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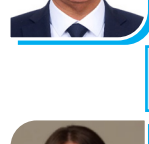
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IMPROVING THE ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR THE TRANSFORMATION OF SERVICE ENTERPRISES IN UZBEKISTAN

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Abstract: This article examines the issues of improving the organizational and economic mechanisms for transforming service enterprises in Uzbekistan under the conditions of economic modernization and digital transformation. The study analyzes modern approaches to increasing the efficiency of service enterprises, introducing innovative management systems, improving digital infrastructure, and strengthening competitive advantages in the service sector. The article also evaluates the impact of institutional reforms, investment activity, and digital technologies on the sustainable development of service enterprises. Scientific proposals and practical recommendations aimed at enhancing the organizational and economic efficiency of service enterprises in Uzbekistan are developed based on international experience and national development priorities.

Key words: service sector, service enterprises, organizational and economic mechanism, transformation, digital economy, innovative development, competitiveness, management efficiency, digital transformation, institutional reforms, Uzbekistan, service infrastructure, sustainable development, investment activity, modernization.

Аннотация: В данной статье рассматриваются вопросы совершенствования организационно-экономических механизмов трансформации предприятий сферы услуг в Узбекистане в условиях экономической модернизации и цифровой трансформации. В исследовании проанализированы современные подходы к повышению эффективности предприятий сферы услуг, внедрению инновационных систем управления, развитию цифровой инфраструктуры и укреплению конкурентных преимуществ в сфере услуг. Также в статье оценивается влияние институциональных реформ, инвестиционной активности и цифровых технологий на устойчивое развитие предприятий сферы услуг. На основе международного опыта и национальных приоритетов развития разработаны научные предложения и практические рекомендации, направленные на повышение организационно-экономической эффективности предприятий сферы услуг в Узбекистане.

Ключевые слова: сфера услуг, предприятия сферы услуг, организационно-экономический механизм, трансформация, цифровая экономика, инновационное развитие, конкурентоспособность, эффективность управления, цифровая трансформация, институциональные реформы, Узбекистан, инфраструктура услуг, устойчивое развитие, инвестиционная активность, модернизация.

INTRODUCTION

In recent years, the service sector has become one of the most important drivers of sustainable economic growth, employment generation, and improvement of living standards worldwide. The rapid development of digital technologies, globalization processes, and the strengthening of market competition require service enterprises to adapt to modern economic conditions through structural and organizational transformation [5; 6]. In developed and developing countries, the transformation of service enterprises is increasingly associated with the implementation of innovative management systems, digital business models, and effective organizational and economic mechanisms aimed at increasing productivity and competitiveness [2].

Today, the service sector forms a substantial share of global gross domestic product and employment. Modern services such as information technologies, financial services, logistics, tourism, and digital platforms have become strategic factors ensuring economic modernization and sustainable development [8]. According

to international studies, the digital transformation of enterprises significantly improves operational efficiency, service quality, and innovation activity [5]. Therefore, many countries are implementing comprehensive reforms focused on strengthening the institutional and organizational capacities of service enterprises.

In Uzbekistan, the ongoing economic reforms aimed at liberalization, modernization, and digitalization of the economy have created favorable conditions for the rapid development of the service sector. The national development strategy "Uzbekistan–2030" identifies the expansion of modern services, support for entrepreneurship, and improvement of digital infrastructure as priority directions of socio-economic policy [9]. In recent years, the share of services in the country's GDP has steadily increased, while the demand for innovative and high-quality services has grown considerably [10].

At the same time, alongside the positive trends observed in the development of the service sector, ongoing modernization processes continue to create new opportunities for enhancing the effectiveness and competitiveness of service enterprises in Uzbekistan. These processes include the broader integration of digital technologies into business activities, further improvement of organizational structures, strengthening of innovation management systems, expansion of investment activity, and increasing competitiveness in international markets [3; 11]. According to Musinov et al. (2024), digitalization and innovative development are among the key factors influencing economic growth and sustainable development of the service sector in Uzbekistan [2]. Similarly, Muxammadiyev (2024) emphasizes that improving economic mechanisms is essential for increasing the productivity and investment attractiveness of service enterprises [3].

