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MAIN DIRECTIONS OF ECONOMIC AND SOCIAL EFFICIENCY IN SERVICE ENTERPRISES

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Abstract: This article examines the key directions for improving the economic and social efficiency of service sector enterprises in the context of modern economic transformation. Particular attention is paid to the interrelationship between the economic performance of enterprises and the social aspects of their activities, including service quality, customer satisfaction, human capital development, and corporate social responsibility. The study analyzes the main factors influencing labor productivity growth, cost optimization, and the enhancement of competitiveness in service sector enterprises.

Key words: service sector, economic efficiency, social efficiency, sustainable development, service quality, competitiveness, human capital, social responsibility, innovation, enterprise management.

Annotatsiya: Ushbu maqolada zamonaviy iqtisodiy transformatsiya sharoitida xizmat ko'rsatish sohasi korxonalarining iqtisodiy va ijtimoiy samaradorligini oshirishning asosiy yo'nalishlari tadqiq etiladi. Korxonalar faoliyatining iqtisodiy natijalari bilan ularning ijtimoiy jihatlari, jumladan xizmatlar sifati, iste'molchilar qoniqishi, inson kapitalini rivojlantirish hamda korporativ ijtimoiy mas'uliyat o'rtasidagi o'zaro bog'liqlikka alohida e'tibor qaratiladi. Xizmat ko'rsatish sohasi korxonalarida mehnat unumdorligining o'sishi, xarajatlarni optimallashtirish va raqobatbardoshlikni oshirishga ta'sir etuvchi asosiy omillar tahlil qilinadi.

Kalit so'zlar: xizmatlar sohasi, iqtisodiy samaradorlik, ijtimoiy samaradorlik, barqaror rivojlanish, xizmatlar sifati, raqobatbardoshlik, inson kapitali, ijtimoiy mas'uliyat, innovatsiyalar, korxonalarni boshqarish.

Аннотация: В статье рассматриваются основные направления повышения экономической и социальной эффективности предприятий сферы услуг в условиях трансформации современной экономики. Особое внимание уделяется взаимосвязи экономических результатов деятельности предприятий с социальными аспектами их функционирования, включая качество обслуживания, удовлетворённость потребителей, развитие человеческого капитала и корпоративную социальную ответственность. Проанализированы ключевые факторы, влияющие на рост производительности труда, оптимизацию затрат и повышение конкурентоспособности предприятий сферы услуг.

Ключевые слова: сфера услуг, экономическая эффективность, социальная эффективность, устойчивое развитие, качество обслуживания, конкурентоспособность, человеческий капитал, социальная ответственность, инновации, управление предприятиями.

INTRODUCTION

In the context of modern global economic development, improving the economic and social efficiency of service sector enterprises is becoming a key factor in ensuring sustainable national economic growth and enhancing the population's quality of life. The service sector plays a significant role in shaping gross domestic product, creating employment opportunities, developing human capital, and ensuring social stability. The economic efficiency of service sector enterprises is reflected in increased labor productivity, cost optimization, revenue growth, and enhanced competitiveness, while social efficiency is expressed through improved service quality, customer satisfaction, the creation of decent working conditions, and expanded public access to services.



Their balanced development directly affects the stability of the economic system, investment attractiveness, and overall social well-being.

In recent years, the Republic of Uzbekistan has been implementing large-scale socio-economic reforms aimed at developing the service sector, improving enterprise efficiency, and strengthening its social orientation. According to the State Statistical Committee, there has been a steady increase in the volume of market services provided: from January–October 2025, their volume reached 818.5 trillion soums, representing a 14.4 % increase compared to the corresponding period of the previous year. This trend indicates growing business activity, an expanding range of services, and improved economic efficiency of service sector enterprises, which has a positive impact on the country's socio-economic development [1].

