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IMPROVING ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR ENHANCING SERVICE INFRASTRUCTURE EFFICIENCY: EVIDENCE FROM KASHKADARYA REGION

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Abstract. Service infrastructure plays a crucial role in promoting regional economic growth, improving living standards, and enhancing the competitiveness of local economies. The effectiveness of service infrastructure largely depends on the implementation of appropriate organizational and economic mechanisms that ensure efficient resource allocation, service accessibility, and sustainable development.

This study aims to examine and improve the organizational and economic mechanisms for enhancing the efficiency of service infrastructure in the Kashkadarya region of Uzbekistan. The research employs statistical, comparative, and economic analysis methods to assess the current state of service infrastructure and identify the key factors affecting its performance. Particular attention is paid to institutional support, investment activity, digital transformation, infrastructure management, and service quality improvement.

The study evaluates the relationship between service infrastructure development and regional socio-economic indicators, including employment, investment attractiveness, and service sector growth. The findings indicate that strengthening organizational coordination, increasing investment in infrastructure projects, expanding the use of digital technologies, and improving management practices can significantly enhance the efficiency of service infrastructure.

The proposed organizational and economic mechanisms contribute to sustainable regional development, increased competitiveness, and improved access to high-quality services. The results may serve as a practical basis for policymakers and regional authorities in developing effective strategies for service infrastructure modernization and long-term economic growth.

Keywords: service infrastructure, infrastructure efficiency, organizational mechanisms, economic mechanisms, regional development, service sector, digital transformation, investment activity, infrastructure management, Kashkadarya region, regional competitiveness, sustainable development.

Аннотация. Сфера услуг и обслуживающая инфраструктура играют важную роль в ускорении экономического развития регионов, повышении уровня жизни населения и укреплении конкурентоспособности местной экономики. Эффективность инфраструктуры сферы услуг во многом зависит от применения действенных организационно-экономических механизмов, обеспечивающих рациональное использование ресурсов, доступность и качество услуг, а также устойчивое развитие. В данной статье исследуются организационно-экономические механизмы повышения эффективности инфраструктуры сферы услуг в Кашкадарьинской области Республики Узбекистан. На основе статистического, сравнительного и экономического анализа выявлены основные факторы, влияющие на развитие инфраструктуры. Особое внимание уделено вопросам институциональной поддержки, инвестиционной активности, цифровой трансформации, управления инфраструктурой и повышения качества услуг. Результаты исследования показывают, что усиление организационной координации, увеличение инвестиций в инфраструктурные проекты, расширение использования цифровых технологий и совершенствование методов управления способствуют существенному повышению эффективности инфраструктуры сферы услуг.

Ключевые слова: инфраструктура сферы услуг, эффективность инфраструктуры, организационные механизмы, экономические механизмы, региональное развитие, сфера услуг, цифровая трансформация, инвестиционная активность, управление инфраструктурой, Кашкадарьинская область, региональная конкурентоспособность, устойчивое развитие.

INTRODUCTION

Service infrastructure is one of the key components of regional economic development, playing a vital role in improving living standards, increasing employment opportunities, and enhancing the competitiveness of local economies. The effectiveness of service infrastructure directly influences the quality and accessibility of services, the efficiency of economic activity, and the investment attractiveness of regions.

In the context of globalization and rapid technological progress, improving service infrastructure has become a strategic priority for ensuring sustainable socio-economic development. In recent years, the service sector has emerged as one of the fastest-growing segments of the economy, contributing significantly to gross regional product, business activity, and employment. However, the efficiency of service infrastructure in many regions remains limited by insufficient investment, inadequate management practices, low levels of digitalization, and institutional challenges. These factors reduce the effectiveness of service delivery and limit the full realization of the economic potential of regional service systems.

The transition to a digital economy has created new opportunities for modernizing service infrastructure. The integration of digital technologies, smart management systems, and innovative service delivery mechanisms enables regions to improve operational efficiency, optimize resource allocation, and enhance customer satisfaction. Therefore, the development of effective organizational and economic mechanisms for managing service infrastructure has become increasingly important for policymakers and regional authorities.

Kashkadarya region is one of the largest and strategically important regions of Uzbekistan, characterized by significant economic potential and a rapidly developing service sector. Despite ongoing reforms and investment initiatives, there remains a need to improve the efficiency of service infrastructure in order to meet growing demand and support sustainable regional development. Identifying the key organizational and economic factors affecting infrastructure performance is essential for designing effective development strategies.

The objective of this study is to examine the current state of service infrastructure in Kashkadarya region and to develop organizational and economic mechanisms aimed at enhancing its efficiency. The research focuses on evaluating infrastructure performance, identifying existing challenges, and proposing practical recommendations for improving management systems, increasing investment effectiveness, and promoting digital transformation within the service sector.

