

## DEVELOPMENT OF SOCIO-POLITICAL INNOVATIONS AND THE HILLARY METHOD

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**Abstract.** *In the article, after the independence of Uzbekistan, modernization and reforms in the socio-economic spheres, paying special attention to the innovation factor, adopting laws and decisions necessary for its development, increasing the responsibility of leaders for implementation, developing and developing various models, socio-political study of necessary conditions for meeting needs, four-factor model of innovative development of regions, life cycle model, motivation, involvement of young people, use of cognitive modeling for problem solving were discussed.*

**Keywords:** *Uzbekistan, independence, social system, economy, politics, innovation, management, social process, political process, strategy, youth, model, modeling, news, motivation, socialization, responsibility, territory.*

**Introduction.** After the independence of Uzbekistan, especially as a result of the modernization of production processes in the country, the implementation of a number of targeted reforms in the field of socio-economic development, the word "Innovation" has become widely heard at various levels. and can be found in the annual work programs of district governments. If you pay attention, this word began to sound more often among representatives of various fields. What is the meaning of the term innovation and how important is its inculcation in our daily life for the development of the country?

The adoption of the Law of the Republic of Uzbekistan "On Innovative Activities" (July 24, 2020) was an important step in creating the appropriate legal ground provided for in the State Program "Year of Development of Science, Enlightenment and Digital Economy". This law is extremely important by strengthening the effective legal mechanisms of creation and implementation of new ideas, new discoveries, scientific developments, guaranteeing and accelerating our development.

According to the definition expressed in the law, an innovation is a new development introduced into civil circulation or used for personal needs, the use of which in practice ensures the achievement of a significant socio-economic effect. Innovative activity is the activity of organizing new developments, as well as ensuring their transfer and implementation in the field of production. [1]

President Shavkat Mirziyoyev, who announced the establishment of a scientific and practical center for the implementation of innovations in the student town in Tashkent, said, "Our most important task is to create an environment of innovation in the worldview of our people. Without innovation, there will be no competition and development in any field. If we do not widely promote changes in this field to our people, people will not have the skills if we don't emerge, we won't be able to keep pace with the intensity of today's era, the unparalleled achievements of science and technology" [2].

The main part. Innovation is defined as the addition of knowledge and a new way of using existing knowledge. As part of this work, first of all, the process of implementing innovative new

socio-political, spiritual ideas, views, demands, hopes, as well as an analysis of individuals and the various social units representing them, is given. In this place, the description of the Russian scientist Bestuzhev-Lada is noteworthy. According to this scientist, innovation can be defined as a certain type of management decision, since as a result of it there is a serious change in technical, economic, political, social and other processes and events [3].

Socio-political innovation can be understood as the creation of new ideas, images, principles of action, political programs, new forms of organization of society and its institutions.

President of the Republic of Uzbekistan Shavkat Mirziyoyev in his work "Critical analysis, strict discipline and personal responsibility should be the daily rule of every leader": "Life itself and the needs of the people set us tasks that need to be solved." found a practical solution.

The main problem here, in my opinion, is this:

First, some agencies and their leaders are somewhat out of touch with real life and people's needs.

Secondly, a superficial approach is allowed when developing concepts and programs for the development of networks and regions.

And finally, the third main drawback is related to the fact that most managers are accustomed to solving complex problems without leaving the cabinet, without deeply studying the state of affairs in sectors of the economy, at each enterprise, in cities and regions, especially in rural areas.[4] It is not without reason that the most pressing issues are raised in management, such as the development of innovation, or rather, innovative ideas and their implementation and increasing their efficiency.

The main feature of innovation in management and socio-political sphere is that innovation in one sphere of society's life can cause completely unexpected changes in other spheres. Some scholars hypothesize that the invention of the starter allowed women to drive cars independently and engage in business, which, in turn, paved the way for women's emancipation (freedom).

In modern society, innovation processes are embedded in the process of gathering and understanding information at a rapid pace. Because innovation is spreading rapidly in today's societies. When talking about the spread of innovations, it is necessary to explain the concept of "diffusion".

