

Distribution of Powers and Management Decisions in Management

Azamjonov Ulug'bek Usmonjon o'g'li

Senior teacher of Public Safety University of the Republic of Uzbekistan

Maxmudov Sherzodjon Obidjon o'g'li, Sattorov Jahongir Mansur o'g'li,

Mavluddinov Farhodjon Farhod o'g'li

Cadet of Public Safety University of the Republic of Uzbekistan

Abstract:

describes the distribution of powers in the management process, the limits of authority, and the necessity of granting management powers. In addition, the types of centralized and decentralized management powers and their positive and negative aspects were analyzed.

Keywords: authority, management, centralized, decentralized, shell, represented, authorized, delegation.

When it is called authority in the management process, it is understood the limited rights aimed at the use of the organization's resources and the performance of tasks by its employees in various positions.

considered the same concept as hokim, because hokim means the possibility and ability to directly influence the situation. Authority is the right of a person in a certain position to perform a task. Authority is the ability to perform this task in reality. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.¹

A job is done admirably in all respects, they say, "It turned out just like in the brochure." This expression means that the work was carried out in compliance with the established requirements and all laws and regulations. So, if every employee or leader works as per the brochure, i.e. according to the law and rules, set order according to norms (norms of action). If it works, the primary condition of the criteria of justice will be provided.

employees or managers go beyond the scope of their authority, and sometimes, when their authority is not fully used. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.²

¹ Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

² Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 1-12.

So what is the concept of authority?

According to the "Explanatory Dictionary of the Uzbek Language", "**Authority**" is the right to act on behalf of a person, institution, organization, state, etc., the right of representation³.

There are also a number of concepts related to authority:

Authorized person - subject who has the authority and the right of representation. For example, people's democracy cannot exist without competent institutions and organizations.

Power of attorney - a document granting the right of representation, a power of attorney, a receipt.

An agency is an institution established by a state in another country and acting in its interests. For example, the autonomous representative office of Uzbekistan abroad.

Representation is the execution of legal actions by one person on behalf of another person. Representation is basically an agreement concluded by one person (representative) on authority; directly creates, changes and cancels civil rights and obligations towards the person giving authority. This authority must be based on a power of attorney, a law, a court decision, or a document of a delegated state body. Citizens can represent citizens and legal entities. A legal entity may act as a representative of citizens or legal entities only in the cases provided for in its charter or in accordance with the nature of its activity, and legal entities may conclude transactions through representatives of their choice. Team mood - a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.⁴

the process of management, the right to solve the tasks for which the organization is responsible for its subordinates is defined as **management powers**. Appropriate distribution of powers among subordinates provides an opportunity to focus the leader's activities on the main strategic, prospective and most urgent issues. At the same time, if authority is rationally distributed, the leader retains overall leadership and control.

given to the employee, but to the position. Such an approach is similar to the military saying, "the officer gives the chest not to the commander, but to his rank (mundiri)". If the position of the employee changes, the authority given to him also changes. For example, a person who worked as a manager in the product sales department, who was responsible for the right product model, was promoted to a higher position, now he reports directly to the employees of the previous department - right pi cannot command. In such cases, i.e., because the leader is not appointed to the vacant position, usually the authority is not assigned to the position, but to the individual (person). There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁵

Distribution of powers.

Distribution of powers in the management process – it is understood that the assignment of the task authority from top to bottom to a group or individual who takes responsibility for the performance of tasks. The distribution of powers is used in relation to a group or individual who has achieved a high level of competence.

³ An explanatory dictionary of the Uzbek language. M., 1981, p. 171.

⁴ Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

⁵ Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. Nexus: Journal of Advances Studies of Engineering Science, 1(3), 10-15.

The objectives of the distribution of powers are as follows:

Facilitating the work of high-level managers, freeing them from current work and focusing on solving strategic and future tasks.

2. Improving the ability of lower links (joints).

3. Activation of the "human factor", employees to work attraction to do and increase interest.

The optimal size of the distribution of powers depends on various factors, the most important of which are:

- the ability to exercise the powers allocated by a particular employee;
- It depends on whether the powers assigned to the employee correspond to the task he is performing.

The process of distribution of powers includes the following steps:

- assign specific tasks to employees individually;
- to give appropriate resources and rights to subordinates according to their work;
- formation of duties and tasks for subordinates according to the work they are doing.

The main principles of appropriate distribution of management powers are as follows:

- **sole leadership** - the employee receives an assignment from only one leader and is responsible for its execution;
- **compatibility** - the composition of assignments must match the nature of the employee's competence;
- **regulation** - the need to adjust the structure of powers in accordance with the new assignments given to employees;
- **adequacy** - the scope of responsibility should not exceed the employee's capabilities;
- **Engagement** should be accompanied by increased accountability, motivation, influence, and leadership.

