

ISSN 2181-2551
E-ISSN 2181-2561

2026
4(30)

IQTISODIYOT VA TURIZM
xalqaro ilmiy va innovatsion jurnali

ЭКОНОМИКА И ТУРИЗМ
международный научно-инновационный журнал

ECONOMICS AND TOURISM
international scientific and innovative journal

ISSN 2181-2551
9 772181 255890

E-ISSN 2181-2561
9 772181 256001

ISSN 2181-2551
E-ISSN 2181-256X

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UDC (УЎК) 336.76:346.62

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ENFORCEMENT SILENCE AS EVIDENCE: INTERPRETING THE ABSENCE OF INSIDER-TRADING CASES IN FRONTIER SECURITIES MARKETS

Abstract. Comparative securities research treats enforcement activity as an indicator of market integrity: jurisdictions that prosecute insider trading are held to have functioning prohibitions, and the cost of equity falls when enforcement begins rather than when statutes are enacted. The inference is asymmetric, however. A positive enforcement count is informative; a zero count is not, because it is generated equally by a market in which the offence does not occur and by one in which it is never detected. Frontier securities markets, where zero counts are the norm, are therefore systematically mis-classified — typically as low-asymmetry markets, which inverts the likely truth. Following a theory-adaptation design, this article theorises enforcement silence as an equilibrium outcome rather than a data gap. It identifies four generative mechanisms — prohibitive void, surveillance void, prosecutorial-incentive void, and absence of the offence's precondition — and shows that each leaves a distinct observable signature in disclosure behaviour, ownership structure and price dynamics, so that the mechanisms are separable without a single prosecuted case. It then develops the detection-capacity paradox: because building surveillance converts undetected violations into recorded ones, measured enforcement is a non-monotonic function of market integrity, and reform programmes evaluated on case counts will appear to fail precisely when succeeding. Nine propositions and an identification protocol are advanced, with attention to markets in which the state is concurrently dominant shareholder, principal issuer and ultimate regulator. The protocol's legal audit is applied to Uzbekistan, where the prohibition proves sanctionless rather than absent — a sub-case of the prohibitive void that the taxonomy is extended to accommodate.

Keywords: insider trading; enforcement; securities regulation; frontier markets; information asymmetry; state ownership; detection capacity; Uzbekistan

Huquqni qo‘llash sukunati dalil sifatida: frontir qimmatli qog‘ozlar bozorlarida insayderlik savdosi bo‘yicha ishlarning yo‘qligini talqin qilish

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Annotatsiya. Qimmatli qog‘ozlarni tartibga solish bo‘yicha qiyosiy tadqiqotlar huquqni qo‘llash faoliyatini bozor yaxlitligi ko‘rsatkichi sifatida talqin qiladi: insayderlik savdosi uchun javobgarlikka tortadigan yurisdiksiyalarda taqiq amalda ishlayapti deb hisoblanadi, aksiyadorlik kapitali qiymati esa qonun qabul qilingan paytda emas, balki huquqni qo‘llash boshlangan paytda pasayadi. Biroq bu xulosa assimetrikdir. Musbat ko‘rsatkich axborot beradi; nol ko‘rsatkich esa bermaydi, chunki u huquqbuzarlik sodir bo‘lmaydigan bozorda ham, u hech qachon aniqlanmaydigan bozorda ham bir xilda yuzaga keladi. Shu sababli nol ko‘rsatkich odatiy hol bo‘lgan frontir bozorlari muntazam ravishda noto‘g‘ri tasniflanadi — ko‘pincha past assimetriyali bozorlar sifatida, bu esa haqiqatning teskarisidir. Nazariyani moslashtirish (theory adaptation) dizayni asosida maqolada huquqni qo‘llash sukunati ma’lumot bo‘shlig‘i emas, balki muvozanat holati sifatida nazariylashtiriladi. Sukunatni keltirib chiqaruvchi to‘rtta mexanizm ajratiladi — taqiq bo‘shlig‘i, nazorat (surveillance) bo‘shlig‘i, prokuror rag‘batlari bo‘shlig‘i va huquqbuzarlik uchun zarur shart-sharoitning haqiqatan yo‘qligi — hamda ularning har biri oshkoralik amaliyoti, mulkchilik tuzilmasi va narx dinamikasida o‘ziga xos, kuzatiladigan iz qoldirishi ko‘rsatiladi. Shu tariqa mexanizmlar birorta ham sud ishisiz ajratilishi mumkin. So‘ngra aniqlash qobiliyati paradoksi ishlab chiqiladi: nazorat tizimini qurish aniqlanmagan huquqbuzarliklarni qayd

etilganlarga aylantirgani uchun, o‘lchanadigan huquqni qo‘llash bozor yaxlitligining monoton bo‘lmagan funksiyasidir va ishlar soni bo‘yicha baholanadigan islohot dasturlari aynan muvaffaqiyat qozonayotgan paytda muvaffaqiyatsiz ko‘rinadi. To‘qqizta taklif va identifikatsiya protokoli ilgari suriladi. Protokolning huquqiy audit bosqichi O‘zbekiston misolida qo‘llaniladi: taqiq yo‘q emas, balki sanksiyasiz ekani ko‘rsatiladi — bu taqiq bo‘shlig‘ining alohida ko‘rinishi bo‘lib, tasnif shunga mos ravishda kengaytiriladi.

Kalit so‘zlar: insayderlik savdosi; huquqni qo‘llash; qimmatli qog‘ozlarni tartibga solish; frontir bozorlar; axborot assimetriyasi; davlat mulkchiligi; aniqlash qobiliyati; O‘zbekiston

Правоприменительное молчание как свидетельство: интерпретация отсутствия дел об инсайдерской торговле на фронтирных рынках ценных бумаг

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Аннотация. Сравнительные исследования регулирования рынка ценных бумаг рассматривают правоприменительную активность как показатель добросовестности рынка: считается, что в юрисдикциях, где инсайдерская торговля преследуется, запрет действует, а стоимость акционерного капитала снижается в момент начала правоприменения, а не в момент принятия закона. Однако этот вывод асимметричен. Положительный показатель информативен; нулевой — нет, поскольку он в равной мере порождается и рынком, на котором правонарушение не совершается, и рынком, на котором оно никогда не выявляется. Поэтому фронтирные рынки, где нулевой показатель является нормой, систематически классифицируются неверно — как правило, как рынки с низкой асимметрией, что переворачивает вероятную истину. Опираясь на дизайн адаптации теории, статья концептуализирует правоприменительное молчание как равновесный исход, а не как пробел в данных. Выделяются четыре порождающих механизма — запретительная пустота, надзорная пустота, пустота правоприменительных стимулов и подлинное отсутствие предпосылки правонарушения — и показывается, что каждый из них оставляет особый наблюдаемый след в практике раскрытия информации, структуре собственности и динамике цен, так что механизмы различимы даже при полном отсутствии возбуждённых дел. Затем формулируется парадокс способности к выявлению: поскольку построение системы надзора превращает невыявленные нарушения в зарегистрированные, измеряемое правоприменение является немонотонной функцией добросовестности рынка, и реформы, оцениваемые по числу дел, будут выглядеть провальными именно тогда, когда они успешны. Предлагаются девять положений и протокол идентификации. Этап правового аудита протокола применяется к Узбекистану: показано, что запрет не отсутствует, а лишён санкции — частный случай запретительной пустоты, под который типология расширяется.

Ключевые слова: инсайдерская торговля; правоприменение; регулирование рынка ценных бумаг; фронтирные рынки; информационная асимметрия; государственная собственность; способность к выявлению; Узбекистан

JEL classification: G14; G18; G38; K22

1. Introduction

The comparative literature on securities regulation rests on a robust empirical finding: what matters for the cost of capital is not the existence of an insider-trading prohibition but its enforcement. Bhattacharya and Daouk (2002) showed that equity costs fall following the first prosecution rather than the first statute, and subsequent work confirmed that enforcement intensity, proxied by regulatory resourcing, outperforms statutory text as an explanator of market outcomes (Jackson & Roe, 2009). Enforcement counts consequently entered the standard toolkit as an indicator of effective market integrity.

The inference the toolkit supports is, however, one-directional. Observing prosecutions establishes that a detection and sanctioning apparatus operates. Observing none establishes nothing, because the null observation is consistent with two opposite states of the world: a market in which insiders do not trade on private information, and a market in which they do so without impediment. In developed jurisdictions the ambiguity rarely arises, since counts are positive. In

frontier markets it is the standard case, and it is routinely resolved by default — the zero is either dropped from the sample or coded as low enforcement and thereby, implicitly, as low asymmetry.

The default resolution is almost certainly wrong. The structural features that make a market frontier — concentrated and often state-linked ownership, minimal free float, weak disclosure infrastructure, thin trading — are the same features that raise the private value of inside information and lower the probability of its detection. Such a market should be expected to exhibit high asymmetry and zero recorded enforcement at once, so treating the zero as evidence of integrity inverts the underlying relation.

Uzbekistan illustrates the configuration and its timing: a securities law of 2008 restated in 2015, supervision transferred to its present regulator in 2023, and a replacement statute at first reading in 2026. A market at this stage of institutional construction has little accumulated enforcement record, and how that absence is read determines whether the reform is later judged to have worked. Section 7 sets out the evidence and applies the protocol's legal audit to it.

This article makes three contributions. It reconceptualises enforcement silence as an equilibrium generated by identifiable mechanisms rather than as missing data. It derives, for each mechanism, an observable signature outside the enforcement record, yielding an identification protocol usable where no case has ever been brought. And it formalises the detection-capacity paradox, showing that reform-induced increases in recorded violations are evidence of success and specifying when case counts are invalid as reform indicators.

2. Methodology

2.1. Research design

The article is conceptual and follows the theory-adaptation type in MacInnis's (2011) taxonomy, in the form Jaakkola (2020) specifies for it. The framework taken is the enforcement-based account of market integrity (Bhattacharya & Daouk, 2002; La Porta, Lopez-de-Silanes & Shleifer, 2006; Jackson & Roe, 2009); the implicit assumption identified as failing is that a recorded count reads the offence rate monotonically, so that zero carries the same weight as a positive value; the domain of failure is the frontier market, where detection capacity is itself the scarce input; and the device imported to repair the gap is the identification logic of the literature on under-recorded offending, which treats a count as the product of an offence rate and a chain of conditional passage probabilities.

2.2. Source selection

Sources were selected purposively, as suits conceptual work (Jaakkola, 2020), against three criteria: foundational status in the enforcement literature; mechanism relevance in microstructure, disclosure and deterrence, together with the normative debate on prohibition itself; and domain relevance for Uzbekistan and the post-Soviet region. Only peer-reviewed outlets were used for the scholarly literature; the legal, institutional and market sources of Section 7 are governed by the paragraph below.

Section 7 is held to a stricter standard: legislative facts are cited to the National Database of Legislation of the Republic of Uzbekistan by instrument number and date, market data to the exchange or the depository, and institutional assessments to the issuing organisation. Where a fact is available only through a press report of an official statement, the reliance is identified at the point of use.

2.3. Logic of proposition development

The propositions are derived analytically. The recorded count is first decomposed into an offence rate and a sequence of conditional passage probabilities (Section 3), which yields Proposition 1. Each mechanism is then defined by the stage at which that sequence collapses and asked what it implies for evidence generated outside the enforcement process — in legal texts, price records and ownership filings; the answers are Propositions 2 to 5, whose joint content is Table 2. The comparative statics of the same decomposition under a reform raising detection capacity yield Propositions 6 and 7; its interaction with an enforcer whose principal is the counterparty yields Proposition 8; and the same probability-times-severity logic applied to the

choice between instruments yields Proposition 9. None is tested here; Table 4 pairs the principal ones with a design and a data requirement.

3. What enforcement statistics measure

Recorded insider-trading cases are the product of a filtering process with several stages, each with its own attrition. An offence must occur; it must leave a trace in data someone examines; a surveillance function must flag the trace; an investigative body must have the authority, resources and evidentiary standard to pursue it; and a prosecutor must judge the case worth bringing. The count is the joint outcome of the offence rate and the product of the conditional passage probabilities.

It follows that a count of zero identifies the offence rate only under the assumption that all passage probabilities are close to unity — that is, only in jurisdictions with mature surveillance. This is precisely the assumption that fails in the markets where zero counts occur. Meulbroek's (1992) analysis of detected cases in a mature market established that insider trading leaves observable price signatures before public announcement; the corollary, less often drawn, is that where nobody examines pre-announcement price behaviour, the signature persists but the case does not.

Three literatures bear on this. Work on enforcement intensity shows that variation in regulatory attention alters offending, so counts are endogenous to enforcement effort rather than a passive reading of it (Del Guercio et al., 2017). Work on legal origin shows that disclosure and liability rules, rather than public enforcement as such, carry much of the explanatory weight for market development (La Porta et al., 2006), so integrity may be achieved through channels generating no case count at all. And the comparative insider-trading literature finds that what separates jurisdictions is not a prohibition's presence but its activation: Beny (2005) associates statutory stringency with market outcomes, while Bris (2005) finds enactment followed by more, not less, detected insider activity around takeovers — an early statement of the pattern formalised in Section 6.

The desirability of prohibition is not itself settled — Manne (1966) treated insider trading as efficient managerial compensation that accelerates the impounding of information into prices, and Leland (1992) showed its welfare effects to be formally ambiguous — but the present argument does not adjudicate that debate. It takes the prohibition as given and asks only what may be inferred from the absence of cases under it.

4. Four mechanisms generating enforcement silence

Four mechanisms are distinguished below. They are not mutually exclusive, but carry different implications and, as Section 5 shows, different signatures.

4.1. Prohibitive void

The conduct is not unlawful, or is unlawful only in terms too general to support a case. Many frontier jurisdictions regulate securities markets primarily through licensing and registration, addressing market abuse only obliquely. Where the prohibition does not define insider information, the class of insiders, or the prohibited act with sufficient precision, no case can be constructed regardless of conduct. Silence here reflects legal drafting, not market behaviour.

Section 7 identifies a sub-case the taxonomy should record separately, because a test framed only around definitional precision cannot see it. A prohibition may be stated in operational terms in the securities statute and yet carry no penalty in the criminal or administrative code to which enforcement must ultimately attach; the conduct is then unlawful and unpunishable at once. This sanctionless prohibition produces silence for the same reason as a definitional gap, but is missed by an audit inspecting only the securities law. Proposition 2's audit is accordingly three-limbed: a definition, a class of addressees, and an attaching sanction.

4.2. Surveillance void

The conduct is prohibited but undetectable. Detection requires order-level records linked to identified accounts, a monitoring function with the analytical capacity to screen them, and a dated corporate-event series against which to test for pre-announcement trading. Absent any of

these, violations leave no institutional trace. This mechanism is the most likely to produce the joint occurrence of high asymmetry and zero enforcement.

4.3. Prosecutorial-incentive void

Conduct is prohibited and detectable, but pursuit is not in the interest of the actors positioned to initiate it. The mechanism is most acute where the state is concurrently dominant shareholder in listed issuers, sponsor of privatisation transactions and ultimate regulator: a prosecution then implicates the enforcing authority's own principals. It is reinforced where regulatory legitimacy rests on market growth, since enforcement is read by prospective issuers as a reputational cost of listing. Private enforcement is an unreliable substitute here: reviewing Russian joint-stock companies, Mukhamedkarim (2022) finds the formal minority protections broadly adequate and the operative constraint to be minority passivity itself.

4.4. Absent precondition

The offence requires a counterparty. In the canonical microstructure models the insider's profit is drawn from uninformed order flow and scales with its volume: in Kyle's (1985) continuous-auction model expected insider profit rises with noise-trader volume, and in the Glosten–Milgrom (1985) sequential-trade model the quoted spread widens with the probability that an incoming order is informed, until the market can close altogether. Where free float is negligible and secondary trading close to absent, both quantities collapse. Easley, Kiefer, O'Hara and Paperman (1996) show that for infrequently traded stocks the uninformed flow which makes informed trading profitable is thin, and Lesmond (2005) documents emerging-market transaction costs and non-trading frequencies far above developed ones. In the thinnest frontier venues there may simply be too few uninformed counterparties for the offence to be worth committing on-market.

Silence arising this way is genuine but is not evidence of integrity: private information is exploited through channels other than exchange trading — negotiated block transfers, related-party transactions, the timing of corporate actions — which lie outside the insider-trading frame entirely. This is the one mechanism under which a zero count is compatible with a fully operational prohibition, and Section 11 returns to it.

Table 1. Four mechanisms of enforcement silence

Mechanism	Proximate cause	Implication for information asymmetry	Appropriate policy response
Prohibitive void	Conduct not defined as an offence, defined too generally to charge, or defined without an attaching sanction	Asymmetry unconstrained; no deterrence operates	Statutory definition of insider information, insiders and prohibited acts, with a penalty in the administrative or criminal code
Surveillance void	No order-level records, monitoring function or dated event series	Asymmetry likely high; violations leave no institutional trace	Build surveillance infrastructure before expanding sanctions
Prosecutorial-incentive void	Enforcer and principal shareholder coincide; growth-oriented legitimacy	Asymmetry systematic and concentrated in state-linked issuers	Separate supervisory function from ownership function
Absent precondition	Free float too small to supply uninformed counterparties	Asymmetry expressed off-market rather than through exchange trading	Related-party transaction and block-transfer disclosure rules

5. An identification protocol

The mechanisms are separable because each leaves a signature outside the enforcement record. The diagnostic logic is stated below as propositions.

Proposition 1. *A zero enforcement count is uninformative about the offence rate unless detection capacity is independently observable; enforcement-based measures of market integrity are therefore identified only jointly with a measure of surveillance capacity.*

Proposition 2. *Under a prohibitive void, the legal texts fail at least one of three limbs — an operational definition of insider information, a defined class of addressees, or a sanction attaching in the administrative or criminal code; the signature is textual and can be established without market data.*

Proposition 3. *Under a surveillance void, pre-announcement abnormal returns and volume are present in the price record but are not referenced in any supervisory output; the signature is the divergence between what prices reveal and what the regulator reports.*

Proposition 4. *Under a prosecutorial-incentive void, pre-announcement abnormal returns are concentrated in state-linked issuers relative to privately controlled issuers of comparable size and liquidity; the signature is cross-sectional asymmetry in the price evidence rather than its overall level.*

Proposition 5. *Under an absent precondition, pre-announcement abnormal returns are weak or absent on-market while ownership records show significant block transfers preceding announcements; the signature is the migration of informed transactions off-exchange.*

The protocol has three steps: a legal audit (Proposition 2); a price audit testing for pre-announcement drift across issuers with sufficient traded days and comparing the state-linked and private sub-samples (Propositions 3 and 4); and an ownership audit examining the timing of block transfers and related-party transactions relative to announcement dates (Proposition 5). Together they distinguish the four mechanisms without a single prosecuted case, because no two share a full row of signatures in Table 2.

Table 2. Identification protocol: signatures by mechanism

Mechanism	Operational and sanctioned prohibition in law	Pre-announcement drift on-market	Drift concentrated in state-linked issuers	Pre-announcement block transfers
Prohibitive void	Absent	Likely present	Not diagnostic	Possible
Surveillance void	Present	Likely present	Not diagnostic	Possible
Prosecutorial-incentive void	Present	Likely present	Yes	Possible
Absent precondition	Either	Weak or absent	No	Yes

Note. The protocol requires dated corporate-event records, daily price data for issuers with sufficient traded days, and ownership-change filings. Where daily price data are unavailable only the legal and ownership audits are feasible: the prohibitive void stays separable, the other three cannot be told apart. Drift entries are expectations, not certainties, since the absence of a binding prohibition does not itself guarantee that informed trading occurs in a given market.

6. The detection-capacity paradox

Enforcement counts respond to two forces moving in opposite directions during reform. Building surveillance raises the probability that an existing violation is recorded, increasing the count; deterrence, operating with a lag, reduces the offence rate, decreasing it. Early in a reform the first dominates, because detection improves immediately while deterrence requires credible sanctions to have been observed. Bris (2005) supplies the closest analogue: after prohibitions were enacted, measured insider activity around takeovers rose rather than fell — what a higher recording probability produces and a falling offence rate does not.

Proposition 6. *Recorded insider-trading enforcement is a non-monotonic function of market integrity: it rises as detection capacity is built and falls only after deterrence takes effect, so that identical counts are consistent with opposite states of market development.*

Proposition 7. *Reform programmes evaluated on enforcement counts within a short horizon will register apparent deterioration during the interval in which detection capacity is being built, and this misreading is more likely the more successful the surveillance reform.*

The paradox has a practical corollary for supervisory design. Because the count is invalid as a short-horizon indicator, reform should be assessed on inputs and intermediate outputs — surveillance coverage, alert-to-investigation conversion, disclosure timeliness — rather than on sanction counts. Fernandes and Ferreira (2009) supply the complementary long-horizon evidence: enforcement improves price informativeness, but the effect is concentrated in developed markets, implying that in frontier settings the transmission channel requires prior institutional construction rather than statutory adoption alone.

6.1. Sequencing under a coincident enforcer and owner

Where the state is simultaneously controlling shareholder of the principal issuers and ultimate supervisor, the two voids do not bind in parallel. Building surveillance changes the volume of alerts, not the willingness of the body receiving them to escalate: an alert becomes an internal document recording a suspicion about an entity whose beneficial owner is the enforcer's own principal. The result is an observable failure pattern — alerts rise, investigation openings rise more slowly, sanctions not at all — distinct from a pure surveillance void, where all three rise together with a lag.

Two strands of comparative evidence support the ordering. Jackson and Roe (2009) show that market outcomes are predicted by enforcement resourcing rather than by the formal powers a statute confers — capacity to act and disposition to act are separate inputs. La Porta et al. (2006) find that public enforcement powers explain far less of the variation in market development than disclosure and liability rules operating through private action, which is what one would expect if public enforcers systematically decline to use the powers they hold. The prescription is institutional rather than budgetary: separate supervision from ownership before expanding detection capacity, or the expansion will generate evidence that is never acted upon.

Proposition 8. *Where the state is concurrently dominant shareholder, principal issuer and ultimate regulator, the prosecutorial-incentive void binds before the surveillance void: expanding detection capacity without separating supervisory from ownership functions increases detected violations without increasing sanctions. The observable signature is a widening gap between alert volume and investigation openings, and between investigation openings and sanctions imposed.*

6.2. Why disclosure timeliness dominates sanction expansion at low capacity

The argument for the final proposition is deterrence-theoretic. The expected cost of an insider transaction is the probability of detection and sanction multiplied by the severity of the sanction. Raising severity therefore affects expected cost in proportion to that probability; where it is near zero so is the effect, and a jurisdiction answering a zero count by enlarging its penalty schedule is multiplying a large number by a very small one. Del Guercio et al. (2017) supply the corresponding evidence: what moves pre-announcement run-ups is enforcement intensity — the probability limb — not the statutory maximum.

Disclosure-timeliness regulation operates on a different quantity and escapes that multiplication. Shortening the interval between the creation of price-sensitive information and its public release reduces the stock of exploitable private information directly, irrespective of whether anyone is watching the tape; its effect does not run through a detection probability at all. Bushman, Piotroski and Smith (2004) supply the empirical foundation for treating timeliness as separable and policy-responsive: their decomposition of corporate transparency separates the intensity and timeliness of financial disclosure from the governance and dissemination channels, and relates the disclosure dimension to the legal and regulatory regime — establishing timeliness as a distinct and regime-responsive dimension, which is all the present argument requires. A supervisor with no detection capacity can still require prompt publication, verify compliance from the filing record

alone, and sanction lateness on a strict-liability basis needing no proof of intent — which is why the instrument comes first in the sequence and why its evaluation, unlike that of insider-trading sanctions, is not vulnerable to Proposition 6.

Proposition 9. *The informational value of disclosure-timeliness regulation for reducing information asymmetry exceeds that of sanction expansion at low levels of detection capacity, because timeliness reduces the stock of exploitable private information directly while sanction severity operates only through a detection probability that is near zero; the ordering reverses only once surveillance coverage is substantially complete.*

7. Applying the protocol: the case of Uzbekistan

7.1. The setting

Uzbekistan supplies an instance of the configuration the framework addresses, and the protocol's first step can be executed on it now from public sources. The market is governed by the Law "On the securities market", No. ZRU-163 of 22 July 2008, restated in a new edition approved by Law No. ZRU-387 of 3 June 2015 and amended since; the consolidated text comprises nine chapters and sixty-four articles (Law of the Republic of Uzbekistan, 2008/2015). Supervision has moved twice in five years: the Agency for Capital Market Development was abolished from 1 May 2021, its functions passing to the Ministry of Finance (Presidential Resolution No. PP-5073, 2021), and capital-market regulation was transferred to the National Agency for Prospective Projects from 1 October 2023 (Presidential Resolution No. PP-291, 2023). A replacement statute, prepared with international financial institutions, is reported to contain sixteen chapters and one hundred and twenty-three articles and to align the regime with IOSCO principles (Presidential Decree No. UP-254, 2025); it passed its first reading on 28 July 2026 and was not yet adopted when this article was completed (Gazeta.uz, 2026; Spot.uz, 2026 — press reports of parliamentary proceedings).

The market these instruments govern is small and concentrated. Trading on the Republican Stock Exchange "Toshkent" totalled 21.95 trillion soum in 2024, of which equities were 19.18 trillion, and 142 instruments issued by 93 companies were traded (Republican Stock Exchange "Toshkent", 2025). Against some 680 registered joint-stock companies (Central Securities Depository of the Republic of Uzbekistan, 2024), most of the sector does not trade at all. State participation remains large: state-owned enterprises and banks account for more than half of gross domestic product (European Bank for Reconstruction and Development [EBRD], 2024), and state-owned banks hold about sixty-five per cent of banking system assets (International Monetary Fund [IMF], 2025). The configuration in Proposition 8 is therefore present.

The structural diagnosis is not new to the regional literature. Ruziev and Ghosh (2009) argue that Uzbekistan's state-led financial development produced a bank-dominated system that crowded out market-based capital allocation, and Amonboev (2018), writing before the recent expansion in turnover, reports securities trading of roughly 1.6 per cent of gross domestic product and identifies weak corporate governance and low disclosure as the binding constraints. Work on neighbouring markets converges (Akanayeva, 2024; Kurash et al., 2024). What none of it addresses is what the absence of enforcement in such markets should be taken to mean.

7.2. The legal audit

Proposition 2 requires the audit to establish three things: an operational definition of insider information, a defined class of addressees, and a sanction attaching in the administrative or criminal code.

On the first two limbs, a dedicated provision exists. Article 54 of the securities law in its 2015 new edition is headed "Manipulation and use of insider information on the securities market" and sits in the chapter on market regulation (Law of the Republic of Uzbekistan, 2008/2015, Art. 54). The prohibition is therefore not absent, and Uzbekistan is not a case of the classical prohibitive void. Two features bear on how operational it is: Article 3, the definitions article, does not list "insider information" among the concepts it defines, so any definitional content must be carried by Article 54 itself; and the subordinate rules in force — those on the prevention of manipulation registered on 27 May 2025, replacing the 1999 rules from 1 July 2025 (National Agency for

Prospective Projects, 2025) — address manipulation, false information and artificial price formation, and their published account does not extend to insider information.

On the third limb the position is stated by the supervisor itself. In March 2026 the First Deputy Director of the National Agency for Prospective Projects said publicly that although insider trading is prohibited by the securities law, neither the Criminal Code nor the Code of Administrative Liability provides full sanctions, and that amendments establishing liability for insider dealing and market manipulation were being prepared (Podrobno.uz, 2026 — press report of an official statement). A search of the two codes is consistent with that account: the securities offence located in the Criminal Code concerns counterfeiting rather than abusive trading, and no market-abuse article was identified in the Code of Administrative Liability. The finding on this limb accordingly rests on the supervisor's own statement corroborated by a negative search, not on a provision the author has read; it is stated as such.

The audit therefore returns a result the original taxonomy did not anticipate: the prohibition is neither absent nor, so far as the public record shows, hopelessly general, but fails on the sanction limb. Conduct is unlawful and unpunishable at once, so no case can be constructed and the count is zero for reasons unconnected with market behaviour. Standard comparative coding cannot see this, since it reads an insider-trading article in a securities statute as evidence of a prohibition; it would record Uzbekistan as a prohibiting jurisdiction with zero enforcement — exactly the combination the literature interprets as low asymmetry.