International experience demonstrates that the successful transformation of service enterprises largely depends on the introduction of strategic management approaches, innovation-oriented development models, and effective organizational and economic mechanisms [5]. Gonzalez-Varona et al. (2024) argue that digital transformation requires enterprises to develop organizational competencies capable of adapting to rapidly changing technological and market conditions [5]. Furthermore, Strielkowski et al. (2023) note that organizational sustainability and process optimization play a decisive role in ensuring long-term competitiveness and economic stability [6].

In the context of Uzbekistan, the transformation of service enterprises requires not only technological modernization but also the improvement of institutional, organizational, and economic management mechanisms. The implementation of advanced digital technologies, optimization of business processes, enhancement of human capital, and strengthening of investment activity are becoming critical factors for sustainable development of the service sector [12; 13].

The relevance of this research is determined by the necessity to improve theoretical and practical approaches to the transformation of service enterprises under the conditions of economic modernization and digital economy development. The study focuses on identifying effective organizational and economic mechanisms that can enhance competitiveness, improve management efficiency, and ensure sustainable development of service enterprises in Uzbekistan.

The main objective of this article is to analyze the current state of transformation processes in service enterprises in Uzbekistan and develop scientific proposals and practical recommendations for improving organizational and economic mechanisms based on advanced international experience and national development priorities.

REVIEW OF LITERATURE ON THE SUBJECT

The transformation of service enterprises and the improvement of organizational and economic mechanisms have become one of the important research directions in modern economic science. In the context of globalization, digital economy development, and increasing market competition, many scholars emphasize the necessity of introducing innovative management approaches and effective institutional mechanisms to ensure sustainable development of the service sector.

Modern scientific studies show that the service sector plays a decisive role in ensuring macroeconomic stability, increasing employment, and stimulating innovation processes. According to Marques et al. (2024), the development of service-oriented economic systems contributes significantly to productivity growth and structural modernization of the national economy [8]. The authors note that digital technologies and innovation management systems have become strategic instruments for increasing enterprise competitiveness in modern economic conditions.

A number of international researchers have focused on the organizational aspects of enterprise transformation. Gonzalez-Varona et al. (2024) argue that digital transformation requires enterprises to develop new organizational competencies capable of adapting to rapidly changing technological and market environments [5]. The researchers emphasize that successful transformation depends on strategic management flexibility, integration of digital infrastructure, and effective human resource management systems. Their study highlights

that small and medium-sized enterprises particularly need adaptive organizational mechanisms to maintain competitiveness in the digital economy.

Issues related to organizational sustainability and economic efficiency were also investigated by Strielkowski et al. (2023). According to the authors, process optimization, innovation activity, and effective use of human capital are among the key determinants of long-term organizational sustainability [6]. The study demonstrates that enterprises implementing flexible organizational models and digital process management systems achieve higher productivity and operational efficiency.

The role of digital technologies in transforming the service sector has been widely analyzed in recent studies. Kim et al. (2024) state that digital public technologies significantly transform management systems, labor organization, and service delivery mechanisms [7]. The researchers conclude that the implementation of digital platforms and artificial intelligence technologies improves service quality and reduces operational costs in service enterprises.

Uzbek scholars also pay significant attention to the development and transformation of the service sector in Uzbekistan. Musinov et al. (2024) analyze the role of digitalization and innovation in ensuring economic growth within the national service sector [2]. According to the authors, the introduction of innovative organizational and economic mechanisms contributes to increasing labor productivity, improving management quality, and strengthening investment attractiveness. Their research confirms that digital transformation has become one of the main priorities of economic reforms in Uzbekistan.

Similarly, Muxammadiyev (2024) emphasizes the importance of improving economic mechanisms for sustainable development of service enterprises [3]. The author notes that effective financial management, investment stimulation, and institutional support are essential conditions for increasing the competitiveness of service enterprises in Uzbekistan. The study also highlights the necessity of integrating modern management approaches into the national service sector.

Research conducted by Abdurakhmanov (2024) focuses on modern approaches to service sector management in Uzbekistan [10]. The author argues that the transformation of service enterprises should be based on strategic planning, digital management systems, and innovation-oriented development models. According to the study, improving organizational structures and optimizing business processes are important factors for enhancing enterprise efficiency.