The significance of the study lies in its contribution to the theoretical and practical understanding of service infrastructure development. The findings are expected to provide a scientific basis for improving regional infrastructure policy, strengthening the competitiveness of the service sector, and ensuring sustainable economic growth in Kashkadarya region and other regions with similar socio-economic characteristics.

LITERATURE REVIEW

Service infrastructure is recognized as one of the fundamental components of regional economic development, significantly influencing investment attractiveness, living standards, and business activity. In recent years, issues related to improving the efficiency of service infrastructure have attracted considerable attention from both domestic and international researchers. In particular, in the context of the digital economy, the development of organizational and economic mechanisms for enhancing infrastructure performance has become an important area of academic research.

Porter, one of the leading scholars in regional competitiveness, argues that well-developed infrastructure contributes directly to economic productivity, investment growth, and regional competitiveness [1]. According to his theory, infrastructure serves as a critical factor in creating favourable conditions for sustainable economic development. Stiglitz emphasizes that infrastructure investment plays a key role in improving economic efficiency and supporting long-term economic growth [2]. His studies demonstrate a strong relationship between infrastructure development and regional economic performance, highlighting the importance of effective management and investment policies.

According to the World Bank, service infrastructure significantly affects the quality and accessibility of services, the attractiveness of the business environment, and overall social welfare [3]. The organization emphasizes that transport, communication, logistics, and digital infrastructure are among the most important drivers of regional economic development. Recent OECD reports also highlight the importance of institutional reforms, innovation, and digital technologies in improving the efficiency of service infrastructure [4]. The OECD notes that the effectiveness of infrastructure systems depends not only on physical investment but also on the quality of organizational and economic management mechanisms.

The process of digital transformation has created new opportunities for infrastructure modernization. Castells argues that information and communication technologies have fundamentally transformed economic systems and service delivery mechanisms, enabling more efficient infrastructure management and improved

service quality [5]. Digital platforms and smart technologies are increasingly becoming essential elements of modern infrastructure systems. Brynjolfsson and McAfee emphasize that digital technologies improve operational efficiency, reduce transaction costs, and enhance service quality through automation and data-driven management practices [6]. Their research indicates that technological innovation is one of the most important factors influencing infrastructure performance and competitiveness.

Several Uzbek scholars have also examined the role of service infrastructure in regional economic development. Nabiyeu highlights the importance of infrastructure modernization for increasing regional economic potential and attracting investment [7]. According to the author, the improvement of infrastructure facilities contributes significantly to sustainable regional development. Similarly, Xolbekov studies the institutional and economic mechanisms of service sector development under the conditions of the digital economy [8]. His research emphasizes the importance of digital technologies, innovation, and effective governance in improving service infrastructure efficiency.

Furthermore, Shodmonov and Yuldashev argue that digital transformation and electronic services play a crucial role in enhancing infrastructure performance and management effectiveness [9,10]. Their studies show that the implementation of information and communication technologies contributes to higher service quality, improved accessibility, and greater economic efficiency.

The analysis of the reviewed literature indicates that the efficiency of service infrastructure is a critical determinant of regional economic development. However, despite the extensive body of research, limited attention has been paid to improving organizational and economic mechanisms for managing service infrastructure at the regional level. Therefore, studying the case of Kashkadarya region provides an opportunity to develop practical recommendations for improving infrastructure efficiency and supporting sustainable regional development.

RESEARCH METHODOLOGY

This study employs a systematic approach to examining organizational and economic mechanisms for improving the efficiency of service infrastructure in the Kashkadarya region. The research is based on statistical analysis, comparative analysis, scientific observation, and generalization methods.

Official statistical reports, regional development programs, and data from international organizations were used as the empirical basis of the study. The efficiency of service infrastructure was assessed using indicators related to service sector development, investment activity, employment, and infrastructure accessibility.

Furthermore, analytical methods were applied to identify the key factors influencing infrastructure performance and to develop practical recommendations for enhancing its efficiency and supporting sustainable regional development.

ANALYSIS AND RESULTS

The assessment of service infrastructure efficiency in the Kashkadarya region was conducted using indicators such as service sector output, investment volume, employment in the service sector, digital service coverage, and infrastructure accessibility. The analysis revealed positive trends in the development of service infrastructure, supported by increasing investment activity and the expansion of digital technologies (Table 1).

Table 1
Key Indicators of Service Infrastructure Development in Kashkadarya Region¹

Indicators	2020	2021	2022	2023	2024
Service sector output (bln UZS)	12,540	14,380	16,920	19,870	23,540
Investments in service infrastructure (bln UZS)	1,420	1,730	2,140	2,780	3,460
Employment in services (thousand persons)	315.4	327.8	341.2	356.5	372.9
Digital service coverage (%)	42.0	49.5	58.4	66.8	74.6
Infrastructure accessibility index (%)	61.2	64.8	68.5	72.4	77.1

¹ Compiled by the author based on regional statistical data.

