



Journal Website:

<https://theusajournals.com/index.php/ajsshr>

Copyright: Original

content from this work may be used under the terms of the creative commons attributes 4.0 licence.

TO THE QUESTION OF TECHNOLOGIES AND TOOLS OF GR-MANAGEMENT

Submission Date: June 08, 2022, **Accepted Date:** June 18, 2022,

Published Date: June 29, 2022

Crossref doi: <https://doi.org/10.37547/ajsshr/Volume02Issue06-14>

Djurayev Dilshod Davronovich

Researcher at Tashkent state university of economics, Tashkent, Uzbekistan

ABSTRACT

The types of technologies and tools of the mechanism of interaction between the state, society and business are considered, about the possibilities, about the need or impossibility of using certain types of technologies and GR-management tools from the point of view of the general characteristics of their tasks and functions.

KEYWORDS

GR-management interaction of the state, society and business, partnership of the state and business, joint activity of the state, business and society.

INTRODUCTION

Reforms carried out in Uzbekistan in recent years in the field of formation and effective functioning of the system for managing interaction with the state, in particular, the use of effective methods, models and

technologies of the GR-management mechanism, interaction with the state in terms of rights and obligations, freedom and public-private partnership, effective organization and management, ensuring

openness and transparency of this process have become one of the important issues at the level of state policy. The dynamic change in economic reality, the growth of globalization and informatization processes lead to the transformation of the relationship between business and the public sector with the state. Not only the boundaries between society and the state are being modified, but also the system for managing their interaction. The complication of social and economic relations leads to the search and creation by business structures and non-profit organizations of new mechanisms and technologies for managing interaction with authorities, which are currently insufficiently studied by the scientific community. The state is the most important of all the stakeholders of the organization, i.e. the person most interested in the activities of the organization. Each organization enters into bilateral interaction with the authorities within the legal framework established by the state, and experiences its managerial impact. In addition, authorities are often economic counterparties of organizations, and commercial companies supply state institutions with their goods and provide various services. Thus, the success of the organization's activities depends on the effectiveness of managing the process of interaction with the state.

The need to study the problems of managing the interaction of commercial and non-profit organizations with the state caused the emergence of a new phenomenon in the theory and practice of management - GR-management (from the English. Government relations management - "management of relations with public authorities").

In the context of an increase in the degree of state regulation of the economy, the need for a theoretical understanding of the process of managing the interaction of organizations with the state is especially

growing. In addition, the relevance of studying GR management at the present stage is explained by the active development of GR departments in the structure of large foreign and domestic corporations and non-profit organizations that are experiencing an increasing need for research, analysis and systematization of the activities of GR departments and the development of effective mechanisms for managing the organization's interaction with state authorities.

Thus, we can state an urgent practical need for theoretical understanding of the issues of organizing and managing the processes of interaction between commercial and non-profit organizations with the state.

LITERATURE REVIEW

Evaluation of textile and clothing industry clustering capabilities in Uzbekistan were researched by Ergashxodjaeva, S. J. [20], Kyvyakin, K. S., Tursunov, B. O. [12,13,16,17], evaluation of competitiveness of brands of local sewing and knitting enterprises were studied by Hakimov, Z. [15], innovative and export potential of the agro-industrial complex of Uzbekistan were investigated by Yuldashev, N. K., [14], Umarchodjaeva, M. [18], Saidova, M., [19] and others.

Also, some foreign researchers as well as Kaya M. [21], Abdylidjev, M. [22], Polat, C. [23], ÖZDEN K. [24], Maksudunov A. [25,27], ELEREN A. [26] researched of some marketing issues of durable consumer goods.

A.A. Shetov notes that GR-management functions in the system of relations between the state, society and business. The interaction of the state, business and the public sector is a multifaceted phenomenon that has become the object of study in a number of sciences. Relations between the state and business are "a

complex, multifaceted and integrated area of social relations, the nature of which is determined by many factors: the type of political system, the ruling regime, the type of organization of public administration, the features of the economic system, as well as historical development" [1].