The competitiveness of service enterprises in Uzbekistan was investigated by Tursunov and Axmedov (2023) [13]. Their research demonstrates that the implementation of modern organizational mechanisms significantly affects the quality and competitiveness of services. The authors conclude that strengthening institutional support and improving human capital management are crucial for sustainable development of the sector.

In addition, Rasulov and Karimov (2023) analyzed the digital transformation of service enterprises in emerging economies [11]. The study indicates that enterprises introducing digital business models and innovative technologies achieve higher operational effectiveness and market adaptability. The researchers also stress the importance of investment activity and state support in accelerating enterprise transformation processes.

Despite the existence of numerous scientific studies devoted to the transformation of service enterprises, insufficient attention has been paid to the comprehensive improvement of organizational and economic mechanisms under the specific conditions of Uzbekistan's economy. In particular, issues related to institutional modernization, digital integration, investment management, and innovation-oriented transformation of service enterprises require further scientific investigation.

RESEARCH METHODOLOGY

This research is based on both qualitative and quantitative research approaches aimed at analyzing the organizational and economic mechanisms of transforming service enterprises in Uzbekistan. The study uses comparative analysis, statistical analysis, system analysis, and scientific abstraction methods to evaluate the current state and development trends of the service sector.

The research process involved the analysis of official statistical data, national economic reports, government development programs, and scientific publications related to service sector transformation and digital economy development. In particular, data from the State Statistics Committee of the Republic of Uzbekistan, the "Uzbekistan-2030" Strategy, World Bank reports, and recent international scientific articles were widely utilized.

In addition, the study applies comparative international experience analysis to identify effective organizational and economic mechanisms implemented in developed and emerging economies. The obtained results were systematized and interpreted through analytical and logical approaches to develop scientific conclusions and practical recommendations for improving the transformation processes of service enterprises in Uzbekistan.

ANALYSIS AND RESULTS

In recent years, the service sector of Uzbekistan has become one of the key components of the national economy and an important factor in ensuring sustainable economic growth. Large-scale economic reforms, digitalization processes, and institutional modernization have significantly accelerated the transformation of service enterprises. As a result, the share of services in the country's gross domestic product and employment structure has steadily increased. According to recent economic analyses, the expansion of modern services has positively influenced entrepreneurial activity, investment attractiveness, and regional economic development [14].

The transformation processes occurring in service enterprises are primarily associated with the implementation of digital technologies, modernization of organizational structures, and improvement of management systems. Modern enterprises increasingly rely on digital platforms, automated management systems, and innovative business models to improve operational efficiency and competitiveness [5]. In Uzbekistan, the development of digital infrastructure and support for entrepreneurship have created favorable conditions for introducing modern service technologies into business activities.

One of the major directions of transformation in the service sector is digitalization. The integration of digital technologies into enterprise management systems allows organizations to optimize business processes, reduce operational costs, and improve service quality. According to Musinov et al. (2024), digital transformation contributes to increasing labor productivity and strengthening the competitiveness of service enterprises in Uzbekistan [2]. In particular, the introduction of online service systems, electronic payment technologies, customer relationship management (CRM) systems, and cloud technologies has significantly improved enterprise efficiency.

At the same time, the analysis shows that ongoing organizational and economic reforms continue to create broad opportunities for improving the effectiveness of transformation processes in service enterprises. These include the expansion of technological infrastructure, strengthening of financial support mechanisms, growing innovation activity, and deeper integration of modern management approaches. Many small and medium-sized enterprises are gradually introducing modern organizational systems that contribute to higher productivity and greater adaptability to changing market conditions [3]. The following table presents the main organizational and economic factors influencing the transformation of service enterprises in Uzbekistan (Table 1).

Table 1. Main Organizational and Economic Problems Affecting the Transformation of Service Enterprises in Uzbekistan¹

Organizational and Economic Problems	Impact on Enterprise Activity
Insufficient digital infrastructure	Limits digital transformation processes
Weak innovation management systems	Reduces competitiveness and efficiency
Limited investment resources	Slows modernization and expansion
Low labor productivity	Decreases operational effectiveness
Inefficient organizational structures	Complicates management and coordination
Lack of qualified specialists	Restricts implementation of modern technologies

The analysis demonstrates that improving organizational and economic mechanisms requires comprehensive modernization measures. International experience confirms that enterprises implementing strategic management systems, innovation-oriented development models, and flexible organizational structures achieve higher economic efficiency [6]. Therefore, the transformation of service enterprises in Uzbekistan should be based on integrated digitalization, institutional reforms, and innovation support mechanisms.

