

Assessment of Corporate Management Activities in Joint-Stock Companies and Improvement

Tangirov A.E.

PhD, Associate Professor of Samarkand Institute of Economics and Service. Uzbekistan.

Samarkand. e-mail: tangirov57@bk.ru

Article Info

Page Number: 7553 - 7567

Publication Issue:

Vol 71 No. 4 (2022)

Abstract

The article analyzes the economic activity of joint-stock companies that are part of the "Uzyogmoysanoat" association, examines the current corporate management system and the need for its improvement, and develops a proposal for the training, retraining and upgrading of management personnel, as well as the evaluation of the activities of corporate management bodies.

Article History

Article Received: 25 March 2022

Revised: 30 April 2022

Accepted: 15 June 2022

Publication: 19 August 2022

Keywords - Corporate Management, Corporate Management System, Charter Capital, State Share, Property, Form Of Ownership, Personnel Qualification, Modernization, Investment, Efficiency, Joint Stock Companies, Supervisory Board, Executive Body.

I. INTRODUCTION

Increasing the investment attractiveness of joint-stock companies (JSC), attracting foreign strategic investors and ensuring high rates of national economic growth is a priority and urgent.

corporated to increased attention to issues of management quality and efficiency. At the moment, as the operation of a joint-stock company in our country requires the participation of foreign investors, modern corporate governance methods it is not difficult to imagine how important it is to introduce, prepare financial statements based on international standard requirements, ensure and control management efficiency, correctly formulate dividend policy and ensure high income for shareholders.

II. LITERATURE REVIEW

The selection of a strategy in the management of corporations and the development of enterprise management, the management of investment activities, the creation of scientific and theoretical

foundations of corporate management processes, the transformation of property forms, the improvement of corporate management models, the development of joint-stock enterprises, the development of the management of corporate structures in the conditions of state ownership and privatization of property are discussed. aspects, integrated corporate structures and management problems of enterprises with state participation in the founder's capital, development of the stock market, the role and importance of the supervisory board in joint-stock companies in the studied literature [1,2,3,4,5,6].

III. RESEARCH METHODOLOGY

The methodological basis of the research was formed as a result of the study of theoretical and practical information, economic analysis, grouping, comparative analysis and synthesis, induction and deduction, systematic analysis, scientific abstraction, and other methods were widely used in the research process. The practical significance of the research is that the developed proposals allow for the fundamental improvement of the corporate management system and the mechanism for evaluating the activities of its management bodies and for the sustainable development of joint-stock companies.

IV. ANALYSIS AND RESULTS

Currently, according to the evaluation of experts and the results of empirical studies, the market value of corporations increased by 20-30 percent due to the improvement of corporate management efficiency. In addition, the formation of an effective corporate management system leads to an increase in the capitalization of the national stock market, the emergence of the possibility of using external sources of financing, and ultimately the development of business activities in the country and their competitiveness.

That's why, the extent to which corporate governance is established in the companies to be invested in, and its effectiveness, are increasingly important when making investment decisions. In a similar way, the issue of solving the problem of the system for evaluating the effectiveness of the corporate management system of joint-stock companies continues.

However, it is necessary to take into account that the implementation of the specified tasks and the improvement of the efficiency of the corporate management system depend on a number of factors. For example, in the following years 364 insolvent joint-stock companies were liquidated or transformed into another organizational and legal form, despite attracting large amounts of investments in previous years. A number of profit-making joint-stock companies are now ending

the year with large losses.-and consumer goods produced by the oil industry kunjara and shelukha products prices have increased several times and continue to rise, there is a sharp decline in the professional qualifications of management personnel.

The analysis of the activities of the joint-stock companies that are part of the "Uzyogmoysanoat" association, in particular, the "Kattakurgan yog-moy" joint-stock company, showed that in 2013-2016, 2 billion were spent on modernization of the enterprise, technical re-equipment, and reconstruction of the working shops. 376 mln. 200.0 thousand sums, 4 mln. 472,000 dollars, 186,300 euros were spent and 15 KAMAZ vehicles and 15 trailers were purchased to transport technical seeds from cotton ginning plants.