7.3. What the protocol can and cannot yet establish

The remaining steps are only partly feasible on published data, and Table 3 sets out the position. The exchange publishes daily trading results, so a price audit is possible in principle; what is not published in consolidated dated form is the corporate-event series against which pre-announcement windows would be defined, and constructing one is the precondition for any empirical extension. Proposition 4's cross-sectional test faces a further constraint: with 93 companies traded in 2024 and a joint-stock sector in which state participation is large, the matched sample of privately controlled issuers comparable in size and liquidity to the state-linked ones is likely to be small, though the split is not published and would have to be constructed from ownership filings. Proposition 5's ownership audit requires dated block-transfer and related-party filings, which exist within the depository system but are not published as an aggregated series.

As to the enforcement record, no insider-trading investigation, penalty or conviction was identified in preparing this article. In March 2026 unusual price movement in a listed state-linked issuer, followed by a suspension during which material board information reached the market, drew supervisory comment; the agency said it was monitoring the situation, had received no formal shareholder complaint, and stated that no adequate sanction existed (Podrobno.uz, 2026). No enforcement action followed, and nothing in the public record establishes that a violation occurred. The episode is reported not as an allegation but as an illustration: a zero count coexisting with an unexamined price signature is the observation Proposition 1 declares uninformative.

Table 3. Applying the protocol to Uzbekistan: evidentiary position as at August 2026

Protocol step	Requirement	Position	Diagnostic status
Legal audit (P2), limbs 1–2	Operational definition of insider information; defined class of addressees	Art. 54 of the securities law addresses use of insider information; Art. 3 does not define the term; subordinate rules in force cover manipulation only	Prohibition present; definitional adequacy not established on the public record
Legal audit (P2), limb 3	Sanction attaching in the administrative or criminal code	Supervisor states that neither code provides full sanctions; no	Fails: sanctionless prohibition

		market-abuse article identified in either	
Price audit (P3)	Daily prices plus dated corporate-event records	Daily trading results published by the exchange; no consolidated dated event series	Feasible once an event series is constructed
Cross-sectional test (P4)	Matched state-linked and private issuers of comparable size and liquidity	Split between state-linked and private issuers not published; comparable private issuers likely few	Feasible on a small matched sample
Ownership audit (P5)	Dated block-transfer and related-party filings	Filings exist within the depository system; not published as an aggregated dated series	Not currently feasible
Enforcement record	Recorded cases, penalties or convictions	None identified	Zero count; uninformative under P1

Read against Table 2, the Uzbek evidence identifies the prohibitive void in its sanctionless form as operative and leaves the other three undetermined pending the price and ownership audits. The policy implication follows from Table 1 rather than from the enforcement record: the binding constraint is the missing sanction, and expanding surveillance before supplying one would generate alerts that cannot terminate in an enforcement action. The draft statute is addressed to the right limb, provided the liability provisions the supervisor describes are enacted alongside it and, consistently with Proposition 8, supervision is insulated from the state's position as owner of the issuers it supervises.

8. Discussion

The framework revises the standard reading of comparative enforcement data in three respects. First, it identifies a selection problem: because zero-count jurisdictions are dropped or coded as low-enforcement, samples are truncated on a variable correlated with the outcome, and the excluded frontier cases are those in which the mechanism of interest operates most strongly. The Uzbek audit adds a second-order point: even a coding that retains such jurisdictions will misclassify a sanctionless prohibition as a prohibition, because it inspects the securities statute while the sanction lies elsewhere.

Second, it separates two prescriptions the enforcement literature tends to bundle. The conclusion that enforcement rather than legislation matters is often translated into advice to prosecute; but where the binding constraint is a surveillance void, prosecution is not available as an instrument at all, and where it is a prosecutorial-incentive void, adding sanction authority to a body that will not use it changes nothing. Sequencing matters, and two things the literature runs together must be kept apart: establishing a sanction, without which no case exists, and expanding its severity, which is worth little until detection improves. The order implied by the four mechanisms is definition and attaching sanction, then separation of the supervisory from the ownership function, then detection capacity, and only then prosecution and any expansion of severity.

Third, it reframes what the absence of cases tells an investor. Conventionally, no cases signals either integrity or irrelevance; on the mechanism reading it signals that the market's asymmetry is unmeasured and — given the structural correlates of frontier status — probably high, consistent with the finding that price informativeness is lower in markets with synchronous price movement and weak investor protection (Morck, Yeung & Yu, 2000).

9. Implications

9.1. For research

Studies using enforcement counts should report detection capacity alongside them and treat zero-count jurisdictions as censored rather than low-enforcement observations. The protocol offers a route to classifying such jurisdictions without enforcement data, and that classification is itself a variable comparative work lacks. Coding practice should also change in one respect: an insider-trading provision should not be coded as a prohibition unless a sanction is traced to the code where liability actually attaches.

9.2. For regulators and policymakers

Three prescriptions follow. Publish dated corporate-event records, on which the price audit depends and against which compliance with a timeliness rule can be measured rather than merely required. Separate supervision from ownership before expanding detection capacity, since Proposition 8 implies the latter merely generates alerts that are never acted upon without the former. And commit in advance to evaluating reform on intermediate indicators, so that the rise in recorded violations predicted by Proposition 6 is read as evidence of a functioning surveillance system rather than of decline.

9.3. For market participants

For institutional investors assessing frontier venues, the absence of enforcement history should be treated as an unpriced risk rather than an absence of risk, and Proposition 4's cross-sectional test is a feasible due-diligence instrument requiring only public price and announcement data.

10. Limitations and future research

The article is conceptual and its propositions require empirical adjudication (Jaakkola, 2020). Four limitations bound it. The price audit requires issuers with adequate traded days, which the thinnest markets may not supply. The four mechanisms are treated as analytically distinct although they co-occur. The framework addresses exchange-traded equity, whereas in several frontier markets the significant transfers occur through privatisation tenders governed by separate rules. And Section 7 executes only the first protocol step on one jurisdiction, illustrating the protocol rather than testing any proposition.

A caveat attaches to Section 7's sources. The legislative facts rest on the official legal database and are verifiable by instrument number, but four elements — the supervisor's account of the sanctions regime, the contents and parliamentary progress of the draft statute, the exchange's 2024 trading figures and the count of registered joint-stock companies — reach the author through press reports of official statements rather than through the issuing bodies' own publications. Each should be re-verified against the primary record before being relied on quantitatively, and the verbatim text of Article 54 should be read in full in any empirical extension.

Table 4 sets out the research agenda. Priority attaches to a detection-capacity index, which Proposition 1 makes a precondition for the valid use of enforcement counts anywhere in the comparative literature.

Table 4. Research agenda

Research question	Suggested design	Data requirement
Can detection capacity be indexed independently of enforcement output (P1)?	Construct an index from surveillance coverage, staffing, data access and alert procedures; validate against known enforcement in mature markets.	Regulatory disclosures and IOSCO assessments.
Do the four mechanisms produce the predicted signatures (P2–P5)?	Apply the protocol to a set of frontier markets differing in ownership structure and legal maturity.	Legal texts; daily prices; dated event and ownership records.

How common is the sanctionless prohibition (P2, limb 3)?	Code securities statutes jointly with the administrative and criminal codes across frontier jurisdictions and compare the classification with existing insider-trading law indices.	Consolidated legal texts in each jurisdiction.
Is drift concentrated in state-linked issuers (P4)?	Matched-sample event study comparing state-linked and private issuers of similar size and liquidity.	Ownership register and announcement dates.
Is enforcement non-monotonic in integrity (P6, P7)?	Panel study of jurisdictions across surveillance-building episodes, with counts as dependent variable.	Long-horizon cross-country enforcement data.
Does the alert–investigation–sanction gap widen under a coincident enforcer and owner (P8)?	Compare alert, investigation and sanction series across supervisors differing in their separation from state ownership.	Supervisory activity statistics disaggregated by stage.
Does disclosure-timeliness regulation dominate sanction expansion at low capacity (P9)?	Staggered-adoption difference-in-differences across reform types.	Reform chronologies and market-quality indicators.

11. Conclusion

Comparative securities research has established that enforcement, not legislation, is what moves the cost of capital. The corollary usually drawn — that jurisdictions without enforcement records are jurisdictions without effective prohibitions — holds for three of the four mechanisms set out here and fails for the fourth. Under a prohibitive, surveillance or prosecutorial-incentive void it is sound, since in each the prohibition is inoperative in practice whatever its nominal status. Under an absent precondition it is false: an operational and sanctioned prohibition can coexist with a permanent zero count, because the offence is not worth committing on-market and informed transactions have migrated beyond the prohibition's reach. The distinction matters because the two call for opposite responses — building enforcement capacity in the first three, extending the regulatory perimeter in the fourth.

The further inference frequently made — that zero-count jurisdictions are markets in which insider trading is not a first-order problem — does not follow under any of the four mechanisms and is probably reversed. Enforcement silence is an equilibrium with identifiable causes; those causes leave signatures in legal texts, price behaviour and ownership records readable without a single prosecuted case; and the mechanisms imply sharply different reform sequences. The Uzbek audit demonstrates the first step and returns a result standard coding would have missed: a prohibition that exists and cannot be enforced because no penalty attaches to it. The natural evaluation metric is meanwhile invalid, because building detection capacity converts unrecorded offences into recorded ones, so a successful reform first appears to reveal a deteriorating market. Recognising that pattern in advance is a precondition for sustaining reform through the interval in which its measured effects run opposite to its real ones.

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УДК 339.564:332.1

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HUDUDIY EKSPORTNI RAG‘BATLANTIRISHNING IQTISODIY MEXANIZMLARINI TAKOMILLASHTIRISH

Abstract
Maqolada hududiy eksportni rag‘batlantirishning iqtisodiy mexanizmlarini kompleks takomillashtirish masalalari Buxoro viloyati misolida tadqiq etilgan. Tadqiqotning maqsadi eksportyor korxonalarning moliyaviy resurslarga kirishi, tashqi savdo risklarini boshqarishi, logistika xarajatlarini kamaytirishi hamda xalqaro standartlar va xorijiy buyurtmachilar talablariga moslashishini ta’minlaydigan o‘zaro bog‘langan mexanizmlar tizimini ishlab chiqishdan iborat. Tadqiqot materiallari sifatida Jahon savdo tashkiloti, Jahon banki, OECD, UNECE, Berne Union, International Trade Centre materiallari, O‘zbekiston Respublikasining eksportni qo‘llab-quvvatlashga doir normativ-huquqiy hujjatlari hamda eksport-kredit va sug‘urta institutlari faoliyatiga oid ma’lumotlardan foydalanilgan. Tizimli, qiyosiy, institutsional va mantiqiy tahlil, matritsali baholash hamda integral indeks usullaridan foydalanish asosida eksportoldi kreditlash, faktoring, lizing, kredit kafolati, eksport sug‘urtasi, xejirlash, logistika infratuzilmasini rivojlantirish va eksportga tayyorlikni akseleratsiya qilish yo‘nalishlari bir butun eksport ekotizimi sifatida asoslangan. Natijada Buxoro viloyati uchun kredit kafolat mexanizmini kuchaytirish, eksport xatarlariga mos derivativ instrumentlar matritsasini qo‘llash, Navoiy xalqaro aeroporti bilan integratsiyalashgan “Porto Franco” erkin bojxona-logistika zonasini shakllantirish, “Bukhara Export Gateway” satellit terminalini tashkil etish hamda xorijiy konsalting va biznes-matching xizmatlariga tayanuvchi “Sorsing akselerasiyasi markazi”ni joriy etish taklif etilgan. Shuningdek, korxonalarni saralash uchun “Eksportga tayyorlik indeksi” ishlab chiqilgan. Taklif etilgan mexanizmlar hududiy eksportning qiymat zanjirini ishlab chiqarishdan xorijiy xaridorgacha uzluksiz qo‘llab-quvvatlash, eksport xarajatlari va risklarini kamaytirish, yuqori qo‘shilgan qiymatli mahsulot ulushini oshirish va eksport geografiyasini diversifikatsiya qilishga xizmat qiladi.

Keywords
hududiy eksport, eksport salohiyati, iqtisodiy rag‘batlantirish, eksport krediti, faktoring, sug‘urta, kredit kafolati, xejirlash, logistika, Porto Franco, sorsing akselerasiyasi, eksportga tayyorlik indeksi.

Аннотация. В статье на примере Бухарской области рассматриваются вопросы комплексного совершенствования экономических механизмов стимулирования регионального экспорта. Цель исследования – разработка системы взаимосвязанных механизмов, обеспечивающих доступ экспортных предприятий к финансовым ресурсам, управление внешнеторговыми рисками, снижение логистических издержек и адаптацию к международным стандартам и требованиям иностранных заказчиков. Материалами исследования послужили материалы Всемирной торговой организации, Всемирного банка, ОЭСР, ЕЭК ООН, Бернского союза, Международного торгового центра, нормативно-правовые акты Республики Узбекистан о поддержке экспорта, а также информация о деятельности экспортно-кредитных и страховых учреждений. На основе систематического, сравнительного, институционального и логического анализа, матричной оценки и использования методов интегральных индексов определены направления предэкспортного кредитования, факторинга, лизинга, кредитного гарантирования, экспортного страхования, хеджирования, развития логистической инфраструктуры и ускорения экспортной готовности в рамках единой экспортной экосистемы. В результате предлагается усилить

механизм кредитного гарантирования для Бухарского региона, использовать матрицу производных инструментов, соответствующих экспортным рискам, сформировать свободную таможенно-логистическую зону «Порто-Франко», интегрированную с международным аэропортом Навои, создать сателлитный терминал «Бухарский экспортный шлюз» и внедрить «Центр ускорения закупок», опирающийся на услуги иностранного консалтинга и установления деловых контактов. Также разработан «Индекс экспортной готовности» для отбора предприятий. Предложенные механизмы служат для непрерывной поддержки цепочки создания стоимости регионального экспорта от производства до иностранных покупателей, снижения экспортных издержек и рисков, увеличения доли продукции с высокой добавленной стоимостью и диверсификации географии экспорта.

Ключевые слова: региональный экспорт, экспортный потенциал, экономические стимулы, экспортный кредит, факторинг, страхование, кредитное гарантирование, хеджирование, логистика, Порто-Франко, ускорение закупок, индекс экспортной готовности.

Abstract. This article examines the comprehensive improvement of economic mechanisms for stimulating regional exports using the Bukhara region as an example. The objective of the study is to develop a system of interconnected mechanisms that provide export enterprises with access to financial resources, manage foreign trade risks, reduce logistics costs, and adapt to international standards and the requirements of foreign customers. The study draws on materials from the World Trade Organization, the World Bank, the OECD, the UNECE, the Berne Union, the International Trade Center, regulatory legal acts of the Republic of Uzbekistan on export support, as well as information on the activities of export credit and insurance institutions. Based on a systematic, comparative, institutional, and logical analysis, matrix assessment, and the use of integral index methods, the article identifies areas of pre-export lending, factoring, leasing, credit guarantees, export insurance, hedging, development of logistics infrastructure, and acceleration of export readiness within a single export ecosystem. As a result, it is proposed to strengthen the credit guarantee mechanism for the Bukhara region, use a matrix of derivative instruments corresponding to export risks, establish a free customs and logistics zone (Porto Franco) integrated with Navoi International Airport, create a satellite terminal (Bukhara Export Gateway), and implement a "Procurement Acceleration Center" based on foreign consulting and business networking services. An "Export Readiness Index" has also been developed for selecting enterprises. The proposed mechanisms serve to continuously support the regional export value chain from production to foreign buyers, reduce export costs and risks, increase the share of high-value-added products, and diversify export geography.

Keywords: regional exports, export potential, economic incentives, export credit, factoring, insurance, credit guarantee, hedging, logistics, Porto Franco, procurement acceleration, export readiness index.

Introduction

Jahon xo‘jaligida raqobatning keskinlashuvi, tashqi savdo yo‘nalishlarining qayta konfiguratsiyasi, logistika zanjirlaridagi uzilishlar, valyuta va tovar narxlarining yuqori o‘zgaruvchanligi hududiy eksport siyosatiga yangicha yondashuvni talab qilmoqda. Eksportni ko‘paytirish faqat ishlab chiqarish hajmini oshirish yoki alohida imtiyozlar berish bilan cheklanmaydi. Zamonaviy sharoitda eksportyorning tashqi bozorga chiqishi ishlab chiqarishni moliyalashtirish, mahsulotni sertifikatlash, xaridor topish, shartnoma tuzish, risklarni sug‘urtalash, logistika va bojxona operatsiyalarini bajarish, to‘lovni undirish hamda takroriy buyurtmalarni shakllantirishdan iborat uzluksiz qiymat zanjiri sifatida qaralishi zarur. Jahon savdo tashkiloti materiallarida ham xavfsiz, inklyuziv va barqaror savdo tizimida diversifikatsiya, institutsional barqarorlik va savdoni qo‘llab-quvvatlovchi infratuzilmaning o‘rni alohida qayd etiladi [1].

Eksportga yo‘naltirilgan rivojlanish modelini muvaffaqiyatli qo‘llagan Janubiy Koreya, Singapur, Xitoy va Turkiya tajribasi eksportyorlarni moliyaviy qo‘llab-quvvatlash, sug‘urta himoyasi, sifat infratuzilmasi va tashqi bozorlarga chiqish xizmatlari o‘zaro uyg‘unlashganda yuqori samara berishini ko‘rsatadi. Mazkur yondashuvning asosiy xususiyati shundan iboratki, yordam alohida

operatsiya yoki alohida bosqichga emas, balki ishlab chiqarishdan tashqi bozorga yetkazib berishgacha bo‘lgan butun jarayonga yo‘naltiriladi. Shu sababli hududiy darajada eksportni rag‘batlantirish siyosatini tarqoq chora-tadbirlar majmui sifatida emas, balki bir-birini to‘ldiruvchi moliyaviy, sug‘urta, logistika, standartlashtirish va marketing institutlaridan tashkil topgan eksport ekotizimi sifatida shakllantirish dolzarbdir [1].

O‘zbekistonda eksport faoliyatini moliyalashtirish, sug‘urta himoyasini kengaytirish va eksportyorlarni qo‘llab-quvvatlash bo‘yicha qator huquqiy va institutsional choralar amalga oshirilgan. Xususan, 2022–2026-yillarga mo‘ljallangan taraqqiyot strategiyasida eksport salohiyatidan samarali foydalanish, hududlarning ishlab chiqarish va tashqi savdo imkoniyatlarini kengaytirish vazifalari belgilangan [2]. Eksport faoliyatini moliyalashtirish va sug‘urta himoyasi mexanizmlarini kengaytirishga qaratilgan hujjatlar eksportoldi moliyalashtirish, sug‘urta, kafolat va boshqa vositalarning institutsional asosini kuchaytirgan [3]. Biroq hududiy eksportyorlar, ayniqsa kichik va o‘rta korxonalar uchun moliyaviy resurslarga kirish, garov ta’minoti, sug‘urta xizmatlaridan foydalanish, xalqaro standartlarga moslashish, barqaror logistika kanallarini topish va xorijiy xaridor bilan bevosita ishlash muammolari saqlanib qolmoqda.

Buxoro viloyatida to‘qimachilik va tikuv-trikotaj, meva-sabzavot va oziq-ovqat, qorako‘lchilik, ipakchilik, hunarmandchilik, qurilish materiallari hamda ayrim kimyo sanoati mahsulotlarini eksport qilish imkoniyatlari mavjud. Shu bilan birga, korxonalarning bir qismi eksportning eng murakkab bo‘g‘inlari — xalqaro standart va audit talablariga moslashish, sertifikat xarajatlarini moliyalashtirish, brending, professional savdo materiallarini tayyorlash, B2B muzokaralari, eksport risklarini boshqarish va optimallashtirilgan logistika xizmatlariga kirishda yetarli institutsional ko‘makka ega emas. Natijada ayrim ishlab chiqaruvchilar tayyor va brendlangan mahsulotni yuqori marja bilan sotish o‘rniga vositachilar orqali yoki nisbatan past qo‘shilgan qiymatli shaklda eksport qilishga majbur bo‘ladi.

Hududiy eksport samaradorligiga ta’sir etuvchi yana bir muhim omil logistika xarajatlaridir. O‘zbekiston dengiz portlariga bevosita chiqish imkoniga ega bo‘lmagan ikki karra quruqlik bilan o‘ralgan mamlakat bo‘lib, eksport yuklarini tashish muddati va xarajatlari tashqi bozordagi narx raqobatbardoshligiga bevosita ta’sir qiladi. Anderson va van Wincoop tashqi savdo xarajatlari savdo hajmini shakllantiruvchi fundamental omillardan biri ekanini asoslaydi [10]. Jahon bankining Logistika samaradorligi indeksi esa bojxona, infratuzilma, xalqaro jo‘natmalar, logistika xizmatlari sifati, kuzatuv va o‘z vaqtidalik kabi yo‘nalishlarni birgalikda baholaydi [7]. Buxoro viloyati uchun ichki hududiy joylashuv, eksport yuklarini yirik xalqaro koridorlarga ulash zarurati va ayrim mahsulotlarda sovuq zanjirga ehtiyoj logistika masalasini yanada muhim qiladi. Bundan tashqari, jahon tovar va moliya bozorlarida narxlar, valyuta kurslari va foiz stavkalari tebranishi eksport daromadlarining barqarorligiga ta’sir etadi. Tushum xorijiy valyutada shakllanib, xarajatlarning katta qismi milliy valyutada yuzaga keladigan korxonalarda valyuta pozitsiyasi; jahon narxiga bog‘liq mahsulotlarda esa tovar narxi riski paydo bo‘ladi. Eksportni rag‘batlantirish tizimi ushbu risklarni faqat sug‘urta bilan emas, balki forvard, fyuchers, opsion va svop kabi xejirlash instrumentlaridan real eksport shartnomalariga bog‘langan holda foydalanish imkoniyati bilan ham to‘ldirilishi lozim.

Shundan kelib chiqib, tadqiqotning maqsadi Buxoro viloyati misolida hududiy eksportni rag‘batlantirishning iqtisodiy mexanizmlarini o‘zaro integratsiyalashgan tizim sifatida takomillashtirish va eksportyor korxonalar uchun moliya, risk, logistika hamda bozorga kirish to‘siqlarini bir vaqtda kamaytiruvchi amaliy takliflarni ishlab chiqishdan iborat. Mazkur maqsad doirasida moliyaviy-kredit va soliq vositalarini takomillashtirish, eksport sug‘urtasi va kredit kafolatini kuchaytirish, xejirlash mexanizmini hududiy darajada joriy etish, Navoiy xalqaro aeroportining logistika salohiyatidan foydalanish hamda “Sorsing akselerasiyasi” orqali korxonalarni xalqaro buyurtmachilar talablariga tayyorlash masalalari tadqiq etiladi.

Materials

Tadqiqotning axborot-material bazasi bir necha guruh manbalardan shakllantirildi. Birinchi guruhga xalqaro savdo va eksportni qo‘llab-quvvatlash mexanizmlariga oid xalqaro tashkilotlar materiallari kiritildi. Jumladan, Jahon savdo tashkilotining re-globalizatsiya va barqaror savdo tizimiga bag‘ishlangan hisobotidan eksportni diversifikatsiya qilish va institutsional qo‘llab-

quvvatlash masalalarini yoritishda foydalanildi [1]. Jahon bankining “Connecting to Compete 2023” Logistika samaradorligi indeksi metodologiyasi logistika, bojxona, infratuzilma va yetkazib berish sifatiga oid konseptual mezonlarni aniqlash uchun asos bo‘ldi [7]. OECD va UNECE materiallari savdoni soddalashtirish, “yagona oyna”, elektron hujjat aylanishi va protseduralarni raqamlashtirish yo‘nalishlarini baholashda qo‘llanildi [8; 9].

Ikkinchi guruh manbalar eksport risklarini sug‘urtalash va kafolatlash masalalariga tegishli. Berne Union hisobotlari eksport-kredit agentliklarining xalqaro savdodagi roli va eksport risklarini qoplash amaliyotini tizimlashtirish uchun foydalanildi [5]. O‘zbekistonda eksport kreditlari va operatsiyalarini sug‘urtalash amaliyoti bo‘yicha “O‘zbekinvest” faoliyatiga oid materiallar milliy institutlarning funksional imkoniyatlarini ko‘rib chiqishga xizmat qildi [6]. Eksportni moliyaviy qo‘llab-quvvatlash amaliyotiga oid tegishli tashkilotlar materiallari eksportoldi kreditlash, kafolat va moliyalashtirish vositalarining mavjud yo‘nalishlarini umumlashtirish imkonini berdi [4].

Uchinchi guruhni O‘zbekiston Respublikasining eksport siyosatiga oid normativ-huquqiy hujjatlari tashkil etdi. Xususan, 2022–2026-yillarga mo‘ljallangan Yangi O‘zbekistonning taraqqiyot strategiyasi hududiy iqtisodiyot va eksport salohiyatini rivojlantirishning strategik vazifalarini aniqlashda, eksport faoliyatini moliyalashtirish va sug‘urta himoyasini kengaytirishga doir qaror esa moliyaviy va sug‘urta mexanizmlarining institutsional asosini baholashda qo‘llanildi [2; 3].

To‘rtinchi guruh manbalar korxonalarni xalqaro bozorlarga tayyorlash, sifat standartlari va biznes-matching mexanizmlariga oid tajribalardan iborat. Niderlandiyaning CBI, Yaponiyaning JETRO va Germaniyaning Germany Trade & Invest tashkilotlari faoliyati xorijiy xaridorlarni topish, eksportga tayyorlash, maslahat va bozor axboroti xizmatlarini bir markazda birlashtirish nuqtayi nazaridan o‘rganildi [11–13]. International Trade Centre materiallari kichik va o‘rta korxonalar raqobatbardoshligi, sifat va standartlarning eksportdagi ahamiyatini asoslash uchun foydalanildi [14].

Tadqiqotda Buxoro viloyatining tarmoq ixtisoslashuvi va eksport imkoniyatlari manbadagi tavsiflar doirasida ko‘rib chiqildi. Miqdoriy statistik qatorlar emas, balki eksportni rag‘batlantirish mexanizmlarining tuzilishi, o‘zaro aloqasi va amaliy joriy etish algoritmlarini ishlab chiqish tadqiqotning asosiy predmetini tashkil etdi. Shu sababli natijalar taklif etilayotgan institutsional va iqtisodiy modellar, baholash formulalari hamda mexanizmlararo integratsiyaga qaratilgan.

Methods

Tadqiqot metodologiyasi hududiy eksportni alohida imtiyozlar yig‘indisi sifatida emas, balki eksportyorning qiymat zanjiri bo‘ylab harakatini ta’minlaydigan o‘zaro bog‘langan iqtisodiy institutlar tizimi sifatida ko‘rishga asoslandi. Tizimli tahlil usuli yordamida moliyaviy resurs, sug‘urta, kafolat, xejirlash, logistika, standartlashtirish, marketing va xaridor bilan kontraktatsiya jarayonlari yagona eksport ekotizimining funksional elementlari sifatida birlashtirildi. Bu yondashuv eksportyorning bir bosqichdagi muammosini hal qilish boshqa bosqichdagi to‘siq saqlanib qolgan taqdirda umumiy natijani keskin oshirmasligini hisobga olish imkonini beradi.

Qiyosiy tahlil usuli eksportni qo‘llab-quvvatlash bo‘yicha xalqaro tajribaning umumiy tamoyillarini aniqlashda qo‘llanildi. Eksportga yo‘naltirilgan mamlakatlar tajribasi, shuningdek CBI, JETRO va Germany Trade & Invest kabi institutlarning funksiyalari hududiy darajada ko‘mak xizmatlarini markazlashtirish nuqtayi nazaridan solishtirildi. Qiyoslashning maqsadi xorijiy institutlarni to‘g‘ridan-to‘g‘ri ko‘chirish emas, balki ularning eksportyorni tayyorlash, standartlashtirish, bozor axboroti, biznes-matching va shartnomagacha kuzatib borish kabi funksiyalarini Buxoro viloyatining sharoitiga moslashtirishdan iborat bo‘ldi.