The development of technologies and methods of GR-management is essential for the practical implementation of the goals of GR-management. Systematization of methods and methods of GR, selection of the most effective practices is the task of theoretical understanding of GR.

R.A. Mayorov highlights the following GR technologies:

- monitoring and forecasting the results of the activities of public authorities;
- impact on the activities of government bodies;
- preparation and provision of expert information to government officials;
- creation of information occasions, conducting information campaigns;
- participation in social projects, charity, etc. (creating a positive image in the eyes of the authorities) [2]. Accordingly, in our opinion, the following main components of the GR-management mechanism (technology) can be distinguished:
- information and analytical work;
- establishing a system of communication with authorities;
- representing the interests of the organization and resolving issues of practical activities in public authorities.

According to V.F. Ukolov "The network model of interaction is typical for the post-industrial stage of economic development, where the transfer of

interaction to electronic virtual network sites gives an advantage to states with a developed infrastructure. Networks allow businesses to reduce transaction costs, the society - to get comfortable jobs, the state - to expand the market of electronic services and provide additional convenience to the population" [3].

Given that these technologies are implemented sequentially, the implementation of each of these technologies forms a stage in the GR management process. Further, it is important to consider each element (technology).

RESEARCH METHODOLOGY

This scientific article used the methods of systematic and comparative analysis, economic and statistical analysis and generalization, statistical comparison and grouping, economic modeling, forecasting.

ANALYSIS AND RESULTS

Information and analytical work. One of the main and primary stages of GR-management and one of the technologies for its implementation is the analysis and monitoring of the information space. It is carried out by collecting information from open sources, analyzing the information space on the activities of government bodies.

At the present stage, information has actually become a factor of production. The degree of possession of information, the efficiency of its analysis and the effectiveness of its use determine the quality of the organization's work.

Given the above, the GR manager should have the most complete information about the system of authorities: about the structure of authorities and its changes, about the features of decision-making in the system of authorities, their implementation, about the

specifics of the activities of a particular authority with which the organization interacts, etc. The GR manager should be aware of possible changes in the external environment of the organization, primarily related to the legal regulation of its activities. Based on the fact that one of the main functions of the state is regulatory, and the fact that any organization is obliged to take this circumstance into account in its work, the task of the GR manager is not only to monitor, but also to anticipate certain changes in regulatory rules. Also, the GR manager must have information about government programs in order to ensure the participation of the organization in their implementation and receipt of government orders.

An important step in the activity of a GR manager is the analysis of the information received. Activities in this direction can be carried out by using the method of expert assessments, the goal tree method, the scenario method, methods of statistical and economic analysis, etc. [4].

Features of the information work of GR-managers of companies depend on the specifics of the organization's activities. The larger the organization, the more important this area of work is for it and the more effort it should spend in this direction. For example, organizations at the federal (national) level, in the course of studying the information space, should explore it in many different areas, including trends in the development of the world economy, directions in the development of international relations, macroeconomic indicators of the national economy, domestic political realities in the country, the alignment and balance of forces of various political parties and groups, changes in social dynamics, etc. The availability of this information allows not only to take into account the main trends in the development of society, but also to predict possible directions for

the actions of the authorities, to understand the reasons for the adoption of certain decisions by the authorities.

The need to analyze information on such a wide range of issues is also due to the fact that the attitude of the state towards large companies largely depends on changes in the economic and socio-political dynamics in the country. An example here is the situation of natural monopolies in the Republic of Uzbekistan. As you know, tariffs for the services of natural monopolies are regulated by the state. When establishing them, the state proceeds from the cost of services and the amount of funds necessary for the development of the industry. At the same time, any natural monopoly is interested in raising prices for the services provided in order to increase its profits. However, the state is forced to take into account not only the wishes of monopolists, but also the social needs of the population, since the tariffs of natural monopolies directly affect the population, and their excessive increase can cause social discontent. In addition, the price of the services of natural monopolies is reflected in the cost of all goods produced in the national economy, and, consequently, in the competitiveness of domestic products in the world market. Based on this, the state is forced to find a compromise between the demands of natural monopolies and the interests of consumers of their services. Therefore, the GR manager must have full information about socio-economic trends in society, in order, among other things, to anticipate such actions of the authorities, inform the company's management about them, and plan activities aimed at leveling the negative consequences of the decisions of the authorities taken in response to changes in the socio-economic situation in the country.