In the first years after modernization, technical re-equipment and reconstruction carried out at the expense of a large amount of money, in the joint-stock company "Kattakurgon yog-moy" there was a slight increase in the amount of product sales, a decrease in the cost of products and an increase in the amount of net profit, but in the last two years, the enterprise ended its activity with a loss.

In 2021, despite the fact that the value of fixed assets increased by 32.4% compared to 2018, the value of sold products was 48081046.9 million. decreased by 8,428,936.3 million soums, and production costs, on the contrary, increased by soums or 10.2 percent. As a result, the cost of 1000 soums of sold products increased by 472.2 soums or 74.6%. The next four-year economic of "Kattakurgan oil oil" joint stock company activity analysis showed that the products sold in 2018 130415359.9 mln. amounted to 82334313 soums by 2021. decreased to soums or 36.9 percent. Net profit in 2018 was 22464486.9 million. if it was 18,632,492 million soums in 2021, the joint-stock company ended with a loss of soums. Similar situations It can also be observed in other industrial enterprises that are part of the "Uzyogmoysanoat" association.

1995»Kattakurgan yog-moy»the state enterprise was transformed into an open joint-stock company. In the next stages of economic reforms, the authorized capital of the joint-stock company was increased, giving priority to the interests of the state. PP of the President of the Republic of Uzbekistan dated March 14, 2005- 25 percent state share in «Kattakurgan yog-moy» OHJ according to decision No. 29 Statesold through the tender commission. But, President of the Republic of Uzbekistan on September 7, 2010 "Republic of oil-a measure to further improve the oil network management system- about events 1401-according to the decision, state assets (enterprise palace of culture, recreation area, hotel) that were not included in its charter fund were included again, and the charter fund amounted to 4 bln. 338 mln. delivered to soums. According to the decisions of the Supervisory Board on June 13, 2013 and the extraordinary general meeting of shareholders on October 16, 2013, the Charter Fund is worth 9 billion. 745 mln. As a result of multiplying by 745

soums, its amount is 14 billion. 083 mln. Delivered to 977 soums. According to the decision of the general meeting of shareholders on June 14, 2014, according to the Law of the Republic of Uzbekistan "On Protection of Joint-Stock Companies and Shareholders' Rights" «Kattakurgan yog-moy» from OHJ status to «Kattakurgan yog-moy» was changed to the status of a joint-stock company. 3 billion according to the decision of the Supervisory Board of February 12, 2015. 691 mln. The charter fund was increased by 107 soums and 17 bln. 775 mln. It was 084 soums. According to the decision of the Supervisory Board on June 11, 2015, the Charter Fund will receive another 3 bln. 266 mln. increased by 171 soums to 21 billion. 041 mln. 256 soums, and in this way, the share of the state in the charter fund of the joint-stock company without a state share was released to 64.9%, and the state management, which did not justify itself in many years of experience, that is, the administrative-command method of management, was re-formed.

As can be seen from the above information, the enterpriseThe state's share in the charter capital is not economically justified, it is increased contrary to the laws of the market, the charter capital and the form of ownership have been changed for various reasons, the introduction of various forms of external management, the management structure must be determined by the government, the interference of the state administration in economic activities in various forms, corporate lack of qualification and experience of management personnelthe possibility of introducing the principles of effective corporate management into the practical activities of joint-stock companies, i.e. economic freedomsharply limits. Therefore, it is necessary to reorganize and develop the resulting political, legal, organizational, financial, socio-economic systems of international experiences in a form that ensures a radical increase in the efficiency of the existing corporate management systems in the joint-stock companies of the republic. Based on the above, the supervisory board and the executive body. The ability to effectively manage and control a joint-stock company, having the necessary skills, experience and talent is the primary principle of effective corporate governance.

According to a 2016 survey conducted by KPMG (KPMG is one of the largest audit, tax and consulting firms in the world, it is one of the big four audit firms.) only 39% of UK directors were satisfied with the level of skills and experience of boards. 82% of the participants in the survey noted that there are obstacles in finding directors with suitable qualifications and experience based on the characteristics of the business[9].

The low qualifications of existing management staff complicates the personnel problem in our country and prevents the improvement of the efficiency of corporate management. 2018ylda«Uzpdear» joint stock companiesdThe number of employees was 13,235, which decreased by 0.1% compared to 2017. If we analyze the composition of the workers, management staff

3.3% the, engineer-technical staff made up 10.1%, support staff made up 7.7%, and workers made up 78.9%. A joint stock companies 56 and older only 1.9 is %.

