they remain competitive and offer exceptional experiences that meet the demands of today's global travelers.

### **Global Best Practices and Case Studies**

Adhering to international standards is crucial for hotel chains to ensure consistent quality, exceptional guest experiences, and efficient operations across multiple locations. Successful hotel brands around the world have set benchmarks in the hospitality industry by rigorously implementing these standards. Their success stories provide valuable insights into how global best practices can be translated into tangible benefits, including increased guest satisfaction, improved operational efficiency, and enhanced brand reputation.

### **Successful Implementations of International Standards**

One of the most prominent examples of adhering to international standards is “*Marriott International*”, which operates in

over 130 countries and regions. Marriott's success lies in its commitment to high-quality service, cleanliness, safety, and guest satisfaction, all of which align with international standards such as ISO 9001 for quality management. Marriott ensures that every property under its brand, from luxury hotels to budget accommodations, adheres to the same rigorous service guidelines. The chain has established a reputation for consistent service delivery, offering personalized experiences and ensuring a seamless guest journey through advanced technology such as mobile check-ins and smart room features. This consistency has played a key role in Marriott's global success and its ability to maintain a loyal customer base.

Similarly, “*Hilton Worldwide*” is another exemplary global hotel chain that rigorously follows international standards. Hilton hotels worldwide follow global quality assurance protocols that ensure the brand maintains its reputation for excellence. Hilton's commitment to sustainability, safety, and guest satisfaction is evident through initiatives such as the “*Hilton CleanStay*” program, which adheres to enhanced cleaning protocols in response to the global health crisis. By implementing these international standards, Hilton has maintained its competitive edge in various regions, including Europe, Asia, and the Middle East.

### **Case Studies of Global Hotel Chains**

Global hotel chains like “*Accor Hotels*”, with over 5,000 properties in more than 100 countries, are leading the way in adopting international standards across multiple locations. Accor's hotels follow a stringent set of guidelines that ensure consistent service quality and operational efficiency. One key aspect of Accor's success has been the “*ALLSAFE cleanliness and hygiene*” program, which is in line with international hygiene standards. This program focuses on maintaining strict

sanitation protocols, ensuring that guests feel safe and comfortable in every Accor property, whether it's a luxury hotel or an economy brand like Ibis. This consistency in service quality across various locations has contributed significantly to Accor's global reputation and operational success.

In Uzbekistan, the entry of international hotel chains such as “*Radisson Blu*”, “*Hyatt Regency*”, and “*Marriott*” has brought global best practices to the local hospitality market. For instance, the “*Hyatt Regency Tashkent*” follows the brand's international standards for guest services, cleanliness, and operational efficiency. The hotel has adopted various technological innovations, including digital check-ins and mobile room keys, which align with the growing demand for seamless, tech-enabled guest experiences. These international standards have significantly improved the guest experience in Uzbekistan, attracting both local and international tourists who expect the same level of service as they would find in other parts of the world.

Moreover, “*Radisson Blu Tashkent*” has implemented sustainability practices, such as energy-efficient systems, waste reduction, and water conservation, which are in line with global environmental standards. This commitment to sustainable hospitality practices not only improves operational efficiency but also attracts eco-conscious travelers. The integration of international standards in these hotels has had a direct impact on their ability to maintain a strong reputation and consistently high guest satisfaction scores, contributing to their success in the Uzbek market.

### **Outcomes and Achievements**

By adhering to international standards, global hotel chains have achieved significant improvements in guest satisfaction, operational efficiency, and brand recognition. Marriott, Hilton, and Accor, for example, have been able to

maintain high occupancy rates across their global portfolio due to their reputation for providing consistent and high-quality service. In Uzbekistan, the introduction of international hotel chains has raised the bar for service delivery, making it increasingly important for local hotels to follow suit. The adoption of global standards in guest services, quality assurance, and sustainability has not only enhanced the guest experience but also positioned Uzbekistan's hospitality sector as competitive on the international stage.

Global hotel chains provide valuable case studies of how adherence to international standards leads to operational success and high guest satisfaction. These examples highlight the significant impact of consistent service quality, technology adoption, and sustainability practices. For Uzbekistan, the implementation of these global best practices by international hotel brands has contributed to the modernization of its hospitality sector and will continue to set the standard for local hotels aiming to meet the expectations of both domestic and international guests.

### **Challenges in Designing Hotel Services According to International Standards**

Designing and implementing hotel services according to international standards can provide significant benefits, including improved guest satisfaction, operational efficiency, and global competitiveness. However, there are several challenges that hotels must overcome to successfully align their operations with these standards. These challenges include cultural adaptation, staff training and development, the financial cost of implementation, and overcoming technological barriers. In Uzbekistan, where the hospitality sector is rapidly developing, these challenges are particularly pertinent as local hotels aim to meet international expectations while catering to the unique needs of local and international guests.

### **Cultural Adaptation**

One of the biggest challenges in designing hotel services according to international standards is balancing global expectations with local preferences and cultural differences. While international standards provide a framework for high-quality service, these standards must be adapted to fit the cultural context of each country. In Uzbekistan, a country rich in history, tradition, and unique hospitality customs, striking this balance can be particularly challenging. For example, Uzbekistan's hospitality culture often emphasizes personal interaction, warmth, and a high level of attentiveness toward guests, which may differ from the more standardized or impersonal approaches seen in some Western hotels.

Hotels in Uzbekistan must find ways to incorporate these local cultural aspects into their service offerings while still meeting the expectations set by global hotel chains. This might involve blending international standards with local practices, such as offering personalized services with a local touch. For example, hotels in Uzbekistan may adopt international standards for cleanliness, safety, and food quality, but they can also maintain traditional elements, such as offering guests local teas or a welcoming greeting that reflects Uzbek hospitality traditions. Successfully integrating these cultural nuances into hotel services while adhering to global standards is essential to creating a positive guest experience that resonates with both international and local visitors.

### **Staff Training and Development**

Another significant challenge in implementing international standards is ensuring that hotel staff is adequately trained to consistently meet these service expectations. International standards often require a high level of professionalism, attention to detail, and the ability to perform tasks efficiently. In Uzbekistan, where the

hospitality industry is still growing, ensuring that staff members have the skills and knowledge to deliver world-class service can be challenging. Training programs must be comprehensive, covering everything from communication skills to operational procedures, to ensure that all employees are well-prepared to meet international standards.

