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ALLOW TO THE DEFENSE
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**QUALIFICATION PAPER
(EXPLANATORY NOTE)**

HIGHER EDUCATION SEEKER OF THE EDUCATIONAL DEGREE "MASTER"

Topic: Improvement of the personnel management system of JSC “UZBEKISTAN AIRWAY” based on the experience of foreign countries

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APPROVED

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Oksana KYRYLENKO

“ ” 2023

TASK

to perform qualification paper by the higher education seeker

Tokareva Ekaterina

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1. Topic of qualification paper: ***Improvement of the personnel management system of JSC "UZBEKISTAN AIRWAY" based on the experience of foreign countries***

approved by the Rector order of ***10/10/2023, № 2079/cm***

2. Deadline of the paper: ***from "02" October 2023 to "31" December 2023***

3. Initial data for the paper: ***Financial and management reports of the JSC "UZBEKISTAN AIRWAYS", scientific works, Internet resources.***

4. Content of the explanatory note (list of issues to be developed):
It is required: ***to consider the factors affecting the system of personnel management of the enterprise; to characterize the processes of personnel management at the enterprise, to assess the financial and economic condition of JSC "UZBEKISTAN AIRWAYS"; to study the peculiarities of the personnel management system of JSC "UZBEKISTAN AIRWAYS" and to analyze relevant problems of management of the flight attendant service of the Service Directorate of JSC "UZBEKISTAN AIRWAYS"; to justify ways to improve personnel management, based on the experience of foreign airlines; to develop a plan of measures and assess the economic efficiency of the proposed measures.***

The list of mandatory graphic material:

Theoretical part: tables –2, fig. –9,

Analytical and research part: tables –11, fig. –7,

Project and advisory part: tables –2, fig. –3

SCHEDULE

| № | Stages of qualification paper | Deadline of stages | Comment |
|-----|---|-------------------------|---------|
| 1. | Collection and analysis of necessary information about JSC "UZBEKISTAN AIRWAYS" according to the topic of the qualification paper | 02.10.2023 - 08.10.2023 | Done |
| 2. | Study and analysis of the main directions of improving the personnel management system of JSC "UZBEKISTAN AIRWAYS" | 08.10.2023- 11.10.2023 | Done |
| 3. | Design of the references used in the analysis of airline's personnel management system development considering the experience of foreign countries | till 13.10.2023 | Done |
| 4. | Preparation and presentation of the theoretical part | till 21.10.2023 | Done |
| 5. | Preparation and execution of analytical and research part of the qualification paper | till 28.10.2023 | Done |
| 6. | Development of economic feasible proposals for improving the personnel management system of JSC "UZBEKISTAN AIRWAYS", in particular the flight attendant service of the Service Directorate, and economic justification of it | till 05.11.2023 | Done |
| 7. | Design of recommendatory part of the qualification paper | till 15.11.2023 | Done |
| 8. | The final design of the qualification paper (contents, introduction, conclusions, appendices, etc.) | till 18.11.2023 | Done |
| 9. | Report and presentation preparation | till 23.11.2023 | Done |
| 10. | The signing of the necessary documents in the established order, preparing to defend the qualification paper and preliminary qualification paper defense on graduating department meeting | till 05.12.2023 | Done |

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ABSTRACT

As a result of the conducted research proposals on development of recruiting system on the basis of KPI were provided, which will help to recruit more competent staff in the organization, reduce staff turnover and will significantly improve the performance of employees of the Service Department of "UZBEKISTAN AIRWAYS" airline. Theoretical bases of personnel recruiting were studied; methods of personnel recruiting, sources and methods of personnel recruitment in Flight Complex and Flight Attendant Service Department were investigated; technologies used by foreign organizations and various recruitment agencies, their advantages and disadvantages, difficulties of their implementation were studied and the system of personnel recruiting on the basis of KPI was developed.

In the introduction the relevance of the chosen topic of qualification work is determined, object, subject, goal and objectives of the future research.

In the first part the theoretical and methodological foundations of personnel; the concept, approaches and tasks of aviation personnel management; peculiarities of personnel management in foreign airlines were considered.

In the second part the activity of the airline JSC "UZBEKISTAN AIRWAYS" has been analyzed, the general characteristic of the enterprise has been given and the analysis of financial and economic activity has been carried out; the research of the peculiarities of the personnel management system has been carried out, as well as the analysis of the number and problems of management of the flight attendants' service of the Department of Service has been carried out.

In the third part the measures on improvement of personnel management system are developed, and also the economic efficiency of IS implementation and recruiting system on the basis of KPI is given.

The conclusion indicates the main results of the conducted research and formulates specific proposals on realization of tasks of qualification work are given.

Keywords: personnel management, external environment, external economic activity, development, improvement, recruiting activity, development, improvement, information system.

АНОТАЦІЯ

В результаті проведеного дослідження були надані пропозиції щодо розвитку системи рекрутингу на основі КРІ, що допоможе залучити в організацію більш компетентний персонал, знизити плинність кадрів і значно підвищити ефективність роботи співробітників відділу обслуговування авіакомпанії "UZBEKISTAN AIRWAYS". Були вивчені теоретичні основи підбору персоналу; досліджені методи підбору персоналу, джерела і способи підбору персоналу в льотному комплексі і відділі бортпровідників; вивчені технології, використовувані зарубіжними організаціями і різними рекрутинговими агентствами, їх переваги і недоліки, труднощі їх впровадження і розроблена система підбору персоналу на основі КРІ.

У вступі визначено актуальність обраної теми кваліфікаційної роботи, об'єкт, предмет, мету та завдання майбутнього дослідження.

У першому розділі розглянуто теоретико-методологічні основи управління персоналом: поняття, підходи та завдання управління авіаційним персоналом; особливості управління персоналом в зарубіжних авіакомпаніях.

У другому розділі проаналізовано діяльність авіакомпанії АТ "UZBEKISTAN AIRWAYS", надано загальну характеристику підприємства та проведено аналіз фінансово-господарської діяльності; проведено дослідження особливостей системи управління персоналом, а також аналіз чисельності та проблем управління службою бортпровідників Департаменту обслуговування.

У третьому розділі розроблено заходи щодо вдосконалення системи управління персоналом, а також наведено економічну ефективність впровадження ІС та системи підбору персоналу на основі КРІ.

У висновках зазначено основні результати проведеного дослідження та сформульовано конкретні пропозиції щодо реалізації завдань кваліфікаційної роботи.

Ключові слова: управління персоналом, зовнішнє середовище, зовнішньоекономічна діяльність, розвиток, удосконалення, рекрутингова діяльність, розвиток, удосконалення, інформаційна система.

ABBREVIATIONS

FA - Flight Attendant

FAS - Flight Attendant Service

HF - Human Factors

HRM - Human Resources Management

JSC - Joint Stock Company

OHS - Occupational Health and Safety

PM - Personnel Management

PMS - Performance Management System

SB - Security Technology

SD - Service Department

SWA - Southwest Airlines

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INTRODUCTION

Relevance of the study. The modern system of views on management was formed under the influence of objective changes in the world social development. The main factors of these changes were scientific and technological progress and concentration of scientific and production potential. The progress of technology and the associated increase in competition led to the realization of the key role of the human factor in production activities. There have also been major changes in the structure of the labor force, the educational and cultural level of workers has increased, their value orientations have changed and motivational attitudes of young people have changed. The consequence of this was the recognition in the developed economies of the human being as a leading factor in the development of the economy. Human resources have become a strategic resource of the organization.

New approaches to the management of people at work are gradually establishing themselves in domestic practice. Moreover, the development of the theory and practice of personnel management in the domestic environment is more rapid than in other countries. The most intensive development of human resources management (HRM) has acquired in banking, financial, computer, trade and other domestic companies. However, at many enterprises in the sphere of material production and transportation, including civil aviation, this process is very slow and contradictory. The main reason for the slowdown in aviation enterprises is the acute shortage of competent, new-thinking managerial personnel. It is connected both with the difficult socio-economic situation of the industry, monopolism of the leading airlines and non-competitiveness of small and medium-sized enterprises and departments, and with the inertness of thinking of a part of the management staff, formed under the conditions of the command and administrative management system. Renewal and formation of a new managerial corps of a new managerial type can change the situation in society for the better. Despite the publication of a large number of specialized literature on management, the existence of an extensive system of educational institutions, institutes, courses for training and retraining of managerial

staff, this problem is far from being solved.

Nevertheless, there is a way out of the difficult situation. It lies in the formation of a system of targeted training, retraining and selection of qualified managerial personnel. A modern manager needs extensive knowledge of economics, law, sociology, psychology, history and other humanities. Mastering the basics of these sciences creates the necessary basis for the practical application of new approaches, principles and methods of effective management of aviation personnel.

This study is relevant due to its modernity, as evidenced by what was noted.

It is not enough for modern HR services only to issue orders and instructions and store personnel information. They should gradually turn into centers for the development and implementation of the strategy of labor organization, the purpose of which is to increase production, creative output and activity of personnel, development and implementation of personnel development programs, ensuring fair remuneration, etc.

In personnel management an important place is occupied by technologies, the application of which allows solving the tasks of personnel support of the organization's strategy. These technologies are called personnel technologies. Personnel technology is a means of managing the quantitative and qualitative to make proposals on perspective improvement of personnel characteristics, ensuring the achievement of the organization's goals, its effective functioning.

Many researchers have studied the problems of forming an effective system of enterprise personnel management, among them Vasylychev D.V., Myroshnychenko V.A., Volkova E.A., Kalinikova E.V., Kolesnikova V.V., Novak V.O., Lytvynenko L.L., Perederii V.V., Mazhnyk N.A., Kostin D.A., Spitsyna A.E., Kharchyshyna O.V., Aggarwal A., Agung A.A.P., Widnyana I.W., Amrutha V., Geetha S., Armstrong M., Bertillo J.B., Salando J., Bhatt N., Boyd C., Caldwell C., Peters R., Charernnit K., Treruttanaset P., Ciekanowski Z., Da Silva J., Riana I.G, Soares A.D.C., Diard A., Eaton J., Gajda J., Mdhlalose D., O'riordan J., Phiri K., Phiri J., Rothwell K., Sharma R., Stahl G.K., Brewster C.J., Collings D.G., Hajro A., Warr P., Clapperton G., Wu W., Liu Y., Zhang Q., Yu B. However, solving the problems of

improving the airline's personnel management system in accordance with the conditions and specifics of air carrier's development remains insufficiently developed and extremely relevant.

The *purpose of the study* is to analyze features of modern personnel management, in particular in foreign airlines, and to develop practically significant recommendations for improving Uzbekistan Airways' human resources management system.

The *tasks of the study* are as follows:

- to consider methodology and principles of motivation of personnel management at a modern enterprise, to analyze concept, approaches and main tasks of the personnel management;
- to study peculiarities of personnel management in foreign airlines;
- to provide financial and economic analysis of JSC "UZBEKISTAN AIRWAYS" and analysis of its operations;
- to analyze the personnel potential of JSC "UZBEKISTAN AIRWAYS" and personnel development management to identify possible ways of improvement;
- to develop comprehensive measures to improve the personnel management system of the JSC "UZBEKISTAN AIRWAYS" with due consideration of foreign experience;
- to provide justification for cost-effectiveness of implementing IS "Aviation Personnel Management" and KPI-based recruitment system in the Uzbekistan Airways.

Object of the study is a personnel management system of the airline in the international business environment.

Subject of the study is a combination of theoretical and practical approaches and methods for the improvement of JSC "UZBEKISTAN AIRWAYS" personnel management system considering successful international practices and modern conditions.

Study methods and techniques. Theoretical and methodical basis of the performed qualification study was made up of fundamental and applied researches of

scholars on analyzing the issues in forming effective HR management system by airlines operating on international air transport market, designing conceptual basics of socially responsible operation. In particular, such methods as system analysis, comparative strategic analysis, logical, structural analysis, formalization and others were applied.

Practical significance of the study can be explained by the forming appropriate personnel management system of the air carrier predicting development trends on international air transport market based on using successful international experience. Provided offers can be used in further theoretical and practical studies for ensuring better operation of an air carrier due to improvements in the personnel management system.

Scientific novelty of the study lies in providing comprehensive measures in improving the personnel management system of the service department of JSC “UZBEKISTAN AIRWAYS” with due consideration of foreign experience (in particular benefits of applying KPIs) and specifics of Uzbekistan environment.

PART 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF PERSONNEL MANAGEMENT

1.1. Personnel management: concept, approaches and tasks

Personnel management is a complex and comprehensive process of any organization. It is present in absolutely all business processes and, as a consequence, has a direct impact on the efficiency of the entire business. Personnel policy is an integral part of quality management systems of the organization. The process of personnel management can be presented in the form of the following scheme (Fig. 1.1). This scheme is quite complete and concise, it is suitable for all organizations, just for some of them some stages of the personnel management process will be absent or include an insignificant part of it [32].

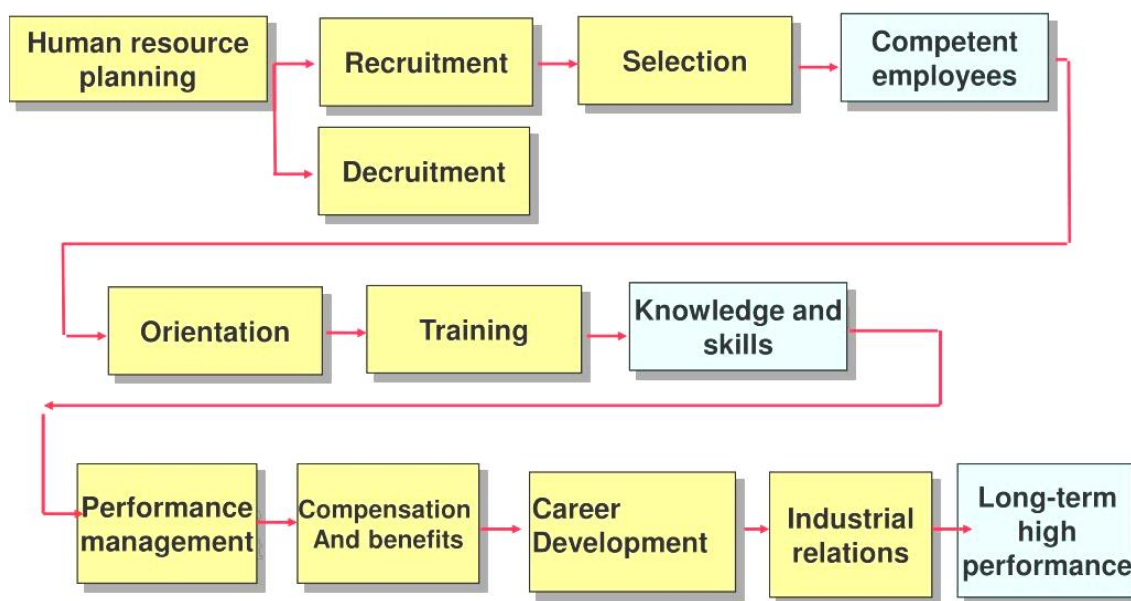


Fig. 1.1. Scheme of the personnel management process [32]

The process of personnel management consists of the following stages:

1. Determination of personnel needs: analysis of personnel movement statistics; analysis of working pensioners; analysis of age composition of personnel; conducting a survey of employees; survey of line managers; accounting for the

development/liquidation of new production/business/direction; results of the formation of the personnel reserve.

2. Personnel search: Internet subscription (workers, specialists, employees, line managers); recruitment agencies (top management, managers, workers of unique professions); employment center (workers of mass professions, managers); organization resume database; work with educational institutions; personal connections and recommendations [42].

3. Personnel selection: initiation of the process (head of the unit - customer); selection of personnel on formal grounds - education, experience, age, gender, etc. (personnel service); interviews/tests (personnel service); interviews/tests on personal/managerial qualities (personnel service); interviews/tests on professional competencies (managers, specialists of the customer); security check.

4. Personnel records: admission; transfer; dismissal; change of material terms and conditions of employment; other (bonuses, internships, mentoring, etc.).

5. Personnel development: adaptation; mandatory training (attestation, HSE, ecology, certification, etc.); developmental training (managerial, professional, personal skills); trainings, seminars; work with the reserve - local, corporate; key personnel; rotation; mentoring; work on projects; work with educational institutions [28].

6. Personnel motivation: labor remuneration, salary (tariff, transparency); current bonus (OHS, discipline, etc.); bonus for the period (result of work, half a year, a year); fund of the head, shop manager; spot - bonus; motivation of unique/important functions (sales); non-material motivation - honor board, award system, badges, professional skills competitions, other (gym membership, swimming pool, food compensation); benefits under the collective agreement/contract (financial aid, death, illness, fire, birth of a child, etc.); grading; system of motivation - honor board, award system, badges, professional skills competitions, other (gym membership, swimming pool, food compensation); benefits under the collective agreement/agreement (financial aid, death, illness, fire, birth of a child, etc.); grading;

KPI system, PMS (performance management system); employee status (travel limit, Internet access, transportation, mobile communication, etc.) [38].

7. Organizational development: analysis of the organizational structure of the organization and management; centralization of functions; outsourcing, outstaffing; integration of small functions; organization strategy (launch/ liquidation of production/business/new functions); top projects (total optimization of production), PCI (process of continuous improvement) - analysis of business processes, employment of personnel, etc.; optimization of headcount - reduction of headcount, increase in productivity, benchmarking [13].

8. Personnel management infrastructure: personnel management software (personnel accounting, labor remuneration, work with the reserve, other (testing for admission, accounting of applicants); personnel cost budgeting (analysis of the IEB (income and expenditure budget) of previous periods, plans for the future period, goals for the future period); social policy (sports, cultural events, health and recreation of employees and their children, medical care (medical centers), management of social facilities, work with the union, work with veterans, and the work with veterans and their children). As can be seen from the above, personnel management is a very complex and comprehensive process covering all areas of activity [37].

Recognition of a person as a key resource in modern organizations causes the necessity of scientific substantiation of their role, which will further formulate the main theoretical and methodological provisions of the UE concept.

At present, various interpretations of such concepts as "personnel management", "human resources management", "human factor", "labor resources", "labor potential", "cadres", "personnel", "staff", etc. are used in management theory and practice.

Human resource management should be considered as a purposeful impact of the management subject that ensures the reproduction, quality and rational use of human resources. The term "Human Resource Management" first appeared in the management literature in the 1960s, but became widely recognized and spread in the

USA and in the West in general in the mid-1980s. It began to be used to express a new view on the role of human beings in modern production.

The concept of "resources" comes from the French word "Resources" - reserves, means, sources of something that can be used to generate income. In economic science, resources are traditionally divided into natural, labor, financial and information resources. The main distinguishing feature of human resources is that people are endowed with intelligence and, unlike machines, their participation in the production process is not mechanical, but of a conscious creative nature.

Since only human beings possess creative, entrepreneurial abilities, unlike other resources, the productivity of these abilities has no visible limits. It is in HR that the greatest reserves for increasing the efficiency of the organization's functioning are hidden.

In modern conditions of STP it is possible that the knowledge (so-called "moral obsolescence") of the HR is becoming obsolete. But people, as a consequence of personal motivation, constantly strive to improve, upgrade their skills, update their knowledge and professional skills, expecting the organization to help and provide opportunities.

The working life of a modern person lasts sometimes for several decades. In this regard, the reproduction of HR should be of a long-term nature.

It is HRs that set in motion and organize the interactions of all other resources. This is their key and strategic role in a modern organization.

Over the past decades, the strategic importance of each of these resources in the triad of production resources "HR - material resources - financial resources" has changed depending on the organizational environment, goals and objectives of economic development. In today's conditions of STP acceleration, business intellectualization, human resources are the main source of labor productivity and prosperity of the organization [29].

When defining the category of "human resources", it should not be opposed to the concepts of "labor potential", "human factor", "cadres" and "personnel" (they are often used as synonyms).

Personnel - all workers (labor collective, cadres) performing production or management operations and engaged in the processing of labor objects with the use of means of labor.

Human factor - a set of socio-cultural characteristics and personal-psychological properties of people; these are people of organizations and institutions united for joint activities.

Human capital - education, qualifications acquired in the process of production, knowledge and skills embodied in the labor force [18].

Usually, human resources are understood as a set of employees of an enterprise, which is characterized by professional and qualification, social and psychological, gender, age and other structural components. Personnel include only employees who have professional ability to work, have special training, while labor potential combines all employees with the ability to work, the number of labor potential is greater than the number of personnel by the part of unskilled and poorly qualified workers.

The concept of "personnel management" is close in meaning to the concept of "human resources management". In both cases, the object of managerial influence is the same - people united in labor collectives, the difference is in the specific approach to the employee, to his labor force as a resource.

It is no coincidence that the concept of personnel management (PM) began to logically grow into the concept of human resource management (HRM) as a component of production resources (along with financial, material and technological resources). Orientation to HRM changes the management tasks, functions and structure of the relevant services at the enterprise. Thus, one of the most important functions of HRM in connection with the increased role of the human factor in modern production (especially in its science-intensive and high-tech types) is personnel development, and not just bringing its numerical composition in line with the availability of jobs.

The tables give a clear idea of the correlation between the concepts of "personnel management", "human resources management", as well as the concepts of

"labor resources management" and "social management", which are close to them in meaning.

Personnel management is a specific function of managerial activity, the main object of which is a person belonging to certain social groups.

Modern concepts of personnel management are based, on the one hand, on the principles and methods of administrative management, and on the other hand, on the concept of comprehensive development of the individual and the theory of human relations [18].

The difference between the concepts of "personnel management" and "human resources management" is that the former is considered as a current operational personnel work, including planning the number of personnel, selection, training and certification of personnel, establishment of optimal relationships in labor collectives, improvement of management procedures and creation of an effective system of labor motivation.

Human resource management is most often considered as a management activity that provides for solving the problem of labor availability of the enterprise, social development of personnel.

The concept of "personnel (human resources) management" in a certain sense approaches the concept of "human factor management".

Human factor management means a purposeful impact on the human being as a bearer of the ability to work in order to obtain greater results from his activities, greater humanization of technical progress activities carried out at the enterprise as a condition for better use of technology, orientation of the organization of production and labor on the capabilities of man, his interests.

Practice shows that there are two extreme approaches in personnel management as a component of management at an enterprise - technocratic and humanistic.

In the technocratic approach, management decisions are subordinated primarily to the interests of production (maximization of output, fulfillment of the plan, etc.): the number and composition of employees are determined on the basis of the applied

technology, technological and operational division of labor, the given rhythm of production, intra-production cooperation of labor, etc. Personnel management in this case seems to be absorbed by the production management process [56].

The humanistic approach to personnel management (most fully embodied in the doctrine of "human resource management") implies the creation of such working conditions and its content that would reduce the degree of alienation of the employee from his/her labor activity and from other employees. The functioning of production and its efficiency largely depend on the level of motivation of workers, the degree of consideration of their interests, etc., which requires greater attention to the consideration of the interests of the worker as an individual.

1.2. Methodology and principles of motivation of personnel management at a modern enterprise

The category of motivation should be considered one of the most general among those used to describe the mechanisms of the human psyche. It generalizes all those mental phenomena that are involved in preparing the implementation of relatively complex forms of human activity, including activity in an organization. Since the human being is a self-regulating system, it includes a set of regulators that spontaneously guide the processes of exchange. One of such regulators is instinct [53]. Instinct is a primary, innate form of stimulation of human activity. The totality of instincts is formed as a result of biological evolution, which is based on the adaptation of different species to the environment. The main purpose of instincts is the survival of the organism in the struggle for existence. Thanks to natural selection, only those organisms survive whose instincts cause activity adequate to the environment. In this system of struggle, the optimal set of instincts is fixed [37]. However, since the environment is changeable, the set of instincts must also change, this necessity is realized through the mechanism of hereditary variability: a dynamic set of instincts is fixed in the genotype, which determines the features of a particular

biospecies, including people, and, consequently, employees of a particular organization. The main instincts are the instinct of self-preservation - individual and species (instinct of reproduction and care for offspring). At the level of social behavior and work activity, these instincts are expressed in the motivation to obtain material resources, to search for a marriage partner and (or) to provide a family, to raise offspring, and in the motive of safety (personal, professional, etc.), i.e. to obtain guarantees of one's own safety and the safety of the occupied workplace (threat of unemployment) [55]. Simultaneously with the conditioned reflex, in the interaction "man - environment", a stimulus is manifested, which is an element of the external world, acting as a cause of subsequent human actions or changes in the man himself. The consequence of the stimulus is a reaction. Thus, biological motivation of a human being, including an employee of an organization, consists of four elements. Nevertheless, biological motivation is not enough to maintain human activity, economic activity. In particular, it is not enough for effective and productive work in a team, in an organization [58]. Biological motivation forms a strictly determining part of human motivation: a person cannot choose, regulate anything. He either lives or not. That is why material incentives for labor at enterprises, as well as taking into account the instinct of self-preservation (safety motive) will always remain an important part of staff labor stimulation.

