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# C O N T E N T S






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# *Message*

Editor in Chief / Managing Editor

Dear Academicians & Research Scholars,

Congratulations once again; As you know, our referred an international research journal listed with many research organizations like, Google scholar, Global Impact Factor, SJIF, IIJIF, MRJ, LinkedIn, RJI factor & Higher Education Supreme Authority Uzbekistan. We are also member of PILA(Crossref) USA. The motive of our research journal is to publish worthy and original research papers after double blind peer review process. There is no doubt that today we have given international platform to our journal where everyone, who belongs to management, knows very well. During the last seven years of our research journey, you can see that there are so many research papers, case studies, book reviews coming from across the world, in the field of management. Many academicians, research scholars & students have approached from different countries like USA, Thailand, Indonesia, Saudi Arabia, Iran, Spain, Nigeria, Kenya, Nepal, Pakistan, Sri Lanka, Uzbekistan to publish their research papers in our esteemed International research Journal. We have considered most of them to publish after peer blind review process. We have also published many research papers from different management institutes of our country. They are sending regularly for publication in the upcoming issues. In addition to, it, there are many academicians, research scholars and institutes subscribing for our journal for reading by students and faculties. There are so many academicians who are approaching for being associated with our editorial & advisory board or as a review expert. We have selected some of them from foreign countries like USA, Nigeria, Uzbekistan and Sri Lanka, Nepal. The standard of our all research papers like empirical, conceptual, book review and case study is increasing the popularity of this Journal day by day. Motivational quotations between the pages also inspiring our readers. Our renowned advisory board & editorial board is a real mile stone of our success. We thanks to our board members and editorial team, who are experts in different fields and contributing their valuable experience with us.

In the today's life, nothing is possible without research. Because, research is bringing revolutionary change in the world. Research based study always support academicians & scholars to upgrade their innovative skill and academic profile as per UGC and AICTE norms. I would also like to request those, who are interested to get their research papers published in the field of Retail, Tourism, Hospitality, Event Management, Import and export, HRM, Finance, Marketing, Advertising, Accounting, Economics, Aviation, and IT etc. to send their research papers through email.

With best wishes to all

**Dr. P. S. Bhadouria**

# EMPLOYEE ENGAGEMENT AND PRODUCTIVITY: EVIDENCE FROM SELECT INDIAN BANKS

**Dr.B.S.Patil** [1]

**ABSTRACT**

*Banking is a service sector, and hence the complete health of a bank depends on the performance of its employees, more precisely, on their knowledge, skills and motivation level; The only resource that cannot be nurtured is human resources,through effective HRD Policies and Practices like, Training and Development, Career Progression, Reward and Recognition and Perceived Organizational Support.An effective and efficient employee who has a strong commitment towards organisation and its brand will create a ripple effect that results in a positive environment in the organization. Some of the approaches aimed at HRD practices increase employee engagement and in return this can have more influence on HR variables such as retention and loyalty. Employee engagement creates emotional bonding with the bank, where in they put more effort voluntarily and would not like to leave the job. Eventually this leads to development of individual productivity as well as bank's productivity.*

*Key Words: Employee Engagement, Employee Productivity, Banks, Human Capital Practices*

## INTRODUCTION:

Change is the route through which future assault the present and hence, it is very crucial to look at it closely for successful coping which would entail us to espouse a new stance and develop a new insightful awareness to comprehend the role it plays on our lives. As far as Indian banking scenario is concerned, all of us are aware, that the wind of change has radically altered the landscape compared to what it used to be a few years ago. In the early nineties, two aspects have brought on radial changes in our Indian banking sector; Liberalization and Technology, which enabled the new entrants to develop innovative and new products and services which were differentiating from existing services. In this connection, competition became a buzzword for the Indian banking sector.

Since Banking is a service sector, the health of a bank depends on the performance of its employees, more precisely on their knowledge, skills and motivation level; While every other resource like technology, capital assets and even finance can be bought; the only resource that cannot be brought is ENGAGED human resources, which can be developed and nurtured only through implementation of effective HRD Policies and Practices.

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Kevin Cruise Defines "Employee engagement is the emotional commitment the employee has to the organization and its goals". According to Hewitt Model Engaged Employees, Speak: Positively about the organization; they would not hesitate to recommend this organization to a friend seeking employment. Stay: They have an intense desire to be a member of the organization. Strive: They exert extra effort and engage in behaviors that contribute to business success. Ion Hawalt has found that Employee Engagement in Public Sector Banks has been reduced from 62% (2010) to 46% (2012), (Hawalt, 2013). Scarlett state that companies with engaged workers have 6% higher net profit margins (Scarlett, 2010).

**LITERATURE REVIEW:**

One of the most accepted studies of engagement was carried out by Kahn (1990). Conceptually, He began with the work of Goffman (1961) who proposed that, "people's attachment and detachment to their role varies" (Kahn 1990:694). However, Kahn argued that Goffman's study focused on fleeting face-to-face encounters, while a approach was needed to fit organizational and or corporate life, which is "ongoing, emotionally charged, and psychologically complex" (Diamond and Allcorn 1985). For an in-depth understanding of the varying levels of attachment the employees expressed towards their roles (Kahn 1990) examined several disciplines. It was found that psychologists (Freud 1922), sociologists (Goffman 1961, Merton 1957) and group theorists (Slater 1966, Smith and Berg 1987) had all recognized the idea that individual as employees are naturally hesitant about being members of ongoing groups and systems. As a result they "seek to protect themselves from both isolation and engulfment by alternately pulling away from and moving towards their memberships" (Kahn 1990). The terms Kahn (1990) uses to describe these calibrations are 'personal engagement' and 'personal disengagement', which refer to the "behaviours by which people bring in or leave out their personal selves during work role performances" (Kahn 1990:694). These terms developed by Kahn (1990) integrate previous ideas taken from motivation theories that people need self-expression and self-employment in their work lives as a matter of course (Alderfer 1972, Maslow 1954).

In a study to empirically test Kahn's (1990) model, May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement. In the only study to empirically test Kahn's (1990) model, May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement. Practitioners and academics tend to agree that the consequences of employee engagement are positive (Saks 2006). There is a general belief that there is a connection between employee engagement and business results; a meta-analysis conducted by Harter et al (2002:272) confirms this connection. They concluded that, "…employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organisations". However, engagement is an individual-level construct and if it does lead to business results, it must first impact individual-level outcomes. Therefore, there is reason to expect employee engagement is related to individuals' attitudes, intentions, and behaviours. Although neither Kahn (1990) nor May et al (2004) included outcomes in their studies, Kahn (1992) proposed that high levels of engagement lead to both positive outcomes for individuals, (eg quality of people's work and their own experiences of doing that work), as well as positive organisational-level outcomes (eg the growth and productivity of organisations).

Gallup conducted a study on Employee Engagement in United States and finds that only 30% of people are engaged at work i.e. only three employees out of ten. Of course, worldwide it's mostly worst. According to Gallup's study it is about only 13% of the employees are engaged worldwide. Even though employee engagement is so critical and a creamy sauce to massive business results, most of the employees is still not engaged at work. He terms it as engagement crisis. Bharathi, N. (2009), states that the employee who is engaged believes in organizations mission and values through their maximum commitment. The prime character of an engaged employee is talking positively about his company, and that he will having sturdy desire to stick to the company and in fact exerts more efforts for the success of the company. Harter and others(2002), presumed that there is a nexus between employee performance and employee engagement. Employee Engagement is preferred as a tool for success of the organization and financial soundness. Engagement has been identified to be connected to job performance and excess code of conduct and is positively connected to organizational promise and negatively connected to purpose to quit. Employee engagement creates emotional bonding with the bank, where in they put more effort voluntarily and would not like to leave the job. Eventually this leads to development of individual productivity as well as bank's productivity. (Hannah and Iverson, 2004).

**RESEARCH GAPS:**

Literature on HRD in banking sector integrating toEmployee Engagement and Employee Productivity isextremely limited since the concept of EmployeeEngagement is new.Most of the studies concentrate on single sector or anindividual bank and very few studies show a comparison of HRD between public and private sector banks.Hence the present study tries to fill up the gap byintegrating HRD Practices with Employee Engagementand Employee Productivity with specific reference tobanks.

**STATEMENT OF THE PROBLEM:**

In order to sustain the challenges and constant changes it is very important to have the employees engaged as the engaged employees will demonstrate an increased loyalty to the organization to reach the heights of excellence. It is high time for the banks to effectively utilize the human strengths by generating positive perceptionand attitude among the employees through Human Resource Development Programs.

**OBJECTIVES OF THE STUDY:**

- To assess the relationship between HRD policies and practices with Employee Engagement.
- To find the impact of HRD Policies and Practices on Employee Engagement.
- To suggest and recommend possible interventions in order to enrich the existing HRD policies and practices with a view to increase Employee Productivity in banks.

**HYPOTHESIS:**

- H1: There is a significant relationship between HRD policies and practices with Employee Engagement.
- H2: HRD Policies and Practices have a significant impact on Employee Engagement and Productivity.

The HRD Practices are divided into relationship between HRD policies and Employee Engagement.4 parameters viz. Training and Development, Career Progression, Reward and Recognition and Perceived Organizational Support. The Hypothesis are framed and tested separately for each of these parameters.

## RESEARCH METHODOLOGY:

The present study is Exploratory and Descriptive in nature to find the causal relationship between HRD Practices with Employee Engagement and Employee Productivity in Publicand Private sector banks.

### Sampling Design:

Stratified Random Sampling technique is used for this study,with 2 strata viz. Public Sector Banks and Private SectorBanks. Further dividing them with sub-strata of Rural andUrban areas.

The sample units of Public and Private Sector Banks are:

**Table-1: The Sample Distribution.**

| Sample units | Respondents | Percent |
|---|---|---|
| Canara Bank | 77 | 22.8 |
| State Bank of India | 69 | 20.5 |
| ICICI | 85 | 25.2 |
| Karnataka Bank Ltd | 106 | 31.5 |
| **Total** | **337** | **100.0** |

## DATA ANALYSIS AND INTERPRETATION:

The primary objective of this research is to critically analyze the relationship between the Human Resource Development Practices and Employee Engagement. Pearson's Correlation analysis helps to determine the relationship between human resource management practices and Employee Engagement.

**Table-2: Correlation Analysis for HRD practices and Employee Engagement**

| Factors | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| **TDT(1)** | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| **CPS (2)** | Pearson Correlation | .198** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **RRS (3)** | Pearson Correlation | .026 | .346$^{**}$ | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| **POS (4)** | Pearson Correlation | .374$^{**}$ | .211$^{**}$ | -.001 | .594$^{**}$ | |
| | Sig. (2-tailed) | .000 | .000 | .982 | .000 | |
| **EES (5)** | Pearson Correlation | .274$^{**}$ | .113$^{*}$ | .422$^{**}$ | .326$^{**}$ | 1 |
| | Sig. (2-tailed) | .000 | .039 | .000 | .000 | |

Source: Compiled from Primary Data]

The above table, Karl Pearson's correlation co-efficient analysis shows existence of positive correlation between Employee Engagement (Dependent Variable) and the HRD practices (Independent Variables).

The correlation is statistically significant at 5% significance level of ($\alpha$=0.05) or at 95 percent confidence interval. Out of four independent factors Reward and Recognition system seems to have the greatest influence since 'r' value is highest (0.422) compared to 'r' values of other factors and it is significant at 99 percent confidence interval.

**Regression Analysis**

The second objective of the study is to find the impact of HRD Policies and Practices on Employee Engagement. To analyse this objective regression tool has been used.

**Training and Development**

**Null Hypothesis-H0 a:** There is no significant impact of Training and Development Techniques on Employee Engagement.

**Alternate Hypothesis-H1 a:** There is significant impact of Training and Development Techniques on Employee Engagement.

**Table- 3: Model Summary for Training and Development**

| **Model Summary** | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .274[a] | .075 | .072 | .51453 |
| a. Predictors: (Constant), Training and Development Techniques | | | | |

**Table- 4: One-way ANOVA Results of Training and Development**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 7.192 | 1 | 7.192 | 27.164 | .000[b] |
| | Residual | 88.689 | 335 | .265 | | |
| | Total | 95.881 | 336 | | | |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | |
| b. Predictors: (Constant), Training and Development Techniques | | | | | | |

**Table-5: Beta Coefficient and T-statistic Results for Training and Development**

| Coefficients[a] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** | **95.0% Confidence Interval for B** | |
| | | **B** | **Std. Error** | **Beta** | | | **Lower Bound** | **Upper Bound** |
| 1 | (Constant) | 2.644 | .215 | | 12.280 | .000 | 2.220 | 3.068 |
| | Training and Development Techniques | .293 | .056 | .274 | 5.212 | .000 | .183 | .404 |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | | | |

[Source: Compiled from Primary Data]

**Statistical Inference:**

**$F(1, 335) = 27.164 > .000^{b}$;P=0.05, Hence $H_0$ is rejected**

**$T_{cv} = 5.212 > .000^{b}$ ;P=0.05, Hence $H_0$ is rejected**

**Theoretical Inference:**

The regression analysis does not support the null hypothesis and therefore it is not accepted. Alternate hypothesis H1 a is retained which states that there is a positive relationship between Training and Development and Employee Engagement. The standard beta coefficient is .274 for Training and

Development Techniques. F-statistic at degrees of freedom 1 and 335 is 27.164 which is greater than the table value of .000[b] at p= 0.05. Also the t-statistic calculated value is 5.212. It is also higher than the table value of .000[b]. Hence null hypothesis is rejected at a confidence interval of 95 percent. This implies that Employee Engagement is significant determinant of Training and Development Techniques.

**Analysis of Career Progression System**

**Null Hypothesis-H0 b:** There is no significant impact of Career Progression System on Employee Engagement.

**Alternate Hypothesis-H1 b:** There is significant impact of Career Progression System on Employee Engagement.

**Table- 6: Model Summary for Career Progression System**

| Model Summary | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .422[a] | .178 | .176 | .48578 |
| a. Predictors: (Constant), Career Progression System | | | | |

**Table- 7: One-way ANOVA Results of Career Progression System**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 17.060 | 1 | 17.060 | 72.291 | .000[b] |
| | Residual | 78.583 | 333 | .236 | | |
| | Total | 95.642 | 334 | | | |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | |
| b. Predictors: (Constant), Career Progression System | | | | | | |

**Table-8: Beta Coefficient and T-statistic Results for Career Progression System**

| Coefficients[a] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 2.393 | .163 | | 14.713 | .000 | 2.073 | 2.713 |
| | Career Progression System | .380 | .045 | .422 | 8.502 | .000 | .292 | .468 |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | | | |

[Source: Compiled from Primary Data]

**Statistical Inference:**

**F(1, 335) = 72.291>.000[b];P=0.05, Hence $H_0$ b is rejected**

**$T_{cv}$ =8.502> .000[b] ;P=0.05, Hence $H_0$b is rejected**

**Theoretical Inference:**

The regression analysis in Table 6, 7 and 8 does not support the null hypothesis $H_0$ and therefore it is not accepted. Alternate hypothesis H1 is retained which states that there is a positive significant relationship between Career Progression System and Employee Engagement. The standard beta coefficient is .422 for Career Progression System. F-statistic at degrees of freedom 1 and 335 is 72.291 which is greater than the table value of .000[b] at p= 0.05. Also the t-statistic calculated value is 8.502. It is also higher than the table value of .000[b]. Hence null hypothesis is rejected at a confidence interval of 95 percent. This implies that Employee Engagement is significant determinant of Career Progression System. The positive relation between the dependent and the independent variable is significant at 95 percent confidence level as indicated by (P<0.05).

**Analysis of Reward and Recognition System**

**Null Hypothesis-H0 c:**There is no significant impact between Reward and Recognition System and Employee Engagement.

**Alternate Hypothesis-H1 c:** There is significant impact between Reward and Recognition System and Employee Engagement.

**Table-9: Model Summary for Reward and Recognition System**

| Model Summary | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | .113[a] | .013 | .010 | .53158 |
| **a. Predictors: (Constant), Reward and Recognition System** | | | | |

**Table- 10: One-way ANOVA Results of Reward and Recognition System**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 1.216 | 1 | 1.216 | 4.303 | .039[b] |
| | Residual | 94.665 | 335 | .283 | | |
| | Total | 95.881 | 336 | | | |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | |
| b. Predictors: (Constant), Reward and Recognition System | | | | | | |

**Table-11: Beta Coefficient and T-statistic Results for Reward and Recognition System**

| Coefficients[a] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** | **95.0% Confidence Interval for B** | |
| | | **B** | **Std. Error** | **Beta** | | | **Lower Bound** | **Upper Bound** |
| 1 | (Constant) | 3.356 | .195 | | 17.188 | .000 | 2.972 | 3.740 |
| | Reward and Recognition System | .107 | .052 | .113 | 2.074 | .039 | .006 | .209 |
| a. Dependent Variable: Employee Engagement Strategies | | | | | | | | |

[Source: Compiled from Primary Data]

**Statistical Inference:**

**$F(1, 335) = 4.303 > .039^b$;P=0.05, Hence $H_{0\,2}$ is rejected**

**$T_{cv} = 2.074 > .039^b$ ;P=0.05, Hence $H_{02}$ is rejected**

**Theoretical Inference:**

The regression analysis in Table 9,10 and 11 does not support the null hypothesis $H_0$ and therefore it is not accepted. Alternate hypothesis H1 is retained which states that there is a positive significant relationship between Reward and Recognition System and Employee Engagement. The standard beta coefficient is .113 for Reward and Recognition System. F-statistic at degrees of freedom 1 and 335 is 4.303 which is greater than the table value of $.039^b$ at p= 0.05. Also the t-statistic calculated value is 2.074. It is also higher than the table value of $.039^b$. Hence null hypothesis is rejected at a confidence interval of 95 percent. This implies that Employee Engagement is significant determinant of Reward and Recognition System. The positive relation between the dependent and the independent variable is significant at 95 percent confidence level as indicated by (P<0.05).