The implementation of training programs for local staff also requires investment in resources, time, and expertise. Hotel chains operating in Uzbekistan, such as “*Hyatt Regency Tashkent*” and “*Radisson Blu*”, often bring in international training programs to ensure that local staff meets global expectations. Additionally, local hotels may need to invest in partnerships with international hospitality schools or hire experienced trainers to equip their staff with the necessary skills. Staff development is a continuous process, and maintaining high service standards requires regular updates to training programs to stay current with evolving industry trends and guest expectations.

### **Cost of Implementation**

Adhering to international standards can be a costly endeavor for hotels, especially when it comes to infrastructure improvements, staff training, and ongoing operational expenses. For hotels in Uzbekistan, which may already face financial constraints, the cost of implementing these standards can be a significant barrier. Upgrading facilities to meet international standards requires substantial investment, particularly in areas like room design, quality of amenities, and advanced technology integration. Moreover, hotels must also factor in the cost of training programs, certification processes, and compliance with global regulations.

For example, international hotel chains that enter the Uzbek market often invest heavily in their properties to meet global standards,

from the installation of modern amenities to implementing state-of-the-art security systems. While the cost of implementing such upgrades can be a challenge for smaller, locally owned hotels, these investments are crucial to attracting international tourists who expect a certain level of quality. In some cases, government incentives or partnerships with international hotel brands may help mitigate the financial burden, enabling local hotels to meet these standards without bearing the entire cost themselves.

### **Technological Barriers**

The integration of new technologies into hotel services presents another challenge for both international hotel chains and local hotels in Uzbekistan. Technology is a critical aspect of modernizing hotel services, as it enhances operational efficiency, improves guest experiences, and aligns with international standards. However, the cost of adopting advanced technologies such as mobile check-in systems, smart room features, digital concierges, and data-driven personalization tools can be prohibitive for many hotels, particularly smaller establishments or those with limited budgets.

In Uzbekistan, the implementation of such technologies is still in its early stages, and many local hotels face difficulties in terms of infrastructure, internet connectivity, and the financial resources required to upgrade to modern systems. International hotel chains operating in Uzbekistan, such as Marriott and Hyatt, are at the forefront of integrating advanced technology, but local hotels must often navigate significant challenges in adopting these same innovations. Furthermore, staff must be trained to use these technologies effectively, which adds another layer of complexity to the implementation process. For example, mobile check-ins or digital room keys require both guest-facing technology and internal systems to work seamlessly, which

can be difficult to establish without robust technical support and infrastructure.

In some cases, hotels may choose to gradually implement technological solutions, starting with simple innovations such as online booking platforms or basic in-room entertainment systems, before progressing to more advanced features like in-room automation or smart guest services. This phased approach can help mitigate the financial and operational challenges associated with adopting new technologies.

While designing hotel services according to international standards offers significant benefits, it also presents several challenges that must be addressed for successful implementation. Balancing international standards with local cultural preferences, ensuring effective staff training and development, managing the financial costs of implementation, and overcoming technological barriers are all crucial considerations. In Uzbekistan, where the hospitality industry is rapidly evolving, these challenges are particularly relevant. By overcoming these obstacles and gradually adopting global best practices, hotels in Uzbekistan can enhance their service offerings and meet the growing expectations of international travelers, while also maintaining the unique cultural elements that make Uzbek hospitality so distinctive.

### **Future Trends in Hotel Services and International Standards**

The hospitality industry is continuously evolving, driven by changing guest expectations, technological advancements, and global shifts in priorities. As hotels strive to maintain high service standards and meet international expectations, several key trends are shaping the future of hotel services. These include a shift towards more personalized, guest-centric experiences, a growing emphasis on sustainability, the integration of innovative

technologies, and an increased focus on health and safety following the COVID-19 pandemic. In Uzbekistan, these global trends are increasingly being adopted as local hotels and international chains work to enhance their service offerings and meet the demands of modern travelers.

### **Guest-Centric Services**

One of the most significant trends in the future of hotel services is the shift towards guest-centric, personalized experiences. While international standards ensure a consistent level of quality across hotels, there is a growing recognition that guests expect unique, tailored experiences that cater to their individual preferences. In response, many hotels are focusing on enhancing personalization, leveraging guest data and technology to deliver experiences that align with the specific needs and desires of each guest.

This trend is evident in global hotel chains that use data analytics to understand guest preferences, enabling them to offer personalized services, such as room temperature adjustments, curated dining experiences, or customized concierge recommendations. Hotels are increasingly investing in technologies such as mobile apps, which allow guests to personalize their stay, request services, and communicate with hotel staff at any time.

In Uzbekistan, the introduction of international hotel chains such as “*Hyatt Regency Tashkent*” and “*Radisson Blu Tashkent*” has brought a focus on personalized guest experiences. These hotels use guest profiles and preferences to ensure that services are tailored to the needs of each visitor, whether it’s through personalized greetings, room preferences, or curated local experiences. Uzbek hotels are slowly adopting these personalized service models, helping to create memorable stays for both international tourists and domestic visitors, which enhances overall guest satisfaction.

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### **Sustainability and Eco-Friendly Services**

Sustainability is rapidly becoming a defining feature of hotel services worldwide. International standards now require hotels to integrate eco-friendly practices into every aspect of their operations, from energy-efficient lighting to water conservation and waste reduction. This focus on sustainability is driven by both consumer demand and the growing recognition of the hospitality industry’s environmental impact. Guests are increasingly looking for hotels that align with their values, particularly when it comes to reducing carbon footprints and supporting sustainable tourism.

In Uzbekistan, the hospitality industry is beginning to embrace sustainability, though the shift is still in its early stages. International hotel chains operating in the country, such as “*Radisson Blu Tashkent*”, have already implemented sustainability initiatives, such as energy-efficient systems, water-saving technologies, and waste management practices. These efforts align with the global push toward greener practices, and as the industry matures, local hotels are likely to follow suit.

The Uzbekistan government is also focusing on sustainable tourism initiatives to support the country’s efforts to become a more eco-friendly destination. For example, eco-tourism projects around Uzbekistan’s natural attractions, like the Kyzylkum Desert, have helped raise awareness of sustainability within the hospitality sector. By integrating eco-friendly services and promoting sustainable practices, hotels in Uzbekistan can attract eco-conscious travelers and contribute to the global movement toward sustainability.