Furthermore, an analysis of international rankings demonstrates a gradual strengthening of Uzbekistan's position in global innovation indices. The country's upward movement in the Global Innovation Index reflects increased innovation activity, the adoption of modern management solutions, and the widespread use of digital technologies, all of which contribute to improving both the economic and social efficiency of service sector enterprises [2]. These trends indicate the formation of a more sustainable and socially oriented development model for the service sector, based on innovation and institutional reforms. At the same time, despite the achievements attained, a number of challenges remain, including uneven performance levels across certain service sector segments, limited implementation of social service standards, and the need for further development of mechanisms for assessing the social performance of enterprises. In this regard, a comprehensive study of the key directions for improving the economic and social efficiency of service sector enterprises is particularly relevant and requires consideration of both international experience and the specific features of the national economy.

LITERATURE REVIEW

The issue of economic and social efficiency occupies a central position in economic theory and scientific research, encompassing various levels of the economic system—from individual service enterprises to industries, regions, and the national economy as a whole. In the classical interpretation, the economic efficiency of service enterprises is defined as their ability to rationally utilize resources, ensure sustainable financial outcomes, and maintain a competitive position in the market, while social efficiency reflects the degree to which societal needs are satisfied, the quality of services provided, and the level of corporate social responsibility [3].

The works of domestic and foreign scholars present diverse approaches to interpreting efficiency, reflecting its multidimensional nature. A number of researchers consider the efficiency of service enterprises as their capacity to ensure long-term sustainability, generate economic advantages, and simultaneously achieve socially significant objectives, including employment growth and improved public service quality [4]. Other authors emphasize that economic and social efficiency is manifested through service quality, accessibility, innovation, and service standards, which contribute to consumer trust and the sustainable development of enterprises [5]. These approaches highlight the complex nature of efficiency as an economic category closely linked to social outcomes.

Particular attention in the scientific literature is devoted to the institutional aspects of the economic and social performance of service sector enterprises. Within the institutional approach, performance is viewed not only as the result of internal managerial decisions but also as a characteristic of the institutional environment in which enterprises operate. According to a number of studies, institutional performance is determined by a system of formal and informal rules, norms, and mechanisms that create conditions for improving service quality, protecting consumer interests, and stimulating socially oriented business practices [6]. This perspective expands the traditional understanding of performance by emphasizing the role of institutions as key determinants in shaping a sustainable and socially oriented model of service sector development. Research on the theoretical foundations of enterprise performance indicates that effective institutional regulation contributes to improving the business environment, protecting property rights, expanding access to resources, and fostering innovation, which ultimately enhances both the economic and social efficiency of service sector enterprises [7]. An analysis of global scientific literature demonstrates that issues of economic and social efficiency are actively examined across various sectors, including education, services, industry, and public administration, confirming their universal and interdisciplinary character [8]. However, despite the substantial body of theoretical and applied research, the institutional mechanisms for improving the economic and social efficiency of service sector enterprises remain insufficiently explored and require further scientific investigation. This issue is particularly relevant for countries with transition economies, such as the Republic of Uzbekistan, where the development of an efficient and socially oriented service sector constitutes a crucial condition for sustainable socio-economic development.



RESEARCH METHODOLOGY

This study employs a combination of theoretical and empirical research methods to analyze the key directions for improving the competitiveness of market institutions. The methodological framework is based on modern economic, mathematical, institutional, and statistical approaches, enabling a comprehensive assessment of the current state of market institutions and the identification of priority areas for improvement.

The following methods were used to develop the conceptual research model:

- Analysis and synthesis – to systematize existing approaches to the concept of competitiveness of market institutions and identify their core characteristics.
- Generalization and classification – to determine the main types of market institutions and the factors influencing their competitiveness.
- Comparative analysis – to compare national mechanisms of institutional formation with international experience and identify best practices.

To assess the current state of market institutions in the Republic of Uzbekistan, the following methods were applied:

- Statistical analysis – processing data from the State Statistics Committee of the Republic of Uzbekistan, including indicators related to the volume of market services, investment activity, and innovation.
- Content analysis of regulatory documents – examination of laws, regulations, and strategic programs aimed at developing market institutions, as well as reforms in the sphere of state regulation.

