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- 13.00.00 Pedagogika fanlari
- 13.00.01 Pedagogika nazariyasi. Pedagogik ta'limotlar tarixi
- 13.00.02 Ta'lim va tarbiya nazariyasi va metodikasi (sohalar bo'yicha)
- 13.00.03 Maxsus pedagogika
- 13.00.04 Jismoniy tarbiya va sport mashg'ulotlari nazariyasi va metodikasi
- 13.00.05 Kasb-hunar ta'limi nazariyasi va metodikasi
- 13.00.06 Elektron ta'lim nazariyasi va metodikasi (ta'lim sohaları va bosqichlari bo'yicha)
- 13.00.07 Ta'limda menejment
- 13.00.08 Maktabgacha ta'lim va tarbiya nazariyasi va metodikasi
- 13.00.09 Ijtimoiy pedagogika
- 07.00.00 Tarix fanlari
- 19.00.00 Psixologiya fanlari
- 01.00.00 Fizika-matematika fanlari
- 02.00.00 Kimyo fanlari
- 03.00.00 Biologiya fanlari
- 09.00.00 Falsafa fanlari
- 10.00.00 Filologiya fanlari
- 11.00.00 Geografiya fanlari

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MUNDARIJA

Milliy xarakter tushunchasining pedagogik va aksiologik talqini.....	10
Usmonova Muattar Bahadirjonovna	
Maktabgacha yoshdagi bolalarning o'zini o'zi anglashida muloqotning o'rni	14
Yaxshiboyeva Zuhra, Pardayeva Munisa	
Maktabgacha ta'lim tizimida sog'lom turmush tarzi ko'nikmalarini shakllantirishning zamonaviy usullari	17
Dilsora Shodmonova	
Педагогические предпосылки развития билингвизма у детей в дошкольных образовательных учреждениях	24
Истамова Нигора Азимжановна	
Maktabgacha ta'lim tashkilotlarida neyrogimnastika texnologiyalaridan foydalanishning pedagogik asoslari.....	29
Saidova Nigora Olimovna, G'ulomova Shaxnoza Abdusalom qizi	
Jismoniy tarbiya va sport: iqtidorli yoshlarni tanlash, saralash va ularni maqsadli tayyorlashning zamonaviy yo'llari.....	32
Muxamedjanov Shovkat Muxrumovich	
Yoshlar ma'naviy-axloqiy tarbiyasida tarixiy xotira, milliy meros va qadriyatlardan foydalanishning pedagogik asoslari.....	36
Nomozov Muhammadyusuf Meyliqul o'g'li	
Sport tashkilotlarida rahbarlik qilish va boshqarish.....	40
Artikov Xayrulla Baxtiyarovich	
Formation and Development Stages of Terminology as a Scientific Discipline	44
Lola Mannobova	
Lexicographic Features of Onomastic Units in English and Uzbek Dictionaries	48
Berdiyeva Mashhura Tulqin qizi	
Boshlang'ich sinf o'quvchilarining qobiliyat, qiziqish va o'rganish usullarini hisobga olgan pedagogik metodlar va dars rejaları	51
Abdullaeva Gulmira, Egamberganova Yorqinoy Ollobergan qizi	
Disputning ingliz romanlaridagi pragmatik va lingvokulturologik ko'rinishlari	55
Abdumalikova Diyoraxon Rafiqjon qizi	
O'yin texnologiyalarining aqliy rivojlanishida muammolari bo'lgan bolalar ijtimoiy ko'nikmalarini rivojlantirishdagi o'rni	59
Abdunazarov Abdumutal Olimovich	
Auditoriyada va auditoriyadan tashqari jarayonda talabalar ijtimoiylashuvini rivojlantirish mexanizmlari	64
Alimova Gulrux Farhod qizi	
Maktabgacha yoshdagi bolalarda kreativ fikrlashni rivojlantirishda interaktiv o'yin texnologiyalarining pedagogik imkoniyatlari	70
Axtamova Mohinur O'tkir qizi	
Oilaviy zo'ravonlikka uchragan ayollarni qo'llab-quvvatlashda mahalla va ijtimoiy xizmatlarning o'rni	74
Dumarova Gulfira Kozimbekovna, To'liqinova Muxlisaxon Jamshid qizi	
O'zbek milliy romanchiligida tarixiy haqiqat va badiiy talqin (Xayriddin Sultonning "Yaldo kechasi" romani misolida)	78
G'aybulloyeva Parvina Samandar qizi	
Aqli zaif bolalarda kommunikativ faoliyatning ontogeneza shakllanishi	82
Hamraqulova Durdona Dilshod qizi	
Neuroeducation va Phygital Learning asosida boshlang'ich sinf o'quvchilarining kognitiv faolligini rivojlantirish metodikasi	87
Hikmatova Yulduz Nuritdinovna	