### **Technological Innovations**

Technology is set to play a significant role in the future of hotel services, with innovations enhancing everything from guest experience to operational efficiency. One of the most transformative trends is the integration of artificial intelligence (AI) and

the Internet of Things (IoT) into hotel operations. AI-driven customer service, automated check-ins and check-outs, and smart room features are becoming increasingly common in hotels around the world. These technologies not only improve the guest experience but also streamline hotel operations, reduce costs, and create new opportunities for personalization.

AI-powered systems are being used to assist guests with booking, concierge services, and even in-room requests, while IoT devices allow for the automation of room features, such as lighting, temperature control, and entertainment systems, to suit guest preferences. For example, AI-driven chatbots are now commonplace for guest inquiries, providing instant responses and enhancing the guest's ability to customize their stay. Additionally, IoT-based solutions are being used for remote control of room settings, allowing guests to control aspects of their room through their smartphones.

In Uzbekistan, while the use of these advanced technologies is still developing, international hotels like *“Hyatt Regency Tashkent”* have already begun integrating smart technologies into their services. These hotels provide guests with mobile check-ins, digital room keys, and AI-powered concierge services, offering a glimpse of how technology will shape the future of the Uzbek hospitality industry. Local hotels in Uzbekistan are also starting to adopt these innovations, with some investing in room automation and digital solutions to improve operational efficiency and the guest experience.

### **Health and Safety Post-Pandemic**

The COVID-19 pandemic has had a profound impact on the hospitality industry, particularly in terms of hygiene, cleanliness, and guest safety. In response to the pandemic, international standards for hotel services have been redefined to include stricter hygiene protocols, social distancing

measures, and enhanced safety procedures. These new health and safety standards are now considered essential, and many of the changes made during the pandemic are expected to remain in place in the long term.

International hotel chains worldwide have introduced enhanced cleaning procedures, with a focus on disinfecting high-touch areas, increasing the frequency of cleaning, and using hospital-grade sanitization products. The introduction of contactless check-in/check-out processes, mobile room keys, and automated systems for guest interaction have also contributed to minimizing physical contact and improving guest safety.

In Uzbekistan, hotels have followed these global trends to ensure the safety of their guests. For example, *“Radisson Blu Tashkent”* and *“Hyatt Regency Tashkent”* have implemented enhanced cleaning protocols and social distancing measures in line with international standards. These hotels have also adopted touchless technologies, such as mobile check-ins and digital payment systems, to minimize physical contact. Local hotels, especially those catering to international tourists, are gradually implementing similar measures to meet health and safety expectations.

As travel resumes and international tourism increases, health and safety standards will continue to evolve. The integration of these enhanced hygiene and safety measures will not only help protect guests but also instill confidence in travelers, which is crucial for the recovery of the hospitality industry.

The future of hotel services is shaped by key trends that prioritize guest-centric experiences, sustainability, technological innovation, and health and safety. As international standards continue to evolve, hotels worldwide must adapt to meet changing guest expectations and regulatory requirements. In Uzbekistan, these trends are already being embraced by both

international hotel chains and local properties, helping to position the country's hospitality sector as a competitive player in the global market. By focusing on these future trends, hotels in Uzbekistan can enhance guest satisfaction, improve operational efficiency, and ensure they remain relevant in an increasingly competitive global market.

### **Conclusion**

In this article, we have explored the critical role that international standards play in shaping modern hotel services. Adhering to these standards ensures a high level of service quality, consistency, and operational efficiency, which are essential for providing an exceptional guest experience. From designing guest-centric services and integrating technological innovations to ensuring sustainability and health safety, international standards serve as a foundation for hotels striving to meet the ever-evolving expectations of both domestic and international travelers. As global tourism continues to expand, the integration of international standards will remain crucial in maintaining competitiveness and driving growth within the hospitality sector.

One of the key takeaways is the importance of balancing global best practices with local cultural nuances. International standards are not one-size-fits-all; they must be adapted to local contexts to ensure they resonate with both international and domestic guests. In countries like Uzbekistan, where the hospitality industry is expanding rapidly, hotels are increasingly adopting international standards, including those related to service quality, hygiene, sustainability, and technology. These efforts not only enhance the guest experience but also help local hotels and international brands establish a strong reputation within a competitive global market.

The ongoing evolution of international standards in the hospitality industry is likely to lead to even more sophisticated and dynamic service offerings in the future. With a growing emphasis on personalized guest experiences, sustainability practices, and the integration of advanced technologies such as artificial intelligence and the Internet of Things (IoT), the hospitality industry will continue to transform. As global travelers demand more customized and seamless experiences, hotels will need to adapt quickly, integrating new technologies, improving service delivery, and focusing on sustainability to meet these expectations. The COVID-19 pandemic has also accelerated the need for enhanced health and safety protocols, which will likely remain integral to international standards moving forward, ensuring that guest well-being is always prioritized.

Looking ahead, international standards will play a crucial role in enhancing the global competitiveness of hotels. As the hospitality industry becomes increasingly interconnected, hotels that adhere to these standards will be better positioned to compete in the global marketplace. Consistently high-quality service, effective use of technology, and attention to sustainability will not only elevate the guest experience but also contribute to a hotel's long-term success. In this context, international standards are not just about compliance; they represent an opportunity for hotels to differentiate themselves, attract a diverse range of guests, and establish a strong, lasting brand presence.

In conclusion, international standards are foundational to the growth and success of the global hospitality industry. By embracing these standards, hotels can ensure that they are meeting the demands of today's discerning travelers while setting the stage for future innovations in service delivery. For countries like Uzbekistan, the continued integration of international

standards will drive the evolution of the hospitality sector, enhance global competitiveness, and help elevate the guest experience to new heights.

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## Стратегия И Тактика Захириддина Мухаммада Бабура, Их Актуальность В XXI Веке

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### Аннотация

В данной статье рассматриваются ключевые элементы военной стратегии и тактики Захириддина Мухаммада Бабура, основателя империи Великих Моголов. Анализируются такие приемы, как «тулгاما» и использование подвижной артиллерии («араба»), которые позволили Бабуру одерживать победы над численно превосходящим противником. Особое внимание уделяется актуальности его методов в контексте современных концепций маневренной войны, управления войсками и военно-технической интеграции.