Ensuring the effectiveness of the distribution of powers in management is the main task. Because, as mentioned above, the reasons affecting the low efficiency of the distribution of authority still remain. **They consist of:**

1. Reasons leading to reluctance of managers to distribute powers:

- lack of trust of subordinates;
- fear of risk;
- difficulty of control;
- Threatening by "powerful" persons;
- the complexity of the decision-making process;
- requiring advanced communication from subordinates.

2. Reasons why subordinates do not want to take responsibility:

- the convenience of asking the rah bar rather than solving the problem independently;
- fear of criticism for making a mistake;
- lack or lack of necessary resources and information to successfully perform the task;
- overloaded with work;
- lack of self-confidence;

➤ joint responsibility.

The main factors for achieving a successful distribution of authority:

1. to assess the risk, that is, to assess the risk and ensure that it is at a low level.

There is a certain dimension in the distribution of powers, that is, excessive demands can lead to bad morale, and insufficient demands can lead to a loss of responsibility. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.⁶

2. A clear understanding and explanation of the goals, that is, a competent transfer of powers, requires a clear formulation of the goals and everyone's agreement with them. If the goals are not clear, the tasks will not be clear.

3. Regular consultation, that is, the process of consultation, helps both leaders and subordinates.

Thus, achieving a rational distribution of powers is the main criterion for successful improvement of management technology and activities (functions), which are the basis of the structure of the administrative management system.

Management Responsibilities.

of the President of the Republic of Uzbekistan "On approval of the concept of administrative reforms in the Republic of Uzbekistan" Decree⁷ it indicates that a qualitatively new stage of public administration reform has begun in our country.

Not only ordinary people, but also specialists do not fully understand the content of administrative reforms. "Administrative law, if we interpret it simply, refers to the field of law that regulates the functioning of executive bodies, that is, the relationship between the state and citizens. The concept serves to fully implement the grand idea that **"the people should serve our people, not the public authorities."** In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.⁸

The main directions of administrative reforms defined in the concept are improvement of the institutional and organizational-legal basis of the activities of executive authorities, clarification of their tasks and areas of responsibility, reduction of administrative influence on economic sectors, expansion of the market mechanism of management, vertical management system and execution coordination of mutual cooperation of authorities, introduction of innovative ideas and technologies into the public administration system, use of effective methods of fighting corruption covers areas such as and serves to increase the responsibility of local managers. It clearly defines their management powers, rights and obligations. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development;

⁶ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

⁷ Decree of the President of the Republic of Uzbekistan No. PF-5185 "On approval of the concept of administrative reforms in the Republic of Uzbekistan". September 8, 2017.

⁸ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.⁹

Therefore, it is necessary to separate the concepts of authority and responsibility from each other. **Authority** is the right of representation, while responsibility is the responsibility for an action, the result of an action. Therefore, authority should not be confused with responsibility, because authority refers to the right given to regulate and coordinate the activities of other people. Moreover, these two concepts are directly related to each other. That is, the authorized employee is responsible for regularly reporting to the top management about the decisions made, their viability and implementation.

In the management process, authority and responsibility should be proportional to each other. Otherwise, there is no question of unexpected unpleasantness for the organization and its employees. For example, the delegated authority is higher than the responsibility, which opens the way to administrative apathy and pomposity. Because in such conditions, the behavior of leaders can go unpunished.

On the other hand, cases where responsibility exceeds authority lead to paralysis of active action. Because, in such conditions, people are afraid that they will create unconscious situations for themselves, and they refrain from excessive actions.

The higher the responsibility, the higher the mechanism for ensuring it. **Usually responsibility is divided into two types :**

- shared responsibility;
- functional responsibility.

General responsibility is a set of responsibilities for creating conditions that ensure management activity of the organization. For example, selection of personnel, placement, preparation of documents, etc. These works are usually done by the head of the organization and he is responsible for them. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.¹⁰

Functional responsibilities are related to the performance of specific tasks, and are usually assigned to those who perform them.

Based on the above, the balance of authority and responsibility is important for leaders and employees at each level of administrative management and ensures the smooth development of the organization's activities. These links between authority and responsibility can be seen in the following.

Note:

- if power is greater than responsibility, it leads to administrative arbitrariness and abuse of office;
- if authority is less than responsibility, it paralyzes management activity;
- if authority is equal to responsibility (or proportional to each other), the smooth operation of the management process is ensured.