Autizm spektri buzilgan bolalarning ijtimoiy-pedagogik moslashuvining nazariy asoslari	91
<i>Shodmanxojiyeva Iroda Ne'matulla qizi</i>	
Maktabgacha yoshdagi bolalarda nutq rivojlanishini qo'llab-quvvatlashda o'yin texnikalarining roli	95
<i>Jamolova Farida Fatillo qizi</i>	
Ta'lim qardosh tillarga yo'naltirilgan mtt direktorining boshqaruv kompetentligini rivojlantirish mexanizmlari (Qoraqalpog'iston Respublikasi misolida)	98
<i>Jumagulova Gulziya Madiyarovna</i>	
Oliy ta'limda talabalarning raqamli taqdimot va ommaviy nutq ko'nikmalarini axborot texnologiyalari vositasida takomillashtirish	103
<i>Junaydullayev Oxunjon Kaxorjon o'g'li</i>	
Boshlang'ich sinf ona tili darslarida o'yin texnologiyalari orqali nutq malakalarini rivojlantirish	107
<i>Maqsuda Maxsudovna Murodova</i>	
O'zbek tilida "nur" so'zining ko'chma ma'nolari	113
<i>Maxbuba Axatova</i>	
Bo'lajak tarbiya fani o'qituvchilarini kasbiy tayyorlashda raqamli texnologiyalar va interfaol metodlardan foydalanishning o'ziga xos xususiyatlari	116
<i>Misirova Nodira Tovbayevna, Nosirova Dilfuza Sa'dullayevna</i>	
Boshlang'ich sinf o'quvchilarining ingliz tilida og'zaki nutqini shakllantirishdagi qiyinchiliklar	120
<i>Nabiyeva Xilola Abdulmuratovna</i>	
Maktabgacha yoshdagi bolalarning ma'naviy-ma'rifiy qiyofasini shakllantirishning o'ziga xos xususiyatlari... ..	123
<i>Niyozova Maftuna Normaxmat qizi</i>	
Boshlang'ich sinf o'quvchilarida "Tarbiya" fanini tabiiy fanlar bilan integratsiyalash asosida ekologik tafakkurni shakllantirish.....	126
<i>Norbo'tayeva Iroda Yunusovna</i>	
Suzish vositalari yordamida talabalarning qo'l va oyoq mushaklarini rivojlantirish metodikasi	130
<i>Nosirov Sardor To'lqinjon o'g'li</i>	
Bo'lajak pedagoglarning metakognitiv kompetensiyasini rivojlantirishning didaktik imkoniyatlari	134
<i>Nosirova Ra'no Xamidovna</i>	
Dual ta'limda oliy ta'lim va maktabgacha ta'lim tashkilotlari o'rtasidagi hamkorlikning mazmuni.....	137
<i>Qoraboyeva Zohidaxon To'lanboyevna, Tursunbayeva Sevara Abdullo qizi</i>	
Maktabgacha ta'lim yoshidagi bolalar nutqida noverbal vositalarning roli.....	142
<i>Qurbanova Surayyo Tuynazar qizi, Maqsudboyeva Dilbar Olimjon qizi</i>	
Texnologiya fanini o'qitishda integrativ yondashuvning pedagogik zarurati va nazariy asoslari	146
<i>Qurbonmurotov Eldor Abdusaidovich</i>	
O'zbekistonning zamonaviy ta'lim muhitida o'zbek-rus bilingvizmi sharoitida o'quvchilar nutqining psixolingvistik xususiyatlari.....	149
<i>Qurdasheva Bonu Bexzod qizi</i>	
Xorij olimlari tadqiqotlarida prosotsial xulq-atvor namoyon bo'lishining o'rganilishi	153
<i>Rahimova Sarvinov Odilboy qizi</i>	
Musiqqa fanlarini o'qitishda inquire-based learning texnologiyasidan foydalanish metodlari.....	157
<i>Raximova Dilbar Rizakulovna</i>	
Maktab rahbarining qaror qabul qilish uslubi pedagogik jamoa ijtimoiy faolligini rivojlantirish omili sifatida..	161
<i>Raximova Maryam O'tkir qizi</i>	
Yosh sportchilarda yurak-qon tomir tizimining morfofunksional adaptatsiyasi va sportchi yuragi fenomeni..	173
<i>Alimova Nasiba Adxamovna</i>	
Mintaqaviy iqtisodiyotda turizm klasterlarini rivojlantirishning zamonaviy yo'nalishlari.....	179
<i>Kurbonova Kamola Ilxomovna</i>	
Nutq madaniyati va notiqlik san'ati	183
<i>Mamadaliyeva Lola Shailyasovna</i>	
Molekulyar fizikada klasster yondashuvi asosida masalalar yechish samaradorligini oshirish	188
<i>Mirzamuratov Baxodir Fayzullayevich</i>	
Oliy o'quv yurtlari, sport tashkilotlari va sport marketingi tashkilotlari o'rtasidagi hamkorlikning zarurati.....	192
<i>Samatov Javlonbek Abdukayumovich</i>	