**Ключевые слова:** Захириддин Мухаммад Бабур, «Бабур-наме», военная стратегия, тактика «Тулгاما», система «Араба», артиллерия, Великие Моголы, маневренная война, военные инновации, битва при Панипате, современное военное искусство, лидерство.

Захириддин Мухаммад Бабур (1483-1530) вошел в историю не только как выдающийся поэт и государственный деятель, но и как военный гений, совершивший революцию в военном деле Востока [3].

Его победы, в частности в битве при Панипате (1526 г.), стали результатом синтеза кочевых традиций Центральной Азии и передовых огнестрельных технологий того времени [1].

Стратегическая гениальность Бабура заключается в способности синтезировать степную мобильность (наследие Тимуридов и Чингизидов) с технологическим прорывом (османская огнестрельная школа) [4,9].

Его подход к ведению войны можно классифицировать как «интегральный», где каждый род войск усиливал слабые стороны другого.

Тактика «тулгاما» (в переводе с чагатайского – «окружение» или «охват») была коронным приемом Бабура. В отличие от простых фронтальных атак, она требовала высочайшей дисциплины и идеального согласования по времени.

Бабур разделял армию на пять сегментов: центр (*гул*), правое крыло

(*барангар*), левое крыло (*джавангар*) и два скрытых отряда засады на крайних флангах.

В битве при Панипате, когда огромная армия Ибрахима Лоди (около 100 000 человек и сотни слонов) пошла в атаку, Бабур (имея всего до – 15 000 воинов) задействовал фланговые отряды. Они совершали быстрые маневры, заходя противнику в тыл и обстреливая его из луков. Это создало «эффект бутылочного горлышка», где численное превосходство И. Лоди превратилось в хаос и давку [8,10].

Бабур совершил «пороховую революцию» в Индии, внедрив тактику, заимствованную у османского мастера артиллерии Руми-хана [2,7].

Связывание 700 повозок (араба) кожаными ремнями создавало непреодолимый барьер для вражеской кавалерии и слонов. Между повозками устанавливались щиты (*тура*) для защиты стрелков и пушек [1].

Историк военного дела В. В. Бартольд отмечал, что успех Бабура был обусловлен именно «артиллерийским парком», который в то время был диковинкой для региона [4].

Современные военные аналитики (например, Стивен Розен) подчеркивают, что Бабур использовал артиллерию не просто как средство осады, а как элемент активной полевой обороны [11].

Бабур понимал уязвимость главной силы своих противников – боевых слонов противника [6].

Грохот пушек и мушкетов пугал животных, заставляя их разворачиваться и топтать собственную пехоту. Бабур стратегически правильно располагал свои силы так, чтобы ландшафт – рвы, строения, заграждения направляли обезумевших животных в сторону врага [5].

Многие исследователи, указывают на то, что Бабур обладал «взглядом шахматиста». Он редко полагался на случай, предпочитая тщательную разведку местности.

В терминах современной военной науки (например, в стандартах НАТО), действия Бабура описываются как «Combined Arms Maneuver» (общевойсковой маневр). Его актуальность сегодня проявляется в использовании мобильных групп, которые, подобно его кавалерии, наносят точечные удары по логистике и флангам противника, в то время как технологическое средство (сегодня это БПЛА и РСЗО, у Бабура – пушки и мушкеты) подавляет волю к сопротивлению.

Стратегическое мышление Бабура опередило его время на столетия. Он доказал, что интеграция новых технологий в проверенные временем маневренные схемы является ключом к победе над любым превосходящим противником.

Наследие Захириддина Мухаммада Бабура сегодня рассматривается не только как исторический артефакт, но и как живой пример адаптивного

лидерства и технологической трансформации [12].

В эпоху «гибридных войн» и сетевых операций принципы Бабура находят неожиданные, но глубокие параллели.

Основная заслуга Бабура – не само наличие пушек, а их системная интеграция с традиционной кавалерией. В современной науке это называется «общевойсковым боем» [8].

Военный историк Прадип Баруа в своем исследовании «*The State at War in South Asia*» подчеркивает, что Бабур создал систему, где огневая мощь артиллерии служила якорем для маневренных групп. Это предтеча концепции ударно-разведывательных контуров, где тяжелая артиллерия и ракетные системы действуют в единой связке с мобильными подразделениями и БПЛА. Бабур первым показал, что технологическое превосходство нивелирует численное.

Тактика охвата флангов (тулгама), доведенная Бабуром до совершенства в битве при Панипате, остается фундаментальной для современного военного искусства [11].

Сегодня аналитики отмечают, что Бабур использовал «динамическое пространство». Он не просто окружал врага, он заставлял превосходящие силы противника сжиматься в неуправляемую массу. В современных локальных конфликтах использование малых, высокоподвижных групп для обхода позиций противника и ударов по тылам (аналог фланговых отрядов Бабура) является ключевым методом дезорганизации управления войсками.

Бабур понимал, что война выигрывается в умах людей. Его мемуары «Бабур-наме» – это первый в истории пример стратегических коммуникаций и создания имиджа лидера. Исследователь Стивен Дейл указывает

на то, что Бабур использовал культуру и литературу как инструмент легитимности своей власти [7].

Его способность объединять разные этнические группы (персов, турок, афганцев) под единым знаменем, прообраз современного кризисного менеджмента и государственного строительства в полиэтнических регионах.

Акцент Бабура на дисциплине и личном примере актуален для современных доктрин лидерства в экстремальных условиях. Его отказ от алкоголя и публичное уничтожение кубков перед битвой при Кханва (1527) – классический пример ценностного управления коллективом.

Сравнительный анализ военного наследия Захириддина Мухаммада Бабура с современными военными доктринами (такими как стандарты НАТО или концепции глубокой операции) показывает, что Бабур интуитивно применял принципы, которые сегодня считаются вершиной оперативного искусства. Ниже рассмотрим детальный разбор ключевых аспектов.