**D-Analysis of Perceived Organizational Support**

**Null Hypothesis-H0 d:** There is no significant impact of Organizational Support on Employee Engagement.

**Alternate Hypothesis-H1 d:** There is significant impact ofOrganizational Supporton Employee Engagement.

**Table- 12: Model Summary for Perceived Organizational Support**

| **Model Summary** | | | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | $.22^a$ | .05 | .05 | .52104 |
| a. Predictors: (Constant), Perceived Organizational Support | | | | |

**Table- 13: One-way ANOVA Results of Perceived Organizational Support**

| **ANOVA[a]** | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 4.583 | 1 | 4.583 | 16.817 | $.000^b$ |
| | Residual | 91.298 | 335 | .273 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Total | 95.881 | 336 | | | |
| **a. Dependent Variable: Employee Engagement Strategies** | | | | | | |
| **b. Predictors: (Constant), Perceived Organizational Support** | | | | | | |

**Table-14: Beta Coefficient and T-statistic Results for Perceived Organizational Support**

| **Coefficients[a]** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** | **95.0% Confidence Interval for B** | |
| | | **B** | **Std. Error** | **Beta** | | | **Lower Bound** | **Upper Bound** |
| 1 | (Constant) | 3.016 | .183 | | 16.486 | .000 | 2.656 | 3.375 |
| | Perceived Organizational Support | .201 | .049 | .219 | 4.101 | .000 | .105 | .298 |
| **a. Dependent Variable: Employee Engagement Strategies** | | | | | | | | |

[Source: Compiled from Primary Data]

**Statistical Inference:**

**$F(1, 335)$ =** 16.817**>.000[b];P=0.05, Hence $H_0$ d is rejected**

**$T_{cv}$ =**4.101**> .000[b] ;P=0.05, Hence $H_0$ d is rejected**

**Theoretical Inference:**

The regression analysis in Table 12,13 and 14 does not support the null hypothesis and therefore it is not accepted. Alternate hypothesis H1 is retained which states that there is significant impact of Organizational Support on Employee Engagement. The standard beta coefficient is .219 for Organizational Support. F-statistic at degrees of freedom 1 and 335 is 16.817 which is greater than the table value of .000[b] at p= 0.05. Also the t-statistic calculated value is 4.101. It is also higher than the table value of .000[b]. Hence null hypothesis is rejected at a confidence interval of 95 percent. This implies that Employee Engagement is significant determinant of Organizational Support. The positive relation between the dependent and the independent variable is significant at 95 percent confidence level as indicated by (P<0.05).

**SUMMARY OF FINDINGS:**

- The correlation between the HRD practices and Employee Engagement is statistically significant at 5% significance level (α=0.05). The Karl Pearson's co-efficient values in table 2 (in green color) are less than the significance level of 0.05, which implies that each of the independent parameters considered for this study has a significant positive influence on Employee Engagement.
- Out of the four independent factors Reward and Recognition System seems to have the greatest influence since 'r' value is higher (0.422) compared to 'r' values of other parameters and that it is significant at 99 percent confidence interval. Out of total 337 respondents from both the banks 219 respondents (65%) stated that satisfaction with financial rewards have positive impact on employee engagement.
- Almost 69.7% of public sector banks respondents mentioned that they were willing to voluntarily take up additional jobs that helps in excelling individuals as well as organizational productivity, whereas 63% respondents from private sector banks agreed with the statement.
- 202 respondents (60%) out of total 337 responses from both public (73) and private sector (129) banks say that Reward and Recognition system acts as a tool in motivating, and in excelling employee engagement.
- 71% (239 respondents) of the total respondents (337) from both the banking sectors said that they always get motivated and engaged by the bank's career planning system. However the mean value on satisfaction level is comparatively high in public sector banks than that of private banks.
- 74 respondents (51%) of public sector bank expressed that they are not encouraged to experiment new and creative ideas, whereas in private sector banks it was 53 respondents (28%), who agree with the statement.
- Job satisfaction and a sense of belonging is higher in respondents of public sector banks than compared to that of private sector ones.
- 68% of public sector bank's respondents and 54% of Private sector bank's respondents opined that they would stand up to protect the reputation of my bank.
- All the HRD parameters are positively correlated to Employee Engagement. However, some of the variables such as Training and Development Techniques, Career Progression System, Reward and Recognition System and Perceived Organizational Support are positively significant to Employee Engagement at 95 percent confidence level.
- Out of four independent factors Employee Engagement Strategies seems to have the greatest influence on Employee Productivity since 'r' value is highest (0.749) compared to 'r' values of other factors and it is significant at a 99 percent confidence interval.
- According to the regression analysis, it is evident that there is positive relationship between all the independents variables Training and Development Techniques, Career Progression System, Reward and Recognition system and Organizational support along with the dependent variable

employee engagement, as the beta coefficient are 0.274, 0.422, 0.113 and 0.219 respectively and the p values are less than 0.05 significance level.

Hence the analysis proves that all the HRD practices selected for the study have a positive impact on employee engagement.

**SUGGESTIONS:**

- Public Sector Bank employees with more than ten years of experience, expressed that they have not noticed any improvement in the training programs conducted by the banks. Therefore, the training programs should be improved and updated to induce interest among the experienced employees.
- Due to heavy work load the bank managers are often reluctant to send their staff/officers for training sessions. Hence, instead of long duration sessions specific capsule programs must be designed so that each participant involves himself in the session rather being a passive listener. E-learning modules can also be adopted by the banks which save time and the employees need not be away from their jobs.
- ICICI bank has adopted innovative and digital training methods, whereas Karnataka Bank, SBI and Canara Bank are still following the traditional Training and Development methods. To sustain this competitive world, to retain skilled employees and to make it innovative **Learning and Development Sessions** must be implemented. Banks should shift from Training programmes to Learning Programmes, as the employees must always be updated with new trends, technologies and issues or else they are obsolete.
- Giving an advantage to the female employees specialized training programmes should be designed to utilize their skills and talents in the area of Customer Relationship Management in banks.
- The public sector banks have to actively participate in the learning programmes conducted by 'The Indian Banks Association' (IBA) like Distance Learning Programmes for bank employees through academic institutions like National Institute of Bank Management (NIBM), Indian Institute of Bankers (IIB), etc...
- This service industry has to traverse the feasibility to invading into collaborative arrangements with the universities and other institutions in India and foreign to recognize and provide professional training in the industry of financial service with a flow of emerging training packages.
- Private sector banks should take measures to satisfy the employees through career management strategies. Generally in banking sector where the ladder is very narrow and due to more departments and functional aspects the career path is more of horizontal than vertical one i.e. posting to different functional departments. Too many shifts would actually reduce the satisfaction level of the employees especially those who fall in the age group of 40-50 and above 50, as this age group seek a vertical ladder path. Horizontal departmental transfers must be made only with the consent of the employees so that they can give their best and their maximum involvement can be seen, resulting in better employee productivity.

- Though there are enormous reward and recognition policies to motivate the employees as stated earlier, 11% are still not clear about the selection criteria for reward system. It is very important to retain this group and keep them engaged. The banks should conduct training session to the new recruits explaining the reward system.
- It is also observed that in all the selected banks rewards and recognition is given mainly for the marketing team to promote more sales and bring new customers for the bank. Rewards are given for increasing the profits and sale of the business and not for performing their duties effectively and efficiently. This aspect is demoting all the other functional department employees, where in the banks should overcome from this back drop through implementing a motivational reward system for all the departments.
- There is a clear evident that the employees who fall in the age group of 40-50 years and above 50 years are satisfied with recognition strategies than financial rewards. Hence to keep these category employees engaged they should be frequently recognized and for the rest of the groups, E –Certificate and monetary rewards points would be ideal. These points can be linked to the online shopping cites so that the employees can redeem according to their requirements and needs.
- Employees, in public sector banks as well as in Karnataka bank must be given freedom to the employees to build up strategies and experiment with new and innovative ideas which help in improving the employee engagement.
- Since the jobs are quite routine day to day in the banking system whether in private sector or public sector it is very important to motivate and keep them engaged for better performance and productivity. In this connection Reward and Recognition system plays a pivotal role in retaining and motivating the employees.
- The Bank should never ignore the complaints raised by the employee's even though they are considered small. In order to build up 'My Family' kind of environment their problems and suggestions must be taken care of, and this would 100% motivate the employees to be fully engaged.
- Most of the private bank employees work on the stress of losing the job, this thought reduces the satisfaction level of the employees as they would be working with the fear. Such perception reduces employee engagement and it would spoil the environment in long run. Therefore, the banks should device strategies which ensure job security and job satisfaction among the employees.

Nevertheless, it is a great strength for the public sector banks that they have high degree of satisfaction than compared to private sector banks and that they are really proud of being a part of the bank and would think twice before quitting their job.

**CONCLUSIONS:**

Banking sector is a service industry and hence it is very much necessary for all the banks whether it is private sector bank or public sector bank, to concentrate on satisfaction of the employees, as on an average employees spend more than 65% of their working life to the company itself(Yattoo, 2000). Human Resources is the back bone for the survival of any organization. Therefore, proper Human Resource Development (HRD) policies and practices become the key for the existence and success of the organization. It is true that only innovative, malleable and pragmatic approach could effectively solve the problems relating to people, it is also possible to trawl useful principles based on practice to deal with human-related facets.

If the employees are engaged the performance levels will be higher, they would sell harder, provide better service and produce enriched quality with lesser defects.

Employee engagement is one of the strategies that act as a lever that can move the needle to all the above motives.

A highly engaged employee will consistently deliver beyond expectations (Rathi 2011, Prabha 2012, Sharmila, 2013). A productive employee with a sense of ownership and strong bond with the company, creating a ripple effect resulting in positive environment. The approaches aimed at excelling employee engagement will significantly improve their involvement which in turn have a quantifiable effect on human capital variables such as retention and motivation. Hence the Human Resource Development is the only tool that accelerates all the above aspects and keep the employees much satisfied.

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# PUBLIC CATERING SERVICES IN UZBEKISTAN: DEVELOPMENT STATUS AND PROSPECTS

**Suratjon Tashnazarov**[1]

**ABSTRACT**

*This article discusses the peculiarities of public catering services in Uzbekistan, the role and trends in the country's economy. It also analyzed the impact of tourism on public catering. Mutually motivated development of public catering and tourism is based on the fact that one of the tourist destinations that can be rapidly developing in the country is gastronomic tourism.*

***Keywords:*** *public catering services, public catering enterprises, types of public catering enterprises, restaurant industry, tourism types, gastronomic tourism, national economy, synergetic cooperation, synergetic efficiency*

## Introduction

Throughout the centuries, the process of human catering has developed through conscious and numerous human development. As a result of the improvement of these processes, their social and economic significance, the concept of "public catering services" has emerged today as a whole. This concept is one of the key spheres of modern economics, becoming one of the leading sectors of economic and social development(Bloom, Canning, & Chan, 2006; Pomfret, Review, & 2001, n.d.; Transition & 2000, n.d.).

Just as human life is closely related to catering services, the development of the general catering sector is also important for demographic development. According to official data of the State Statistics Committee, the population of the Republic of Uzbekistan is 32653,9 thousand people as informed on the January 1, 2018. This data increased by 533,4 thousand or 1,7% in 2017.

At the same time, the number of tourists who visited the country has increased sharply in recent years. This could be seen as a noticeable factor while foreigners arrived 2847.9 thousand in Uzbekistan by the end of 2017 year. This is 32% higher than in the same period last year (Li, Qian, Howard, & Wu, 2015; Paramonov, 2006).

This situation is a sign that the demand for food and catering services is growing steadily with the population and the flow of tourists. Hence, one of the most pressing issues of the economy is to solve the problem of food supply.

While assessing food-related issues, research believes it's important to focus on catering services as one of the most important sectors of the economy. Therefore, this source analyzes the peculiarities of public catering services in Uzbekistan. Moreover, its role in the national economy and the main trends are mentioned on the development prosperities as the whole.

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**Methodology**

The methodology of research is to study the opinions of scientists on common catering services, such as logic, selective observation, grouping and comparison, synergetic approach. However, statistical data on demographics, as well as catering and tourism data were used in the analysis too.

**Literature review**

Research on the general catering services and cateringal activities were conducted by Uzbek scientists B.Abdukarimov, Q.Mirzaev, Z.Ravshanov, T.Sharipov, and foreign scientists M.Bujisic, J. Hutchinson, H.G.Parsa, C.C.Muller, R.H.Woods, J.R.Walker and many others. In their research, they analyzed many economic and social issues related to catering services and catering businesses.

**Discussion**

Public catering services are provided by different types of businesses. Due to the state of the nation, people's mentality, traditions, natural climatic conditions, many forms and types. From such enterprises have emerged and functioned many services providers.

However, there are still no clear universal standards for the classification and reproduction of public catering businesses. There are different opinions and approaches in the various sources, since this particular industry is characterized by inconsistency and variability(Adams, 2010; Mapelli et al., 2014).

According to the current legislation in the Republic of Uzbekistan, "the business entity in the field of public catering is a legal entity that performs the function of organizing, selling and consuming culinary and other food products in public catering"[1].

In the scientific sources of Western countries, the general catering sector is generally referred to as "restaurant industry", and industry companies are referred to as "restaurants". The restaurant industry can be divided into different segments according to unique characteristics that could be defined each segment. Each segment has specific characteristics, even though many of the common features can be recognized across segments (M. Bujisic, J. Hutchinson, H.G. Parsa , 2014).

Many foreign researchers in their field research divide these types of businesses into different groups, types, and classifications. Including, Muller and Woods classified restaurants into five major categories fast service, midscale, moderate upscale, upscale and business dining. Walker classified restaurants into a number of categories : chain or independent (indy) and franchise restaurants, quick service (QSR), fast casual, family, casual, fine dining, other (Steakhouses, seafood, ethnic, dinner houses, celebrity , and so on.

The standards of the common food-processing industry are characterized by the following types of enterprises in the Republic of Uzbekistan: restaurants, cafés, bars, culinary services, fast food service, buffet, cafeteria, culinary shop[4].

It is noteworthy that some types of catering (fastfood, street food) have entered our country on the basis of the experience of foreign countries, and some traditional types like chaykhana and etc have been formed and developed over the centuries in Uzbekistan.

On the basis of the traditions and customs of the fraternal nations living in harmony with the centuries-old traditions of the Uzbek nation and native land, as well as a new stage of development, national types of public catering enterprises have been formed and are developing in Uzbekistan. At the same time, one of such public catering enterprises is the "wedding house".

It is natural that the question arises, "How was this catering business organized and in what circumstances?" In the past, the term "to'yxona" or "Wedding palace" has been used for the places where wedding ceremonies held.

In the explanatory dictionary of the Uzbek language, the word "wedding palace" is a place where the wedding is a place of residence [6]. The word "wedding palace" is derived from the combination of "wedding" and "house" (used here to describe a room).

The National Encyclopedia of Uzbekistan describes the "wedding" as follows: The wedding is a common name for ceremonies and celebrations. The Uzbeks hold different types of the weddings for various purposes. During the wedding, noble qualities such as humanity, honors, kindness, hospitality, and loyalty are reflected in the brilliance. Weddings are of great value in treating, respecting, and praising humanity[5]. The wedding is not the individual's personal affair, it is a celebration of a public initiative and participation. Therefore, raising weddings to a modern requirement is always important. The organization of weddings in their own way, their full regulation and reduction, especially the artistic enrichment, is a modern requirement (Paramonov, 2006; Wall & Overton, 2006).

Consequently, the meaning of the term "wedding palace" refers to the modern Uzbek national food industry, at the same time it is economically and socially significant in the context of Uzbekistan.

At the wedding palace, there are many services related to organizing ceremonies those relates to various events, festivities and weddings.

The emergence of a new term "To'yxona" that could be translates as "Wedding Palace" testifies to the importance of national customs, traditions and features of Uzbek nationality while showing the prosperity and development of public catering services in Uzbekistan.

Meanwhile, the scope of development of public catering sector is not limited to the territory of our homeland, and many national brands offer catering services and provide services in Uzbek and international cuisine in many countries of the world. In addition, there are many foreign companies entering the market of public catering services.

The status of the public catering market can be analyzed on the basis of its statistical data, as well as analyzing industry trends.

According to the statistical data provided in Table 1, 10% of gross domestic product (GDP) of 2010 accounted for trade, living and diet services, which is 10.5% in 2016.

It should be noted that GDP in 2010 amounted to 62388 billion soums, reaching 200 trillion soums by 2016.

Statistical information about the development of public catering services.

**Table-1**

| | Indexes | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|
| 1 | Population (thousand people) | 29123,4 | 2955,4 | 29993,5 | 30492,8 | 31022,5 | 31575,3 | 32120,5 |
| 2 | Gross Domestic Product (Billion Sums) | 62388,3 | 78764,2 | 97929,3 | 120861,5 | 145846,4 | 171808,3 | 199325,1 |
| 3 | Share of Services, Living and Catering Services in GDP (% to total) | 10,6 | 10,6 | 10,0 | 10,1 | 10,4 | 10,3 | 10,5 |
| 4 | Trade turnover of food enterprises (billion soums) | 573,3 | 769,1 | 975,5 | 1247,0 | 1586,4 | 1969,5 | 2608,0 |
| 5 | Number of operating and catering enterprises (thousand) | - | - | 11,6 | 12,4 | 13,2 | 14,7 | 15,6 |
| 6 | Number of Employed Persons in Living and Catering Services (thousand people) | 249,2 | 257,9 | 267,4 | 276,9 | 286,8 | 297,3 | 308,0 |

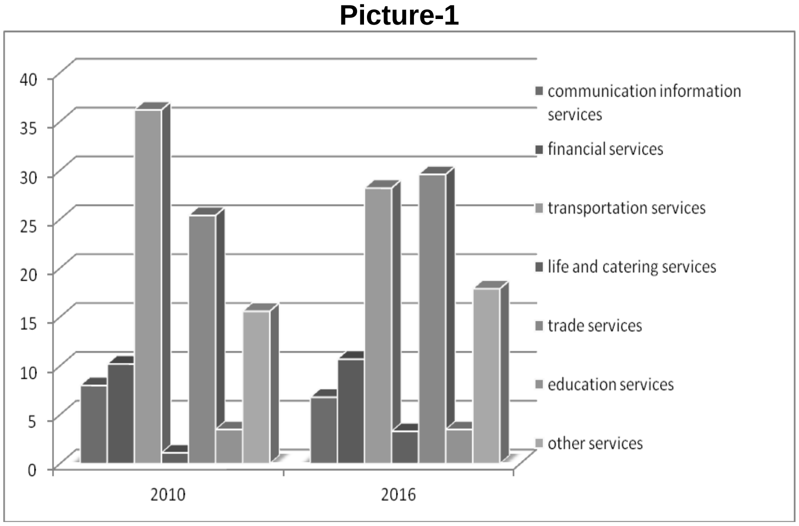
The role of public catering in the employment and in the creation of new jobs has been rising dramatically. In 2010, the number of employed in the sector of catering and catering was 249 thousand people. According to 2016 data, 308,000 people have been working in the same sector, and the growth of the current account indicator for 2010-2016 has reached 59,000.