That's it in 16 in the analyzed years-25 years old, 46-There is a decrease in the composition of those aged 55 and 56 and older. 36-The number of 45-year-olds in "Uzpakhtayog" JSC increased by 1.1%, 26-And the number of 35-year-olds 0.9 We can see that it has increased by %. From the analysis data, it can be seen that the level of dissatisfaction in "Uzpakhtayog" JSC increased year by year in the studied years. First of all, this dissatisfaction is caused by the fact that the worker found another job, moved to a job with a higher salary, working conditions, profession-related to the disease. At the same time, we can see that the employee was dismissed by the administration due to non-observance of labor discipline, failure to come to work, gaps in work.

"Go away 23 In 2018, 21 employees and engineers of the enterprise-technical employees were certified (1-table).

From the data of Table 1, it can be seen that a total of 468 managers and engineers and technicians were included in the certification. 52 of them (11.1%) were interviewed. But the results were not very high. According to the results, 233 people (56%) were considered worthy of the position they actually held, and 183 people (44%) were considered not worthy of the position they held.

The same if "Koson yog-ekstarksi" JSC 100%, "Kattakurgan yog-moy" JSC 75%, "Evrosnar" LLC 69%, "Yangi yul yog-moy" JSC 63% and most of the managers and engineers of other enterprises-technical employees were assessed as unfit for their position.

1-TABLE

Information on the results of certification of management and engineering-technical staff of oil industry enterprises in 2018

O/ n	Name of enterprises	Number of attestation participants	Inclu- ding; the interview was held	Recognize d as a relevant position	As a percentag e of the total number of certified employee s	Recognize d as fit for position	As a percentag e of the total number of certified employee s
1.	"Turan Khojeyli" JSC	16		7	44	9	56
2.	"Beruny Yoggar" JSC	19	2	10	52	7	37
3.	"Andijan yog-moy" JSC	30	1	21	70	8	27

O/ n	Name of enterprises	Number of attestation participants	Inclu- ding; the interview was held	Recognize d as a relevant position	As a percentag e of the total number of certified employee s	Recognize d as fit for position	As a percentag e of the total number of certified employee s
4.	"Asaka yog" JSC	29	1	20	69	8	27
5.	"Kogon yog- ekstarksiya" JSC	21		16	76	5	24
6.	"Karshi oil- extraction" JSC	27	1	17	65	9	35
7.	"Koson yog- ekstarksiya" JSC	2				2	100
8.	"Uchkurgan yog"	23	2	11	52	10	48
9.	"Gulistan extract oil" AJ	31	1	14	48	16	52
10	"Kattakurgan yog- moy" JSC	26	6	5	25	15	75
11	"Surkhan food Industry" JSC	43	15	16	57	12	43
12	"Yangi yul yog-moy" JSC	32	8	9	37	15	63
13	"Fergana yog-moy" JSC	27		17	63	10	37
14	"Kukan yog-moy" JSC	31	4	16	59	11	41
15	"Urganch yog-moy" JSC	29	4	18	72	7	28
16	"Tashkent yog-moy" LLC	1		1	100		
17	"Evrosnar" LLC	14	1	4	31	9	69
18	"Nurlinon" LLC	21	1	11	55	9	45
19	"Bostonolami" LLC	18		7	39	11	61
20	"Vangozi Agro Export" LLC	12	4	7	87	1	13
21	"Namangan fiber textile" LLC	16	1	6	40	9	60
22	"Continent yog-moy" LLC		Not read				
23	"Agroxizmat Shindong" LLC		Not held				
	Total	468	52	233	56	183	44

Source: By the author was prepared based on the information of attestation documents.

Therefore, to improve the effectiveness of the corporate management system, first of all, it is necessary to establish a system of training highly qualified professional personnel who have mastered the science of corporate management, and to use their labor effectively, and to develop and implement a suitable evaluation system.

Based on the analytical data presented above, it can be concluded that it is necessary to fundamentally reform the corporate management system of joint-stock companies operating in the Republic of Uzbekistan, taking into account advanced international experiences and the characteristics of the region and network.