Бабур первым в Центральной и Южной Азии реализовал безупречную синхронизацию трех родов войск: тяжелой артиллерии (ствольная мощь), пехоты с огнестрельным оружием (линейная защита) и высококомобильной кавалерии (маневр). Это прямой прообраз современной доктрины Combined Arms, где успех операции зависит не от массы войск, а от синергии танков, мотопехоты, артиллерии и авиации. Связанные цепями повозки Бабура (араба) выполняли ту же роль, что и современные мобильные фортификации или бронированные заслоны, создавая «опорные пункты» для огневого поражения противника.

Тактика «Тулгама» в современных условиях трансформировалась в

концепцию «вертикального и горизонтального охвата». Использование аэромобильных групп (десанта) для блокирования путей отступления и ударов по штабам аналогично действиям «засадных отрядов» Бабура. Военные аналитики отмечают, что Бабур использовал «динамическое окружение» – он не ждал, пока враг попадет в ловушку, а активно создавал условия, сжимая фронт противника артиллерийским огнем и направляя его под удары флангов.

Перед битвой при Панипате и Кханве Бабур проводил многодневную рекогносцировку, лично изучая ландшафт и строя инженерные заграждения (рвы, искусственные препятствия). Он использовал «разведку боем», чтобы выявить слабые места в управлении слонами у противника. Сегодня это классифицируется как – разведка, наблюдение и рекогносцировка. Бабур понимал, что знание местности важнее численности. В современных условиях этот принцип реализуется через спутниковую разведку и БПЛА, но стратегическая суть осталась прежней – «видеть поле боя глубже, чем противник».

Актуальность данной темы обусловлена необходимостью переосмысления классического военного наследия в условиях асимметричных конфликтов и технологических трансформаций.

Опыт Бабура по интеграции инновационного для его времени огнестрельного оружия в традиционные маневренные схемы служит моделью для современных ВС, внедряющих искусственный интеллект и БПЛА.

В эпоху, когда компактные профессиональные армии противостоят более массовым, но менее организованным силам, методы Бабура по достижению победы «не числом, а

умением» становятся стратегическим ориентиром.

Изучение «Бабур-наме» как пособия по антикризисному менеджменту и стратегическим коммуникациям актуально для современных лидеров и государственных деятелей в условиях высокой неопределенности.

Исходя из вышеизложенного и на основе проведенного анализа можно сформулировать следующие выводы:

1. Бабур не просто использовал артиллерию, он создал единую боевую систему, где статичная огневая мощь и динамичная кавалерия работали в резонансе.

2. Успех Бабура во многом зависел от его способности адаптировать тактику к конкретному театру военных действий (ландшафт Индии против ландшафта Мавераннахра), что сегодня является основой оперативного искусства.

3. Использование психологического шока от применения нового оружия (пушек) и личный авторитет полководца были такими же важными инструментами победы, как и физическое уничтожение противника.

4. Актуальность маневра по принципу «Тулгама» – остается классической схемой, которая в цифровую эпоху трансформировалась в концепцию «многодоменных операций».

Для дальнейшего развития исторического опыта полагаются целесообразными следующие рекомендации:

использовать тактические схемы Бабура для разработки алгоритмов игровых моделей и симуляций, предсказывающих поведение маневренных групп в условиях ограниченных ресурсов;

использовать управленческий опыт Бабура (система меритократии и делегирования) в тренингах по

подготовке командного и руководящего состава;

создание интерактивных карт и VR-реконструкций сражений Бабура для популяризации военного искусства среди молодежи.

Подводя итог, следует признать, что Захириддин Мухаммад Бабур был не просто завоевателем, а архитектором новой военной парадигмы. Его стратегия и тактика представляют собой уникальный сплав жесткой логики технологий и гибкой интуиции воина.

Современная военная наука, оперирующая понятиями гиперзвуковых скоростей и спутникового наведения, по сути, продолжает развивать те же идеи, которые Бабур воплощал с помощью фитильных ружей и конных лучников – скорость, внезапность, концентрация огня и психологическое доминирование. Бабур доказал, что любая технология мертва без творческой тактической мысли. В эпоху современности, когда мир стоит на пороге войн роботов и алгоритмов, его наследие напоминает нам, что решающим фактором остается интеллект полководца и его способность видеть поле боя как единую, динамичную систему.

Таким образом, изучение стратегии Бабура – это не только дань уважения великому предку, но и практический поиск ответов на вызовы безопасности будущего. Как отмечают современные исследователи – «Бабур создал код победы, который универсален для любой эпохи, где интеллект встречается с превосходящей силой».

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## Pedagogical Basis Of Physical Training In Young Volleyball Players: Age Characteristics And Norms-Criteria

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### Annotation

This article analyzes the pedagogical foundations of the formation of physical training in young volleyball players from a scientific and theoretical perspective. The study covers the age characteristics of athletes, stages of psychophysiological development, and the laws of age-appropriate development of physical qualities (strength, speed, agility, endurance, and flexibility). It also reveals the pedagogical significance of the norms and criteria used to assess the level of physical training, and justifies their role in planning and controlling the training process. The article emphasizes the importance of age-appropriate approaches in protecting the health of young volleyball players, preventing overloads, and gradually developing sports skills. The results of the study serve as a scientific and methodological basis for the effective organization of training in children's and adolescents' sports schools.

**Key words:** Young volleyball players, physical training, pedagogical foundations, age characteristics, norms and criteria, physical qualities, sports training.

### Annotatsiya

Mazkur maqolada yosh voleybolchilarda jismoniy tayyorgarlikni shakllantirishning pedagogik asoslari ilmiy-nazariy jihatdan tahlil qilinadi. Tadqiqotda sportchilarning yosh xususiyatlari, psixofiziologik rivojlanish bosqichlari hamda jismoniy sifatlarning (kuch, tezkorlik, chaqqonlik, chidamlilik va egiluvchanlik) yoshga mos rivojlanish qonuniyatlari yoritilgan. Shuningdek, jismoniy tayyorgarlik darajasini baholashda qo'llaniladigan norma va mezonlarning pedagogik ahamiyati ochib berilib, ularning mashg'ulot jarayonini rejalashtirish va nazorat qilishdagi o'rni asoslab beriladi. Maqolada yosh voleybolchilarning sog'lig'ini muhofaza qilish, ortiqcha yuklamalarning oldini olish hamda sport mahoratini bosqichma-bosqich rivojlantirishda yoshga mos yondashuvlarning muhimligi ta'kidlanadi. Tadqiqot natijalari bolalar va o'smirlar sport maktablarida mashg'ulotlarni samarali tashkil etish uchun ilmiy-uslubiy asos bo'lib xizmat qiladi.