However, an economic man is open to various possibilities, he does not obey biological motivation in everything, his activity needs additional stimuli. Thus, the lack or excess of any substance, information, other elements of existence causes a person's subjective feeling characterized as need [18]. The primary human response to the state of need is the formation of need, i.e. already concretized feeling of shortage or excess of something. Need is the last stage of motivation, which is formed without the participation of consciousness. At subsequent stages of motivation, consciousness is involved in this process. The next stage of motivation is attraction, which is formed under the influence of need and is expressed in the state of searching for a way to satisfy this need. However, attraction can be both conscious and unconscious. If the attraction is realized, it turns into a desire. Desire is directed

to a specific object that acts as a stimulus [13]. The stimulus is an image of the object of attraction, a reference point, a stimulus that forces a reaction aimed at its achievement. In this respect, the stimulus is the main cause of activity, because until it is formed, the corresponding activity is unformed. Thus, non-biological motivation includes the following elements. From the presented scheme we can conclude that the main way of inducing an individual to any activity is stimulation. Stimulation can be characterized as the provision of peculiar guarantees of achievement of the object of attraction as a result of activity (for example, the post of the head of the department) in combination with a description, presentation of a sample of this object (description of benefits provided to the employee at this post and provision of an example of occupation of a similar post by another employee) [18].

Being the main motivating object of the employee's activity, the stimulus is at the same time the goal of activity. The image of satisfaction of an urgent need forces the worker to do his work as efficiently as possible. Thus, in adequate "recognition" of workers' needs and their formation is one of the main tasks of managers who set the goal of increasing labor productivity. The motive can be revealed as a unity in some process of the cause of activity (need), the means of activity (attracting the necessary components of the environment for work) and the purpose of business activity (receiving, for example, a bonus in the institution) [37]. The very existence of the motive is a coercive condition of work activity: together with the motive the necessary work appears. A worker, in whose personality some motive has been formed, cannot but act. Nevertheless, the intensity and direction of the individual's work may not coincide with what is set in the motive. Adjustment is carried out by the situation, internal factors of the individual and the factor of economy of forces. Due to the factor of economy of forces the motive as a driving force of activity is not an unconditional guarantee of creative success of a person. The employee is forced to seek a compromise between the need to satisfy the need and the need to save energy. This is often accompanied by the method of trial and error. Each mistake, if it does not reveal the limit of possible creative costs increases the experience of achievement. One of the outcomes of this process can be the formation of the so-

called “formula for success”, so common in industrialized countries. That is, the motive that sets the optimal balance of satisfaction of need and economy of forces, the best ratio of forces and means. Such a motive in the activity of an individual in the organization is fixed as a skill (the result of activity repeated earlier) and a stereotype (a model for work in the future) and turns into a motivator [18].

A motivator is a maximally optimized motive that implies the manifestation of a relatively stable reaction to a certain stimulus. The reaction elicited by the motivator is called a conditioned reflex. A conditioned reflex is produced in an individual when any initially indifferent stimulus converges in time with the subsequent action of the stimulus causing an unconditional reflex. As a result of the formation of a conditioned reflex, the stimulus, which had not previously caused the corresponding reaction, begins to cause it, becoming a signaling (conditioned, that is, detectable under certain conditions) stimulus. For example, the weekly report from the director, which previously did not cause group fear in the organization, begins to cause it when the director behaves accordingly. However, the report is preceded by a phone call, which was at first an indifferent stimulus, but, preceding every time a nervous meeting, began to cause fear itself [42].

In the process of motivation, the signal stimulus has a specific character: the model of the optimal way of behavior fixed in the psyche, including the appropriate balance and sequence of efforts, acts as such a stimulus. In doing so, the worker expects a stable effect - the desired result of his efforts. Thus, once led to success, an enterprise becomes an enterprise as a steadily operating organization for the extraction of certain benefits.

The emotional experience arising when a worker expects some desired event and reflects the anticipated probability of its actual realization is hope. Thus, the director of an enterprise feels hope when starting a new enterprise or assuming his duties for the first time. The absence of hope indicates either a lack of desire to achieve success in the case, or a low assessment of the probability of success [37].

If the expectation of the desired event is repeatedly justified, the desire turns into confidence. In this case, the motivator acts as an attitude, i.e., as a readiness,

predisposition of the employee, arising when he anticipates the occurrence of a certain stimulus and provides a stable character of activity in relation to this stimulus. Anticipation of a stimulus in the presence of a stable situation leads to anticipation of the result. This anticipation in employees forms a certain interest. In turn, the realization of interest leads to the formation of motivation of the employee's activity. Motivation is a conscious explanation and justification of certain efforts. If these efforts constitute a system influencing the state of the organization, motivation turns into its ideology. Hence ideals and norms in an organization are usually formed [18].

Thus, group norms are the strongest factor of influence on an employee belonging to a certain group, especially a formal one, i.e. an organization. Only on condition of aligning his behavior with the norms of the group can a person count on its support and recognition, as well as on belonging to the group. From the position of the organization, norms can be positive - supporting the goals and objectives of the organization and encouraging behavior aimed at achieving them, and negative - encouraging negative attitudes and behavior of the group in the organization. For industrial relations is not characterized by a direct and completely open nature of relationships. Practice has shown that at work each employee prefers to play a certain role that is closest to his or her character traits. Despite this, there is such a phenomenon as group motivation in the organization [20].

Group motivation represents a unified field and is conscious (to different degrees for different groups), structured and expressed. This field is regulated both spontaneously, under the influence of the external environment, and organizationally. Usually three aspects of organized regulation are distinguished: modal-repressive, regulating the presence of individual motives in the field of motivation at the following levels: sensations (feelings, urges of the group), representations (images, vision of tasks and needs), concepts (concepts and ideas in the group). At regulation it is possible to move a motive from one level to another (its activation), weakening or strengthening of a motive, splitting of one motive into several more specific ones or reducing several uncertain ones into one, procedural-functional, regulating the

process of transformation of motives at each stage: awareness of a motive, acceptance of a motive, realization of a motive, fixation of a motive, actualization of a motive.

The main task of regulation is to facilitate and accelerate the formation of certain motives in the group, system-structural, regulating the hierarchization or structuring of motivation in the group, as well as the resolution of conflicts between different motives, motivations, and goals. Nevertheless, groups in an organization are made up of specific individuals who develop social needs, such as, as noted, to be admitted and to belong to some group. When, thus, social needs become dominant, the individual, the employee seeks to build meaningful relationships with others. In doing so, sooner or later the individual begins to strive to be more than a member of a group, he or she has a need for respect, self-esteem and recognition by others [58].

Many studies emphasize that in many cases people seek belonging to confirm their perceptions. Employees with similar beliefs seek to bond, even more so when strong connective expectations are not met. In this case, they seek to reach some simple understanding about what happened and what they did not believe. It has been observed that when employees are resentful, tired, unhappy and not connected to anyone, they want to be around the same. Such studies confirm that strong informal work groups in the industrial system are a reaction to boredom, oppression, uselessness. Thus, by enriching enterprise work, informal socializing, and influencing higher needs, it is possible to achieve a significant reduction in the influence of aggressively fused informal groups on the enterprise situation. However, we should not aim at the disappearance of informal groups altogether. Satisfying the need for respect creates a feeling of one's own importance, prestige, and power. The individual begins to feel that he/she can change the external environment. Sometimes this motive can lead to immature, destructive behavior (industrial conflicts). The ability to influence and induce to action is the essence of another motive of activity - power. Power itself is of two kinds - the power of position and the power of personality. Individuals who can influence the behavior of others with the use of official position realize the power of position, while people whose influence on others is conditioned by their individual qualities and style of behavior have the power of personality [62].

The motive of power can manifest itself in those workers who feel some kind of their inability to achieve respect and significance in others. Such individuals may devote all their activities to the desire to get rid of weakness, which is often felt but not recognized. Such individuals often suffer from an inferiority complex and, consequently, compensation. Thus, an employee in an organization is determined in his behavior by both biological motives, which make him set as the goal of his activity the preservation of his workplace and receipt of the minimum necessary monetary allowance, and non-biological motives, for example, the goal of achieving respect from others, the goal of self-actualization, the goal of power (not for the sake of money, but for the sake of realizing the opportunity to influence the behavior of other individuals). In order to adequately regulate the behavior of individuals in the organization, managers of this organization need to take into account both types of motives of the personnel in their activities. In this case, a specific mechanism of stimulating personnel to work or the actual process of motivation, can have as its theoretical and methodological basis the works of leading scientists on this problem, their own experience, their own research into the needs of employees [37].

Motivation, the process of its realization, is subject to certain regularities, expressed in the sequence of elements of this process, established dependencies and stable, proven by practice phenomena. Striving for a more complete satisfaction of lower needs (physiological and safety) implies a decrease in the desire to satisfy higher needs (social needs).

All needs can develop from some zero point, when there is no need, to reaching a higher point, which is individualized for each person. At some level of satisfaction of physiological needs an individual switches to other needs. Further motivation by physiological needs does not lead to an increase in the degree of satisfaction of this need. Moreover, at a certain point, a high desire to satisfy physiological needs leads to a decrease in the level of other needs. That is, the longer and more completely an individual strives to satisfy basic needs, the more significantly his striving to satisfy higher needs decreases [18].

An individual satisfies only a few needs completely, other needs are partially satisfied. The main problem of needs realization is the question of which need is superior to others. This does not mean that one level of needs can be fully satisfied before the next level becomes more determinant for the individual's behavior. More often than not, it turns out that full satisfaction can be only at some level of need realization, while at another level (even "lying below") only partial satisfaction will be achieved. Need fulfillment is inevitable. Without satisfaction of the basic needs for food, shelter, clothing, and sleep, human physiological life is impossible. Since humans have not disappeared as a species so far, on the contrary, there is an increase in their population in the world, indicates that these needs are satisfied. Since there is a society, a state, a set of institutions, including civil ones, there is, therefore, the satisfaction of human social needs.

Thus, the satisfaction of needs is inevitable, which leads to activities related to the awareness and implementation of motives, as well as efforts to manage motivation, particularly in organizations. Needs are satisfied in a general sequence from lower needs to higher needs. Researcher Abraham Maslow came to this conclusion by analyzing the necessary factual material and comparing facts. Indeed, a person physically cannot start communicating with others, respectively - to the realization of social needs, until he has not reinforced his strength with food, sleep, otherwise he will not be able, literally, to get up from the couch. On the other hand, the question of a strict sequence of needs fulfillment is still controversial. However, there is no refutation of the general conclusion that it is still necessary to take food first, and then spend the energy obtained from the breakdown of food on social contacts. Otherwise, the efficiency of interaction with human society will be low. Activation of any need depends on the specific situation. In the conditions of a formalized organization with the presence of an authoritative hierarchy of positions, all workers are oriented by the management of the enterprise to carry out direct professional duties. The activation of any need requires a specific situation: the availability of a buffet to activate the need to satisfy hunger, the attention of subordinates to activate the need for respect, self-expression, etc. [56].

To increase the efficiency of labor in the organization, it is necessary to manage the motivation of personnel.

For effective operation of the enterprise it is not enough to have qualified workers in the staff, it is necessary to manage their motivation. For example, one of the workers has a significant need for power, while another has a need for an increase in salary because he has a child in his family. If you give the idea to these workers that due to the increase in the quality of their labor, their needs will prove to be easily fulfilled, the output of these workers will increase significantly. One of the universal methods of managing the motivation of most workers can be the method of influencing the motives of reward as a goal of activity. One of the main types of reward is money, which has entered as a tool to satisfy, first of all, the lower needs. In this case, money is the most obvious means of rewarding employees of the enterprise. Proponents of substantive theories of motivation refer money to the secondary factors of labor. Whereas procedural theories convince that material incentives lead to increased motivation [37; 58].

It should be noted that labor remuneration is a direct motivating factor, but only if it directly depends on labor results. In addition, some general conditions must be met: workers must be convinced that there is a stable relationship between wages and productivity, wages must be given great importance. Obviously, in the Uzbek context, wages do receive considerable attention, as their rate is often low. In order to effectively manage this incentive, it is necessary, first of all, to achieve a breakdown of wages into three component parts: the part related to job responsibilities is constant and equal for all with equal positions; the part related to seniority is equal for all with the same period of work, but is periodically reviewed; the main part depending on the results achieved varies for each employee. However, some side aspects of motivation with money should not be overlooked. When a certain level of wealth is reached or in certain situations, the motivating factor reduces its influence on the behavior of employees. One of the main problems of motivation management is that the structure of needs of each individual person is largely individual and is determined not only by

his current job, place in the social hierarchy, previously acquired experience, but also by a significant number of individual characteristics [8].

Another problem of motivation management will be the need for comprehensive observation of employees to determine their active needs. For this purpose, regular studies of staff motivation are necessary. As some methods of increasing the efficiency of work in the organization through the impact on the motivation of subordinates can be highlighted:

- promoting the development of constructive informal groups as an instrument of social interaction of personnel among themselves;
- holding regular meetings with subordinates not only to make major decisions, but also to discuss current issues;
- providing effective feedback on the results of work; involving personnel in the formulation of individual goals and the development of solutions;
- promoting retraining and professional development of personnel, etc.

Thus, motivation in its manifestation has certain regularities, which, when taken into account, help managers to increase the effectiveness of influence on the behavior of subordinates, to achieve higher labor productivity indicators, to avoid labor conflicts. At the same time, it should be noted that the value of these or those patterns of motivation in different researchers is emphasized in different ways. Therefore, it would be more correct to talk about general principles of personnel motivation realization [18].

Theories of motivation are expressed in specific models of motivation to perform certain actions. The main theories of motivation are quite detailed in modern monographs devoted to clarifying the nature of human behavior in organizations, groups and the development of methods to influence the motives of activity. The most famous theory of motivation today is A. Maslow's hierarchy of needs. According to this theory, all human needs can be divided into five groups: physiological needs - necessary for survival (1); needs for safety (2); social needs - needs for belonging to a human community, group of people (3); needs for respect, recognition (4); needs for self-expression (5).

Arranging needs in the form of a strictly hierarchical structure, Maslow showed that the needs of our levels (physiological and safety needs) require initial satisfaction. Before the next level need becomes the most powerful determinant of human behavior, a lower level need must be satisfied (and not necessarily completely). The manager needs to observe subordinates to determine what active needs are driving their behavior. Nevertheless, certain drawbacks of this theory are often identified: according to the theory, human behavior is stimulated by one active need, while others are inactivated at this time; the hierarchy of needs is too rigid, set, then in practice it is hardly widespread in its "pure" form, as it does not take into account individual and other differences of people; the theory does not provide for the study and explanation of the reproduction of needs, as, for example, physiological needs can be satisfied at a given point in time. A situation may arise where an individual's entire time may be taken up by:

(a) The process of planning the satisfaction of physiological needs and choosing alternatives from the list of possibilities of satisfaction offered by the market economy;

b) the process of meeting such needs;

c) assessment of satisfaction and resumption of the planning process.

Given that the same actions accompany the process of satisfying another fundamental need - the need for security - it would be extremely difficult, if not impossible, for an individual to find time for personal and social achievements, for self-expression and accentuation [24].

Other forms of motivation are contained in the theory of Mc Clelland-Atkinson, according to which three levels of motives have been distinguished: the need for power - the desire to influence other people. Those who have the highest need for power and no tendency to adventurism or unjustified use of force should be prepared to occupy top management positions; the need for success. It is satisfied not by proclaiming a person's success, but by the process of bringing work to a successful conclusion. Managers should set tasks with a moderate degree of risk in front of people with the need for success, delegate sufficient authority to them to unleash

initiative in solving the tasks; the need for involvement. Means that people are interested in the company of acquaintances, building friendships, and helping others. Managers must maintain an atmosphere that does not restrict interpersonal relationships and contacts. In addition, such an atmosphere should be maintained and developed. The influence of the organization of factors on the development of the employee's needs is presented in Table 1.1. Thus, the model proclaims the dominance of higher motives: needs for power, success, and belonging. At the same time, it is a weakness of the model, as it does not show the mechanism of satisfying the needs of less exalted, but sometimes more urgent and more goal-oriented needs that guide the behavior of employees. Also, as in the theory of A. Maslow's theory, various individual factors are not taken into account [58].

Another theory of motivation that assumes certain forms of motivation is the concept of organized growth Litwin-Stringer, which demonstrates how different organizational climate (field) affects the development of people's needs for success, power and recognition, as well as establishes causal relationships between the behavior of a supervisor and a subordinate (Table 1.1).

Table 1.1

Influence of organization factors on the development of employee needs [37]

| Organizational factors | External needs of the employee | | |
|------------------------|--------------------------------|----------------|----------------------|
| | Need for success | Need for power | Need for recognition |
| Structural limitations | Reduces | Increases | Reduces |
| Responsibility | Increases | Increases | Not reflected |
| Warmth of relationship | Not reflected | Not reflected | Increases |
| Support | Increases | Not reflected | Increases |
| Award | Increases | Not reflected | Increases |
| Conflict | Increases | Increases | Reduces |
| Operating Standards | Increases | Not reflected | Not reflected |
| Prestige | Does not reflect | Reduces | Increases |
| Risk | Increases | Not reflected | Not reflected |

It should be noted that depending on the psychological climate or organizational conditions in the organization would depend on the dominance of one or another need or, to put it more precisely, the predisposition to the realization of such a need. Thus, for example, in case of conflict the need for recognition decreases, while the need for power and success increases, respectively, in case of development of structural constraints the need for success as well as for recognition decreases, while the need for power increases. Accordingly, such dependence of motivation development on conditions in the organization creates prerequisites for managers, representatives to use this or that organizational field to form various higher needs of the staff, thus managing motivation. Hygienic factors are related to the environment of the employee, which is, working conditions, wages, and interpersonal relations with the management of the enterprise, colleagues, and the policy of the enterprise to the employee. Motivational factors are expressed in promotion, recognition and approval of work results, high degree of responsibility, etc. In accordance with the verification of the theory by practice, there is a belief that if there is a lack of hygienic factors, workers are usually dissatisfied with their work, whereas if there is a lack of motivational factors, dissatisfaction with work may not occur. Nevertheless, hygiene factors do not carry motivational value. Nevertheless, the forms of motivation presented raise a number of objections. For example, at simultaneous full presence of two groups of factors at the enterprise and their development, workers may become disoriented and such a number of motivators will be unnecessary. At the same time, their labor productivity may even decrease, since the satisfaction of such workers has reached some maximum point and they, simply, have nothing to strive for at any moment [58].

V. Vroom's concept can be considered as an example of a procedural model. According to this concept, motivation depends on three factors: expected possible result, expected reward. In certain scientific sources it is possible to meet a schematic presentation of this concept. Nevertheless, the theory shows the insufficiency of management of only one group of factors, most often hygienic factors act as that group, because according to the theory they are not motivating.

That is, motivation, according to V. Vroom, takes the form of the value of reward or expectations of the reward itself. When implementing this concept, it is necessary to compare the proposed reward, encouragement with the needs of employees and to bring it in line, to establish a firm correlation between labor results and reward only for effective work. In this case, it is advisable to form a high but realistic level of results expected from the subordinate, to maintain a high level of self-esteem of subordinates, to delegate some authority, to develop professional knowledge and skills. From the domestic point of view of reality, the formation of such motivation provides for a certain democracy of management styles within the organization, openness of leadership, flexibility of the structure. This is most likely not applicable to enterprises that are characterized by the presence of a rigid administrative management vertical, the dominance of administrative-command method of influence on the staff [37].

Forms of motivation in the complex model of Porter-Lawler are associated with five variables: effort expended, perception, results obtained, reward, and satisfaction. The results achieved depend on the employee's efforts, his abilities and characteristic features, awareness of his role in the labor process. The level of effort is determined by the value of the reward and the degree of confidence that this effort will actually entail a certain level of reward. Achieved results may entail internal rewards (satisfaction from the work performed) and external rewards (praise from the manager, bonuses). Satisfaction is the result of external and internal rewards given their fairness. One of the most important conclusions is that productive labor leads to satisfaction. It should be noted that the model combines all the essential concepts of the motivation process and takes into account its probabilistic nature, demonstrates the inconsistency of motivation practice with the common misconception that satisfied employees work better than unsatisfied ones. It follows from the model that the value of the expected reward is determined by both internal, arising from the process of task performance itself, and external, in relation to the task, rewards. At the same time, the effectiveness of task performance depends on the employee's assessment of the actions necessary to perform the task and his ability to perform

them, which emphasizes the need for a clear formulation of goals and preliminary determination of the employee to the task in order to perform it in the best possible way and provide the employee with satisfaction from the solution process [58].

The difficulty in implementing this model is that it is often difficult for a manager to identify the psychological basis of motivation and, on this basis, to select an adequate form of encouragement for the employee. The employee himself, in turn, may also have a distorted idea of the value of rewards. The subjective factor may be unduly involved in the implementation of this model.

Equity theory argues that the basic form of motivation is related to the fact that workers subjectively determine the relationship of the reward received to the effort expended and the rewards of other workers under similar conditions. Simply put, the emphasis is on the fact that human beings are social beings who are accustomed to being in a particular collective. In case a worker discovers unfairness towards himself, he may have intrapersonal conflict, resolving which this worker may reduce the quality of his labor [30].

The theory of fairness unwittingly leads the employer to the need to use such methods of motivation management, which are associated with a significant amount of explanatory work with the staff. The disadvantages of the realization of the theory of justice include the fact that justice itself is understood differently by managers and workers, and the factors leading to the development of any one concept of justice are numerous. When considering foreign theories of motivation, the facts of determining the motivation of a group are inevitably intertwined, as groups behave differently in similar conditions than individual workers. This fact has been established through a significant number of applied studies of group behavior. The value of considering group motivation lies in the fact that the enterprise is essentially. Consists of formal and informal groups as a basis for structuring the security of the realization of economic interests. The structure of group motivation depends on: the reasons that led to the formation of the group; the main unifying positions in the group; the focus on joint work; the type of activity of the group; moral norms; common interests; the degree of impact of the external environment on the group; doubts and divergences in

views, etc. [31]. When taking into account these factors, groups are divided into several main levels, formed mainly by the degree of motivation. The first level includes groups characterized by the presence of strong group motives, striving for the goal, and all this is fully shared by all members of the collective.

The second level is characterized by the presence of groups with moderately strong motives, close to the desire to withstand competition with peer groups. The members of such groups often feel pride in their collective and try to make it more prestigious. At the third level are groups with insufficiently strengthened motives, often such groups are united on a short-term basis. The fourth level includes emotional motivation, which is not supported by spiritual unity or solidity of the members of such a group. The fifth level includes groups with little or no motivation; such groups are most often spontaneous [37].

Studies of the relationship of the group to the employee and the interactions of group and individual motivation are observed in the works of D. Mac Gregor. This researcher developed two theories that explain the formation of two main stereotypes of attitudes to the worker: theory "X" and theory "Y" of the organization is recommended in personnel management to proceed from the fact that: workers hate work; as a result, effective ways to stimulate their activity are threats and coercion; workers tend to strive for security; most of the employed have no ambitions; they do not want to take responsibility and wait to be led. It is true that a number of industries where most workers are forced to work in difficult conditions, where a significant number of them are engaged in low-skilled labor, among junior staff, many of the provisions of "X" may be fair. However, in most cases, as practice has shown, the theses expressed do not reflect reality. In this regard, the provisions of theory "Y" have been put forward. The "Y" theory puts forward such propositions as: workers consider their professional duties as a natural occupation; it is necessary to approach the goals of the organization and the goals of workers on the basis of different variants of interest, motivation management, to form common goals; at the same time, workers will be interested in common goals not only to the extent that they will see a way to satisfy their higher-order needs (self-improvement). Naturally, in the

conditions of the development of market relations, the theory of "Y" seems to be a more relevant means of developing motivation. It can be concluded that many different forms of motivation have been proposed. However, the need to apply specific techniques of motivational work is the reason, on the one hand, for further research on labor motivation, on the other hand, for a more critical understanding of the theories presented.

It seems that in each theory there is a rational part that cannot be challenged, as its existence is verified by practice. Consequently, from each theory, depending on the specific situation, we can take a solution for the created situation or a recommendation for working with personnel. At the same time, specific forms of motivation will depend on the numerous variables that develop in the organization, in the activities of the organization's personnel and their characteristics [58].

There are such types of labor motivation methods as organizational, administrative, economic and socio-psychological.

Organizational - through them the organization is designed, established, organized in time and space, its activities are normalized, regulated and provided by instructions, it is a passive method.