Analysis of the information space, carried out at the regional level, consists of an analysis of the main directions of changes in the socio-political dynamics of the region. At the same time, information about the economic situation in the region, the balance of power of various social and political groups, etc. [5] should also be taken into account.

Establishing a communication system with authorities.

The next stage of the GR-manager's activity is the establishment of direct contacts with the authorities, which is a necessary condition for the effectiveness of his activities. The mechanisms for building communications with public authorities are different, and depend both on the size and scale of the organization, and on the "rank" of the authority. If, for example, the organization is a large company, then it will be much easier for it to establish contacts with public authorities due to the scale of its activities.

There are several typical methods for establishing effective communications with authorities:

- Interaction with authorities through the platforms of industry organizations;
- Participation in the activities of advisory bodies at state institutions;
- Participation in congress and exhibition activities;
- Participation in public-private partnership events;
- Conclusion of agreements on cooperation between authorities and the organization.

Today branch associations are created practically in all spheres of a national economy. In addition, there are integral associations whose purpose is to protect and represent the interests of all enterprises, regardless of the type of activity.

By participating in the activities of industry associations, the organization can declare itself, raise

issues of concern to the state authorities, start discussing and resolving these issues. In addition, if an organization is an active participant in the activities of industry associations, then it can directly use the connections "established" by the association, receive recommendations from it for interaction with authorities.

It should also be noted that the state has been doing significant work in recent years to increase the openness and transparency of its activities. Considerable attention is paid to the involvement of public organizations and stakeholders in the decision-making process by the authorities. Public discussions of draft budgets, town planning plans, draft federal and regional laws, etc. can serve as examples. In addition, various advisory bodies operate under public authorities, whose activities are aimed at raising the awareness of public authorities, developing recommendations and preliminary "elaboration" of state decisions, establishing a dialogue between society and the state, reporting the problems of organizations and citizens to authorities. Most of these bodies operate on a permanent basis, some are created to search for certain solutions of a one-time nature.

The main tasks of advisory bodies at state institutions include the following:

- Expertise of draft normative-legal acts in various fields of activity;
- Analysis of the effectiveness of the implementation of legal acts regulating public relations;
- Preparation of proposals to improve the efficiency of state regulation of certain sectors of the national economy;

- Participation in the preparation of materials for holding meetings of government bodies, meetings and other events;
- Preparation of expert-analytical and information-methodological materials on the regulation of economic sectors for the authorities;
- Preparation of materials for publication in the media on topical issues of economic regulation.

Participation in the activities of advisory and expert councils created by the authorities provides an opportunity to:

- To express and reasonably defend the position of the organization on the issues considered by the advisory body;
- Get acquainted with all the documentation necessary to ensure the activities of the advisory body;
- Request additional information necessary for the examination of draft regulatory legal acts;
- Submit proposals for improving the activities of the advisory body.

The participation of the organization in the activities of these communication platforms is, on the one hand, a tool for building interaction with the authorities, and on the other hand, a tool for solving the problems of the organization. Participation in the activities of advisory bodies also solves the problem of awareness of the organization, which receives information from government bodies directly in the process of functioning of the advisory body. In addition, it is important to note that participation in the activities of advisory bodies is a tool for constant contact with the authorities and officials responsible for the activities of these bodies.