**Kalit so'zlar:** Yosh voleybolchilar, jismoniy tayyorgarlik, pedagogik asoslar, yosh xususiyatlari, norma va mezonlar, jismoniy sifatlar, sport mashg'ulotlari

**Kirish.** Bugungi voleybol o'yinining mohiyati, jumladan texnik-taktik harakatlarining ijro etilishi aksariyat «havoda», ya'ni tayanchsiz holatda amalga oshirilishi bilan farqlanadi. Sakrab zarba berish, to'siq qo'yish, to'p uzatish, yiqilib to'p qabul qilish, to'p kiritish bunga yaqqol misol bo'laoladi. So'nggi yillarda o'yin qoidalarining keskin o'zgarishi (tanani barcha qismi bilan to'p qabul qilish, hisobni tay-breyk tizimida olib borilishi, «libero» o'yinchisining joriy etilishi, o'yinchi almashinuvining to'g'ridan to'g'ri amalga

oshirilishi, to'rnining pastki qismiga tegishga ruxsat berilishi va h.k.) o'yin sur'atini yanada jadallashishiga olib keldi. Mutaxassislar tomonidan aniqlanganki, har bir musobaqa o'yinida voleybolchilar 300-600 marta, hatto undan ko'p sakrab ijro etiladigan texnik-taktik malakalarni bajarar ekanlar. Agar o'yindan oldingi «razminka» davomidagi sakrashlar, o'yin vaziyatlarida to'psiz ijro etiladigan chalg'ituvchi sakrashlar e'tiborga olinsa, qayd etilgan sakrashlar hajmi yanada ortadi. Bordi-yu bu sakrashlarning yillik hajmi nazarda tutilsa, zamonaviy

voleybolda yuksak natijaga erishish qanchalik jismoniy imkoniyatlarga bog'liq ekanligi ayon bo'ladi. Demak, jismoniy tayyorgarlik texnik-taktik tayyorgarlik bilan chambarchas bog'liq bo'lib, yuksak sport mahoratini ta'minlanishida poydevor sifatida muhim ahamiyat kasb etadi. Inson bolalikdan turli yo'nalishdagi harakat malakalarini ongsiz va ongli tarzda bajaradi. Natijada shu harakatlar ma'lum jismoniy sifatlar (kuch, tezkorlik, chaqqonlik, chidamkorlik, egiluvchanlik) tusida rivojlana boradi. Sekin-asta hayotiy zarur harakat malakalari (yurish, yugurish, sakrash, to'xtash, osilish va h.k.) sayqal topadi. Mutaxassislarning fikricha, asosan shu jismoniy sifatlar va hayotiy zarur harakat malakalari, o'yinlar yordamida yanada samaraliroq rivojlanishi isbotlab berilgan. Oilada, maktabgacha tarbiya muassasalarida, turli bosqichdagi ta'lim maskanlarida ushbu muammoga har doim ham rejali va ilmiy jihatdan yondoshilmaydi. Jismoniy mashqlarni to'g'ri qo'llash, ularni bolalar qanday o'zlashtirayotganligini nazorat qilib borish, shu bolalardagi jismoniy sifatlarni, uning qaddi-qomati, jismoniy va funksional taraqqiyoti to'g'ri yo'nalishda tarbiyalanib borishiga imkon yaratadi. Ma'lumki, insonning jismoniy sifatlari uning tug'ilishidan boshlab shakllana boradi. Lekin, uning bolaligida shu sifatlar qanday darajada shakllanishi, oddiy yoki murakkab harakatlarni o'zlashtirib olishi nafaqat uni o'sib, yashab kelayotgan muhitga bog'liq, balki bolaning muayyan sifatini qanday vositalar yordamida rivojlantirilishi bilan belgilanadi. Shu bilan bir qatorda harakatni turi, yo'nalishi va qanday maqsadga qaratilganligiga (kasb, ro'zg'or ishi, sport, harbiy faoliyat va h.k.) qarab, har bir jismoniy sifatni shu harakat ijrosidagi o'rni turlicha bo'ladi. Shunday bo'lsada, turli kasb faoliyatlarida yoki sport turlarida shu jismoniy sifatlarning integral ahamiyati o'ziga xos ulushga ega bo'ladi. Ammo

qanday bo'lmasin, ko'pgina tadqiqotchilarning fikricha, barcha harakat faoliyatida ayrim jismoniy sifatlarning ustuvorligi darhol ko'zga tashlanadi. Zamonaviy sport amaliyotida yuqori natijalarga erishish sportchining uzoq muddat davomida yuqori sifatli va samarali ish qobiliyatini saqlay olish imkoniyati bilan bog'liqdir.

#### **Adabiyotlar tahlili va metodlar.**

Respublikamiz olimlari tomonidan voleybolchilar tayyorgarligining turli tomonlarini takomillashtirishga oid bir qator tadqiqotlar amalga oshirilgan. Xususan, A.A.Pulatov, M.A.Qdirova, A.A.Ummatov, S.F.Ashurkova, A.A.Boltayev, X.M.Toshpulatovlar esa o'z izlanishlarida voley bolchilarning texnik harakatlarini shakllantirish, musobaqa faoliyatiga tayyorlash, to'siq qo'yish texnikasini o'rgatish bosqichlari va harakatlarning ketma-ketligiga e'tibor qaratganlar. Bu tadqiqotlarda texnik harakatlar kuzatuv va amaliy mashg'ulotlar asosida tahlil qilingan bo'lib, harakatlarni kinematik parametrlar asosida o'lchash, harakat burchaklari, tana segmentlari harakatini fazoviy-vaqt ko'rsatkichlari asosida ilmiy asoslashga yetarli darajada e'tibor berilmagan. Shuningdek, S.S.Tajibayev, G'T.Ismoilovlar sportchilarning texnik harakatlarini biomexanik va kinematik xususiyatlarini o'rgangan. Aynan shu jihat hozirgi dissertatsiya mavzusini ilmiy jihatdan o'ziga xos va dolzarbligidan dalolat beradi. Xalqaro darajadagi muhim manbalardan biri — FIVB Coaching Manual (2021) bo'lib, unda voleybolchilarning texnik-taktik tayyorgarligi uchun tavsiya etilgan ilg'or mashg'ulot uslublari, nazorat va baholash mezonlari, jamoaviy o'yinlar strategiyasi haqida aniq va aniq ko'rsatmalar berilgan. Ayniqsa, xizmat turlarining (float serve, jump serve) o'rgatilishi va himoyaviy pozitsiyalarni rivojlantirishga qaratilgan mashqlar tizimi alohida e'tiborga molikdir. Shuningdek, B.