In our opinion, first of all, it is necessary to put an end to the practice of completely and unjustifiably changing the form of ownership and authorized capital, as well as the intervention of state and state management bodies in the activities of joint-stock companies. And then it is necessary to ensure the economic freedom of the enterprises in practice, that is, what form of management it uses, what it produces, how it produces it, how it determines the price of goods, to whom and how it sells, how it distributes the received income, and with whom it cooperates, issues such as are decided only by the enterprise itself for purpose. Other wise a investment attractiveness of joint-stock companies increasing, attracting investors, especially foreign investors, establishing reliable relations between interested parties, steadily maximizing the value of shareholders' property, introducing an effective corporate governance system, and evaluating the activities of management bodies cannot be carried out in practice.

As a result of studying the management activities of joint stock companies operating in the republic, it was found that their intervention of state management bodies in organizational and economic activities i.e. due to reasons such as changes in the charter fund for various reasons, transformation of property into other forms, high state share in the charter capital, appointment of the chairman of the board by the state, lack of preparation of highly qualified personnel specialized in corporate management, low qualification of the operating management personnel does not allow joint-stock companies to be managed effectively or at the level of market economy requirements and increase its efficiency. As a result, the functions of the general meeting of shareholders, the supervisory board and other management bodies are actually performed by the chairman of the board of the executive body appointed by the state. This, in turn, ensures the economic and financial independence of enterprises It hinders the development of various segments of the national financial market (capital, securities, real estate markets) and the expansion of the population's participation in the capital of enterprises, the creation of a competitive market environment in order to fill the domestic market with various products and increase the level of competitiveness of local

enterprises, and the attraction of direct and portfolio foreign investments. It also led to a sharp decline in the material and moral interests of private shareholders and prevented the development and efficiency of corporate management and the sustainable development of joint-stock companies.

In order to solve the mentioned problems, it is necessary to completely limit the intervention of state management bodies in the economic and financial activities of joint-stock companies, to privatize the state's share in the authorized capital, to develop and introduce economic mechanisms that ensure the full economic freedom of economic entities, and to fundamentally improve the quality of the management of joint-stock companies.

For this purpose, the formation and development of specialized educational infrastructure institutes for the training, retraining and improvement of the qualifications of highly qualified personnel for corporate management in the republic, the inclusion of highly qualified managers recruited on the basis of selection at least 35-40 percent of the members of the supervisory board of joint stock companies, the economic and social development of the society of applicants on the basis of the implementation of the mechanism of organizing and conducting the selection of programs, it is possible to appoint the winning team to the leadership of the executive body of the joint-stock company for a period of 5 years, and by strengthening their financial benefit and responsibility for the results of their activities, it is possible to introduce effective corporate management.

As we mentioned corporatesh initially to improve the aging system property exclusion and ensuring the economic independence of enterprises shArt. Mainly for this reason, the joint-stock companies operating in the country do not refer to advanced international practices, as usual old administrative-bis using outdated management methods typical of the concept of management in the labor economy. Taking this into account, it is necessary to study certain international experiences in the field of corporate management system accumulated in countries with highly developed economies of joint-stock companies, and to achieve an increase in the socio-economic efficiency of enterprises based on its use in management practice.

At the current stage of development, organizational improvement of the efficiency of the corporate management system in industrial enterprises-ithe following can be defined as economic conditions:

- management functions in enterprises-planning, organization, promotion, control, cost reduction;
- beshimprovement of organizational structures of care, composition and number of management units, improvement of the number of existing management levels;
- personnel selection, location-placeigto put a and effectively establish the continuous improvement of professional qualifications;

-reducing the number of care workers, increasing the labor productivity of employees, improving their professional qualifications;

-development of performance evaluation indicators of management bodies and development of their evaluation system.

Model organizational structure on the basis of the complexity of the organizational structure of management introduced in joint-stock companies, many (five) levels, Due to the high cost, the number of security personnel sharply limits the possibilities of improving the efficiency of the corporate management system. 1- picture can be seen from general meeting of shareholders, supervisory board, minoritar is composed of shareholders' committee, audit commission, internal audit service, head of the executive body, directors and departments by types of activities.