The turnover of public catering enterprises in 2016 amounted to 2608 billion soums, which is more than five times more than in 2010.

Here, look at the information given in Figure 1. According to it, in the structure of services provided in 2010, the living and diet services amounted to 1.1%, while according to 2016, these services accounted for 3.3% of total services. Thus, the number of living and catering services increased by 3 times between 2010 and 2016.

**Services Structure for 2010 and 2016 (%)**

**Picture-1**



In the structure of consumer spending, the food expenditures in 2016 accounted for 47.3% of total consumption expenditures, while 2.5% of total expenditure was spent for home-based meals, ie food consumption [17].

It should be noted that currently the role of foreign investment in the development of the public catering sector is growing. In 2017, while analyzing the types of economic activity of the enterprises with foreign capital in the country, 4.3% are in the sphere of livelihood and catering services. In addition, 6% of the total number of enterprises and organizations in the economy is represented by enterprises providing catering and catering services [18]. This information suggests that the development of the market for public catering is not yet sufficient. For this purpose, the "Strategy of Action for the Development of the Republic of Uzbekistan in 2017-2021" is based on "Creating an effective competitive environment for sectors of the economy, ensuring balanced and stable national economy, ... the sphere of services, small business and private entrepreneurship multiplication "has been identified as an important task [2].

In our opinion, the general public catering services can be influenced by a number of factors that can be grouped into the following groups:

**Economic factors;**

- population incomes
- demographic situation (population change)
- tourist flow (an increase in the number of internal and unwanted tourists)
- The development of business environment

**Social factors**

- The development of out-of-home food
- accelerated lifestyle
- time-consuming aspiration
- Introduction of some aspects of the western mint on catering

**Political factors;**

- security
- national tolerance
- friendly relations with other countries

The development of public catering services is influenced by several sectors, the most important of which is tourism.

One of the promising sectors of the economy that is currently gaining high profits in the national economy is tourism. Uzbekistan is a country with great potential in tourism. There are more than 7,300 cultural heritage sites in the country and most of them are included in the list of UNESCO. At the same time, it is possible to open new tourist routes using the unique nature of our country and the opportunities of the beautiful recreation zones. With active involvement of world-class brands in this field, we have to pay special attention to tourism, ecological, educational, ethnographic, gastronomic tourism and other sectors of the industry [3].

Thus, in the development of the tourism industry, as a whole, the sphere of public catering is equally important. It is natural that these two spheres are interdependent, complementary, and mutually exclusive. Therefore, it is expedient to emphasize the importance and role of catering services in the development of tourism in the future.

The highest attention is paid to the issues of tourism development in Uzbekistan. The experience of developed countries of the world is studied and many scholars are involved in this field. One of that tourism expert could be considered as Sadyk Badak, a Turkish expert, points out that tourism in Uzbekistan can generate 15 billion dollars a year from tourism industy. There are about 10 million tourists in Uzbekistan and $ 10 billion in income. Uzbekistan is the pearl of Central Asia. In other countries of the region, there is no such capacity. According to statistics, today 4 billion people are traveling. Most of them travel from 4 to 14 days. If we can attract at least 15 million of them, the annual earnings can amount to $ 15 billion [19].

As we have already mentioned, the number of foreigners arriving in our country in 2017 is 2847.9 thousand, and we have the opportunity to increase this figure by more than 3 times in the future. On the other hand, it is important to emphasize that the demand for services related to the organization of nourishment of tourists is exacerbated by the same amount.

In the information provided by Shukhrat Shokirjonov, it has been specially formulated and substantiated a number of tourism types that can be introduced and promoted in Uzbekistan, one of which is "gastronomic tourism". Food cooking courses and national cuisine are everywhere, but the process of cooking national cuisine has always been a source of excitement for tourists. The cuisine of Uzbekistan boasts good results. The tourists have already had the opportunity to showcase the process of cooking a national cuisine, and have already had the opportunity to open a master class, and to open a small dining enterprises[14].

The foreign woman traveling to Uzbekistan for the first time in her release, Dame Traveler, shares the impressions of her country about the country and provides nine reasons why Uzbekistan should be on top of the list. One of these factors relates to eating, which states: "You'll Be On The Hunt For Food When You Come Back. Turkish cuisine is one of the tastiest I've tried, and it's rich with variety and flavors. Some gems to look for: plov, manti, somsa, uzbek naan bread, shurpa, shashlik, shivit oshi "[15].

Based on our scientific findings, one can say that one of the main tourism destinations in Uzbekistan, which can be further developed in the future, is gastronomic tourism. Development of the junior tourism represents a new era of development of public catering services in the republic. According to the respondents, there are great opportunities for success in the development of gastronomic tourism in the country and have shown great interest in the enjoyment of such services.

**Conclusion**

Prospects for the development of public catering services are under the influence of reforms in the country, and the development of the industry in the future will be as follows:

- The public catering sector plays an important role in economic development,

- The number of public catering enterprises is increasing and the number of employed in the sphere is increasing,

- Higher competitiveness is achieved due to competition in the industry,

- The number of new competitive enterprises in the field of sales, leisure and transportation is growing,

- Through the development of gastronomic tourism, the public catering sector plays a prominent role as a branch supporting the further development of tourism.

The following aspects should be emphasized in increasing the economic-effectiveness of catering services:

- It is desirable to establish synergistic cooperation between the relevant enterprises in the development of public catering services in Uzbekistan;

The introduction of the cluster method in achieving synergistic effectiveness of enterprises producing agricultural products, transport and logistics enterprises, storage companies, enterprises providing processing and semi-finished products, and public catering businesses will provide prospective directions (with a reasonable degree of competition competitiveness and infrastructure, transportation, storage, and so on n the possibility of establishing new types of modern enterprises for the production of semi-finished products for catering).

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# NON-GOVERNMENTAL ORGANIZATIONS IN UZBEKISTAN: DEVELOPMENT TENDENCIES AND PROSPECTS

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**ABSTRACT**

*This article outlines the goals, objectives, features, roles, trends and prospects of non-governmental non-profit organizations (NGOs) in Uzbekistan.*

***Keywords:*** *nongovernmental nonprofit organizations, commercial and non-commercial services, entrance and membership fees, grants, government grants, subsidies, tax exemptions, donation, interest, humanitarian aid, gift, dividend, special government order.*

## Introduction

The role and place of non-governmental non-profit organizations in the development of each country is immense. At present, non-governmental non-profit organizations in Uzbekistan operate in various spheres of socio-economic, cultural and educational spheres(Schulze, 2009).

More than 200 legal acts have been adopted in the Republic of Uzbekistan aimed at improving the effectiveness of NGO activity (Auty, 2001; Williamson, 2000). In particular, we can include the following documents in the list of normative-legal acts:

1. Constitution of the Republic of Uzbekistan;
2. The Civil Code of the Republic of Uzbekistan;
3. Law "On Non-Governmental Non-Profit Organizations";
4. The Law "On Public Associations in the Republic of Uzbekistan";
5. Law "On guarantees of activity of nongovernmental nonprofit organizations";
6. Law on Public Funds;
7. Law "On political parties";
8. Law "On Trade Unions, Their Rights and Guarantees";
9. Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 132 of 12 March 1993 on the registration of public associations in the Republic of Uzbekistan;
10. Resolution No. PP-2085 of the President of the Republic of Uzbekistan on Additional Measures to Assist the Development of Civil Society Institutions as of March 12, 2013;
11. Decree of the President of the Republic of Uzbekistan on the Strategy of the further development of the Republic of Uzbekistan on February 7, 2017, N UP-4947;
12. PF-5430 Decree of the President of the Republic of Uzbekistan on measures to radically increase the role of civil society institutions in democratic renewal of the country on 4 May 2018 [4].

The regulatory and legal acts of NGOs cover their goals, objectives, property, reporting forms and guarantees of their activities.

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**Academic background**

In recent years, significant efforts have been made in Uzbekistan to further enhance the role and significance of NGOs and other civil society institutions. The Decree of the President of the Republic of Uzbekistan Sh. M. Mirziyoev on "Strategy for the further development of the Republic of Uzbekistan" sets forth a number of tasks for the further development of non-governmental non-profit organizations. Also, in order to gradually implement the tasks set out in the Action Strategy, on May 4, 2018, the President of the Republic of Uzbekistan adopted the Decree "On measures to radically increase the role of civil society institutions in the process of democratic renewal of the country".

Investigations on the main goals, tasks, types and trends of development of NGOs in Uzbekistan.

According to Article 2 of the Law "On Non-Governmental Non-Profit Organizations," a non-profit organization is a voluntary organization of physical and (or) legal entities that does not pursue the profit (profit) as the main purpose of its activity and the profits gained by its members (members ) is a self-governing self-governed organization(Ruziev, Ghosh, & Dow, 2007).

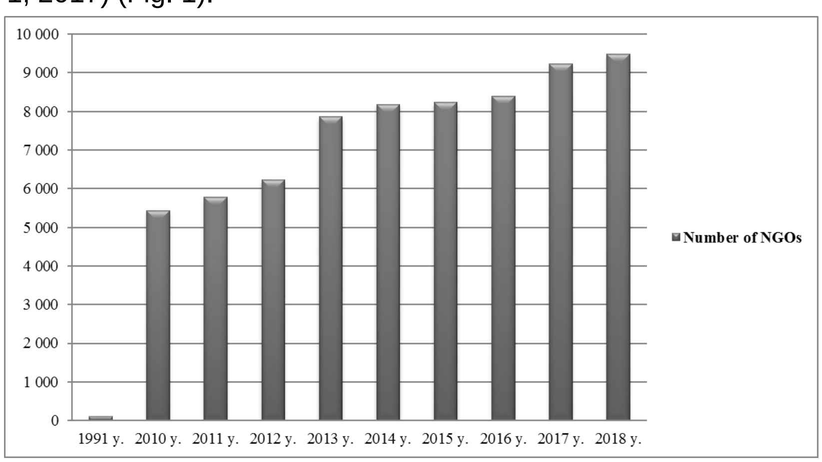
A non-profit organization is created to protect the rights and legitimate interests of individuals and legal entities, other democratic values, achieve social, cultural and educational goals, meet spiritual and other non-material needs, perform charity activities and other socially useful purposes(Newswire, 2012).

The purpose of non-profit organizations is to protect the rights and legitimate interests of individuals and legal entities, to protect other democratic values, to achieve social, cultural and educational goals, to meet their spiritual or other needs, to perform charity activities and to achieve other socially beneficial results(Bohr, 1998) .

According to Article 10 of the Law "On Non-Governmental Non-Profit Organizations," organizational and legal forms of nongovernmental non-commercial organizations can be created in the form of public association, social fund, institution, or other form of law.

**Main part**

Today, every year in Uzbekistan, favorable conditions for the effective functioning of non-governmental non-profit organizations are being created. As a result, their number grows year after year and their activity is expanding, for example, in 1991, there were about 100 NGOs in the country, and today their number is 9,478 (8,801 as of July 1, 2017) (Fig. 1).




**Picture 1. Changes in the number of NGOs in Uzbekistan**

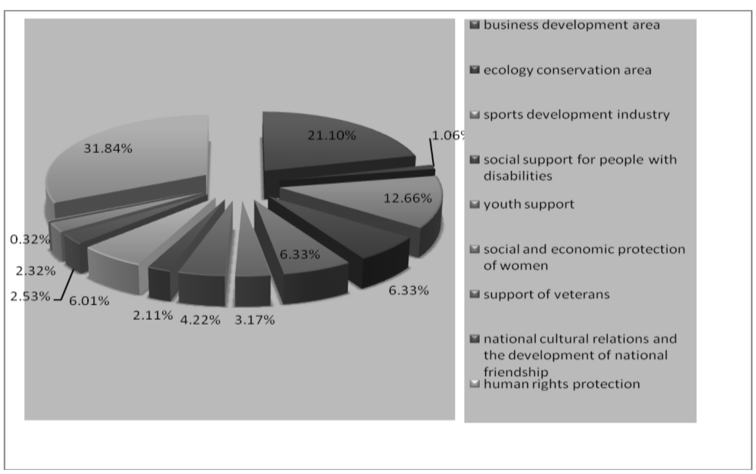
The number of NGOs in Uzbekistan increased by 94.8 and 1.7 times in 2018, compared to 1991 and 2010.

As of July 1, 2018, there were 6,51 NGO associations, 434 institutions, 488 public funds and 1 995 other organizational-legal forms (Table 1).

**Table 1. NGO-organizational and legal forms as of July 1, 2018**

| № | NGO-organizational-legal form | The number | Contribution,% |
|---|---|---|---|
| 1. | Public Associations | 6 561 | 69,22 |
| 2. | Institutions | 434 | 4,58 |
| 3. | Public Funds | 488 | 5,15 |
| 4. | Other organizational and legal forms | 1995 | 21,05 |
| **Total:** | | **9 478** | **100** |

Nongovernmental nonprofit organizations in the various spheres of socio-economic, cultural and educational spheres, in particular, in the area of entrepreneurship development - more than 2,000, in the sphere of environmental protection - more than 100, in the area of sports development - more than 1200 in the sphere of social support of persons with disabilities - More than 600 in the field of youth support - more than 600, more than 300 in women's socio-economic protection, more than 400 in the field of veterans support, national cultural contacts and national friendship more than 200 in the field of human rights protection, more than 570 in the field of human rights protection, more than 240 in the field of education, science and research, more than 220 in the field of healthcare, about 30 in the field of media and journalism, , history and enlightenment - more than 3418 NGOs and its regional offices [5] (Figure 2).

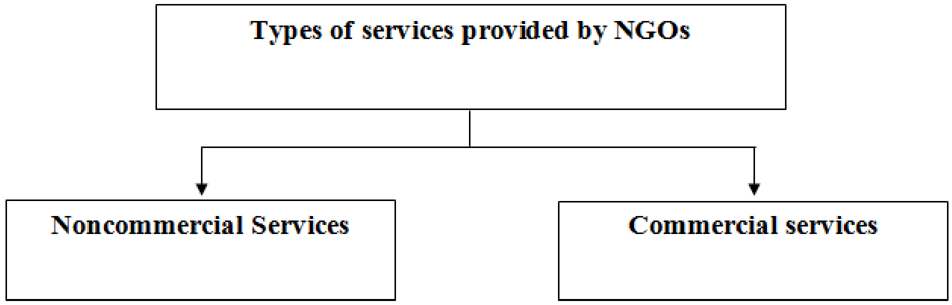



**Picture 2. Branches of NGOs operating in Uzbekistan.**

Services provided by NGOs are divided into two types:

* non-commercial services;

* commercial services (Figure 3).




**Picture 3. Types of Services Provided by NGOs**

Non-commercial services rendered by NGOs are economic benefits, which are not intended to benefit.

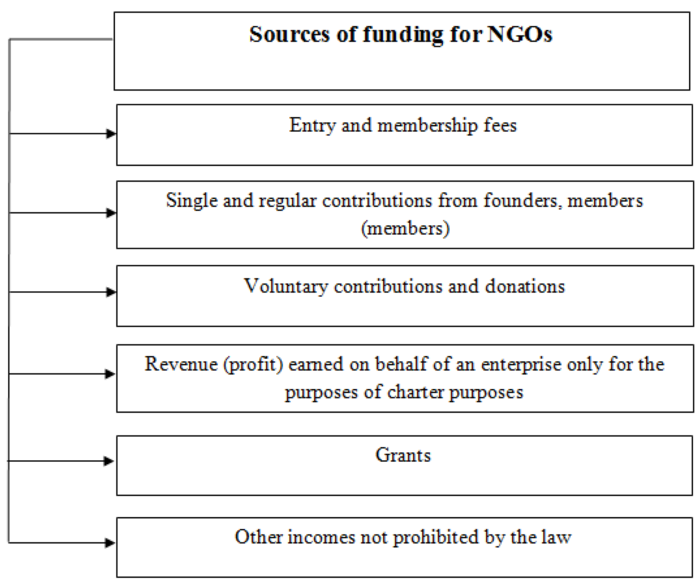
When used as commercial services provided by NGOs, it is understood that services that generate economic benefits are the benefits.

The services provided by NGOs are commercially viable and non-commercial. In particular, nonprofit services include various social, political, spiritual, educational, and other types of services. Commercial services include various types of services such as paid services, trading, leasing free funds into deposit accounts, and investing in others as investment, leasing property(Braga, Fink, & Sepulveda, 2000; Studies & 2009, n.d.).

In accordance with the Law of the Republic of Uzbekistan "On non-profit organizations", the funds (resources) of NGOs are as follows: buildings, constructions, dwellings; equipment; inventory; funds, including cash in foreign currency; securities; other property.

The property of NGOs is legally protected. A non-profit organization is liable for its obligations under its laws that may be subject to compensation.

**The ownership of NGOs is based on the sources of their formation (Figure 4).**




**Picture 4. Sources of funding for NGOs that specialize in providing various services**

Each of the sources of assets and assets of NGOs is unique. For example:

* **Entry and membership fees** are membership fees and membership fees paid by NGO members, whose size is determined by the statutory documents of each NGO.