Institutsional tahlil orqali eksport jarayonida ishtirok etuvchi asosiy subyektlar — mahalliy hokimlik, tijorat banklari, sug‘urta tashkilotlari, kafolat fondi, bojxona organlari, logistika operatorlari, aeroport infratuzilmasi, savdo-sanoat tizimi, xalqaro konsalting va sertifikatlash tashkilotlari hamda eksportyor korxonalar o‘rtasidagi funksional aloqalar shakllantirildi. “Porto Franco” modeli uchun boshqaruv subyektlari va ularning vazifalari ajratildi; “Sorsing akselerasiyasi” mexanizmi uchun esa korxonani aniqlashdan eksport shartnomasi va keyingi monitoringgacha bo‘lgan bosqichlar ketma-ketligi tuzildi.

Eksport risklarini boshqarish uchun matritsali usul qo‘llanildi. Unda eksportyor duch keladigan asosiy xatar turi bilan unga mos derivativ instrument o‘rtasida bog‘liqlik o‘rnatildi: jahon

narxining pasayishi uchun fyuchers sotish yoki “put” opsion, xorijiy valyuta kursining pasayishi uchun valyuta forvardi, import xomashyosi narxining oshishi uchun fyuchers xarid qilish yoki “call” opsion, valyuta tushumi va kredit majburiyatlari nomutanosibligi uchun valyuta svopi taklif etildi. Xejirlash faqat real eksport shartnomasi bilan bog‘langan pozitsiya doirasida amalga oshirilishi shartligi metodologik cheklov sifatida qabul qilindi.

Xejirlash natijasini baholash uchun quyidagi iqtisodiy samaradorlik koeffitsiyenti qo‘llanildi:

$$Kxs = (Z0 – Zx – Xx) / Z0 \quad (1)$$

bu yerda Kxs — xejirlash samaradorligi; Z0 — xejirlash amalga oshirilmaganda yuzaga kelishi mumkin bo‘lgan zarar; Zx — xejirlashdan keyin saqlanib qolgan zarar; Xx — derivativ bitimi bilan bog‘liq komissiya, opsion mukofoti, marja va boshqa xarajatlar. Kxs>0 bo‘lishi strategiyaning iqtisodiy maqsadga muvofiqligini, koeffitsiyentning birga yaqinlashishi esa riskning katta qismi qoplanganini bildiradi. Fyuchers pozitsiyasi hajmi $H=(Qe\times\beta)/Qf$ formulasi orqali aniqlanadi; bunda Qe — xejirlanadigan eksport hajmi, Qf — bitta fyuchers shartnomasining standart hajmi, β — spot va fyuchers narxlari o‘zgarishi o‘rtasidagi bog‘liqlikni hisobga oluvchi optimal xejirlash koeffitsiyenti.

Korxonalarni eksportga tayyorlik darajasi bo‘yicha saralash uchun integral indeks usuli taklif etildi.

$$ETI = 0,25S + 0,20I + 0,15M + 0,15Q + 0,15L + 0,10F \quad (2)$$

Bu yerda S — xalqaro standart va sertifikatlarga muvofiqlik, I — ishlab chiqarish quvvati va texnologik tayyorgarlik, M — marketing va brending, Q — mahsulot sifati va barqarorligi, L — logistika va yetkazib berish imkoniyatlari, F — moliyaviy barqarorlik. Indeks 100 ballik tizimda baholanib, 70 va undan yuqori ball olgan korxonalarni bevosita kontraktatsiyaga, 50–69 ball oralig‘idagilarni standartlashtirish va marketing akseleratsiyasiga, 50 balldan past korxonalarni esa ishlab chiqarish va boshqaruv modernizatsiyasi dasturiga yo‘naltirish mezoni sifatida qabul qilindi.

Mantiqiy umumlashtirish va sintez usuli tadqiqot yakunida alohida mexanizmlarni yagona hududiy eksportni rag‘batlantirish modeliga birlashtirish uchun qo‘llanildi. Natijada moliyalashtirish eksportni boshlash imkonini berishi, sug‘urta va kafolat riskni kamaytirishi, xejirlash narx va valyuta tebranishlarini cheklashi, logistika xarajat va muddatni qisqartirishi, sorsing akselerasiyasi esa mahsulotni xalqaro xaridorga moslashtirib, kontraktatsiyani ta’minlashi kerak degan funksional zanjir shakllantirildi.

Results

Tadqiqot natijasida hududiy eksportni rag‘batlantirish mexanizmlarini besh o‘zaro bog‘langan blokda takomillashtirish taklif etildi. Birinchi blok moliyaviy-kredit va soliq mexanizmlarini komplekslashtirishga qaratilgan. Eksportyor faoliyatining ishlab chiqarishdan tashqi bozorga yetkazib berishgacha bo‘lgan bosqichlari turli muddat va shakldagi moliyaviy resurslarni talab qiladi.

Buxoro viloyati eksport salohiyati o’ziga xos (1-jadval).

1-jadval

Buxoro viloyati tashqi savdosi asosiy ko‘rsatkichlari (mln. AQSh dollari)[1]

Ko‘rsatkich	2010 y.	2015 y.	2020 y.	2022 y.	2024 y.	2025 y.
Tashqi savdo aylanmasi	762,6	922,8	831,2	1 224,8	1 324,6	1 686,6
Eksport	348,8	321,5	231,1	306,5	311,7	414,0
Import	413,7	601,3	600,1	918,3	1 012,9	1 272,6
Savdo balansi saldosi	−64,9	−283,0	−369,1	−611,8	−701,2	−858,6
Eksport ulushi (TS aylanmasida, %)	45,7	34,8	27,8	25,0	23,5	24,5

Eksportoldi kredit aylanma mablag‘ va eksport partiyasini tayyorlashni moliyalashtiradi, faktoring debitor qarzni xaridor to‘lovini kutmasdan likvid mablag‘ga aylantiradi, lizing zamonaviy uskunalardan foydalanish imkonini oshiradi, kredit kafolati garov yetishmasligi muammosini yumshatadi, foiz va transport xarajatlarini qisman kompensatsiya qilish esa eksport tannarxini

[1] Buxoro viloyati Statistika boshqarmasi ma‘lumotlari asosida muallif tomonidan tuzilgan.

kamaytiradi. Shu sababli alohida kredit mahsulotidan ko‘ra, eksportyor uchun bir nechta vositani tanlash imkonini beradigan “moliyaviy menyu” samaraliroq hisoblanadi.

Moliyaviy mexanizmning hududiy jihatdan eng muhim elementi sifatida kredit kafolatini kengaytirish taklif etiladi. Kichik va o‘rta korxona eksport shartnomasiga ega bo‘lsa ham, yetarli likvid garovga ega bo‘lmasligi mumkin. Kafolat fondi bank oldidagi majburiyatning ma’lum qismini qoplashi bank riskini kamaytiradi va eksport loyihasining kreditga layoqatliligini oshiradi. Bunday mexanizmda fond kapitali davlat, banklar va xalqaro moliya institutlari ishtirokida shakllantirilishi, kafolat haqi esa korxonaning risk darajasi va loyiha xususiyatiga mos belgilanishi mumkin. Soliq yo‘nalishida QQSni qaytarish jarayonini maksimal raqamlashtirish va tezlashtirish, tayyor va yuqori qo‘shilgan qiymatli mahsulot eksportini rag‘batlantiruvchi yondashuvlardan foydalanish maqsadga muvofiq (2-jadval).

2-jadval.

Moliyaviy-kredit va soliq mexanizmlarini takomillashtirish bo‘yicha takliflar[1]

Mexanizm	Taklif	Kutilayotgan natija
Eksportoldi kreditlash	Hajm va muddatlarni eksport sikliga moslashtirish	Aylanma mablag‘ ta’minoti
Faktoring	Eksport debitor qarzini tez likvidlashtirish	Likvidlikni oshirish
Lizing	Eksport uskunalari uchun imtiyozli mexanizm	Texnologik modernizatsiya
Kredit kafolati	Garov ta’minotining bir qismini qoplash	KO‘Kning kreditga kirishini kengaytirish
QQS qaytarish	Raqamlashtirish va tezlashtirish	Aylanma mablag‘ni saqlash
Soliq rag‘batlari	Yuqori qo‘shilgan qiymatli eksportni qo‘llab-quvvatlash	Eksport tarkibini yaxshilash

Ikkinchi blok eksport sug‘urtasi va kafolat tizimini integratsiyalashga asoslanadi. Taklif qilinayotgan modelda eksportyor markaziy subyekt bo‘lib, sug‘urta kompaniyasi tijorat va siyosiy risklarni qoplaydi, kafolat instituti kredit majburiyatining bir qismini ta’minlaydi, tijorat banki esa ushbu himoya asosida moliyalashtirishni amalga oshiradi. Bu uchlik eksportyorning ikki asosiy muammosini — tashqi savdo risklari va moliyaviy resursga kirishni — bir vaqtda kamaytiradi. Sug‘urta mahsulotlarini qisqa muddatli operatsiyalar bilan cheklamasdan, o‘rta va uzoq muddatli eksport kreditlari, investitsiya risklari va ayrim valyuta xatarlarini qamrab oladigan mahsulotlar bilan boyitish, kichik eksportyorlar uchun tariflarni qulaylashtirish hamda protseduralarni raqamlashtirish tavsiya etiladi.

Uchinchi blok — eksport daromadlarini bozor tebranishlaridan himoyalash uchun xejirlash mexanizmini joriy etish. Taklif etilayotgan modelning asosiy tamoyili derivativ operatsiyaning real eksport yoki import shartnomasiga bog‘lanishidir. Xejirlanadigan pozitsiya mahsulot hajmi, yetkazib berish muddati va shartnoma valyutasidan oshmasligi kerak. Bu talab xejirlashni spekulyativ savdodan ajratadi. Eksport mahsuloti jahon narxining pasayishi xavfida fyuchers sotish yoki “put” opsion xarid qilish minimal sotuv narxini himoya qiladi. Valyuta tushumi kursining pasayishi xavfida valyuta forvardi kelajakdagi tushumning milliy valyutadagi qiymatini barqarorlashtiradi. Import qilinadigan xomashyo narxining oshishi xavfida fyuchers xaridi yoki “call” opsion tannarxning yuqori chegarasini belgilash imkonini beradi. Turli valyutadagi tushum va kredit majburiyatlari nomutanosibligida valyuta svopi pul oqimlarini muvozanatlashtirish vositasi sifatida qo‘llanishi mumkin.

Xejirlashni hududiy darajada joriy etishda eksportyorlarning malakasi, bank va broker infratuzilmasi, hisob va risk limitlari muhim. Shu sababli mexanizmni dastlab narxi tashqi bozorlarga kuchli bog‘liq yoki import xomashyosidan sezilarli foydalanadigan tarmoqlarda pilot tarzda sinash maqsadga muvofiq. To‘qimachilik, rangli metall bilan bog‘liq operatsiyalar, ayrim qurilish materiallari, meva-sabzavot mahsulotlari va import resurslari ulushi yuqori bo‘lgan

[1] Muallif tomonidan tuzilgan.

korxonalar uchun xejirlashning amaliy modeli korxona kesimida ishlab chiqilishi mumkin. Kxs koeffitsiyenti orqali risk kamayishi va derivativ xarajatlarini bir ko‘rsatkichda baholash esa xejirlash strategiyasining iqtisodiy maqsadga muvofiqligini tekshirish imkonini beradi (3-jadval).

3-jadval.

Eksport xatariga qarab derivativ instrumentni tanlash matritsasi[1]

Eksport xatari	Tavsiya etiladigan instrument	Amaliy mexanizm	Kutiladigan natija
Eksport mahsuloti jahon narxining pasayishi	Fyuchers sotish yoki “put” opsion	Kelgusidagi sotuv narxini himoyalash	Minimal narx va foyda marjasini saqlash
AQSh dollari yoki yevro kursining pasayishi	Valyuta forvardi	Kelajakdagi tushumni oldindan belgilangan kursda sotish	Tushumning so‘mdagi qiymatini barqarorlashtirish
Import xomashyosi narxining oshishi	Fyuchers xaridi yoki “call” opsion	Xarid narxining yuqori chegarasini belgilash	Tannarxning keskin oshishini cheklash
Valyuta tushumi va kredit majburiyatlari nomutanosibligi	Valyuta svopi	Turli valyutadagi pul oqimlarini almashtirish	Valyuta pozitsiyasi muvozanati

To‘rtinchi blok logistika va transport xarajatlarini optimallashtirishdan iborat. Hududiy eksportchi uchun logistika markazi, konsolidatsiya ombori, sovuq zanjir, multimodal tashish va elektron bojxona jarayonlari bir-birini to‘ldiruvchi infratuzilma hisoblanadi. Transport koridorlarini diversifikatsiya qilish bitta yo‘nalishga qaramlikni kamaytiradi, multimodal tashish esa temir yo‘l, avtomobil va aviatsiya transportining afzalliklarini mahsulot xususiyatiga qarab birlashtirishga imkon beradi. Elektron hujjatlar, yukni kuzatish, transport xizmatlarini raqamli taqqoslash va buyurtma qilish funksiyalari kichik eksportyorlarga ham professional logistika xizmatlariga tengroq sharoitda kirish imkonini beradi.

Mazkur logistika blokining institutsional yechimi sifatida Navoiy xalqaro aeroportida bojxona imtiyozlari va qayta ishlash imkoniyatlariga ega “Porto Franco” erkin bojxona-logistika zonasini shakllantirish konsepsiyasi taklif etiladi. Model Buxoro viloyatida ishlab chiqarilgan mahsulotlarni hududiy konsolidatsiya markazida yig‘ish, dastlabki sifat va hujjat nazoratidan o‘tkazish, bojxona nazorati ostida Navoiy aeroportidagi maxsus zonaga yetkazish, u yerda saqlash, saralash, qadoqlash, markalash, yengil qayta ishlash va partiyalarni birlashtirish orqali xalqaro aviayuk yo‘nalishlariga chiqarishni nazarda tutadi. Buxorodagi “Bukhara Export Gateway” Navoiy zonasining satellit terminali bo‘lib, eksport partiyasini shakllantirish va elektron deklaratsiyani tayyorlash vazifasini bajaradi.

“Porto Franco” uchun davlat-xususiy sheriklikka asoslangan aralash boshqaruv modeli taklif etiladi. Vazirlar Mahkamasi maxsus huquqiy rejim va ustuvor faoliyatlarni belgilaydi; transport tizimi aviatashuvchilar va yuk yo‘nalishlarini jalb qiladi; bojxona organlari erkin bojxona rejimi, elektron nazorat va risk boshqaruvini amalga oshiradi; aeroport operatori terminal va airside infratuzilmasini ta’minlaydi; hududiy hokimliklar eksportchilarni zona bilan bog‘laydi; xususiy strategik operator ombor, sovuq zanjir, handling va servis xizmatlarini boshqaradi; bank va sug‘urta tashkilotlari esa aylanma mablag‘, eksport krediti, kafolat va yuk sug‘urtasi bilan ishtirok etadi. Zona direksiyasi bojxona organi funksiyasini takrorlamasdan, ishtirokchilarni muvofiqlashtiruvchi operator bo‘lishi kerak.

Moliyalashtirishda davlat va infratuzilma dasturlari ulushi 25–30 foiz, davlat-xususiy sheriklik va strategik logistika operatori ulushi 40–50 foiz, rezident korxonalar va tijorat banklari 15–20 foiz, xalqaro moliya institutlari hamda yashil fondlar 5–10 foiz miqdorida tavsiya etiladi; lizing va eksport moliyalashtirish vositalari esa ehtiyoj asosida jalb qilinadi. Ushbu ulushlar qat’iy norma

[1] Muallif tomonidan tuzilgan.

emas, balki texnik-iqtisodiy asoslash jarayonida aniqlashtiriladigan tavsiya qiymatlaridir. Zona daromadlari yer va maydon ijarasi, handling, bojxona va sovuq ombor, qadoqlash, markalash, qayta ishlash, tranzit va reeksport, aviatsiya texnik servisi, brokerlik, sug‘urta va elektron savdo fulfillment xizmatlari hamda raqamli logistika platformasi to‘lovlaridan shakllanishi mumkin (4-jadval).

4-jadval.

“Porto Franco” zonasini moliyalashtirishning tavsiya etiladigan tarkibi[1]

Moliyalashtirish manbasi	Tavsiya etiladigan ulushi	Asosiy yo‘nalish
Davlat va infratuzilma dasturlari	25–30 %	Yo‘l, elektr, suv, bojxona perimetri va kommunikatsiyalar
DXSh va strategik logistika operatori	40–50 %	Terminal, ombor, sovuq zanjir va logistika uskunalari
Rezident korxonalar va tijorat banklari	15–20 %	Qayta ishlash, qadoqlash, laboratoriya va maxsus uskunalar
Xalqaro moliya institutlari va yashil fondlar	5–10 %	Raqamli bojxona, energiya tejamkor va ekologik texnologiyalar
Lizing va eksport moliyalashtirish	Ehtiyoj asosida	Maxsus transport, sovutkich va yuk ortish uskunalari

Beshinchi blok hududiy korxonalarni xorijiy buyurtmachilar talablari asosida tayyorlashga qaratilgan “Sorsing akselerasiyasi” institutsional mexanizmidir. Ushbu mexanizmning zarurati shundan kelib chiqadiki, korxona sifatli mahsulot ishlab chiqargan bo‘lsa ham, xalqaro sertifikat, audit, qadoqlash, brending, katalog, narx strategiyasi va B2B muzokarasi bo‘yicha yetarli tajribaga ega bo‘lmasligi mumkin. Markazning vazifasi eksport salohiyatiga ega korxonalarni aniqlashdan boshlab, ularni eksport shartnomasigacha kuzatib borishdan iborat.

Akseleratsiya jarayoni olti bosqichda tashkil etiladi. Birinchi bosqichda korxonalar tarmoq, mahsulot, ishlab chiqarish quvvati va eksportga tayyorlik mezonlari bo‘yicha saralanib, “Eksportga tayyorlik pasporti” tuziladi. Ikkinchi bosqichda korxonalar uch guruhga — eksportga tayyor, 6–12 oy ichida tayyorlanishi mumkin bo‘lgan va texnologik-boshqaruv transformatsiyasini talab qiladigan korxonalarga ajratiladi. Uchinchi bosqichda xorijiy konsalting va sertifikatlash tashkilotlari ishtirokida individual rivojlantirish dasturi tuziladi. To‘qimachilikda sifat, ekologik va ijtimoiy mas’uliyat talablari, oziq-ovqatda HACCP, ISO 22000, GlobalG.A.P., Organic va Halal kabi talablar, qurilish materiallarida esa maqsadli bozor texnik reglamentlari hisobga olinadi. To‘rtinchi bosqichda mahsulot dizayni, qadoqlash, katalog, veb-sayt, raqamli savdo materiallari, brend va narx strategiyasi xorijiy xaridor talabiga moslashtiriladi. Beshinchi bosqichda markaz importyorlar, distribyutorlar, savdo tarmoqlari va xalqaro brendlar buyurtmalarini to‘plab, maxsus B2B sessiyalar tashkil etadi. “Bukhara Export Suppliers” elektron katalogida korxonalarning ishlab chiqarish quvvati, sertifikatlari, mahsulot namunalari va yetkazib berish imkoniyatlarini taqdim etish taklif etiladi. Oltinchi bosqichda eksport shartnomasi, logistika, bojxona, to‘lov, sug‘urta va moliyalashtirish bo‘yicha ko‘mak ko‘rsatiladi; eksportdan keyin esa xaridor fikri, sifat, yetkazib berish muddati va takroriy buyurtmalar monitoring qilinadi.

Korxonalarni saralashning shaffofligini oshirish uchun ETI integral ko‘rsatkichi taklif qilindi. Indeksda xalqaro standartlarga muvofiqlik 25 foiz, ishlab chiqarish va texnologik tayyorgarlik 20 foiz, marketing va brending 15 foiz, mahsulot sifati 15 foiz, logistika imkoniyatlari 15 foiz, moliyaviy barqarorlik 10 foiz vaznga ega. Mazkur tuzilma eksportga tayyorlikni faqat ishlab chiqarish quvvati bilan emas, balki bozor, sifat, logistika va moliya jihatlarini birgalikda hisobga olgan holda baholash imkonini beradi. Shu tariqa taklif etilgan besh blokning bir tizimga birlashishi hududiy eksportni rag‘batlantirishning fragmentar modelidan eksportyorning to‘liq qiymat zanjirini qo‘llab-quvvatlovchi modelga o‘tishni ta’minlaydi (5-jadval).

[1] Muallif tomonidan tuzilgan.

5-jadval.

“Eksportga tayyorlik indeksi” (ETI) tarkibi

Ko‘rsatkich	Mazmuni	Vazni
S	Xalqaro standartlar va sertifikatlarga muvofiqlik	0,25
I	Ishlab chiqarish quvvati va texnologik tayyorgarlik	0,20
M	Marketing va brending darajasi	0,15
Q	Mahsulot sifati va barqarorligi	0,15
L	Logistika va yetkazib berish imkoniyatlari	0,15
F	Moliyaviy barqarorlik	0,10

$$ETI = 0{,}25S + 0{,}20I + 0{,}15M + 0{,}15Q + 0{,}15L + 0{,}10F \quad (3)$$

Discussion

Olingan natijalar eksportni hududiy darajada qo‘llab-quvvatlashda “bitta muammo — bitta vosita” yondashuvi yetarli emasligini ko‘rsatadi. Eksportyor kredit olsa-yu, lekin xaridorning to‘lov riskini sug‘urtalay olmasa, moliyaviy resursning o‘zi yangi bozorga chiqish motivatsiyasini to‘liq shakllantirmaydi. Sug‘urta mavjud bo‘lsa-yu, logistika xarajatlari yuqori yoki sertifikat olish imkoniyati cheklangan bo‘lsa, mahsulot narx bo‘yicha raqobatbardosh bo‘lmaydi. Shu sababli maqolada moliyalashtirish, risklarni boshqarish, logistika va bozorga tayyorlash mexanizmlarining bir vaqtning o‘zida ishlashi eksport samaradorligining asosiy sharti sifatida qaraladi.

Moliyaviy-kredit blokining asosiy afzalligi eksportyorning likvidlik va garov muammolarini turli vositalar bilan hal qilishidadir. Eksportoldi kredit ishlab chiqarish siklini boshlash uchun zarur bo‘lsa, faktoring eksportdan keyingi davrda debitor qarzni tez monetizatsiya qilish imkonini beradi. Lizing kapital uskunani yangilashga xizmat qiladi, kafolat esa kreditga kirishdagi garov to‘sig‘ini yumshatadi. Bunday kombinatsiya moliyaviy qo‘llab-quvvatlashni bir martalik subsidiyadan ko‘ra barqarorroq mexanizmga aylantiradi. Shu bilan birga, moliyalashtirishning samarasini oshirish uchun tanlov mezonlari, risk bahosi, monitoring va qaytaruvchanlik tamoyillari aniq bo‘lishi lozim. Aks holda imtiyozlar eksport hajmi va qo‘shilgan qiymat o‘sishi bilan yetarli bog‘lanmasligi mumkin.

Eksport sug‘urtasi va kredit kafolatini integratsiyalash xalqaro amaliyotdagi eksport-kredit agentliklari mantig‘iga mos keladi. Berne Union materiallari eksport-kredit sug‘urtasi va investitsiya risklarini qoplashning xalqaro savdoni qo‘llab-quvvatlashdagi o‘rnini ko‘rsatadi [5]. O‘zbekistonda tegishli sug‘urta institutlarining mavjudligi hududiy eksportyorlar uchun xizmatlardan foydalanishni kengaytirish imkonini beradi [6]. Biroq hududiy darajada asosiy masala yangi tashkilotlar sonini ko‘paytirish emas, balki mavjud bank, sug‘urta va kafolat instrumentlarini eksportyor uchun bir nuqtadan tushunarli va tezkor xizmatga aylantirishdir. Raqamlashtirish, standart ariza paketlari va risk profili bo‘yicha differensial tariflar shu maqsadga xizmat qiladi.

Xejirlash mexanizmi maqolaning an’anaviy eksportni qo‘llab-quvvatlash vositalaridan farqlanuvchi jihatlaridan biridir. Hududiy korxonalarni derivativ bozorlariga jalb qilish imkoniyat yaratish bilan birga, yangi risklarni ham yuzaga keltiradi. Shu sababli modelda derivativ pozitsiyani real eksport shartnomasiga bog‘lash, hajm va muddat bo‘yicha limitlash, spekulyativ pozitsiyalarni cheklash, riskni boshqarish siyosati va malakali maslahat xizmatlarini joriy etish zarur. Kxs koeffitsiyenti faqat zarar qanchaga kamayganini emas, xejirlash xarajatini ham hisobga olgani uchun amaliy qaror qabul qilishda foydali. Biroq bu koeffitsiyentning aniq qiymatini hisoblash uchun korxona kesimida real shartnoma, spot va derivativ narxlar, komissiyalar va boshqa xarajatlar bo‘yicha ma’lumot kerak bo‘ladi. Mazkur maqola esa mexanizmning metodik asosini beradi, empirik pilot baholash keyingi tadqiqot vazifasi bo‘lib qoladi.

Logistika bo‘yicha takliflar savdo xarajatlarining eksportga sezilarli ta’siri haqidagi ilmiy qarashlar bilan uyg‘un. Anderson va van Wincoop savdo xarajatlarini xalqaro almashinuv hajmini belgilovchi asosiy omillardan biri sifatida ko‘rsatgan [10]. Jahon banki LPI metodologiyasi ham logistika samaradorligini alohida infratuzilma emas, bojxona, tashish, xizmat sifati, kuzatuv va o‘z

vaqtida yetkazish kabi komponentlar tizimi orqali baholaydi [7]. Shu nuqtayi nazardan “Bukhara Export Gateway” va Navoiy aeroportidagi “Porto Franco” konsepsiyasining kuchli tomoni faqat ombor yoki terminal qurish emas, balki konsolidatsiya, bojxona, saqlash, qadoqlash, yengil qayta ishlash va aviayuk xizmatlarini bitta zanjirga ulashidadir.

“Porto Franco” modeli joriy etilishida iqtisodiy samaradorlikni asoslovchi texnik-iqtisodiy hisob-kitoblar hal qiluvchi ahamiyatga ega. Taklif etilgan moliyalashtirish ulushlari dastlabki konseptual nisbatlar bo‘lib, yuk oqimi, mahsulot nomenklaturasi, terminal quvvati, aviayuk stavkalari, tranzit talabi, rezidentlar soni, kapital va operatsion xarajatlar asosida aniqlashtirilishi kerak. Shuningdek, zona uchun beriladigan imtiyozlar cheklanmagan subsidiyaga aylanmasligi, investitsiya hajmi, yaratilgan ish o‘rni, eksport yoki reeksport tushumi va mahalliy xizmatlardan foydalanish kabi natija ko‘rsatkichlari bilan bog‘lanishi zarur. Bunday yondashuv davlat xarajatlarining qaytimi va xususiy operator manfaatini birlashtirish imkonini beradi.

“Sorsing akselerasiyasi” modeli CBI, JETRO va Germany Trade & Invest kabi institutlarda uchraydigan eksportga tayyorlash, bozor axboroti va biznes-matching funksiyalarini hududiy sharoitga moslashtiradi [11–13]. Uning muhim jihati korxonani xorijiy ko‘rgazmaga olib borish bilan cheklanmasdan, undan oldin standart, sifat, ishlab chiqarish quvvati, qadoqlash, brend va logistika tayyorgarligini baholashidir. Bu yondashuv xalqaro xaridor bilan muzokaraning natijadorligini oshiradi, chunki xaridor faqat mahsulot namunasiga emas, balki yetkazib berish barqarorligi, auditdan o‘tish qobiliyati, hujjatlar va sifat tizimiga ham e’tibor beradi. ITC materiallarida ham KO‘K raqobatbardoshligida sifat va standartlarning muhimligi qayd etilgan [14].