Administrative - these are active methods with their help there is an intervention in the activity itself. Otherwise they are called methods of power motivation and are based either on direct coercion of people to a certain behavior in the interests of the organization, or in creating the possibility of such coercion. They are widespread in the army, in transportation (rewards, penalties). The disadvantage is that they focus on achieving the final performance rather than on its growth; they encourage performance rather than initiative. Economic methods are indirect methods, they are included in administrative methods (fines, bonuses).

Social - psychological methods imply two directions of influence on the employee and increase his labor activity. On the one hand, the disclosure of a person's personal abilities types of incentives for labor efficiency.

Features of realization. Methods of direction should be used in the totality, simultaneously, although, of course, in different proportions and ratios, management

methods should be used in all links and at all levels of large systems, throughout the hierarchy. Only under these conditions can one count on the effectiveness and validity of management methods - should always be chosen critically, judiciously and expediently in accordance with the set tasks, characteristics of the object and subject of management [37].

Thus, motivation mechanism is an extremely important tool to ensure the engagement of employees in all respective processes at the enterprise to provide achievement of the set goals.

1.3. Study of the peculiarities of personnel management in foreign airlines

In order to study personnel management, an analysis was conducted, in the process of which the materials of eight leading aviation enterprises of civil aviation were studied. The list of aviation enterprises is presented in Table 1.2.

Table 1.2

Civil aviation enterprises that participated in the study [44]

| Name of Airline | Home country | Type of activity |
|--|-------------------------|---|
| Singapore Airlines | Singapore | Cargo and passenger air transportation |
| Austrian Airlines | Austria | Cargo and passenger air transportation |
| UK | UK | Cargo and passenger air transportation |
| Singapore Changi International Airport | Singapore | Aircraft and passenger services |
| SAS - Scandinavian Airlines | Denmark, Sweden, Norway | Cargo and passenger air transportation |
| Germany Airlines | Germany | Cargo and passenger air transportation |
| Southwest Airlines. | U.S. | Cargo and passenger air transportation |
| Duncan Aviation | U.S. | Aircraft maintenance and technical support services |

In the process of the research three categories of HR-management were considered: recruitment and selection, organizational structure, training and development of personnel. These categories were chosen for analysis because they represent a special part of HR-management and are the main factors of success.

In this paper strategies in the civil aviation industry are based on growing safety concerns and increasing consumer expectations. It is now well known that accidents and poor service quality are primarily a human factor. Poor personnel management, teamwork, lack of or improper employee motivation or communication can lead to loss of customers, loss of market share, loss of organizational assets, and above all, loss of life.

In the words of M. L. Thomas, author of "A Portfolio Management Approach to Airline Strategic Plans": "In the literature on international aviation, it is understandable that researchers tend to analyze the industry at the macro level. The topic of international commercial airline management suffers from a lack of theoretical and empirical work, and a dearth of literature, from a microeconomic perspective" [59].

In this paper, human resource management is considered, among other things, within the internal environment of an organization. It includes the activities, policies and practices, planning, developing, using, evaluating, maintaining and retaining the required number of employees and their ability to achieve the goals of the organization [59].

HR Management Review. Human factors in aviation most often fall under the study of the cockpit and crew. Pilot selection has historically been based solely on flying skill. Now, aviation companies are increasingly focusing on the potential to operate in a variety of "crew-situations" in the pilot and crew selection process.

Interpersonal skills, not just technical and professional competencies, are gradually becoming the main success factors for productive and safe operation of pilots and crews.

The aviation industry lacks, not only experienced pilots, but also quality personnel in general. The problem is described and calculated in the Airline Business

paper, as follows: “Like other service companies, airlines are finding it increasingly difficult to attract, retain and afford high quality staff. The supply of the quality people service sector is shrinking as a result of the end of the 'baby boom', and there is a decline in young professionals. At the same time, demand for them is steadily increasing as the service sector grows with its increasing share of the global economy” [59].

In a competitive market where innovation, so easily replicated, a key strategic variable is that no one can copy an airline’s culture [19].

Functions of HR-management as a set of processes that-through selection, training, motivation, evaluation, remuneration and development of individuals, through the effective use of human resources-drives the strategy in action [59]. It defines how an organization selects, interacts, evaluates, and enriches employees with the culture that is developed in the process of serving the organization's customers. Or to paraphrase, the culture of an organization should include good communication, good working relationships, respectful treatment of employees, incentive hiring programs and rights that are the key to a healthy organization.

Operational and administrative functions, particularly in customer-service organizations, are built on three main success factors: management commitment, customer focus, and employee involvement in the production process [20].

The organization of communication largely depends on the structure of the enterprise. It should be pointed out that hierarchies create an environment in which personnel management is dictated and personnel behavior is strictly monitored [21]. This leadership style discourages initiative among employees and ultimately leads to suboptimal performance and lower customer satisfaction.

The movement of organizations towards transparency is indicative of a shift in human resource management. This is the foundation of organizational development in high-performing organizations.

A successful, well-managed organization actively shapes its culture through recruitment, onboarding programs for new hires, treating employees as internal customers, and paying constant attention to staff opinion. Such efforts result in lower

labor costs, improved productivity, and increased motivation of the company's employees.

For example, Southwest Airlines closely monitors the opinions of its employees. SWA constantly surveys the employees to determine their opinions and ideas on how to run the company. SWA focuses on new ideas of employees, invites them to investigate the identified problems and present a solution to SWA management [43]. Also this airline is characterized by the manifestation of spirituality. Spiritual values include the following: first, a strong emphasis on community, teamwork; second, employees feel that they are part of the organization; and third, employees are empowered and can really make a difference in their lives and the lives of customers. Simply put, the better an employee is treated, the better they will treat customers.

Duncan Aviation management also shares this belief that the attitude of the employee will dictate the quality of customer service: "... if our employees are not happy, neither will our customers".

One of the most distinguishing features, in the literature, is the contrast between the unquestioned importance given to education, training and development and the reality of providing training and development in aviation companies. Airlines spend tens of billions of dollars each year to acquire technology and train professionals capable of utilizing that technology. And yet, there is practically no training aimed at competitiveness, at ensuring and preserving loyalty to the company and customers [43].

According to the American Society for Training and Development (ASTD), seven of the 2,500 organizations in the database stand behind their commitment to training. Southwest Airlines is one of those seven.

Singapore Airlines, a well-known name in the customer service industry, also invests heavily in training. 15% of its payroll goes into employee training compared to only 1.5% for US airlines. Singapore Airlines crew is trained for four months while the US industry standard is four weeks [41]. When a Singapore training manager was asked how Singapore adjusted employee training during the downturn

in the economy, the manager responded that “the only thing that sets us apart is our culture, our people. Why should we limit their development just because we have a temporary economic downturn?” [44].

Duncan Aviation also invests in employee training. On average, employees complete 40 hours of training per year at a total cost of approximately \$2 million. Training and funding includes the following:

- Duncan Scholarships (up to 10 scholarships are awarded each year, valued at \$8,000);

- technical and vocational training for all employees.

A review of HR management research. All interviewed managers and specialists agree that personnel selection is the most important aspect of HR-management. The survey findings do not contradict this, however, some inconsistency in the selection practice was noticed. Almost all the study participants agreed that their company tries to find a specialist for the desired position from internal resources before using external resources (Fig. 1.2).

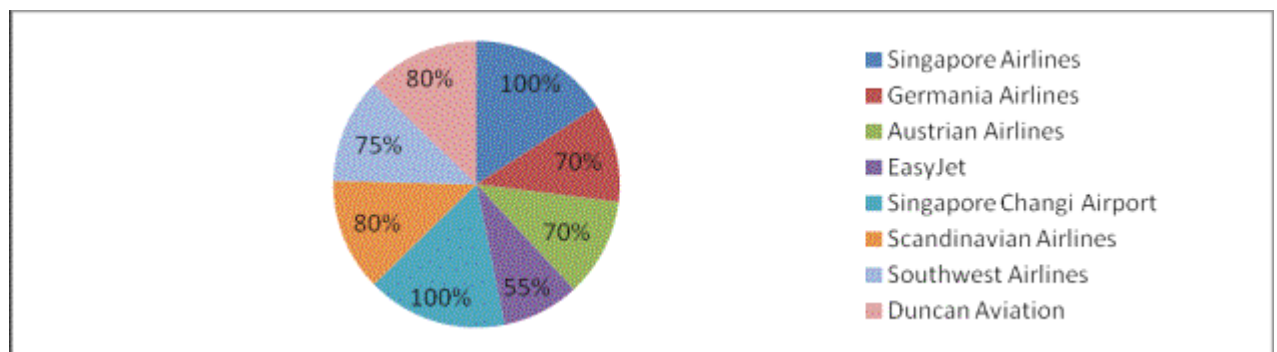


Fig. 1.2. Conducting a selection from internal candidates in the airlines [44]

Nevertheless, it was found out that the practice of promotion is present at Singapore airlines. At the other surveyed enterprises more than 50% of respondents believe that there is no such practice (Fig. 1.3).

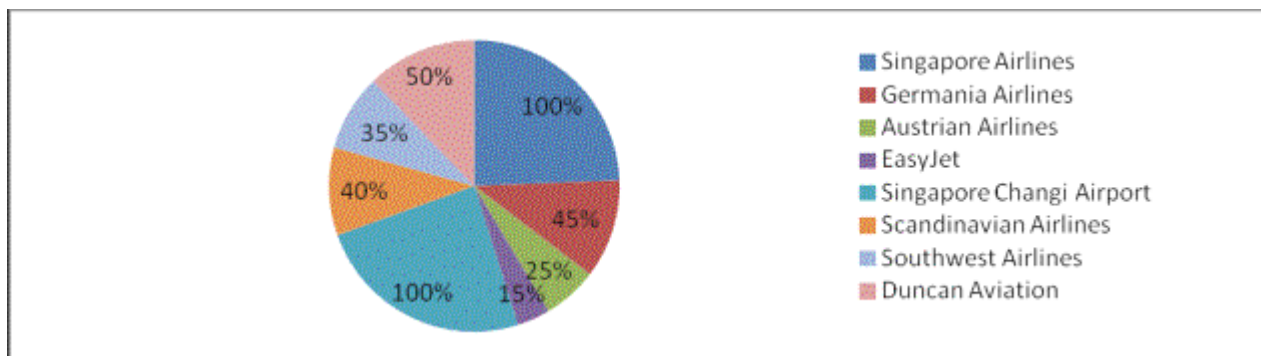


Fig. 1.3. Promotion practices in the airlines [44]

Another surprising fact is that about half of the surveyed specialists did not receive training on interview techniques. Positive dynamics is observed only at German (Germania Airlines) and US (Duncan Aviation) airlines (Fig. 1.4).

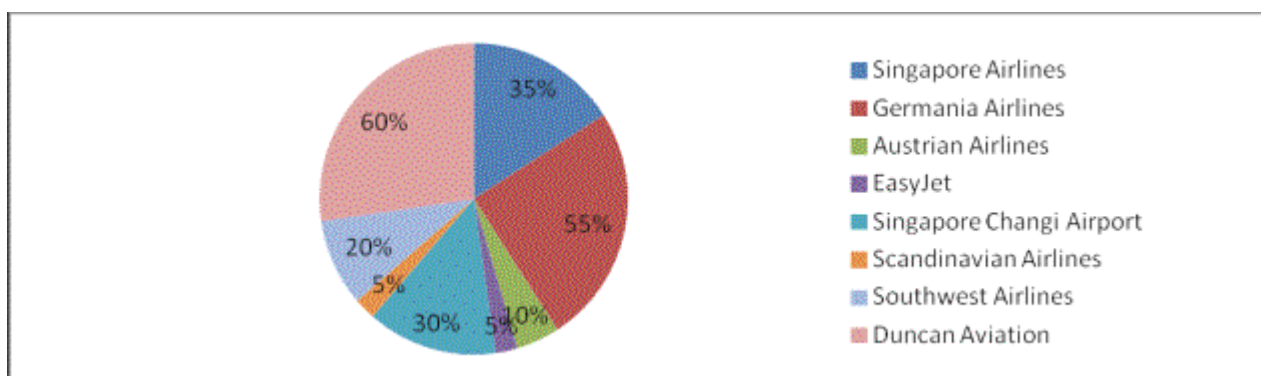


Fig. 1.4. Training of HR-management in interviewing techniques in the airlines [44]

It should be noted that on this basis HR specialists highly evaluate such a source of searching for specialists as employee recommendations, followed by Internet sources and newspaper advertisements. Despite the fact that employee recommendations are the most popular source, the majority of enterprises do not have a program of personnel recruitment among the acquaintances of their own employees. The availability and use of programs is shown in Fig. 1.5.

Next, let's look at the development of organizational culture.

It is considered indisputable that organizational culture is a key aspect of creating competitive advantage. However, the results of the study indicate a low level of communication and information gathering.

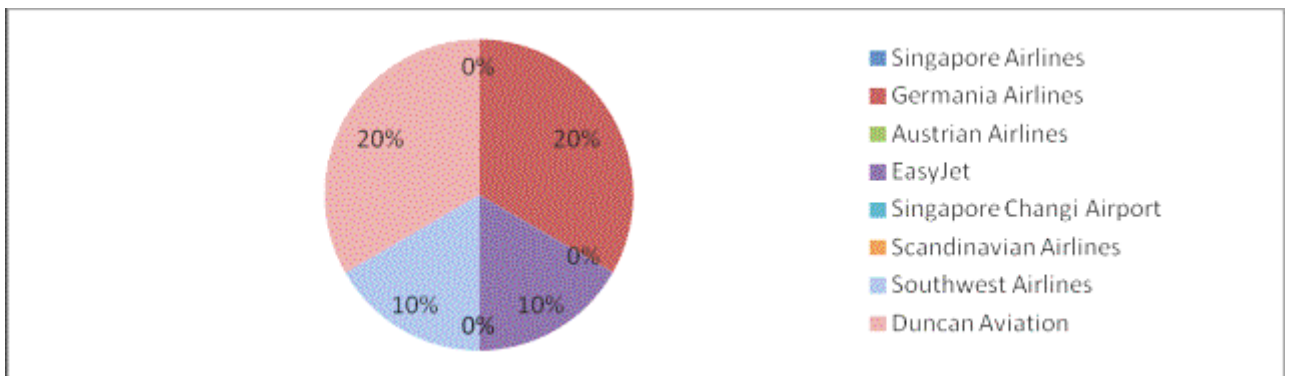


Fig.1.5. Availability of recruitment programs among acquaintances in the airlines [44]

Not all enterprises improve their organizational culture. The data are presented in Fig. 1.6.

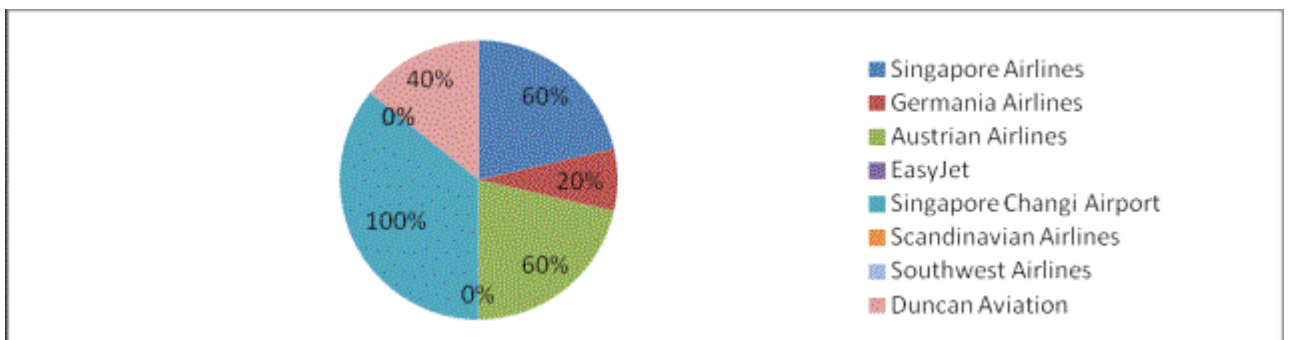


Fig. 1.6. Implementation of measures to improve organizational culture in the airlines

It seems that most organizations do not take advantage of opportunities to improve culture because they do not believe it is necessary. All respondents are convinced that their organization provides quality service to both external and internal customers. But during the research process it was found out that most of the administrative departments are not informed about the needs of their producers (Fig. 1.7).

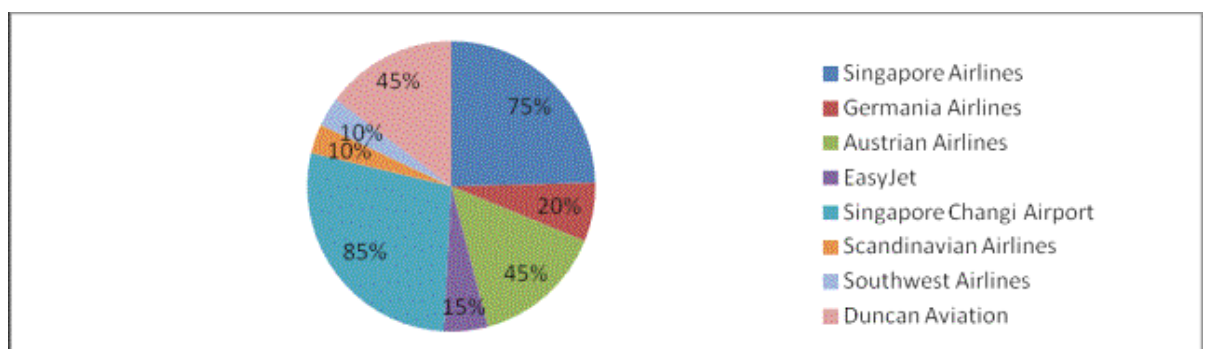


Fig. 1.7. Notification of the needs of other units in the company [44]

Except for the enterprises in Singapore, paying due attention to their organizational culture, the main part of enterprises is poorly informed about the needs of other divisions of their company. All this indicates a poor information policy and imperfect organizational structure. In spite of the fact that the organizational culture is not improving, the training and development at the airlines under consideration is given a lot of attention (Fig. 1.8).

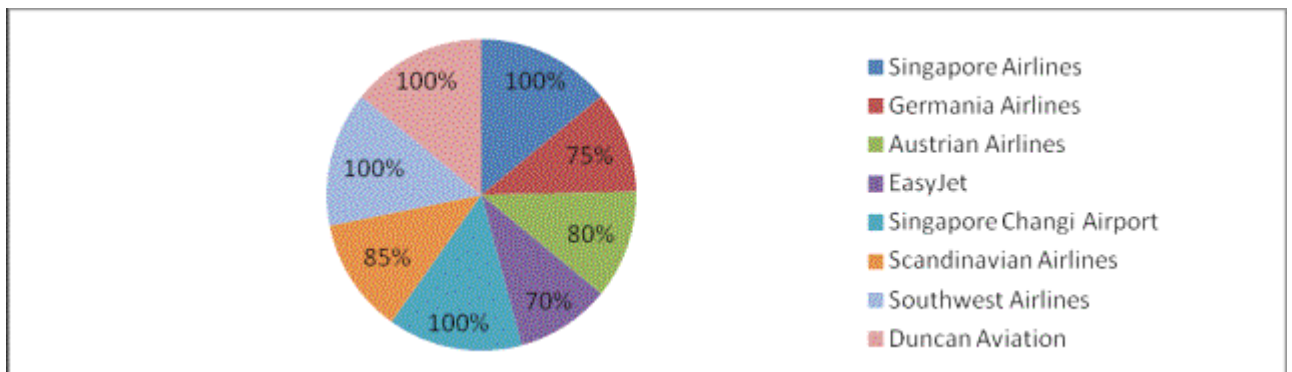


Fig. 1.8. Conducting personnel training in the airlines [44]

All enterprises agree that the staff should be trained and developed. However, the study of this aspect revealed one minus - more than half of employees are not aware of available training programs, which again indicates poor information policy at these enterprises (Fig. 1.9).

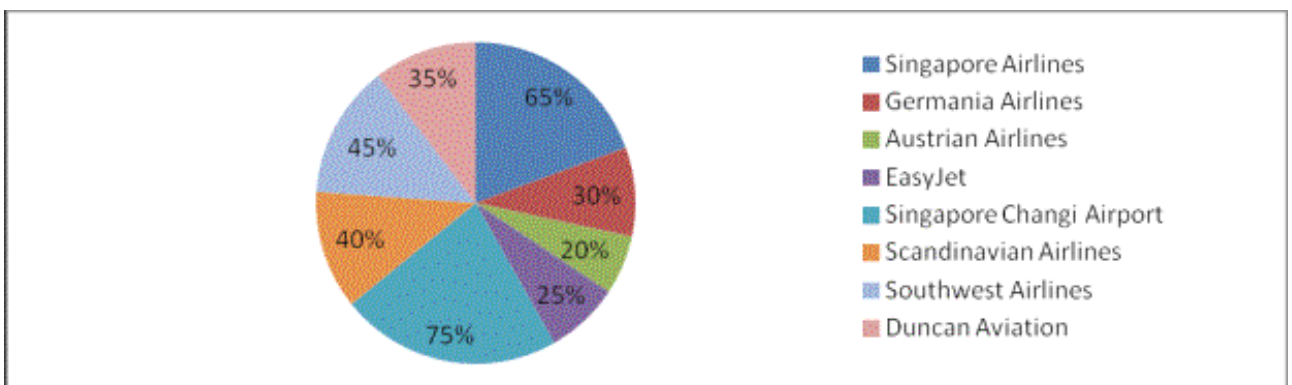


Fig. 1.9. Awareness of available training programs in the airlines [44]

Having analyzed the obtained data one can conclude that the area of recruitment and selection of personnel is satisfactory. Enterprises should pay more attention not to employee recommendations, but to personal competencies of candidates. For this purpose it is recommended to train employees in the technology of structured interviews. But it is worth noting that for some positions, candidates who come on the basis of employee recommendations can be very successful.

In addition, it provides quicker and better adaptation for the newcomer. In this regard, it is worth to pay attention to recruitment programs among acquaintances for employees.

In the study of organizational culture, at first glance it seems that HR management has developed an objective understanding of internal marketing. But further examination of this issue proves otherwise. According to the survey, administrators have little awareness of the needs and opinions of internal customers. HR management also do not communicate important strategic information (except rules and regulations) to employees and do not provide necessary information on available training programs. Here it is important to understand the need to improve organizational culture and information policy.

In Singapore enterprises, the maintenance of organizational culture is assigned to a specific manager. Employee training is provided and systems are in place to develop organizational culture.

A well-developed area of HR management at the airlines under review is personnel training and development.

The companies conduct trainings, and there are various training programs for all categories of employees. Much attention is paid to training by Singapore Airlines (Singapore Airlines, Singapore Changi Airport), Scandinavian Airlines (Southwest Airlines) and a US company (Duncan Aviation).

To summarize, it should be noted that, in general, the activities of foreign airlines in the field of personnel management have a positive trend.

Companies actively apply advanced methods of personnel training, development and motivation. The most successful companies in Singapore (Singapore Airlines, Singapore Changi Airport) and the USA (Duncan Aviation) are developing all areas of HR management. Thanks to this, these companies are advanced in their field and have the greatest competitiveness.

PART 2. ANALYZING UZBEKISTAN AIRWAYS' OPERATIONS AND THE PECULIARITIES OF THE AIRLINE'S HUMAN RESOURCES MANAGEMENT SYSTEM

2.1. General characteristics of the enterprise, financial and economic analysis of JSC “UZBEKISTAN AIRWAYS”

Uzbekistan Airways was established in 1992. The Uzbekistan Airways brand has become known and recognized worldwide as a stable, safe and reliable air carrier.

Joint Stock Company “Uzbekistan Airways” (hereinafter - the company) was established as a result of reorganization of the national airline “Uzbekistan Airways” in accordance with the Decree of the President of the Republic of Uzbekistan dated November 27, 2018 UP-5584 “On measures for radical improvement of civil aviation of the Republic of Uzbekistan” and the order of the single founder of the company the Agency for State Assets Management of RUz dated July 26, 2019 № 5k-PO.

Uzbekistan Airways JSC was recognized as the world's best operator of Boeing 787 Dreamliner aircraft. According to the results of 6 months (December 2016 - May 2017), Uzbekistan Airways JSC showed the best result in the world among Boeing 787 Dreamliner operators in terms of accident-free operation of Dreamliners, ensuring 100% safety and regularity of flights on this type of aircraft, for which it was awarded by Boeing Corporation for successful, accident-free operation of this type of aircraft.

Over the past years, many major projects have been implemented in the industry. The ground infrastructure of airports was modernized, the aircraft fleet was completely renewed and new aircraft were introduced. New routes were opened, new terminals and air terminals with high capacity were built, and advanced technologies were introduced.

Modern mini Air Traffic Control (ATC) mini-centers and a new air navigation system have been put into operation at the airports. Every airliner in the skies of

Uzbekistan is under constant control of highly qualified dispatchers of the “Uzaeronavigatsiya” Center.