The application of a combined methodological approach ensures a holistic understanding of the mechanisms shaping the competitiveness of market institutions and provides a basis for developing practical recommendations applicable to the economic conditions of Uzbekistan.

ANALYSIS AND RESULTS

Market institutions in Uzbekistan are being formed in the context of active legislative reforms, modernization of public administration structures, and the digitalization of economic processes. According to the State Statistics Committee, the volume of market services provided in January–October 2025 amounted to 818.5 trillion soums, which is 14.4 % higher than in the corresponding period of 2024 [9]. This growth reflects increased entrepreneurial activity and the expansion of the service sector, which is crucial for the formation of a competitive market environment. Large-scale reforms, including improvements in the investment climate, simplification of business registration and licensing procedures, and the introduction of digital services for entrepreneurs, are contributing to the creation of favorable conditions for the sustainable functioning of market institutions. The implementation of electronic platforms, online services, and automated management tools reduces administrative barriers and enhances the transparency of economic processes [10].

International assessments also indicate positive dynamics. In particular, Uzbekistan rose by four positions in the Global Innovation Index in 2025, reflecting the strengthening of institutional capacity and improvements in the business environment [11]. Based on the analysis of theoretical and empirical sources, the following key factors influencing the competitiveness of market institutions were identified:

1. Institutional infrastructure and legal regulation. Effective legislation and regulatory frameworks ensure the protection of property rights, stimulate competition, and create a predictable environment for economic actors.
2. Digitalization and innovation. Modern technologies enable process automation, cost reduction, accelerated information exchange, and expanded market access for entrepreneurs.
3. Quality of the business environment. This includes access to financial resources, the availability of business consulting services and educational programs, as well as support for start-ups and small businesses.
4. Human capital development. Training and professional development of employees of market institutions and entrepreneurs contribute to improved service quality, management efficiency, and the implementation of innovative practices.
5. Performance monitoring and evaluation system. The introduction of performance indicators and institutional monitoring tools enables timely adjustments to strategic and tactical decisions, thereby improving the effectiveness of the market environment [12].

Empirical analysis shows that institutional infrastructure is a key factor in shaping the trust of entrepreneurs and investors. The development of digital services and innovative platforms accelerates information exchange, reduces transaction costs, and increases market transparency. The quality of the business environment directly affects entrepreneurial activity, stimulates the creation of new enterprises, and increases employment. Human capital development ensures the professionalism and competence of employees of market institutions, which directly affects the efficiency and quality of services provided. The monitoring system enables continuous



assessment of institutional performance and adjustment of reform strategies, creating a feedback mechanism and supporting sustainable development [13].

An analysis of the literature and statistical data indicates that the main directions for improving the competitiveness of market institutions include strengthening institutional infrastructure, expanding digitalization, improving the quality of the business environment, developing human capital, and implementing an effective monitoring system. These areas form the foundation for the effective functioning of institutions and stimulate investment and innovation activity (Table 1).

Table 1. Key Methods for Improving the Competitiveness of Market Institutions in Uzbekistan

Method of improving	Examples of implementation in Uzbekistan	Economic impact	Social impact
Institutional infrastructure	Legislative reforms, protection of property rights	Increased investment inflows, reduced business risks	Increased trust among entrepreneurs and the public
Digitalization and innovation	Electronic trading platforms, online government services	Cost reduction, increased operational efficiency	Greater convenience for businesses and citizens
Quality of the business environment	Business incubators, consulting centers	Growth in the number of successful start-ups	Expanded employment and increased incomes
Human capital development	Training programs for institutional staff	Higher professionalism and efficiency	Improved quality of services provided
Monitoring system	Implementation of KPIs and performance indicators	Increased institutional performance	Enhanced transparency and accountability

These data confirm that the integrated application of institutional reforms, digitalization, and human resource development tools creates a favorable environment for the effective functioning of market institutions. Of particular importance is the combination of legal regulation with innovative and digital platforms, which contributes to reducing transaction costs and increasing the transparency of the economic environment.