Diffusion is the process of spreading and popularizing innovations within the management and socio-political system and from one system to another. If previously the diffusion of innovations took several centuries, nowadays the development of communication tools, the removal of information barriers, the development of computer networks and various forms of mass media contribute to the rapid acceleration of diffusion processes.[5] At the same time, it should be emphasized that innovative activities create opportunities for change, and only the process of diffusion ensures a change in the political practice of these opportunities.

In the conditions of increasing uncertainty of innovative development and social changes in modern society, there is a need for effective methods of determining the socio-innovative environment based on appropriate scientific models, predicting the future and assessing risks. But now there is a serious communication gap between managers who have knowledge and practical experience in the field of state and local government and experts who know mathematical and computer modeling methods. More often, this situation creates the fact that the leaders of the state and local governments, in rare cases, have sufficient competence to independently develop serious mathematical models of management, socio-political systems and processes, and also to formulate

official requirements for these studies of mathematical and logical modeling specialists. One of the ways to solve this problem appears as a dynamic process of forming a holistic image that represents the essential description of the reality being modeled in the mind of the researcher-subject. At the same time, this image can be built through different languages and instruments. This means that mathematical, cognitive and logical models are systematically connected with a set of quickly adaptable tools (intuition-concepts, qualitative, cognitive) and play the role of a communicative mediator between experts of different disciplines and fields of activity. In our opinion, mastering the main description of the existence of management and socio-political life, simplifying its complexity (both understanding the object and the means of expression) and making it possible to adequately assess the situation of management decision-making and to set serious tasks. Here we are talking about the need to develop the skills of "model thinking" in managers by mastering the methods of quality modeling of management and socio-political processes.

The management and socio-political system model performs not only heuristic (productive creative thinking) and predictive tasks, but is also a communicative tool of management subjects and a subject of management decisions.

#### Multinational model

One of the well-known ways of building these images is to draw up a diagram of the complex socio-political situation, the factors that have a strong influence on the integrity of the socio-political system, its development opportunities, and the quality of life of citizens.

The model that should be formed in the first table can express the hypothesis and certain views about the main factors of the development of the social system expressed in the indicators of satisfaction of socio-political needs.

Table 1. Table of indicators of satisfaction of socio-political needs (based on the study of local conditions)

1. Being able to see the future.
2. Quality of republican and local government.
3. Development of infrastructure in places.
4. Social benefits.
5. Salary level.
6. Employment.
7. Opportunity for professional growth.
8. Free time.
9. Housing conditions.
10. Study opportunities.
11. Health maintenance.
12. Birth rate.
13. Criminal status, discipline.
14. International relations.
15. The problem of migrants.
16. Environmental condition.
17. Average support level of families.
18. Corruption.
19. Retirement benefits.

20. Social justice.

Based on the factors mentioned above, the quality assessment of the model indicators can be carried out both by the method of expert assessment and the method of sociological survey.

This model makes it possible to take into account the most problematic from the point of view of the development of the direction of social spheres during the development and implementation of reforms. They can be the direct goal of reforms in public administration, as well as a source of risk.

Scale (indicator) of innovative development of the innovative social environment of the region

On Measuring Innovative Development in Urban Environments, Ch. Based on the methodology proposed by Landry, it is possible to propose the system of the evaluation of the innovative development of the region in the following chart 2, table.[6]