Executive body according to the model organizational structure of the joint-stock company 29–section, 5–directors and departments by types of activity, audit commission, internal audit service organizational improvement of the efficiency of the corporate management system–leads to complete or partial failure of economic functions.

In order to increase the efficiency of the management of the joint-stock company, assigning the duties of the committee of minority shareholders in the model organizational structure of the joint-stock company shown in Figure 1 to the supervisory board, making the audit commission and internal audit service accountable to the supervisory board of the company and the general meeting of shareholders, the executive body is composed of four directors subordinate to the leader in terms of activities and instead of departments, it is advisable to introduce deputies for economy and finance, production and service, and to organize departments and services and the number of employees working in them based on the purpose of the society, industry characteristics and directions of activity.

Offered the organizational structure of the joint-stock company, together with the reduction of management costs and the increase of efficiency, serves to increase the role and importance of the general meeting of shareholders in the management of the company, to accelerate the activity and responsibility of the supervisory board and the executive body, and to strengthen the adaptability of management to changing internal and external conditions.

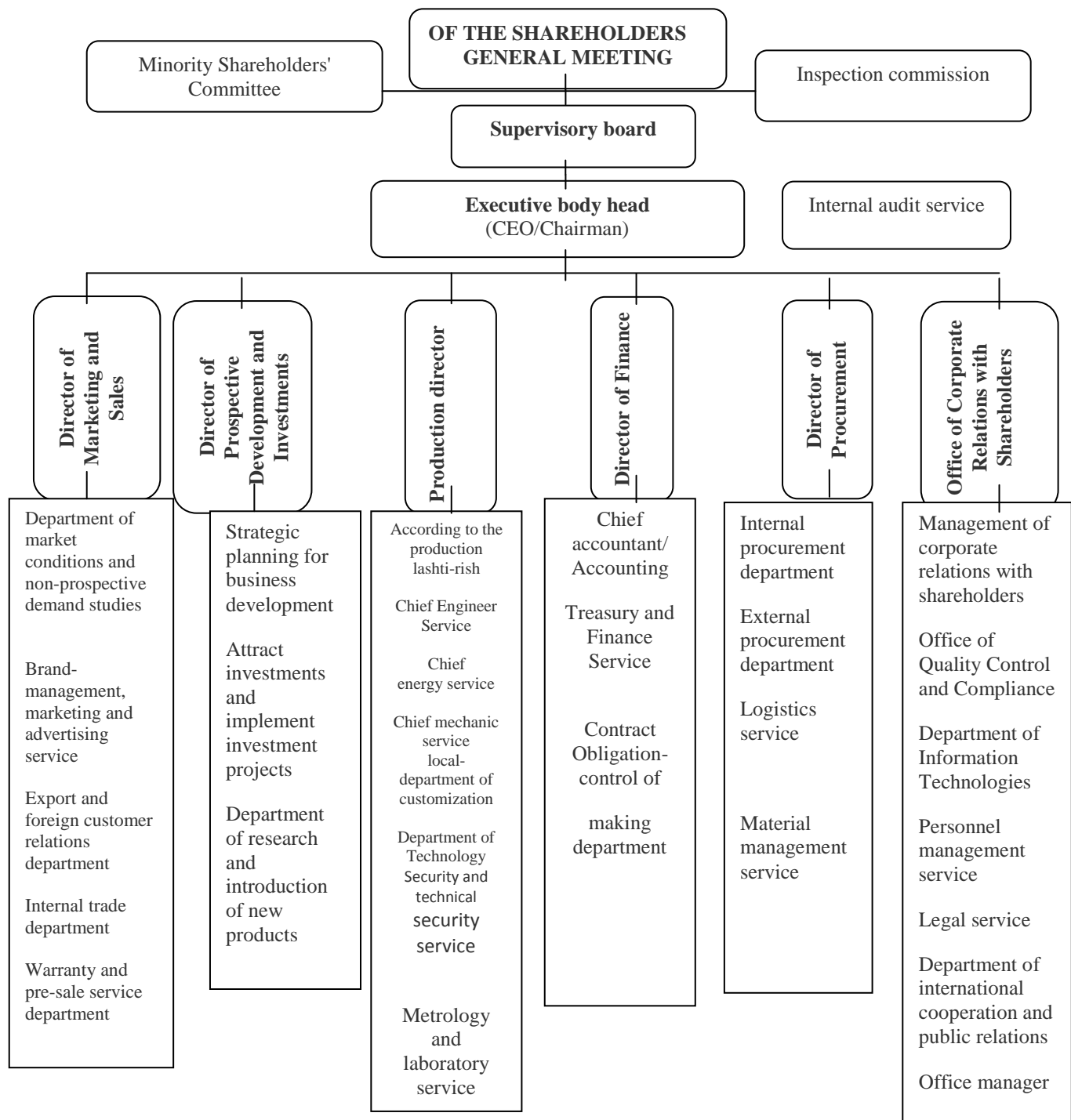


Figure 1. Model organizational structure of a joint-stock company.

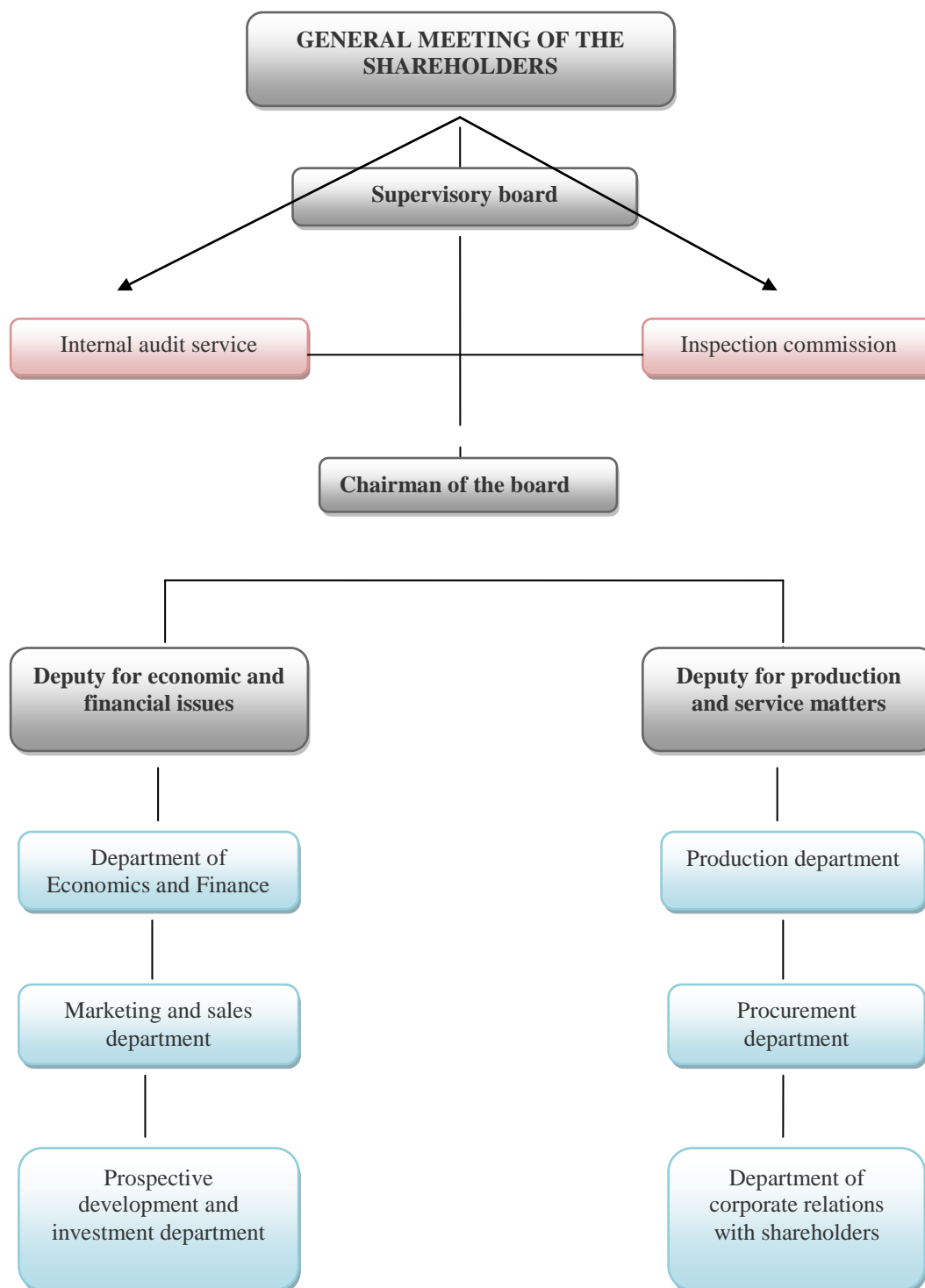


Figure 1. The proposed organizational structure of the joint-stock company.