ETI indeksining afzalligi eksportga tayyorlikni ko‘p mezonli baholashidadir. 70 ball va undan yuqori guruhni bevosita kontraktatsiyaga yo‘naltirish resurslarni eng tayyor korxonalarga tez safarbar qilish imkonini beradi; 50–69 ball oralig‘idagi korxonalar uchun maqsadli akseleratsiya qisqa muddatli “bo‘shliq”larni yopishga xizmat qiladi; 50 balldan past korxonalarda esa marketingdan oldin ishlab chiqarish va boshqaruv transformatsiyasi ustuvor bo‘ladi. Biroq indeksning vazn koeffitsiyentlari dastlabki taklif xarakteriga ega. Ularni amaliyotda bir nechta tarmoq va korxona kesimida ekspert baholash, faktik eksport natijalari bilan taqqoslash va statistik validatsiya orqali aniqlashtirish zarur.

Umuman, tadqiqotning konseptual natijasi “eksport ekotizimi” tamoyilidir. Unda hududiy eksport markazi moliyaviy va sug‘urta xizmatlarini koordinatsiya qiladi, korxonalar umumiy logistika va sertifikatlash infratuzilmasidan foydalanadi, raqamli platforma xizmatlarga onlayn kirishni ta’minlaydi, davlat-xususiy sheriklik esa kapital talab qiladigan logistika obyektlarini yaratadi. Bunday tizimning iqtisodiy mantiqi oddiy: moliya eksport operatsiyasini boshlaydi, sug‘urta va kafolat uni himoyalaydi, xejirlash bozor tebranishlarini cheklaydi, logistika mahsulotni arzonroq va tezroq yetkazadi, sorsing akselerasiyasi esa mahsulot va korxonani xalqaro xaridor talabiga moslashtirib, kontraktni shakllantiradi. Natijada hududiy eksport siyosati alohida imtiyozlar majmuasidan natijaga yo‘naltirilgan qiymat zanjirini boshqarish tizimiga o‘tadi.

Conclusion

Tadqiqot natijalari hududiy eksportni rag‘batlantirishning samarali modeli eksportyorning tashqi bozorga chiqish jarayonini bir nechta o‘zaro bog‘langan iqtisodiy mexanizmlar orqali uzluksiz qo‘llab-quvvatlashi zarurligini ko‘rsatdi. Buxoro viloyati misolida moliyaviy-kredit va soliq vositalari, eksport sug‘urtasi va kredit kafolati, xejirlash, logistika hamda eksportga tayyorlash xizmatlarini yagona eksport ekotizimiga birlashtirish maqsadga muvofiq deb topildi.

Birinchidan, eksportoldi kreditlash, faktoring, lizing va kredit kafolatini bir paketda taklif qilish kichik va o‘rta eksportyorlarning aylanma mablag‘ hamda garov bilan bog‘liq to‘siqlarini kamaytiradi. QQSni qaytarish jarayonini raqamlashtirish va tezlashtirish eksportyor likvidligini saqlashga xizmat qiladi. Ikkinchidan, sug‘urta kompaniyasi, kafolat instituti va bankning o‘zaro bog‘langan modeli tashqi savdo risklari hamda kredit riskini bir vaqtda boshqarish imkonini beradi. Uchinchidan, real eksport shartnomasiga bog‘langan xejirlash modeli fyuchers, forvard, opsion va svop vositalari orqali narx va valyuta tebranishlarining eksport daromadiga ta’sirini cheklash imkoniyatini yaratadi.

To‘rtinchidan, Buxoro eksportini Navoiy xalqaro aeroportining aviatsiya-logistika imkoniyatlari bilan integratsiyalovchi “Porto Franco” modeli hududiy konsolidatsiya, bojxona, saqlash, qadoqlash, yengil qayta ishlash va xalqaro aviayuk tashuvini yagona zanjirga birlashtirishga qaratilgan. “Bukhara Export Gateway” satellit terminali ushbu tizimning Buxoro viloyatidagi tayanch bo‘g‘ini sifatida taklif qilindi. Boshqaruv va moliyalashtirishda davlat-xususiy sheriklikka tayangan aralash model davlat budjeti yukini cheklash va professional logistika operatorlarini jalb etish imkonini beradi.

Beshinchidan, “Sorsing akselerasiyasi markazi” mahalliy korxonalarni aniqlash, eksportga tayyorlik pasportini tuzish, xalqaro standart va sertifikatlarga moslashtirish, brending va qadoqlashni takomillashtirish, xorijiy xaridorlar bilan B2B aloqalarni tashkil qilish va eksportdan keyingi monitoringgacha bo‘lgan xizmatlarni markazlashtirishi lozim. Taklif etilgan “Eksportga tayyorlik indeksi” korxonalarni resurs talabiga qarab segmentlash va akseleratsiya dasturlarini differensial tashkil etishga yordam beradi.

Taklif etilgan mexanizmlarning amaliy joriy etilishi uchun keyingi bosqichda korxonalar kesimida empirik ma’lumotlar asosida ETI vaznlarini validatsiya qilish, xejirlash bo‘yicha pilot loyihalarni real shartnomalar bilan sinash, “Porto Franco” va “Bukhara Export Gateway” uchun to‘liq texnik-iqtisodiy asos ishlab chiqish hamda har bir mexanizm bo‘yicha aniq KPI tizimini belgilash zarur. Shunda hududiy eksportni qo‘llab-quvvatlash choralari faqat resurs ajratishga emas, balki eksport tushumi, yuqori qo‘shilgan qiymat, yangi bozorlar, takroriy buyurtmalar va barqaror bandlik kabi o‘lchanadigan natijalarga yo‘naltiriladi.

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РЕСПУБЛИКА ИҚТИСОДИЁТИДА ТИББИЙ ХИЗМАТЛАР СОҲАСИНИНГ АҲАМИЯТИ ВА НОДАВЛАТ ТИББИЁТ ТАШКИЛОТЛАРИНИНГ БУХГАЛТЕРИЯ ҲИСОБИ СУБЪЕКТЛАРИ СИФАТИДАГИ ТАСНИФИ

Аннотация. Мақолада мамлакат миллий иқтисодиётида тиббий хизматлар соҳасининг аҳамияти, давлат ва нодавлат ташкилотлари томонидан амалга оширилган тиббий хизматлар ҳажми тадқиқи, тиббий хизматларнинг бухгалтерия ҳисобининг муҳим объекти сифатидаги талқини ва улар бухгалтерия ҳисобини юритишнинг ўзига хос хусусиятлари, нодавлат тиббиёт ташкилотларида асосий фаолият бўйича хизматларни кўрсатишда бухгалтерия ҳисобининг амалдаги ҳолати ҳамда тиббий хизматлар бухгалтерия ҳисобини такомиллаштиришнинг асосий йўналишлари ёритилган. Шунингдек, мақолада нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги таснифий асослари ишлаб чиқилган бўлиб, эришилган натижалар бухгалтерия ҳисобини назарий томондан янада такомиллаштиришга хизмат қилиши асосланган.

Калит сўзлар: соғлиқни сақлаш фаолияти, давлат тиббиёт ташкилотлари, нодавлат тиббиёт ташкилотлари, тиббий хизматлар, тиббий хизматлар бухгалтерия ҳисоби, асосий фаолият бўйича харажатлар бухгалтерия ҳисоби, молиявий ҳисобот.

ЗНАЧЕНИЕ МЕДИЦИНСКИХ УСЛУГ В ЭКОНОМИКЕ РЕСПУБЛИКИ И КЛАССИФИКАЦИЯ НЕГОСУДАРСТВЕННЫХ МЕДИЦИНСКИХ ОРГАНИЗАЦИЙ КАК СУБЪЕКТОВ БУХГАЛТЕРСКОГО УЧЕТА

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Аннотация. В статье рассматривается значение сферы медицинских услуг для национальной экономики страны, исследуется объем медицинских услуг, оказываемых государственными и негосударственными организациями, трактуется роль медицинских услуг как важного объекта учета и особенности их учета, текущее состояние учета в предоставлении услуг для основных видов деятельности негосударственных медицинских организаций, а также основные направления совершенствования учета медицинских услуг. Кроме того, в статье разработана классификация негосударственных медицинских организаций как субъектов учета, основанная на том, что полученные результаты служат дальнейшему совершенствованию учета с теоретической точки зрения.

Ключевые слова: деятельность в сфере здравоохранения, государственные медицинские организации, неправительственные медицинские организации, медицинские услуги, учет медицинских услуг, учет затрат на основную деятельность, финансовая отчетность.

IMPORTANCE OF MEDICAL SERVICES IN THE ECONOMY OF THE REPUBLIC AND CLASSIFICATION OF NON-GOVERNMENT MEDICAL ORGANIZATIONS AS ACCOUNTING SUBJECTS

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Abstract. The article describes the importance of the field of medical services in the national economy of the country, the study of the volume of medical services performed by state and non-governmental organizations, the interpretation of medical services as an important object of accounting and the specific features of their accounting, the current state of accounting in the provision of services for the main activities of non-state medical organizations, and the main directions of improving the accounting of medical services. Also, in the article, the basis of classification of non-governmental medical organizations as subjects of accounting was developed, and it is based on the fact that the achieved results serve to further improve accounting from a theoretical point of view.

Keywords: health care activities, state medical organizations, non-governmental medical organizations, medical services, accounting of medical services, cost accounting for the main activity, financial reporting.

Кириш. Бугунги кунда Республикамизда аҳолини ижтимоий ҳимоя қилиш мақсадида уларнинг соғлигини мустаҳкамлаш, бунда тиббиёт ташкилотлари фаолиятини ривожлантириш, моддий-техника таъминотини замонавийлаштириш ва энг асосийси мазкур ташкилотлар томонидан кўрсатиладиган тиббий хизматлар сифатини оширишга қаратилган устувор вазифалар белгилаб берилган. Мамлакатимизда ушбу соҳанинг норматив-ҳуқуқий базасини таъминлашга қаратилган Ўзбекистон Республикаси Президентининг 2026 йил 5 майдаги “Тиббиёт соҳасида кўрсатилаётган хизматлар сифатини ошириш бўйича қўшимча чора-тадбирлар тўғрисида”ги Қарорида давлат ва нодавлат тиббиёт ташкилотлари томонидан мамлакат аҳолисига кўрсатилиб келинаётган тиббий хизматлар сифатини янада яхшилаш, тиббий хизматларни амалга оширувчи нодавлат тиббиёт ташкилотлари фаолиятини давлат стандартлари талабларига мувофиқлигини таъминлаш ҳамда лицензиялаш тартибларини оптималлаштириш бўйича аниқ чора-тадбирлар ишлаб чиқилган. Хусусан, мазкур норматив-ҳуқуқий ҳужжатда “2030 йилга қадар 3 000 дан ортиқ давлат тиббиёт муассасаларини лицензиялаш талабларига мослаштириш, барча давлат ва нодавлат тиббиёт ташкилотлари учун ягона талаблар ўрнатиш, тиббиёт ташкилотларининг ахборот тизимларини ягона талаблар асосида Рақамли соғлиқни сақлаш платформасига интеграция қилиш, тиббий хизматларни кўрсатиш жараёнларига камида 75 та миллий аккредитациялаш стандартларини жорий қилиш, кўрсатилаётган тиббий хизматлар ва уларнинг сифатини электрон тизим орқали назорат қилиш механизмларини жорий этиш, тиббиёт ташкилотлари фаолиятини лицензиялаш ва аккредитациялаш тартибларини такомиллаштириш орқали кўрсатилаётган тиббий хизматлар сифатини ошириш”[1] каби мақсадлар ва уларни амалга ошириш бўйича муҳим вазифалар белгилаб берилган.

Мамлакатимизни тараққий эттиришнинг бугунги кундаги энг муҳим йўналишлари белгилаб олинган норматив-ҳуқуқий ҳужжатлардан бири бу Ўзбекистон Республикаси Президентининг 2026-йил 16-февралда қабул қилинган “Мамлакат тараққиётининг 2030-йилгача мўлжалланган устувор йўналишлари доирасида ислоҳотларни изчил давом эттириш ва янги босқичга олиб чиқишнинг қўшимча чора-тадбирлари тўғрисида”ги Фармони ҳисобланади. Ушбу ҳужжатда “Тиббиёт муассасаларини рақамлаштириш даражасини (инфратузилмани яхшилаш, интеграция қилиш, тиббиёт карталарини электрон

[1] Ўзбекистон Республикаси Президентининг “Тиббиёт соҳасида кўрсатилаётган хизматлар сифатини ошириш бўйича қўшимча чора-тадбирлар тўғрисида”ги Қарори. 2026 йил 05 май. ПҚ-170-сон.

шаклга ўтказиш, кадрлар салоҳиятини ошириш) 100 фоизга етказиш"[1] келтирилган вазифалар муҳим ҳисобланади.

Республикада соғлиқни сақлаш соҳаси олдида қўйилган ушбу долзарб вазифалар тиббий хизматлар соҳасида банд бўлган ташкилотлар, жумладан нодавлат тиббиёт ташкилотлари олдида қатор вазифаларни амалга оширишнинг долзарблигини белгилаб беради. Зотан, нодавлат тиббиёт ташкилотлари томонидан кўрсатиладиган тиббий хизматлар жараёнларини тўғри ташкил этиш, тиббий хизматлар сифатини илғор хорижий тажрибаларга мувофиқлигини таъминлаш, юқорида таъкидланганидек, аҳолини ижтимоий ҳимоя қилишга қаратилган давлат дастурлари ижросини таъминлаш мақсадида тиббий хизматлар нархини пасайтириш, бунда нодавлат тиббиёт ташкилотларида харажатларни тўғри назорат қилиш ва уларни бошқариш, ташкилотларнинг асосий фаолиятларини амалга ошириш бўйича даромад ва харажатлар бухгалтерия ҳисобини тўғри ташкил этиш, бунинг натижасида ташкилот молиявий натижалари ва айниқса, фойда кўрсаткичларини ошириш каби жараёнлар мувофиқлигини таъминлаш нодавлат тиббиёт ташкилотлари молия-хўжалик фаолиятининг энг муҳим вазифаларидан ҳисобланади. Қолаверса, ушбу санаб ўтилган жараёнлар бухгалтерия ҳисобини ташкил этиш ва тўғри юритиш, нодавлат тиббиёт ташкилотлари ички ва ташқи ахборот фойдаланувчиларини тиббий хизматларга оид ахборотлар билан таъминлаш даражасини ошириш, ташкилотда бошқарув ходимлари томонидан стратегик аҳамият касб этадиган бошқарув қарорлар қабул қилишлари учун шаффоф бухгалтерия ҳисоботларини тақдим этиш, мамлакатда ташқи инвесторларни жалб қилиш мақсадида молиявий ҳисоботларни халқаро стандартларга мувофиқлаштириш ва уларнинг тиббий хизматларга оид ахборот қамровини янада кенгайтириш бўйича вазифалар нодавлат тиббиёт ташкилотлари олдида турган бугунги куннинг энг долзарб ва муҳим вазифаларидан ҳисобланади. Нодавлат тиббиёт ташкилотлари олдида турган айнан ушбу долзарб вазифалар мазкур йўналишда илмий изланишлар олиб боришни долзарб қилиб қўймоқда.

Адабиётлар шарҳи.

Норматив-ҳуқуқий ҳужжатларда тиббиёт ташкилотига қуйидагича таъриф берилган: "Давлат тиббий суғуртаси жамғармаси билан шартнома тузган давлат ва нодавлат тиббиёт ташкилотлари"[2].

Рақамли иқтисодиёт шароитида тиббиёт соҳасини рақамлаштириш жараёнлари жадал суръатларда амалга оширилмоқда. Бунда, электрон ахборот тизимининг алоҳида аҳамияти мавжуд бўлиб, бугунги кунда тиббиёт ташкилотларида тиббий хизматларни кўрсатиш ва бошқа жараёнларни амалга оширишда ушбу тизимдан фойдаланиш мажбурий ҳисобланади: "электрон ахборот тизими – тиббиёт ташкилотларида беморларга Давлат бюджети маблағлари ҳисобидан тиббий хизмат кўрсатиш учун ҳисобга олиш, навбатга қўйиш ва даволашга йўналтириш имконини берувчи Ўзбекистон Республикаси Соғлиқни сақлаш вазирлигининг ахборот тизими"[3].

Республикамизда тиббиёт ташкилотлари фаолиятини ривожлантириш, тиббий хизматлар сифатини ошириш ва ушбу хизматларни амалга ошириш тартибини такомиллаштириш бўйича ишлаб чиқилган норматив-ҳуқуқий ҳужжатлар тадқиқ этилди. Тадқиқот натижалари шуни кўрсатдики, бугунги кунга қадар мамлакатимизда соҳага оид юзлаб норматив-ҳуқуқий ҳужжатлар ишлаб чиқилган бўлиб, ушбу ҳужжатларда Республикада тиббиёт соҳасини ривожлантириш орқали аҳолини ижтимоий қўллаб-

[1] O'zbekiston Respublikasi Prezidentining "Mamlakat taraqqiyotining 2030-yilgacha mo'ljallangan ustuvor yo'nalishlari doirasida islohotlarni izchil davom ettirish va yangi bosqichga olib chiqishning qo'shimcha chora-tadbirlari to'g'risida"gi Farmoni. 2026-yil 16-fevral. PF-21-son.

[2] Ўзбекистон Республикаси Вазирлар Маҳкамасининг "Давлат ва нодавлат тиббиёт ташкилотларида ўзбекистон республикаси давлат бюджети маблағлари ҳисобидан тиббий ёрдам кўрсатиш тартиби тўғрисидаги низомни тасдиқлаш ҳақида"ги қарори. 2025 йил 04 ноябрь. 694-сон.

[3] Ўзбекистон Республикаси Вазирлар Маҳкамасининг "Давлат ва нодавлат тиббиёт ташкилотларида ўзбекистон республикаси давлат бюджети маблағлари ҳисобидан тиббий ёрдам кўрсатиш тартиби тўғрисидаги низомни тасдиқлаш ҳақида"ги қарори. 2025 йил 04 ноябрь. 694-сон.

қувватлаш, уларнинг фаровон турмуш даражасини янада ошириш, тиббиёт ташкилотлари томонидан кўрсатиладиган хизматлар турини ошириш ва уларнинг нархини оптималлаштириш, тиббий хизматлар сифатини яхшилаш ва бошқа шу каби мақсад ва вазифаларни амалга ошириш бўйича тартиблар ишлаб чиқилган. Тиббиёт соҳасига оид ишлаб чиқилган мазкур норматив-ҳуқуқий ҳужжатларда келтирилган тартиб-қоидалар мамлакатимизда фаолият кўрсатаётган давлат ва нодавлат тиббиёт ташкилотлари томонидан тиббий хизматларни кўрсатишнинг меъёрий-ҳуқуқий асосларини ташкил этиб, қуйида уларнинг айримлари келтирилди (1-жадвалга қаранг):

1-жадвал.

Ўзбекистон Республикасида тиббиёт соҳасини тартибга солиш бўйича ишлаб чиқилган норматив-ҳуқуқий ҳужжатлар[1]

Тиббиёт ташкилотлари фаолиятини тартибга солиш бўйича ишлаб чиқилган норматив-ҳуқуқий ҳужжатлар		**Тиббий хизматлар фаолиятини тартибга солиш бўйича ишлаб чиқилган норматив-ҳуқуқий ҳужжатлар**	
Ҳужжат тури, санаси ва рақами	**Ҳужжат номи**	**Ҳужжат тури, санаси ва рақами**	**Ҳужжат номи**
Ўзбекистон Республикаси Соғлиқни сақлаш вазирининг буйруғи, 17.06.2026 йилда рўйхатдан ўтган, рўйхат рақами 3500-1	Тиббиётни ривожлантириш давлат мақсадли жамғармаси тўғрисидаги низомга қўшимча ва ўзгартириш киритиш ҳақида	Ўзбекистон Республикаси Президентининг қарори, 24.06.2026 йилдаги ПҚ-239-сон	Аҳолига паллиатив тиббий хизматлар кўрсатишни такомиллаштиришнинг қўшимча чора-тадбирлари тўғрисида
Ўзбекистон Республикаси Президентининг Фармони, 05.05.2026 йилдаги ПФ-74-сон	Тиббиёт соҳасида хусусий секторни қўшимча қўллаб-қувватлаш чора-тадбирлари тўғрисида	Ўзбекистон Республикаси Иқтисодиёт ва молия вазирлиги, Ўзбекистон Республикаси Соғлиқни сақлаш вазирлигининг қарори, 13.02.2026 йилда рўйхатдан ўтган, рўйхат рақами 3603-2	Пуллик тиббий хизмат кўрсатадиган даволаш-профилактика муассасаларини молиялаш тартибининг 9-бандига ўзгартириш киритиш тўғрисида
Ўзбекистон Республикаси Президентининг қарори, 05.05.2026 йилдаги ПҚ-170-сон	Тиббиёт соҳасида кўрсатилаётган хизматлар сифатини ошириш бўйича қўшимча чора-тадбирлар тўғрисида	Ўзбекистон Республикаси Ҳукумати билан Хитой Халқ Республикаси Ҳукумати ўртасида битим. 01.09.2025	Тиббий хизматлар соҳасида ҳамкорлик тўғрисида
Ўзбекистон Республикаси Вазирлар Маҳкамасининг қарори, 04.11.2025 йилдаги 694-сон	Давлат ва нодавлат тиббиёт ташкилотларида ўзбекистон республикаси давлат бюджети маблағлари	Ўзбекистон Республикаси Президентининг Фармони, 19.05.2025 йилдаги ПФ-88-сон	Республикада соғлиқни сақлаш тизимини ва аҳолига тиббий хизмат кўрсатиш тамойилларини такомиллаштириш

[1] Тадқиқотлар асосида муаллиф ишланмаси.

	ҳисобидан тиббий ёрдам кўрсатиш тартиби тўғрисидаги низомни тасдиқлаш ҳақида		орқали соҳани ислоҳ қилишни изчил давом эттириш чора-тадбирлари тўғрисида
Ўзбекистон Республикаси Президентининг қарори, 22.04.2025 йилдаги ПҚ-149-сон	Тиббиёт соҳасида кадрлар тайёрлаш тизимини тубдан такомиллаштириш чора-тадбирлари тўғрисида	Ўзбекистон Республикаси Иқтисодиёт ва молия вазирлиги, Ўзбекистон Республикаси Соғлиқни сақлаш вазирлигининг қарори, 27.01.2025 йилда рўйхатдан ўтган, рўйхат рақами 3603	Пуллик тиббий хизмат кўрсатадиган даволаш-профилактика муассасаларини молиялаш тартибини тасдиқлаш тўғрисида
Ўзбекистон Республикаси Президентининг Фармони, 11.04.2022 йилдаги ПФ-102-сон	Тиббиётда хусусий сектор фаолиятига қўшимча қулайликлар яратиш ва соҳа ходимларини қўллаб-қувватлаш чора-тадбирлари тўғрисида	Ўзбекистон Республикасининг Қонуни, 17.05.2022 йилдаги ЎРҚ-770-сон	Ўзбекистон республикасида тиббий-ижтимоий хизматлар тизими такомиллаштирилиши муносабати билан ўзбекистон республикасининг айрим қонун ҳужжатларига ўзгартишлар киритиш тўғрисида
Ўзбекистон Республикаси Президентининг қарори, 30.05.2020 йилдаги ПҚ-4737-сон	Нодавлат тиббиёт ташкилотлари томонидан тез тиббий ёрдам хизматларини кўрсатиш учун қўшимча шарт-шароитлар яратиш тўғрисида	Ўзбекистон Республикаси Президентининг қарори, 25.04.2022 йилдаги ПҚ-215-сон	Бирламчи тиббий-санитария ёрдамини аҳолига яқинлаштириш ва тиббий хизматлар самарадорлигини ошириш бўйича қўшимча чора-тадбирлар тўғрисида
Ўзбекистон Республикаси Президентининг қарори, 18.02.2020 йилдаги ПҚ-4606-сон	Хусусий тиббиёт ташкилотларини ривожлантиришни қўллаб-қувватлашнинг қўшимча чора-тадбирлари тўғрисида	Ўзбекистон Республикаси Президентининг қарори, 11.11.2021 йилдаги ПҚ-6-сон	Аҳолига тиббий хизматлар кўрсатиш сифатини яхшилаш ва соғлиқни сақлаш соҳасида кадрлар салоҳиятини янада оширишга оид қўшимча чора-тадбирлар тўғрисида
Ўзбекистон Республикаси Вазирлар Маҳкамасининг қарори, 18.10.2018 йилдаги 834-сон	Наманган вилоятида хусусий тиббиёт соҳасини ривожлантириш ва замонавий тиббиёт марказини ташкил	Ўзбекистон Республикаси Президентининг қарори, 30.05.2020 йилдаги ПҚ-4737-сон	Нодавлат тиббиёт ташкилотлари томонидан тез тиббий ёрдам хизматларини кўрсатиш учун қўшимча

	этиш бўйича қўшимча чора-тадбирлар тўғрисида		шарт-шароитлар яратиш тўғрисида
Ўзбекистон Республикаси Президентининг қарори, 29.12.2017 йилдаги ПҚ-3450-сон	Хусусий тиббиёт ташкилотларини ривожлантириш бўйича қўшимча шарт-шароитларни яратиш тўғрисида	Ўзбекистон Республикаси Президентининг қарори, 16.10.2018 йилдаги ПҚ-3973-сон	Ўзбекистон республикасида тез тиббий ёрдам хизматини такомиллаштириш чора-тадбирлари тўғрисида

Соҳага оид норматив-ҳуқуқий ҳужжатларда келтирилган тиббиёт соҳасини тартибга солиш бўйича белгиланган мақсад ва вазифаларнинг тиббиёт ташкилотларида ижросини таъминлаш бугунги куннинг энг долзарб вазифаларидан бири ҳисобланади.

Тадқиқот методологияси.

Республика иқтисодиётида тиббий хизматлар соҳасининг аҳамияти ва нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги таснифи бўйича олиб борилган тадқиқот ишида илмий абстракциялаш, иқтисодий таҳлил, монографик кузатув, қиёслаш, индукция ва дедукция каби тадқиқот усулларидан фойдаланилган.

Таҳлил ва натижалар муҳокамаси.

Бугунги глобаллашув шаротида мамлакатимизда соғлиқни сақлаш соҳасидаги хизматларга бўлган эҳтиёж кун сайин ортиб бормоқда. Олиб борилган илмий изланишлар давомида ушбу хизматларга оид статистик кўрсаткичлар тадқиқи амалга оширилди (1-расм):



1-расм. Ўзбекистон Республикасида 2010-2025 йиллар кесимида соғлиқни сақлаш соҳасидаги хизматлар ҳажми, млрд. сўмда[1]

Ўзбекистон Республикаси Миллий статистика қўмитаси томонидан тақдим этилган кўрсаткичлар бўйича таҳлил натижалари асосида хулоса қилиб айтиш мумкин бўладики, мамлакатимизда соғлиқни сақлаш соҳасида қаратилиб келинаётган эътибор натижасида ушбу соҳа бўйича хизматлар ҳажми йилдан-йилга ошиб бормоқда. Хусусан, 2010 йилда хизматлар ҳажми 258,0 миллиард сўмни ташкил этган бўлса, 2025 йилга келиб ушбу кўрсаткич 19890,6 миллиард сўмни ташкил этганлигига гувоҳ бўлиш мумкин. 2025 йилда

[1] Тадқиқотлар асосида муаллиф ишланмаси.

соғлиқни сақлаш соҳаси хизматлари ҳажми 2024 йилга нисбатан 24,6 %га ўсган бўлиб, мазкур кўрсаткичлар бошқа олдинги йиллар бўйича солиштирилганда ўсиш суръати яна ҳам йириклашиб кетишини таҳлил қилиш мумкин бўлади. Хулоса қилиш мумкин бўладики, хизматлар бўйича бошқа статистик кўрсаткичлар олдинги йиллар билан солиштирилганда ўсиш суръатлари ўртача 23-27 %ни ташкил этганлигига гувоҳ бўлиш мумкин бўлиб, бу эса, мазкур хизматларнинг энг тез ривожланиб бораётган соҳалардан эканлигини кўрсатиб беради.