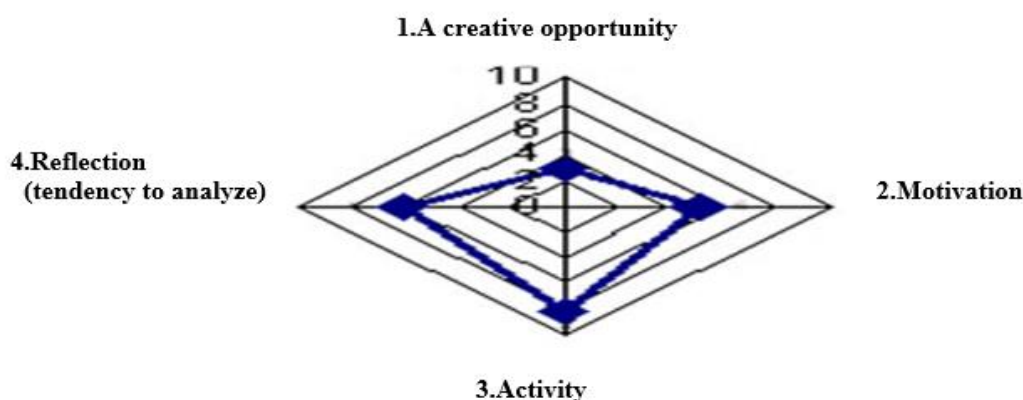
Evaluation	Evaluation criteria
1	Creativity (identity) is not perceived as an important part of regional life. Issues related to creativity and innovation are not openly discussed.
2-3	The administration is beginning to understand the importance of innovation. There is an attempt by local authorities to encourage creativity, for example, achievements are rewarded. The organization and management of the territory remains traditional. The departure of promising personnel from the region is still being observed.
4	Universities are conducting several pilot projects and studies. The "drain of the smart" is stopping.
5-6	There is support for updates in the infrastructure. New types of technologies are being formed. Exchange programs in business, education and domestic sectors are taking place.
7-8	Support for creative projects aimed at retaining the most talented professionals is felt in the region at all levels. The region is attracting talented people, but some resources are still lacking.
9	The region has gained national and international recognition as a creative hub. Important scientific research institutes and offices of innovative companies are located in the area.
10	An atmosphere of self-renewing creativity, critical thinking, and influence has been created in the area. In this area of the city, high-level opportunities and infrastructures, objects and organizations of world importance are being formed.

This structure of assessment allows to determine indicators of the ideal state of the social innovation environment and its development vector. The evaluation criteria should take into account the openness factor of the observed system and the reflexivity (influence) of the management subjects in the form of administration.

Four-factor model of innovative development of socio-political environment in management it is known that one of the most important tasks in the management of state reforms is the development of a basic system of measurement. As a result of it, the multi-dimensional and

complexly formed socio-political innovation environment becomes a space that reflects its specific description and allows defining the main direction of the existing state of the social system.

Experts working in this direction, and in our opinion, can recommend the following four-factor model for evaluating the innovative development of the socio-political system in the form of a table. This methodology allows for a qualitative assessment of complex emergency events. Each parameter is evaluated on the basis of the system of observed indicators according to the developed scale.



*Figure 3. Sample rating scale*

*Table 4. An example of building a rating scale*

A factor	Description	Indicators	Unit of measurement of indicators
A creative opportunity	Creating an environment conducive to creativity, new ideas and innovative projects	<ul style="list-style-type: none"> <li>- Innovators-inventors.</li> <li>- Innovation organizations;</li> <li>- Social circle;</li> <li>- Social movement;</li> <li>- Creative people.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of scientific and educational institutions;</li> <li>- The number of new technologies, creative associations and participants</li> </ul>
Motivation	Level of interest of socio-political entities implementing innovation projects	<ul style="list-style-type: none"> <li>- Existence of unsatisfied interests;</li> <li>- The level of disaffected moods;</li> <li>- Confidence in the future (belief system);</li> <li>- Social instability;</li> <li>- A state of separation (contradiction, tension, disagreements).</li> </ul>	<ul style="list-style-type: none"> <li>- The number of citizens who are not satisfied with the current situation;</li> <li>- Amount of protests;</li> <li>- The number of articles published by the mass media directed at the changes.</li> </ul>
Activity	Implementation of innovation projects, activity of socio-political entities,	<ul style="list-style-type: none"> <li>- Social impression of project implementation;</li> <li>- Implementation of projects based on</li> </ul>	<ul style="list-style-type: none"> <li>- The number of people involved in the innovation project;</li> </ul>

	availability of resources for implementation	changing the social environment.	- Costs of making changes; - Amount of activities aimed at changing and developing the social sphere
Social effect analysis	The degree of understanding of the consequences of the implementation of projects, risk assessment, controllability of processes.	- Level of understanding; - Risk management; - Monitoring.	The availability of special events to discuss the action of the administration. Holding polls, referendums, forums

Factor of innovative opportunities in management

In management, the creative (creative) possibility of the socio-political system is formed by the subjects of social changes, which can be expressed through conscious (directed towards a specific goal) or unconscious, that is, individuals who associate their actions with specific changes, as well as through various groups. Polish scientist P. Shtompka distinguishes six types of subjects of social change as the main actors of socio-political innovation [7]. With their help, we determine the creative possibilities of the socio-political environment:

- individual people coming up with innovation proposals (inventor of new technology, politician proposing reform, entrepreneur reorganizing the enterprise, etc.);
- innovative roles (artists, scientists, inventors, experts, religious people, etc.);
- innovative organizations (legislative committees, parliament, commissions, design bureaus, etc.);
- innovative social groups ("bohemia" of aristocrats (intellectuals, actors, musicians, artists), students, film masters, etc.);
- social movements (youth, political, public, feminist, etc.);
- ordinary people who create a new practice in their daily life (speech methods, dealing with others, entertainment, pastime, etc.).

It can be observed that the factors related to the possibility of innovation are increasing in Uzbekistan. That is, a few years ago, the word "innovation" was an unfamiliar concept for many. We began to use this term, which came to us from abroad, and began to ring in our ears. But soon - due to the modern technologies and knowledge that began to develop at the beginning of the reforms of New Uzbekistan, today "innovation" has become one of the main words in our vocabulary.

In today's world, the number of countries that are rapidly developing due to the introduction of innovative development models, the export of advanced ideas, "know-how" and "smart" technologies is increasing. We must admit that for a certain period of time, the work done in this direction in our country was not satisfactory. Therefore, the head of our state from the first years of taking office has been determined to solve the current problems in this direction [7].

As the President of Uzbekistan Sh.M. Mirziyoev noted, "Innovation is the future. We must start building our great future on the basis of innovative ideas. It is not for nothing that we are

moving to the path of innovative development and digital economy. Because in today's fast-paced world, who wins? The state that relies on a new idea, a new idea, and innovation will win".[8]

In the last 3-4 years, the door of wide opportunities has been opened for our youth. This is not an exaggeration, on the contrary, it is just words of gratitude coming from the tongue of a young man who dreams of these days. After all, when have young men and women with their own ideas and projects been supported at the ministerial level, and various competitions have been organized for them? Today these things have become normal. Young people are showing their talent and potential in big technological development marathons like "Start up", "TechnoWays". Becoming a grant winner and turning his inventions into useful devices...

In order to support such young men and women, the Ministry of Innovative Development was one of the first to establish the "Youth Academy". In a short time, the structure has become a space that unites talented young people with innovative projects and ideas, students, scientists and entrepreneurs under the age of 40, and encourages them in every way.

Young men and women under the age of 40 who have their own team, scientific development, idea or start-up projects are admitted to the Academy. Young inventors can work here on one of 4 platforms: "Idea Generators", "Startups", "Business Representatives" and "Future Academics".

Currently, there are about 2 thousand members of the Youth Academy. They are implementing their projects in geology, mathematics, physics, agriculture, chemical industry, healthcare, education, artificial intelligence, robotics and mechatronics, programming, 3D modeling and other areas. Among the members, there are many active and enterprising teams that contribute to the development of a specific field by implementing their innovative and practical developments.

Today, many projects developed by them are widely implemented in our lives. In particular, the "CleanBox" device, which is currently used in various fields, is designed to eliminate bacteria and odors from clothes, children's toys and other household items, bionic prostheses for people with congenital armlessness and amputees, special oxygenation masks for artificial lung ventilation devices. , "Carwon smart security system" mobile application developed for the purpose of ensuring the safety of cars, artificially carbonized material extraction device based on household waste, "Humo S1" vacuum-based equipment for casting non-ferrous metal products, "Sky project" virtual parachute simulator and several others We are pleased that the inventions were created by Uzbek young men and women, in particular, members of the "Youth Academy"

Today, the leader of the academy is elected in each region of our republic, and the projects developed by talented youth teams are being selected. In a short period of time, in order to support such young men and women, encourage members of the academy, and motivate young people with promising developments, competitions of practical, innovative and start-up projects have been held in a number of directions.

Especially, the allocation of 50 billion soums to the best innovative and start-up projects of young people within the framework of the "Future Scientist" competition organized by the decision of the President in April of this year was a great opportunity for young men and women.