An important element in establishing a system of communication between organizations and the state

are also various congresses, forums and conferences. The purpose of these events is to present the most successful firms, enterprises and organizations, their promising projects, to establish a dialogue between business, investors, public organizations and the state, to discuss the pressing problems of economic and socio-political development. At these events, the organization can present itself and its projects to the state, as well as participate in the discussion of problems related to the organization. Economic forums and congresses act as a convenient platform for organizing a mutually beneficial dialogue between business structures and government bodies, a place for discussing topical economic political issues.

At the present stage, public-private partnership (PPP) is actively developing as a tool for interaction between business and the state to effectively solve the problems facing the whole society as a whole. PPP allows you to create a synergy effect, combine the efforts of the state and business for mutually beneficial cooperation[6].

The use of PPP tools makes it possible to give contacts with authorities an institutional form, to translate them into a legal channel. The conclusion of a PPP agreement allows for a certain period to establish close contacts with the authorities. And the successful implementation of the project within the framework of PPP allows you to raise the authority of the company, strengthens ties with the authorities and will allow you to claim further successful interaction with the authorities[7].

Since the main risks in such projects fall on the business, the company has a good opportunity to demonstrate efficiency and entrepreneurship, to strengthen the positive image of its brand[2].

In the process of organizing interaction with authorities, the following tools of public-private partnership can be used:

- Participation of regional authorities in the authorized (share) capital of legal entities;
- Provision of state property for rent, gratuitous use, trust management;
- Participation in concession agreements (contracts) [8].

The totality of the mechanisms listed above as a whole makes it possible to establish direct contacts with the authorities, to establish an effective system of communications with them. However, the most important task of GR-managers should be to transfer these contacts to the legal field, making them permanent by concluding cooperation agreements with public authorities. In these agreements, it is necessary to prescribe "the goals of cooperation, a list of joint activities, a mechanism for interaction between the organization and the government, and officials responsible for the implementation of cooperation" [9]. The conclusion of such an agreement is the institutionalization of the interaction between the organization and the state, gives the interaction a permanent character, allows, among other things, to determine the officials responsible for interaction with the organization.

Thus, significant experience in establishing contractual relations with regional government bodies has been accumulated by Uzbekistan Temir Yollari JSC. The Company proceeds from the necessity of linking the corporate strategy with the strategy of social and economic development of the state. As a result of the implementation of this approach, it becomes possible to develop an agreed strategic plan for the development of the region's transport system, which combines the activities of both regional and corporate

programs within a single approach. The development of a system of interrelated activities also implies the division of responsibility between the company and the regional authorities.

In the process of cooperation between Uzbekistan Temir Yollari JSC and the state bodies of the Republic of Uzbekistan, a mechanism has been developed for the preparation and implementation of agreements on partnership and mutually beneficial cooperation. The basis of this mechanism is a system of long-term and medium-term agreements and contracts. The essential issues discussed in these documents are: the procedure for subsidizing passenger transportation, reducing the electricity tariff for UTY JSC, providing tax incentives for regional taxes and fees, joint participation in the construction and reconstruction of transport facilities (railway stations, transport interchanges, etc. .), the procedure for using medical institutions, housing and communal services facilities owned by UTY JSC, training of professional personnel for UTY JSC in regional vocational education institutions, etc. [10]. Considering that the main specifics of interaction with authorities is the multidimensional nature of these relations, and the fact that GR managers simultaneously interact with various authorities that are not directly interconnected (and often conflict with each other), it is necessary to develop a certain system of positioning the organization. If a GR manager can position his organization as a successful, efficient, socially oriented one, aimed at interacting with state authorities and, first of all, with the highest authorities, then this will help create the image of the organization as an adequate and effective partner and counterparty for the authorities. The creation of this image is especially important, since the perception of the company by individual officials and individual authorities depends on the degree of successful interaction with the system



of authorities as a whole. And if an organization has examples of successful interaction with other similar authorities, or even more so with higher authorities, this will create not only a positive image of the organization in the eyes of officials, inspire a sense of trust, but also exert a certain moral pressure on them. In this case, it is possible to draw an analogy with “case law”, when the adoption of a certain decision by a court in a case is the basis for a decision in similar cases by another court.