⁹ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in *Library*, 21(1), 14–17.

¹⁰ Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

So, there should be a clear limit of authority. Therefore: **Authority is a scope of rights** granted to an official, institution, organization, to carry out activities on behalf of the state.

Authority also has its limits. Otherwise, the holder of the position, who has received the right of authority, should not take decisions that are not characteristic of his position, if he is irresponsible. If they are given authority, they will "bring their heads to their heads." Therefore: **Authority is a limited right** given to a person in that position to use the company's resources and manage people.

These boundaries at the level of a certain organization are defined in the job instructions for officials and in the regulations on the performance of functions and tasks of various management units. As the position level of the leader or employee increases, the limits of their authority also expand in a certain way. But it should not be concluded that the authority of the superior leader is unlimited. Because their authority will be clearly limited.

do not have the right to give authority to perform tasks that are contrary to the established rules. For example, let's say that an organization stops selling its products to a previously conquered market, giving up its high profits due to a demand for bribes. If in such a case the manager authorizes the employee in charge of this work to continue the activity, then he has grossly violated the law. Because the law is ruthless about bribery.

will have increased his authority. For example, permission to work on a specific machine, that is, if a worker who has received the authority works without permission on another worker's machine, even if his machine is broken, he has increased his authority, that is, the limit of authority has been violated here. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.¹¹

do not have the right to authorize their employees to carry out activities that are contrary to current laws and regulations.

The need to give management powers.

One of the important requirements for a leader is not to get busy with daily trivial matters and to pay attention to issues that are of great importance for the strategic and organizational activities, that is, that no one but the leader can solve. focus The leader should remember the Russian saying "**it is not difficult to do, but it is difficult to think**".

In this regard, PM Kerzhentsev said:

"If the leader gets wrapped up in various small tasks and spends his time on them, it will be a very ugly job ... The rule of the organizer is **to delegate the work to others, and he himself directs** and controls its execution. need"¹².

In fact, it is clear to everyone that only the leader is not able to solve all the problems that exist or may appear in the organization. At the same time, the large number of activities and tasks, the variety of problems and the lack of time of the leader, especially the strong influence of the external environment, require the appropriate distribution of powers among the officials in the organization. Due to this, it is necessary to give authority to officials, such as the need for decisions of qualified persons to perform tasks.

With the distribution of powers to lower levels, the leader, **on the one hand**, frees himself from secondary activities, and **on the other hand**, brings the decision-making process closer to the direct executives. This, in turn, ensures timely and high-quality delivery of decisions and tasks

¹¹ Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

¹² Kerzhentsev P.M. "Principy organization". M., "Economics", 1968, str. 400.

to the places of implementation, as well as the perfection of the control process. In **the management process , the scope of authority to be assigned to one or another link, to an employee, is to be solved:**

- importance;
- complexity;
- risk level;
- relevance and other such factors.

depends on the knowledge, experience, skills, qualifications, training level and composition of the organization's leaders and employees. For example, the more skilled and independent employees are, the more reliable it is to assign authority to them.

and communication tools of communication formed in the organization level also affects the scope of authority. If these areas are developed , the leader can directly receive tasks from higher levels and give tasks to lower levels without delegating authority. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.¹³

Powers and their types . Powers are linear and staff (hardware) .

Linear powers are the most basic of the types of powers, which appeared as soon as the hierarchical structure of organizations appeared . He is able to lead as a sole governor, that is, within the framework of the law:

orders and orders ;

-based on making decisions on all issues. A line manager is usually called a line manager. Linear authority means their direct transfer from superior to subordinate. Linear powers show the structure of governance relations between managers and subordinates in the organization. Their distribution creates a sequence of management levels of the organization.

Staff authority is the right to provide assistance or advice to line managers and functional staff.

There are the following types of headquarters powers:

- powers of recommendation;
- parallel powers;
- powers of agreement;
- functional powers.

Recommending powers are limited and are characterized primarily by advising line management .

Parallel powers – includes the right to reject some decisions of the line management, with a view to further expanding the powers of the headquarters.

Powers of Agreement – **requires the agreement of the line management with the head office** on individual decisions , and ensures the expansion of the powers of recommendation.

Functional powers - provide the staff with the right to recommend and, on the contrary, refuse, on certain issues within the scope of their rights.

It was required to form special administrative apparatuses for the implementation of headquarters activities and powers in the organizations.

¹³ Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.

Currently , there are the following views of the administrative apparatus:

➤ consulting apparatus; - service equipment; - personal hardware.