Bo'lajak biologiya o'qituvchilarida tolerantlik madaniyatini rivojlantirishning pedagogik asoslari	276
<i>Xidirov Faxriddin Fozilovich</i>	
Транслингвальные практики русскоязычных мигрантов в условиях многоязычной среды	280
<i>Рахмонова Нилуфар Уткир кизи</i>	
Nutqida nuqsoni bo'lgan bolalarda leksik-grammatik komponentni diagnostika qilish metodlari	284
<i>Mamatkulova Lobar Tolibjonovna</i>	
Maktabgacha ta'lim tashkilotlarida o'yin texnologiyalari asosida bolalarning ta'limiy faoliyatini rivojlantirish.....	288
<i>Norqulova Ma'mura Husniddin qizi</i>	
Nutqdagi fonetik kamchiliklarning o'quv faoliyati va savodxonlikka ta'siri	293
<i>Xikmatova Saboxat Xusniddinovna</i>	
Oliy ta'limda sog'lom psixologik muhitni shakllantirish omillari	296
<i>Xusanbayeva Ziyoda Maxmutdjon qizi</i>	
Social-Psychological Factors of Increasing the Quality of Life	300
<i>Abdullaeva Ranazhon Matyakubovna</i>	
Boshlang'ich sinf o'quvchilarining nutqiy ko'nikmalarini rivojlantiruvchi zamonaviy o'quv topshiriqlarini ishlab chiqishning ilmiy-metodik asoslari.....	307
<i>Abdumalikova Gulchiroy</i>	
Boshlang'ich sinf o'quvchilarida tayanch hayotiy va fanga oid kompetensiyalarni shakllantirishning didaktik imkoniyatlari.....	311
<i>Adizova Nigora Baxtiyorovna, Sayfullayeva Dilnoza Amrullayevna</i>	
Oliy ta'lim muassasalarida ingliz tili darslarida madaniyatlararo kompetensiyani rivojlantirishning pedagogik shart-sharoitlari	316
<i>Azimova Maftuna Azizbekovna</i>	
Talabalarda lingvistik kompetensiyani rivojlantirishning pedagogik asoslari	321
<i>Eshbekova Dilnoza Ibraimovna</i>	
Boshlang'ich ta'lim o'quvchilarida moslashuvchanlikning psixologik xususiyatlari	324
<i>Fayziyeva Gulhayo Erkin qizi, Fatullayeva Manzura Idillo qizi</i>	
Naim Karimov talqinida Oybek badiiy tafakkurining biografik manbalari	327
<i>Jonpo'lotova Gulshoda Qobil qizi</i>	
Kurashchilarning kuch sifatini rivojlantirishda maxsus mashqlardan foydalanish	334
<i>Muxamedjanov Umidulla Fayzullayevich</i>	
Bo'lajak o'qituvchilarda axloqiy idealni shakllantirishning ijtimoiy-pedagogik asoslari	337
<i>Saidova Malika Erkin qizi</i>	
Yengil atletika texnikalarini pedagogik mahoratni rivojlantirish metodikalarida qo'llash	340
<i>Sattarov Qarshiboy Narqulovich, Mirzayev Karim Mamarasul o'g'li</i>	
Yengil atletika mashg'ulotlarida shug'ullanuvchilarning tezkorlik va chidamlilik sifatlarini rivojlantirishning innovatsion metodikasi	344
<i>Sattarov Sardor Sunnatulloevich</i>	
Innovatsion rivojlanish asosida uzluksiz ta'limning integratsiyalashgan mazmunini modellashtirish metodologiyasi.....	348
<i>Umarov Lutfillo Murodilloyevich</i>	
Milliy maktablarda rus tilini o'qitishda raqamli ta'lim resurslari va veb-saytlardan foydalanish metodikasi....	352
<i>Xolmirzayeva Munira Jahongir qizi</i>	
Педагогические основы повышения профессиональной компетентности будущих преподавателей физического воспитания высших образовательных учреждений	357
<i>Мавлянов Бахром Сангирович</i>	
Раннее выявление и мониторинг кожных заболеваний с помощью искусственного интеллекта: интегрированные архитектуры, алгоритмы и перспективы клинического внедрения	361
<i>Э. Ш. Назирова, Ш. Б. Абдусаломова</i>	
Ingliz tilida modallikni ifodalash vositalari va ularning semantik xususiyatlari	368
<i>Abdujalilova Sarvinov Rashid qizi, Abdurazzokova Mehriniso Azimjon qizi</i>	