All 11 airports of the Republic have the status of “international” and are provided with reliable and perfect screening equipment. Modern passenger terminals have all amenities and equipment meeting international standards. At the capital’s airport, Uzbekistan airways’ Business Lounge offers passengers a departure lounge with a higher level of comfort.

UZBEKISTAN AIRWAYS JSC is located at: Republic of Uzbekistan, Tashkent, 100060, Amir Temur Avenue 41, TIN 306628114.

R/C: 20210840005115307001

Bank: OPERU under ChAKB "Orient Finance", Uzbekistan, 100029, Tashkent city, Mirzo-Ulugbek district, Osiye-5 str.

MFI (bank code): 01071

SWIFT: ORFBUZ22

The company’s e-mail address is: info@uzairways.com

Official website of the society: www.uzairways.com.

The main purpose of Uzbekistan Airways JSC is to carry out air transportation of passengers, baggage and cargo within the country and in international traffic, to provide other services in the field of air transportation, as well as to receive profit (income) in the interests of the company’s shareholders.

The main tasks and activities of Uzbekistan Airways JSC are [48Error! Reference source not found.]:

- provision of air transportation services for passengers, baggage, cargo of any kind and mail, in accordance with the provisions of international regulations and the Aviation Regulations of the Republic of Uzbekistan;
- ensuring safety during flight operations, as well as the quality of aircraft maintenance;
- ensuring a high level of aviation security by fulfilling the requirements of government regulations, rules and procedures aimed at protecting civil aviation from acts of unlawful interference;

- providing air, passenger, cargo and mail, technical, operational and commercial handling services;
- improving the quality of services provided to passengers on board aircraft, maintenance and repair of aircraft, including those of foreign airlines;
- operation and development of computerized reservation systems and other air transportation related services;
- operation of aircraft, engines, instruments and auxiliary equipment.
- providing commercial aviation training and instructional services;
- providing technical assistance and consulting services related to aeronautics, airports and air transportation;
- efficient operation of the aircraft fleet, including the development of new destinations and expansion of flight geography to increase profitability;
- introduction of modern systems and technologies for managing production processes, as well as modernization, technological re-equipment and renewal of the aircraft fleet;
- flexible tariff policy in the field of passenger, baggage, cargo and mail transportation in order to ensure competitiveness;
- implementing loyalty and membership programs for regular passengers and other users, including entering into partnership agreements with third-party service or product providers in connection with the implementation of such loyalty and membership programs for regular passengers and other users;
- attraction of investments, primarily foreign direct investments, including by issuing shares and corporate bonds;
- integration into international communities and air carrier alliances;
- participation in the development of all types of tourism within the country and international tourism; development of the material base of the social sphere of the airline's employees.

To achieve its main objectives, Uzbekistan Airways JSC carries out the following activities that are not “public services” [48]:

- aviation passenger and cargo transportation by international and domestic airlines on a scheduled and charter basis;
- organization of flight and navigational support of flights and their dispatching, as well as other types of operational services in order to ensure safety and regularity of flights carried out by the company;
- realization of foreign economic activity;
- reservation of seats (aircraft capacity);
- issuance, registration and realization of passenger and cargo air transportation; issuance of transportation documents for flights performed by the Company, as well as for flights of other airlines with which relevant agreements have been concluded;
- development of agent network on sale of air transportation in the territory of the Republic of Uzbekistan and beyond its borders, control over correctness of application of tariffs and relevant charges at points of sale of the company's agents;
- training and retraining of specialists with the right to book and sell passenger air transportation in automated booking systems for the company's flights in accordance with the requirements; training and retraining of flight, technical and other personnel to work on international air routes, including for other companies on a contractual basis, as well as to work in the company's representative offices abroad;
- implementation of simulator training of flight specialists of the Company and organization of training of individuals and personnel of legal entities of the Republic of Uzbekistan and foreign countries;
- provision of on-board and ground meals to passengers, aircraft crew members and individuals flying to/from/through the Republic;
- ensuring aviation security and secrecy;
- intermediary operations on export and import of equipment and services, conducting market research, providing paid consulting services in the field of international transportation;
- construction and operation of production and residential buildings, structures, hotels and other facilities required for the company's operations;

- providing access of legal entities and individuals to information and telecommunication systems;
- wholesale and retail trade, including the right to sell goods for foreign currency;
- carrying out advertising and information activities, including video and movie production, as well as publishing and printing activities, in accordance with the established procedure at home and abroad;
- development of the material base of the social sphere in order to provide the company's employees with better social and economic security;
- implementation of medical activities;
- engaging in tourism, communication activities or services including, but not limited to, hotels, car rental services, parking lots and retail services.

Uzbekistan Airways JSC is guided in its activities by the current legislation of the Republic of Uzbekistan, the Founding Agreement and this Charter. The organizational structure of Uzbekistan Airways JSC is presented in Annex A.

The quantitative structure of the Management Board is determined based on the principles of maximizing the performance of functions controlled by one employee, reducing management personnel, eliminating repetitive communications in the management of the society and reducing management costs.

The appointment of the Chairman and members of the Management Board may be made on a competitive basis, in which foreign managers may participate.

The structure of the Management Board includes:

- Chairman of the Board;
- First Deputy Chairman of the Management Board for Production;
- First Deputy Chairman of the Management Board for Transformation;
- Deputy Chairman of the Management Board for Commerce and Tourism;
- Deputy Chairman of the Management Board for organization of flight operations;
- Deputy Chairman of the Management Board for financial issues;
- Deputy Chairman of the Management Board for Digitalization.

The Chairman of the Management Board has the right to make proposals for additional candidates to the Management Board structure due to changes in the Company's operations and production requirements.

The Supervisory Board of the Company considers candidates for the position of Chairman of the Management Board and submits candidates for consideration by the General Meeting of Shareholders.

The chairman of the board shall have the following rights:

- independently make decisions on issues related to their activities;
- act on behalf of the company without a power of attorney, protecting its interests in relations with other organizations and departments;
- participate, with the authorization of the Controlling Body, in its work with the right of advisory vote;
- receiving remuneration that corresponds to the company's activities and the main parameters achieved.

The duties of the Chairman of the Board are as follows:

- conducting work in a manner consistent with the public interest;
- fulfillment of his duties in accordance with the terms of the labor contract concluded with the company;
- control over execution of resolutions of the General Meeting of Shareholders and the Supervisory Board;
- ensuring fulfillment of key indicators and parameters of the Company's annual business plan;
- reporting to the Supervisory Board of the Company and the General Meeting of Shareholders, participation in General Meetings of Shareholders, control over observance of all rights to accrual and payment of dividends;
- controlling over non-disclosure of information on the Company's activities in accordance with the procedure established by law;
- providing presentation of documents on financial and economic activity of a company on demand of the Supervisory board of a company, Audit commission and auditor of a company;

- organization of meetings of the Management Board;
- ensuring effective collaboration with organizations within the community;
- ensuring fulfillment of the company's contractual obligations;
- control over the organization of accounting, its condition and reliability, timely submission of annual reports and other financial statements to the relevant authorities;
- exercise control over full and timely submission of state statistical and accounting reports to the relevant authorities;
- ensuring storage of information that is a trade secret of the company;
- non-disclosure of confidential information about the company's activities;
- taking measures to provide the society with qualified personnel with the best possible utilization of knowledge, skills, experience and abilities of the society's employees;
- resolving issues related to labor relations in accordance with the procedure established by law;
- compliance with legal requirements in the company's activities, in particular the Articles of Association, the Management Regulations and other internal documents.

Members of the Board shall have the following rights:

- personal participation in meetings of the Company's Management Board, speaking on any issue discussed at the meeting;
- familiarization with documents related to the company's activities in order to perform its functions;
- making proposals to improve the Company's operations;
- making proposals on determining the priority areas of the Company's activities;
- making amendments and/or additions to the Charter of the Company, to make proposals for the development of internal documents of the Company;
- receiving payment and rewards;

The duties of the board members are as follows:

- acting in accordance with the interests of the company in the event of a conflict of interest;
- notifying the Supervisory Board of any conflict of interest;
- participation in annual and extraordinary general meetings of shareholders;
- professional performance of their duties, rational fulfillment of all obligations arising from the legislation, the Company's Charter and decisions of the governing bodies;
- professional development through participation in training courses, seminars and other events;
- fulfillment of their obligations in accordance with the terms of the labor contract concluded with them to the required extent;
- preparation of information on the status of their assigned issues at the Board meetings every month;
- non-disclosure of confidential information about the company's activities;
- ensuring storage of information that is a trade secret of the company.

The Chairman and members of the Management Board are affiliates of the company.

“Uzbekistan Airways” JSC consists of the following subdivisions:

- Uzbekistan Airways Sales;
- Uzbekistan airways Technics LLC;
- Uzbekistan Helicopters LLC;
- Training Center LLC;
- Catering, LLC.

Uzbekistan Airways operates scheduled flights to more than 65 destinations, including countries in Europe, Asia and North America. The airline has representative offices in more than 20 cities around the world.

Uzbekistan Airways Technics has all the necessary equipment for repairing airplanes in the company's fleet, such as Airbus A320, Airbus A320neo, Boeing 757, Boeing 767, Boeing 787.

In connection with the concept adopted by NAC to improve the structure of the aircraft and engine fleet, and in particular with the introduction of A320 aircraft new to the airline since July 18, 2010, the introduction of modern quality control systems for the maintenance and repair of aviation equipment that meet the requirements of international standards, as well as the improvement of the professional skills of aviation specialists and specialists of the quality assurance service control apparatus continues.

In 2012, two more Boeing 767-300ERs were added to the airline's fleet.

Since 2016, the airline has been operating seven Boeing 787-8 Dreamliner aircraft. In the same year, the airline began offering online booking and payment services for air tickets via local and international cards.

In 2018, the airline launched direct flights to Barcelona on a charter basis. In the fall of the same year, it opened direct flights to Mumbai (India), Jeddah (Saudi Arabia) and Vladivostok. In 2019, new destinations to Jakarta (Indonesia) and Tbilisi (Georgia) were opened. From spring 2020, it was planned to open a flight to Munich (Germany) on a charter basis. In 2021 Uzbekistan Airways partially restored its route network from 2019, in 2022 a new route from Tashkent to Batumi (Georgia) was opened on a seasonal basis. Also in 2021-2022, a new East hub was organized at Namangan International Airport. The East hub provides flights from Namangan to other cities: Krasnodar, Samara, Ufa, Perm, Yekaterinburg, Omsk, Orenburg, Nizhnevartovsk.

Uzbekistan Airways received the first Airbus A320neo aircraft equipped with Wi-Fi access on March 11, 2019. On April 9, 2019 - the second, December 31, 2020 - the third.

Uzbekistan Airways received its first Airbus A321neo (LR) aircraft on February 14, 2022. March 7, 2022 - the second.

Next, there is a need to analyze the airline's key financial and operational indicators.

If one consider the analysis of passenger turnover for the period 2018-2022 in relation to the number of flights, it is reasonable to analyze it by destination as presented in Table 2.1.

Table 2.1

Uzbekistan airways JSC operating indicators

| Number of flights | 2018 | 2019 | 2020 | 2021 | 2022 |
|-------------------|--------|--------|--------|--------|--------|
| Far abroad | 6 981 | 8 483 | 4 249 | 5 784 | 8 807 |
| CIS countries | 9 807 | 12 075 | 3 872 | 8 033 | 12 824 |
| Internal lines | 5 800 | 5 907 | 1 892 | 3 924 | 6 509 |
| Total | 22 588 | 26 465 | 10 013 | 17 741 | 28 140 |

* Compiled on the basis of Uzbekistan airways JSC data

Analysis of Uzbekistan airways JSC passenger turnover dynamics is presented in Fig. 2.1.



Fig. 2.1. Dynamics of “Uzbekistan airways” JSC passenger turnover dynamics

* Compiled on the basis of “Uzbekistan airways” JSC data

As can be seen from the chart in Fig. 2.1, there was a pronounced decline in the company's passenger traffic between 2019 and 2021, which was due to the global restrictions imposed worldwide in the wake of the COVID-19 pandemic.

However, “Uzbekistan airways” JSC has already started to increase passenger turnover in 2021 and in 2022 exceeded the 2019 data by 11.2%.

The number of passengers carried on the wings of Uzbekistan Airways increased by 195% in 2022 due to the successful implementation of the Anti-crisis Measures Plan. The diagram of Uzbekistan airways JSC passenger turnover is presented in Fig. 2.2.

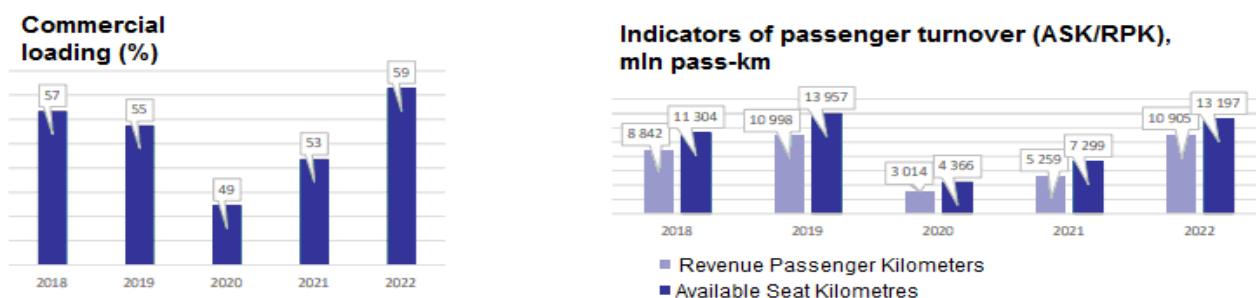


Fig. 2.2. Dynamics of Uzbekistan airways JSC passenger turnover

* Compiled on the basis of Uzbekistan airways JSC data

The COVID-19 pandemic, which negatively affected many sectors of the world economy in 2020, was the beginning of the biggest crisis in the history of civil aviation. Attempts were made to reduce social contact and turn everyday life into a non-contact environment. This emergency led to global travel bans and a period in which mass travel was strictly controlled and restricted.

Airlines are facing a crisis due to a sharp decline in passenger traffic. Due to the pandemic, border closures, flight cancellations, population shift to online shopping, the spread of telecommuting, economic uncertainty and the global manufacturing downturn led to major changes in the logistics sector as well as in aviation. Maritime, land and air cargo businesses have faced capacity challenges, revealing the need to redefine routes and address supply-demand imbalances.

Air cargo transport has intensified its activities by temporarily converting passenger aircraft into cargo aircraft to meet rapidly growing demand, especially for personal protective equipment, vaccines and other medical equipment. Also, given the difficulty of connecting multiple modes of transportation (rail/sea/road), air cargo has begun to cover part of the e-commerce delivery market.

Air transportation has shown significant growth in unit revenues worldwide compared to other modes of transportation. Uzbekistan Airways converted its aircraft

to the Passenger-to-Cargo concept during the period of strict restrictions on passenger transportation, thus increasing production capacity.

Fig. 2.3 shows the growth dynamics of cargo carried by Uzbekistan Airways for 2019-2022.

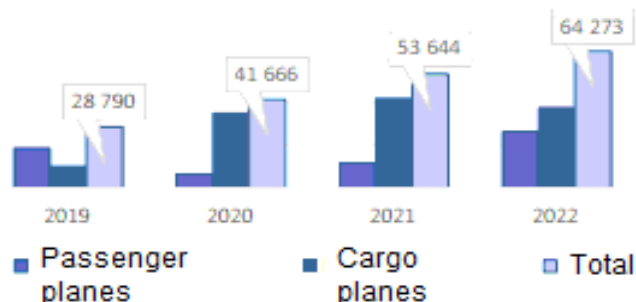


Fig. 2.3. Dynamics of growth of cargo transported by Uzbekistan airways JSC

* Compiled on the basis of Uzbekistan airways JSC data

The analysis of key financial and operating indicators is summarized in Table 2.2.

Table 2.2

Main financial and operational indicators of “Uzbekistan airways” JSC for 2019-2022

| Name of indicator | Unit | 2019 | 2020 | 2021 | 2022 | (+/-) 2020/ 2019 | (+/-) 2020/ 2019 | (+/-) 2020/ 2019 |
|---|---------------|-------|-------|-------|--------|------------------------|------------------------|------------------------|
| Hours flown on transportation work, total | hour | 95716 | 39715 | 63753 | 109183 | -56001 | 24038 | 45430,2 |
| Passenger turnover | mln pkm | 10998 | 3014 | 5259 | 10905 | -7984 | 2245 | 5646 |
| Number of flights | | 26465 | 10013 | 17741 | 28140 | -16452 | 7728 | 10399 |
| Percentage of commercial utilization | % | 55 | 49 | 53 | 59 | -6 | 4 | 6 |
| Cargo transported | tons | 28790 | 41666 | 53644 | 64273 | 12876 | 11978 | 10629 |
| Revenue, including: | billion soums | 2084 | 3334 | 6311 | 12273 | 1250 | 2977 | 5962 |
| Passenger transportation | billion soums | | 2459 | 5118 | 10675 | X | X | X |
| Freight transportation | billion soums | | 758 | 1165 | 1408 | X | X | X |
| Others | billion soums | | 117 | 28 | 190 | X | X | X |
| Net profit | billion soums | 23 | -756 | 54 | 294 | -779 | 810 | 240 |

* Compiled based on “Uzbekistan airways” JSC data

Dynamics of growth of the main financial indicators of Uzbekistan airways JSC in 2019-2022 is provided in Fig. 2.4.

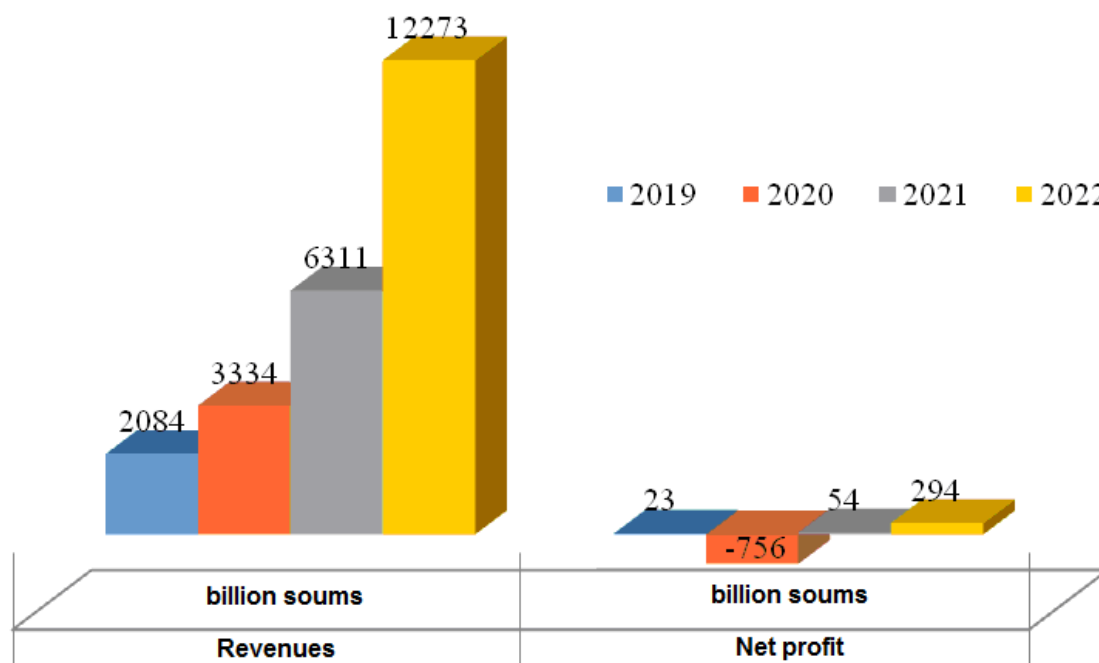


Fig. 2.4. Dynamics of growth of the main financial indicators of “Uzbekistan airways” JSC in 2019-2022

As can be seen from the diagram above, the airline’s revenue for the analyzed period has positive dynamics, but the net profit indicator for 2020 has negative dynamics, which is associated with the restrictions imposed due to the COID-19 pandemic.

In order to overcome the crisis situation, Uzbekistan airways JSC has taken a number of crisis measures, which allowed the company to improve its financial and operational performance almost twice as much as in 2019.

To assess the effectiveness of crisis management measures, the financial and economic indicators of profitability, liquidity and financial stability of Uzbekistan Airways JSC for the period from 2020 to 2022 were calculated.

The initial data for calculating the coefficients of the above indicators for “Uzbekistan airways” JSC are presented in Table 2.3 and Table 2.4.

Table 2.3

Financial results of Uzbekistan Airways JSC for 2020-2022

| № | Indicators | 2020 | 2021 | 2022 | Deviation (+,-) | | Growth rate, % | |
|----|--|-----------------|---------------|----------------|-----------------|-----------|----------------|-----------|
| | | | | | 2021/2020 | 2022/2021 | 2021/2020 | 2022/2021 |
| 1 | Revenue | 3333,313 | 6311,187 | 12273,039 | 2977,874 | 5961,851 | 189,337 | 194,465 |
| 2 | Cost of services sold | 2780,56 | 4871,257 | 7807,138 | 2090,697 | 2935,882 | 175,190 | 160,269 |
| 3 | Gross profit | 552,753 | 1439,93 | 4465,9 | 887,177 | 3025,97 | 260,502 | 310,147 |
| 4 | Expenses of the period, total | 168,295 | 309,548 | 746,231 | 141,253 | 436,683 | 183,932 | 241,071 |
| 5 | Other operating income | 12,025 | 7,003 | 73,996 | -5,022 | 66,993 | 58,240 | 1056,615 |
| 6 | Profit from operating activities (r.3 - r.4 + r.5) | 396,483 | 1137,386 | 3793,665 | 740,903 | 2656,279 | 286,869 | 333,543 |
| 7 | Income from financing activities, total | 830,663 | 464,271 | 263,668 | -366,392 | -200,604 | 55,892 | 56,792 |
| 8 | Expenses from financing activities | 1982,860 | 1547,906 | 3711,415 | -434,954 | 2163,510 | 78,064 | 239,77 |
| 9 | Profit from general business activities (r. 6+r. 7+r. 8) | -755,714 | 53,751 | 345,918 | 809,465 | 292,166 | -7,113 | 643,553 |
| 10 | Income tax | 0,0 | 0,0 | 51,888 | 0,0 | 51,888 | X | X |
| 11 | Net profit (r.9 - r.10) | -755,714 | 53,751 | 294,030 | 809,465 | 240,279 | -7,113 | 547,02 |

* Compiled by the author on the basis of Uzbekistan Airways JSC financial statements (Form 1) (Annex B)

Table 2.4

Vertical balance of Uzbekistan Airways JSC in 2020-2022

| № | Indicators | 2020 | 2021 | 2022 | Deviation (+,-) | | Growth rate, % | |
|------------|---|------------------|------------------|------------------|-----------------|------------------|----------------|---------------|
| | | | | | 2021/2020 | 2022/2021 | 2021/2020 | 2022/2021 |
| | Assets, total (p.I + p.II) | 19264,546 | 20145,835 | 18027,003 | 881,289 | -2118,831 | 104,575 | 89,483 |
| I. | Non-current assets, (Σ p.1.1 - p.1.5) | 14116,874 | 14529,978 | 12992,470 | 413,104 | -1537,508 | 102,926 | 89,418 |
| 1.1 | Fixed assets | 9252,088 | 10564,835 | 9203,110 | 1312,747 | -1361,725 | 114,189 | 87,111 |
| 1.2 | Intangible assets | 516,136 | 488,492 | 460,878 | -27,644 | -27,614 | 94,644 | 94,347 |
| 1.3. | Long-term investments | 754,947 | 769,702 | 765,627 | 14,755 | -4,075 | 101,954 | 99,471 |
| 1.4 | Capital investments | 0,348 | 0,348 | 0,348 | 0,000 | 0,000 | 100,000 | 100,000 |
| 1.5 | Long-term receivables | 3593,355 | 2706,600 | 2562,506 | -886,755 | -144,094 | 75,322 | 94,676 |
| II. | Current assets, total (Σ p.2.1- p.2.6) | 5147,672 | 5615,857 | 5034,534 | 468,185 | -581,324 | 109,095 | 89,649 |
| 2.1 | Inventories | 200,030 | 249,901 | 368,328 | 49,870 | 118,428 | 124,931 | 147,390 |
| 2.2 | Prepaid expenses | 434,780 | 130,930 | 288,322 | -303,850 | 157,392 | 30,114 | 220,211 |
| 2.3 | Deferred expenses | 1821,718 | 1296,274 | 767,877 | -525,444 | -528,396 | 71,157 | 59,237 |
| 2.4 | Debtors | 1930,009 | 2139,719 | 1371,859 | 209,710 | -767,860 | 110,866 | 64,114 |
| 2.5 | Cash | 744,584 | 1713,831 | 2102,743 | 969,247 | 388,912 | 230,173 | 122,693 |
| 2.6 | Short-term investments | 16,552 | 85,204 | 135,404 | 68,652 | 50,200 | 514,768 | 158,918 |
| | Liabilities, total (p.I + p.II) | 19263,546 | 20145,835 | 18027,003 | 882,289 | -2118,831 | 104,580 | 89,48 |
| I | Source of own funds (Σ p.3.1 - p.3.4) | 8019,769 | 7968,831 | 7766,303 | -50,939 | -202,528 | 99,365 | 97,458 |
| 3.1. | Authorised capital | 4248,464 | 4263,240 | 4263,240 | 14,776 | 0,000 | 100,348 | 100,000 |
| 3.2. | Reserve capital | 4091,120 | 4341,308 | 3880,688 | 250,188 | -460,619 | 106,115 | 89,390 |
| 3.3. | Retained earnings | -732,750 | -678,999 | -384,757 | 53,751 | 294,242 | 92,664 | 56,665 |
| 3.4. | Targeted receipts | 412,936 | 43,282 | 7,131 | -369,654 | -36,151 | 10,482 | 16,476 |
| II. | Liabilities (p.4.1+p.4.2) | 11243,777 | 12177,004 | 10260,701 | 933,227 | -1916,303 | 108,300 | 84,26 |
| 4.1. | Long-term liabilities | 10334,824 | 10848,345 | 8164,650 | 513,521 | -2683,696 | 104,969 | 75,26 |
| 4.2. | Short-term liabilities: | 908,952 | 1328,659 | 2096,051 | 419,707 | 767,392 | 146,175 | 157,76 |

*Compiled by the author on the basis of Uzbekistan Airways JSC financial statements (Form 2) (Annex B)

To assess the effectiveness of the airline operation it is necessary to compare the size of profit with other values that characterise the size of the business.