The consulting apparatus is made up of specialists in certain professions on a temporary or permanent basis. His duties include advising line management on issues requiring special training (legal issues, implementation of special or latest technologies, training and development of employees, etc.).

The service apparatus performs service activities in addition to consulting activities. Areas that can be used for a service provider include marketing research, financing, planning, logistics, and more.

Personal appart is a form of service apparatus, which consists of assistants and books of the leader. Although personal staff in organizations do not have official powers , they have great authority . Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹⁴

that is, in the period when socio-economic relations are introduced in general, there are wide opportunities to eliminate the sluggishness of thinking, encourage initiative and perseverance in employees participating in administrative management. is manifested in achieving a reasonable distribution of powers. The essence of the distribution of powers is that the leader gives some of his powers to subordinates in solving one or another issue .

The distribution of powers in the administrative management system is not always the same. For one reason or another, they can be concentrated at the upper or lower level of management. Accordingly, powers will be centralized and decentralized.

The embodiment of powers mainly in the upper echelons means **the centralization of powers**. **The embodiment** of powers in the lower levels means that the powers **are decentralized** . Accordingly, powers are divided into centralized and decentralized management powers.

As can be seen from the drawings, powers cannot be fully centralized or fully decentralized. After all: if complete centralization raises doubts about local possibilities, incomplete centralization, i.e., failure to give authority to lower levels, can cause the collapse of local management.

Prioritization of the powers of centralized management includes the following:

- strengthening strategic direction in management and mobilizing all pesurs in the most important aspects of the organization;
- elimination of unwarranted duplication of management functions in order to reduce costs (for example, introduction of unified centralized accounting instead of accounting in each department);
- to concentrate the process of acceptance of qapop in the hands of experienced people who know the situation very well.

But such priority has its downsides. **Consequently:**

- information transfer takes a lot of time, most of them can be lost and corrupted in the process;
- important decisions are made by people who do not know the exact situation on the ground, and they are forcibly transferred to the activities on the ground. As a result, the decisions made will be ineffective , and it will be ineffective to find its application in practice.

¹⁴ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

It should be noted that leaders do not always see delegation as such . American scientist William Newman shows five reasons for this .

Unfortunately, subordinates also do not accept authority wholeheartedly. **According to U. Newman, these reasons are as follows:**

- the subordinate prefers to ask the leader for a way to solve the problem rather than solving it himself.
- The subordinate is afraid of being criticized for his actions. Knowing that great responsibility increases the probability of making a mistake, the subordinate tries to avoid it.
- the subordinate will not have the necessary resources and information to successfully complete the assigned task. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.¹⁵
- the work assigned to the subordinate is more than the scope of the work he should perform, or he considers it to be the same.
- the subordinate lacks self-confidence
- Additional authority or responsibility delegated to a subordinate is not an additional incentive.

Table 1. Reasons for not being aware of authorization

1.	Going to the wrong idea that " I can do it better " .	This opinion is wrong in most cases. Because this approach: firstly , it does not allow the leader to solve strategic, important issues of the enterprise . On the contrary, he gets caught up in small things. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time. ¹⁶ secondly , not giving authority without trusting employees is equivalent to not allowing them to rise. This is demotivation itself.
2.	Distrust of subordinates	When a leader treats his subordinates in this way, they will now adapt to work in this way. They lose initiative and self-confidence.
3 .	T from risk fear	They think that delegating authority may create problems, and the leader may have a risk of responding to it, and they do not take risks.
4.	Suspicion of leadership ability	Some leaders doubt that the people they give authority to have leadership skills, they do not explain the importance of dividing work to qualified people.
5.	Lack of selective	By delegating authority, management should enable effective

¹⁵ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

¹⁶ Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

	controls to alert management to potential risk	control of the work of field employees and receive information on results. Obtaining such information encourages local initiative, allows employees to be encouraged to implement the goal.
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Summary

In conclusion, it should be said that in today's conditions, i.e., the variety of business entities, their number spread over large areas, the business environment changes very often, the decisions made are geometrically progressive. Increase requires giving priority to decentralized management powers.

Much attention is also paid to the methods of distribution of powers. When delegating powers, the most important thing for the leader is to determine the responsibility of the delegated employee for the actions within the scope of these powers, and for not doing anything in a situation where action should be taken.

The leader is fully responsible for the executor he chooses, which of course does not exclude the executor's personal responsibility. Due to delegation of powers, a much larger part of the leader's work can be performed, and there is an opportunity to attract attention to promising and most important issues. Meanwhile, he retains overall leadership and overall control. In this context, powers are distributed in fragmented and shelled ways.

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