Determining the effectiveness of the activities of the joint-stock company and its management bodies, in turn, creates the need to develop a system for evaluating the results. Summarizing the scientific works and experiences on the evaluation of the effectiveness of corporate management, the following indicators (Table 2) we recommend to use.

TABLE 2

Indicators of evaluation of activity results of the management bodies of the joint-stock company

The name of the evaluation indicators	Verified business-according to the plan	In fact business-implementation of the plan	performance, %
Product production (by types)			
The value of the product produced			
Production costs			
Product (by type)			
Product value			
Product cost			
Gross profit			
Net profit			
Dividend			
Amount of dividend paid, %			
Profitability indicators			
Profitability indicators			
Indicators of working capital utilization efficiency			
Performance indicators of the use of fixed assets and material resources			
Indicators of efficiency of use of labor resources			
Indicators based on ISFR*			
Including:			
Return on Capital Employed (ROCE - Return on Capital Employed)			
Return On Equity (ROE - Return On Equity)			
Return on shareholders' investments (TSR - Total Shareholders Return)			

* ISFR - international standards of financial reporting

1. Developed by the author based on research.

Using the system of indicators presented in Table 2, it is possible to evaluate the results of the activities of the joint-stock company's supervisory board, audit commission, internal audit service, executive body. For this, it is appropriate to use the business plan approved by the decision of the general meeting of shareholders as a basis. If the planned indicators are fulfilled, the activity of management bodies should be evaluated positively, otherwise negatively, and the mechanism of including the issue of canceling the contracts concluded with them on the agenda of the regular or

extraordinary general meeting of shareholders should be introduced. If the indicators of the reporting period (quarterly and annual) are exceeded compared to the business plan, 15% of the net profit will be used for financial incentives for the management staff. otherwise, it is necessary to fully recover the damage from them and impose a fine of 15% of the damage and introduce a recovery procedure. The inclusion and implementation of this mechanism in regulatory documents, in particular, in the law, company charter and labor contract, will lead to the strengthening of financial interests and responsibility of management bodies and their employees, and as a result, to increase the efficiency of management of joint-stock companies.

V. CONCLUSION/RECOMMENDATIONS

According to the results of the employee attestation of "Uzpakhtayog" joint-stock companies, 233 (56%) were found worthy of the positions they actually held, and 183 (44%) were found not worthy of the positions they held. Currently, the functions of the general meeting of shareholders, the supervisory board and other management bodies are performed by the chairman of the board of the executive body, who is actually appointed by the state.

It is necessary to practically put an end to the practice of changing the form of ownership and authorized capital, to the interference of the state and state management bodies in the activities of joint-stock companies, that is, to ensure the independence of property and the economic freedom of enterprises.

Formation and development of specialized educational infrastructure institutes for the training, retraining and upgrading of the qualifications of highly qualified personnel for corporate management in the republic, including at least 35-40 percent of the highly qualified managers involved in the supervisory board of joint-stock companies on the basis of selection, the selection of candidates for economic and social development programs of the society based on the introduction of the mechanism of organization and transfer, it is possible to appoint the winning team to the leadership of the executive body of the joint-stock company for a period of 5 years, and to introduce effective corporate management by strengthening their financial benefit and responsibility for the results of their activities. To create a system in which the management staff is treated as capital of the enterprise and not as an expense to the staff of the joint-stock company.

It is presented in order to increase the efficiency of the management of the joint-stock company aim the model organizational structure of the joint-stock company assigning the duties of the committee of minority shareholders to the supervisory board, making the audit commission and internal audit service accountable to the supervisory board of the company and the general meeting of

shareholders, replacing the four directors and departments subordinated to the head of the executive body in terms of activities, introducing deputies for economy and finance and production and service, department and services and the number of employees working in them, it is appropriate to organize them based on the purpose of the society, network characteristics and directions of activity.