Let's summarise the obtained profitability indicators in Table 2.5.

Table 2.5

Profitability indicators of Uzbekistan Airways JSC in 2020-2022

| Indicator | 2020 | 2021 | 2022 | Deviation | |
|-------------------------------|--------|-------|-------|-----------|-----------|
| | | | | 2021/2020 | 2022/2021 |
| Net profit margin on sales, % | -22,67 | 0,85 | 2,40 | 23,52 | 1,54 |
| Gross profit margin, % | 16,58 | 22,82 | 36,39 | 6,23 | 13,57 |
| Operating profit margin, % | 11,89 | 18,02 | 30,91 | 6,13 | 12,89 |
| Return on assets, % | -4,14 | 0,27 | 1,54 | 4,42 | 1,27 |
| Return on equity, % | -11,08 | 0,67 | 3,74 | 11,75 | 3,06 |
| Return on fixed assets, % | -5,85 | 0,38 | 2,14 | 6,23 | 1,76 |
| Return on current assets, % | -14,17 | 1,00 | 5,52 | 15,17 | 4,52 |

*Compiled by the author on the basis of Uzbekistan Airways JSC financial statements

On the basis of the obtained data, a diagram of profitability indicators of Uzbekistan Airways JSC for the period 2020-2022 is charted (Fig. 2.5).

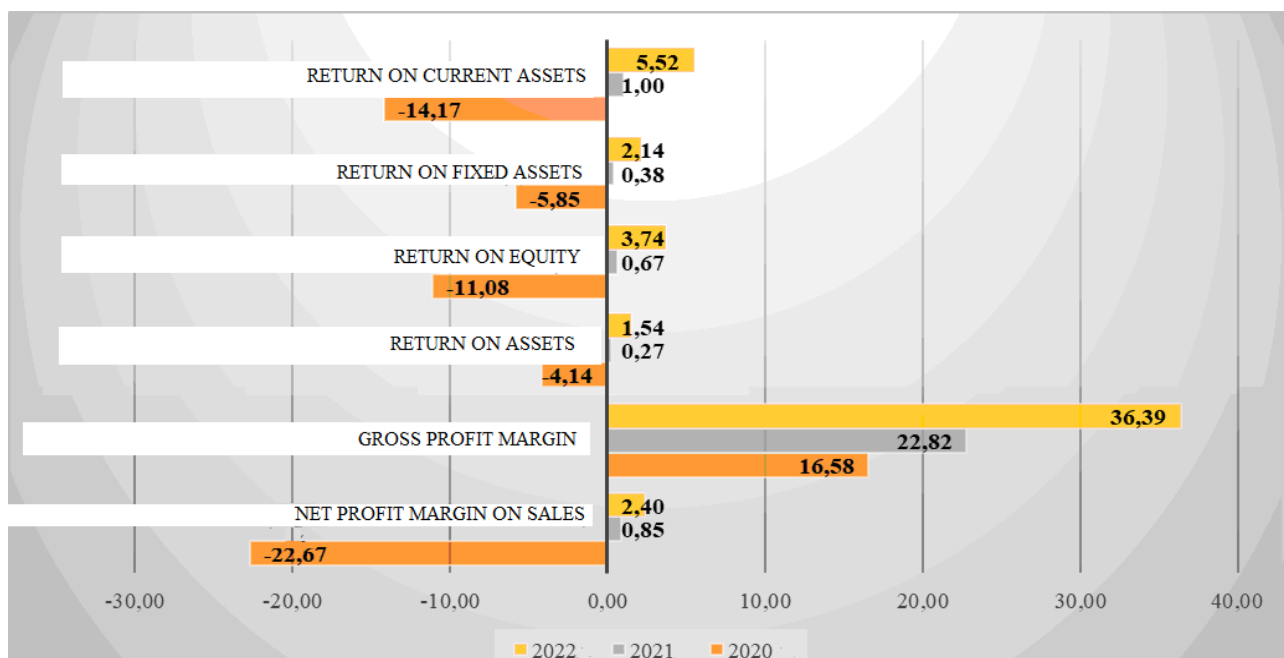


Fig. 2.5. Profitability dynamics of Uzbekistan Airways JSC for 2020-2022

The presented calculations of profitability indicators of Uzbekistan airways JSC for 2020-2022, analysis (Table 2.5) and Fig. 2.5 show the positive dynamics of

growth of all profitability indicators of the airline, which indicates the effectiveness of crisis management measures taken.

It should be noted that the higher the ROA value, the higher the profitability of the company, which means that it uses its assets more efficiently.

At the same time, it is observed that the value of assets is decreasing, while the ROA is increasing. This indicates that everything is in order, it is possible to continue further expansion of business.

To assess the liquidity of Uzbekistan airways JSC, we will calculate the main liquidity indicators.

Current (total) liquidity ratio (coverage ratio) is a financial ratio equal to the ratio of current (current) assets to short-term liabilities (current liabilities).

The ratio reflects the airline's ability to repay current (short-term) liabilities using only current assets. The higher the ratio is, the better the solvency of the company.

In world practice it is considered normal from 1.5 to 2.5, depending on the industry). A value below 1 indicates a high financial risk due to the fact that the company is not able to consistently pay current bills. A value above 3 in 2020 and 2021 indicates an irrational capital structure, but already in 2022 the current liquidity ratio reached a normal value.

Quick ratio (sometimes called intermediate or term liquidity, QR) is a financial ratio equal to the ratio of highly liquid current assets to short-term liabilities (current liabilities). The source of data is the company's balance sheet, similarly as for current liquidity, but the assets do not include inventories, as in case of their forced sale the losses will be maximum among all current assets.

The ratio reflects the company's ability to repay its current liabilities in case of difficulties with the sale of products.

The normal value of the ratio is considered to be not less than 1.

Absolute liquidity ratio (ALR) is a financial ratio equal to the ratio of cash and short-term financial investments to short-term liabilities (current liabilities). The source of data is the balance sheet of the company similarly as for current liquidity,

but only cash and funds close to them in essence are taken into account in the composition of assets.

In contrast to the two above, this ratio is not widely used in the West. According to the normative acts of the Republic of Uzbekistan, a ratio of not less than 0.2 is considered normal.

Liquidity indicators of Uzbekistan airways JSC for 2020-2022 are given in Table 2.6.

Table 2.6

Liquidity indicators of Uzbekistan Airways JSC in 2020-2022

| Indicator | 2020 | 2021 | 2022 | Deviation | |
|---------------------------------|------|------|------|-----------|-----------|
| | | | | 2021/2020 | 2022/2021 |
| Current (total) liquidity ratio | 5,66 | 4,23 | 2,4 | -1,43 | -1,83 |
| Quick liquidity ratio | 0,24 | 0,32 | 0,35 | 0,08 | 0,03 |
| Absolute liquidity ratio | 0,07 | 0,15 | 0,22 | 0,08 | 0,07 |

*Compiled by the author on the basis of Uzbekistan Airways JSC financial statements

Thus, thanks to the measures taken, the airline's liquidity indicators have reached optimal values.

Next, let us consider the stability indicators, which are designed to reflect the degree of reliability of the company in the future. For this purpose, the structure of assets, the level of borrowed capital and the organisation's ability to service this debt, the ratio of equity to borrowed funds and a number of other balance sheet parameters are determined.

The autonomy ratio, or financial independence ratio, is one of the most important characteristics of the financial stability of the organisation, its independence from borrowed resources, which is calculated as the ratio of equity to the value of all assets of the enterprise.

The autonomy ratio characterises the degree of independence of the enterprise from borrowed sources of financing and shows the share of equity in the total

liabilities of the organisation. In the world practice the normative value of 0.5 is accepted for the autonomy coefficient. The value of $K_1 \leq 0.5$ indicates that not all of the airline's liabilities can be covered by its own capital. The growth of the autonomy ratio indicates an increase in financial independence from borrowed sources and the absence of significant financial risks.

The financial stability ratio reflects the share of equity capital and long-term liabilities in the total amount of the company's assets.

The financial stability ratio is no less rigid indicator compared to the autonomy ratio, because here long-term borrowed capital with a maturity of more than a year is equated to equity capital. In the world practice it is accepted to consider normal $K_2 \geq 0,6$.

Let us analyse the financial stability of JSC "Uzbekistan Airways" according to the data in Table 2.7.

Table 2.7

Indicators of financial stability of Uzbekistan Airways JSC

| Indicator | Normative value | 2020 | 2021 | 2022 | Deviation | |
|----------------------------------|-----------------|-------|-------|-------|---------------|---------------|
| | | | | | 2021/ 2020 | 2022/ 2021 |
| Autonomy ratio, K_1 | $\geq 0,5$ | 0,416 | 0,396 | 0,431 | -0,02 | 0,04 |
| Financial stability ratio, K_2 | $\geq 0,6$ | 0,733 | 0,721 | 0,721 | -0,01 | 0,00 |

*Compiled by the author on the basis of Uzbekistan Airways JSC financial statements

The obtained data indicate an improvement in the financial position of the airline at the end of 2022. This is confirmed by the positive dynamics of the autonomy ratio, which increased by 0.02 in 2022 and amounted to 0.431 at the end of 2022. However, Uzbekistan Airways JSC needs to take additional measures to bring the autonomy ratio to the normative value, i.e. 0.5 or more. The financial stability ratio met the norm both at the beginning and at the end of the analysed period. At the end of 2022 this indicator was 0.721.

2.2. Study of the peculiarities of the personnel management system of JSC “UZBEKISTAN AIRWAYS”

As of the end of 2022, Uzbekistan Airways has a total of more than 4.5 thousand employees, of whom 56% are men and 44% women. The average age of employees is 36 years.

The data on the number of personnel are presented in Table 2.8.

Table 2.8

The data on the number of Uzbekistan airways JSC’s personnel

| Enterprises of Uzbekistan airways JSC | Number of personnel, persons | Share of total composition, % |
|--|-------------------------------------|--------------------------------------|
| "Uzbekistan Airways Sales" | 2013 | 44.73 |
| Uzbekistan Airways Technics LLC | 1785 | 39.67 |
| Uzbekistan Helicopters LLC | 89 | 1.98 |
| LLC “Education and Training Center” | 102 | 2.27 |
| LLC “Catering” | 511 | 11.36 |
| Total | 4500 | 100.00 |

* Compiled on the basis of Uzbekistan airways JSC data

Graphically, Uzbekistan Airways' human resource potential is presented in Fig. 2.6.

As can be seen from Fig. 2.6, 85% of the personnel of Uzbekistan airways JSC are specialists from Uzbekistan Airways Sales and Uzbekistan Airways Technics LLC.

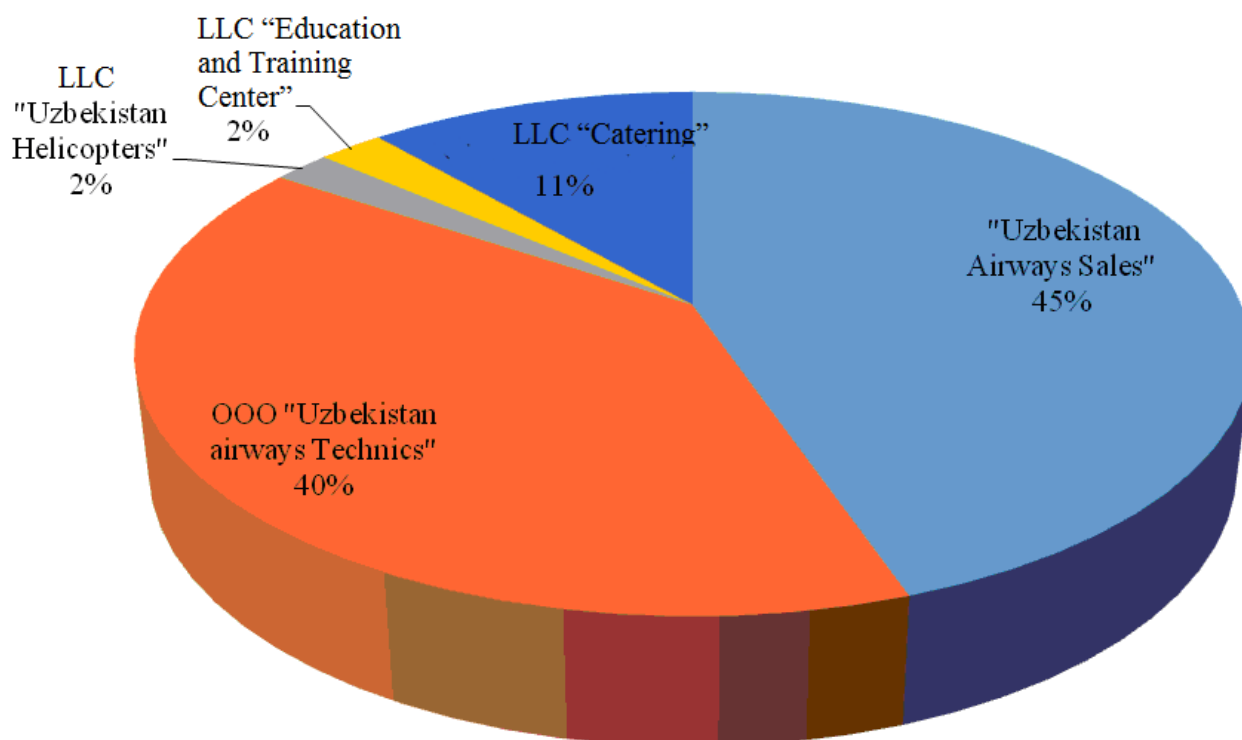


Fig. 2.6. Number of personnel of Uzbekistan airways JSC as of 31.12.2022

* Compiled on the basis of Uzbekistan airways JSC data

The peculiarities of aviation personnel management should be considered from the point of view of the strategic aspect, as the airline personnel management is mostly related to strategic, rather than operational management (this refers directly to personnel management, rather than personnel records management).

The aviation personnel management strategy is aimed at forming a competitive labor potential of the organization, which will be able to implement the developed strategy of the organization. Competitiveness is ensured by a high level of professionalism and competence, personal qualities, innovative and motivational potential of employees. In today's rapidly changing environment, an important competitive advantage of an aviation enterprise can be the system of personnel training and professional development, which occupies an important place in the process of strategic management.

In 2022, as part of crisis measures, Uzbekistan Airways' strategy was developed, which includes four main directions:

1. Improvement of commercial activities.

2. Cost optimization.
3. Further improve the quality of services provided.
4. Improving productivity.

Uzbekistan Airways' human resources policy is to hire qualified employees who are able to perform their duties efficiently and productively in accordance with Uzbekistan Airways' strategic plans and objectives and who comply with professional and ethical rules. The human resources policy covers key areas including human resource planning, building corporate culture and awareness, feedback system, training and development, personnel issues, social and economic rights, and ensuring employee satisfaction.

The basis of the personnel management policy in Uzbekistan Airways is the construction of a system that implies the creation of specific measures:

- to motivate each employee to achieve the goals determined by the company's strategy;
- on defining criteria for assessing the extent to which results have been achieved;
- on rewarding and incentivizing employees.

The main objective of the Personnel Management Policy is to create such a system of personnel management, under which Uzbekistan Airways would have a stable status of a “preferred employer” in the labor market.

The main task in the field of personnel management is to provide all enterprises of Uzbekistan Airways JSC, including their structural subdivisions, with highly qualified personnel.

Personnel management in Uzbekistan Airways JSC is based on the following principles:

- formation of a professional staff that ensures efficient operation of the company;
- staff development through professional education and training;
- continuously increasing the degree of return on investment in staff training;

- increasing labor productivity and staff interest in the final results of its activities through a balanced system of material and non-material incentives;
- a high degree of social responsibility;
- creation of safe and favorable working conditions.

In connection with the active implementation of the fleet renewal program, Uzbekistan Airways pays special attention to the retraining and professional development of flight and cabin crews. In 2022, more than 420 specialists were retrained and allowed to work independently on foreign-made aircraft. The amount of funding for various types of training amounted to about 24 billion soums. The total amount of funds planned for personnel training in 2023 is UZS 27.5 billion.

Uzbekistan Airways' flight personnel also undergo professional training and retraining at the Training Center LLC, which is part of Uzbekistan Airways. Having its own training center allows the company to provide itself with the necessary number of specialists to work on foreign-made aircraft, to make personnel training much more qualitative and prompt, as well as to adjust training programs in accordance with the needs of the airline.

One of the main objectives of Uzbekistan Airways' personnel policy is to create a system of remuneration and motivation of personnel, through which trusting interaction between employees and employer is established, and responsibility for the quality performance of their job duties is developed.

The HR policy of the Uzbekistan Airways on staff remuneration includes the following areas:

- Introduction of a budgeting system for personnel expenses. The direction is implemented through the distribution of authority for bonuses and material incentives between management levels, which allows for the fullest consideration of the personal contribution of each employee.

- Streamlining of regulatory and legal support of the processes related to personnel management. This direction is implemented through the creation of a system of local regulations governing remuneration, bonuses and material incentives, provision of social and other benefits, etc.

- A balanced combination of material and non-material components in the current system of labor incentives for flight crews and administrative and management personnel of Uzbekistan Airways provides a high level of motivation for productive and skilled labor.

The growth of the average salary of the airline's employees significantly exceeds the inflation rate.

An important element of Uzbekistan Airway's HR policy is the program of non-financial incentives for employees.

The airline has approved a Regulation on Awards, which stipulates the procedure for presenting employees to departmental and state awards, selecting the best Uzbekistan Airways employees to place their photos on the Board of Honor, and awarding the airline's diploma of honor. A professional skills competition is held in the flight service, and "Best in Profession" contests are held among flight attendants.

The Company has a system of moral incentives for employees and labor collectives for achieving the highest production performance indicators and many years of conscientious work. This system has become part of the corporate culture.

Public recognition both in Uzbekistan and abroad testifies to the fact that Uzbekistan Airways employs some of the best specialists in the business.

The Personnel Management Policy of Uzbekistan Airways is based on the Company's mission - to become one of the leaders among the world's largest airlines, acting in the interests of society, consumers, shareholders and employees - and is designed to support its fulfillment. The HR management policy is based on the provisions of the business strategy, which defines the airline's long-term, medium-term and short-term goals, ways to achieve them and key indicators reflecting the degree of achievement of these goals, and contributes to the implementation of the business strategy.

The main task of the personnel management policy is to create such a system of personnel management, under which the airline would have a stable status of a "preferred employer" in the labor market of the Republic of Uzbekistan.

In order to create an effective HR management policy, a number of HR management problems that exist today need to be addressed.

The possibility of eliminating the problems of personnel management in real conditions will give the opportunity to increase the efficiency of the company, because it is the activity and functioning of the personnel of the organization that determines its place in society. Thus, it is necessary to identify the priority problems of personnel management in the airline company.

The main problems of personnel management in Uzbekistan Airways include:

- 1) shortage of qualified personnel;
- 2) not efficient enough use of the organization's human resources;
- 3) insufficient number of young specialists.

The solution of the above problems will provide an opportunity to improve the Company's labor efficiency, attract the "best of the best" to work for the Company, increase the level of employee motivation, and lead to an increase in the professionalism of employees.

Thus, solving the problems of personnel management is an important step on the way to a more efficient operation of the company, as it is on the policy of personnel management depends on the activities of the organization as a whole.

The external audit company NAZORAT-AUDIT LLC conducted an independent assessment of Uzbekistan Airways' corporate governance system for 2022.

The assessment of the corporate governance system was conducted in accordance with the Decree of the President of the Republic of Uzbekistan No. UP-4720 dated April 24, 2015 "On Measures to Introduce Modern Methods of Corporate Governance in Joint Stock Companies", recommendations of the "Corporate Governance Code" and "Questionnaire for Corporate Governance System Assessment" approved by the relevant bodies of the Republic of Uzbekistan.

The results of the external audit assessment are summarized in Table 2.9.

As can be seen from the data provided by the External Audit Company LLC "NAZORAT-AUDIT", positions 4, 5 and 9 have the lowest scores.

Table 2.9

Assessment of the external audit of corporate governance of Uzbekistan Airways in 2022

| № | Directions | Number of questions | Possible points | | Actual assessment |
|--|--|---------------------|-----------------|-------------|-------------------|
| | | | min | max | |
| 1. | Assessment of the procedures for preparing for the implementation of the Corporate Governance Code | 13 | -135 | 135 | 130 |
| 2. | Assessment of compliance with the recommendations of the Corporate Governance Code | 37 | -360 | 360 | 245 |
| 3. | Assessment of compliance with the organizational structure of the JSC | 3 | -30 | 30 | 30 |
| 4. | Evaluation of the competitive selection process | 5 | -45 | 45 | -5 |
| 5. | Assessment of the transition to publication in accordance with International Financial Reporting Standards and International Standards on Auditing | 3 | -50 | 50 | -30 |
| 6. | Assessment of the implementation of modern management systems (ISO, ERP, R&D, etc.) | 5 | -55 | 55 | 50 |
| 7. | Evaluation of information policy | 5 | -170 | 320 | 285 |
| 8. | Evaluation of financial results | 4 | -150 | 150 | 60 |
| 9. | Evaluation of other areas | 25 | -205 | 55 | -85 |
| 10. | TOTAL | 100 | -1200 | 1200 | 680 |
| Final score on a percentage scale | | | | | 57% |

* Compiled on the basis of Uzbekistan airways JSC data

However, according to the company's overall assessment of 57% corporate governance of Uzbekistan Airways JSC for 2022. The corporate governance of Uzbekistan Airways JSC for 2022 is recognized as satisfactory.

2.3. Analysis of the number and problems of management of the flight attendant service of the Service Directorate of JSC “UZBEKISTAN AIRWAYS”

Previously, if an airline needed employees, the media would write about it or announcements about a competition for a position would be posted inside the flight complex. Now, vacancies can be found on the Uzbekistan Airways website.

In order to become a flight attendant in Uzbekistan, you have to pass a three-stage competition. Usually, announcements are published 30 days before the competition, listing all the necessary conditions and documents to apply.

Stage one. Appearance. First, applicant's height and weight are measured. Today, the appropriate height for stewardesses is between 170 and 180 cm, and for stewards between 175 and 185 cm. This condition is necessary for employees to move around the airplane without problems and reach the shelves. Weight must correspond to the height according to the airline's standards. If you are shorter by even one centimeter, you will not pass to the next stage.

Flight attendants are not allowed to have a short pixie cut, bright hair color, tattoos and piercings. The rules of admission stipulate that facial expressions should make a pleasant impression, and lips should be naturally shaped, in fact, as well as hands. So, it should be understood that not only weight and height will be taken into account, but also every mole in a visible place.

Stage Two. Knowledge. Candidates are interviewed in English, Russian and Uzbek. They are also asked questions on geography, law and history. Education must be at least secondary, higher education is optional.