An important factor influencing transformation efficiency is investment activity. Recent reforms aimed at improving the business environment and supporting private entrepreneurship have increased investment flows into the service sector [14].

The implementation of innovative technologies has also become an essential component of enterprise transformation. Digital business models, electronic commerce systems, and artificial intelligence technologies improve service quality and customer satisfaction while reducing transaction costs [7]. The study revealed that enterprises actively introducing innovative technologies demonstrate higher adaptability to market changes and achieve better financial performance indicators.

To ensure sustainable transformation of service enterprises, it is necessary to improve organizational and economic mechanisms in several directions. First, enterprises should strengthen strategic management and

¹ Source: developed by the author.

digital governance systems. Second, it is important to expand investment support and financial incentives for innovation activities. Third, enhancing human capital development and professional training systems is essential for increasing labor productivity and technological adaptability.

Based on the conducted analysis, the following organizational and economic mechanisms are proposed for improving the transformation of service enterprises in Uzbekistan:

- expansion of digital infrastructure and electronic management systems;
- implementation of innovation-oriented enterprise management models;
- strengthening investment attractiveness and financial support mechanisms;
- optimization of organizational structures and business processes;
- development of human capital and professional competencies;
- integration of modern information and communication technologies;
- enhancement of institutional support for entrepreneurship and innovation.

The research results indicate that the successful transformation of service enterprises largely depends on the effective integration of digital technologies, innovative management systems, and institutional modernization mechanisms. Improving these organizational and economic mechanisms will contribute to increasing competitiveness, strengthening financial sustainability, and ensuring long-term development of the service sector in Uzbekistan.

CONCLUSIONS AND SUGGESTIONS

The conducted research demonstrates that the service sector has become one of the strategic directions of Uzbekistan's economic development under the conditions of globalization and digital transformation. The modernization of service enterprises and the improvement of organizational and economic mechanisms play an important role in increasing national competitiveness, ensuring sustainable economic growth, and improving the quality of services provided to the population.

The analysis shows that recent economic reforms implemented in Uzbekistan have created favorable conditions for the development of the service sector. In particular, the expansion of digital infrastructure, support for entrepreneurship, and implementation of institutional reforms have accelerated the transformation processes of service enterprises. At the same time, ongoing modernization processes continue to strengthen the efficiency and competitiveness of enterprises. These processes include the expansion of digital integration, further development of innovation management systems, increasing investment activity, improvement of organizational structures, and enhancement of professional competencies among specialists.

The research confirms that the successful transformation of service enterprises depends on the effective implementation of innovative organizational and economic mechanisms. International experience demonstrates that enterprises applying digital technologies, strategic management systems, and innovation-oriented development models achieve higher operational efficiency and stronger market competitiveness [5; 6]. Therefore, improving the organizational and economic mechanisms of service enterprises should become one of the priority tasks of economic policy in Uzbekistan.

Based on the results of the study, the following practical recommendations are proposed:

1. It is necessary to accelerate the digital transformation of service enterprises through the large-scale implementation of electronic management systems, cloud technologies, artificial intelligence tools, and digital platforms.
2. The government should strengthen financial and institutional support mechanisms aimed at stimulating innovation activity and investment attractiveness in the service sector.
3. Service enterprises should improve strategic management systems and introduce flexible organizational structures capable of adapting to rapidly changing market conditions.
4. It is important to expand professional training and human capital development programs in order to increase labor productivity and technological competencies.
5. Modern business process optimization methods and customer-oriented management approaches should be actively integrated into enterprise activities to improve service quality and operational efficiency.
6. Regional disparities in the development of service infrastructure should be reduced by expanding investment projects and improving digital accessibility in rural areas.
7. Cooperation between government institutions, private enterprises, and scientific organizations should be strengthened to support innovation-oriented transformation processes in the service sector.

In conclusion, improving the organizational and economic mechanisms for transforming service enterprises in Uzbekistan will contribute to increasing economic efficiency, strengthening competitiveness, and ensuring sustainable long-term development of the national service economy. The implementation of modern digital technologies, innovative management approaches, and institutional reforms can serve as the foundation for the successful modernization of service enterprises in the future.

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