* **Grants** are free, humanitarian, or material-technical resources provided by governments, non-governmental, foreign and international organizations and foundations for the purpose of economic objectives, economic development, scientific and technical and innovative programs, and those funds are strictly foreseen.

* **State grants** are monetary funds and other assets allocated on a competitive basis for the activities of these undertakings, such grants are provided to NGOs from the state budget, at the expense of the budget of the Oliy Majlis.

* **subsidies** are the amount of assistance that is provided by NGOs to the public in terms of money or in kind for these terms.

* **Targeted** tax deductions - amounts deducted from taxes for these purposes.

* **donation** is money and other types of money that NGOs give to individuals and legal entities for common purposes.

* **interest** - interest payments from the placement of these funds into deposit accounts in banks.

* **humanitarian assistance** - targeted discrimination grants a return to the public of certain populations, social services, prevention and / or elimination of injuries and other forms of social protection for the purpose of various medicines, means of protection, equipment, food and other resources Unsupported assistance may be provided by different countries, international organizations.

* **gift** - funds received on the basis of civil-law agreement.

* **dividend** is a share of the net profit earned by other enterprises, which are founders in return for the proceeds from their contributions to NGOs.

***special government orders** are targeted funds allocated to the implementation of programs and projects of important social importance to NGOs.

In total, over 1 trillion 864 billion 358 million. The majority of these funds were transferred to NGOs from their members, i.e. 543 billion sums from membership fees and membership fees. Funds received 443.9 billion sums.

**Discussions**

The funds will be used by non-governmental non-profit organizations in the field of social issues for 2017. In particular, NGOs are working on: 2 224 unmarried persons, 345.6 million disabled people with disabilities; sums worth of financial aid and medicines worth UZS 117.1 million for 1 087 units; 225 events were held in emergency situations and 39 383 citizens were trained; 48 endocrinologist rooms were equipped in 6 districts (Republic of Karakalpakstan, Samarkand, Andijan, Navoi, Ferghana, Kashkadarya and Tashkent regions), 612 general practitioners and 156 trained specialists, 954 923 people included in the risk group free screening; 3,288 children from low-income families and “sunnat” weddings of 616 couples; to support 22,599 families in the country with a view to supporting the poor. 599 million. Household appliances were delivered to the amount of UZS 2.8 bn. 1,861 homes for low-income families were repaired and over 16 billion sums were spent for these charitable projects; 1 173 low-income families receive 3 billion sums 325 million Financial assistance was provided for medical services worth UZS; 6 476 families living in remote areas of the country have been supplied with natural gas and gas balloons [5].

## Conclusion

In Uzbekistan, nongovernmental nonprofit organizations fully meet modern international trends in the field of civil society formation and development. They serve to strengthen the national statehood, democratization and liberalization of society, enhancement of socio-political and socio-economic activity of citizens, as well as strengthening legal mechanisms for the protection of human rights and interests.

In 2008, a joint resolution of the “Kengash” of the Legislative Chamber and Senate of the Oliy Majlis of the Republic of Uzbekistan "On measures to strengthen the support of non-state non-profit organizations and other civil society institutions" was adopted. In line with this Resolution, the Public Fund for Supporting NGOs and other Civil Society Institutions under the Oliy Majlis of the Republic of Uzbekistan and the Parliamentary Commission for the Management of the Fund's Fund were established. An effective system of targeted and transparent democratic referendums has been created to support public sector institutions in the form of government grants, subsidies and social orders.

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# NEW DEVELOPMENT IN HIGHER EDUCATION IN INDIA

**DR S K Govil[1]**

Indian higher education, the significant and impressive developments of the past few decades notwithstanding, faces major challenges in both quantitative and qualitative terms. Perhaps the clearest and boldest statement of this issue can be found in the “Report to the Nation 2006” of the National Knowledge Commission which concludes that there is “a quiet crisis in higher education in India that runs deep”, and that it has to do with both the quantity and the quality of higher education in India.

Recognizing this dual challenge, the Indian Prime Minister severely criticized in a recent speech the serious qualitative deficiencies in Indian higher education while at the same time announcing plans for a major expansion of the system. Reflecting on the findings of a confidential report by the National Assessment and Accreditation Council, which is affiliated to the University Grants Commission (UGC), Our Prime Minister expressed his concern over the fact that two thirds (68%) of the country’s universities and 90 percent of its colleges are “of middling or poor quality” and that well over half of the faculty in India’s colleges do not have the appropriate degree qualifications.

At the same time, the Prime Minister expressed concern over the fact that only 7 percent of India’s 18 to 24 year olds enter higher education (compared to 21 percent in Germany, and 34 percent in the US announced plans for the government to set up at least one “central University” in each of the 16 (of India’s 28) states that do not currently have one, and at least one degree-granting college in each of the 350 (of 604) districts that are without one. The “central universities” are to become “a symbol of excellence, a model of efficiency, and an example in terms of academic standards and university governance for other state universities to emulate”. While these plans are considerably more modest than what the National Knowledge Commission has proposed (it foresees an expansion of the university system alone from the existing 350 to a future total of 1,500 institutions, including 50 “national universities” as centers of excellence the added cost to the government of the Prime Minister’s expansion plans already is estimated at around $13 billion.

The qualitative deficits in Indian higher education and the need for a major quantitative expansion represent two major challenges for India, each of which would require an exceptional effort.

Education in India has different levels such as pre-school, primary, upper primary, secondary and higher secondary, technical, and professional and levels of higher education. Since independence, the growth has been very impressive; the number of universities has increased by 18 times, the number of colleges by 35 times and enrolment more than 10 times. India has the largest number of higher education institutions in the world, with more than 550 universities. However, the Gross Enrolment Ratio’s low as compared to other countries, including developing countries.

At present, India has more than 18067 colleges and just fewer than 10 million students. Increased need to universalize elementary education has resulted in serious focus on elementary education and at the same time rather total neglect of higher education.

New development in higher education is much more in professional colleges (especially engineering, management and medicine, as well as in private vocational courses catering especially to the IT Sector).The fact that India has 2977 medical and engineering colleges indicates the priorities and interests that shape

[1] Ex VC Indore

Indian higher education. India produces more arts, science and commerce graduates than lawyer's doctors and engineers. There has been a rapid expansion, with student enrollment growing at about 5 percent annually over the past two decades. This growth is about two-and half times the population growth rate and results from both a population budge in lower age cohorts as well as increased demand for higher education.

Recent development is the reiteration of the need for vocational education at the higher education level. Significant achievements have been made in the areas of nuclear and space science, electronics and defence. The government is committed to making S&T an integral part of the socio-economic development of the country. India has the third largest scientific and technical man power in the world ; the Council of Scientific and Industrial Research runs 40 research laboratories that have made some significant achievements. In the field of Missile Launch Technology, India is among the top five nations of the world. Developments in Indian higher education,Privatization: In education privatization can be seen as expansion of private sector's control. Privatization of higher education has emerged in several forms and types in the recent decade in India. Privatization within government higher education institutions takes place in the form of introducing self-financing courses within government institutions. Converting government aided private institution in to private self financing institution. Allowing self financing private institution with recognition and also without recognition.

This may be termed as commercial private higher education institutions. Private players are mainly engaged themselves in setting up of state private universities, deemed university and academic institution with foreign collaboration.

The development in education has resulted in the following events.

i. Increased practice of international comparison of educational development.

ii. Mobility of students from one country to another.

iii. Mobility of scholars from one country to another.

iv. Setting up of educational institution from one country to another.

v. Marketing of education worldwide.

vi. Development of framework for globalization of education through GATT (General Agreement on Tariff and trade), GATS (General Agreement on Trade in Services) under WTO (World Trade Organisation). GATS (General Agreement on Trade in Services) in Educational Services.

**Few trends-**

American Interest in Indian Education is growing rapidly. American universities, while expanding their global reach, want to explore the potential in the fast growing Indian education market. There is also an urgent need in India to meet the rising demand for higher education. There is also an urgent need in India to meet the rising demand for higher education. Since the law in India is still vague on how foreign educational institutions can operate, foreign Universities are cautious in their approach. Most American institutions are opting to join hands with existing Indian institutions. Lots of bilateral cooperation has been established between premier management institutes in India and USA. There is also trend to teach American MBA students courses on doing business in India. There were 131 foreign educational institutions operating in India in 2005, most of them offering vocational courses. Most prominent among them -California State

University, California State University, Carnegie Mellon University ,Cornell University, Kellogg School of Management, Rice University Saint Joseph's University, Temple University, The Wharton School.

In our higher education system, a significant number of seats are reserved under affirmative action policies for the historically disadvantaged Scheduled Castes and Scheduled Tribes and Other Backward Classes. In universities, colleges, and similar institutions affiliated to the federal government, there is a maximum 50% of reservations applicable to these disadvantaged groups, at the state level it can vary. Maharashtra had 73% reservation in 2014, which is the highest percentage of reservations in our country.

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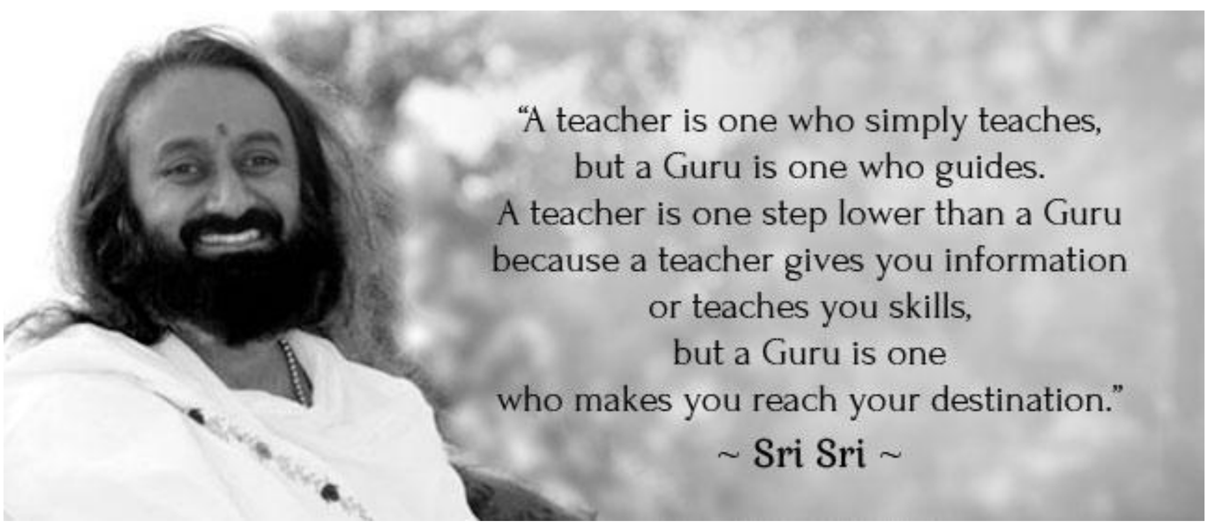


# THE EFFECTIVENESS OF THE HOSPITALITY CLUSTER AND ITS EVALUATION PATHS

**Khasan Rahimov[1]**

**ABSTRACT**

*This paper investigates the effectiveness of the hospitality cluster and its evaluation points. On this case, author analyzed hotels of the country while making focus on the features of their evaluation points. Furthermore, research were emphasized on the further deployment of the hospitality sector while working on the efficiency and evaluation points as the whole.*

***Keywords :*** *Effectiveness, hospitality, cluster, evaluation, hotel, Uzbekistan*

## Introduction

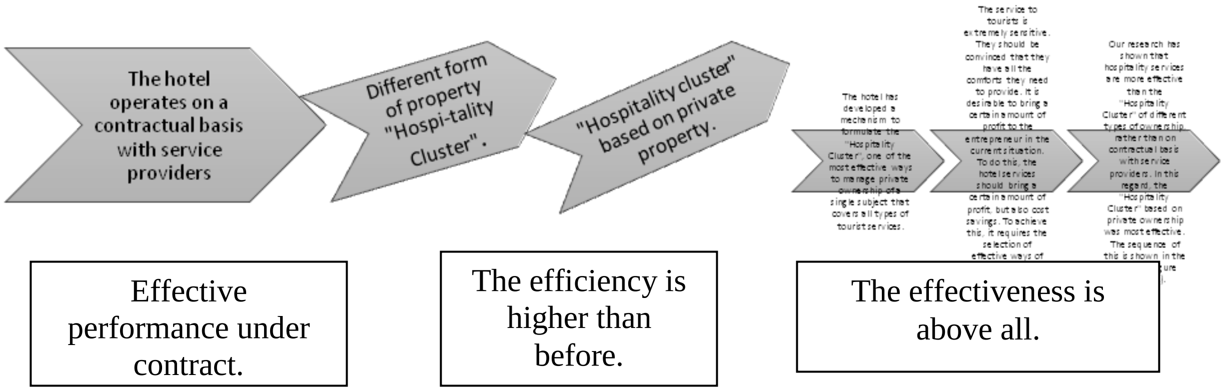
The decree of the President of the Republic of Uzbekistan "On measures to ensure the rapid development of the tourism industry of the Republic of Uzbekistan" is an important basis for this. The decree "Creating favorable economic, organizational and legal conditions for the accelerated development of tourism as a strategic network of the country's economy, more comprehensive and effective use of the vast tourist potential of the regions, cardinal improvement of tourism network management, promotion of national tourism products and their promotion in world markets, "Forming a positive image of Uzbekistan in the area of ..." has been developed. Part 1 of the decree states that "accelerated development of tourism in the country, more comprehensive and effective use of the existing tourism potential, along with traditional cultural and historical tourism, include tourism, ecological, educational, ethnographic, gastronomic, sports, medical, rural , accelerated development of industrial, business tourism and other types ... ".

The hotel has developed a mechanism to formulate the "Hospitality Cluster", one of the most effective ways to manage private ownership of a single subject that covers all types of tourist services. The service to tourists is extremely sensitive. They should be convinced that they have all the comforts they need to provide. It is desirable to bring a certain amount of profit to the entrepreneur in the current situation. To do this, the hotel services should bring a certain amount of profit, but also cost savings. To achieve this, it requires the selection of effective ways of managing private ownership of a single subject that covers all types of hospitality services.

## Theoretical background

Our research has shown that hospitality services are more effective than the "Hospitality Cluster" of different types of ownership, rather than on contractual basis with service providers. In this regard, the "Hospitality Cluster" based on private ownership was most effective. The sequence of this is shown in the following figure (Figure 1).

[1] Institute of Economics and Service, Samarkand, Uzbekistan.




Picture 1. An illustrative example of the most effective way of making hospitality services is the private property-based "Hospitality Cluster"

As it turns out, hotel productivity is achieved through contracting activities with service providers. However, it was found out that the "Hospitality Cluster" of various forms of ownership was more effective than this method. During the study, it was found that the "Hospitality Cluster", which is based on private ownership, is most effective in this cluster.

In order to reach this conclusion, it was also decided which services to include in the hospitality cluster. Because most of these services are currently operating separately, mainly based on their property. Therefore, it is crucial to find out which services are available for this type of service. Our observations have shown that the main elements of the services provided during the hospitality process are routes. The relationship between these is given in the following figure (Figure 2).


**Picture 2. Organizational structure of hospitality cluster[1]**

[1] The idea of the drawings presented in this illustration is for the first time in our monograph. H.A.Rahimov "Theoretical and methodological problems of increasing the efficiency of tourism and hotel business" - T .: Publishing house "Iqtisod-moliya", 2017. - 200 b.

This photo shows virtually all types of services that are available to visitors. In the research process, the comparative analysis of the situation in which the entities providing these services were in the presence of different owners and on the basis of individual property ownership was analyzed. The results of the analysis show that these services are not only economically, but also socially profitable in relation to the different ownership of one person's property. This is because the service providers calculate the cost of the service at the cost of the hotel, adding their own benefits and other charges, and, accordingly, the value of the hotel will be charged from the hotel itself or the guests themselves. If these services are at their discretion, the hotel will only pay the cost, and the rest will benefit the hotel itself. As a result, the type of service offered to visitors is very cheap. This will also benefit tourists themselves, the cost of the buses will be reduced and, accordingly, will ensure social efficiency. Another factor that attracts tourists is relatively cheap flights. However, it is crucial that you make more money by providing different services after you arrive.

This can be seen in the following example. We chose to tour 10 tourists using a single route (small bus). If you hire a busy 10-person bus, you have to pay 1250.0 thousand rubles a day for the hotel guests. If you use your own transport you will find all the expenses of 450,000 sums. Hence the cost of the bus in the hotel is 2.8 times less (1250.0 / 450.0). Similarly, if other services are in their possession, the hotel will cost very cheap. This is why we propose to use this cluster because of the effectiveness of the proprietary "Hospitality Cluster" based on others. The economic efficiency of this recommendation is presented in the table below (Table 1).

Table 1. As a result of a survey of 17 hotels in May 2017, a single property-based "Hotel Cluster" calculates an average of 10 tourists per day[1]

| T/p | Indicators | Based on different property, in thousand sum | When a person owns, in thousand sum | Efficiency of single property | |
|---|---|---|---|---|---|
| | | | | In sum, (thousand sum) | In percentage,% |
| | | | **Income** | | |
| 1. | When eating 3 times a week | 162,0[2] | 950,4[3] | +788,4 | 586,7 |
| 2. | Trade outlet (rent and sales revenue)қ | 85,0 | 2145,0 | +2060,0 | 25,2 марта |
| | Sauna | - | 200,0 | +200,0 | X |
| | Medical room with massage | 85,0 | 180,0 | +95,0 | 211,8 |
| | Internet and other information technologies | 85,0 | 160,0 | +75,0 | 188,2 |

[1]Designed by author's calculations. Some numbers are given as a result of the research, with a slightly higher average
[2] Only used for the building use.
[3] The hotel itself prepares and sells food

| | | | | | |
|---|---|---|---|---|---|
| | Guide service | - | 200,0 | +200,0 | x |
| | Taxi order (230,0 thousand soums per hotel) | - | 230,0 | +230,0 | x |
| | Tourist company | - | - | - | - |
| | **Total** | **417,0** | **4065,4** | **+3648,4** | **974,9** |
| **Expenses** | | | | | |
| 2. | Vehicle, one bus at 1 o'clock | 1250,0 | 450,0 | -800,0 | 36,0 |
| 3. | Conference (when renting and using your own) | 100,0 | 20,0 | -80,0 | 20,0 |
| | **Total** | **1350,0** | **470,0** | **-880,0** | |
| | **All in one count** | **x** | **X** | **+4528,4** | **x** |

Calculation of plan data is done as follows. For example, if you have a meal, you can see the following. A comparative study of how many tourists can eat if they eat at a meal at a hotel and eat at three outdoors. 10 guests will have an average of 16.2 soums per meals in the hotel and 162.0 thousand soums in income. The cost of lunch is 40.44 thousand soums. This amounts to 404.4 thousand soums for 10 people. The average cost per dinner is 38.4 thousand soums per tourist. The total cost is 384,000 soums. The total daily earnings are 950.4 thousand soums (162.0 + 404.4 + 384.0). Even if they eat elsewhere, they would only earn 162,000 soums per hotel for this breakfast. When we eat at the expense of the hotel, we see that the daily size of the tourist service is 5.5 times more than just eating (950.4 / 162.0). In this way, the share of tourism in gross regional product (GDP) and gross domestic product (GDP) will increase. If we add other services, it can be seen that the volume of tourism created in tourism is quite high today.