Most of the projects implemented by the "Youth Academy" are aimed at increasing the intellectual, scientific and creative potential of boys and girls in the regions, turning them into active leaders of reforms in society. For this purpose, according to the decision of the government,

Youth Technoparks will be gradually established in each region of the republic. The activity of the innovative educational bus "Technobus" aimed at training young men and women living in remote areas in areas and directions important for the development of our country was launched [9].

A motivational factor in the field of innovation. In order for the social environment to realize its creative potential, there must be a sufficiently strong motive (reason and evidence). In the system we recommend, the level of motivation characterizes the needs of socio-political subjects in changes. The assessment of motivation in the direction of the innovative concept in public administration should be carried out from the point of view of the state, society and the state-society system.

P. Sztompka shows the following four cases, that is, the subject of the formed normative structure can somehow try to escape from it and change this structure:

1. Lack of improvement of socialization and control processes.
2. Different groups of people have different levels of socialization and obedience to control.
3. The diversity of the normative structure of each society in terms of origin, pluralism.
4. Separation of certain groups from their own society and their acceptance of another society and its culture as a model.[10]

We propose to consider the following factors when evaluating the motivation for innovative changes, based on which a system of appropriate indicators is created:

- existence of unsatisfied needs;
- level of dissatisfaction;
- orientation towards the future (waiting system);
- separations (conflicts in a tense situation, disagreements).

It should be emphasized that there is both positive motivation (striving for goodness, a higher goal, development) and negative motivation (avoidance of threats, conflicts and contradictions). At the same time, these motives can be determined at the level of consciousness and subconsciousness.

#### Factor of innovative activity

The activity of socio-political subjects in management and their involvement in innovative projects characterizes specific changes in the socio-political environment. The evaluation of these factors can be carried out according to the following indicators:

- the number of people involved in the innovative social project;
- costs of making changes;
- social impact on project implementation.

Of course, an important indicator in assessing the general view of the innovative development of the social environment is formalized not only by the importance of each factor, their ideal situation in other regions, but also by comparing the degree of compatibility of all 4 factors. For example, there is a possibility that high innovation activity will not be effective enough without sufficient management effectiveness, and it may even create additional threats. On the other hand, high creative potential in the socio-political environment may not be required in conditions of weak motivation and lack of activity of socio-political subjects.

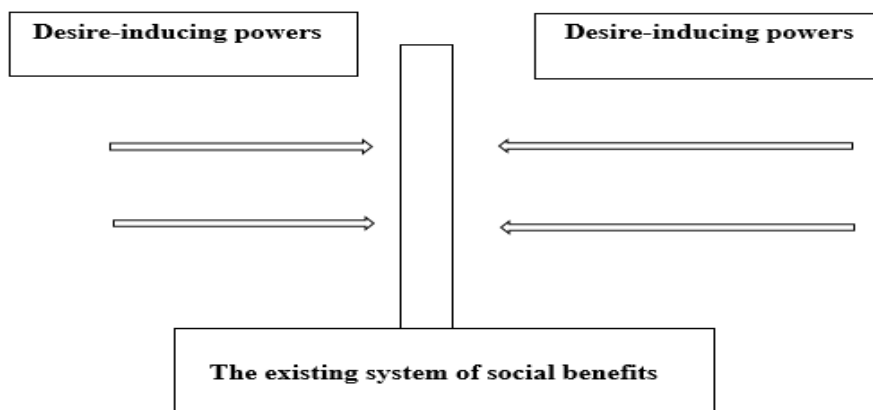
#### Qualitative models of social innovation environment of state reforms

K. Levin's stress field theory.



K. from the point of view of risk management related to goal-oriented social changes in management, for example, resistance to state reforms. Lewin's concept of the tension field is noteworthy. According to it, any organizational changes in the social system can be viewed from the perspective of the struggle of stimulating and limiting forces. Management of changes in social organization depends on the balance of these forces.

*Figure 5. Voltage field diagram.*



Any innovation changes caused by certain reasons (stimulating forces) are resisted by limiting forces. It is possible to determine and analyze all the directions of the forces of the tension field in order to make a management decision aimed at the introduction of social innovation. For example, an example of the formalization of the approximate structure of the tension field based on the situation of reforming social benefits (Chart 6, table) is as follows:

Motivational forces in management	Limiter in control forces
Lack of control over spending benefits in management	Lack of confidence in governing bodies
Inequality of opportunities to receive social benefits in management	Imperfect implementation mechanisms
The need to fight inflation	

Evaluation criteria of social innovation in management

In order to differentiate social news and public administration tasks, it is necessary to develop selection criteria that will allow us to evaluate social news from the perspective of priorities in the development of society. The criteria for evaluating social news and the ideal model can be expressed as follows:

- maintaining the communicative unity of the system.