Ona va farzand munosabatlarida etnomadaniy omillarning psixologik xususiyatlari.....	373
<i>Abdullayeva Dilbar Ubaydullayevna</i>	
O'quvchilarning gapirish ko'nikmalarini rivojlantirishda interaktiv metodlarning o'rni	378
<i>Abdurahmanov Muhammadjon G'ulomjonovich</i>	
Aralash ta'lim texnologiyalari asosida ta'lim jarayonini loyihalashning ilmiy-metodik asoslari.....	381
<i>Alibayev Sobir Xolboyevich</i>	
Formativ baholash jarayonidan foydalanib o'quvchilarning o'rganishga bo'lgan motivatsiyasini oshirish	386
<i>Amirkulova Dilnoza Zokir qizi</i>	
Bo'lajak tarbiyachilarni kasbiy-pedagogi faoliyatga tayyorlash tendensiyalari	389
<i>Artikbayeva Aziza Abror qizi</i>	
The Role of National Values in English and Uzbek Literature: a Comparative Study	392
<i>Ataniyazova Sohiba Xamidovna</i>	
Frans Kafka ijodining psixologik talqini.....	396
<i>Atayev Shukur-Ali Ayub-Aliyevich</i>	
Development of a Set of Health-Promoting Exercises for Middle-Aged Men 50-60 Years Old, Taking Into Account Physical Training	400
<i>Dehqonova Mahmuda Ortiqovna</i>	
Oliy ta'limda talabalarni jismoniy rivojlantirish metodikalari	404
<i>Imomov Asliddin Abdurazzoqovich, Sattarov Qarshiboy Narqulovich</i>	
Современные мобильные технологии: эволюция и развитие.....	408
<i>Жураев Илхом Исхокович</i>	
Bo'lajak o'qituvchilarda kongruentlik kompetensiyasini rivojlantirishning mazmuni	413
<i>Kamalova Dilobar Tairovna</i>	
Methodology for Developing Communicative Competence of Future Teachers Based on Multimedia Tools.....	418
<i>Kudratova Sultonposhsha Otabek qizi, Khalilova Mukhlisa Ulug'bek qizi, Ziyotova Umida Otabek qizi</i>	
Raqamli ta'lim muhitida ona tili darslarida matn bilan ishlashni tashkil etish.....	423
<i>Erdanova Zamira Olimovna</i>	
Milliy sport turlari orqali talaba yoshlar bilan interfaol dars jarayonini tashkil etish.....	426
<i>Mirzayev Az'am Xudaynazarovich, Sattarov Qarshiboy Narqulovich</i>	
Pedagogika bitiruvchilarining kasbiy o'zini o'zi rivojlantirishga asoslangan barqaror bandligini ta'minlash modeli.....	430
<i>Omonova Mohiniso Maqsud qizi</i>	
Boshlang'ich ta'limda fanlararo integratsiyani sun'iy intellekt asosida takomillashtirishning pedagogik imkoniyatlari.....	435
<i>Panjliyev Jo'raqul Menglimamat o'g'li</i>	
Boshlang'ich ta'limda web-kvest topshiriqlardan foydalanish.....	440
<i>Saidova Gavhar Ergashovna, Itolmasova Oygul Sabritdinovna</i>	
Developing Communicative Competence in English Language Education Through Modern Interactive Methods	443
<i>Sativoldieva Shoxsanam Utkir qizi</i>	
Анализ современных подходов и их недостатков к совершенствованию методов повышения пропускной способности в разветвлённых оптических сетях связи	447
<i>Киямов Рахматулло Рузиевич</i>	
Психологические механизмы профилактики противоправного поведения несовершеннолетних (на примере Республики Казахстан)	452
<i>Тайтелиева Ақтолқын Битуқызы</i>	
Professional ta'lim muassasalarida o'quvchilarning stressga bardoshlilikini rivojlantirishning pedagogik modeli	459
<i>Islamova Fotima Shamsiddinovna, Aliqulova Nilufar Jumanazar qizi</i>	
The Importance of Developing an Exercise Complex for Preparing Para Armwrestlers for Competition.....	463
<i>Karimov Faxriddin Xurramovich</i>	