Karimovning “Sportchilarning psixologik tayyorgarligi” (2023) nomli tadqiqotida mashg‘ulot jarayonida sportchilarning psixologik holatini nazorat qilish, stressni boshqarish va ijobiy muhit yaratish uslublari yoritilgan. Ushbu yondashuv o‘smirlarning emotsional barqarorligi va jamoada o‘zini erkin tutishiga ijobiy ta‘sir ko‘rsatadi. Mahalliy mualliflardan Murtazaliev Sh. tomonidan yozilgan “Sport metodikasi asoslari” (2019) kitobida mashg‘ulot rejalashtirish, davriy yuklama berish, mashg‘ulot mazmunining yoshga moslashtirilgan strukturasi tuzish kabi masalalar yoritilgan. Muallif voleybolchilarda o‘yin ko‘nikmalarini shakllantirishda didaktik tamoyillarni hisobga olish zarurligini ta‘kidlaydi. Umuman olganda, mavjud adabiyotlar voleybolchilarni tayyorlash jarayonida kompleks yondashuv zarurligini, bunda texnik, taktik, jismoniy va psixologik jihatlarining uyg‘unligi muhimligini ko‘rsatmoqda.

**Natijalar va muhokama.** Jismoniy tayyorgarlik – tayyorgarlik turlaridan biri bo‘lib, voleybolchining organizmini rivojlantirish, uning jismoniy sifat va qobiliyatlarini takomillashtirishga, hamda o‘yin faoliyatini samarali amalga oshirilishini ta‘minlovchi mustahkam poydevor yaratishga qaratilgandir. Zamonaviy voleybol shug‘ullanuvchilardan nihoyatda katta kuch, tezkorlik, chaqqonlik, chidamkorlik va egiluvchanlik sifatlarini talab qiluvchi sport o‘yinlari turiga mansubdir. O‘yinning mohiyati o‘yinchi harakatining turli yo‘nalish va o‘zgaruvchan vaziyatda o‘ta tezkor, aniq hamda qisqa vaqt ichida ijro etilishi bilan ta‘riflanadi. Voleybolchining har bir o‘yin davomida ko‘pdan ko‘p to‘siq qo‘yish, zarba berish va to‘p kiritish uchun sakrashlari, yiqilishlar, yugurish, to‘xtash, burilish, egilish va boshqa harakatlarni yuqori tezlikda ijro etilishi katta jismoniy kuch, o‘ta chaqqonlik, mustahkam chidamkorlik va ruhiy

uyg‘unlikni talab qiladi. Binobarin, ushbu yuklama (nagruzka) ta‘siri shug‘ullanuvchi organizmining funksional jihatdan mukammal shakllangan bo‘lishini taqozo etadi. Bugungi voleybolchi bo‘yi jihatdan 185-195 sm. va undan katta uzunlikka ega bo‘lib, harakatchan, tezkor, sakrovchan, ziyrak, zukko, tez fikrlovchi, o‘tkir zehni, maydonda ro‘y beradigan vaziyatni tez fahmlab «foydali» javob qaytara oladigan ko‘rsatkichlarga ega bo‘lishi kerak. Sportchilarning yoshiga, tayyorgarligiga, malakasiga, hamda sport trenirovkasi davriga va vazifalariga qarab jismoniy tayyorgarlikni mazmuni, hajmi va shiddati turlicha bo‘ladi.

Jismoniy tayyorgarlik bo‘yicha qo‘yilgan vazifalarni yechishda turli vositalar: tayyorgarlik mashqlari, harakatli va sport o‘yinlari, o‘quv o‘yinlari va musobaqalardan foydalanish mumkin. Shug‘ullanuvchilarning individual xususiyatlariga mashqlarning moslab qo‘llanilishi asosiy shartlardan biri bo‘lib hisoblanadi. Shug‘ullanuvchilar uchun beriladigan jismoniy mashqlarga quyidagilarni kiritish mumkin:

- a) tana, qo‘l, oyoq mushaklarining rivojlanishiga ta‘sir etuvchi kuch va tezkorlik-kuch mashqlari;
- b) chidamlilik sifatining rivojlanishiga ta‘sir etuvchi (tezkorlik-chidamlilik, tezkorlik-kuch chidamliligi) mashqlar;
- v) harakatlanish tezkorligiga ta‘sir etuvchi mashqlar;
- g) chaqqonlik sifatiga ta‘sir etuvchi mashqlar;
- d) egiluvchanlik sifatiga ta‘sir etuvchi mashqlar;

Bu mashqlardan foydalanish texnik va taktik usullarni bajarish sifatiga to‘g‘ridan to‘g‘ri ta‘sir etadi.

Shug‘ullanuvchilar uchun zarur bo‘lgan jismoniy sifatlarni tarbiyalashda quyidagi uslublardan foydalaniladi:

1. Bazaviy chidamlilikni tarbiyalash uchun bir tekis uzoq muddatli yugurish.

2. Maxsus chidamlilikni tarbiyalashda o'zgaruvchan xarakterdagi ishlarni bajarish.  
3. Takroriy mashq usuli. Bu usul tezkorlik, kuch va chaqqonlik sifatlarini rivojlantirishda qo'llanilib, bunda dam olish oraliqlari organizmning to'liq tiklanishiga imkoniyat yaratishi zarur.

4. Oraliq uslub. Bu uslub asosan tezkorlik va kuch chidamkorligini tarbiyalashda qo'llaniladi. Bunda ish va dam olish qat'iy ravishda tartiblashtiriladi. Dam olish oralig'i odatda katta bo'lmaydi.