The merchant can also be rented or managed by the proprietor. When rented, the hotel's income is only for rent. This is 85,000 soums per our sample. If the hotel itself is a trader, it will make a turnover for itself. In this case the average earnings will be 2145.0 thousand soums. This is 25.2 times more than the rental fee.

When analyzing the benefits of the hotel's sauna service, we are certain that some of the guests like sauna in the evening. If you do not have a sauna you will not be able to talk about any harm or benefit.

Guide service and taxi arrangements also benefit the hotel. If it does not, it will not bring any benefits. If you are paying for a guided tour, the hotel administration may be damaged. However, if the services were made by the hotel, it was estimated that the service of the head would be 200,000 soums, taxi service - 230,000 soums.

Some types of services, including one buses for the car, cost 1250,000 sums, if it is only 450,000 sums. Here, the hotel benefits from savings. At present, one of the hospitality services calls for a conference. When renting a room, it is necessary to pay 100.0 thousand sums on average, if the cost of using it is only 20.0 thousand sums. Here also happens to save profit.

## Conclusion

As it turns out, the sum of all benefits in the private-owned "Hospitality Cluster" is about 10 times more profitable than the "Hospitality Cluster", created by the combination of different entities. If our recommendations are put into practice, there will be no doubt that the private property-friendly "Hospitality Cluster" will be of great benefit. Because it provides a realistic assessment of the products created in tourism and, consequently, increases the share of the country in GDP. Indeed, many tourism products are currently being estimated in other sectors (such as food, commerce, cultural, and household services).

The presence of a medical room in the hotel makes the guests comfortable. If you rent a room, you will earn on average 85.0 thousand soums. If the company itself organizes and sells the proceeds from the sale of medical services (excluding exit from the outside), the overall average income is 180.0 thousand soums.

The role of Internet and other information technology services is indispensable today. This is why every tourist needs a great deal of attention. If this service is arranged at the hotel and rented only in the building, it will earn 85.0 thousand soums per day on average. If the service is organized by the hotel itself, it will be 160,000 soums per day.

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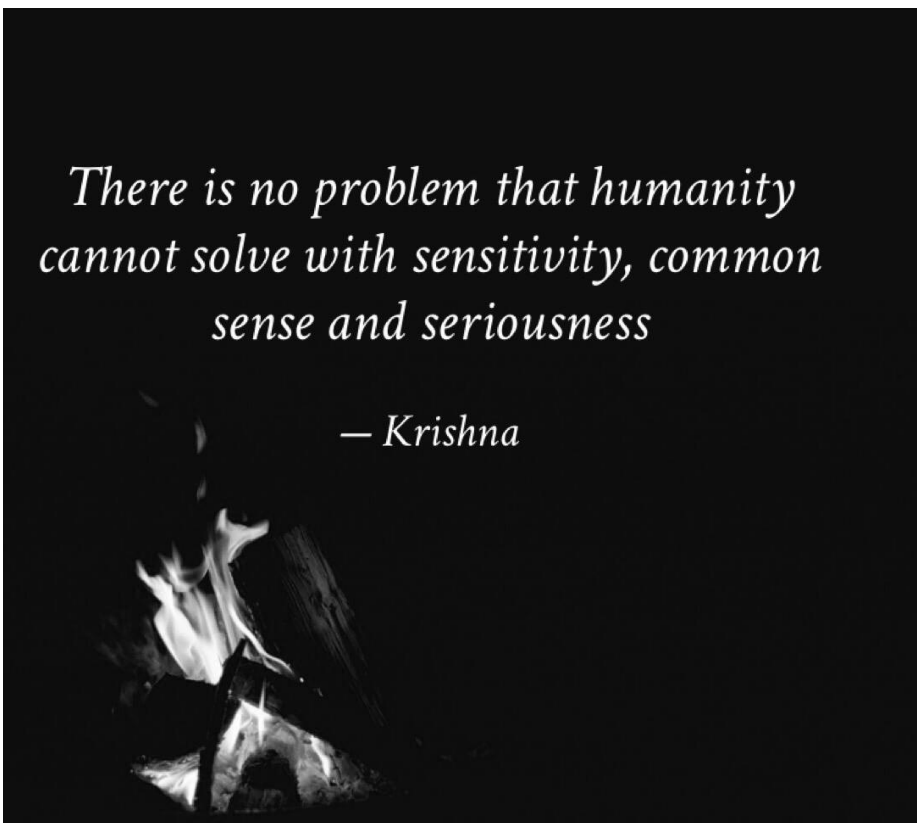


# ORGANIZATIONAL AND ECONOMIC ASPECTS OF DIVERSIFICATION OF TOURIST SERVICES EXPORTS. CASE OF UZBEKISTAN.

**S. Khalilov**

**ABSTRACT**

*This article organizational and economic aspects of diversification of tourist services exports in the examples of Uzbekistan. On this case, paper explores the peculiarities of organizing export and import operations in international trade in tourist services. It concludes major features of the tourism businesses in the region of Uzbekistan with the major recommendations for the further developments.*

***Key words:*** *tourist services, international trade, diversification, international trade of tourist services, balance between exports and imports, marketing solutions to achieve a balance between exports and imports*

## Introduction

The modern tourism industry is the largest global producer of gross world product and the main source of employment - it accounts for a significant part of world indicators. According to the World Council on Travel and Tourism, in the tourism sector in 2017, over 297 million people were employed, or 9.6% of the total employment in the world. Also, its share today accounts for 10.2% of world GDP (given the direct and indirect impact of tourism on the world economy), 30% of world exports of services ($ 1.4 trillion) and 7% of world exports and services, as well as every 11th job created in the global economy. Being a powerful catalyst for the socio-economic development of individual countries and regions, tourism ensures the inflow of foreign currency and investment, contributes to the rapid growth of related industries, helps to solve the problems of employment of the population, improves the country's reputation in the world community (Baxtishodovich, Suyunovich, & Kholiqulov, 2017; Scheyvens, 2002).

As a leading sector of the economy, tourism in many countries of the world makes a significant contribution to the production of gross domestic product. However, in Uzbekistan, which has colossal tourist resources (today in Uzbekistan there are more than 7 thousand monuments of different eras and civilizations), tourism has not yet reached a level of development that is adequate to its potential. The share of tourism revenues in the country's GDP does not yet exceed 3.1% (given the direct and indirect impact of tourism on the country's economy). Although for a country with such enormous opportunities, this indicator is very small compared with the countries in which tourism is one of the leading sectors of the national economy. For example, this figure in 2017 was 27.7% in Malta, 19.3% in Cyprus, 18.5% in Greece, 16% in Spain, and 10.2% in Italy in Portugal 16.4 %, in Turkey 12.9, etc(World Economic Forum, 2013).

The rapid growth of world tourism has caused fundamental changes in the approach to the management of tourist destinations. A few years ago, tourist territories relied mainly on the activities of the tourism business itself in attracting and servicing tourists. In modern conditions, destinations cannot take only a passive position and are forced to apply a marketing approach in their development (Baum & Thompson, 2007; Festel, Gunter (Swiss Federal Institute of Technology, Department of Management, Technology and Economics / Technical University Berlin, Faculty of Economics and Management, Berlin, Nardo, Mikko

(Swiss Federal Institute of Technology, Department of Management, & Simmen, Timo (Swiss Federal Institute of Technology, Department of Management, 2014; Redfoot, 1984).

According to the World Tourism Organization, about 50% of tourist arrivals accounted for 10 of the world's leading destinations, all the rest have to fight for the remaining tourists. Obviously, for less developed and popular destinations, the problem of increasing competitiveness is of increased importance, since they have to fight for the attention and resources of tourists in a fierce competitive struggle (Çağlayan, Şak, Karymshakov, Çaglayan, & Sak, 2012).

In order to be successful in the modern conditions of the tourist market, destinations are developing in a competitive environment. The formation and improvement of the competitiveness of a destination should be the main focus of local government work. The problem of increasing the competitiveness of destinations is particularly relevant for territories that are just beginning to develop their tourist potential, but are immediately forced to enter into a highly competitive struggle with already established destinations for those designated above 50% of tourists.

The increase in the volume of export of tourist services, in turn, will ensure the competitiveness of the national economy of the country. Moreover, it will actively promote the integration of the hospitality industry into the global market. In this regard, it is necessary to clarify the category of export of tourist services (Management & 2007, Scheyvens, 2002).

Exports of tourist services are said to be the services offered by local businesses for foreign tourists traveling to the country.

To strengthen the role and place of tourist services in the country's economy, it is necessary to clearly identify the factors affecting the export effectiveness. Factors that increase the effectiveness of export services can be classified into the following three categories:

To increase the effectiveness of institutional factors to increase the effectiveness of exports of tourist services, the following is proposed:

Creation of clusters in separate branches of tourism;

- Development of marketing communications strategy aimed at increasing the sales volumes of combine species in the old markets;
- Formal targeted approach to targeted audiences based on segmented markets;
- Creation of a single databank on the existing issues in the field of export services;

Promoting integration of science, education and business into a qualitatively new level in the field of tourism services.

To increase the effectiveness of economic factors on raising the efficiency of exports of tourist services, the following are proposed:

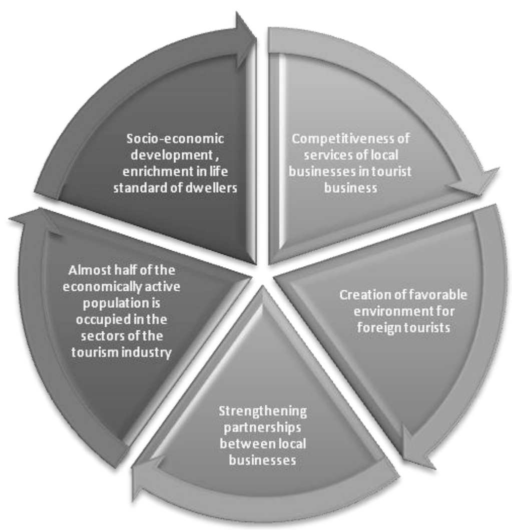
- Creation of favorable economic conditions for sustainable development of production and market infrastructure in export business;
- Priority attention should be paid to the widespread use of financial resources by economic entities engaged in the export of goods and services;
- Strictly defining the status of strategically important route for export of tourist services in the formulation of investment proposals portfolio;
- Access to balanced distribution of export services by regions;

Theoretical part. Ensuring diversification of services in the market.

It is crucial to clearly define the ways to achieve the foreign trade balance in ensuring national competitiveness. Especially the international trade of services has now become an integral part of the foreign economic relations of the countries. The developed countries of the world actively promote high-tech services such as banking and finance, legal advice, automation and programming of production processes in foreign markets. Developing countries imports services, such as medical, education, logistics, communication and information. There is a need to systematize the market for tourism services based on the consistent continuation of structural changes in Uzbekistan's economy and the need to further deepen the integration into international economic relations(Scheyvens, 2002; Wood, 1998).

The study of the current trends in the development of international trade in tourist services and generalizing its peculiarities should be emphasized that there is a need to identify the priority areas for achieving export and import balance in the international trade in tourist services. Taking into account the advanced experience of the developed countries of the world, several socio-economic consequences of ensuring the foreign trade balance of tourist services have been identified. In particular, the positive balance of the foreign trade balance of tourism services (Figure 1):

- Indicates the competitiveness of services offered by local businesses;
- It means that 10 to 45 per cent of the country's labor force is provided with permanent jobs in the tourism industry;
- It is clear that public authorities have established a favorable organizational and legal order for foreign tourists;
- Establishment of mutually beneficial partnership relations among foreign tourists on the tourist business subjects, as well as active promotion of national tourism in the world market.




**Picture 1. Socioeconomic motives that lead to a positive balance in the foreign trade balance of tourism services** [1]

[1] Хорижий илмий манбалар таҳлили ва туризмда бизнес юритиш амалиётининг тизимли тадқиқи асосида муаллиф томонидан ишлаб чиқилган

The emergence of a negative balance in the foreign trade balance of tourism services, ie the fact that the market of tourist services exceeds the volume of exports is based on the influence of certain factors. In particular, this situation occurs when:

- Financial resources allocated to satisfy the tourist needs in the structure of incomes of the population and family budget are the leading positions;
- Particular attention is paid to the systematic approach to provision of tour guides to foreign countries as a means of motivating staff by local labor agencies and trade unions;
- Prioritizing domestic tour operator firms to provide a high-quality service of residents to foreign countries;
- The exporters of tourist services point out that the country's residents are selected as the main segment of the sales market.

The market of tourist services in Uzbekistan is mainly saturated with services for foreign tourists, with a large share of tour operators and hotels income from foreign tourists(Anonymous, 2010b, 2010a; Scheyvens, 2002; Tiberghien, 2016; Willson, 2011).


**Picture 2. Socio-economic motives that lead to excess of imports in the market of tourist services [1]**

[1] Хорижий илмий манбалар таҳлили ва туризмда бизнес юритиш амалиётининг тизимли тадқиқи асосида муаллиф томонидан ишлаб чиқилган

International trade, export and import of tourist services balance, which is based on deep scientific and practical aspects of realizing calls for the development of the marketing strategy. In turn, the national market of tourist services to send and receive services revenue will occur depending on the number of equations for a variety of reasons:

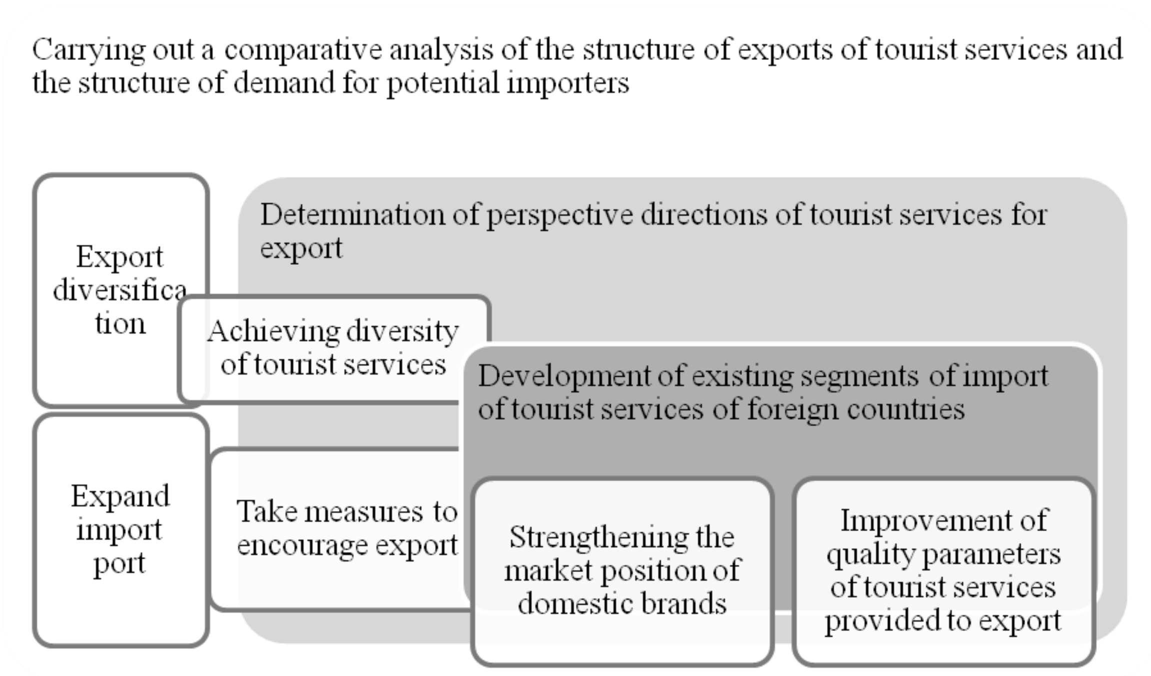
First of all, it is understood that the level of tourist activity in the country is high;

Secondly, due to the lack of diversity of tourist resources in the country or the lack of diversification of the national tourist product, the demand for travel abroad is increasing;

thirdly, the national tourist product of the country will be considered as attractive acquisition in the world market;

Fourth, the local entities to offer services in the tourism business are considered worthy of recognition by the potential competitive advantages of foreign tourists.

In a word, to achieve the balance of international trade, export and import of tourist services marketing solutions to the growing relevance. The state of the balance between imports and exports of tourism services to reduce the negative aspects, as well as the state of science and technology, education, tourism, cultural and humanitarian relations omiligi and to the export of tourist services in order to increase revenues to the state budget an important role in the implementation of international marketing (Santoro & Gopalakrishnan, 2001; Wall & Overton, 2006).




**Picture 3. Marketing solutions to achieve export and import balance in international trade in tourist services** [1]

[1] Муаллиф ишланмаси

As it turns out, tourism services are the most economically expedient category for export opportunities. Until now, paleontological findings, archaeological monuments, geological features and cultural heritage sites have the potential to boost foreign markets as a unique resource(Madritsch & Ebinger, 2011).