Phase Three. Medical examination. If the applicant's candidacy has been approved by the commission, it is necessary to undergo a full medical examination, including both tests and examination of narrow specialists - from neurologist to dentist. Typically, only 20 out of 150 candidates make it to the finish line.

Training. Includes courses in English and Uzbek language, special subjects such as "Methods of using rescue equipment", "Transportation of Dangerous Goods by Air", "Aviation Safety", "Medicine", "Ethics/Aesthetics", "Passenger Service", "Human Factors". A professional psychologist trains future flight attendants to concentrate and work with people. A flight attendant is prepared for emergency situations, when he/she will have to rescue passengers, perform evacuation in absolutely unpredictable conditions.

Over time, new employees learn that the main thing in the profession is constant communication with people. But they are not only service personnel, but

also flight crew members. It is very hard to get used to the fact that it is themselves who are responsible for passengers.

Training lasts six months on average, but in some companies it takes 1.5-2 years. At the end, there are examinations for each discipline. The airline says goodbye to those who receive a grade lower than “4”.

Internship. As of today, the airline is contracted for three years. The first three flights are trainee flights. As in all professions, mistakes happen, which are often related to passenger service.

Trainees are paid 50 percent of the salary of a regular flight attendant. The airline has many types of aircraft, each of which requires an internship.

Some people realize at this stage that the profession does not suit them. Given that the training and uniforms are paid for by the airline, the money should be reimbursed upon dismissal.

Career growth. If a steward or stewardess wants to work in business class, he/she must pass a new competitive selection process and in addition have a positive character reference and a minimum of one year's experience.

Advanced training in special subjects takes place once a year and language courses once every three years. If a flight attendant fails to pass the exams, the airline terminates the labor contract. In such a case, the former employee must pay the amount for the wear and tear of the uniform, which is about 13 million soums.

With a college degree and experience in second class, employee can become an instructor. Instructors are in charge of training ordinary flight attendants, conferences and technical training activities. The number of flights is reduced, but office work from 9.00 to 18.00 is added. The main advantage of this profession is the high salary.

Mode of work and retirement. Flight attendants cannot choose where to fly and how often. The standard for the number of flights is 70 hours per month, but in reality it all depends on production needs. There are times when they fly all week and only have one day off.

It is important that only one-way working hours on board are paid. Employees arrive two hours before the flight, but this time is not counted, and they fly back as

passengers (crew change), and these hours are not included in the salary either. Employees are entitled to 48 days of vacation per year.

A flight attendant can draw a preferential pension at age 45, but if she passes the medical examination safely and her weight meets the required indicators, she can continue to work until age 55. A steward can take a preferential pension at age 55, but under the same conditions as a flight attendant can work until age 60. But this is only if the airline has a need for specific employees.

The amount of pension directly depends on the length of service and continuous service at this enterprise, and it is not higher than for employees of any other organizations.

The perks of the job. The obvious advantages of the profession include:

- Salaries. By the standards of Uzbekistan, salaries are quite high (certainly above 440,000 soums per month), although, of course, the same money is pennies for America or Europe. Salary consists of salary and payment for flying hours. The more you fly the more income you earn.

If employee works the first year, the pay factor for flying hours will be minimal, after three years of service it will reach half and after ten years it will reach full one.

Unfortunately, the amount that crew members receive in Uzbekistan is classified information, so it is impossible to analyze the income of the airline's flight crew.

- Benefits. If a flight attendant has more than five years of service, he or she is given a free ticket to any destination once a year. There are also benefits for family members (children and spouses) - they pay 10 percent of the ticket price. In many countries, medical insurance is included in the social package of crew members (but not in Uzbekistan).

- Expanding your horizons and language exchange. One can practice speaking with native speakers. Those who have been in the profession for a long time know 15-20 phrases in different languages.

- Travel. When there is enough time between flights, crew members stay in the country of arrival. Flight attendants have a chance to visit places they have never even dreamed about.

- Lack of office routine and constant communication with people. This applies to extroverts and those who do not like monotonous sedentary work.

The cons of the job. One has to realize that this is not a dream profession for everyone. And there are disadvantages here, which not everyone can put up with.

- Health problems. The most common is sleep disturbances. The workday may start at ten in the evening or four in the morning. Over time, insomnia will become a weekend companion of any crew member. It is also necessary to take into account the frequent change of time zones, which disrupts the internal biological clock, leads to fatigue, disorientation. Moreover, varicose veins are an occupational disease due to the fact that you are an on-board conductor on your feet all the time.

Radiation should not be forgotten. A passenger receives insignificant doses during a flight, but flight attendants are exposed to it almost daily.

- Schedule dependency. If you have children and a family, they will have to put up with your constant absence from home. One also has to adjust other plans, meetings with friends and hobbies to work.

This peculiarity is relevant for many girls in Uzbekistan. In traditional families, husbands do not always agree in principle for a wife to work, especially with a schedule like that of a stewardess and a stable absence from home.

- The need to be in a good mood, friendly and courteous at all times. This applies to service in any country, but in Uzbekistan hospitality is one of the basic values, which is emphasized on board the airplane as well. Passengers should feel like guests, therefore, flight attendants should do their best to please them.

- In Uzbekistan, flight attendants do not have a very extensive social package, for example, there is no medical insurance.

- Contingencies. In 2020, due to the pandemic, borders were closed and flights stopped for a long time. Flight attendants and stewards were not paid for months. Many simply quit due to lack of work. As of June 2021, the number of flights was 50

percent of the previous volume and the maximum number of flight attendants was about 800, compared to 1,200 before the lockdown.

- Risk of airplane crashes.

Stereotypes. Crew members refute the most common clichés about their profession.

- Romantic profession. After a six-hour overnight flight, there's no room for romance, even if you're in Paris.

- Flight attendants are frivolous. It's hard to be frivolous when you are responsible for the safety and comfort of the passengers. Before, during and after the flight, a flight attendant has a lot of responsibilities and no time for flirting. For a passenger, flying is an adventure, but for a flight attendant, it's a job.

- Stewarding is not a man's profession. In fact, it's quite a hard job. When a woman has children, she also has to take care of household chores. In this job, it doesn't matter what gender you are, there are no differences in responsibilities.

Relationships with colleagues. At Uzbekistan Airways one can meet representatives of all nationalities living on the territory of Uzbekistan. Employees claim that there is no discrimination on this ground. The main thing is to comply with the airline's standards, including knowledge of three languages.

When a newcomer to the profession starts working and receives comments or instructions about their work, they sometimes react aggressively and perceive them as age discrimination.

At the beginning of the career, as in any organization, senior colleagues constantly want to teach you something. Not everyone can respond adequately to such learning. A firm but flexible character, determination and poise are probably the most important qualities in this work. As the team is quite large, conflicts are very rare. On the contrary, they will always meet you and help you in a difficult moment. For example, if you have a conflict situation with a passenger, another flight attendant will replace you and work with him or her on his or her own.

Aviation is half a military organization. Therefore, instructions are not negotiable. If there are rules, you are obliged to follow them, otherwise punishment will follow, it can be both administrative and material.

Interaction with passengers. It is with them that the most frequent conflicts occur, not with superiors or colleagues. The fact is that the airplane board is the last instance. All the negativity that passengers have accumulated at the stages of ticket purchase, check-in, and customs control is expressed to the flight attendant. For example, they can complain about the high cost of tickets.

But the amount of the ticket does not include a bed and three meals a day, it consists of renting an airplane, fuel, and then the service on board.

There are some passengers who firmly believe that the ticket price includes plaids, pillows, life jackets, and seat belts, which can be taken away with them. But this equipment is the property of the airline, and compensation for its loss is paid by the flight attendants.

Having considered all aspects related to the work of flight attendants of Uzbekistan Airways JSC, it is possible to analyze the staff turnover in the Service Directorate of Uzbekistan Airways JSC.

In Table 2.10 the staff turnover in the Service Directorate of Uzbekistan Airways JSC for the period from 2020 to 2022 is given.

Table 2.10

Staff turnover in the Service Directorate of Uzbekistan Airways JSC for 2020-2022

| | Indicators | 2020 | 2021 | 2022 | Deviations | |
|---|--------------------------------------|-------|-------|-------|------------|-----------|
| | | | | | 2021/2020 | 2022/2021 |
| 1 | Average number of employees, persons | 970 | 761 | 811 | -209 | 50 |
| 2 | Number of dismissed persons, persons | 236 | 42 | 68 | -194 | 26 |
| 3 | Number of admissions, persons | 27 | 92 | 86 | 65 | -6 |
| 4 | Disposal turnover ratio, (r.2/r.1) | 0,243 | 0,055 | 0,084 | | |
| 5 | Receipt turnover ratio, (r.3/r.1) | 0,028 | 0,121 | 0,106 | | |

* Compiled on the basis of Uzbekistan airways JSC data

Fig. 2.7 shows the diagram of staff turnover in the Service Directorate of Uzbekistan Airways JSC for 2020-2022.

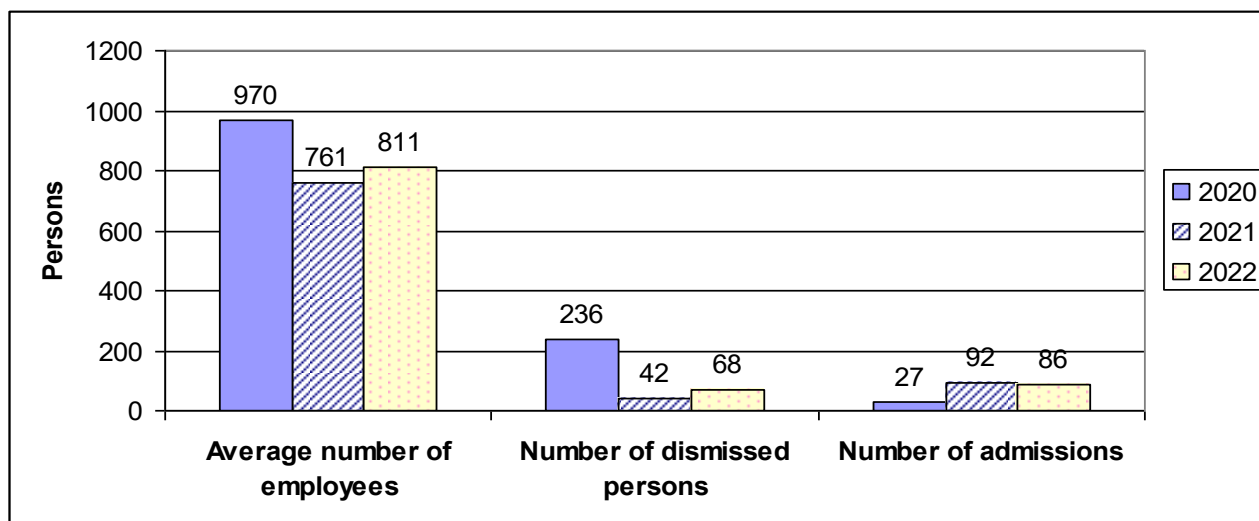


Fig. 2.7. Chart of staff turnover in the Service Department of Uzbekistan Airways JSC for 2020-2022

The analysis of employee movement presented in Table 2.5 and Fig. 2.6 showed that the average number of employees in 2022 increased by 50 people compared to 2021, but if compared to 2020 the average number of employees decreased by 159 people. At the same time, as of 1.09.2023. The BPS Department is experiencing a large shortage of flight attendants.

The number of people dismissed in 2022 compared to 2021 increased by 26 people. The increase in the number of personnel leaving the Service Department of Uzbekistan Airways JSC is due to the opening of new companies. In 2021, the first private air carrier Qanot Sharq resumed flights in Uzbekistan. Currently, the company's fleet includes two Airbus A320s and one Airbus A321neo, with another new aircraft to be purchased in the near future.

Qanot Sharq flies to Samarkand, Fergana and Bukhara. Among foreign destinations are Jeddah (Saudi Arabia), Moscow, St. Petersburg, Samara and Phuket (Thailand).

In November 2022, another private airline, Panorama Airways, received its operator's certificate from the Civil Aviation Agency under the Ministry of Transport

of the Republic of Uzbekistan. So far, Panorama Airways operates two Airbus-A320s, the average age of which is 20 years. Within five years Panorama Airways plans to increase its fleet to 20 aircraft. Panorama Airways still flies only on the Tashkent-Moscow-Tashkent route and plans flights to Dubai, Medina, Sharm el-Sheikh, Baku, Delhi, Minsk and Tel Aviv.

On December 14, 2022, another private Uzbek airline - Air Samarkand - was presented in Samarkand. The new carrier is owned by Sam Air, established in April 2022 (founders Bakhtiyer Fazilov - 51% and Bakhodir Gafurov - 49%). Through Bakhtiyer Fazilov, Air Samarkand is affiliated with Air Marakanda, the management company of the new Samarkand airport.

Air Samarkand is expected to operate flights to 14 cities to the most popular destinations: Turkey, UAE, Israel and other countries. The flights will be operated on two Airbus A320 aircraft in full-economy configuration with 180 economy class seats. During the year, Air Samarkand plans to receive several more A320s, but with business class, as well as long-haul A330s.

Another airline that entered the Uzbek market in the fall of 2022 is the regional airline Silk Avia, a subsidiary of the state-owned Uzbekistan Airports JSC. This organization was created on the basis of the national carrier Uzbekistan Airways, and in addition to the airline itself, the state shares in Uzbekistan's international airports were transferred there. It wants to develop airports, and then airports develop airlines. Now there are not enough airplanes, Uzbekistan Airways is forced to use long-range mainline planes on short routes.

Silk Avia has chosen French-Italian-made ATR-72-600 medium-range jets with a capacity of up to 70 passengers for air transportation. During a visit to Paris, an agreement was reached to purchase five ATR aircraft for 100 million euros. Silk Avia's total fleet is expected to reach 12 aircraft by 2025.

The number of hires decreased by 6 persons in 2022 as compared to 2021. However, due to the mass outflow of qualified personnel, additional recruitment is planned.

Table 2.11

QMS non-compliances and corrective/preventive actions

| № | Identified discrepancies | Reasons for non-compliance | Corrective/preventive actions |
|----|---|--|---|
| 1. | According to the approved staffing schedule, the IADS is not staffed with a CRS, there is no Department Director of Flight Attendant Services and one deputy. | 1. Due to lack of candidacy for the vacant position of the Director of the Department of Flight Attendant Services. 2. Due to the absence of a candidate for the vacant position of the Deputy Director of the SBP Department | 1. Make personnel appointments to the position of Director of the Department of Flight Attendant Services in accordance with the approved DCFS staffing schedule. 2. Make personnel appointments to the position of Deputy Director of the Department of Flight Attendant Services in accordance with the approved DCFS staffing schedule. |
| 2. | Personal files and flight books of instructor personnel: -XXXXXXX. - (no certificate for "C" class) | Failure to comply with the requirements of the "Instructions on document and record management of the BPS DS" | Place a certificate for a "C" grade in the personnel file b/p instr. XXXXXXX |
| 3. | Responsible persons for the process of fulfillment of the requirements of the "Guidelines for the internal audit of JSC" regarding the procedure for internal and external audits have not been designated. | Failure to comply with the requirements of the Guidelines for Internal Audit of JSC | 1. Appoint a responsible person 2. To prescribe the procedure for internal and external audits to be formalized in the DI of the designated specialist in charge. |
| 4. | There is no valid "Aviation Personnel Submission" for obtaining, renewal, replacement of flight attendant certificate, as required by paragraph 6.5.1. of the "IADS Documents and Records Management Instructions" | Failure to comply with the requirements of paragraph 6.5.1. of the "Instructions on document and records management of the BPS DS". Due to the lack of a current "Aviation Personnel Submission", the BPS Department is currently utilizing an interim submission. | Develop and approve an up-to-date version of the "Aviation Personnel Submission" for obtaining, renewing, and replacing flight attendant certificates, as required by paragraph 6.5.1. of the "IADC Documents and Records Management Instructions". |
| 5. | Dangerous goods certificates used for on-board conductors are not documented | Failure to comply with the requirements of the "Guidelines for Documented Information Management" | Document certifications for dangerous goods used for flight attendants |
| 6. | The Plan-schedules of work and rest of flight attendants for XX, XX, XX months of 202_years, meeting the requirements of p.3.5.1 of the "Instruction on rationing of working time and rest time of crew members of aircrafts of JSC", were not presented at the audit. | Failure to meet the requirements of clause 3.5.1. of the "Instruction on rationing of working time and rest time for crew members of AO aircraft" due to insufficient number of flight attendants. | Staffing of flight attendants that will ultimately result in meeting the requirements of this regulation |
| 7. | Insufficient number of flight attendants to perform flights, resulting in the following violations, as required, 2.1.10; 2.2.2.3; 3.2.1; 3.2.2; 3.2.2; 3.2.3; 3.5.1; 3.5.2; 6.1; Appendix A. PSK.ORG-05: - plan of flight attendants' scheduling of flights during refresher courses in connection with the execution of the Training Order with the wording "on-the-job training"; - working time norms are not allocated for medical examinations and VLEC; - violation of rest time between flights; - taking into account the peculiarities of the labor and rest regime shall not be granted days off for a period of (7) seven consecutive calendar days. - norms of granting a day off when attending relay races are not observed; - scheduling a crew of flight attendants for flights with working hours knowingly exceeding the established norms. | Due to unpredictable outflow of personnel and increase in the number of flights performed, there was a staff shortage of service personnel. | The BPS Department conducts monthly (with a regularity of 2-4p. per month) staffing selections for the position of Flight Attendant. Also on the official website of Uzbekistan airways JSC there is an announcement on recruitment of flight attendants with foreign certificate. |

The increase in the need for labor resources is explained by the fact that the plan for passenger turnover has increased, the airline's route network and increased competition in the air transportation market of Uzbekistan.

Having analyzed the internal audits of the quality management system of the SBP Service Department of Uzbekistan Airways JSC, a list of the main non-conformities and the reasons for their occurrence was made, directly related to the shortcomings of the personnel management system.

Table 2.11 presents the list of the main QMS non-conformities and proposals for corrective actions.

Thus, it can be concluded that the major problems of the human resource management system of the SBP Department are:

1. High staff turnover.
2. Failure to comply with the requirements of the "Guidelines for Documented Information Management".

So, there is a need to improve the system of personnel management of the service department of "UZBEKISTAN AIRWAYS" JSC using successful international practices and taking into account specifics of Uzbekistan environment.

**PART 3. IMPROVEMENT OF THE SYSTEM OF PERSONNEL
MANAGEMENT OF THE SERVICE DEPARTMENT OF "UZBEKISTAN
AIRWAYS" JSC**

3.1. Measures to improve the personnel management system of the service department of Uzbekistan Airways JSC with due consideration of foreign experience

The main directions of the personnel policy of the enterprise should be the following:

- retention of qualified employees with long service record and high performance indicators;
- attracting and training young qualified specialists;
- professional development of employees.

Having analyzed the personnel management system in Uzbekistan Airways JSC as a whole, including the Service Directorate of Uzbekistan Airways JSC, the main areas requiring special attention were identified:

1. Organization of competitive selection of the Service Department of Uzbekistan Airways JSC.
2. High turnover of cabin crew personnel.
3. Understaffing of the command and management staff of the Service Directorate of Uzbekistan Airways JSC.
4. Understaffing of flight attendants in the Service Directorate of Uzbekistan Airways JSC.
5. Lack of a script that can automatically process incoming applications of candidates for the position of flight attendant.

In order to solve the above problems and improve the selection of personnel at the time of hiring, it is necessary to develop measures aimed at creating an effective integrated system of human resources potential management.

The paper proposes the following activities for “Uzbekistan Airways” JSC:

1. Development of a competency map for vacant positions.

A competency map is a description of the personal characteristics of an ideal candidate, his or her abilities to perform certain professional duties, inherent forms of behavior and social roles. The following general sections of the competency map can be proposed:

– professionalism - education, work experience, professional knowledge, skills, abilities, etc., personal characteristics;

– social competence - adaptability in the team, ability to work with people, value system and labor motivation of the candidate;

– consistency with the organizational culture of the unit.

The process of developing a competency map should involve the HR manager and the head of the relevant structural unit of Uzbekistan Airways JSC.

The competency map will then allow for a well-structured interview aimed at identifying and assessing a specific set of competencies.

2. In order to increase the effectiveness of the interview, it should be structured and the list of questions should be revised. At the same time, the questions should be aimed at identifying and assessing the necessary competencies of the candidate, i.e. they should address the candidate’s education, experience, knowledge, relations with colleagues, and value system. In order to get the most maximum and reliable information it is necessary to use questions, different in form and content (questions requiring detailed answers; questions illustrating the story of behavioral style; questions requiring a choice and its justification, etc.). When preparing for the interview and compiling the list of questions, the specific requirements for candidates should be taken into account. It will also be easier to compare candidates with each other when conducting the interview using a list of questions prepared in advance.

3. The selection process should include the determination of a candidate’s labor motivation, establishing at least the main motivation factors. Motivation diagnostics can be carried out by asking the candidate questions to determine his/her motivating factors (power, development, interaction, reward, success, etc.). Attention should also

be paid to the questions asked by the candidate, as they can also be used to identify his/her motivating factors.

Diagnostics of labor motivation when selecting candidates will allow hiring an employee whose motivational factors correspond to the incentives that the company can offer him/her. Accordingly, the turnover rate among newly hired employees will also be reduced.

4. The HR manager of Uzbekistan Airways JSC needs to improve his knowledge and skills in the field of personnel selection. For this purpose, the organization can suggest sending him/her to special training courses on personnel selection technologies. During such training, the manager should learn the process of developing competencies, conducting assessment procedures, etc. In particular, he/she should master the types of questions and interview techniques, learn how to build a competent dialogue, navigate in complex situations, analyze verbal and non-verbal aspects of the interview, and draw the right conclusions based on the analysis. This will allow to properly prepare and organize the interview in the organization, and thus increase the effectiveness of selection.

5. A system should be developed to evaluate the effectiveness of the recruitment selection process. The personnel department should regularly analyze the indicators of this process, such as:

- turnover among employees with less than 1 year of service (including reasons for dismissals);
- financial costs of providing the selection process;
- share of employees who did not pass the probation period;
- level of labor discipline violations, rejects, number of complaints about new employees from their managers, customers, suppliers.

The effectiveness of the HR department in finding new employees can be calculated using the formula: $K_n = (R_k + P_r + O_r)/C_h$, where K_n is the quality of recruited employees, %; R_k - average total rating of the quality of work performed by the recruited employees; P_r - share of new employees promoted within one year, %;

Or - share of new employees who remained employed after one year, %; Ch - total number of indicators taken into account in the calculation.

In addition, it is essential that the results of the interview are documented, so an interview evaluation form should be developed or a competency map should be used.

6. Formation of a personnel reserve from those employees who have shown organizational skills during their service or special assignments.

The heads of those departments to which a reserve employee is to be transferred, in conjunction with the personnel service, should draw up individual programs for training reservists.

7. Develop measures to improve the motivation of Uzbekistan Airways' Service Department.

However, taking into account that as of the end of 2022 the average number of employees in the Service Department amounted to 970 persons, the number of dismissed 236 persons, the number of hired 27 persons, and the staff of the Flight Complex Personnel Department is 7 persons, at the same time the Flight Service Department is also their responsibility, where there is also a high turnover of personnel, in particular, of aircraft commanders and co-pilots, it is obvious that it is necessary to take cardinal measures to improve the personnel management system of the Flight Complex as a whole and the Service Department as a whole.

In order to improve the effectiveness of the Uzbekistan Airways Flight Complex Human Resources Department, it is advisable to implement an information system (IS) "Aviation Personnel Management". The conceptual model and methodology of creating a recruiting system based on KPI (Key Performance Indicators) should be used as the basis for the IS.

IS "Aviation Personnel Management" is a set of software and hardware operating as a unified system of aviation personnel management and information support of an aviation enterprise.

Fig. 3.1 shows the functional scheme of the proposed IS "Aviation Personnel Management".