The reform helps social institutions and social groups to interact effectively, serves to create equality and reproduce values;

- increase of social capital (as a source of trust).

The reform has a positive effect on the authority of the state, helps in the formation of horizontal relations, civil society institutions;

- development opportunities of the social system.

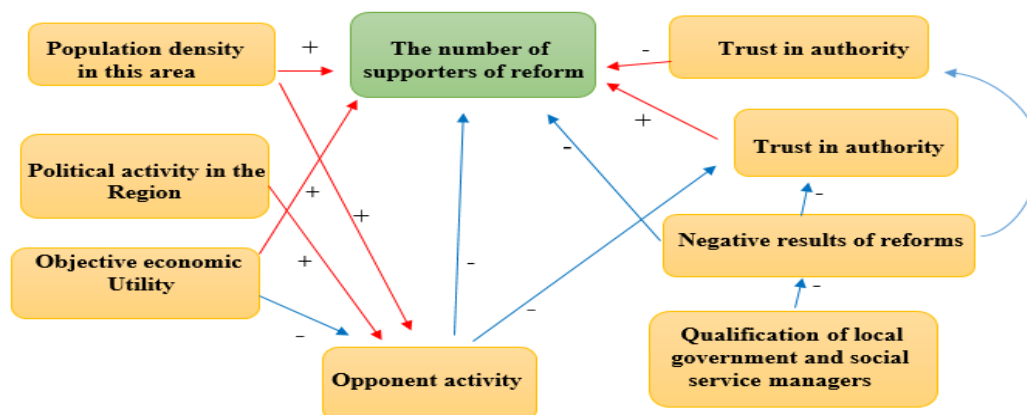
The reform opens up new opportunities for positive changes expressed in the dimensions of the quality of life of citizens;

- social subject's choice

The reform gives the social entity the right to freely choose new opportunities for development. [11]

#### Cognitive modeling

In Einstein's words, if the problems cannot be solved by the way of thinking we create, then the way of thinking has to manage itself. It is possible to control the thinking of the subject only when his reflexivity is sufficient. The subject ensures the observability of his way of thinking with the help of reflection when solving a complex problem. Therefore, the method of cognitive modeling is one of the ways to clearly imagine the structure of the main factors of the socio-political environment and their interactions, and modeling reflects the logic of the subject's thinking. The essence of this method is that a group of experts isolates the most important factors of the observed process (in the context of public administration, which can be factors influencing the implementation of state reforms) and analyzes the possible interactions between them. The interrelationship of factors can be positive (an increase in one factor leads to an increase in another) or inverse (an increase in one factor leads to a decrease in the other). This is represented in the form of an oriented table (Figure 7).[12]



**Figure 7. A cognitive model of the social benefits reform environment**

In order to distinguish the main factors and determine their interrelated nature and strength, it is necessary to analyze the data obtained by the method of social survey of the citizens of the researched area based on statistical factors, as well as to use the expert evaluation method. This method is important in the process of decision-making and collective analysis of the situation.

When developing a cognitive model, it is necessary to pay attention to the fact that the number of considered factors is minimal (no more than 12). Because the excessive complexity of the model does not allow the expert to identify important mechanisms and interactions

At the same time, the model clearly shows the stabilizing and destabilizing feedbacks that ensure system homeostasis and cause major changes. M. Maruyama proved that "A contour increases deviation, when it has an even number of reverse arcs or none at all, this contour counteracts the deviation". Based on the cognitive model, the manager makes decisions about:

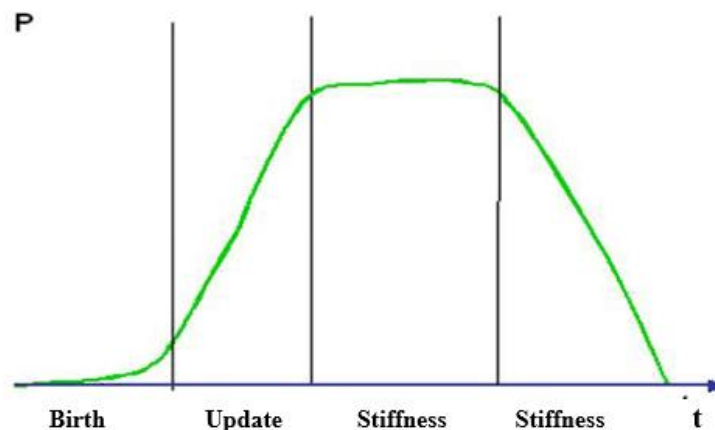
- 1) influencing certain factors;
- 2) change the power of communication;

- 3) change the character of interaction;
- 4) add new factors to the system;
- 5) introduction of new interrelated mechanisms.[13]

Models of the dynamics of socio-political innovations in management

Life cycle model

The speed of introduction of new or mixed (broken) innovations depends on the internal characteristics and dimensions of the system. Yu.M. According to Plotinsky, the demand for innovation also depends on the life cycle phase of the social system. Based on the general model of the life cycle of the organization, it can be assumed that the period with the greatest demand for innovation is the period of establishment of the organization, as well as the period of crisis associated with the excessive increase or decrease of resources during the new growth.



**Figure 8. Life cycle model [14]**

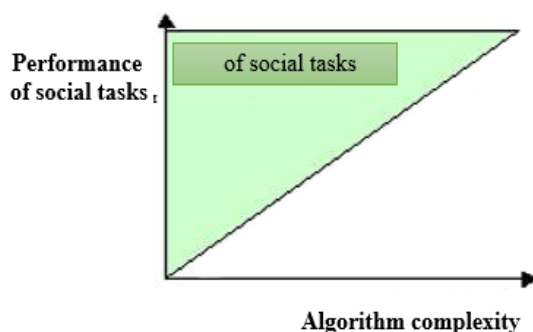
In this case, a developed social system will be more ready for reforms than a system in a stable state. In times of high demand for news, there is a risk that society lags behind the needs for change, which can lead to natural changes and conflicts with the existing governance system.

Acceptance of innovations means acceptance of innovations. Innovation is related to the individual's subjective perception of opportunities and risks in future changes. Therefore, innovations with advantages and simple laws of social interaction are introduced faster.

Effective social strategies are consciously or unconsciously adopted by social subjects, which ensures the absorption of news. Copying foreign effective experience is a social strategy that ensures the integrity and coherent development of the social system.

Perspectives of quality models in the management of social models

The process of emergence and diffusion of innovations and its institutionalization from the point of view of the theory of self-organization represent the transition of the social system to a new state. They are associated with positive feedback, i.e., loss of balance due to initially strong shaking action. The states hidden behind the instability point not only predict the future of the system, but also create abstraction by imposing a discontinuous choice on the system itself. In this case, a border appears between the external subject of self-organization and the management capabilities of its internal forces.



**Figure 9. The principle of selecting innovative social strategies. [15]**

The complex nonlinear dynamics of social processes do not allow making the same long-term predictions as in the classical view. Therefore, it can be about identifying possible scenarios and traditions. In this case, the model performs an important communicative function as a universal language of the description of the social process, which provides a constructive communication of experts. Another task of models is to create a professional inner feeling of a specialist who makes a management decision. In our opinion, it is a complex combination of the model's creation and prediction functions, because the model becomes a measure of order for the decision-maker and determines how he feels about the situation. As observers of the social system, we can not only predict the course of events, but also put forward all possible scenarios, use self-justifying predictions and mechanisms of social reflection.

In short, the set of methods for creating quality models of management and socio-political processes considered above can serve as a basis for later transition to formal models. For example, it is not difficult to transform the interaction of cognitive model factors into a system of differential equations. After identifying the decisive strategies of the behavior of social representatives, we can visualize the changes through multi-agent modeling methods. Understanding the basic principles of modeling as a method of forming a controlled image of complex reality allows managers of different levels to more effectively use scientific potential, create an interdisciplinary communication space, rise to a new level of reflection, and raise social and political innovation processes to a higher level of quality.

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