Мазкур изланишлар давомида ташкилотлар томнидан кўрсатилган соғлиқни сақлаш соҳасидаги хизматларнинг ҳудудлар кесимидаги улушини ёритиб беришга доир ва ушбу хизматлар ҳажмини ҳар бир ҳудуд кесимида таҳлил қилиш имкониятини берувчи қуйидаги жадвал маълумотлари ишлаб чиқилди (1-жадвалга қаранг):

1-жадвал.

Ўзбекистон Республикасида 2017-2025 йилларда соғлиқни сақлаш соҳасидаги хизматлар ҳажмининг ҳудудлар кесимидаги улуши, млрд. сўмда[1]

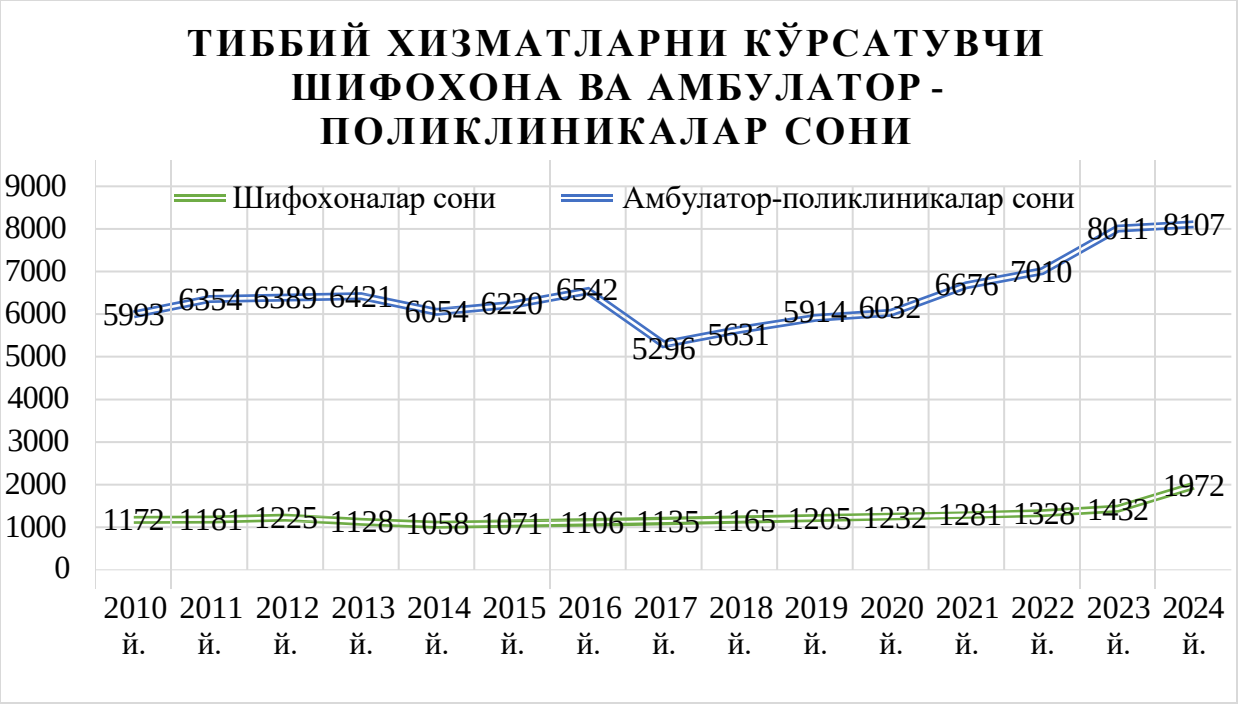
Ҳудудлар	2017 й.	2018 й.	2019 й.	2020 й.	2021 й.	2022 й.	2023 й.	2024 й.	2025 й.
Қорақалпоғистон Республикаси	59,5	74,2	91,3	103,8	139,3	177,8	215,2	268,6	351,3
Андижон вилояти	133,5	175,7	242,7	292,9	405,3	494,4	548,3	717,3	884,8
Бухоро вилояти	126,3	150,3	189,5	184,6	269,8	389,9	472,9	564,1	784,6
Жиззах вилояти	62,6	90,1	115,7	110,2	197,7	233,6	294,3	352,5	481,7
Қашқадарё вилояти	92,5	124,6	184,8	193,8	276,0	330,5	441,5	589,5	745,3
Навоий вилояти	45,2	62,2	96,4	109,2	147,3	197,0	230,6	265,3	327,6
Наманган вилояти	144,8	184,3	269,8	235,5	382,9	497,4	619,2	744,8	900,9
Самарқанд вилояти	175,4	214,4	286,1	384,3	501,6	683,7	880,0	1130,3	1491,9
Сурхондарё вилояти	74,3	90,4	126,3	144,6	271,9	244,9	308,8	380,9	511,8
Сирдарё вилояти	37,6	51,8	76,5	85,8	136,7	162,4	210,0	276,2	359,9
Тошкент вилояти	251,4	352,8	469,1	401,7	738,4	1010,0	1317,6	1613,6	1998,2
Фарғона вилояти	211,8	251,4	321,4	335,8	509,2	668,1	805,3	1007,5	1306,2
Хоразм вилояти	97,0	122,3	159,7	185,1	262,5	325,4	408,9	513,7	678,7
Тошкент шаҳар	1171,7	1534,9	2198,1	2489,7	3647,9	4777,9	6239,8	7537,5	9067,7
Жами	**2683,6**	**3479,5**	**4827,4**	**5257,0**	**7886,5**	**10193,0**	**12992,4**	**15961,8**	**19890,6**

Жадвалда келтирилган кўрсаткичлар таҳлили асосида гувоҳ бўлиш мумкинки, соғлиқни сақлаш хизматлари ҳажми Республиканинг ҳар бир ҳудуди бўйича йил сайин ошиб борган. Мамлакатда амалга оширилиб келинаётган ислоҳотлар натижаси сифатида

[1] Тадқиқотлар асосида муаллиф ишланмаси.

баҳоланган ушбу эришилган натижалар мамлакат аҳолиси иқтисодий-ижтимоий ҳаётида муҳим рол ўйнайди. Ҳудудлар кесимида оладиган бўлсак, соғлиқни сақлаш хизматлари ҳажми бўйича энг катта кўрсаткич Тошкент шаҳрига тўғри келмоқда ва бу 2025 йилда 9067,7 миллиард сўмни ташкил этганлигини кўриш мумкин.

Тиббий хизматларни амалга оширувчи субъектлардан шифохона ва амбулатор-поликлиникалар мамлакат иқтисодиёти ривожи ҳамда аҳоли ижтимоий фаровонлигини таъминлашда алоҳида аҳамиятга эга ҳисобланади. тиббий хизматларга бўлган талабнинг ошиши натижасида мазкур субъектларнинг фаолияти ҳам ривожланиб бормоқда ва бунга мос равишда уларнинг сони ҳам йилдан-йилга ошиб бормоқда. Тадқиқотлар натижасида ишлаб чиқилган мазкур расмда ушбу натижаларни таҳлил қилиш мумкин бўлади (2-расм):



2-расм. Ўзбекистон Республикасида тиббий хизматларни кўрсатиш фаолияти билан шуғулланувчи шифохона ва амбулатор-поликлиникалар сони [1]

Бугунги кунда мамлакатимизда фаолият кўрсатиб келаётган шифохоналар тиббий хизматларни кўрсатувчи асосий субъектлардан бири ҳисобланади. Республикада тиббий хизматларни кўрсатувчи шифохоналар сони 2014-2016-йиллардан ташқари бошқа барча йилларда ошиб борган. Шунингдек, расм маълумотларидан кўриниб турибдики, тиббий хизматлар амбулатор-поликлиникалар томонидан ҳам амалга оширилиб, уларнинг сони йил сайин ошиб бормоқда. Республикада амбулатор-поликлиникалар сони шифохоналардан ҳам ортиқ бўлиб, уларнинг сони фақатгина, 2017-2020 йилларда паст бўлган бўлса, қолган йилларда яна мунтазам тарзда ошиб борганлигини кўриш мумкин.

Мазкур тадқиқот ишида тиббий хизматлар соҳаси билан боғлиқ бошқа статистик рақамлар тадқиқи ва таҳлили амалга оширилди. Ушбу тадқиқот натижалари қуйида келтирилган расм кўринишида ифодаланди (3-расм):

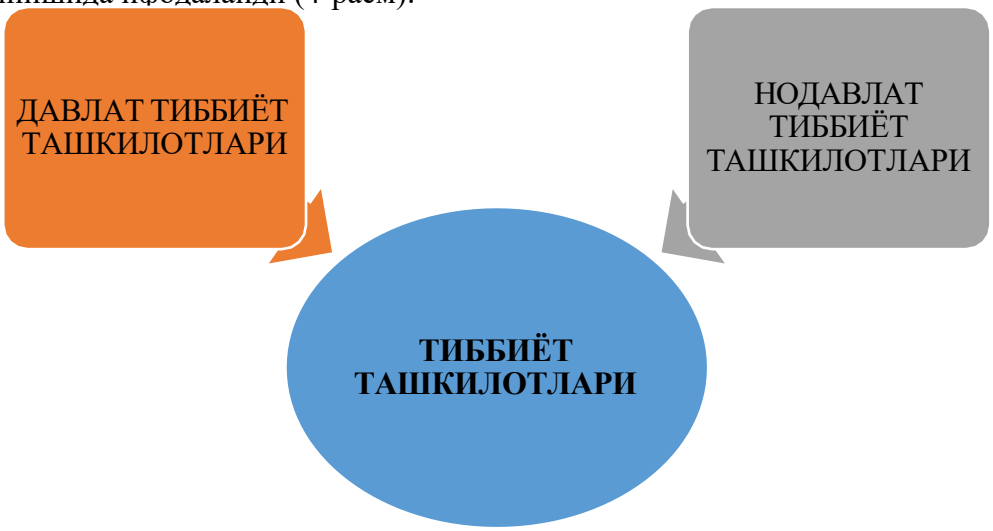
[1] Тадқиқотлар асосида муаллиф ишланмаси.



3-расм. Ўзбекистон Республикасида тиббий хизматларни кўрсатиш билан боғлиқ кўрсаткичлар сони, мингтада[1]

Статистик рақамлар таҳлили шуни кўрсатябдики, тиббий хизматларни кўрсатиш билан боғлиқ кўрсаткичларнинг барчаси йилдан-йилга ошиб борган. Хусусан, шифохонада ўринлар сони 2020 йилда 161,0 мингта бўган бўлса, 2024 йилга келиб 179,9 мингтага етган ва мазкур йилларга мос равишда ўсиш суръати 11,7 %ни ташкил этган. Тиббиёт ташкилотларида фаолият кўрсатадиган ва тиббий хизматларни амалга оширишда қатнашадиган шифокорлар ва ўрта тиббиёт ходимлари сони деярли барча йилларда ошиб борган бўлиб, фақатгина, ўрта тиббиёт ходимлари сони 2024 йилга келиб камайган. Бироқ, ўрта тиббиёт ходимлари сони барча йиллар кесимида шифокорлар сонидан 3-4 маротаба ортиқ бўлганлигини алоҳида қайд этиб ўтиш лозим деб ҳисоблаймиз.

Юқорида тадқиқ этилган тиббий хизматлар бугунги кунда давлат ва нодавлат тиббиёт ташкилотлари томонидан амалга оширилб, мазкур жараёнлар қуйида келтирилган расм кўринишида ифодаланди (4-расм):



4-расм. Тиббий хизматларни кўрсатиш фаолияти билан шуғулланувчи субъектлар таснифи[2]

[1] Тадқиқотлар асосида муаллиф ишланмаси.
[2] Тадқиқотлар асосида муаллиф ишланмаси.

Демак, мамлакатимизда тиббий хизматларни кўрсатиш фаолияти билан шуғулланувчи тиббиёт ташкилотлари ўз навбатида давлат тиббиёт ташкилотлари ва нодавлат тиббиёт ташкилотларига таснифланади.

Давлат ва нодавлат тиббиёт ташкилотлари уларнинг таркибига кирувчи субъектларнинг мулкчилик шакли ҳамда уларнинг фаолият йўналишлари билан бир-биридан фарқ қилади. Расмда келтирилган маълумотлардан кўриш мумкинки, давлат тиббиёт ташкилотлари таркиби бир нечта гуруҳларга ажратилган ҳолда таснифланди. Давлат тиббиёт ташкилотлари таркиби ўз навбатида яна бошқа тиббиёт ташкилотлари турларига таснифланиб, ушбу тиббиёт ташкилотлари таснифи қуйида келтирилди (5-расм):



5-расм. Давлат тиббиёт ташкилотлари таснифи[1]

Расмда акс эттирилган маълумотлардан кўриш мумкинки, юқорида гуруҳларга ажратилган ҳолда келтирилган давлат тиббиёт ташкилотларининг таркибида тиббий хизматлар кўрсатиш фаолияти билан шуғулланувчи яна бошқа субъектлар киради. Ушбу таснифий асослар тиббий хизматларни амалга оширувчи субъектлар фаолиятини яққол очиб беришга, тиббиёт соҳаси фаолиятини чуқурроқ тадқиқ қилишга хизмат қилади деб ҳисоблаймиз.

[1] Тадқиқотлар асосида муаллиф ишланмаси.

Шунингдек, нодавлат тиббиёт ташкилотлари таркибий қисмлари ҳам бир қанча субъектлар фаолиятини ўз ичига қамраб олади. Хусусан, тез тиббий ёрдам марказлари, кўп тармоқли тиббиёт марказлари, ихтисослашган клиникалар, реабилитация марказлари, стоматология клиникалари, диагностик марказлари, репродуктив тиббиёт ва эко марказлари каби тиббий хизматларни амалга оширувчи субъектлар бугунги кунда нодавлат тиббиёт ташкилотлари сифатида фаолият кўрсатмоқда.

Олиб борилган изланишлар давомида нодавлат тиббиёт ташкилотлари томонидан тайёрланган ва статистика органларига топширилган ҳисоботлар тадқиқ этилди. Статистик ҳисоботлар тадқиқи шуни кўрсатдики, бугунги кунда тиббиёт ташкилотлари бир неча мезонлар бўйича алоҳида гуруҳларга таснифланган бўлиб, нодавлат тиббиёт ташкилотлари айнан манашу таснифий белгиларига қараб ҳисоботлар тайёрланиши кўзда тутилган. Шу боис, мазкур тадқиқот ишида статистик ҳисоботларга келтирилган кўрсаткичлар ҳисобга олинган ҳолда нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги қуйидаги таснифий асослари ишлаб чиқилди (2-жадвалга қаранг):

2-жадвал.

Нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги таснифий асослари [1]

Турига кўра	Шаклига кўра	Тармоғига кўра
Нодавлат кўп тармоқли тиббиёт марказлари	Стационар ташкилотлар	Кўп тармоқли
Нодавлат ихтисослаштирилган клиникалар	Амбулатор ташкилотлар	Акушер-гинекология
Нодавлат реабилитация марказлари	Амбулатор хизматларини кўрсатувчи стационар ташкилотлар	Ички касалликлар (терапия)
Нодавлат тез тиббий ёрдам марказлари	Стоматология поликлиникалари	Умумий педиатрия
Нодавлат стоматология клиникалари	Тиббиёт марказлари	Офталмологик
Нодавлат диагностик марказлари	Лаборатория диагностикаси марказлари	Стоматология
Репродуктив тиббиёт ва эко марказлари	Тез тиббий ёрдам марказлари	Психиатрик, психоневрологик, гиёҳвандлик
	Профилактик дезинфекция ишлари билан шуғулланувчи ташкилот	Отоларингология
	Бошқа тиббиёт ташкилотлари	Гастроэнтерология
		Жарроҳлик
		Неврология
		Бошқа тиббий тармоқлар

Тиббиёт соҳасида фаолият доираси тобора кенгайиб бораётган нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатида уларнинг турлари белгилари бўйича ишлаб чиқилган мазкур таснифий асослари бир қанча хусусиятларга эга.

Хулоса. Олиб борилган тиббий хизматлар соҳасининг аҳамияти ва нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги таснифи бўйича изланишлар натижалари асосида қуйидаги хулосаларга келинди:

Биринчидан, мамлакатимизда тиббий хизматлар фаолиятини тартибга солиш мақсадида қатор норматив-ҳуқуқий ҳужжатлар ишлаб чиқилган бўлиб, ушбу ислоҳотлар

[1] Тадқиқотлар асосида муаллиф ишланмаси.

мамлакатда тиббиёт ташкилотлари томонидан кўрсатиладиган тиббий хизматлар бўйича фаолиятларини оптималлаштиришга, тиббий хизматлар сифатини оширишга муҳим пойдевор бўлиб хизмат қилади деб ҳисоблаймиз.

Иккинчидан, бугунги жадал ривожланиб бораётган ижтимоий-иқтисодий жараёнлар натижасига мос равишда тиббий хизматлар ҳажми ҳам мос равишда ошиб бормоқда. Бу эса, ҳукумат томонидан ушбу хизматларга берилаётган эътибор натижаси ҳисобланади.

Учинчидан, тиббий хизматлар нафақат давлат ташкилотлари томонидан, балки нодавлат ташкилотлар томонидан ҳам узлуксиз кўрсатилиб келинябди. Ушбу тармоқ ташкилотлари фаолиятини тартибга солиш, жумладан мамлакатда нодавлат тиббиёт ташкилотлари фаолиятларини ривожлантириш, нодавлат ташкилотлар томонидан амалаг оширилиб келинаётган тиббий хизматлар сифатини давлат стандартларига мослигини таъминлаш ҳамда илғор тажрибаларга мувофиқлаштириш бугунги куннинг устувор вазифаларидан бири ҳисобланади.

Тўртинчидан, барча соҳалар каби тиббиёт соҳаси ҳам ўзига хос хусусиятларга эга бўлиб, мазкур соҳада фаолият кўрсатадиган ташкилотлар ҳам уларнинг фаолият йўналишларига қараб бир-биридан фарқ қилади. Шу боис, нодавлат тиббиёт ташкилотларининг таснифий асосларини ишлаб чиқишда мазкур субъектлар уларнинг турлари, шакли ва тармоғига қараб ажратилиди. Нодавлат тиббиёт ташкилотларини мазкур мезонлар бўйича таснифлаш улар томонидан кўрсатиладиган тиббий хизматларнинг ўхшаш ва фарқли жиҳатлари ҳамда ўзига хос хусусиятларини аниқлаб олишга, бу эса, нодавлат тиббиёт ташкилотларида тиббий хизматлар бухгалтерия ҳисобини тўғри юритишга хизмат қилади.

Бешинчидан, хўжалик юритувчи субъектлар бухгалтерия ҳисобини ташкил этишда ва уларнинг ишлаб чиқариш харажатлари ҳамда тайёр маҳсулотлар таннархини ҳисоблашда, шунингдек хизматлар соҳасида олинадиган бўлса, ташкилотларнинг хизмат кўрсатиш харажатлари ва кўрсатилган хизматлар таннархини аниқлашда мазкур субъектнинг тармоқ хусусиятлари, ишлаб чиқариш ёки хизмат кўрсатиш йўналишлари, шунингдек субъектларнинг бухгалтерия ҳисоби объекти сифатидаги умумий тавсифи ҳамда таснифини аниқлаб олиши зарур бўлади. Чунки, хўжалик юритувчи субъектларда харажатлар бухгалтерия ҳисобини тўғри юритиш айнан манашу жиҳатларга боғлиқ бўлиб ҳисобланади. Ушбу жиҳатлар айнан нодавлат тиббиёт ташкилотлари фаолиятларига ҳам боғлиқ бўлганлиги боис, мазкур тадқиқот ишида юқорида келтирилган нодавлат тиббиёт ташкилотларининг таснифий асослари ишлаб чиқилди.

Олтинчидан, нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисоби субъектлари сифатидаги ушбу таснифий асосларини ишлаб чиқишда юқорида таъкидланганидек, статистик кўрсаткичлар, жумладан “Аҳолига тиббий хизматлар кўрсатувчи микрофирма ва кичик корхона фаолияти ҳақида ҳисобот” статистика ҳисоботида келтирилган тиббиёт ташкилотларининг турлари таснифи бўйича ёритилиши мўлжалланган сатрлар инобатга олинди. Ушбу жиҳатлар эса, мазкур тармоқ ташкилотлари томонидан статистик ҳисоботларни тайёрлашга ва уларни статистика органларига ўз вақтида тақдим этишга кўмаклашади.

Олиб борилган илмий изланишлар давомида биз томонимиздан келтирилган тиббиёт ташкилотларининг таснифий асослари давлат ва нодавлат тиббиёт ташкилотлари фаолиятлари ўртасидаги ўхшаш ва фарқли жиҳатларини аниқлаб олишга, бу орқали ушбу субъектларнинг ўзига хос хусусиятларини ажратиб олишга, нодавлат тиббиёт ташкилотларининг бухгалтерия ҳисобининг муҳим ва ажралмас субъекти сифатидаги тавсифи ва таснифини ишлаб чиқишга хизмат қилади. Бу эса, мазкур нодавлат тиббиёт ташкилотларида бухгалтерия ҳисобини юритишга, бухгалтерия ҳисибининг тиббий хизматларга оид ахборотлар қамровини кенгайтиришга, тиббий хизматлар бўйича харажатларни аниқлаш орқали тиббий хизматлар таннархини тўғри ҳисоблашга имконият беради.

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УДК 336.14:378

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ЎЗБЕКИСТОНДА ДАВЛАТ ОЛИЙ ТАЪЛИМ МУАССАСАЛАРИНИНГ МОЛИЯВИЙ МУСТАҚИЛЛИГИНИ ТАЪМИНЛАШ: НАТИЖАЛАР, МОЛИЯВИЙ КЎРСАТКИЧЛАР ВА РИВОЖЛАНИШ ИСТИҚБОЛЛАРИ

ОБЕСПЕЧЕНИЕ ФИНАНСОВОЙ САМОСТОЯТЕЛЬНОСТИ ГОСУДАРСТВЕННЫХ ВЫСШИХ ОБРАЗОВАТЕЛЬНЫХ УЧРЕЖДЕНИЙ УЗБЕКИСТАНА: РЕЗУЛЬТАТЫ, ФИНАНСОВЫЕ ПОКАЗАТЕЛИ И ПЕРСПЕКТИВЫ РАЗВИТИЯ

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ENSURING FINANCIAL AUTONOMY OF PUBLIC HIGHER EDUCATION INSTITUTIONS IN UZBEKISTAN: RESULTS, FINANCIAL INDICATORS AND DEVELOPMENT PROSPECTS

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АННОТАЦИЯ

Мақолада Ўзбекистонда давлат олий таълим муассасаларига молиявий мустақиллик бериш жараёнининг амалий натижалари, даромадлар манбалари, харажатлар таркиби ва молиявий барқарорлик омиллари Бухоро давлат университети, Самарқанд давлат университети ва Урганч давлат университети мисолида 2022–2025 йиллар кесимида қиёсий таҳлил қилинган. Тадқиқотда динамик, таркибий ва қиёсий таҳлил, SWOT-ёндашув, даромадлар концентрациясини баҳолаш учун Херфиндал–Хиршман индекси (HHI) ҳамда молиявий барқарорликни комплекс баҳолаш учун FSI методикасидан фойдаланилди. Аниқ рақамлар таҳлили давлат буюртмаси ва тўлов-контракт маблағлари ҳали ҳам асосий манбалар эканини, бироқ илмий грантлар, халқаро лойиҳалар, хўжалик шартномалари ва хизматлардан тушумлар ҳам ўсганини кўрсатди. Хусусан, БухДУда давлат буюртмаси 76,12 млрд сўмдан 109,96 млрд сўмга, контракт тушуми 140,58 млрд сўмдан 220,67 млрд сўмга ошган. Даромад концентрацияси HHI орқали ҳисобланганда БухДУда 0,5411 дан 0,4851 гача, СамДУда 0,5902 дан 0,4313 гача, УрДУда 0,5211 дан 0,4870 гача ўзгарган. БухДУ учун таклиф этилган FSI 2022–2025 йилларда мос равишда 0,544; 0,550; 0,326 ва 0,850 ни ташкил этган. Натижалар молиявий автономиянинг ўзи етарли эмаслигини, унинг самараси даромадларни диверсификация қилиш, капитал инвестициялар, илмий фаоллик ва рискларни бошқариш билан биргаликда баҳоланиши лозимлигини кўрсатади.

Калит сўзлар: олий таълим, молиявий мустақиллик, молиявий автономия, молиявий барқарорлик, даромадлар диверсификацияси, тўлов-контракт, давлат буюртмаси, грант, HHI, FSI.

АННОТАЦИЯ

В статье проведена сравнительная оценка результатов финансовой самостоятельности Бухарского государственного университета, Самаркандского государственного университета и Ургенчского государственного университета за 2022–2025 годы.

Исследованы структура доходов и расходов, динамика государственного заказа, платно-контрактных поступлений, научных грантов, международных проектов и хозяйственных договоров. Использованы динамический, структурный и сравнительный анализ, SWOT-подход, индекс Херфиндаля–Хиршмана и методика индекса финансовой устойчивости. Расчёты показывают сохранение высокой зависимости от контрактных доходов при одновременном росте альтернативных источников. HHI БухДУ снизился с 0,5411 до 0,4851, СамДУ — с 0,5902 до 0,4313, УрДУ — с 0,5211 до 0,4870. FSI БухДУ в 2022–2025 годах составил соответственно 0,544; 0,550; 0,326 и 0,850. Полученные результаты подтверждают необходимость дальнейшей диверсификации доходов, усиления грантовой и коммерциализационной деятельности и перехода к результативному бюджетированию.
Ключевые слова: высшее образование, финансовая самостоятельность, финансовая автономия, финансовая устойчивость, диверсификация доходов, контрактное обучение, государственный заказ, гранты, HHI, FSI.

ABSTRACT

This article provides a comparative assessment of financial autonomy in Bukhara State University, Samarkand State University and Urgench State University for 2022–2025. Revenue and expenditure structures, state-funded orders, tuition and contract revenues, research grants, international projects and economic contracts are examined using dynamic, structural and comparative analysis, SWOT analysis, the Herfindahl–Hirschman Index and a Financial Sustainability Index methodology. The results show that tuition and state-funded orders remain the dominant revenue sources, while grants, international projects, economic contracts and service revenues have expanded. HHI decreased from 0.5411 to 0.4851 in Bukhara State University, from 0.5902 to 0.4313 in Samarkand State University, and from 0.5211 to 0.4870 in Urgench State University. The calculated FSI for Bukhara State University was 0.544, 0.550, 0.326 and 0.850 in 2022–2025 respectively. The findings indicate that legal financial autonomy should be accompanied by revenue diversification, stronger research and commercialization activity, capital investment management and risk-based budgeting.
Keywords: higher education, financial autonomy, financial sustainability, revenue diversification, tuition and contract revenues, state-funded orders, grants, HHI, FSI, Uzbekistan.

1. Кириш

Олий таълимни модернизация қилиш шароитида университетларнинг молиявий ресурсларни шакллантириш ва улардан мустақил фойдаланиш қобилияти институционал самарадорликнинг муҳим шартларидан бирига айланмоқда. Молиявий автономия ресурсларни стратегик мақсадларга қайта тақсимлаш, инвестиция қарорларини тезлаштириш, илмий лойиҳаларни молиялаштириш ва қўшимча даромад манбаларини ривожлантириш имконини беради. Бироқ молиявий мустақилликни давлат молиялаштиришидан тўлиқ воз кечиш ёки ўзини ўзи молиялаштириш билан тенглаштириш илмий жиҳатдан тўғри эмас. Унинг иқтисодий мазмуни ресурсларни бошқариш эркинлиги, ҳисобдорлик, диверсификация ва натижага йўналтирилган бюджетлаштиришнинг бирлигида намоён бўлади [4–7].