To more comprehensively assess the impact of competitiveness factors on market institutions, they were classified according to their degree of influence on economic and social outcomes. This approach makes it possible to identify priority development areas and determine the most effective tools for strengthening the institutional environment (Table 2).

Table 2. Impact of Competitiveness Factors on Economic and Social Outcomes in Uzbekistan

Factor	Economic effect (1–5)	Social effect (1–5)	Commentary
Institutional infrastructure	5	4	A key factor for stable market functioning
Digitalization and innovation	4	4	Increases efficiency and accessibility of services
Quality of the business environment	4	5	Expands entrepreneurship and job creation
Human capital development	3	4	Improves service quality and professionalism
Monitoring system	4	3	Enhances transparency and oversight

The analysis shows that institutional infrastructure, digitalization, and the quality of the business environment exert the strongest influence on the competitiveness of market institutions. These factors ensure economic efficiency, stimulate investment activity, and strengthen trust among entrepreneurs and the population. Human capital development and performance monitoring serve as complementary but essential instruments for sustainable development. The integrated application of all factors enables the formation of a competitive institutional environment conducive to economic growth, innovation, and socio-economic development.

The integration of these tools ensures a comprehensive enhancement of the competitiveness of market institutions, creating favorable conditions for economic growth, innovation, and improved socio-economic well-being. This fully corresponds to the identified key competitiveness factors, including institutional infrastructure, the quality of the business environment, and human capital development.

The results of the analysis indicate that improving the competitiveness of market institutions in Uzbekistan requires the comprehensive application of all identified factors. The introduction of innovative and digital solutions



should be combined with legislative improvements, human resource development, and continuous assessment of institutional performance. The findings confirm that comprehensive institutional support contributes to:

- increased economic activity and growth in the volume of market services;
- enhanced investment attractiveness;
- the creation of a favorable environment for innovation;
- strengthened trust among entrepreneurs and the public;
- the development of social potential through increased employment and incomes.

Thus, the development of competitive market institutions necessitates a systematic approach that integrates legislative, digital, educational, and regulatory mechanisms.

CONCLUSIONS AND SUGGESTIONS

The study demonstrates that the economic and social performance of service sector enterprises are interrelated and mutually reinforcing components of sustainable socio-economic development. Improvements in economic performance, reflected in higher labor productivity, cost optimization, and increased profitability, create a solid financial foundation for the effective implementation of enterprises' social functions, including enhanced service quality, improved working conditions, and higher levels of customer satisfaction. It was established that the key factors contributing to improved performance of service sector enterprises include the adoption of innovative and digital technologies, the development of human capital, the improvement of management systems, and the adaptation of business processes to changing market conditions. Social performance, in turn, is manifested through increased accessibility and quality of services, strengthened consumer trust, and the formation of a socially responsible business model.

The analysis also confirms the significant role of the institutional environment in ensuring the economic and social performance of service sector enterprises. Effective state regulation, the development of a competitive environment, and support for entrepreneurship contribute to the creation of sustainable conditions for the growth of the service sector. In the context of the Republic of Uzbekistan, further improvement of institutional mechanisms and a stronger focus on socially significant performance outcomes of service sector enterprises represent important directions for achieving sustainable economic growth.

In the course of the research, the following key problems were identified, and corresponding scientific proposals were formulated:

First, it is advisable for service sector enterprises to introduce comprehensive performance assessment systems that integrate both economic and social indicators, including service quality, customer satisfaction, and working conditions of employees.

Second, it is necessary to intensify the application of digital and innovative solutions in the service sector aimed at optimizing business processes, increasing management transparency, and expanding public access to high-quality services.

Third, increased attention should be given to human capital development through continuous professional training, the introduction of effective incentive mechanisms, and the formation of a corporate culture oriented toward social responsibility and customer focus.

Fourth, it is recommended that the state continue improving the institutional environment by supporting small and medium-sized enterprises in the service sector, fostering a competitive market environment, and stimulating socially oriented entrepreneurship.

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