As a result of studying the factors that enhance the effectiveness of exporting services, we would like to draw the following concise views:

1. It is necessary to evaluate the factors affecting the effectiveness of the export of tourist services;

2. Developed practical recommendations on summarizing conceptual approaches and methodological approaches to strengthening the effectiveness of institutional, economic and social factors to increase the effectiveness of exports of services should be taken into account in the state regulation of tourism;

3. It is important to clearly define the stages of introducing the strategy of marketing communications for the export of services in certain areas of tourism;

4. It is desirable to use this model to increase the tourist attractiveness of the regions by developing a model of entrepreneurship support in exporting tourism services and adapting to the features of economic development.

In sum, ensuring the export-import balance of international trade in tourist services will increase the tourist activity of the citizens of the country and will increase the flow of foreign tourists to local tourist destinations.

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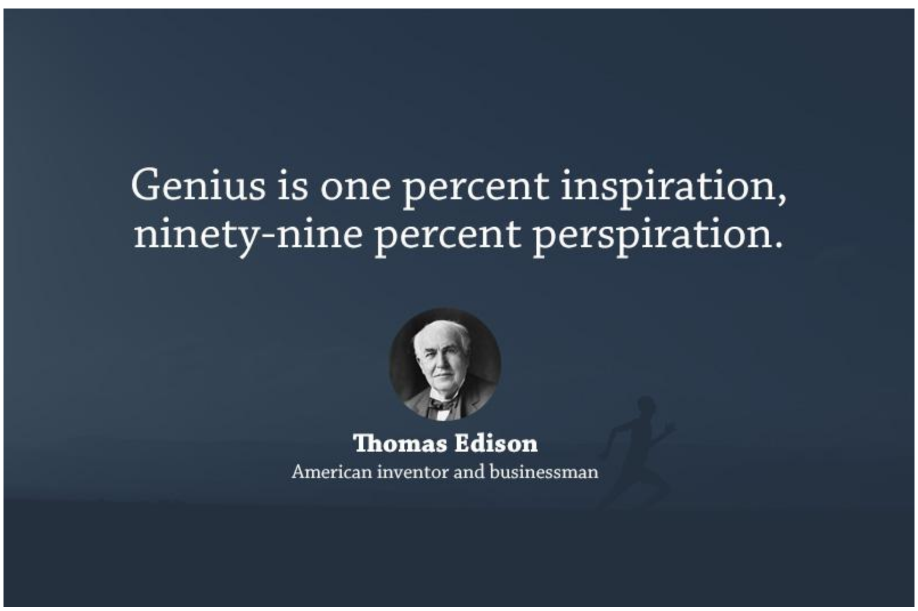

# ROLE OF WOMEN'S EDUCATION FOR CREATING ENTREPRENEUR ACTIVITIES IN THE INDIA

**Dr. Vandana Kushwah**[1]

**ABSTRACT**

*Education is believed to provide knowledge and resources to develop empowerment for livelihood through entrepreneurship development. There are so many success women plying role in the field of entrepreneurship development after getting higher knowledge & experience through higher education.*

**Keywords**: Women, Education, Entrepreneur, Growth

**Introduction:**

Education among women is the most powerful tool of attaining power in the society. Education is a basic requirement & fundamental right for every citizen of a country. It is very necessary for women because wider women's access to vocational, technical and professional education at all levels. It will ensure better financial stability for women and lead to national development.

Someone said *"Education is one of the most important means of empowering women with the knowledge skill and self-confidence necessary to participate fully in the development of the nation."*

**Current Schemes for women entrepreneurs:** The Government of India has defined women entrepreneurs as an enterprise owned and controlled by women having a minimum financial interest of fifty one percent of the capital and giving at least 51% of the employment generated in the enterprise to women. Women have traditionally played an important role in the micro and small enterprise as owners, managers and workers. The policy and programme implemented by the ministry of MSME across different areas of operations of MSME, covering credit, marketing, technology, skill development, infrastructure development etc. These programmes are implemented through various organizations like NIMSME, IIE (Indian institute of entrepreneurship Guwahati), EDI (Entrepreneurship development Institute, Ahmadabad), NSIC (National small industries corporation Ltd.), KVIC, DTIC and SIDBI etc.

**Scheme No.**

1. TREAD (Trade related entrepreneurship assistance and development scheme for women).
2. MSE-CDP (Micro & small enterprise cluster development programme).
3. CGMSE (Credit guarantee fund scheme for micro & small enterprises).
4. EDP (Entrepreneurship development programme).
5. Mahila coir yogini is the first women oriented self-employment programme in the industry.

**Contribution of women in MSMEs-**

MSME sector as women enterprises, whereas the share of enterprises actually managed by women is also 13.72%. There is a dominance of male in ownership of MSMEs with few units reported as women enterprises as compared to enterprises owned by men. Although the dominance of women managed

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enterprises is slightly more pronounced in rural area a (15.27%) as compared to the urban area (12.45) indicating large their more involvement in rural enterprises.

**Table : Percentage Distribution of Enterprises by Gender of Owner in Rural & Urban Areas**

| Sr. No. | Sector | Women (%) | Men (%) |
|---|---|---|---|
| 1 | Rural | 15.27 | 84.73 |
| 2 | Urban | 12.45 | 87.55 |
| 3 | All | 13.72 | 86.28 |

*Source: Fourth all India Census of MSMEs.*

**Successful women entrepreneurs in India-**

1- Indra Nuri, CEO Pepsico.

2- Chanda Kochar, MD & CEO, ICICI Bank.

3- Shahnaz hussain, CEO, Shahnaz herbals

4- Naina lal Kidwai, GM, HSBC, India

5- Neelam Dhawan, MD, HP India

6- Ekta Kapoor, JMD, Balagi Telefilms

## Conclusion

Todays women not like a sandwiched in between family life and career life. Her work at home consisting of working, cleaning and washing along with child care and family obligations put a lot of pressure on their work at home and at work place. Across the country people believe that women are capable of performing only certain types of jobs and that marriage must take precedence over cornerstone of any women's life because it enables them to responds their opportunities to challenge them traditional role and their levels. Education is the greatest single factors which can incredibly improve the status of women in any society.

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# OBJECTIVES OF GROWTH OF HIGHER EDUCATION IN HUMAN CAPITAL

**S. Husenov[1]**

**ABSTRACT**

*Human capital is one of the most important and irreplaceable parts of the national wealth, of each country, one of the key factors of long-term economic growth. Accordingly, paper has analyzed and investigated many scientific papers by various scientists and researchers who focused majorly on human capital issues. In addition, analyses are considered the measures that were taken to improve the quality of higher education and human capital development in Uzbekistan.*

**Keywords:** *human capital, higher education institution, quality of education, innovation, innovative economy, knowledge, skills, experience.*

## Introduction

World countries have begun to use human capital as the most important indicator of progress[1]. Human capital is a comprehensive support tool for economic growth and human capital. This term is closely linked to the development of human beings, and this category is directly linked and continues to grow in quantitative and qualitative terms[2].

In the 21st Century - countries that have chosen investment in human capital, as the priorities of the intellectual age of thought can only achieve great progress. According to mentioned ideas, only such kind of society can overcome modern challenges and problems[3].

In addition, developed countries and leading international organizations point out the priorities of human capital formation and development as priority tasks. Specifically, in the 1990s, World Bank experts conducted research in 192 countries, 20% of total wealth, is contributed on natural resources, 16% - physical capital and 64% - human capital[4].

Norway, Finland, the United States, Germany, Singapore, Japan, the United Kingdom and Canada have a tendency towards rapid development in the human capital concept.

Studies illustrate that 80-90% of GDP growth in developed countries is ensured by the contribution of new knowledge, the intellectual potential of human capital, the achievements of science, the introduction of new technologies.

In particular, according to American scientists, 70 percent of the US wealth is created thanks to human capital[5]. In the current stage of the global economic development, the impact of human capital on economic growth is believed to be vital on various levels[6].

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In the current stage of the global economic development, the impact of human capital on economic growth is considered as a vital feature. On this way, this term has inclusive definitions while mentioning economic subdivisions of the demand and supply[7], of the workforce, the level of the population[8], state expenditures on education[9], quality of education[10] as well as migration[11].

Analysis of the human capital and the experience of various countries in the field of development indicates that the main factor of the formation and development of human capital is the improvement of the education system. Practically all countries put education and science as one of the priorities of socio-economic policy, hence, they are allocating funds on it. Indeed, not only the individual, but also the whole state, depends on the educational level of the population [5].

From an economic point of view, investments in the education sector are often justified. According to experts' estimate that the cost of 1$ in the education system is calculated about 3-6$ [12].

A great deal is being done in Uzbekistan for the reform of the social sphere for the formation and development of human capital. In particular, 55.2% of expenditures of the state budget have been spent on financing of social expenditures. It should be emphasized that 58.7 % of the total cost of public expenditure on the maintenance and development of the education system and 26.9% for the health care sector [13].

Therefore, focus and the attention to the development of human capital in the country and health of the population.

The role of higher education in the formation of human capital plays a major role in our country. Therefore, improving the quality of higher education, radically improving the quality of education, supporting and promoting talented professionals is one of the most important priorities of the state policy. It should be noted that in the five priority directions of the development of the Republic of Uzbekistan in 2017-2021, it is noteworthy that the Framework of Action on the "Priorities of the Social Sector Development" was highlighted.

**Methodology**

In order to develop human capital in Uzbekistan, research work diffused analyses used by scientists and representatives of the field. The major point is to demonstrate the necessity of improving the quality and education in the higher education institutions.

Moreover, methods were focused on analyzing their research, observing the processes and analyzing the synthesis of the definitions.

**Literature review**

At present, many scientists and researchers are engaged in the role of the education system in the development of human capital. In particular, D. Mintser (1958) created a model explaining the characteristics of personal income distribution on the basis of the differences between the individual's point of view at the point of view of his personal investment in human capital and the personal income distribution[14].

T. Schultz (1960) points his theoretical view on the methods of assessing the value of the workforce based on cost of labor and education at the time of studying as a "source of education's capital formation"[15].

He proved that the human capital in the US economy is more than physical capital, and has suggested developing countries to invest heavily in education, health and science.

T. Schultz considers these sectors to be more important than the construction of new factories and facilities for the economic growth of the country[16].

E.Denison (1962) in his research "Contribution to Knowledge in Economic Growth: Interstate Analysis," revealed that in the post-World War II, 15-30% of US income growth in the United States was related to increased workforce education. According to Denison, mentioned the factor of human capital expenditure as it is not the primary factor, but their final quality indicators are one of the main factors of economic growth.

Denison analyzes the American economy between 1929 and 1982 and puts the quality of labor in the economy in high esteem. According to Denison research findings, the main factor influencing the increase in the quality of the workforce as main point on the education system. For this point, i.e the education system is the main factor influencing the formation of human capital [17].

S.G.Strumilin (1963) stated on "The Problems of the Labor Economics" in Volume 3, 5 proves the high effectiveness of the teaching of low-income people, mostly from workers and farmers in higher education institutions [18].

Free high education and the provision of students at the expense of the state proved to be self-sufficient. G.Becker (1964), co-founder of T. Schultz at the University of Chicago, develops the methods of assessing the economic effectiveness of higher education in his book "Human Capital: Theoretical and Experimental Analysis" [19]. Becker says that human capital is the main difference from physical capital, first of all, that human capital can not be separated from its owner, and secondly, if human capital is capable of increasing the efficiency of the market both in market and non-market sectors, is likely to be [20].

According to Becker's research, people can not exist without their knowledge, abilities, health, and other resources can be separated from their financial and physical assets [21].

D. Tairov writes that, "At the present time, the" educational institution "has become the" lifelong learning "of the traditional educational system. From the point of view of the concept of human capital, education provides high economic benefits if the knowledge and skills gained from professional education meet and respond to the objective needs of the labor market"[22].

**Main part**

The process of human capital formation in the country takes a long time, takes a number of steps and develops under the influence of many factors. Development of innovation economy in Uzbekistan is based not only on the accumulation of human capital, but also on the increasingly productive labor productivity of scientific researches and technological developments in the knowledge and skills of economic subjects.

This means that it is necessary to examine the existing system of education and the necessary dimensions of their change, as well as to create an infrastructure that allows them to efficiently use knowledge, experience, skills and abilities accumulated in the production and consumption process.

President of the Republic of Uzbekistan Sh.M.Mirziyoyev emphasized, "Today, we are on the way to innovative development aimed at radical renovation of all spheres of state and society. That is not casual. For who will win in the rapidly evolving world?

A new idea, a new idea, a nation based on innovation will win. " Innovation is the future. Today, if we begin to build our great future, we should start with innovative ideas, an innovative approach. That is why we have created the Ministry of Innovative Development and have set exact goals for it.

We believe that this ministry will serve as a kind of locomotive not only for the economy, but also for the most important projects in the community. This is not a coincidence. Because nowadays, the development of world education has accelerated significantly over other perceptions and services [23].

One example, the United Nations Sustainable Development Program estimates that in 2000-2030, the number of university students in the world will increase 4,2 times [24]. Naturally, production of goods and services does not increase at such a high level. It should be noted that education is an unlimited resource. Unlike other brands and services, there is no point in "saturation".

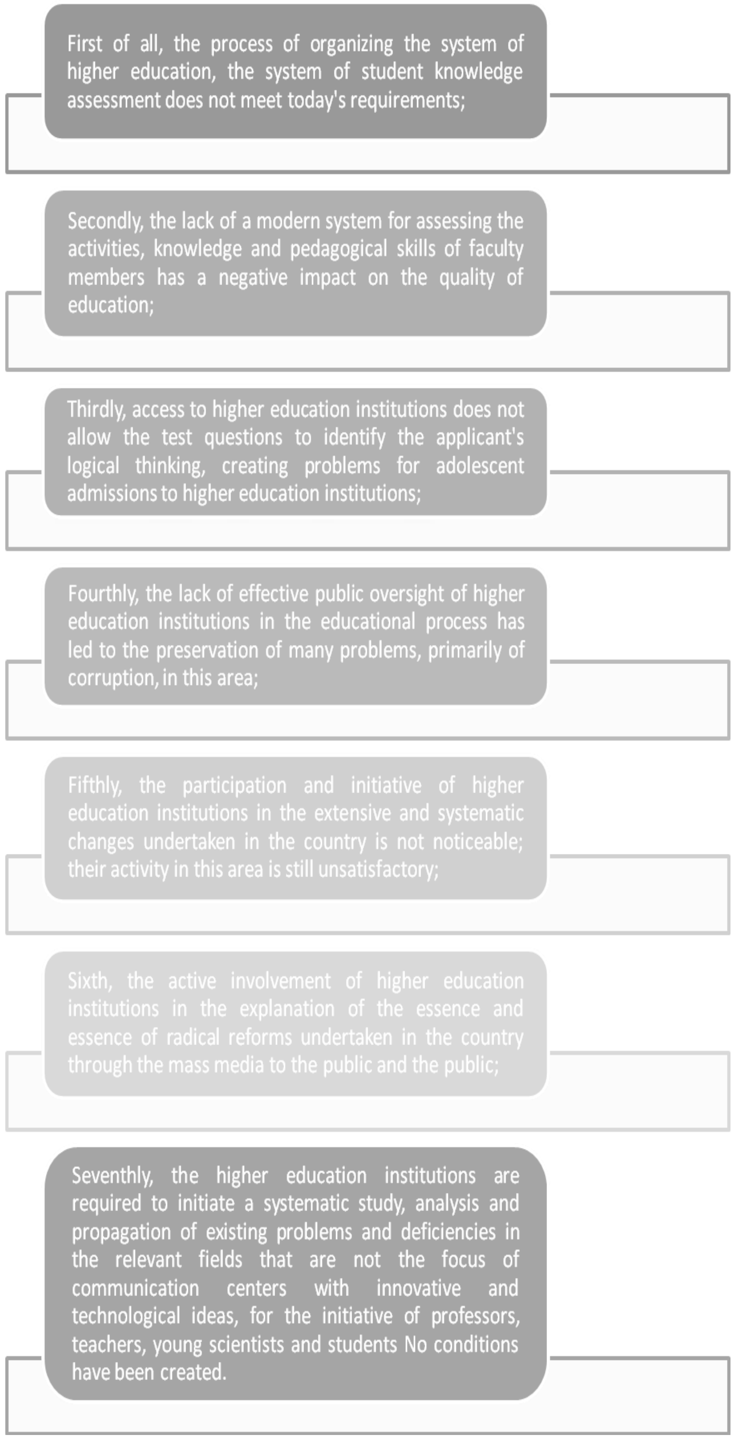
The development and improvement of the education system will increase the level of knowledge of the people and will enable them to use alternative solutions to land disposition decisions. Consequently, the labor force is derived from their professionalism, the level of recognition of individual abilities, entrepreneurial fantasy, romance of business, the ethics of contracts, the art of incomes use, and the managerial and marketing mission.

Not surprisingly, at present, our country is far behind the developed countries by the number of students in higher education when it is based on the number of ten thousand inhabitants.

In order to reduce the existing gap, it is desirable to widely use inclusive, on-line, distance learning, open and flexible forms of education that are traditional, contingent and contingent education. It is then the transition from the "lifelong learning to lifelong learning" system of our country [25].

If higher education does not provide us with quality human capital, it will be difficult to build an innovative economy. Therefore, in order to improve the quality of human capital, first of all, we need to improve the quality of higher education institutions.

In particular, the Decree of the President of the Republic of Uzbekistan of April 20, 2017 was directed "On Measures for Further Development of the Higher Education System", also decree that was introduced on July 27, 2017 "Measures to Extend the Participation of the Spheres and Industries in Enhancing the Quality of Training of Higher Education Professionals and decree that was launched on June 5, 2018, additional measures to improve the quality of education in higher education institutions and ensure their active participation in comprehensive reforms in the country .This is a clear indication of the fact that the Decree No PQ-3775 and “PQ-3775” in particular, there are a number of problems that are hindering the development of higher education institutions at all.