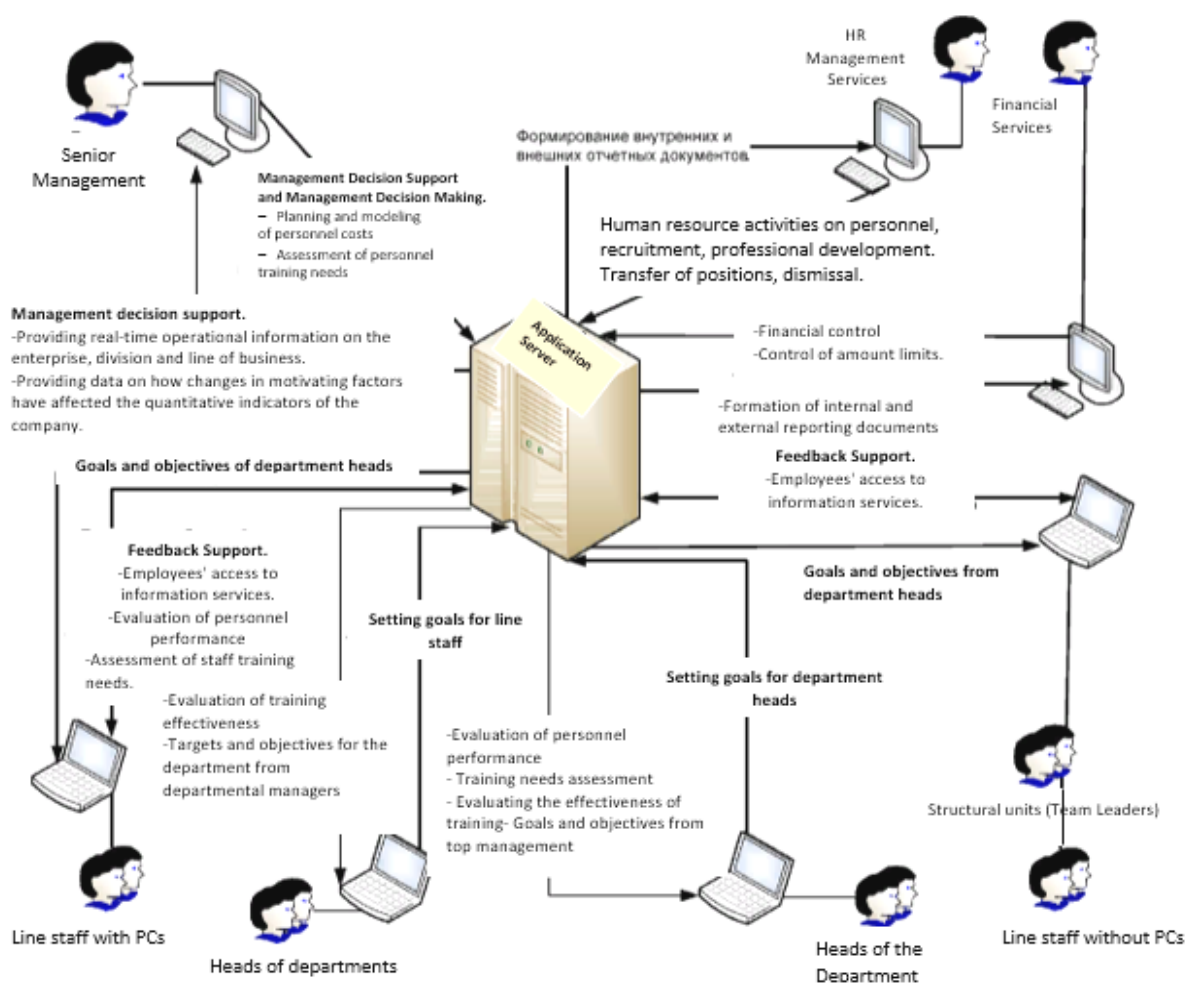


Fig. 3.1 Functional scheme of IS "Aviation Personnel Management" offered for implementing by Uzbekistan Airways JSC

Fig. 3.1 summarizes all supported IS user levels, as well as the functionality for each user level.

Fig. 3.2 presents the information model of the IS, which reflects all types of information flows supported by the IS and the nature of information links between different modules of the information system that should be implemented by Uzbekistan Airways JSC.

The offered IS software of Uzbekistan Airways JSC will include the following components:

- application server, client application, remote data collection server
- devices, electronic digital signature (EDS) server, database (DB).

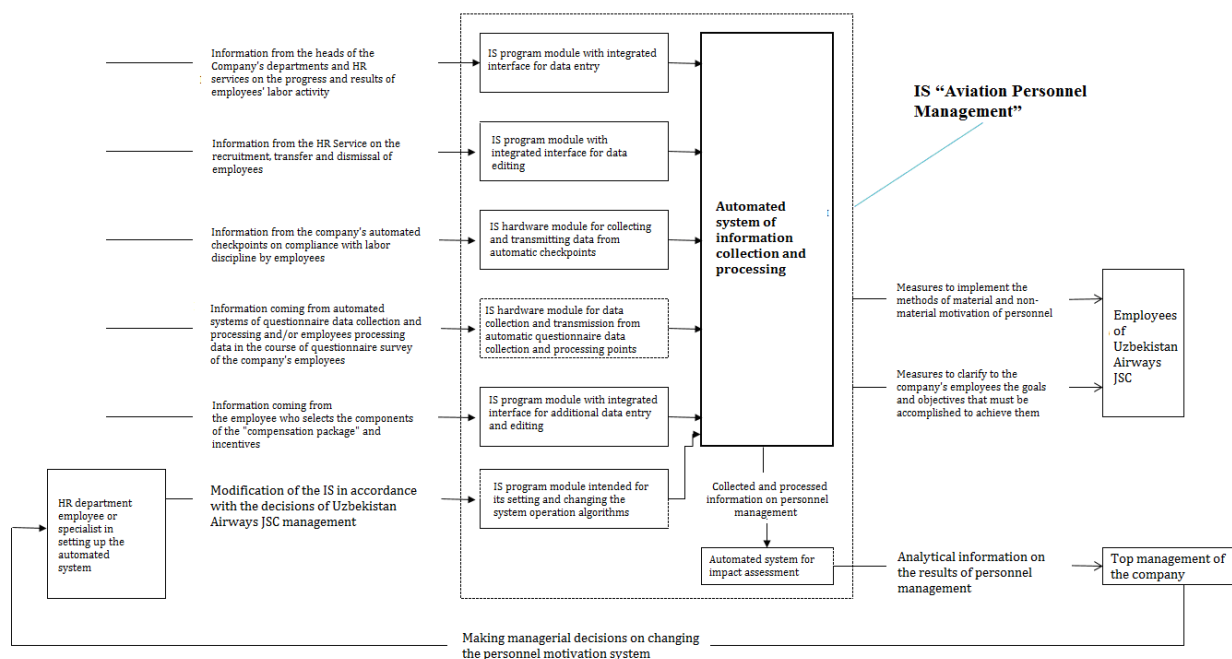


Fig. 3.2. Information Model of the offered IS “Aviation Personnel Management” for implementing by Uzbekistan Airways JSC

The IS hardware includes the following components: EDS server, application server, database server, network switch, automated workstations (AWS), server for data collection from remote devices, RFID-readers, device for receiving and recognizing questionnaires.

At the same time, it is necessary to provide an interface of the proposed IS “Aviation Personnel Management” with the automated flight work management system “Meridian” operating in the flight complex of Uzbekistan Airways to assess the effectiveness of the company’s flight personnel.

In addition, when drawing up the Customer Requirements (CR) for the design, supply, installation and commissioning of the “Aviation Personnel Management” IS, it is necessary to take into account the development of applications for flight attendants on iOA and Android with a link to the IS, which will provide up-to-date information about the flight online, reduce the hours of work of the flight attendant by transferring reports into electronic form, and improve the quality of customer service.

Senior flight attendants are currently required to carry around 10 kg of documentation per flight. After the flight, fill out paper reports and hand them in to the administrator.

The flight attendant would get all the information on paper at the pre-flight briefing.

The business process architecture and plan for digitalization from paper should look as in Fig. 3.3.

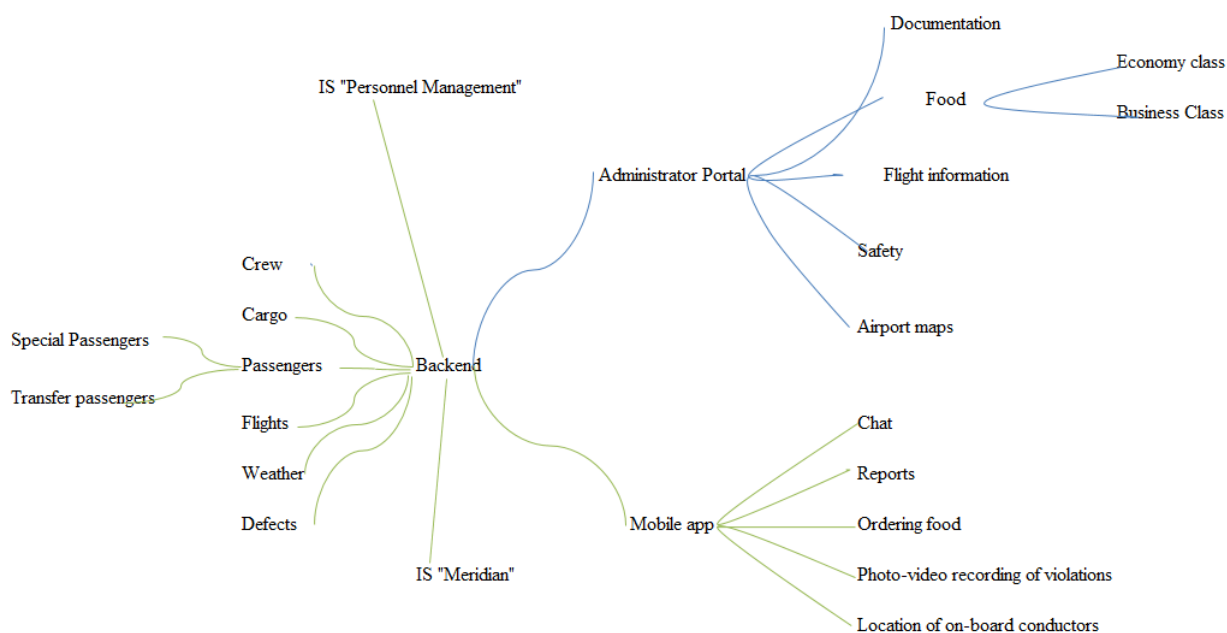


Fig. 3.3. Architectural solution of business processes in the offered IS “Aviation Personnel Management” for implementing by Uzbekistan Airways JSC

Thus, having defined the architecture of the proposed IS “Aviation Personnel Management” it is necessary to develop a conceptual model and methodology for creating a recruiting system based on KPI.

Nowadays modern companies in Uzbekistan are actively introducing foreign methods of work with personnel.

However, it is necessary to evaluate the positive and negative sides of KPI and how to work specialists in this system with airline personnel.

Key Performance Indicators (KPI) represent a system of indicators by which employers evaluate their employees. This system has similar features to the planned approach. But there is one major difference: the performance of each employee is tied

to the performance indicators to the overall KPIs for the whole organization, for example: profitability, profit, capitalization. The main goal of the system is to achieve compliance of actions of employees of different services and not to slow down the work of specialists of other departments. Each employee works for the common good of his company, achieves the goals set for him, and as a result receives significant bonuses for their achievement.

In each department, the company's general KPIs are split into smaller - personal ones. There should not be a lot of key indicators for each department. Three to five clearly formulated KPIs will suffice. The main thing is that each of them can be easily measured. An example of the KPIs of a sales manager can be like this: "sales volume not less than...", "number of new clients not less than...", "size of the average contract for a client within ...", "level of English knowledge not less than...".

Taking into account the opinion of successful top managers, work with the application of KPI system gives specialists a clearer understanding of what they need to do to become more effective for the company as a whole.

Efficiency in this case means not only the amount of work that is done per unit of time, but also the benefit received by the company from the employee's activity.

In the largest companies in the West, where all job functions are detailed and itemized to the maximum, working with the use of a KPI system is an excellent option for staff. A specialist clearly understands why and how much he or she will receive over and above the official salary and what it consists of.

Indeed, only specific, documented information about the results that the employer expects from the employee makes work much easier. Each employee has personalized tasks and deadlines, and the company regularly monitors his or her work.

In most companies, in addition to monitoring every month, the results of all KPIs are the basis of the annual HR performance evaluation.

After the annual assessment, HR specialists make lists of the most promising employees to be included in the company's talent pool and promoted.

The most advanced companies involve department heads and even rank-and-

file employees to develop KPIs. And subsequently, all indicators are approved directly by the management.

The described KPI system is effective for the employees whose work result affects the financial and economic indicators of the organization to a greater extent.

The fulfillment of goals by an employee also affects the individual value of the annual salary review: the higher the score - the higher the percentage of salary increase. For example, the annual bonus of managers consists of two indicators depending on the results of individual tasks and on the achievement of the company's performance goals. This approach is an incentive for better fulfillment of functional duties.

For employees of different managerial levels, the size of the bonus, which is affected by the KPI system, can range from 20% to 100% of salary.

The formula for awarding such a bonus is not simple: it takes into account the number of KPIs, the coefficient of fulfillment of each separately and its weight, as well as the influence coefficient, the more significant the indicator is for the company, the higher the "weight". If the KPI scale is incorrectly designed, it will bring minimal results.

For example, if the number of KPIs is large enough, the impact of each on the size of the total bonus will be insignificant.

If the KPI scale is not designed correctly, it will have little effect. For example, if there are too many KPIs, the impact of each on the total bonus will be small.

The main disadvantage of KPIs is that if one department of the company does not perform well, all of its employees may lose their salaries. This happens because personal KPIs are linked to the key indicators of the entire department. In case of systematic failure to meet the targets, an employee can be demoted. Therefore, KPIs are an incentive to always "be in shape".

Also, the disadvantages of working in the KPI system include the fact that not all employees can directly influence the company's strategic KPIs: if bonuses depend on sales and net profit, it is unlikely that a secretary or an economist sitting in the office will be able to influence it.

According to the observation of many experts behind the KPI system, very often in companies the KPI motivation system is one-sided, i.e. everything that an employee over-performs is just a well-performed work, for which he will get a salary, and for under-performance he is deprived of some part of his salary. Or another variant is possible: the system of key indicators is introduced, but there is no linkage to the program of motivation of personnel work.

In conclusion, it is important to note that a KPI system promises employees clear performance goals and transparent bonuses. But it is likely that the indicators may not be achievable, and the transition to such a system is quite difficult. And of course it is important when building a KPI system, to take into account what kind of specialist develops indicators for a particular company. If it is a person who has a very vague idea of the processes occurring inside the organization, the main indicators will be prescribed incorrectly. This happens if a company implements this approach for the sake of a check mark. In such a case, the system becomes a mountain of unnecessary documentation, and employees waste time understanding their job descriptions and salaries based on KPIs.

When KPIs are developed properly, the outcome will be:

1. Qualitative assessment of labor efficiency of employees and processes taking place in Uzbekistan Airways JSC.
2. Providing the company's management with the necessary information and the ability to make timely decisions directly affecting the solution of the tasks set.
3. Awarding bonuses to employees based on personal achievements in their work.
4. Identifying outsiders and leaders in teamwork.
5. Creating a new HR strategy and area of work.

Like any system, KPI has a number of advantages and disadvantages.

Potential pros of KPIs are as follows:

- the size of an employee's bonus directly depends on the fulfillment of his/her personal KPIs;
- everyone is assigned responsibility for a specific area of work;

- the employee sees his or her contribution to the overall company goal.

Possible shortcomings of KPIs are like this:

- due to too many KPIs in the total bonus, the share of each is small;
- overweighting one of the indicators leads to skewed performance;
- realistically unattainable KPIs demotivate employee performance.

The KPI system promises specialists clear performance goals and transparent bonuses. But indicators may not be achievable, and the transition to such a system may be painful.

Taking into account the positive results of application of the recruiting system in foreign airlines and in Uzbekistan Airport LLC, the author considers the most optimal recruiting system based on KPI for the Service Department of Uzbekistan Airways JSC.

In developing the system, measures will be based on the principle that is most suitable one. This is the principle of aligning production indicators with strategy where each key performance indicator should be linked to the company's strategic goal. To harmonize the indicators and strategy, it is necessary to formulate goals, mission, define the company's values, philosophy. Every employee should remember on a daily basis what goal he/she works for in the organization and what he/she should do in order to achieve it.

The main goal of the Service Department is to maintain a high level of safety and the achieved level of service quality on the aircraft with the ever-increasing demand for services.

There is a need to develop a KPI-based recruiting model.

Let's start by defining what functions are included in the recruiting process in Uzbekistan Airways JSC.

When a vacancy occurs, a human resources, personnel specialist, must:

- explore the labor market;
- consider a resume;
- designate suitable candidates;

- schedule a day, time for an interview;
- do the testing;
- do a psychological profile;
- conduct an interview with the candidate for the vacant position and the supervisor;
- accept/not accept on probation;
- evaluate the candidate's performance during the probation period against KPIs;
- conclude/not conclude an employment contract.

Let's present a model of the KPI-based recruiting process in Appendix C.

The key steps in the recruitment based process are testing and evaluating the candidate's performance during the probationary period against KPIs.

Now let's take a closer look at the process of evaluating a candidate's performance during the probationary period by KPI (Fig. 3.3).

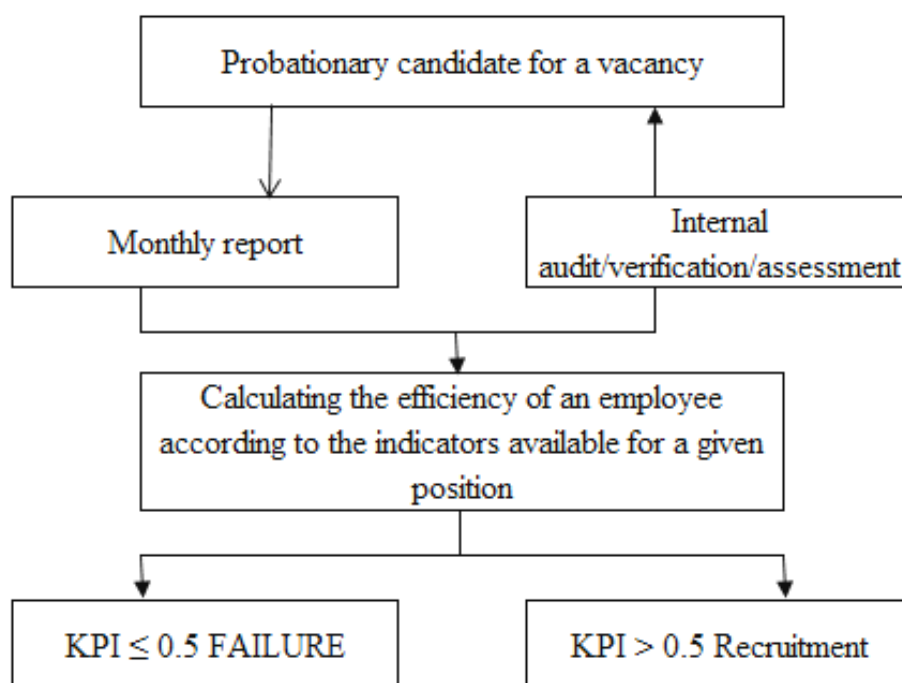


Fig. 3.3. Candidate's performance evaluation during the probationary period by KPI in accordance with the offered KPI-based recruiting process

Previously, performance indicators were developed for each position, against which the HR specialist will evaluate a candidate for a vacancy during the probationary period.

The same indicators will also be used to evaluate existing employees in order to incentivize employees and evaluate their performance. KPIs can be changed and improved. The overall KPI score is calculated using formula (3.1). If the result is more than 50%, the candidate is hired.

$$\text{KPI score} = ((R_p * 100) / T_p) * W_p + ((R_{p+1} * 100) / T_{p+1}) * W_{p+1} \quad (3.1)$$

where T_p - target for the n -th performance indicator;

R_p - result for the n -th performance indicator;

W_p - weight for the n -th performance indicator.

In order to achieve the required level of quality of services provided and increase the number of personnel of the Service Department of the Flight of bringing benefits it was necessary to develop a model of recruitment system based on KPI in Complex in Uzbekistan Airways JSC.

This model is presented in the form of a flowchart and describes the process of hiring a candidate and evaluating the candidate's performance.

Application of this model in the organization makes it possible to develop such indicators of personnel performance assessment that allow to hire employees suitable for certain positions by professional and personal qualities. It is also important for Uzbekistan Airways JSC.

As a result, the stable, effective and efficient work of the personnel of the Service Department of Uzbekistan Airways JSC is ensured, which will reduce the cost of training, initial briefings, search for employees and increase the level of quality of services.

As a consequence, the competitiveness of Uzbekistan Airways JSC in the domestic and international market will increase.

3.2. Calculation of cost-effectiveness of implementing IS “Aviation Personnel Management” and KPI-based recruitment system in the Uzbekistan Airways Service Department

Implementation of the information system (IS) “Aviation Personnel Management” based on the model of creating a KPI recruiting system, which is based on performance indicators will reduce the turnover of personnel and motivate personnel to maximize their involvement in the work. This system will also help to improve the quality of services provided by Uzbekistan Airways Service Department.

The quality of selected personnel determines the efficiency of the organization and the use of all its other resources, so mistakes in staff selection can cost the organization dearly. If selecting good staff is a good investment, then selecting and training workers who are not suitable for the work assigned to them will be a waste of money.

The implementation of such a system requires some actions and some costs to perform these actions. Let's present it in Table 3.1.

The total cost of implementing the “Personnel Management” system based on KPI-based recruiting will cost the flight complex 153.247 million sums.

As a result of implementation of the proposed system it is planned to increase the efficiency of processing the questionnaires of applicants for vacant positions of flight attendants through the use of the service of “automatic recognition of questionnaires” and competently compiled key performance indicators for new and existing staff of the company, to reduce the turnover of personnel and will make the work of personnel stable, effective and efficient. It will also reduce the cost of searching for new employees, initial briefings and training.

Employees work more efficiently, as the KPI-based employee evaluation system is also applied after employment as a bonus system.

Table 3.1

Costs required for implementing the offered HR Management information system
based on the KPI-based recruiting system

| Items of expenditure | Amount | Note |
|--|-----------------------|--|
| Hardware, including: | 66 685 248,15 | |
| Application server, sum | 9 800 000 | |
| Database server, sum | 24 200 000 | |
| Data acquisition server, sum | 9 800 000 | |
| EDS server, sum | 0 | Use an interface with an existing EDS server |
| RFID readers, sum | 14076000 | Based on 4 readers |
| Questionnaire recognition device (for 10,000 questionnaires), sum | 6858878,549 | |
| Workstations included in the company's unified computer network | 0 | Networking of existing PCs of the process participants |
| Data network equipment, sum | 1 950 369,60 | |
| Software: | 51 197 202,00 | |
| Application Server Software, sum | 18 284 715,00 | |
| Client application software, sum | 6 094 905,00 | |
| Flight attendant app on iOA and Android, sum | 8 532 867,00 | |
| Remote data collection software, sum | 2 437 962,00 | |
| Database (DB) software, sum | 12 189 810,00 | |
| Software for accounting of all indicators and calculation of KPI result, sum | 3 656 943,00 | |
| Materials: | | |
| Cable network | 0 | Utilize the existing structured corporate data network |
| Design, installation, commissioning and training of IS personnel, sum | 35364735,04 | |
| Total | 153 247 185,19 | |

* Calculated by the author using data from [101; 102]

As can be seen from the calculation of costs presented in Table 3.1 the most costly actions are hardware and software for accounting of performance indicators and calculation and result.

In Table 3.2 the calculated personnel costs before the IS implementation and the expected result after the implementation are presented.

Optimal value for doubling the number of candidates hired and reducing the

number of candidates fired by 50% are provided.

Table 3.2

Results of calculating personnel costs before IS implementation and expected result after implementation

| | Items of expenditure | Units of measurement | Prior to implementation | IP/KPI Expected Result |
|----------|--|-----------------------------|--------------------------------|-------------------------------|
| 1 | Questionnaire recognizer | | 601515917,1 | 0 |
| 1.1 | Number of new entrant candidates | persons per month | 500 | 500 |
| 1.2 | Processing of questionnaires for new employees | questionnaires per hour | 5 | 3000000 |
| 1.3 | Time spent on questionnaire processing, (p.1/p.2) | hour/month | 100 | 0,0002 |
| 1.4 | Average cost of 1 hour of a QA employee | sum | 501263,2643 | 0 |
| 1.5 | Cost of questionnaire processing per year, (p.3*12*p.4) | sum | 601515917,1 | 0 |
| 2 | Implementation of a recruiting system | | 336000000 | 80000000 |
| 2.1 | Number of admissions | persons | 86 | 172 |
| 2.2 | Number of dismissals | persons | 68 | 34 |
| 2.3 | Number of Admitted to the medical. Commission | persons | 438 | 280 |
| 2.4 | Contract signing | persons | 128 | 182 |
| 2.5 | Training of new staff | per 1 person | 8000000 | 8000000 |
| 2.6 | Number of untrained and dismissed | persons | 42 | 10 |
| 2.7 | Training costs for ineffective personnel | sum | 336000000 | 80000000 |
| 3 | Flight attendant app on iOA and Android | sum | 135050000 | 0 |
| 3.1 | Paper consumption | pack/day | 10 | 0 |
| 3.2 | Cost of 1 ream of paper | sum | 37 000 | |
| 3.3 | Cost of paper at work of on-board conductors per year, (p.3.1*p.3.2*365) | sum | 135050000 | 0 |
| | Total (p.1+p.2+p.3) | sum | 1072565917 | 80000000 |
| | Annual savings, mln UZS/year | sum | 992,57 | |

* Calculated by the author

Thus, with the initial investment for the implementation of “Aviation Personnel Management” based on the model of creating a recruiting system based on KPI of 153.657 million sums, the savings will amount to 992.57 million sums.