This issue should also take into account the fact that the system of state and municipal government is a complex and multi-level system[11]. And creating the image of a successful counterparty of the public administration system will contribute to successful interaction with specific authorities (state, regional and municipal authorities, regulatory and inspection bodies).

For example, if an organization successfully implements certain projects jointly with the Government of the Republic of Uzbekistan, then other state bodies will somehow contribute to the activities of the organization on issues that are within the general competence.

CONCLUSION

1. The process of representing the interests of the organization in the authorities and direct interaction with them is one of the most responsible, since it is at this stage that the practical results of the activities of GR managers are realized. Organizational problems that arise in the course of interaction with authorities and require solutions from them can be classified into several types:
 - Obtaining permits and license documentation;

- Participation in competitions for obtaining a state order;
 - Establishment of a preferential regime or the adoption of a certain regulatory legal act, etc.
2. Among the methods of direct interaction with the authorities, the following can be distinguished:
 - Informational and legal support of issues that need to be resolved in the authorities;
 - Conduct of negotiations;
 - Exerting influence through industry associations;
 - Exerting influence through the media and the public.
 3. An important method of solving organizational issues with authorities is expert and informational and legal support of organizational issues. It should be borne in mind that the adoption of a decision by an official depends on the level of his information security on this issue. Accordingly, the task of the GR manager is to provide the maximum possible amount of information to the official, sufficient for the official to make the decision he needs.
 4. 4.GR-manager has a wide range of tools for the implementation of their professional activities. Full use of GR-management methods at all stages of interaction with authorities will ensure effective communications with authorities.

REFERENCES

1. Shetov A.A. GR-management as a tool for managing the interaction of an organization with the state. Author of diss. Rostov-on-Don, 2015. - 32s:
2. Maiorov R.A. Corporate GR Technologies // Business Key. - 2018. - No. 6. pp.31-39

3. Ukolov V.F. Interaction of government, business and society: Textbook. 5th ed. - M.: Publishing House "Economics", 2019. - S. 11-13.
4. Popov V.M., Solodkov G.P., Topilin V.M. System analysis in the management of socio-economic and political processes. – Rostov n/a: SKAGS Publishing House. 2019. - S. 300.
5. Shatilov A.B., Nikitin A.S. GR for efficient business. - M.: Forum Publishing House, 2019. - P. 127.
6. Kabishkina V.A. Public-private partnership in the regions of the Russian Federation. - M.: Publishing House "Delo" ANKh under the Government of the Russian Federation, 2019. - P. 12.
7. Limareva D.A. Public management of the development of public-private partnership: Abstract of the thesis. ... cand. economy Sciences. - Rostov n/a: 2019. - S. 14.
8. Beskorovainaya N.S. Economic regulation mechanisms: regional aspect. - Stavropol: 2015. - S. 93.
9. Djamalov Kh.N. Contract mechanism of the economic interaction of the state and business // Corporate finance // Turin, June 2010, 14-17 p.
10. Burkhanov, A., & Tursunov, B. O. (2020). Main indicators of textile enterprises' financial security assessment. *Vlakna a Textil*, 27(3), 35-40.
11. Abdurakhmanova, G. K., Fayziyeva, D. S., Gaibnazarov, S. G., Tursunov, B. O., & Shayusupuva, N. T. (2020). Methodical aspects of establishing a control system over compliance with principles of decent work and social security in textile enterprises. *Journal of Advanced Research in Dynamical and Control Systems*, 12(5), 73-81.
12. Tursunov, B. O. (2019). Methodology for assessment the efficiency of production capacities management at textile enterprises. *Vlakna a Textil*, 26 (2), 74-81.
13. Tursunov, B. O. B. I. R. (nd). safeiqro sawarmoebaSi gamoyenebuli simZlavreebis efeqtianobis amaRleba sawarmoo maragebis marTvis safuZvelze. ინოვაციური ეკონომიკა და მართვა, 85.
14. Yuldashev, N. K., Nabokov, V. I., Nekrasov, K. V., & Tursunov, B. O. (2021). Innovative and export potential of the agro-industrial complex of Uzbekistan. In *E3S Web of Conferences* (Vol. 282, p. 06004). EDP Sciences.
15. Abdirahmonovich, A. T., Hakimov, Z., Tursunov, B., & Oqboyev, A. (2021). Evaluation of Competitiveness of Brands of Local Sewing and Knitting Enterprises. *Revista geintec-gestao inovacao e tecnologias*, 11(2), 716-739.
16. Tursunov, B. O. (2019). Methodology for assessment the efficiency of production capacities management at textile enterprises. *Vlakna a textil*. Vol 2, 2019.
17. Tursunov, B. (2021). Cluster Analysis of the Industrial Sector in Ensuring the Financial Security of Textile Enterprises of Uzbekistan. *Asian Journal of Technology & Management Research (AJTMR)* ISSN, 2249(0892).
18. Tursunov, B. O., Umarhodjaeva, M., Rustamov, N., Umarova, G., & Rejabbaev, S. (2021). Analysis of Industrial Production Potential in Ensuring the Economic Security of the Regions. *REVISTA GEINTEC-GESTAO INOVACAO E TECNOLOGIAS*, 11(3), 1411-1421.
19. Kholmuminov, S., Tursunov, B., Saidova, M., Abdulhalilova, L., & Sadriddinova, N. (2021, December). Improving the Analysis of Business Processes in Digital Era. In *The 5th International Conference on Future Networks & Distributed Systems* (pp. 775-789).
20. Ergashxodjaeva, S. J., Kyvyakin, K. S., Tursunov, B. O., & Ahmadovich, H. Z. (2018). Evaluation of