Ўзбекистонда давлат ОТМларининг академик, ташкилий-бошқарув ва молиявий мустақиллигини кенгайтириш 2021 йил 24 декабрдаги ПҚ–60 ва ПҚ–61-сон қарорлар билан институционал жиҳатдан кучайтирилди [1; 2]. 2022 йил 21 июндаги ПҚ–289-сон қарор эса ушбу механизмларни янада кенгайтирди [3]. Натижада университетлар бюджетдан ташқари маблағларни шакллантириш, харажатларни устувор йўналишларга тақсимлаш, инвестиция ва илмий лойиҳаларни молиялаштириш бўйича кенгроқ имкониятларга эга бўлди.

Мақоланинг мақсади

БухДУ, СамДУ ва УрДУнинг 2022–2025 йиллардаги молиявий кўрсаткичларини аниқ рақамлар асосида қиёсий баҳолаш, даромадлар диверсификацияси ва концентрациясидаги ўзгаришларни аниқлаш, харажатларнинг стратегик йўналишларини таҳлил қилиш ҳамда молиявий барқарорликни комплекс баҳолаш методикасини амалда қўллашдан иборат.

Тадқиқотнинг илмий янгилиги уч йўналишда шакллантирилди: биринчидан, учта давлат университетининг бир хил давр ва бир хил индикаторлар бўйича қиёсий молиявий

профили тузилди; иккинчидан, даромадлар концентрацияси асосий манбалар таркиби бўйича HHI орқали ҳисобланди; учинчидан, БухДУ мисолида диверсификация, контрактга боғлиқлик, грантлар, инвестиция фаоллиги ва стратегик харажатларни бирлаштирувчи FSI рақамли натижа билан ҳисобланди.

2. ТАДҚИҚОТ МАТЕРИАЛЛАРИ

Тадқиқотнинг эмпирик базасини БухДУ, СамДУ ва УрДУнинг 2022–2025 йилларга оид тадқиқот учун тақдим этилган молиявий маълумотлари, олий таълим соҳасига оид статистик ва таҳлилий материаллар ҳамда Ўзбекистон Республикасининг норматив-ҳуқуқий ҳужжатлари ташкил этди. Университетлар кесимида даромадлар давлат буюртмаси, тўлов-контракт, илмий грантлар, халқаро лойиҳалар, хўжалик шартномалари, ижара ва хизматлардан тушумларга ажратилди. Харажатлар иш ҳақи ва ижтимоий тўловлар, инфратузилма, лабораториялар, АКТ, илмий тадқиқотлар ва бошқа харажатлар бўйича гуруҳланди.

Хўжалик шартномалари бўйича 2025 йил кўрсаткичлари БухДУда 20,00 млрд сўм, СамДУда 18,00 млрд сўм ва УрДУда 19,00 млрд сўмни ташкил этди.

3. ТАДҚИҚОТ МЕТОДЛАРИ

Даромад манбасининг умумий даромаддаги улуши қуйидаги формула орқали ҳисобланди: $U_i = (D_i / D) \times 100\%$,

бу ерда D_i — i-манба бўйича даромад, D — жами даромад. Харажат турининг улуши $S_j = (X_j / X) \times 100\%$ формуласи билан аниқланди.

Даромадлар концентрацияси Херфиндал–Хиршман индекси орқали баҳоланди: $HHI = \Sigma s_i^2$. Бу ерда s_i — i-манбанинг умумий даромаддаги улуши 0–1 оралиғида. HHI 1 га яқинлашган сари даромадлар бир ёки бир нечта манбада юқори даражада жамланганини, паст қийматлар эса диверсификация юқорилигини англатади. Ушбу мақолада HHI олтита асосий даромад манбаси бўйича тўлиқ улушлардан ҳисобланди; шу сабабли шартли учта манбага асосланган мисол ўрнига реал қиёсий натижа олинди.

Молиявий барқарорлик индекси FSI 0–1 оралиғида шакллантирилди. Унинг компонентлари: даромад диверсификацияси (Div, 0,25), контрактга боғлиқликнинг тескари кўрсаткичи (C*, 0,20), грантлар улуши (G, 0,20), инвестиция фаоллиги (I, 0,20) ва стратегик харажатлар улуши (S, 0,15). Фойдали индикаторлар учун Z=(x−xmin)/(xmax−xmin), риск индикатори учун Z=(xmax−x)/(xmax−xmin) қўлланилди. БухДУ учун Div=1−HHI; C*=1−контракт улуши; G=грант улуши; I=инвестицион характердаги харажатларнинг умумий харажатдаги улуши; S=инфратузилма+лаборатория+АКТ+илмий тадқиқот харажатларининг умумий харажатдаги улуши сифатида белгиланди. Нормаллаштириш 2022–2025 йиллар оралиғидаги БухДУ қатори бўйича амалга оширилди.

Якуний FSI формуласи: FSI = 0,25Div + 0,20C* + 0,20G + 0,20I + 0,15S. Талқин шкаласи: 0,80–1,00 — жуда юқори; 0,60–0,79 — юқори; 0,40–0,59 — ўртача; 0,20–0,39 — паст; 0–0,19 — жуда паст.

Тадқиқотда динамик таҳлил, қиёсий таҳлил, таркибий таҳлил ва SWOT-таҳлил бир-бирини тўлдирувчи усуллар сифатида қўлланилди. Бундай ёндашув мутлақ тушум ўсишинигина эмас, балки унинг таркибий сифати ва рискларини ҳам баҳолаш имконини беради.

4. НАТИЖАЛАР

4.1. Молиявий мустақил давлат ОТМлари қамрови

Йил	Давлат ОТМлари, та	Молиявий мустақил ОТМлар, та	Улуш, %
2021	96	35	36,5
2022	102	35	34,3
2023	107	41	38,3
2024	112	41	36,6

Манба: тадқиқот учун тақдим этилган статистик ва таҳлилий материаллар; муаллиф ҳисоб-китоблари.

2021–2024 йилларда молиявий мустақил давлат ОТМлари сони 35 тадан 41 тага ошди, яъни 17,1% ўсиш қайд этилди. 2023 йилда қамровнинг 41 тага етгани институционал автономия механизмларининг кенгайганини кўрсатади. 2024 йилда мустақил ОТМлар сони

ўзгармаган бўлса-да, умумий давлат ОТМлари 112 тага етгани учун улуш 36,6% бўлди. Демак, кейинги босқичда масала фақат мустақил ОТМлар сонини кўпайтириш эмас, балки берилган автономиянинг иқтисодий натижадорлигини оширишга кўпроқ қаратилиши лозим.

4.2. Даромадлар динамикаси ва таркиби

Манба / ОТМ	2022	2023	2024	2025	2022–2025 ўзгариш
БухДУ — давлат буюртмаси	76,12	83,31	96,58	109,96	33,84
БухДУ — тўлов-контракт	140,58	147,26	360,89	220,67	80,09
СамДУ — давлат буюртмаси	95,54	95,41	95,18	112,24	16,70
СамДУ — тўлов-контракт	240,92	179,69	147,23	140,92	-100.00
УрДУ — давлат буюртмаси	81.59	84.47	95.99	103.12	21.53
УрДУ — тўлов-контракт	128,73	110,45	342,85	209,64	80,91

Манба: университетларнинг молиявий маълумотлари ва муаллиф ҳисоб-китоблари.

БухДУда давлат буюртмаси 2022 йилдаги 76,12 млрд сўмдан 2025 йилда 109,96 млрд сўмга, яъни 33,84 млрд сўмга ошди. СамДУда ўсиш 95,54 млрд сўмдан 112,24 млрд сўмгача, УрДУда 81,59 млрд сўмдан 103,12 млрд сўмгача бўлди. Бу давлат буюртмаси университетларнинг базавий молиявий барқарорлигини таъминловчи муҳим манба бўлиб қолганини кўрсатади.

Контракт тушумларида университетлар динамикаси фарқланади. БухДУда 140,58 млрд сўмдан 220,67 млрд сўмгача ўсиш 80,09 млрд сўмни ташкил этди. УрДУда 128,73 млрд сўмдан 209,64 млрд сўмгача ўсиш 80,91 млрд сўм бўлди. СамДУда эса контракт тушуми 240,92 млрд сўмдан 140,92 млрд сўмга камайди. Шунинг учун молиявий автономия натижасини фақат умумий тушум ўсиши билан баҳолаш нотўғри: контракт тушумидаги ўзгариш талабалар контингенти, қабул сиёсати ва давлат буюртмаси улуши билан биргаликда талқин қилиниши керак.

Қўшимча манбаларнинг ўсиши алоҳида аҳамиятга эга. БухДУда илмий грантлар 0,12 млрд сўмдан 1,40 млрд сўмга, халқаро лойиҳалар 0,06 млрд сўмдан 1,77 млрд сўмга ошди. СамДУда грантлар 0,24 млрд сўмдан 1,40 млрд сўмга, халқаро лойиҳалар 0,07 млрд сўмдан 1,83 млрд сўмга етди. УрДУда грантлар 0,22 млрд сўмдан 1,20 млрд сўмга, халқаро лойиҳалар 0,06 млрд сўмдан 1,63 млрд сўмга ошган. Хўжалик шартномалари бўйича янгиланган 2025 йил маълумотлари БухДУда 20,00 млрд сўм, СамДУда 18,00 млрд сўм ва УрДУда 19,00 млрд сўмни ташкил этди. Ижара ва хизматлар тушуми 2025 йилда мос равишда 1,36; 1,34 ва 1,32 млрд сўм бўлди.

Кўрсаткич	БухДУ 2022	БухДУ 2025	СамДУ 2022	СамДУ 2025	УрДУ 2022	УрДУ 2025
Илмий грантлар, млрд сўм	0,12	1,40	0,24	1,40	0,22	1,20
Халқаро лойиҳалар, млрд сўм	0,06	1,77	0,07	1,83	0,06	1,63
Хўжалик шартномалари, млрд сўм	0,07	20,00	0,08	18,00	0,10	19,00
Ижара ва хизматлар, млрд сўм	0,38	1,36	0,50	1,34	0,43	1,32

Манба: университетларнинг молиявий маълумотлари ва муаллиф ҳисоб-китоблари.

4.3. Даромадлар концентрацияси: HHI натижалари

ОТМ	HHI 2022	Диверсификация 2022	HHI 2025	Диверсификация 2025	Ўзгариш
БухДУ	0,5411	0,4589	0,4851	0,5149	−0,0560
СамДУ	0,5902	0,4098	0,4313	0,5687	−0,1589
УрДУ	0,5211	0,4789	0,4870	0,5130	−0,0341

Манба: университетларнинг молиявий маълумотлари ва муаллиф ҳисоб-китоблари.

СамДУда ўзгариш анча катта: HHI 0,5902 дан 0,4313 гача камайган, диверсификация эса 0,4098 дан 0,5687 гача ошган. Бу, асосан, контракт даромадлари улушининг пасайиши ва давлат буюртмаси ҳамда муқобил манбалар таркибининг ўзгариши билан боғлиқ.

Шундай қилиб, молиявий мустақилликнинг сифат натижаси университетлар кесимида бир хил эмас. СамДУда диверсификациянинг энг катта яхшиланиши кузатилса, БухДУда ижобий, аммо чекланган ўзгариш қайд этилди. УрДУда эса альтернатив манбалар мутлақ қийматда ўсган бўлса ҳам, уларнинг умумий даромаддаги улуши концентрацияни пасайтириш учун ҳали етарли даражага чиқмаган.

4.4. Харажатлар таркиби ва инвестиция устуворликлари

ОТМ	Иш ҳақи 2022	Иш ҳақи 2025	Инфратузилма 2022	Инфратузилма 2025
БухДУ	156,98	210,87	76,61	61,26
СамДУ	179,91	211,14	38,38	14,20
УрДУ	163,55	191,94	34,89	12,91

Манба: университетларнинг молиявий маълумотлари ва муаллиф ҳисоб-китоблари.

СамДУда иш ҳақи ва ижтимоий тўловлар 179,91 млрд сўмдан 211,14 млрд сўмга, УрДУда 163,55 млрд сўмдан 191,94 млрд сўмга ошди. БухДУда ушбу кўрсаткич 156,98 млрд сўмдан 210,87 млрд сўмга етди. Демак, инсон капитали харажатлари уч университетда ҳам молиявий ресурсларнинг асосий йўналишларидан бири бўлиб қолган.

Инфратузилма харажатлари эса аксинча, СамДУда 38,38 млрд сўмдан 14,20 млрд сўмга, УрДУда 34,89 млрд сўмдан 12,91 млрд сўмга қисқарган. БухДУда 76,61 млрд сўмдан 61,26 млрд сўмга тушган. Буни дастлабки йилларда қурилиш ва реконструкцияга йирик маблағлар йўналтирилиб, кейинги босқичда эксплуатация ва бошқа стратегик йўналишларга қайта тақсимлаш билан изоҳлаш мумкин.

БухДУда «бошқа харажатлар» 2022–2025 йилларда жуда катта ҳажмда бўлиб, 4195,00 млн сўмдан 10596,00 млн сўмгача ўсган. Тақдим этилган материалларда бу категория асосан қурилиш, капитал реконструкция, капитал таъмирлаш ва моддий-техника базасини янгилаш билан боғлиқ инвестицион харажатлар сифатида талқин қилинган. Шу сабабли ушбу кўрсаткични оддий жорий харажат сифатида эмас, инвестицион фаоллик контекстида баҳолаш мақсадга мувофиқ.

4.5. БухДУ учун FSI ҳисоб-китоби

Йил	Div	C*	G	I	S	FSI	Талқин
2022	0.667	0.840	0.000	0.703	0.461	0.544	ўртача
2023	0.731	0.921	0.167	0.000	1.000	0.550	ўртача
2024	0.000	0.000	0.628	1.000	0.000	0.326	паст
2025	1.000	1.000	1.000	0.995	0.007	0.850	жуда юқори

Манба: университетларнинг молиявий маълумотлари ва муаллиф ҳисоб-китоблари.

FSI натижаси 2022 йилда 0,544, 2023 йилда 0,550, 2024 йилда 0,326 ва 2025 йилда 0,850 бўлди. 2022–2023 йилларда индекс «ўртача» даражада шаклланган. 2024 йилда контракт улушининг 78,06% гача кўтарилиши ва диверсификациянинг пасайиши индексни 0,326 гача туширган. 2025 йилда контракт улуши 65,47% гача пасайиши, грантлар ва халқаро лойиҳалар тушумининг ўсиши ҳамда инвестицион фаолликнинг юқори бўлиши натижасида FSI 0,850 гача кўтарилиб, «жуда юқори» тоифага кирган.

4.6. SWOT-таҳлил

Йўналиш	Кучли томонлар	Заиф томонлар	Имкониятлар	Таҳдидлар
Молиявий бошқарув	Мустақил ресурс тақсимоти; корпоратив бошқарув	Контрактга юқори боғлиқлик	Халқаро грантлар, инвестициялар, хусусий сектор	Инфляция, контракт талабининг ўзгариши
Таълим	Дастурларни мустақил такомиллаштириш; рақамлаштириш	Айрим дастурларни бозор талабига мослаштириш зарурати	Қўшма дастурлар, таълим экспорти	Хусусий ОТМлар билан рақобат
Илмий фаолият	Грантларда иштирок имконияти	Грант улушининг пастлиги	Халқаро фондлар, тижоратлаштириш	Грантлар учун рақобат, кадрлар миграцияси
Инновация	Мустақил қарор қабул қилиш	Тижоратлаштириш инфратузилмаси чекланган	Технопарк ва стартаплар	Янги технологияларнинг юқори қиймати
Инфратузилма	Капитал инвестиция имконияти	Сақлаш харажатлари юқори	Энергия тежамкор ва рақамли кампус	Қурилиш материаллари қимматлашиши

Манба: муаллифнинг тадқиқот натижалари асосида тузилган.

5. МУҲОКАМА

Олинган натижалар молиявий мустақилликнинг асосий самараси ҳуқуқий ваколатларнинг кенгайишида эмас, балки университетнинг молиявий қарорларни стратегик мақсадлар билан боғлаш қобилиятида намоён бўлишини кўрсатади. Уч университетда давлат буюртмаси ва контракт тушумлари асосий манба бўлиб қолгани автономиянинг ҳали тўлиқ диверсификацияланган молиявий моделга айланмаганини англатади. Шу билан бирга, грантлар, халқаро лойиҳалар ва хўжалик шартномалари бўйича мутлақ тушумларнинг кўпайиши ташқи ресурслар базаси шаклланаётганини кўрсатади.

Харажатлар таҳлилида иш ҳақи ва ижтимоий тўловларнинг юқори даражаси инсон капиталига сармояларнинг аҳамиятини кўрсатади. Бироқ университет молиявий мустақиллиги узоқ муддатли рақобатбардошликни таъминлаши учун илмий тадқиқот, АКТ, лабораториялар ва капитал инвестицияларга ажратиладиган маблағлар ҳам алоҳида KPIлар билан боғланиши керак. БухДУда 2024–2025 йилларда инвестицион характердаги «бошқа харажатлар»нинг юқори бўлиши инфратузилмани янгилаш босқичи фаол кечганини кўрсатади.

Тадқиқот натижалари OECD ва World Bank ёндашувларида таъкидланган молиявий автономия — ҳисобдорлик — диверсификация бирлигини қўллаб-қувватлайди [4–6]. Ўзбекистон бўйича тадқиқотлар ҳам контракт маблағлари, давлат бюджети, грантлар ва хусусий инвестицияларни диверсификация қилиш, натижага асосланган бюджетлаштириш ва молиявий ресурсларни самарали бошқариш заруратини кўрсатган [8–11]. Шу нуқтаи назардан, мазкур мақоланинг HHI ва FSI кўрсаткичлари университет молиясини мутлақ ҳажмдан нисбий сифат кўрсаткичларига ўтказиш имконини беради.

Амалиёт учун учта устувор йўналиш таклиф этилади. Биринчиси, ҳар йили HHI ва контракт/жами даромад коэффициентини мониторинг қилиш. Иккинчиси, грант офиси, халқаро лойиҳа бошқаруви ва илмий ишланмаларни тижоратлаштириш тизимини кучайтириш. Учинчиси, бюджетни KPI асосида режалаштириш: ҳар бир стратегик харажат

йўналиши учун 1 талабага харажат, грант тушуми, илмий натижа, лицензия ва консалтинг тушуми каби натижавий кўрсаткичлар белгиланиши лозим.

6. ХУЛОСА

Тадқиқот натижалари Ўзбекистонда давлат ОТМларининг молиявий мустақиллиги институционал имкониятларни кенгайтирганини, бироқ унинг самарадорлиги университетлар кесимида турлича намоён бўлаётганини кўрсатди. 2021–2024 йилларда молиявий мустақил ОТМлар сони 35 тадан 41 тага ошган. Бу жараённинг кейинги босқичида асосий эътибор автономия қамровидан ташқари унинг молиявий натижадорлигига қаратилиши зарур.

БухДУда 2022–2025 йилларда давлат буюртмаси 76,12 млрд сўмдан 109,96 млрд сўмга, контракт тушуми 140,58 млрд сўмдан 220,67 млрд сўмга ошди. СамДУда давлат буюртмаси 95,54 млрд сўмдан 112,24 млрд сўмга кўпайган бўлса, контракт тушуми 240,92 млрд сўмдан 140,92 млрд сўмга қисқарди. УрДУда давлат буюртмаси 81,59 млрд сўмдан 103,12 млрд сўмга, контракт тушуми 128,73 млрд сўмдан 209,64 млрд сўмга ошди. Шу билан бирга, қўшимча манбаларда ҳам сезиларли ўсиш қайд этилди.

HHI ҳисоб-китоблари молиявий мустақиллик натижасини баҳолашда диверсификация кўрсаткичи муҳимлигини тасдиқлади. БухДУда HHI 0,5411 дан 0,4851 гача пасайди; СамДУда 0,5902 дан 0,4313 гача тушди; УрДУда 0,5211 дан 0,4870 гача пасайди. Демак, қўшимча даромадларнинг мутлақ ўсиши автоматик равишда диверсификациянинг яхшиланишини англатмайди; уларнинг умумий даромаддаги улуши ҳал қилувчи аҳамиятга эга.

БухДУ учун ҳисобланган FSI 2022 йилда 0,544, 2023 йилда 0,550, 2024 йилда 0,326 ва 2025 йилда 0,850 бўлди. Бу индекс 2024 йилда молиявий рисклар кучайганини, 2025 йилда эса мазкур композит индекс бўйича молиявий барқарорлик кўрсаткичи яхшиланганини кўрсатади.

Шу асосда давлат ОТМларида 3–5 йиллик даромад диверсификация стратегиясини ишлаб чиқиш, HHIни йиллик KPI сифатида киритиш, грант ва халқаро лойиҳаларни кўпайтириш, хўжалик шартномалари ва консалтинг тушумларини ошириш, илмий ишланмаларни тижоратлаштириш, капитал инвестицияларни натижа кўрсаткичлари билан боғлаш ҳамда молиявий рискларни чораклик мониторинг қилиш мақсадга мувофиқ.

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UDK: 338.48:069:331.5(575.1)

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NEW JOBS AND INCREASED ECONOMIC EFFICIENCY IN THE DEVELOPMENT OF MUSEUM TOURISM IN THE STATE MUSEUM COMPLEXES OF UZBEKISTAN

Аннотация: мақолада Ўзбекистоннинг давлат музей-қўриқхоналарида музей туризмини ривожлантиришда янги иш ўринлари ва иқтисодий самарадорликнинг ошиши музей-қўриқхоналарнинг маълумотлари асосида таҳлил қилинган. Музей-қўриқхоналардан туризмда самарали фойдаланиш бўйича тавсиялар берилган.

Калит сўзлар: музей-қўриқхона, бадиий музей, меъмориал музей, тарихий музей, ҳудудий музей, уй музей, табиат музейлари, тушум.

Аннотация: в статье на основе данных государственных музеев-заповедников Узбекистана проанализированы создание новых рабочих мест и повышение экономической эффективности в процессе развития музейного туризма. Даны рекомендации по эффективному использованию музеев-заповедников в сфере туризма.

Ключевые слова: музей-заповедник, художественный музей, мемориальный музей, исторический музей, краеведческий музей, дом-музей, естественно-научные музеи, доходы.

Abstract: The article analyzes the creation of new jobs and the increase in economic efficiency in the development of museum tourism, based on data from the state museum-reserves of Uzbekistan. Recommendations are provided for the effective use of museum-reserves in the tourism sector.

Keywords: museum-reserve, art museum, memorial museum, historical museum, regional museum, house museum, natural history museums, revenue.

"In accordance with the Presidential Decree on measures to radically improve activities in the field of protection of tangible cultural heritage objects, the Bukhara State Art and Architectural Museum-Reserve, the Samarkand State United Historical, Architectural and Art Museum-Reserve, and the Khiva "Ichan Kala" State Museum-Reserve were renamed "Bukhara", "Samarkand", and "Ichan Kala" State Museum-Reserves, respectively. The "Sarmishsoy", "Shakhrisabz", "Termez" and "Kokon" State Museum-Reserves were established in Navoi, Kashkadarya, Surkhandarya and Fergana regions, respectively[1].

To date, the "Ichan Kala" State Museum-Reserve is considered the strongest of the museum-reserves (Table 1).

Table 1

The "Ichan Kala" State Museum-Reserve's tourist attractions
Growth rates of museum tourism services provided in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	169	702 526	**100,00**	30 275	**100,00**	1 112 098 001	**100,00**
2	2016	171	741 614	**105,56**	33 385	**110,27**	1 414 095 719	**127,15**

[1] Ўзбекистон Республикасининг Президенти Шавкат Мирзиёевнинг "Ўзбекистон Республикасида маданият ва санъат соҳасини инновацион ривожлантириш чора-тадбирлари тўғрисида"ги Қарори. Тошкент ш.,2018 йил 26 август)

3	2017	173	246 246	**35,05**	46 187	**152,55**	2 998 440 267	**269,62**
4	2018	167	363 773	**51,78**	65 240	**215,49**	6 666 486 982	**599,45**
5	2019	300	260 839	**37,12**	145 380	**480,19**	14 385 527 096	**1293,54**
6	2020	302	65 532	**9,32**	3 417	**11,28**	1 541 232 874	**138,58**
7	2021	293	196 536	**27,97**	15 329	**50,63**	3 955 796 644	**355,70**
8	2022	290	350 911	**49,94**	52 231	**172,52**	10 339 570 000	**929,73**
9	2023	304	336 725	**47,93**	115 803	**382,50**	20 102 710 000	**1807,63**
10	2024	261	300 552	**42,78**	178 286	**588,88**	31 625 809 301	**2843,79**

The initial growth in the museum-reserve's activities can be seen in the increase in the number of jobs in the museum (previously 169 employees (100.00%), now 261 museum employees work (154.43%). The largest influx of local tourists to the museum was observed in 2016 with 741,614 tourists (105.56%). After these years, the number of local tourists decreased and in 2020 the lowest number of -65,532 tourists was recorded (9.32%). The museum-reserve received 300-350 local tourists for 7 years. Even after the pandemic, the museum-reserve received local tourists in the same numbers (300,552 tourists in 2024 - 42.78%). The provision of museum tourism services by the museum-reserve to foreign tourists is, on the contrary, more than for local tourists - foreign tourists The flow has increased. The museum-reserve also received 145,380 foreign tourists in 2019 (480.19%). The international tourist flow in 2024 is 178,286 tourists (588.88%). The museum-reserve also occupies the leading positions in terms of total revenue from services - in 2015 it was 1,112,098,001 soums (100.00%), and in 2024 it was 31,625,809,301 soums (2,843.79%).

The Samarkand State Museum-Reserve is world-famous for its museums. In 2024, the museum-reserve provided museum services to 419,700 domestic tourists (52.03%) and 497,100 foreign tourists (450.67%) provided. Income from services in 2015 amounted to 1,112,098,001 soums (100.00%), and the total revenue in 2024 is expected to be 31,625,809,301 soums (growth of 2843.79%) (Table 2).

Table 2

Growth rates of museum tourism services provided to tourists by the Samarkand State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	241	806,6	**100,0**	110,3	**100,0**	1 737 006 500	**100,0**
2	2016	245	882,7	**109,43**	124,3	**112,62**	2 409 323 200	**138,7**
3	2017	245	1 006,8	**124,82**	162,3	**147,14**	3 908 085 900	**224,9**
4	2018	246	2 313,8	**286,8**	265,1	**240,34**	6 850 482 300	**394,3**
5	2019	213	1 624,1	**201,35**	333,1	**301,99**	9 951 469 000	**572,9**
6	2020	218	169,5	**21,04**	9,6	**8,70**	511 967 500	**29,47**
7	2021	228	644,9	**79,95**	39,1	**35,44**	2 411 581 000	**138,8**
8	2022	226	641,5	**79,53**	185,8	**168,44**	7 226 936 600	**416,5**
9	2023	228	634,3	**78,63**	352,2	**319,3**	12 263 914 300	**706,03**
10	2024	234	419,7	**52,03**	497,1	**450,67**	21 990 083 300	**1265,97**

The Bukhara State Museum-Reserve ranks third in terms of providing museum services to domestic and foreign tourists (Table 3). Over the past 10 years, in 2018, the museum-reserve received 563,851 domestic tourists (166.13%), while in 2024, 322,657 domestic tourists visited (109.50%). The museum-reserve's reception of foreign tourists was also high during the pandemic (258,861 tourists) (306.68%). The lowest figure for international tourist visits was recorded in 2020 (17,344 foreign tourists) (20.54%). After that, international tourist visits to the museum-reserve increased and reached 376,959 tourists in 2024 (446.60%). The museum-reserve's revenue

from providing museum services in 2015 was 714,636,800 soums (100.00%), and by 2024 it will amount to 14,976,315,150 soums (growth of 2,095.65%).