Loyiha asosidagi ta'limda portfolio va baholash rubrikalari tizimi: boshlang'ich sinf o'quvchilarida kommunikativ kompetensiyani monitoring qilish.....	467
Maxmudova Zulxumor Alim qizi	
Bo'lajak boshlang'ich sinf o'qituvchilar uchun mustaqil ta'limni tashkil etish modeli	472
Muqimova Zulxumor Ziyataliyevna	
Methods for Developing Labor Productivity Through Increasing the Physical Activity of Enterprise and Organization Employees	477
Muxametov Axmad Muxametovich	
Developing Learner Autonomy Through Peer and Self-Assessment In EFL Classrooms.....	481
Rakhmonova Nodirakhon Mukhammadjonovna	
Oilaviy muhitning bolalar shaxsiy rivojlanishiga psixologik ta'siri	488
Xidoyatova Layli To'xtasinovna, Xursanova Mashhura Bobir qizi	
Tarbiyasi og'ir o'smirlarda ijtimoiy adaptatsiya va shaxslararo munosabatlar xususiyatlari.....	493
Elov Ziyodulla Sttorovich, Muxammadiyeva Gavhar Sirojiddin qizi	
Boshlang'ich sinf o'quvchilarida nutq madaniyatini shakllantirishning ilmiy-nazariy masalalari va pedagogik shartlari	499
Nasriddinova Nasiba Alimjonovna	
Ingliz va o'zbek lug'atlarida frazeologik birliklarning berilishi va lug'atlardagi muammolar	505
Oqboyeva Zulfiya Bobonazarovna	
Gamifikatsiya texnologiyasi asosida talabalarning o'quv motivatsiyasini rivojlantirish	510
Yuldashev Sardarxon Rashitxon o'g'li, Sattarova Maftuna Ravshan qizi	
Argumentativ tuzilmalar va sintaktik modellar: aktiv/passiv konstruksiyalar va nominalizatsiya hodisasi	513
Utupova Oysapar Urazmatovna	
Yoshlarni sog'lomlashtirish jarayonida milliy va xalq o'yinlaridan foydalanishning pedagogik imkoniyatlari...	516
Axmedov Gayratjon Kosimovich	
Introduksiya sharoitida dorivor valeriana (<i>Valeriana officinalis</i> L.) ning suv rejimi, biokimyoviy tarkibi va ildiz hosildorligi	522
Xamrayev Rashid Ravshan o'g'li, Omonova Dildora Uchqun qizi	
Maktabgacha yoshdagi bolalarni savod o'rgatishga tayyorlashda zamonaviy pedagogik va raqamli texnologiyalardan foydalanishning metodik asoslari.....	527
Go'zal Qurbonova	
Shaxmat mashg'ulotlari orqali talabalarda tafakkur va qaror qabul qilish ko'nikmalarini shakllantirish	532
Kulboyev Nodirjon Salaydinovich	
Bo'lajak tarbiya fani o'qituvchilarining deontologik kompetensiyasiga oid G'arb pedagogik tafakkurining ilmiy-nazariy asoslari	535
Vaxobov Anvar Abdusattor o'g'li	
Tabiiy fanlarni o'qitishda TIMSS yondoshuvining ahamiyati	539
Xoldorova Shahnoza Ismatjon qizi	
Zamonaviy raqamli texnologiyalar yordamida lingvokulturologik kompetensiyani rivojlantirish	544
Barotova Gulhayo Farhod qizi	
Uy ta'limidagi imkoniyati cheklangan bolalarning ijtimoiy-psixologik moslashuvi va ta'lim sifati monitoringi tahlili	548
Tojimatova Gavxarxon G'ulomjonovna, Pulatova Gulnoza Murodilovna	
O'quvchilarda tarixiy tafakkurni rivojlantirishda multimedia texnologiyalarining didaktik imkoniyatlari	554
Muhammadiyev Javlon Hayitboyevich	
Muammoli ta'lim asosida o'quvchilarda geografik bilimlarni rivojlantirishning ilmiy-metodik asoslari.....	558
Yovqochev Furqat Ulug'bek o'g'li	
Geografiya ta'limida 4k ko'nikmalarini rivojlantirishning innovatsion usullari.....	561
Yuldasheva Oyjamol Davronbek qizi	