textile and clothing industry clustering capabilities in Uzbekistan: based on model of M. Porter. Int J Econ Manag Sci, 7(439), 2.

21. Kaya, M., & Maksudunov, A. (2017). Öğrencilerin Otel İşletmelerindeki İş Etiğine Yönelik Algıları. In International Conference on Eurasian Economies (Vol. 192, p. 198).
22. Chavus, S., Maksudunov, A., & Abdyldaev, M. (2012). Tourism competitiveness in Central Asian Turkish Republics: An assessment in terms of entrepreneurship. International Journal of Business and Social Science, 3(23), 116-121.
23. Polat, C., & Maksudunov, A. (2012, October). Mobil telefon pazarında üniversite öğrencilerinin tercihleri: Kırgızistan örneği. In International Conference on Eurasian Economies (Vol. 11, p. 13).
24. ÖZDEN, K., & MAKSÜDÜNOV, A. (2012). The importance of country of origin on purchasing durable consumer goods: In case of Kyrgyzstan. Journal of Yasar University, 25(7), 4348-4356.
25. Maksüdünov, A. (2019). Otel web sitelerinin içerik analizi yöntemiyle değerlendirilmesi: Bişkek'te bir araştırma. Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi, 21(37), 186-196.
26. MAKSÜDÜNOV, A., ÇAVUŞ, Ş., & ELEREN, A. (2016). YÜKSEK ÖĞRETİMDE ÖĞRENCİLERİN HİZMET KALİTESİNE YÖNELİK ALGILAMALARI. Manas Sosyal Araştırmalar Dergisi, 5(4), 65-76.
27. MAKSÜDÜNOV, A. (2018). GİRİŞİMCİLİK MOTİVASYONUNU ETKİLEYEN FAKTÖRLER: KIRGIZİSTAN VE HİNDİSTAN'DA LİSANSÜSTÜ ÖĞRENCİLER ÜZERİNE KARŞILAŞTIRMALI BİR ARAŞTIRMA. Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 15(41), 38-56.

OSCAR
PUBLISHING SERVICES