Table 3

Growth rates of museum tourism services provided to tourists by the Bukhara State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	198	294 652	**100,00**	84 405	**100,00**	714 636 800	**100,00**
2	2016	198.75	254 561	**86,39**	60 513	**71,69**	819 249 730	**114,63**
3	2017	202	432 730	**146,86**	153 378	**181,71**	1 828 420 958	**255,85**
4	2018	204	563 851	**166,13**	199 363	**236,19**	3 604 087 063	**504,32**
5	2019	202,5	232 469	**78,89**	258 861	**306,68**	4 490 721 955	**628,39**
6	2020	202,5	93 648	**31,78**	17 344	**20,54**	600 957 000	**84,14**
7	2021	207	202 469	**68,71**	63 040	**74,68**	1 537 257 400	**215,11**
8	2022	207	421 791	**143,14**	119 295	**141,33**	6 200 580 000	**867,65**
9	2023	208	336 417	**113,02**	233 728	**276,91**	9 985 572 000	**1 397,29**
10	2024	207	322 657	**109,50**	376 959	**446,60**	14 976 315 150	**2095,65**

Shahrisabz State Museum Reserve is also doing effective work in providing museum tourism services to local and international tourists. The number of museum employees in this museum-reserve increased from 47 (100.00%) to 119 (253.19%) in the last 10 years. The flow of domestic tourists increased from 3,650 (100.00%) to 15,620 tourists (9427.94%). The flow of international tourists was 3,700 tourists in 2015 (100.00), and in 2024 this figure reached 76,400 (2,064.86%).

The increase in the flow of local and international tourists to the Shakhrisabz Museum-Reserve is undoubtedly due to the presence of historical monuments associated with our grandfather, Sahibkiran Amir Temur and his descendants. The total revenue of this museum-reserve from services provided to tourists in 2024 amounted to 14,976,315,150 soums (2095.65%) - Table 4.

Table 4

Growth indicators of museum tourism services provided to tourists by the Shakhrisabz State Museum Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	47	36.5	**100,00**	3.7	**100,00**	2 071 000	**100,00**
2	2016	47	39.8	**109,04**	4.5	**121,62**	1 797 000	**86,76**
3	2017	47	38.7	**106,02**	5.8	**156,75**	8 056 315	**389,00**
4	2018	47	40.7	**111,50**	7.2	**194,59**	47 978 034	**2 316,66**
5	2019	59	41.1	**112,60**	7.5	**202,70**	60 517 486	**2 922,13**
6	2020	126	11.2	**30,68**	1.6	**43,24**	65 108 699	**3 143,82**
7	2021	126	37.9	**103,83**	3.4	**91,89**	253 968 445	**12 630,08**
8	2022	126	40.2	**110,13**	15.2	**410,81**	734 020 211	**35 442,79**
9	2023	125	65.1	**178,35**	63.8	**1 724,34**	1 304 253 263	**62 976,98**
10	2024	119	156.2	**427,94**	76.4	**2 064,86**	2 214 404 533	**106 924,41**

Currently, 130 museum employees (196.96%) work in the museums of the Kokand State Museum-Reserve (66 in 2015 -100.00%). The flow of local tourists to this museum-reserve has increased since 2015 (119,156 tourists -100.00%). In 2018, the largest number of local tourists visited - 227,891 tourists - (191.25%).

In the year of the pandemic - 1,790 tourists (1.50%). In recent years, museum staff have increased the flow of domestic tourists to 145,195 tourists (121.85%), while in 2024, the number of domestic tourists visiting the museum-reserve has significantly decreased to 84,635 tourists - 70.79% (Table 5). The museum-reserve's reception of international tourists has growth characteristics: in 2028 - 10,855 foreign tourists (230.12%). The pandemic years are very few: in 2019 - 554 tourists (11.71%), in 2020 - 274 tourists (5.80%). In recent years, the museum-reserve has been receiving international tourists, and in 2024, international tourist arrivals accounted for 9410.47%, including 19,362 tourists. Currently, the museum-reserve's revenue from providing services (in 2015 - 58,378,000 soums) is 520,908,400 soums (growth - 907.85%).

Over the past 10 years, the economic efficiency of museum-reserves in providing museum tourism services to local and foreign tourists was as follows:

1. The number of jobs increased from 721 to 951 (growth - 131.90%).

2. the number of visits of local tourists increased from 1,233,494 tourists to 1,283,474 tourists (increase-104.05%).

Table 5

Growth rates of museum tourism services provided to tourists by the Kokand State Museum-Reserve in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1.	2015	66	119 156	**100,00**	4 717	**100,00**	58 378 000	**100,00**
2.	2016	70	146 808	**123,20**	5 349	**113,39**	61 700 000	**105,69**
3.	2017	70	158 169	**132,74**	8 066	**170,99**	73 955 500	**126,68**
4.	2018	106	227 891	**191,25**	10 855	**230,12**	334 487 500	**572,96**
5.	2019	114	1 790	**1,50**	554	**11,71**	248 248 600	**425,24**
6.	2020	113	41 823	**35,09**	274	**5,80**	68 819 600	**116,17**
7.	2021	137	145 195	**121,85**	2 416	**51,21**	209 706 200	**359,22**
8.	2022	136	130 712	**109,69**	7 978	**169,13**	375 778 700	**643,69**
9.	2023	133	119 476	**100,26**	8 516	**180,53**	496 553 000	**865,40**
10.	2024	130	84 365	**70,79**	19 362	**410,47**	520 908 400	**907,85**

3. The flow of foreign tourists increased from 233,397 tourists to 1,148,107 tourists (growth - 791.91%).

4. The income of museums increased from 3,624,190,301 soums to 43,327,520,684 soums (growth - 1,195.50%).

According to scientists' forecasts, by 2033, the income of museum tourism in the global market will increase by 11% annually and reach $ 75 billion. Based on such forecasts, European countries, which have the largest museums in the world, are rapidly developing museum tourism, which is just emerging[1].

According to the report of the international research company Future Market Insights (FMI), among the types of cultural tourism, the tourist flow in museum tourism will take first place in the next 10 years. Also, the report states that in 2023, museum tourism brought $ 25.2 billion to the international tourism economy, that is, the forecasts came true, and the average annual growth

[1] Никифорова А.А. Музеи в туристском пространстве регионов // ЦИТИСЭ. 2022. № 2. С.367-373.

of museum tourism amounted to 11.5%. From this point of view, we should see the rapid development of museum tourism in our country in the context of urgent issues in national tourism.

Today, there are more than 1,200 state and non-state museums in our country in various directions[1]. As of January 1, 2024, 140 museums in Uzbekistan are under the management of the Ministry of Culture of the Republic of Uzbekistan. A total of 104 museums and their branches operate in the system of the Cultural Heritage Agency. Of these, 37 are main museums and 67 are branches. A total of 2,223 employees work in them is conducting[2].

Activities of the 5 strongest museums in Uzbekistan. Due to the lack of long-term statistical data on some museums by the given numbers of museums in determining the employment and economic efficiency of the development of museum tourism, we present the results of the long-term activities of the following 5 strongest and internationally recognized museums in Uzbekistan (Table 1).

Table (1) presents the results of the activities of the Karakalpakstan Art Museum named after I. V. Savitsky over the past 10 years. Americans and Europeans call this museum “Savitsky Museum - Louvre in the Desert”, and the famous English newspaper “The Guardian” called this museum “The most wonderful museum in the world” in 2001.

The entrance ticket to the museum for local residents is 11 thousand soums for viewing exhibits in one building, and 18 thousand soums for viewing exhibits in two buildings. For foreigners, viewing exhibits in one building costs 48 thousand soums, and for viewing exhibits in two buildings - 72 thousand soums. If foreign tourists are in a group of at least 20 people and want a guide service that provides information about the museum in English, then viewing exhibits in one building costs 80 thousand soums, and viewing exhibits in two buildings costs 160 thousand soums.

According to the table, the number of employees working in the museum increased from 93 to 159 (170.96%). The number of domestic tourists increased from the initial 100,652 tourists until the beginning of the pandemic, reaching 188,607 tourists (187.38%) in 2018 and 124,542 tourists (123.73%) in 2019. Since this period, the number of local tourists visiting the museum has decreased, and in 2024 it received 47,146 tourists (46.84%).

Table 1

Rates of change in the provision of museum tourism services to tourists by the Karakalpakstan State Art Museum named after I.V. Savitsky in 2015-2024[3]

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	93	100 652	**100,00**	5 135	**100,00**	287 489 300	**100,00**
2	2016	97	98 532	**97,89**	5 385	**104,86**	320 192 200	**111,37**
3	2017	97	102 780	**102,11**	7 904	**153,92**	477 047 000	**165,93**
4	2018	155	188 607	**187,38**	13 288	**258,77**	956 933 047	**332,85**
5	2019	155	124 542	**123,73**	14 737	**286,99**	1 261 009 438	**438,62**
6	2020	158	18 156	**18,03**	383	**7,45**	125 130 581	**43,52**
7	2021	157	45 812	**45,51**	2 475	**48,19**	371 353 000	**129,17**
8	2022	158	66 675	**66,24**	7 255	**141,28**	812 420 520	**282,59**
9	2023	158	65 465	**65,04**	13 049	**254,11**	1 405 666 788	**488,94**
10	2024	159	47 146	**46,84**	17 307	**337,03**	1 656 124 712	**576,06**

[1] Бахтиёр Сайфуллаев, Музейлар – тарихнинг сирли хилқатларини ўзида мужассам этган кўзгу.21:03 18, Май, 2020, Маданият,15813 0

[2] ЎзА таҳлили,Ўзбекистон Миллий ахборот агентлиги,https://uza.uz › posts › oza-...

[3] Музейнинг ҳисоботларидан шакллантирилди

The reason for this decrease can be understood as the increased work of museum staff with foreign tourists. Because local tourists are waiting in the museum halls when receiving foreign tourists. The number of foreign tourists has been increasing even during the pandemic, reaching 14,737 tourists in 2019 (an increase of 286.99%), the lowest figure in 2020 was 383 foreign tourists (7.45%). In recent years, the number of foreign tourists has increased, reaching 17,307 tourists in 2024 (an increase of 337.03%). The museum's interest in receiving foreign tourists can be understood as the high cost of their entrance tickets to the museum. Secondly, the international reputation of this museum is also increasing year by year. In recent years, the museum has been recognized as the most profitable museum among the museums of Uzbekistan. The museum's total revenue in 2024 amounted to 1,656,124,712 soums (an increase of 576.06%). The fact that the museum is increasing the flow of foreign tourists is a positive development. However, the museum management needs to develop plans to increase the flow of local tourists and methods of receiving both local and foreign tourists under the same conditions.

The second most profitable museum in Uzbekistan is the "State Museum of the History of Uzbekistan" (Table 2). The flow of domestic tourists to the museum has been increasing since 2019 (in 2018, 132,804 tourists (122.92%). The lowest number of domestic tourists is observed in 2020 (18,420 tourists - 17.04%), in recent years the flow of domestic tourists has been decreasing. In 2023, the museum increased the number of domestic tourists - 99,714 tourists (92.29%), in the following year the flow of domestic tourists is significantly decreasing (70,532 tourists - 65.28%).

According to the table, the museum maintains the flow of foreign tourists at the same level. In 2015, the flow of foreign tourists was 12,194 tourists - 100.00%, in 2024 it was 12,866 tourists - 105.51%. The museum's revenue from tourists is only 2020-2021 decreased. The highest revenue to the museum over the past 10 years was received in 2023 - 1,666,506,900 soums (growth of 1410.57%). In 2024 - 1,033,339,500 soums (growth of 874.64%).

Table 2

Change rates of the provision of museum tourism services to tourists by the State Museum of the History of Uzbekistan in 2015-2024[1]

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	68	108 039	**100,00**	12 194	**100,00**	118 144,2	**100,00**
2	2016	73	117 134	**108,41**	8 856	**72,62**	125 443,1	**106,17**
3	2017	75	132 784	**122,90**	10 305	**84,50**	167 792,0	**142,02**
4	2018	72	132 804	**122,92**	13 722	**112,53**	261 121,0	**221,01**
5	2019	75	78 823	**72,95**	21 545	**176,68**	481 585,0	**407,62**
6	2020	73	18 420	**17,04**	2 318	**19,00**	67 020,8	**56,72**
7	2021	101	36 605	**33,88**	2 500	**20,50**	75 406,60	**63,82**
8	2022	105	62 656	**57,99**	9 611	**78,81**	774 512,3	**655,56**
9	2023	107	99 714	**92,29**	32 227	**264,28**	1 666 506,9	**1410,57**
10	2024	97	70 532	**65,28**	12 866	**105,51**	1 033 339,5	**874,64**

The rates of change in the provision of museum tourism services to tourists by the “Shon-Sharaf” State Museum in the “Victory Park” memorial complex for 2020-2025 are presented in Table 3. The data in the table show that from the year the museum was founded to the present, the flow of domestic and international tourists in domestic and international museum tourism has been steadily increasing.

[1] Музейнинг ҳисоботларидан шакллантирилди

In the year the museum began operating, 126,574 domestic tourists (100.00%) were visited, in 2024 - 645,486 tourists (509.96%). Visits by foreign tourists to the museum have also increased, from 360 foreign tourists (100.00%) in 2024 to 4,637 by 2024 (1,288.05%).

Similar thoughts can be repeated about the museum's income. In 2020, the museum's revenue amounted to 216,723,000 soums (100.00%), and in subsequent years, the museum's income has continued to grow, and in 2024, the museum's total revenue will reach 538,231,000 soums (248.34%).

The increase in the number of domestic and international tourists visiting the museum is understandable. Since May 9 is marked as a day of remembrance in our country, blood relatives and friends of those who lost their children in the terrible war, visit the museum's monuments to pay their respects in silence before the names of the national heroes inscribed on marble stones in the museum.

Table 3

The rates of change in the provision of museum tourism services to tourists by the "Shon-Sharaf" State Museum in the "Victory Park" memorial complex in 2020-2024[1]

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2020	41	126 574	**100,00**	0,36	**100,00**	216 723 000	**100,00**
2	2021	41	717 415	**566,79**	0,788	**218,88**	641 978 000	**296,22**
3	2022	42	585 886	**462,88**	1,721	**478,05**	454 067 000	**209,51**
4	2023	46	629 148	**497,05**	9,082	**2 522,77**	430 580 000	**198,67**
5	2024	44	645 486	**509,96**	4,637	**1 288,05**	538 231 000	**248,34**

The fourth place in terms of profitability among the museums of our country is occupied by the “State Museum of Arts of Uzbekistan”. The State Museum of Arts of Uzbekistan is a cultural, educational, scientific institution; the first art museum in Central Asia. It was founded in 1918 in Tashkent as the Museum of the People's University; later the Central Art Museum, from 1924 the Tashkent Museum of Arts, from 1935 under its current name. The museum fund has more than 50 thousand exhibits (2005)[2]. The results of the last 9 years of activity of this museum in receiving local and foreign tourists are presented in Table 4.

The flow of local tourists to the museum is increasing, excluding the pandemic years, in 2015 it was 21,800 tourists (100.00%), in 2023 it was 65,800 local tourists (301.83%). The largest number of foreign tourist visits was registered in 2018 - 12,800 tourists (426.66%), by 2023 the number of foreign tourist visits is significantly decreasing - 2,000 tourists (66.66%). The museum's revenues show an increase in all years (2023 - 346,917,000 soums - 1,301.56%).

Table 4

Change rates of museum tourism services provided to tourists by the State Museum of Arts of Uzbekistan in 2015-2023[3]

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	64	21,8	**100,00**	3	**100,00**	26 653 800	**100,00**
2	2016	63	50,7	**232,56**	1,3	**43,33**	45 700 000	**171,45**

[1] Музейнинг ҳисоботларидан шакллантирилди

[2] https://uz.wikipedia.org/wiki/O‘zbekiston_davlat_san’at_muzeyi

[3] Музейнинг ҳисоботларидан шакллантирилди

3	2017	60	38,8	**177,98**	1,1	**36,66**	94 202 525	**353,42**
4	2018	76	54,3	**249,08**	12,8	**426,66**	119 561 700	**448,57**
5	2019	38	25,7	**117,88**	2,6	**86,66**	99 243 000	**372,34**
6	2020	53	10	**45,87**	0,6	**20,00**	54 366 000	**203,97**
7	2021	55	0,42	**1,92**	0,02	**0,66**	56 790 000	**213,06**
8	2022	63	70,7	**324,31**	0,8	**26,66**	296 315 000	**1111,71**
9	2023	66	65,8	**301,83**	2	**66,66**	346 917 000	**1301,56**

The State Museum of Repression Victims under the Cabinet of Ministers of the Republic of Uzbekistan has been ranked 5th in terms of profitability in the last 10 years of museum activity in Uzbekistan. The solemn opening of the "Memory of Martyrs" memorial complex was a major event in the social, cultural and spiritual life of the country and the people, this complex has become one of the places that serve to educate the younger generation in the spirit of patriotism. The museum services provided by this museum to local and foreign tourists over the past 10 years are presented in Table 5. After reviewing the data in the table, it can be concluded that there is an unevenness in the results obtained in the museum's activities until 2024, and it is understandable that visits decreased sharply during the pandemic. In 2024, the museum achieved significantly higher results in receiving local and foreign tourists. This year, the flow of domestic tourists reached 83,531 people (247.74%), 7,612 foreign tourists visited (338.10%), the total revenue received amounted to 314,436,200 soums, an increase of 492.50%.

Table 5

The rates of change in the provision of museum tourism services to tourists by the State Museum of Memory of Victims of Repression under the Cabinet of Ministers of the Republic of Uzbekistan in 2015-2024

No.	Years	Number of museum employees, in persons	Domestic tourists, thousand units	Growth rate, %	Foreign tourists, thousand units	Growth rate, %	Total revenue (in soums)	Growth rate, %
1	2015	35	33 717	**100,00**	2 251	**100,00**	63 843 639	**100,00**
2	2016	40	37 981	**112,64**	2 223	**98,75**	50 324 306	**78,82**
3	2017	40	44 911	**133,19**	2 336	**103,77**	68 441 738	**107,20**
4	2018	39	24 395	**72,35**	3 933	**174,72**	67 287 000	**105,39**
5	2019	40	18 716	**55,50**	7 345	**326,29**	116 353 000	**182,24**
6	2020	40	10 829	**32,11**	469	**20,83**	34 098 000	**53,40**
7	2021	41	20 031	**59,40**	536	**23,81**	73 849 000	**115,67**
8	2022	43	56 777	**168,39**	3 642	**161,79**	184 768 000	**289,40**
9	2023	46	29 009	**86,03**	6 753	**300,00**	226 147 000	**354,22**
10	2024	51	83 531	**247,74**	7 612	**338,16**	314 436 200	**492,50**

When we summarized the 10 years of activity of these museums in Uzbekistan, the following figures emerged;

1. The number of jobs in five museums increased from 301 to 417 (growth - 168.53%).
2. The number of domestic tourists increased from 390,782 tourists to 912,495 tourists (growth - 233.50%).
3. The flow of foreign tourists increased from 20,240 tourists to 44,422 tourists (growth - 219.47%).
4. The income of museums increased from 712,853,939 soums to 3,889,048,412 soums (growth - 545.64%).

Conclusions and recommendations:

1. From the study of the procedures for receiving local and foreign tourists by the museums mentioned in the text, it becomes clear that the management of the museums should develop plans

to increase the flow of local tourists, and a procedure for receiving both local and foreign tourists under the same conditions.

2. The organization and management of priority cooperation systems with museums in the areas of providing museum services to local and foreign tourists, organizing scientific and practical conferences with museums, exchanging experiences, and introducing new technologies are among the targeted plans for organizing and developing museum tourism.

3. Exhibits and expositions of historical significance and internationally recognized in these museums of our country should be presented to the international tourism market in many languages.

4. Developing a state program for the organization and effective development of museum tourism in Uzbekistan.

5. Considering that the emergence of museum tourism in world tourism forced museums to move from a "wait and see" mode of work to diversification and ways of finding additional funds, in domestic museum tourism, museum leaders, heads of district public education departments, colleges and universities should create strategic plans for conducting practical classes in museums for students and students in museum-related subjects.

6. Organization of international museum tourism partnerships in the development of international museum tourism in Uzbekistan. Permanent organization of exhibitions of our internationally famous museums in foreign countries. Organization of information and advertising centers for international museum tourism in Uzbekistan.

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УДК 338.48:640.41:004(575.1)

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XALQARO MEHMONXONA BOSHQARUV PLATFORMALARI TAJRIBASI VA ULARNI O‘ZBEKISTON SHAROITIDA JORIY ETISH IMKONIYATLARI

Annotatsiya

Mehmonxona-turizm sohasida raqamli transformatsiya so‘nggi o‘n besh yil ichida operatsion boshqaruv, daromadni rejalashtirish va mijozlar bilan o‘zaro aloqa jarayonlarini tubdan o‘zgartirdi. Mazkur maqolada mehmonxona boshqaruvining uch asosiy raqamli segmenti - onlayn sayohat agentliklari (OTA), mulk boshqaruvi tizimlari (PMS/CRS) va mijozlar tajribasi hamda obro‘-nom (reputatsiya) boshqaruvi platformalari Texnologiya–Tashkilot–Muhit (TOE) nazariy modeli asosida tizimli tahlil qilingan. Tadqiqot ikkilamchi manbalar: Scopus va ScienceDirect bazasidagi ilmiy nashrlar, sohaviy tahliliy hisobotlar (Hotel Tech Report, TrustYou) hamda O‘zbekiston Respublikasining rasmiy statistik va institutsional ma’lumotlariga asoslangan qiyosiy-tavsifiy metod yordamida amalga oshirilgan. Xalqaro tajriba, jumladan, AccorHotels'ning Airbnb'ga strategik javobi, Misr, Indoneziya, Tayvan, Yunoniston va Braziliya mehmonxonalarida o‘tkazilgan empirik tadqiqotlar chuqur o‘rganilgan va TOE modeli asosida O‘zbekiston mehmonxona-turizm bozorining texnologik, tashkiliy va institutsional tayyorgarligi baholangan.

Kalit so‘zlar: *mehmonxona boshqaruvi, raqamli transformatsiya, PMS, OTA, TOE modeli, reputatsiya boshqaruvi, turizm raqamlashtiruvi, O‘zbekiston turizm bozori.*

International Hotel Management Platforms: Global Experience and Implementation Opportunities in Uzbekistan

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Digital transformation in the hotel and tourism industry has fundamentally reshaped operational management, revenue planning, and guest interaction processes over the past fifteen years. This article presents a systematic analysis of the three principal digital segments of hotel management: Online Travel Agencies (OTAs), Property Management Systems (PMS/CRS), and guest experience and reputation management platforms through the lens of the Technology–Organization–Environment (TOE) theoretical framework. The study employs a comparative-descriptive method based on secondary sources, including peer-reviewed literature indexed in Scopus and ScienceDirect, industry analytical reports (Hotel Tech Report, TrustYou), and official statistical and institutional data from the Republic of Uzbekistan. International experience - including AccorHotels' strategic response to Airbnb and empirical studies conducted in Egyptian, Indonesian, Taiwanese, Greek, and Brazilian hotels is examined in depth, and the technological, organizational, and institutional readiness of Uzbekistan's hotel and tourism market is assessed within the TOE framework.

Keywords: hotel management, digital transformation, PMS, OTA, TOE model, reputation management, tourism digitalization, Uzbekistan tourism market.

Опыт международных платформ управления гостиничным бизнесом и возможности их внедрения в условиях Узбекистана

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Цифровая трансформация в гостиничной и туристской индустрии за последние пятнадцать лет коренным образом изменила процессы операционного управления, планирования доходов и взаимодействия с клиентами. В настоящей статье представлен системный анализ трёх основных цифровых сегментов управления гостиничным бизнесом онлайн-туристических агентств (OTA), систем управления объектами размещения (PMS/CRS), а также платформ управления клиентским опытом и репутацией через призму теоретической модели “Технология–Организация–Среда” (TOE). Исследование выполнено с использованием сравнительно-описательного метода на основе вторичных источников, включая рецензируемые научные публикации в базах данных Scopus и ScienceDirect, отраслевые аналитические отчёты (Hotel Tech Report, TrustYou), а также официальные статистические и институциональные данные Республики Узбекистан. Детально изучен международный опыт, включая стратегический ответ AccorHotels на экспансию Airbnb, а также эмпирические исследования, проведённые в гостиницах Египта, Индонезии, Тайваня, Греции и Бразилии; на основе модели TOE проведена оценка технологической, организационной и институциональной готовности гостинично-туристического рынка Узбекистана.

Ключевые слова: управление гостиницей, цифровая трансформация, PMS, OTA, модель TOE, управление репутацией, цифровизация туризма, туристический рынок Узбекистана.

Kirish

So‘nggi o‘n besh yil ichida mehmonxona-turizm sohasi raqamli texnologiyalarning eng jadal joriy etilgan tarmoqlaridan biriga aylandi. Onlayn bron qilish tizimlari, mulk boshqaruvi platformalari (Property Management System - PMS), kanal menejerlari (channel manager) va mijozlar tajribasini boshqarish tizimlari nafaqat operatsion samaradorlikni oshirdi, balki mehmonxona-mijoz munosabatlarini o‘zgartirdi. Bibliometrik tahlillar shuni ko‘rsatadiki, mehmonxona sohasida raqamli transformatsiya bo‘yicha ilmiy nashrlar soni 2000-yildan buyon barqaror o‘sib bormoqda, bu esa mavzuning nazariy va amaliy ahamiyati kundan-kunga ortayotganidan dalolat beradi.[1]

O‘zbekiston uchun bu mavzu alohida dolzarblik kasb etadi. So‘nggi yillarda mamlakat turizm sohasi jadal sur’atlar bilan rivojlanmoqda. 2025-yilda O‘zbekistonga 11,6 million xorijiy sayyoh tashrif buyurgan, ichki turizm doirasida esa aholi 23,7 million marta sayohat qilgan, joylashtirish obyektlarining umumiy soni 6921 taga, o‘rinlar soni esa 185,6 mingtaga yetgan.[2] Shu bilan birga, 2026-yildan boshlab “O‘zbekiston merosi mehmonxonalari” davlat dasturi doirasida madaniy meros obyektlarida xususiy sheriklik asosida butik mehmonxonalar tashkil etish rejalashtirilgan, bu esa raqamli boshqaruv infratuzilmasiga bo‘lgan ehtiyojni yanada kuchaytiradi.[3]

Ushbu maqolaning maqsadi uch qismdan iborat: birinchidan, mehmonxona boshqaruvida qo‘llaniladigan asosiy xalqaro raqamli platformalarning tipologiyasi va ish modelini tizimli tahlil qilish; ikkinchidan, ularning rivojlanayotgan bozorlarda joriy etilishi tajribasini nazariy jihatdan (Texnologiya–Tashkilot–Muhit modeli asosida) asoslash; uchinchidan, ushbu tajribaga tayanib O‘zbekiston sharoitida milliy platforma yaratish imkoniyatlarini baholab, amaliy joriy etish modelini taklif qilish. Shu maqsadda quyidagi tadqiqot savollari qo‘yiladi:

(1) xalqaro mehmonxona-raqamli ekotizimi qanday tarkibiy segmentlardan iborat va ular qanday ish modeliga ega?

(2) rivojlanayotgan bozorlarda raqamli platformalarni qabul qilishga qanday omillar ta’sir ko‘rsatadi?

(3) O‘zbekiston mehmonxona bozorining texnologik, tashkiliy va institutsional tayyorgarligi qanday darajada?

[1] Xuerong Peng et al. (2024) “Digital transformation in the hospitality industry: A bibliometric review from 2000 to 2023”, International Journal of Hospitality Management.

[2] VII Hotel Business Forum 2026 hisoboti - O'zbekiston mehmonxona-turizm bozori statistikasi, zamon.uz.

[3] 2026-yildan “O'zbekiston merosi mehmonxonalari” dasturi boshlanadi(2025), https://www.spot.uz/oz/2025/12/26/tourism/

Adabiyotlar sharhi

Raqamli transformatsiya tushunchasi ilmiy adabiyotda odatda tashkilotning texnologiyalar yordamida biznes-modelini, jarayonlarini va mijozlar bilan o‘zaro aloqasini tubdan qayta qurishi sifatida ta’riflanadi. Mehmonxona-turizm sohasiga nisbatan bu jarayon uch asosiy yo‘nalishda namoyon bo‘ladi: operatsion samaradorlikni oshirish (PMS, avtomatlashtirilgan check-in/check-out), daromadni boshqarish (revenue management, dinamik narxlash algoritmlari)[1] va mijozlar tajribasini shakllantirish (sun’iy intellekt asosidagi chatbotlar, shaxsiylashtirilgan marketing). Amaliy tadqiqotlar shuni ko‘rsatganki, bulutli (cloud-based) mulk boshqaruvi tizimini joriy etish operatsion samaradorlikni 30 foizgacha oshirishi, sun’iy intellekt asosidagi vositalar (masalan, chatbotlar) esa xodimlar yukini 70 foizgacha kamaytirishi mumkin.[2] Shu bilan birga, COVID-19 pandemiyasi raqamli transformatsiyani tezlashtiruvchi kuchli katalizator vazifasini o‘tadi - mehmonxonalar kontaktsiz xizmat ko‘rsatish, masofaviy boshqaruv va bulutli tizimlarga o‘tishga majbur bo‘ldi.[3]

Asosiy qism.