The economic effect was calculated by formula (3.2):

$$E = E_{AS} - E_N * C_c, \quad (3.2)$$

where E_{AS} - annual savings;

E_N - normative coefficient ($E_N = 0.15$)

C_c - capital costs for design and implementation, including the initial cost of the program.

The annual savings E_{AS} are made up of savings in operating costs and savings due to increased user productivity. Thus, we obtain:

$$E_{AS} = (OC_1 - OC_2), \quad (3.3)$$

where OC_1 and OC_2 - respectively operating costs before and after the implementation of the developed program.

$E_{AS} = 992.57$ million sums.

Thus, $E = 969,579$ million sums.

The simplest formula for calculating the payback period of a project is:

$$PP = C_i / CF, \quad (3.4)$$

where PP (Payback Period) - investment payback period (years),

C_i - initial investments,

CF - average annual cash receipts from the project realization.

So, $PP = 0,15$

Based on the above calculations, it can be concluded that the implementation of this system will pay for itself in the first two months, given that all employees hired before the implementation of this system will be evaluated according to the KPI system.

Also, as a result of the application of this system will improve the level of services provided and increase the competitiveness and profitability of the company.

Overall the proposed measures on improving personnel management system of Uzbekistan Airways will lead to positive impacts towards increase of performance, in particular in Airways Service Department.

CONCLUSIONS

Human resources (employees) are the most important assets and valuable resources in a company's operations. Employees are important because their knowledge, experience and skills add value to the organization in the marketplace. Human resource management is an important component of management that contributes to organizational performance. It has been observed that depending on who and how employees work in an organization, human resource management contributes to the company's major success criteria such as quality, profitability and customer satisfaction.

It is concluded that human resource management determines the performance of an organization and its position in the market, i.e. it enables it to earn higher profits and have a good position in the market. The models of strategic human resource management are focused on personnel activities. In all models of strategic human resource management, employees are the main link between the organization's strategy and its results. Understanding the impact of human resource management on competitive advantage requires a systematic approach to the management system. In addition, attention must be paid to internal and external factors.

The human resource management strategy should define the methods of providing the human factors necessary to realize the business strategy or competitive advantage. The HR management strategy should help to preserve the strengths of HR management and employees, exploit external opportunities, neutralize external threats and make changes in certain areas.

Summarizing the results of the study, it was possible to get acquainted with the problems of the airline's activity not only in the field of personnel management, but also in general, to consolidate the theoretical knowledge obtained during the training, as well as to conduct a study and analysis of the flight attendants' service.

The conducted financial and economic analysis of "Uzbekistan Airways" JSC activity showed rather stable positive trends, excluding crisis pandemic years.

The main problems of personnel management in JSC "Uzbekistan Airways"

have been identified:

- 1) shortage of qualified personnel;
- 2) insufficiently efficient use of human resources of the organization;
- 3) insufficient number of young specialists.

In this study, a system (IS) “Aviation Personnel Management” was developed based on the model of creating a KPI-based recruiting system in the Uzbekistan Airways flight complex. It is developed within the framework of the general concept of the organization in the field of quality, based on the internal standards of the airline, describing the goals and objectives in the studied area.

Employees to be hired under this system will ensure stable and efficient work. This is confirmed by the experience of similar foreign airlines. Consequently, the airline will reduce the level of dismissed employees, and the turnover of personnel will be reduced. Thanks to this system, the company will reduce the cost of finding new staff training and instruction. Also, the quality level of services will increase, which in the future will lead to an increase in demand for these services and increase the competitiveness of the airline. Thus, the proposed system achieves the overall goals of the “Uzbekistan Airways” JSC.

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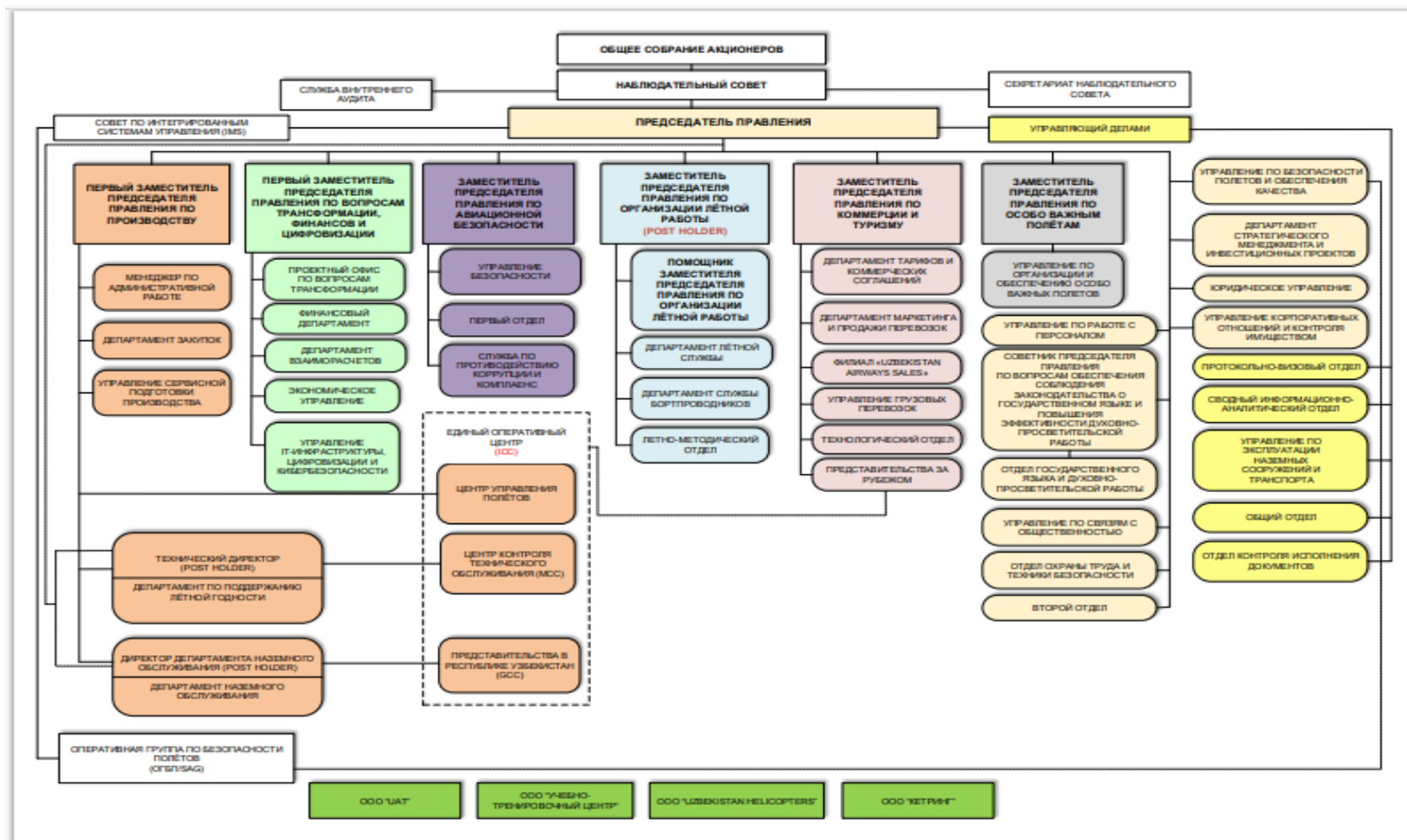


Fig. A.1. Organizational structure of Uzbekistan Airways JSC

Balance Sheet Form

Бухгалтерский баланс - форма № 1

Единица измерения, тыс. сум.

| Наименование показателя | Код стр | На начало отчетного периода | На конец отчетного периода |
|---|---------|-----------------------------|----------------------------|
| 1 | 2 | 3 | 4 |
| Актив | | | |
| I. Долгосрочные активы | | | |
| Основные средства: | | | |
| Первоначальная (восстановительная) стоимость (0100, 0300) | 010 | 14 682 720 347,00 | 16 586 978 285,00 |
| Сумма износа (0200) | 011 | 5 430 632 599,00 | 6 022 143 368,00 |
| Остаточная (балансовая) стоимость (стр. 010-011) | 012 | 9 252 087 748,00 | 10 564 834 917,00 |
| Нематериальные активы: | | | |
| Первоначальная стоимость (0400) | 020 | 551 680 985,00 | 551 680 985,00 |
| Сумма амортизации (0500) | 021 | 35 545 162,00 | 63 188 765,00 |
| Остаточная (балансовая) стоимость (стр. 020-021) | 022 | 516 135 823,00 | 488 492 220,00 |
| Долгосрочные инвестиции, всего (стр.040+050+060+070+080), в том числе: | 030 | 754 946 719,00 | 769 701 858,00 |
| Ценные бумаги (0610) | 040 | | |
| Инвестиции в дочерние хозяйственные общества (0620) | 050 | | |
| Инвестиции в зависимые хозяйственные общества (0630) | 060 | 754 946 719,00 | 769 701 858,00 |
| Инвестиции в предприятие с иностранным капиталом (0640) | 070 | | |
| Прочие долгосрочные инвестиции (0690) | 080 | | |
| Оборудование к установке (0700) | 090 | | |
| Капитальные вложения (0800) | 100 | 348 316,00 | 348 316,00 |
| Долгосрочная дебиторская задолженность (0910, 0920, 0930, 0940) | 110 | 3 593 355 319,00 | 2 706 600 334,00 |
| Долгосрочные отсроченные расходы (0950, 0960, 0990) | 120 | | |
| Итого по разделу I (стр. 012+022+030+090+100+110+120) | 130 | 14 116 873 925,00 | 14 529 977 645,00 |
| II. Текущие активы | | | |
| Товарно-материальные запасы, всего (стр.150+160+170+180), в том числе: | 140 | 200 030 314,00 | 249 900 512,00 |
| Производственные запасы (1000, 1100, 1500, 1600) | 150 | 200 030 314,00 | 249 900 512,00 |
| Незавершенное производство (2000, 2100, 2300, 2700) | 160 | | |
| Готовая продукция (2800) | 170 | | |
| Товары (2900 за минусом 2980) | 180 | | |
| Расходы будущих периодов (3100) | 190 | 434 779 723,00 | 130 929 899,00 |
| Отсроченные расходы (3200) | 200 | 1 821 717 556,00 | 1 296 273 851,00 |
| Дебиторы, всего (стр.220+240+250+260+270+280+290+300+310) | 210 | 1 930 008 518,00 | 2 139 718 557,00 |
| из нее: просроченная* | 211 | 880 769,00 | 5 414 398,00 |
| Задолженность покупателей и заказчиков (4000 за минусом 4900) | 220 | 192 549 345,00 | 252 401 797,00 |
| Задолженность обособленных подразделений (4110) | 230 | | |
| Задолженность дочерних и зависимых хозяйственных обществ (4120) | 240 | 1 150 212 366,00 | 1 150 212 366,00 |
| Авансы, выданные персоналу (4200) | 250 | 4 581 914,00 | 10 255 049,00 |
| Авансы, выданные поставщикам и подрядчикам (4300) | 260 | 383 662 675,00 | 499 093 743,00 |
| Авансовые платежи по налогам и другим обязательным платежам в бюджет (4400) | 270 | 116 469 669,00 | 102 702 861,00 |
| Авансовые платежи в государственные целевые фонды и по страхованию (4500) | 280 | 71 810,00 | 71 822,00 |
| Задолженность учредителей по вкладам в уставный капитал (4600) | 290 | | |
| Задолженность персонала по прочим операциям (4700) | 300 | 4 687 186,00 | 2 746 100,00 |
| Прочие дебиторские задолженности (4800) | 310 | 77 773 553,00 | 122 234 819,00 |
| Денежные средства, всего (стр.330+340+350+360), в том числе: | 320 | 744 584 149,00 | 1 713 830 734,00 |
| Денежные средства в кассе (5000) | 330 | 366 243,00 | 566 603,00 |
| Денежные средства на расчетном счете (5100) | 340 | 10 727 578,00 | 13 535 924,00 |
| Денежные средства в иностранной валюте (5200) | 350 | 588 690 018,00 | 1 170 043 619,00 |
| Прочие денежные средства и эквиваленты (5500, 5600, 5700) | 360 | 144 800 310,00 | 529 684 588,00 |
| Краткосрочные инвестиции (5800) | 370 | 16 551 840,00 | 85 203 617,00 |
| Прочие текущие активы (5900) | 380 | | |
| Итого по разделу II (стр. 140+190+200+210+320+370+380) | 390 | 5 147 672 100,00 | 5 615 857 170,00 |
| Всего по активу баланса (стр.130+стр.390) | 400 | 19 264 546 025,00 | 20 145 834 815,00 |

| Пассив | | | |
|--|-----|-------------------|-------------------|
| I. Источники собственных средств | | | |
| Уставный капитал (8300) | 410 | 4 248 464 171,00 | 4 263 240 342,00 |
| Добавленный капитал (8400) | 420 | | |
| Резервный капитал (8500) | 430 | 4 091 119 921,00 | 4 341 307 608,00 |
| Выкупленные собственные акции (8600) | 440 | | |
| Нераспределенная прибыль (непокрытый убыток) (8700) | 450 | -732 750 434,00 | -678 999 204,00 |
| Целевые поступления (8800) | 460 | 413 935 837,00 | 43 282 119,00 |
| Резервы предстоящих расходов и платежей (8900) | 470 | | |
| Итого по разделу I (стр.410+420+430-440+450+460+470) | 480 | 8 020 769 495,00 | 7 968 830 865,00 |
| II. Обязательства | | | |
| Долгосрочные обязательства, всего (стр.500+520+530+540+550+560+570+580+590) | 490 | 10 334 824 480,00 | 10 848 345 342,00 |
| в том числе: долгосрочная кредиторская задолженность (стр.500+520+540+560+590) | 491 | 0,00 | 0,00 |
| Долгосрочная задолженность поставщикам и подрядчикам (7000) | 500 | | |
| Долгосрочная задолженность обособленным подразделениям (7110) | 510 | | |
| Долгосрочная задолженность дочерним и зависимым хозяйственным обществам (7120) | 520 | | |
| Долгосрочные отсроченные доходы (7210, 7220, 7230) | 530 | | |
| Долгосрочные отсроченные обязательства по налогам и другим обязательным платежам (7240) | 540 | | |
| Прочие долгосрочные отсроченные обязательства (7250, 7290) | 550 | | |
| Авансы, полученные от покупателей и заказчиков (7300) | 560 | | |
| Долгосрочные банковские кредиты (7810) | 570 | 10 334 824 480,00 | 10 848 345 342,00 |
| Долгосрочные займы (7820, 7830, 7840) | 580 | | |
| Прочие долгосрочные кредиторские задолженности (7900) | 590 | | |
| Текущие обязательства, всего (стр.610+630+640+650+660+670 +680+690+700+710+720+730+740+750+760) | 600 | 908 952 050,00 | 1 328 658 608,00 |
| в том числе: текущая кредиторская задолженность (стр.610+630+650+670+680+690+700+710+720+760) | 601 | 908 952 050,00 | 1 328 658 608,00 |
| из нее: просроченная текущая кредиторская задолженность* | 602 | | |
| Задолженность поставщикам и подрядчикам (6000) | 610 | 433 739 545,00 | 813 948 941,00 |
| Задолженность обособленным подразделениям (6110) | 620 | | |
| Задолженность дочерним и зависимым хозяйственным обществам (6120) | 630 | 51 300 084,00 | 51 300 084,00 |
| Отсроченные доходы (6210, 6220, 6230) | 640 | | |
| Отсроченные обязательства по налогам и другим обязательным платежам (6240) | 650 | | |
| Прочие отсроченные обязательства (6250, 6290) | 660 | | |
| Полученные авансы (6300) | 670 | 131 289 625,00 | 391 435 331,00 |
| Задолженность по платежам в бюджет (6400) | 680 | 3 486 063,00 | 13 360 794,00 |
| Задолженность по страхованию (6510) | 690 | | |
| Задолженность по платежам в государственные целевые фонды (6520) | 700 | 662 645,00 | 730 065,00 |
| Задолженность учредителям (6600) | 710 | | |
| Задолженность по оплате труда (6700) | 720 | 10 430 860,00 | 19 816 034,00 |
| Краткосрочные банковские кредиты (6810) | 730 | | |
| Краткосрочные займы (6820, 6830, 6840) | 740 | | |
| Текущая часть долгосрочных обязательств (6950) | 750 | | |
| Прочие кредиторские задолженности (6900 кроме 6950) | 760 | 278 043 228,00 | 38 067 359,00 |
| Итого по разделу II (стр.490+600) | 770 | 11 243 776 530,00 | 12 177 003 950,00 |
| Всего по пассиву баланса (стр.480+770) | 780 | 19 264 546 025,00 | 20 145 834 815,00 |

Справка о наличии ценностей, учитываемых на забалансовых счетах

Единица измерения, тыс. сум.

| Наименование показателя | Код стр. | На начало отчетного периода | На конец отчетного периода |
|---|----------|-----------------------------|----------------------------|
| 1 | 2 | 3 | 4 |
| Основные средства, полученные по оперативной аренде (001) | 790 | 1 512 756 901,00 | 2 078 499 777,00 |
| Товарно-материальные ценности, принятые на ответственное хранение (002) | 800 | 184 590,00 | 191 081,00 |
| Материалы, принятые в переработку (003) | 810 | | |
| Товары, принятые на комиссию (004) | 820 | | |
| Оборудование, принятое для монтажа (005) | 830 | | |
| Бланки строгой отчетности (006) | 840 | 106,00 | 106,00 |
| Списанная в убыток задолженность неплатежеспособных дебиторов (007) | 850 | 4 743,00 | 4 743,00 |
| Обеспечение обязательств и платежей - полученные (008) | 860 | | |
| Обеспечение обязательств и платежей - выданные (009) | 870 | | |
| Основные средства, сданные по договору финансовой аренды (010) | 880 | | |
| Имущество, полученное по договору ссуды (011) | 890 | | |
| Расходы, исключаемые из налогооблагаемой базы следующих периодов (012) | 900 | | |
| Временные налоговые льготы (по видам) (013) | 910 | | |
| Инвентарь и хозяйственные принадлежности в эксплуатации (014) | 920 | 6 425 125,00 | 7 084 532,00 |

*) При наличии просроченной дебиторской и кредиторской задолженности их расшифровка приводится согласно приложению к Бухгалтерскому балансу

Руководитель

МАХКАМОВ ИЛХАМ РУСТАМОВИЧ

Главный бухгалтер

SATTAROV ALISHER ABDUVOXOBOVICH



Statement of Financial Performance Form No. 2

| Отчет о финансовых результатах - форма № 2 | | Единица измерения, тыс. сум | | | |
|---|------------|---|------------------|--------------------|------------------|
| Наименование показателя | Код строки | За соответствующий период прошлого года | | За отчетный период | |
| | | Доходы (прибыль) | Расходы (убытки) | Доходы (прибыль) | Расходы (убытки) |
| 1 | 2 | 3 | 4 | 5 | 6 |
| Чистая выручка от реализации продукции (товаров, работ и услуг) | 010 | 3 333 312 847,00 | x | 6 311 187 225,00 | x |
| Себестоимость реализованной продукции (товаров, работ и услуг) | 020 | x | 2 780 559 897,00 | x | 4 871 256 786,00 |
| Валовая прибыль (убыток) от реализации продукции (товаров, работ и услуг) (стр.010-020) | 030 | 552 752 950,00 | 0,00 | 1 439 930 439,00 | 0,00 |
| Расходы периода, всего (стр.050+060+070+080), в том числе: | 040 | x | 168 294 829,00 | x | 309 547 885,00 |
| Расходы по реализации | 050 | x | 65 568 321,00 | x | 150 759 434,00 |
| Административные расходы | 060 | x | 24 897 374,00 | x | 37 357 383,00 |
| Прочие операционные расходы | 070 | x | 77 829 134,00 | x | 121 431 068,00 |
| Расходы отчетного периода, вычитаемые из налогооблагаемой прибыли в будущем | 080 | x | | x | |
| Прочие доходы от основной деятельности | 090 | 12 024 649,00 | x | 7 003 128,00 | x |
| Прибыль (убыток) от основной деятельности (стр.030-040+090) | 100 | 396 482 770,00 | 0,00 | 1 137 385 682,00 | 0,00 |
| Доходы от финансовой деятельности, всего (стр.120+130+140+150+160), в том числе: | 110 | 830 663 272,00 | x | 464 271 415,00 | x |
| Доходы в виде дивидендов | 120 | 20 206 930,00 | x | 8 673 778,00 | x |
| Доходы в виде процентов | 130 | 410 258,00 | x | 366 915,00 | x |
| Доходы от финансовой аренды | 140 | | x | | x |
| Доходы от валютных курсовых разниц | 150 | 806 472 466,00 | x | 448 305 621,00 | x |
| Прочие доходы от финансовой деятельности | 160 | 3 573 618,00 | x | 6 925 101,00 | x |
| Расходы по финансовой деятельности (стр.180+190+200+210), в том числе: | 170 | x | 1 982 860 164,00 | x | 1 547 905 867,00 |
| Расходы в виде процентов | 180 | | 307 495 149,00 | | 341 815 914,00 |
| Расходы в виде процентов по финансовой аренде | 190 | x | | x | |
| Убытки от валютных курсовых разниц | 200 | x | 1 675 365 015,00 | x | 1 206 089 953,00 |
| Прочие расходы по финансовой деятельности | 210 | x | | x | |
| Прибыль (убыток) от общезаяственной деятельности (стр.100+110-170) | 220 | 0,00 | 755 714 122,00 | 53 751 230,00 | 0,00 |
| Чрезвычайные прибыли и убытки | 230 | | | | |
| Прибыль (убыток) до уплаты налога на прибыль (стр.220+/-230) | 240 | 0,00 | 755 714 122,00 | 53 751 230,00 | 0,00 |
| Налог на прибыль | 250 | x | | x | |
| Прочие налоги и другие обязательные платежи от прибыли | 260 | x | | x | |
| Чистая прибыль (убыток) отчетного периода (стр.240-250-260) | 270 | 0,00 | 755 714 122,00 | 53 751 230,00 | 0,00 |

СПРАВКА О ПЛАТЕЖАХ В БЮДЖЕТ

Единица измерения, тыс. сум

| Наименование показателя | Код строки | Причисляется по расчету за отчетный период | Фактически внесено из причитающихся по расчету за отчетный период |
|--|------------|--|---|
| Налог на прибыль юридических лиц | 280 | 0,00 | 0,00 |
| Налог на доходы физических лиц | 290 | 41 043 739,00 | 34 673 428,00 |
| в том числе: отчисления в индивидуальные накопительные пенсионные счета граждан | 291 | 342 578,00 | 303 651,00 |
| Налог на благоустройство и развитие социальной инфраструктуры | 300 | | |
| Налог на добавленную стоимость | 310 | -294 752 484,00 | 41 880 634,00 |
| Акцизный налог | 320 | | |
| Налог за пользование недрами | 330 | | |
| Налог за пользование водными ресурсами | 340 | | |
| Налог на имущество юридических лиц | 350 | 88 221,00 | 6 890,00 |
| Земельный налог с юридических лиц | 360 | 369 294,00 | 210 839,00 |
| Единый налоговый платеж | 370 | | |
| Единый земельный налог | 380 | | |
| Фиксированный налог | 390 | | |
| Прочие налоги | 400 | | |
| Обязательные отчисления в Республиканский дорожный фонд | 410 | | |
| Обязательные отчисления во внебюджетный Пенсионный фонд | 420 | 41 665 309,00 | 34 525 730,00 |
| Обязательные отчисления во внебюджетный Фонд реконструкции, капитального ремонта и оснащения общеобразовательных школ, профессиональных колледжей, академических лицеев и медицинских учреждений | 430 | | |
| Единый социальный платеж и страховые взносы граждан во внебюджетный Пенсионный фонд | 440 | | |
| Импортные таможенные пошлины | 450 | | |
| Сборы в местный бюджет | 460 | | |
| Финансовые санкции за просроченные платежи в бюджет | 470 | | |
| Всего сумма платежей в бюджет (стр. с 280 по 470 кроме стр. 291) | 480 | -211 585 921,00 | 111 297 521,00 |

Руководитель
МАХКАМОВ ИЛХАМ РУСТАМОВИЧ

Главный бухгалтер
SATTAROV ALISHER ABDUVOXOBOVICH