METHODS FOR DEVELOPING LABOR PRODUCTIVITY THROUGH INCREASING THE PHYSICAL ACTIVITY OF ENTERPRISE AND ORGANIZATION EMPLOYEES

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Abstract: This article provides a scientific and theoretical analysis of methods for developing labor productivity through increasing the physical activity of enterprise and organization employees. Corporate sports programs, ergonomic approaches in the workplace, and management strategies are discussed. It is concluded that integrating physical activity into labor organization significantly enhances employees' cognitive capacity, motivation, and overall productivity.

Key words: physical activity, labor productivity, corporate sports, ergonomics, employee health, management methods.

Annotatsiya: Ushbu maqolada korxon va tashkilotlar xodimlarining jismoniy faolligini oshirish orqali mehnat unumdorligini rivojlantirish metodlari ilmiy-nazariy jihatdan tahlil etiladi. Maqolada korporativ sport dasturlari, ish joyidagi ergonomik yondashuvlar va boshqaruv strategiyalari ko'rib chiqiladi. Xulosa qilinishicha, jismoniy faollikni mehnat tashkilotiga integratsiya qilish xodimlarning kognitiv qobiliyatini, motivatsiyasini va umumiy unumdorligini sezilarli darajada oshiradi.

Kalit so'zlar: jismoniy faollik, mehnat unumdorligi, korporativ sport, ergonomika, xodimlar salomatligi, boshqaruv metodlari.

Аннотация: В данной статье проводится научно-теоретический анализ методов развития производительности труда через повышение физической активности работников предприятий и организаций. Рассматриваются корпоративные спортивные программы, эргономические подходы на рабочем месте и управленческие стратегии. Сделан вывод о том, что интеграция физической активности в организацию труда существенно повышает когнитивные способности, мотивацию и общую производительность работников.

Ключевые слова: физическая активность, производительность труда, корпоративный спорт, эргономика, здоровье работников, методы управления.

INTRODUCTION

In the context of the modern economy, the issue of labor productivity is gaining important strategic significance not only from a macroeconomic perspective but also from a microeconomic management standpoint. Numerous studies conducted worldwide show that the physical condition, health, and motor activity of employees directly affect their work performance. However, in many enterprises and organizations, this factor is still overlooked or not sufficiently incorporated into management systems. In most cases, increasing labor productivity is considered only within the scope of technological innovation, material incentives, or professional development programs, while employees' physical activity is treated as a secondary factor. Yet the physical health of a person directly determines their mental activity, concentration, stress tolerance, and overall creative potential. Sedentariness—the problem of physical inactivity—is widespread among office workers today, and this condition negatively affects not only health but also corporate economic outcomes. Decreased physical activity is associated with declining cognitive function, emotional burnout, increased absenteeism due to illness, and weakened labor discipline. For this reason, the present article comprehensively examines methods for developing labor productivity through increasing the physical activity of enterprise and organization employees.