5. Almashinuvchi mashq usullari. Bu usulning muhim tomoni mashqning borishiga qarab ta'siri bir maqsadga qaratilgan holda o'zgarishidir. Bunga turli hollarda turlicha yo'l bilan nagruzka (harakat tezligi, ish hajmi, muddati va hokazo)ning ayrim ko'rsatkichlarini to'g'ri o'zlashtirish (harakat usulini navbatlashtirish, shuningdek, dam olish oraliqlari va faoliyatning tashqi sharoitlarini o'zgartirish) yo'li bilan erishiladi. Bunda organizmning funksional imkoniyatlariga odatdagidek bo'lmagan, ya'ni tobora kattaroq talablar qo'yiladi va bu bilan ularning rivojlanishi uchun imkoniyatlar yaratiladi. Shu bilan birga, harakat shakli va sharoitini yangilab turish tufayli o'zlashtirilgan malakalarning dinamik stereotipiga o'zgartirishlar kiritiladi. Shug'ullanuvchilarda jismoniy sifatlarni tarbiyalash uchun berilayotgan mashqlar ularning yoshlik xususiyatlariga va jismoniy sifatlarning qulay yoshlik davrlariga qarab tanlanishi va rivojlantirilishi juda muhim hisoblanadi.

Tezkorlikni tarbiyalash usullari ichida takroriy mashq usuli keng qo'llaniladi. Bunday asosiy tendensiya mashg'ulotda o'z maksimal tezligini oshirib borishga intilishdir. Usulning barcha xususiyatlari (masofaning uzunligi, bajarish shiddati, dam olish oraliqlari, takrorlash soni va boshqalar) shunga bo'ysundirilgan. Masofaning uzunligi (yoki mashqning qancha davom etishi) har galgi mashq

bajarish oxirida siljish tezligi (ishning shiddati) kamaymaydigan qilib tanlanadi. Harakatlar maksimal tezlikda bajariladi; shug'ullanuvchilar har safar o'zlari uchun eng yaxshi natija ko'rsatishga intiladilar. Mashq bajarish gallari o'rtasidagi dam olish oraliqlari kuchning nisbatan to'la tiklanishini ta'minlaydigan darajada katta bo'lishi lozim. Harakatlar tezligi takrorlashlar o'rtasida sezilarli darajada kamaya borishiga yo'l qo'ymaslik kerak. Tez bajariladigan mashqlar takrorlanganda, to'la tiklanish uchun dam olish oraliqlari yetarli bo'lmaganligi sababli charchash nisbatan tez boshlanadi, tashqi tomondan bu tezlikning pasayganligida ifodalanadi. Tezlikning pasayishi mazkur mashg'ulotda tezkorlikni tarbiyalashni to'xtatish uchun birinchi signal bo'lib xizmat qiladi: bundan keyin mashqni takrorlash faqat chidamlilikning o'sishiga yordam beradi, xolos. Tezkorlikning namoyon bo'lishi uchun mashg'ulotlarda o'yin va, ayniqsa, musobaqa usulidan foydalanish katta ahamiyatga ega. Musobaqalar, odatda, ko'tarinki ruh paydo qiladi, kishini anchagina zo'r berishga majbur etadi – bu esa ko'p hollarda sport natijalarining yaxshilanishiga olib keladi. Yangi shug'ullanuvchilar bilan ishlashning asosiy vazifasi sportchini biror bir alohida mashqni bajarishga ixtisoslashtirmay, balki boshqa vositalarni qo'llab va ularni ko'p jihatdan o'zgartira borib, nisbatan yuqori natijalarga erishishdan iboratdir. Bunda tezkorlik mashqlaridan standart holda emas, balki o'zgaruvchan sharoit va shakllarda foydalanish kerak. Jumladan, harakatli o'yinlar va sport o'yinlari, ochiq joyda bajariladigan mashq va hokazolar ayniqsa foydalidir. Biror-bir harakatda asosan ikki yo'l bilan tezlikni oshirish mumkin:

- 1) maksimal tezlikni oshirish hisobiga,
- 2) maksimal kuchni oshirish hisobiga.

Tajriba ko'rsatadiki, maksimal tezlikni sezilarli oshirish juda ham qiyin, kuch imkoniyatlarini oshirish esa birmuncha

yengil hal qilinadi. Shuning uchun amalda tezlik darajasini oshirish uchun kuch oshiradigan mashqlardan keng foydalaniladi. Harakat vaqtida yengish lozim bo'lgan qarshilik qancha ko'p bo'lsa, bu mashqlarning samaradorligi shunchalik yuqori bo'ladi.

**Xulosa.** Xulosa qilib aytganda, yosh voleybolchilarda jismoniy tayyorgarlikni shakllantirish jarayoni puxta pedagogik yondashuv, yosh xususiyatlarini chuqur hisobga olish hamda ilmiy asoslangan norma-mezonlarga tayangan holda tashkil etilishi zarur. Jismoniy sifatning rivojlanish sur'ati va yo'nalishi bolalar hamda o'smirlarning psixofiziologik holati bilan chambarchas bog'liq bo'lib, mashg'ulot yuklamalarini noto'g'ri rejalashtirish salbiy oqibatlariga olib kelishi mumkin. Shu bois, mashg'ulot jarayonida kuch, tezkorlik, chaqqonlik, chidamlilik va egiluvchanlikni rivojlantirishda bosqichma-bosqichlik, izchillik va individuallashtirish tamoyillariga amal qilish muhim ahamiyat kasb etadi. Norma va mezonlar esa yosh voleybolchilarning jismoniy tayyorgarlik darajasini ob'ektiv baholash, ularning rivojlanish dinamikasini aniqlash hamda mashg'ulot samaradorligini oshirishda muhim pedagogik vosita bo'lib xizmat qiladi. Umuman olganda, yosh xususiyatlariga mos ravishda ishlab chiqilgan jismoniy tayyorgarlik tizimi nafaqat sport natijalarining barqaror o'sishini ta'minlaydi, balki yosh sportchilarning sog'lig'ini mustahkamlash, har tomonlama jismoniy rivojlanishini qo'llab-quvvatlash va kelgusida yuqori sport mahoratiga erishish uchun mustahkam poydevor yaratadi.

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## Message from the Editor-in-Chief

*Prof. Chinedu M. Ogundele*

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With sincere thanks and best regards,

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