**Schedule-1 A number of problems facing the development of higher education.**

**Discussion**

It contributes to the gradual perfection of the quality of education in higher education institutions, ensuring their active participation in the ongoing large-scale reforms in the Republic of Uzbekistan. As well as consistent implementation of the goals set out in the Five Strategy for the Development of the Republic of Uzbekistan in 2017-2021, Outputs from 2018-2020 will be the following: In particular,

- Bachelors in some areas - 3 years, magistracy - 1 year;
- System of electronic reception of entrants' documents is created stepwise;
- Examination of test questions in entrance examinations on the basis of advanced international experience;
- To introduce the highest scoring and the exemption from those subjects in the related subjects for the applicants with advanced international exam systems (TOEFL, IELTS, CEFR, SAT General, SAT Subject, etc.);
- Organization of student training on the basis of mutual agreement of Uzbek and foreign HEIs, as well as joint educational programs, and introducing a dual degree diploma practice;
- Foreign citizens are admitted to the bachelor's degree without quota tests on quota-free basis;
- Consular and other fees are not collected for visa issuance from foreign nationals willing to study in Uzbekistan;
- introduces a new system of student knowledge control and evaluation;
- modern, transparent and fair assessment of students' knowledge (automated, portfolio, test, creative work, antiquity, etc.);
- a system that excludes the participation of the teacher in the final control process;
- At the end of the semester, the number of disciplines subject to the re-issuance of the academic debtor student will be changed and their term will be changed;
- The most talented students selected at the 1st semester at each HEI will be organized for individual groups, and their 2nd year training will be based on individual curricula and programs that are targeted at the Master's Program, thus introducing a system of qualified cadres for the departments of OTM ;
- The procedure for final state certification of graduates is further improved;
- The attraction of professor-teachers to the meetings and other activities not related to their tasks and activities;
- Heads of state bodies and organizations, khokim (governors) of all levels, have been strictly warned of their personal responsibility for violation of this requirement from the post of dismissal;
- Starting from 2019/2020 academic year, the principle "student achievement - the main criterion for assessing professor-teacher activity" will be introduced, which will define the pre-requisite measures with the non-requisite professorial-teaching staff;
- In order to prevent the teaching of teachers time spent on non-teaching activities and to direct them to work with students, new teaching methods are developed by professors and teachers "time standards";
- Public councils are organized in all HEIs consisting of students, parents, members of the Youth Union, staffing staff, professors and teachers of civil society;

- The position of the vice-rector on youth affairs is replaced by the post of the vice-rector for spiritual and educational work;
- Reports annually to the Cabinet of Ministers on the activities of ministerial oversight ministries and discusses whether the rectors' office or office is in good faith;
- In assessing the effectiveness of rectors activity, the involvement of highly qualified foreign scientists, teachers and specialists in the learning process as well as initiatives of leading foreign HEIs in Uzbekistan will be taken into account;
- In order to form new ideas and initiatives, a "Young Experts Group" will be established in each higher education institution;
- New leader of "Innovative Ideas Idea" will be established for young scientists and students and entrepreneurs;
- The Ministry of Higher and Secondary Special Education will organize an Information Service in two additional staff units, and the post offices of the Joint State Press Center will be established;
- Approves the Regulation on the Procedure of Qualification Practice of the University;
- Provision of leading scientific journals of the republic to the stage-by-stage high impact factor.

Of course, step-by-step implementation of these works would not be an exaggeration if we say that Uzbekistan leads the higher education system into a new qualitative stage. Such qualitative changes in higher education institutions have a strong impact on human capital development in the country.

In addition, the funds allocated for the implementation of the comprehensive program for the development of higher education in 2017-2021 will amount to more than 1,7 trillion soums, of which 1,2 trillion sums will be spent for training laboratories, gyms and student dwellings reconstruction and overhaul, more than 500 billion soums will be provided with educational laboratory equipment, furniture and inventory, laboratory complex providing services to all educational institutions as well as for the development of information and communication technologies [26].

It is also important to emphasize that the compulsory payment of income tax, single tax payment and targeted government funds from educational and research institutions carrying out practical and innovative research and experimental-design activities on the orders of the enterprises to strengthen the scientific potential of higher education institutions and exempted from value added tax.

**Conclusion**

The above-mentioned views and the work done are of course not cunning. In fact, higher education plays an important role in the lives of young people. In this context of the educational system, young people are trained to become specialists. Therefore, all of the measures envisaged by the comprehensive development program of the higher education system for 2017-2021 in the intellectual intellectual capacity of young people will surely give their results in the future.

We can conclude from the above that, in fact, the quality of higher education institutions is crucial to the development of national human capital in our country. An important feature of human capital is its ability to reproduce. In this sense, higher education plays a special role. Because it shapes people with such qualities that allow them not only to participate in social production or services, but also to "learn to read", "seek information, understand and analyze, process," "quit difficult situations" as well as the "children's upbringing" also create the ability to reproduce human capital.

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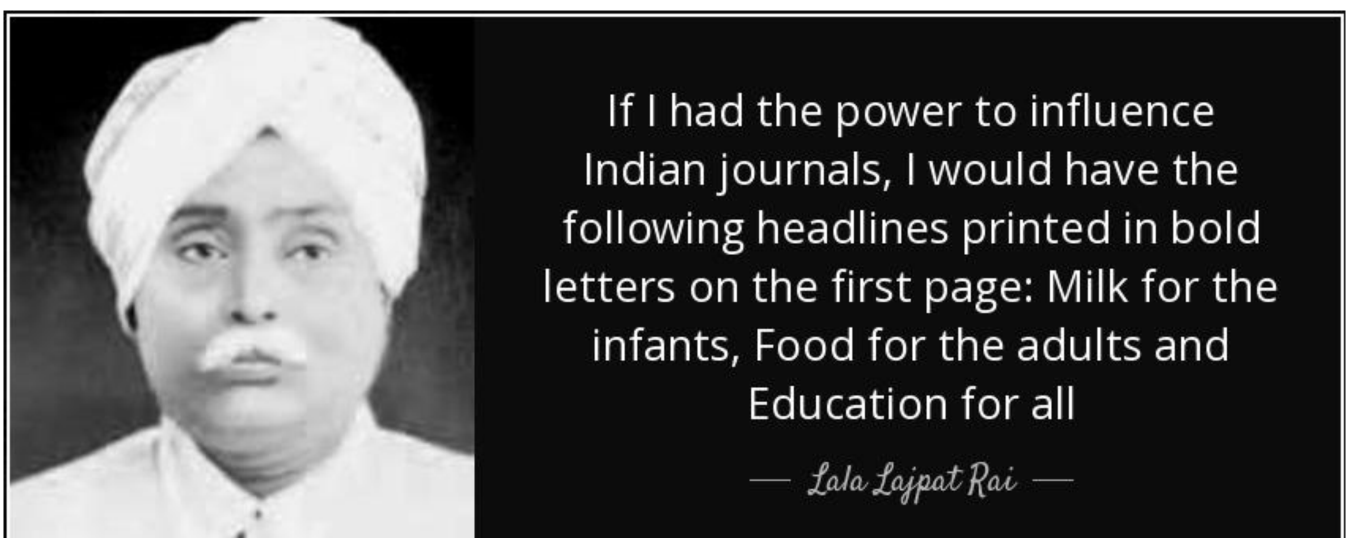

# LABOUR RELATIONS AND HUMAN RESOURCE MANAGEMENT

**Dr.A.K.Jha**[1]

**ABSTRACT**

*This paper examines industrial relations (IR) trends and developments in Asia and the Pacific, particularly in terms of the challenges employers and their organizations are facing and will face during the next decade. The paper does this against the background of an explanation of the changing nature of IR, how IR are developing in the global context, as influenced by the forces of globalization and liberalization, and the particular historical and current factors which are influencing those relations in the region. The paper then identifies a range of issues which employers and their organizations will need to consider in developing appropriate strategies to respond effectively to the challenges they now confront.*

*This paper looks at labour relations and human resource management as a part of sustainable economies. This paper posits that in order for countries to benefit more from the HRM opportunities and manage better labour relations in the world These will improve the supply side capability and flexibility of countries to dynamic changes in the international economy leading to more robust economic and employment growth.*

*The paper consists of two parts :*

- *Part One discusses Definitions of Industrial Relations and Human Resource Management.*
- *Part Two discusses Objectives, Principles and Legal position of IR in India. The paper ends with a brief conclusion.*

***Key Words..*** *Industrial Relations, Human Resource Management, Principles of IR.*

## Part -I

Industrial relations constitute one of the most delicate and complex problems of the modern industrial society. This phenomenon of a new complex industrial set-up is directly attributable to the emergence of 'Industrial Revolution". The pre-industrial revolution period was characterized by a simple process of manufacture, small scale investment, local markets and small number of persons employed. All this led to close proximity between the manager and the managed. Due to personal and direct relationship between the employer and the employee it was easier to secure cooperation of the latter. Any grievance or misunderstanding on the part of either party could be promptly removed. Also, there was no interference by the State in the economic activities of the people. Under such a set-up industrial relations were simple, direct and personal. This situation underwent a marked change with the advent of industrial revolution – size of the business increased needing investment of enormous financial and human resources, there emerged a new class of professional managers causing divorce between ownership and management, and relations between the employer and the employer became entranced and gradually antagonistic. This new set-up

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rendered the old philosophy of industrial relation irrelevant and gave rise to complex, indirect, and impersonal industrial relations.[3]

Generally Labor relations is described as the study and practice of managing unionized employment situations.[1]

J.T. Dunlop defines industrial relations as “the complex interrelations among managers, workers and agencies of the governments”.

According to Dale Yoder “industrial relations is the process of management dealing with one or more unions with a view to negotiate and subsequently administer collective bargaining agreement or labour contract”.

Labor relations are a broad field encompassing all the myriad interchanges between employers and employees. While labor relations are most often used to discuss this exchange as it pertains to unionized employees, it may also refer to non-union employees as well. Labor relations are dictated in a large part by the government of a nation and the various regulations it provides to industry regarding the treatment of employees.[2]

"IR" may be defined as the means by which the various interests involved in the labour market are accommodated, primarily for the purpose of regulating employment relationships. IR is essentially collectivist and pluralist in outlook. It is concerned with the relationships which arise at and out of the workplace (ie, relationships between individual workers, the relationships between them and their employer, the relationships employers and workers have with the organizations formed to promote and defend their respective interests, and the relations between those organizations, at all levels). Industrial relations also includes the processes through which these relationships are expressed (such as, collective bargaining; worker involvement in decision-making; and grievance and dispute settlement), and the management of conflict between employers, workers and trade unions, when it arises.[4]

These relationships and processes are influenced by the government and its agencies through policies, laws, institutions and programs, and by the broader political, social, economic, technological and cultural characteristics of each country. The IR policy, legal and institutional framework in a particular country is developed through bipartite consultative processes (ie, between employer and worker representatives, and by them, individually, with government) and tripartite consultation and cooperation (involving government and the social partners).

IR outcomes are a series of rules which apply to work, setting down minimum (and other) wages and terms and conditions of employment for workers. These employment conditions can cover hours of work, leave, training, termination of employment and the like, as well as issues related to occupational safety and health, social security (sometimes), and conditions applying to special categories of workers. These rules also define the roles and responsibilities of the parties, individually and collectively (eg, through legislation; collective labour agreements; decisions by arbitrators and courts; and enterprise work rules).[5]

The term *labour relations,* also known as *industrial relations,* refer to the system in which employers, workers and their representatives and, directly or indirectly, the government interacts to set the ground rules for the governance of work relationships. It also describes a field of study dedicated to examining such relationships. The field is an outgrowth of the industrial revolution, whose excesses led to the emergence of trade unions to represent workers and to the development of collective labour relations. A labour or industrial relations system reflects the interaction between the main actors in it: the state, the employer (or employers or an employers' association), trade unions and employees (who may participate or not in unions and other bodies affording workers' representation). The phrases "labour relations" and "industrial relations" are also used in connection with various forms of workers' participation; they can also encompass individual employment relationships between an employer and a worker under a written or implied contract of employment, although these are usually referred to as "employment relations". There is considerable variation in the use of the terms, partly reflecting the evolving nature of the field over time and place. There is general agreement, however, that the field embraces collective bargaining, various forms of workers' participation (such as works councils and joint health and safety committees) and mechanisms for resolving collective and individual disputes. The wide variety of labour relations systems throughout the world has meant that comparative studies and identification of types are accompanied by caveats about the limitations of over-generalization and false analogies. Traditionally, four distinct types of workplace governance have been described: dictatorial, paternalistic, institutional and worker-participative; this chapter examines primarily the latter two types. [6]

In the broad sense, industrial relations cover all such relationships that a business enterprise maintains with various sections of the society such as workers, state, customers and public who come into its contact.

In the narrow sense, it refers to all types of relationships between employer and employees, trade union and management, works and union and between workers and workers. It also includes all sorts of relationships at both formal and informal levels in the organization.

In indusial relations, therefore, one seeks to study how people get on together at their work, what difficulties arise between them, how their relations including wages and working conditions etc., are regulated. Industrial relations, thus, include both 'industrial relations' and 'collective relations' as well as the role of the state in regulating these relations. Such a relationship is therefore complex and multidimensional resting on economic, social, psychological, ethical, occupational, political and legal levels. There are mainly two set of factors that determine the state of industrial relations – whether good or poor in any country. The first set of factors, described as 'institutional factors' include type of labour legislation, policy of state relating to labour and industry, extent and stage of development of trade unions and employers' organizations and the type of social institutions. The other set of factors, described as 'economic factors' include the nature of economic organization capitalist, socialist technology, the sources of demand and supply in the labour market, the nature and composition of labor force etc. [3]

Since Industrial Relations is a function of three variables – management, trade unions and workers, a workable approach towards planning for healthy labour-management relations can be developed by Defining the acceptable boundaries of employer/ employee action, Granting the freedom to act within these boundaries and Monitoring the resulting developments. For achieving the objectives of improved management – trade union the following line fo action is suggested - A realistic attitude of managers towards employees and vice versa for humanizing industrial relations, Proper organization climate and extension of area of Industrial Relations, Institutionalism of industrial relations and effective forums for interaction between management and trade unions at plant, industry and national levels, A comprehensive system of rules and discipline, The maintenance of an efficient system of communication, An objective follow-up pattern for industrial relations system. Respect for public opinion and democratic values

## Human Resources Management

*Human resources management* has been defined as "the science and the practice that deals with the nature of the employment relationship and all of the decisions, actions and issues that relate to that relationship" (Ferris, Rosen and Barnum 1995). It encapsulates employer-formulated policies and practices that see the utilization and management of employees as a business resource in the context of a firm's overall strategy to enhance productivity and competitiveness.

It is a term most often used to describe an employer's approach to personnel administration that emphasizes employee involvement, normally but not always in a union-free setting, with the goal of motivating workers to enhance their productivity. The field was formed from a merger of scientific management theories, welfare work and industrial psychology around the time of the First World War and has undergone considerable evolution since. Today, it stresses work organization techniques, recruitment and selection, performance appraisal, training, upgrading of skills and career development, along with direct employee participation and communication.

Human resources management has been put forth as an alternative to "Fordism", the traditional assembly-line type of production in which engineers are responsible for work organization and workers' assigned tasks are divided up and narrowly circumscribed. Common forms of employee involvement include suggestion schemes, attitude surveys, job enrichment schemes, team working and similar forms of empowerment schemes, quality of working-life programmes, quality circles and task forces. Another feature of human resources management may be linking pay, individually or collectively, to performance. It is noteworthy that one of the three objectives of occupational health has been identified by the Joint ILO/WHO Committee on Occupational Health as "development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings..." (ILO 1995b). This is known as developing a "safety culture." [6]

## Part-II

## Legal position of Labour in India

Articles 39, 41, 42 and 43 have a special relevance in the field of industrial legislation and adjudication. In fact, they are the sub-stratum of industrial jurisprudence.

**Article 39** accentuates the basic philosophy of idealistic socialism which is enshrined in the Preamble of the Constitution and provides a motivation force to the Directive Principles by laying down that the State shall direct its policy towards equal pay for both men and women.

**Article 41** lays down that the State shall, within the limits of its economic capacity and development, make effective provision for securing the right to work, to education and to public assistance in cases of unemployment, old age, sickness and disablement, and in other cases of undeserved want.

**Article 42** enjoins the State government to make provision for securing just and humane conditions of work and for maternity relief.

Substantial steps have been taken to fulfill the object of Art.42 of the Constitution. **The Factories Act., 1948**, provides for health, safety, welfare, employment of young persons and women, hours of work for adults and children, holidays, leave with wages etc. Labour welfare funds have been set up to provide welfare facilities to the workers employed in different mines such a coal, mica, iron ore and limestone. The **Contract Labour (Regulation and Abolition) Act** of 1970, a piece of social legislation, provides for the abolition of contract labour wherever possible and to regulate the conditions of contract labour in establishments or employments where the abolition of contract labour system is not considered feasible for the time being. The Act provides for licensing of contractors and registration of establishments by the employers employing contract labour.

**Social security** is guaranteed in our Constitution under Arts. 39, 41 and 43. **The Employees' State Insurance Act, 1948**, is a pioneering piece of legislation in the field of social insurance. The benefits provided to the employees under the scheme are: (1) sickness benefit and extended sickness benefit; (2) maternity benefit; (3) disablement benefit; (4) dependants' benefit; (5) funeral benefit; and (6) medical benefit. All the benefits are provided in cash except the medial which is in kind.

The administration of the scheme is entrusted to an autonomous corporation called the Employees' State Insurance Corporation. **The Employees' Provident Funds and Miscellaneous Provisions Act, 1952** and the **Maternity Benefit Act, 1961**, are also social security measures to help fulfill the objectives of Directive Principles of our Constitution.