LITERATURE REVIEW ON THE THEME

The relationship between physical activity and labor productivity is multifaceted, and understanding it correctly requires considering biological, psychological, and management perspectives together. The literature review shows that physical exercise positively affects cognitive functions through neurophysiological mechanisms. In particular, aerobic exercise improves cerebral blood circulation, stimulates the production of neurotrophic factors (BDNF), and enhances the activity of the prefrontal cortex—all of which directly influence attention, decision-making, and problem-solving ability. Research conducted by scientists at the Russian State University of Physical Education, Sport, Youth and Tourism from the perspective of occupational hygiene has noted that employees who engage in regular physical exercise achieve 20–25% higher work efficiency compared to those who do not.

In the Republic of Uzbekistan, physical education and sport are receiving attention at the state level. The Law “On Physical Education and Sports” and relevant Presidential decrees have outlined several directions for forming a corporate sports culture. However, in practice—especially in the private sector—these directions have not yet been fully implemented. While the main focus in improving labor productivity in our country is being directed toward professional training and technological modernization, the physical component of human capital is often pushed to the background.

Foreign researchers, particularly scholars from Scandinavian countries, have made significant contributions to the development and evaluation of corporate physical activity programs. “Workplace sport” programs actively introduced by public and private enterprises in Sweden and Denmark have reduced sick days by up to 30%, while job satisfaction has increased considerably. These results have also been confirmed by the European Agency for Safety and Health at Work, demonstrating that promoting physical activity at the corporate level is also an effective investment from a production economics perspective.

Recent research in the field of ergonomics particularly emphasizes the importance of designing the work environment in a way that accommodates physical activity. Prolonged static (sedentary) work postures negatively affect the musculoskeletal system, circulation, and the nervous system. With this in mind, the concept of the “active workplace” is becoming increasingly widespread in modern corporate architecture and office design. This concept includes standing desks, movement zones, active break areas, and spaces equipped with exercise equipment. This approach not only provides physical benefits but also encourages social interaction among employees, strengthening team relationships and enriching corporate culture.

From a psychological standpoint, physical activity activates the production of neurotransmitters such as endorphins and serotonin, which reduce stress levels and promote emotional stability. Leonova A.B., a representative of the Russian school of occupational psychology, in her foundational works on occupational stress and occupational health, has analyzed in detail the positive impact of physical exercise on employees’ psycho-emotional state and described it as a systemic factor in increasing work efficiency. Physical activity restores not only somatic health but also psychological resources, which is of great importance, especially for institutions with high intellectual workloads.

RESEARCH METHODOLOGY

This study is purely theoretical and analytical in nature, drawing on scientific articles, monographs, and regulatory documents in Uzbek, Russian, and foreign sources related to the topic.

ANALYSIS RESULTS

Based on the conducted literature review, several key methods of integrating physical activity into labor productivity are identified, and their mechanisms of impact are analyzed.

The first and most important method is the formal incorporation of corporate sports programs into the organizational structure. This means not merely paying for gym subscriptions or organizing occasional sports events but rather designing a systematic program that organically links employees’ physical activity with the work schedule, motivation system, and HR strategy. This approach transforms employees’ attitude toward physical activity from a voluntary benefit into a mandatory management element, thereby ensuring its sustained implementation.

The second important method is restructuring the workday based on physical activity. This method envisions transforming break times from simple rest into active, movement-based breaks, as well as incorporating “micro-interval” exercises into the workflow. Research shows that 5–10-minute active breaks every 45–60 minutes not only maintain employees’ work capacity but also enhance cognitive productivity in the following work segment. This method is particularly important for office employees who sit at computers for long periods, as they face relatively high static loads and limited opportunities to move.



The third method is creating an ergonomic environment. Designing a work environment within an enterprise that promotes physical activity is a complex approach linking management and architectural decisions. Encouraging the use of stairs instead of elevators, holding meetings while walking (“walking meetings”), and equipping workspaces with ergonomic furniture and opportunities for movement—all of these organically embed physical activity into the work environment. Crucially, these changes do not require employees to invest additional time or effort but are accomplished by reorganizing existing work processes.

The fourth method is forming a corporate health culture and reinforcing it through leadership by example. Research shows that the physical activity culture within an organization is directly linked to management’s attitude toward this area. If senior employees demonstrate sport and physical activity as priority values, this behavior spreads throughout the entire team and is accepted as the norm. This is the phenomenon known in psychology as the “role model,” and it is one of the most effective tools for shaping corporate culture.