Table 1 demonstrates a steady upward trend in the development of service infrastructure in the Kashkadarya region during the period 2020–2024. The volume of services increased from 12,540 billion UZS in 2020 to 23,540 billion UZS in 2024, indicating the growing contribution of the service sector to regional economic development. At the same time, investment in service infrastructure increased significantly, creating favourable conditions for infrastructure modernization and the improvement of service quality.

The growth in digital service coverage and infrastructure accessibility reflects the positive impact of digital transformation on the regional service sector. These trends suggest that expanding investment, technological modernization, and improvements in infrastructure management have become key drivers of service infrastructure efficiency in the region.

The data also indicate consistent growth across all major indicators. In particular, investment in service infrastructure more than doubled during the study period, while digital service coverage increased from 42.0% to 74.6%, highlighting the growing importance of digital transformation in regional development (Table 2).

Table 2

Impact of Organizational and Economic Factors on Service Infrastructure Efficiency²

Factors	Impact Level	Significance
Investment activity	High	Positive
Digital transformation	High	Positive
Public-private partnership	Medium	Positive
Infrastructure management quality	High	Positive
Institutional support	Medium	Positive

The main modules of the software system are presented above. The Home Page serves as the central interface through which users can access all system functionalities. The platform enables users to explore various industrial products and services. In addition, an SMS-based feedback service has been integrated into the system, allowing users to leave comments, reviews, suggestions, and evaluations regarding products and services. This feature facilitates interaction between users and service providers and contributes to improving product quality and customer satisfaction.

The Industrial Structure module is one of the core components of the software system. It includes the following major industrial sectors:

- forestry, wood, and paper industry;
- chemical and petrochemical industry;
- mechanical engineering and metal processing;
- heavy industry;
- light industry;
- food industry.

Forestry, Wood, and Paper Industry. The forestry, wood, and paper industry is one of the oldest sectors in human history. Since ancient times, wood has been widely used as a primary construction and manufacturing material due to its versatility and availability. Today, numerous advanced technologies are applied in the production, processing, and design of wood products.

The software platform provides users with detailed information about products developed using modern technologies and production methods. Through the system, users can obtain information about newly introduced wood industry products, technological innovations, market trends, and available finished products.

The paper industry is also one of the most significant branches of modern manufacturing. The development of digital technologies has created new opportunities for improving production efficiency and expanding product diversity within this sector. Through the software system, users can access information about different types of paper products, their characteristics, industrial applications, and their compatibility with modern technologies. This information supports informed decision-making and promotes greater awareness of developments within the paper industry.

Overall, the software tool serves as an integrated digital platform that facilitates access to industrial information, supports communication among stakeholders, and enhances awareness of innovations and technological advancements across various industrial sectors.

² Author's assessment.

The analysis demonstrates that investment activity, digitalization, and effective management are the most influential factors affecting service infrastructure efficiency. Regions with stronger investment flows and advanced digital infrastructure achieve higher service quality and accessibility (Table 3).

Table 3
Expected Effects of Proposed Organizational and Economic Mechanisms³

Proposed Mechanism	Expected Result	Efficiency Growth (%)
Expansion of digital services	Faster service delivery	12–15
Increased infrastructure investment	Improved service accessibility	15–18
Public-private partnership projects	Better infrastructure quality	10–12
Modern management systems	Higher operational efficiency	8–10
Innovation support programs	Increased competitiveness	7–9

The findings suggest that the implementation of these organizational and economic mechanisms can significantly improve the efficiency of service infrastructure. Increased investment, digital transformation, and improved governance practices are expected to strengthen regional competitiveness and ensure sustainable socio-economic development in the Kashkadarya region.

CONCLUSION AND RECOMMENDATIONS

The developed software tool serves as an integrated digital platform designed to support the management, monitoring, and development of industrial sectors. The system provides users with convenient access to information on various industrial categories, regional industrial structures, enterprise risk assessment, and communication with service providers. In addition, the registration and authentication modules ensure the secure and efficient use of the platform.

The study demonstrates that the application of digital technologies in industrial management can significantly improve information accessibility, decision-making processes, and interaction among stakeholders. The integration of industrial classification, risk assessment mechanisms, and communication services contributes to enhancing transparency and operational efficiency within industrial enterprises.

Furthermore, the software facilitates the dissemination of information about industrial products, technological innovations, and market developments, thereby supporting industrial modernization and digital transformation. The implementation of such digital solutions can strengthen industrial competitiveness, improve resource utilization, and promote sustainable economic development.

Overall, the proposed software tool represents an effective technological solution for improving industrial management and creating a digital ecosystem that supports the long-term development of industrial sectors.

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³ Author's calculations.

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