- **The Provident Fund Scheme** aimed at providing substantial security and timely monetary assistance to industrial employees and their families. This scheme has provided protection to employees and their dependants in case of old age, disablement, early death of the bread-winner and in some other contingencies.
- A scheme of **Family Pension-cum-Life Assurance** was introduced with a view t providing ling-term recurring financial benefit to the families in the event of the members' premature death while in service. The Employees' Provident Fund Organization, is in charge of three important schemes, viz., the Employees' Provident Funds Scheme, the Employees' Family Pension Scheme and the Employees' Deposit-linked Insurance Scheme.
- The **Maternity Benefit Scheme** is primarily designed to provide full wages and security of employment. They enable a female employee to get maternity leave with full wages at least for 6 weeks before and 6 weeks after confinement.
- The object of the **Payment of Gratuity Act, 1972** is to provide a scheme for the payment of gratuity to employees employed in factories, mines, oil fields, plantations, ports, railways, shops and establishments. All employees who have rendered a minimum of years' continuous service in the above mentioned establishments are entitled to gratuity at the time of superannuation, retirement, resignation, death or if they leave their job due to accident, disablement. Under the Act., employers are required to pay gratuity at the rate of 15 days' wages for every completed year of service subject to a maximum of 20 months' wages.

**Article 43** makes it obligatory for the State to secure by suitable legislation or economic organization or in any other manner to all workers, agricultural, industrial, or otherwise, work, a living wage, condition of work ensuring a decent standard of life and full enjoyment of leisure and social and cultural opportunities.

To ensure this, the **Minimum Wages Act, 1948**, was enacted. It provides for the fixation of minimum rates of wages by the Central or State governments within a specified period for workers employed in certain scheduled employments. These rates vary from State, area to area and from employments to employment.

The minimum wage in any event must be paid irrespective of the capacity of the industry to pay. Living wage is the higher level of wage and of the industry to pay and naturally, it would include all amenities which a citizen living in a modern civilized society is entitled to. Fair wage is something above the minimum wage which may roughly be said to approximate to the need-based minimum wage. It is a mean between the living wage and the minimum wage. [3]

**Part III**

## CONCLUSION

This paper focused on Industrial Relations and Human Resource Management. These are the areas that are particularly important for the all countries to improve their workforce attractiveness and become more internationally competitive. The macroeconomic conditions for most Asian countries are also favorable. Thus, the structural adjustment reforms that matter for the countries in order for them to benefit more from the opportunities of industrial relations and robust economic growth in all countries are primarily in the human resource management areas.

The cordial and healthy labour management relations could be brought in by safeguarding the interest of the workers, fixing reasonable wages, providing good working conditions, providing other social security measures, maintaining healthy trade unions, collective bargaining, The industrial peace could be attained by setting industrial disputes through mutual understanding and agreement, evolving various legal measure and setting up various machineries such as Works Committee, Boards of Conciliation, Labour Courts etc. The industrial democracy could be achieved by allowing workers to take part in management and by recognition of human rights.

The essential challenge for each country is how to achieve a stable and flexible IR system which balances "efficiency" with "equity. the attention must be given to traditional and emerging areas of IR concern. This will require action in the areas of human resource policy, legislation, regulatory institutions, work place practices and the re-examination of the roles of government in this context.

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# SOCIAL SERVICES IN THE MARKET ECONOMY: EXPERIENCE AND PROBLEMS

**Saydaqulov Ravshan Aliboyevich**[1]

**ABSTRACT**

*In this article highlights to practice issues and social services problems in a market economy. So, article analyzes different approaches to the definition of social services, their basic properties and tendency to move from a market system of social services to the system of an alternative economy.*

*The article describes the development and functioning of social services in foreign countries and in Uzbekistan, and also social protection, social responsibility and experience in implementing standardization of social services in country.*

***Key words:*** *person, state, market economy, social services, welfare state, different of social services, social protection, experience and problems.*

## Introduction

The world experience shows that the continuous implementation of innovations that ensure good growth in all areas has become a driving force of the society and economic development. Today, innovative models of development and "intelligent" technologies are the most successful and sustainable ones. Sustainable development of such countries, their competitiveness on world markets is based on innovative ideas and developments, not on the use of natural resources and natural resources. From 2017 the country is implementing new, meaningful and efficient reforms that meet modern requirements in the economy. In 2017 a new stage of reforms has begun. Reforms in the economy draw on the attention of world economists and experts, with the ongoing in-depth analysis and innovative approach to the creation of new economic systems[1].

Thus, the implementation of social services is strongly dependent on state social-economic policy. Since social systems face tough financing problems and a shortage of human resources, growing demands, especially in a market economy, require a thorough analysis. On the one side, the development of social services requires a high social responsibility of the state, and on the other - the existence of certain socio-economic conditions in society. The development of social services plays an important role in raising the living standard of the population and increasing its internal needs. Therefore, the Anti-crisis program aimed at mitigating the consequences of the global financial crisis has focused on the development of social infrastructure[2., P.48-49].

"In this regard, the First President of the Republic of Uzbekistan Islam Karimov said:" Our most important task in the nearest future is to continue the work that we have begun with, to further develop the social sphere, to increase wages, to develop the service sector, infrastructure facilities, transport and communications projects"[3., P.53].

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In the market economy, the provision of social services is crucial. First of all, social services - providing assistance to those in need of social services to improve the quality of life, improve access to social services, and (or) increase their ability to meet their basic needs individually complex of measures.

**Review of Literature**

Many domestic and foreign researchers are trying to identify social services. Studying the essence of social services and their role in the system of economic relations have been studied and prioritized by foreign scientists. For example, economist scientists have studied the works of A.Smith, D.Ricardo, D.M.Kaines, Rudolf Bauer, K.R.McConnell, S.L.Bru, P.A.Samuelson and V.D. Nordxaus.

Thus, Rudolf Bauer from the University of Bremen in Germany describes the terms "services" and "service provision" using the scheme presented below. He combines the words "service" and "fulfillment" in the semantic field[4., P.78].

As an economic category of social services, from CIS economist researchers S.G.Strumilin, M.V.Solodkov, E.M.Agababyan, Y.I.Pravdin, P.I.Malakhinov, E.M.Smirnova, E.A.Gromov, S.Zagladina, S.Afontsev, R.Kapelyushnikov, Y.Kuzminov, V.Kokorev, S.Malakhov, V.Mau, V.Nayshul, A.Nesterenko, R.Nureev, V.Polterovich, A.Oleynik , V. Radaev, V.Tambovtsev, L.Timofeev, A.Shastitko, L.Yakobson and others studied some aspects of their work.

Some theoretical aspects of the issues related to production and provision of social services in Uzbekistan A.V.Vahabov, A.Ziyavuddinova, M.A.Hakimova, A.Ulmasov, S.Gulomov, J.Kochkarov, E.Nabiev, P.Khashimov, U.D.Rajabov, Sh.Sh.Axunova, N.Yusupova, J.M.Mahmudov, M.A.Sharapova, H.Dustmuhammad, D.A.Rahmonov, R.Karimova, B.M.Makhmadiev and others they have been studied in textbooks, manuals and scientific research.

The research work of H.Dustmuhammad is based on the system of indicators that characterize the characteristics of the public education system, assessment of the situation, cost estimation and their targeted-intensity [5.,P.23].

D.Rahmanov's research has studied the theoretical foundations of financing healthcare facilities in the social sphere and has identified its peculiarities. [6.,P.25]

It should be admitted that, despite the many studies conducted by our native and foreign scientists, some aspects of this problem need to be further studied. In particular, the issues of reforming the institution of social services in the country are included. The above reviews shows in determining the social service, in our opinion, the following factors should be considered:

- the social importance of social services;
- creation of the market of social services;
- the possibility of freedom of choice of social services;
- dependence of development of services on regional conditions;
- individualization of services depending on the needs of the client;
- the focus of the service on the client's personality and the development of the desire in it to search for domestic resources for the self-realization of their needs and interests;
- a conscious orientation to human capital, etc.

Providing social services in the event that a basic social consensus is reached and the need for these agencies to provide free services. If this is the case, then contractual relations are clearly defined either with social institutions or with departments for obtaining qualitative results. The last aspect in our days can be attributed to the tradition of social responsibility[4., P.208]. The company defines assistance or social participation as an intangible obligation to the society and / or employees, considering it a part of the company's culture. The brand of the company or the status of the company in the society obliges it to act responsibly, increase its fame and win the best human capital on the market. Such examples can be found in Japan (Yamaha Ltd.), Germany (BMW AG, Siemens AG., Bertelsmann Ltd., Thyssen AG, Ruhrgas Ag) or in the USA (MacDonald's, Microsoft). In order to develop the social services market, entrepreneurs and government agencies conduct an analysis of the potential of clients and their positions as a supplier, define the professions necessary to provide specific services. The more professional the support should be, the higher the costs, and the sharper the question arises: where to get the funding, how high is the importance of providing these services to the society as a whole, how much is the company willing to spend on the welfare of the society, how much are the customers willing to spend in order to get the desired quality, human resources? According to the definition of Schott-Vinterer and T.Rieder, social services are professionally provided funds for improving, maintaining and restoring the physical, psychological, social and cultural functioning of individuals or groups of people, as well as the social and cultural identity of society [7., P.300]. The more active and informed the consumer, the less the chances of the supplier to succeed in the provision of services. It is not always possible to influence the success of the service, especially when the consumer shows a minimum of activity. Social (or privileged) services are various (for example, household, medical, psychological, etc.) that are provided to socially vulnerable and low-income groups of the population, either on a paid basis or free of charge. Thus, services are defined not by industry, as legislators do, but by accessibility (market or social, or, in other words, market and preferential). This definition of social services is based on the separation of solvent segments of the population from insolvent and gives the opportunity to organize assistance to the latter. In the conditions of the market and with the removal of restrictions on individual needs, there are all new, even exotic needs for high-quality services paid for by self-employed individuals at market prices. At the same time, there are citizens who do not have enough money even to meet basic needs in housing and communal services, domestic and medical services, upgrading of skills, supplying goods of everyday demand. In this situation, the social state and civil society take on compensatory functions, which (taking into account the underdevelopment of the service sector in the country as a whole) is much more complex and diverse than simply the payment of benefits and subsidies to the needy. In partnership with civil society structures, a certain, yet unformed, but more flexible and alternative to the market system is being deployed across the entire range of sectoral services[8]. This system is called a system of alternative economy, or a system of preferential social services.

An analysis of the foreign experience in the development of social services shows that they were formed mainly in the second half of the 20th century. So, in Sweden, in accordance with the law adopted in 1982, the responsibility for social care for the elderly was placed on the communes. Communes must provide a variety of services that promote the most autonomous existence of older people. Assistance in the management of the economy includes cooking, cleaning, washing, meeting individual needs, etc., while people living far from the center are provided with special transport with everything necessary for cleaning, technical assistance, as well as personal hygiene items and books. Additional transportation services by personal application help the elderly person keep in touch with friends and acquaintances. In the system of measures to provide medical services to elderly people who have lost their independence, preference is given to keeping them at home. The state policy of Great Britain regarding elderly citizens and disabled people is also focused mainly on creating full-fledged conditions for their residence at home, primarily through the extensive provision of non-stationary forms and types of social services. Social and medical care at home here is seen as an important mechanism for implementing all social policy in the country, allowing to solve many problems of the elderly and disabled associated with loneliness and loss of interest in life, as well as contributing to maintaining contacts with others, improving living conditions. At the same time, the organization of social services is entrusted to local self-government bodies, providing both mandatory and additional services. In the implementation of social programs, not only full-time employees participate, but also numerous volunteers from various public, religious, charitable, youth and other organizations. Greatly popular among the elderly and disabled in the UK is the form of assistance, such as the "social club", the "social café", which are usually created by religious and charitable organizations. Special areas of their work include the organization of communication of clients, their leisure, the provision of inexpensive dinners, medical, legal, psychological consultations, organization of groups of interests. In France, the most common are two types of care for the elderly: the provision of "home help" services and nursing care at home. The service of domestic assistants is designed to provide services of a predominantly household nature to people who have difficulties in purchasing food, cooking, and keeping living quarters. For the elderly, with a significant loss of self-care capacity, the nursing care service is designed, which, in addition to the usual home-based services, includes the provision of pre-medical and hygienic services. For "hospital-at-home" patients who are discharged from inpatient medical institutions and who do not require intensive treatment, a "hospital at home" can be organized. Such persons are serviced by doctors and nurses together with a social worker who provides household services. Let's enumerate the basic principles of social services for the elderly in France. 1. Dignity of the individual. The elderly person, whatever his age, health status, degree of loss of independence and income level, is entitled to care, qualified treatment and treatment. 2. Freedom of choice. Each person of advanced age, whose health condition requires special intervention, should be able to choose the form of service and its duration. 3. Coordination of assistance. The implementation of assistance and services requires concerted and effective efforts that are as close as possible to the needs of the individual. 4. Assistance is provided, first of all, to the most needy. The experience of foreign countries attracted attention and testified to the legitimacy of the use of a system of non-stationary social services to ensure the full functioning of older citizens with disabilities, close to their place of permanent residence and contributing to the preservation of activity and the healthy longevity of these individuals. In the Russian Federation, the provision of social services has been developing in the late 90s of the 20th century[9]. Social services are provided both on a free basis and on a partial payment basis. Social services are provided free of charge to the following categories of clients: 1) single elderly people (single couples) and invalids receiving a pension, including allowances, in the amount below the subsistence minimum established for the region; 2) citizens of elderly and senile age and persons with disabilities who have relatives who cannot provide them with assistance and care for objective reasons, provided that the amount of pensions received by these citizens, taking into account allowances, is lower than the subsistence level established for the region; 3) citizens of elderly and senile age who live in families whose average per capita income is below the subsistence minimum established for the country.

In Uzbekistan, the state uses fiscal policy and budgetary funds to finance social services. That is, in the order established by Article 22, 23 of Section V of the Law of the Republic of Uzbekistan "On the Budget System" of December 14, 2000, № 158-II. In this context, the production of social services is the transfer of government-financed funds into a certain type, volume and specific content, the product of the level. So, the main directions of public policy in the sphere of social services are as follows:

Timely identification, registration and provision of social services to those in need of social services;

- Creating the necessary conditions for the preservation of social services recipients' relationships with the family and society, in the usual peaceful environment;
- To ensure transparency and publicity of public authorities' activities in providing social services;
- Development of social partnership in the sphere of provision of social services.

From the above, the system of social service providers in our country includes:

- public administration bodies;
- local executive authorities;
- civil self-governance bodies;
- nongovernmental nonprofit organizations;
- Entrepreneurial entities carrying out the provision of social services;

Social service providers work on the following basic principles:

- human rights observance, equal access to social services;
- access to social services;
- a clear focus and individual approach to the provision of social services;
- voluntary access to social services;
- confidentiality of information about recipients of social services.

The requirements of the standard apply to all institutions regardless of the form of ownership, which provide citizens with social services in the form of assistance and comprehensive support in cases of difficult life situations. In Uzbekistan, social services, depending on their purpose, are divided into the following main types:

- social and domestic, aimed at supporting the life of citizens in everyday life;

- socio-medical, aimed at maintaining and improving the health of citizens;

- socio-psychological, providing for the correction of the psychological state of citizens for their adaptation in the environment (society);

- social and pedagogical, aimed at preventing deviations in behavior and anomalies in the development of clients of social services, forming positive interests in them, including in the sphere of leisure, organizing their leisure, assisting in the family upbringing of children;

- socio-economic, aimed at maintaining and improving the standard of living;

- social and legal, aimed at maintaining or changing the legal status, providing legal assistance, protecting the legitimate rights and interests of citizens. The standards have revealed the essential content of each type of services, and also the requirements for the order and conditions for the provision of social services have been approved.

**Conclusion**

At the same time, it should be noted that over the past period of time, it has not been possible to create a market for social services. The model of public procurement of social services from private and non-governmental organizations has not been formed, and the number of the latter is low. In addition, the quality of the services provided, the expansion of their list, requires a serious improvement. So, the Strategy for the five main priorities of the Republic of Uzbekistan for the period from 2017 to 2021 is focused on the development of the social sector. A special emphasis in the implementation of this strategy is that the principle of "human interests is superior to everything" and the noble idea that "public institutions should serve the people, not the public,"[10] but first of all, is an indication of the practical implementation of the principle of dialogue and the real protection of the rights, freedoms and legitimate interests of citizens.

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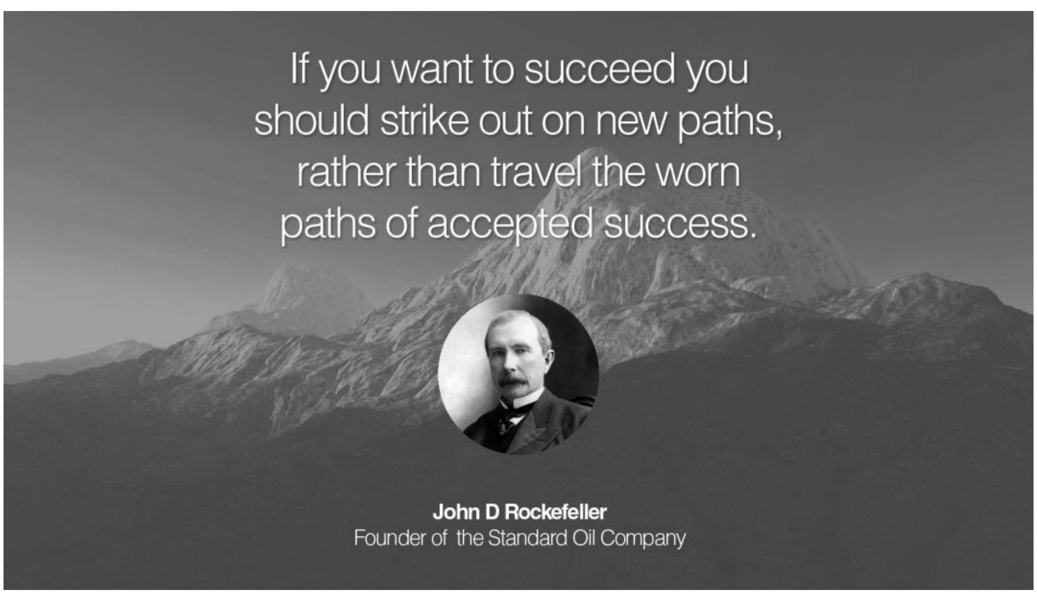

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