The fifth method is individually tailored physical activity plans. Not all employees have the same physical capabilities and needs; therefore, universal programs often fail to deliver the expected results. Developing individual or group physical activity plans that take into account employees’ age, gender characteristics, existing health conditions, and the nature of their work is becoming increasingly widespread in modern HR practice. Such individualization increases employees’ motivation to participate in the program and ensures the achievement of long-term results. In implementing this method, cooperation between the enterprise’s medical service, sports managers, and psychologists plays an important role.

All of these methods are interconnected and mutually complementary. Applying them in a systematic combination yields greater results than implementing each method separately. Furthermore, the literature particularly emphasizes that the effectiveness of physical activity programs depends on the voluntary and conscious participation of employees in this process. Coercion or excessive regimentation may produce the opposite result—that is, it may diminish employees’ intrinsic motivation. For this reason, corporate physical activity programs must be built in an encouraging, flexible manner based on employee feedback. When incorporating such programs into the management system, their economic viability must also be considered. Costs associated with illness, occupational injury, and employee turnover are significantly reduced among healthy and active employees, which confirms the value of a physical activity program as an investment.

When examining the impact of physical activity on labor productivity, the time factor must also be taken into special account. The literature review shows that meaningful results from corporate physical activity programs manifest not in the short term but through consistent and long-term implementation. Here, the concept of the “investment payback period” is important: in the first phase, the enterprise expends work time and financial resources, but after 6–12 months of consistent implementation, clear positive changes begin to be observed in employees’ work capacity, illness rates, and job satisfaction levels.

Furthermore, the long-term effectiveness of physical activity programs depends on how deeply they are integrated into the corporate planning system. When a program is defined not as a separate project or seasonal event but as an integral part of the enterprise’s strategic development plan, it becomes a stable element of organizational culture and sustains its effectiveness over the long term. From this perspective, a clearly expressed strategic intent and resource commitment from management, supported by step-by-step defined performance indicators, are the key conditions for success when implementing corporate physical activity programs.

CONCLUSIONS AND SUGGESTIONS

The results of the conducted literature review and personal analysis demonstrate that increasing employees’ physical activity is an independent and effective methodological direction for developing labor productivity. Physical activity enhances a person’s cognitive abilities, psycho-emotional stability, creative potential, and overall work efficiency. At the same time, it reduces sick days, strengthens corporate culture, and fosters team spirit among employees.

The analyzed methods—corporate sports programs, restructuring the workday, creating an ergonomic environment, leadership by example, and individualization—achieve maximum effectiveness not when applied in isolation but when implemented as a unified system. In the Uzbek context, implementing these methods in practice should be valued not only as a benefit at the level of individual enterprises and organizations but as a strategic direction for developing human capital at the scale of the national economy.

For future research, evaluating the effectiveness of corporate physical activity programs within the context of Uzbek enterprises and developing models aligned with the national management culture carries significant practical importance.

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- 13.00.00 Pedagogika fanlari
 - 13.00.01 Pedagogika nazariyasi. Pedagogik ta'limotlar tarixi
 - 13.00.02 Ta'lim va tarbiya nazariyasi va metodikasi (sohalar bo'yicha)
 - 13.00.03 Maxsus pedagogika
 - 13.00.04 Jismoniy tarbiya va sport mashg'ulotlari nazariyasi va metodikasi
 - 13.00.05 Kasb-hunar ta'limi nazariyasi va metodikasi
 - 13.00.06 Elektron ta'lim nazariyasi va metodikasi (ta'lim sohaları va bosqichlari bo'yicha)
 - 13.00.07 Ta'limda menejment
 - 13.00.08 Maktabgacha ta'lim va tarbiya nazariyasi va metodikasi
 - 13.00.09 Ijtimoiy pedagogika
 - 07.00.00 Tarix fanlari
 - 19.00.00 Psixologiya fanlari
 - 01.00.00 Fizika-matematika fanlari
 - 02.00.00 Kimyo fanlari
 - 03.00.00 Biologiya fanlari
 - 09.00.00 Falsafa fanlari
 - 10.00.00 Filologiya fanlari
 - 11.00.00 Geografiya fanlari



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