Summarizing the scientific works and experiences on the evaluation of the effectiveness of corporate management, we recommend using the developed indicators in the evaluation of the activities of the management bodies of the joint-stock company.

If the indicators of the business plan approved by the general meeting of shareholders are fulfilled, the activity of management bodies should be evaluated positively, otherwise negatively, and the mechanism of including the issue of canceling the contracts concluded with them on the agenda of the regular or extraordinary general meeting of shareholders should be introduced.

If the indicators in the reporting period (quarterly and annual) are exceeded compared to the business plan, 15% of the net profit will be used for financial incentives for the management staff, otherwise, the loss will be fully recovered from them and a fine of 15% of the loss will be imposed and the procedure for collection will be introduced. normative - to be specified in normative documents.

REFERENCES

- [1] Berle A.A., Means G.C. The Modern Corporation and Private Property. Commerce Clearing House, Chicago, IL, 1992- pp. 68-87;
- [2] Gulyamov S.S. Tasks of improving the corporate governance system in Uzbekistan. //Corporate governance in Uzbekistan. Materials of the scientific-practical conference. T.: 2004. p.143-145;
- [3] Ivanova E.A., Shishikina L.V. Corporate Management. "Rostov n / D.: Phoenix", 2007;
- [4] Kurbonov Kh.A. Corporate Finance T.: Konsauditin-form. 2007, p. 6;
- [5] Suyunov D., Hoshimov E. A. Methodological aspects of evaluating the effectiveness of corporate management in joint-stock companies. Scientific electronic journal "Economy and innovative technologies". No. 2, March-April, 2018 2/2018 (No. 00034), www.iqtisodiyot.uz;
- [6] Tangirov A. E. Factors to increase competitiveness of desert pasture livestock British View ISSN 2041-3963 Volume 7 Issue 1 2022 DOI 10.5281/zenodo.6777984 Universal impact factor 8.528 SJIF 2022: 4.629. <https://doi.org/10.5281/zenodo.6766959>;

- [7] Tangirov A. E. Disparitation of prices and its solution International journal of trends in business administration ISSN: 2349-4212 2022 year Volume 12, Issue 1 Universal impact factor 7.828 <http://academicjournalonline.org/index.php/ijtba>;
- [8] <https://home.kpmg.com/uk/en/home/media/press-releases/2016/06/aligning-board-talent-with-strategy-a-key-challenge.html>.
- [9] Tangirov Abdukholik Egamovich. (2022). CHALLENGE DESERT PASTURE LIVESTOCK PROBLEMS AND THEIR SOLUTION. American Journal of Research, 6(5-6), 13–16. <https://doi.org/10.5281/zenodo.6766959>
- [10] Mamatkulova Shoirja Jalolovna. “Features of the development of the marketing strategy of the enterprise”. European Journal of Molecular and Clinical Medicine 7.2 (2020): 6194-6205;
- [11] Babanazarova, S. (2020). Objective necessity of formation of digital education and organizational and economic mechanisms of its introduction. European Journal of Molecular & Clinical Medicine, 7(2), 614-620.
- [12] Bektemirov, A. (2021). Practical Aspects of the Improvement of Heat Supply Systems. Middle European Scientific Bulletin, 11.
- [13] A Bektemirov. Establishment of the structure and order of population expenditures in the payment of heat supply services. American Journal of Economics and Business. 2019. 95-105 p.
- [14] Bektemirov A. (2021). Economic mathematical model for determining the priorities and optimal volumes of investments in the modernization of thermal energy objects. Philosophical Readings, XIII (4), 2919–2923. <https://doi.org/10.5281/zenodo.5764136>.
- [15] Tangirov, A. E. (2018). Karakul skins of Karakalpak sur and economic efficiency of their processing. In Results and prospects for the development of the agro-industrial complex (pp. 550-554).
- [16] Tangirov, A. E. (2016). Ways to improve the efficiency of pasture use in desert pastoral animal husbandry. Economics and Finance (Uzbekistan), (8), 35-39.