Ushbu tadqiqot Tornatzky va Fleischer (1990) tomonidan ishlab chiqilgan va tashkilotlarda texnologik innovatsiyalarni qabul qilish jarayonini tushuntiruvchi Texnologiya–Tashkilot–Muhit (Technology–Organization–Environment, TOE) modeliga tayanadi. TOE modeli texnologik qarorlarni uch o‘zaro bog‘liq kontekst orqali tahlil qiladi: texnologik kontekst (mavjud va potentsial texnologiyalarning mos kelishi, murakkabligi, nisbiy afzalligi), tashkiliy kontekst (firma hajmi, moliyaviy resurslar, rahbariyat qo‘llab-quvvatlashi, raqamli tayyorgarlik) va tashqi muhit konteksti (raqobat bosimi, davlat tartibga solish siyosati, sanoat standartlari).[4] Mehmonxona sohasida TOE modeli mobil bron tizimlarini, elektron mijozlar munosabatlarini boshqarish (eCRM) tizimlarini va Sanoat 4.0 texnologiyalarini qabul qilishni tushuntirish uchun keng qo‘llanilgan. Xususan, Yunoniston mehmonxonalarida o‘tkazilgan 502 ta mehmonxonani qamrab olgan miqdoriy tadqiqot shuni aniqladiki, raqamli texnologiyalarni qabul qilish niyatiga tashkilotning raqamli yetukligi, moliyaviy resurslar mavjudligi va davlat tartibga solish siyosati ijobiy va sezilarli ta’sir ko‘rsatadi. Shuningdek, COVID-19 inqirozidan zarar ko‘rgan kichik va o‘rta mehmonxonalar raqamli texnologiyalarni tezroq qabul qilishga moyil bo‘lgan.[5]

TOE modelini ushbu tadqiqotda tanlashning asosiy sababi shundaki, u nafaqat texnologik xususiyatlarni, balki tashkiliy tayyorgarlik va institutsional (davlat siyosati) omillarni ham birlashtirgan holda tahlil qilish imkonini beradi - bu jihat, xususan, O‘zbekiston kabi davlat tomonidan faol qo‘llab-quvvatlanayotgan rivojlanayotgan bozorlarni tahlil qilishda alohida ahamiyat kasb etadi.

Ilmiy va amaliy adabiyotda mehmonxona-raqamli ekotizimi odatda uch asosiy toifaga bo‘linadi. Birinchidan, onlayn sayohat agentliklari (online travel agency - OTA), masalan Booking.com va Expedia, mehmon va mehmonxona o‘rtasidagi bron qilish jarayonini vositachi sifatida ta’minlaydi va odatda 15–20 foiz komissiya asosida ishlaydi. Ikkinchidan, mulk boshqaruvi tizimlari (PMS) va markazlashtirilgan bron tizimlari (CRS), masalan Oracle Opera, Cloudbeds va Mews, mehmonxonaning ichki operatsion jarayonlarini avtomatlashtiradi va odatda kanal menejeri (masalan, SiteMinder) orqali bir vaqtning o‘zida bir nechta OTA kanaliga narx va bandlik ma’lumotlarini uzatadi. Uchinchidan, mijozlar tajribasi va obro‘-nom boshqaruvi platformalari, masalan TrustYou va ReviewPro, turli manbalardan kelayotgan mehmon sharhlarini yagona boshqaruv panelida jamlab, sun’iy intellekt yordamida tahlil qiladi va avtomatik javob berish imkonini yaratadi.

[1] Alrawadieh, Z., Alrawadieh, Z., Cetin, G. (2021). Digital transformation and revenue management: Evidence from the hotel industry. Tourism Economics, 27(2), 328–345

[2] Fahmi Amirulloh Anwar et al. (2025) **“**Digital Transformation in the Hospitality Industry: Improving Efficiency and Guest Experience”, ResearchGate, https://doi.org/10.35870/ijmsit.v4i2.3201

[3] António, N., Rita, P. (2021). COVID-19: The catalyst for digital transformation in the hospitality industry? Tourism and Management Studies, 17(2), 41–46. https://www.tmstudies.net/index.php/ectms/article/view/1496/pdf_371

[4] Tornatzky, L.G., Fleischer, M. (1990). The Processes of Technological Innovation. Lexington Books.

[5] Maria Nikopoulou et al. (2023). “Determinants of Digital Transformation in the Hospitality Industry: Technological, Organizational, and Environmental Drivers”, Sustainability, 15(3), 2736

Xususan, TrustYou platformasi 2008-yildan buyon faoliyat yuritib, uchta asosiy mahsulotni: mijozlar tajribasi platformasi (CXP), mijozlar ma'lumotlari platformasi (CDP) va sun'iy intellekt asosidagi muloqot agentlarini yagona tizimga birlashtiradi hamda 180 dan ortiq sifat ko'rsatkichi bo'yicha mehmon fikr-mulohazalarini tahlil qilish imkonini beradi.[1]

Rivojlanayotgan bozorlarda raqamli transformatsiyani joriy etish o'ziga xos xususiyatlarga ega, buni bir necha mamlakat misolida ko'rish mumkin. Misr mehmonxonalari misolida o'tkazilgan tadqiqot shuni ko'rsatdiki, raqamli transformatsiya mijozlar qoniqishini sezilarli darajada oshirishi mumkin, biroq bu jarayon investitsiya tanqisligi va malakali kadrlar yetishmasligi bilan cheklanadi.[2] Rivojlanayotgan mamlakatlarda mehmonxona sohasida axborot texnologiyalarini qabul qilishga ta'sir etuvchi omillarni o'rgangan boshqa bir tadqiqot boshqaruv yetakchiligi, moliyaviy resurslar va tashkiliy tayyorgarlikning ushbu jarayonda hal qiluvchi rol o'ynashini aniqladi. Indoneziyaning besh yulduzli mehmonxonalarida o'tkazilgan amaliy tadqiqot bulutli PMS tizimlarini joriy etish operatsion samaradorlikni sezilarli oshirishini tasdiqladi, biroq tizimlarni integratsiya qilish, xodimlarni o'qitish va boshlang'ich investitsiya xarajatlari asosiy to'siqlar sifatida qayd etildi. Tayvanda 140 mehmonxonani qamrab olgan tadqiqot mobil bron tizimlarini qabul qilishga mosligi, firma hajmi, texnologik kompetensiya va kritik massa ijobiy ta'sir ko'rsatishini, murakkablik esa salbiy ta'sir ko'rsatishini aniqladi.[3] Braziliya tajribasi esa institutsional nazariya nuqtai nazaridan tahlil qilinib, davlat idoralari, tarmoq uyushmalari va kasaba uyushmalari kabi institutsional omillarning texnologiya qabul qilish jarayoniga kuchli ta'sir ko'rsatishini isbotladi.[4]

Alohida ahamiyatga molik case-study - AccorHotels'ning raqamli transformatsiyasi bo'lib, u Airbnb kabi "buzg'unchi" (disruptive) modelga strategik javob sifatida tahlil qilingan. AccorHotels o'z raqamli platformasini, sodiqlik dasturlarini va to'g'ridan-to'g'ri bron qilish kanallarini kuchaytirish orqali OTA'larga bog'liqlikni kamaytirishga va uy sharoitida turar joy ijarasi (home-sharing) modeliga muqobil taklif shakllantirishga harakat qildi. Bu tajriba shuni ko'rsatadiki, yirik xalqaro tarmoqlar ham raqamli buzg'unchilikka nafaqat texnologik, balki strategik va institutsional darajada javob berishga majbur bo'lmoqda[5]. Ushbu xulosa O'zbekiston kabi bozorlarda milliy platforma strategiyasini shakllantirishda ham inobatga olinishi lozim.

Tadqiqot metodologiyasi

Tadqiqot qiyosiy-tavsifiy (comparative-descriptive) metodologiyaga asoslangan bo'lib, ikkilamchi manbalar tahliliga tayanadi. Ma'lumotlar uch guruhga bo'lib to'plandi:

(1) xalqaro ilmiy nashrlar (Scopus va ScienceDirect bazasidagi mehmonxona sohasidagi raqamli transformatsiya va TOE modeliga oid maqolalar);

(2) sohaviy tahliliy hisobotlar va platformalarning rasmiy ma'lumotlari (Hotel Tech Report, TrustYou, ReviewPro va boshqalar);

(3) O'zbekiston Respublikasi rasmiy statistik va institutsional manbalari (Prezident Administratsiyasi murojaatnomasi, sohaviy forumlar hisobotlari). To'plangan ma'lumotlar asosida xalqaro platformalarning institutsional tuzilishi tizimlashtirildi, TOE modeli asosida O'zbekiston bozorining tayyorgarlik darajasi baholandi va SWOT-tahlil o'tkazildi.

Platformalarning qiyosiy tahlili

Quyidagi jadvalda mehmonxona-raqamli ekotizimining uch asosiy toifasi va ularning tipik vakillari qiyosiy tarzda keltirilgan.

[1] TrustYou (2026).Customer Experience Platform, Customer Data Platform va AI Agents mahsulotlari bo'yicha rasmiy ma'lumotlar, https://www.trustyou.com/products/customer_data_platform/

[2] Abdel-Hamid et al. (2022). The role of digital transformation in improving customer satisfaction: An empirical study on Egyptian hotels. The Electronic Journal of Information Systems in Developing Countries, 88(6)

[3] Yi-Shun Wang et al. (2016) "Factors affecting hotels' adoption of mobile reservation systems: A technology-organization-environment framework", Tourism Management (ResearchGate)

[4] A.L. Soares et al. (2020), "Technology adoption in hotels: Applying institutional theory to tourism" https://doi.org/10.1108/TR-05-2019-0153

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1-jadval. Mehmonxona raqamli platformalarining asosiy turlari va vazifalari

Platforma turi	Vakillari	Asosiy vazifasi	Ish modeli
OTA (Online Travel Agency)	Booking.com, Expedia, Agoda	Mehmon va mehmonxona o‘rtasida bron qilishni ta’minlash, xalqaro trafik jalb qilish	Komissiya asosida (15–20%)
PMS / CRS	Oracle Opera, Cloudbeds, Mews	Xonalar bandligi, to‘lovlar, ichki operatsion jarayonlarni boshqarish	Obuna (SaaS) yoki litsenziya asosida
Kanal menejeri	SiteMinder, Channex	Narx va bandlikni bir vaqtda barcha OTA kanallariga uzatish	Obuna (SaaS)
Obro‘-nom / mijozlar tajribasi	TrustYou, ReviewPro	Sharhlarni jamlash, sun’iy intellekt tahlili, avtomatik javob berish	Obuna, oyiga ~$75 dan boshlab

Jadvaldan ko‘rinib turibdiki, mehmonxona-raqamli ekotizimi bir-birini to‘ldiruvchi, ammo funksional jihatdan aniq ajratilgan segmentlardan iborat. OTA platformalari trafik va xalqaro ishonchni ta’minlaydi, ammo yuqori komissiya talab qiladi; PMS/CRS tizimlari operatsion samaradorlikni oshiradi, ammo boshlang‘ich investitsiya va texnik integratsiyani talab qiladi; obro‘-nom boshqaruvi platformalari esa mijozlar bilan uzoq muddatli munosabatlarni mustahkamlashga xizmat qiladi.

Yuqorida keltirilgan xalqaro tadqiqotlar natijalarini TOE (Technology-Organization-Environment) modelining uch konteksti bo‘yicha tizimlashtirish mumkin. Bu tizimlashtirish keyingi bo‘limda O‘zbekiston bozorini baholash uchun tahliliy asos vazifasini o‘taydi.

2-jadval. TOE modeli asosida omillarning qiyosiy tahlili

TOE konteksti	Asosiy omillar	Xalqaro tadqiqotlardagi topilma
Texnologik	Mosligi, murakkabligi, nisbiy afzalligi, integratsiya qulayligi	Murakkablik texnologiya qabul qilinishiga salbiy, moslik va nisbiy afzallik esa ijobiy ta’sir ko‘rsatadi (Tayvan tadqiqoti)
Tashkiliy	Firma hajmi, moliyaviy resurslar, raqamli yetuklik, rahbariyat qo‘llab-quvvatlashi	Raqamli yetuklik va moliyaviy resurslar mavjudligi qabul qilish niyatiga sezilarli ijobiy ta’sir ko‘rsatadi (Yunoniston tadqiqoti)
Muhit (institutsional)	Davlat tartibga solish siyosati, raqobat bosimi, sanoat standartlari, institutsional qo‘llab-quvvatlash	Davlat tartibga solish siyosati ijobiy ta’sir ko‘rsatadi; institutsional omillar (davlat idoralari, uyushmalar) texnologiya qabul qilinishida hal qiluvchi rol o‘ynaydi (Braziliya tadqiqoti)

O‘zbekiston mehmonxona-turizm bozorining joriy holati

O‘zbekiston turizm sohasi so‘nggi yillarda sezilarli institutsional o‘zgarishlarni boshdan kechirmoqda. 2025-yil davomida mamlakat hududlarida 136 ta yangi mehmonxona, 528 ta oilaviy mehmon uyi, 298 ta xostel va 61 ta boshqa turdagi joylashtirish obyekti ishga tushirilgan, natijada joylashtirish obyektlarining umumiy soni 6921 taga yetgan.[1] Bu ko‘rsatkichlar mehmonxona bozorining tarkibiy jihatdan kichik va o‘rta segment (oilaviy mehmon uylari va xostellar) hisobiga jadal kengayayotganidan dalolat beradi. Shu bilan birga, xalqaro yirik mehmonxona tarmoqlari ham O‘zbekiston bozorida faol ishtirokini kengaytirmoqda, bu esa yuqori segmentda raqobatning kuchayishini anglatadi.

[1] VII Hotel Business Forum 2026 hisoboti - O'zbekiston mehmonxona-turizm bozori statistikasi, zamon.uz.

Davlat siyosati darajasida ham raqamlashtirish ustuvor yo‘nalish sifatida belgilangan. 2026-yildan boshlab “O‘zbekiston merosi mehmonxonalari” dasturi doirasida madaniy meros obyektlarida xususiy sheriklik asosida butik mehmonxonalar tashkil etilishi, dastur ishtirokchilariga yer, mulk, foyda solig‘i va bojxona to‘lovi bo‘yicha imtiyozlar berilishi rejalashtirilgan. Bundan tashqari, 2026-yildan boshlab Elektron hukumat platformasi tubdan yangilanib, davlat xizmatlari yagona raqamli platformaga integratsiya qilinishi ko‘zda tutilgan.[1] Ushbu umumiy raqamlashtirish siyosati mehmonxona sohasidagi xususiy tashabbuslar uchun ham qulay institutsional muhit yaratmoqda.

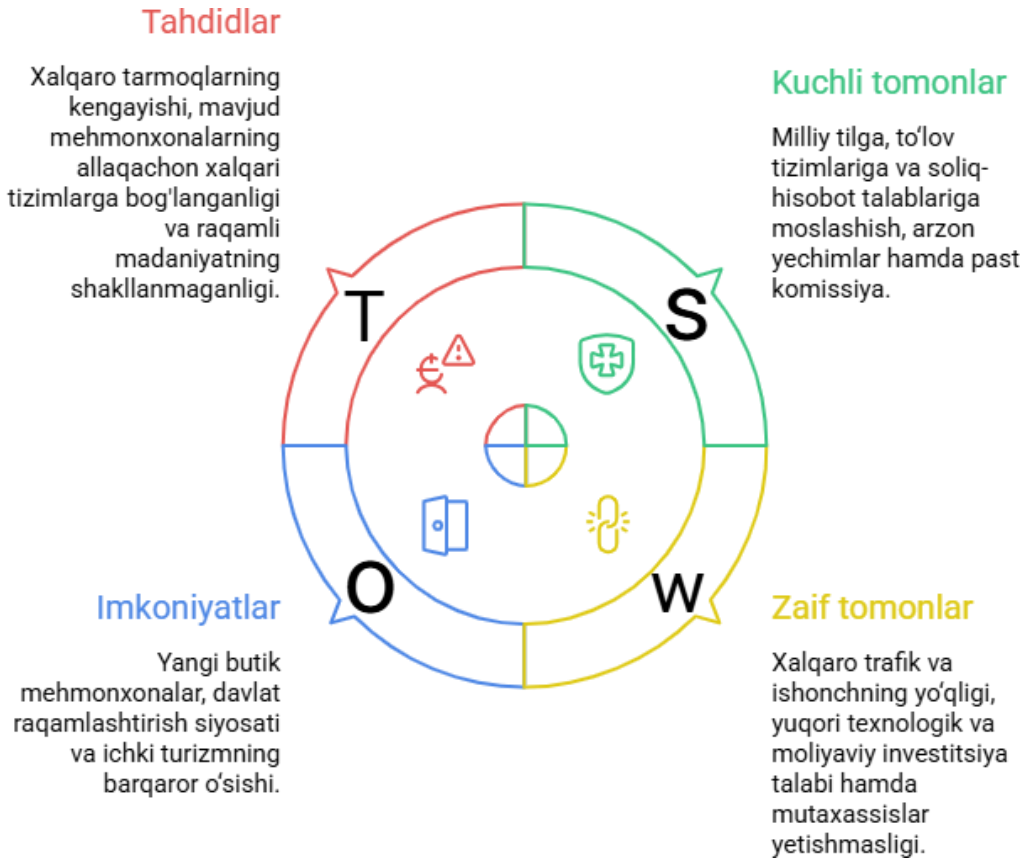
Yuqorida keltirilgan nazariy asosga tayanib, O‘zbekiston mehmonxona bozorining milliy raqamli platformani qabul qilishga tayyorgarligini TOE modelining uch konteksti bo‘yicha baholash mumkin.

3-jadval. *O‘zbekiston mehmonxona bozorining raqamli platformalarni qabul qilishga tayyorligini TOE modeli bo‘yicha baholash.*

TOE konteksti	O‘zbekiston bozoridagi holat	Baholash
Texnologik	Milliy to‘lov tizimlari (Click, Payme, Uzcard/Humo) mavjud, ammo mahalliy PMS/reputatsiya yechimlari deyarli yo‘q	O‘rtacha - texnik infratuzilma mavjud, ammo tayyor mahalliy dasturiy yechim tanqisligi sezilarli
Tashkiliy	Bozorning katta qismini kichik/o‘rta oilaviy mehmon uylari va xostellar tashkil etadi, ularda raqamli ma’lumot kiritish madaniyati va moliyaviy resurslar cheklangan	Past-o‘rta - kichik obyektlar uchun sodda va arzon yechim zarur, murakkab tizimlar qabul qilinmasligi mumkin
Muhit (institutsional)	“O‘zbekiston merosi mehmonxonalari” dasturi, soliq/bojxona imtiyozlari va Elektron hukumat platformasining yangilanishi	Yuqori - davlat siyosati raqamlashtirishni faol qo‘llab-quvvatlamoqda, bu institutsional to‘siqlarni kamaytiradi

Ushbu baholashdan ko‘rinib turibdiki, O‘zbekistonning eng kuchli tomoni institutsional (muhit) kontekstda, eng zaif tomoni esa tashkiliy kontekstda, ya’ni bozorning katta qismini tashkil etuvchi kichik obyektlarning raqamli tayyorgarligi past darajada joylashgan. Bu topilma, Yunoniston tadqiqotida aniqlangan xulosaga mos keladi: kichik va o‘rta mehmonxonalar uchun raqamli texnologiyalarni qabul qilishda moliyaviy resurslar va tashkiliy raqamli yetuklik hal qiluvchi omil bo‘lib qoladi, shuning uchun platforma dizayni ayni shu segmentning cheklovlarini hisobga olishi zarur.

[1] O‘zbekiston Respublikasi Prezidentining Oliy Majlis va O‘zbekiston xalqiga Murojaatnomasi (2025–2026). https://dunyo.info/prezident/vystuplenie-prezidenta-uzbekistana-shavkata-mirziyoeva-na-zasedanii-1



1-diagramma. O‘zbekiston sharoitida milliy platforma joriy etishning SWOT-tahlili

Yuqoridagi TOE va SWOT tahlillariga tayanib, O‘zbekiston sharoitida joriy etilishi mumkin bo‘lgan milliy platforma uch qatlamli konseptual arxitekturaga ega bo‘lishi tavsiya etiladi.

Birinchi qatlam - soddalashtirilgan mulk boshqaruvi moduli, u xonalar bandligi, to‘lovlar va milliy to‘lov tizimlari (Click, Payme, Uzcard/Humo) bilan integratsiyani ta’minlaydi. Ikkinchi qatlam - kanal integratsiyasi moduli, u mehmonxonalarning mavjud xalqaro OTA kanallariga (Booking.com, Airbnb va boshqalar) ulanishini saqlab qolib, ularni xalqaro trafikdan mahrum qilmaydi. Uchinchi qatlam - TrustYou modeliga asoslangan, ammo o‘zbek va rus tillarida hamda mahalliy ijtimoiy tarmoqlar (jumladan, Telegram kanallari)dagi fikrlarni ham kuzatuvchi obro‘-nom boshqaruvi moduli.

4-jadval. Milliy platformani joriy etish bosqichlari.

Bosqich	Maqsadli segment	Asosiy vazifa	Kutilayotgan natija
1-bosqich	“O‘zbekiston merosi mehmonxonalari” dasturi doirasidagi butik va meros mehmonxonalari	Asosiy PMS va reputatsiya moduli bilan pilot loyihani ishga tushirish	Dastlabki foydalanuvchi bazasi va texnik validatsiya
2-bosqich	Oilaviy mehmon uylari va xostellar	Kanal menejeri funksiyasini kengaytirish, mobil ilova ishlab chiqish	Bozor ulushini kengaytirish, kichik biznes ehtiyojlariga moslashtirish
3-bosqich	Ichki va xalqaro sayyohlar (B2C segment)	To‘liq qamrovli bron qilish platformasiga aylantirish	Barqaror mijozlar bazasi va xalqaro OTA'lardan qisman mustaqillik

O‘tkazilgan tahlillar shuni ko‘rsatadiki, O‘zbekiston sharoitida Booking.com yoki Expedia kabi universal OTA platformasiga bevosita raqobatchi yaratish strategik jihatdan oqilona emas, chunki bunday platformalarning asosiy raqobatbardosh ustunligi - millionlab foydalanuvchidan iborat xalqaro trafik, o‘nlab yillik tarmoq effektiga asoslanadi va uni qisqa muddatda takrorlash amalda imkonsizdir. AccorHotels tajribasi ham buni tasdiqlaydi: hatto yirik xalqaro tarmoq ham

Airbnb'ga bevosita raqobatchi platforma yaratish o‘rniga, o‘z sodiqlik va to‘g‘ridan-to‘g‘ri bron qilish kanallarini mustahkamlash strategiyasini tanlagan.

Buning o‘rniga, xalqaro adabiyotda rivojlanayotgan bozorlar uchun tavsiya etilgan segmentlashtirilgan yondashuv, ya’ni aniq bir mijozlar guruhiga yo‘naltirilgan ixtisoslashgan platforma yaratish ancha realistik va barqaror strategiya hisoblanadi. TOE modeli asosidagi tahlil shuni ko‘rsatadiki, platformaning muvaffaqiyati faqat texnologik yechimning sifatiga emas, balki uch omilning muvozanatiga bog‘liq: (a) texnologik moslik va soddalik, (b) kichik obyektlarning moliyaviy va tashkiliy imkoniyatlariga mos yechim, (c) davlat siyosati bilan uyg‘unlashtirilgan institutsional qo‘llab-quvvatlash.

Amaliy tavsiya sifatida, davlat-xususiy sheriklik modeli orqali platformaning boshlang‘ich rivojlanish xarajatlarini qisman davlat dasturlari (masalan, “O‘zbekiston merosi mehmonxonalari” dasturi doirasidagi imtiyozlar tizimi) hisobidan moliyalashtirish, shuningdek Elektron hukumat platformasi bilan texnik integratsiyani ta’minlash orqali litsenziyalash va hisobotlash jarayonlarini soddalashtirish tavsiya etiladi. Bu, o‘z navbatida, TOE modelidagi tashkiliy va institutsional to‘siqlarni bir vaqtda kamaytirishga xizmat qiladi.

Xulosa

Xalqaro tajriba shuni ko‘rsatadiki, mehmonxona-raqamli ekotizimi uch asosiy funksional segmentdan iborat bo‘lib, ularning har biri o‘ziga xos ish modeli va TOE modeli nuqtai nazaridan turlicha qabul qilinish omillariga ega. O‘zbekiston mehmonxona-turizm bozorining TOE modeli asosida o‘tkazilgan baholashi shuni ko‘rsatdiki, institutsional (muhit) kontekst nisbatan qulay, ammo tashkiliy kontekst, ya’ni bozorning katta qismini tashkil etuvchi kichik obyektlarning raqamli tayyorgarligi - jiddiy cheklov hisoblanadi. Shu sababli, universal OTA modeliga raqobatchi yaratishga urinish o‘rniga, aniq mijozlar segmentiga yo‘naltirilgan, xalqaro OTA kanallari bilan integratsiyalashgan va milliy institutsional infratuzilmaga chuqur moslashtirilgan uch bosqichli strategiya eng maqbul yo‘l sifatida taklif etiladi.

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UDK: 331.108:005.95/.96

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EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL EFFECTIVENESS: THE ROLE OF COMMUNICATION, VOICE, PARTICIPATION AND GRIEVANCE PROCEDURES

Abstract: Employee engagement is a key factor influencing organizational effectiveness, labour productivity and long-term business success. This paper applies a systematic literature review to analyse how internal communication, employee voice, participation in decision-making and grievance procedures shape engagement. The review follows the PRISMA approach: searches in Scopus, Web of Science, Emerald Insight and Google Scholar returned 412 records, and 38 sources were retained for the final analysis; legal sources were retrieved from the national database lex.uz. According to Gallup, the share of engaged employees worldwide declined from a peak of 23% in 2022 to 20% in 2025, while low engagement costs the world economy an estimated USD 10 trillion a year, or about 9% of global GDP. The paper also examines the provisions of the Labour Code of the Republic of Uzbekistan, adopted on 28 October 2022 and in force since 30 April 2023 — protection of labour rights, labour dispute commissions and judicial procedure — as the institutional layer of engagement. The study proposes a conceptual model linking the four practices to engagement outcomes.

Keywords: *employee engagement, internal communication, employee voice, employee participation, grievance procedures, Labour Code, hybrid work, organizational effectiveness.*

XODIMLAR JALB ETILGANLIGI VA TASHKILOT SAMARADORLIGI: KOMMUNIKATSIYA, XODIMLAR OVOZI, ISHTIROK HAMDA MEHNAT NIZOLARINI KO‘RIB CHIQISH TARTIB-TAOMILLARINING O‘RNI

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Annotatsiya: Xodimlar jalb etilganligi tashkilot samaradorligi, mehnat unumdorligi va uzoq muddatli muvaffaqiyatga ta’sir ko‘rsatuvchi asosiy omillardan biri hisoblanadi. Mazkur maqolada ichki kommunikatsiya, xodimlar ovozi, qarorlar qabul qilishda ishtirok va mehnat nizolarini ko‘rib chiqish tartib-taomillarining jalb etilganlikka ta’siri tizimli adabiyotlar sharhi metodi asosida tahlil qilinadi. Tadqiqot PRISMA yondashuvi bo‘yicha o‘tkazilgan: Scopus, Web of Science, Emerald Insight va Google Scholar bazalarida qidiruv amalga oshirilib, dastlab 412 ta yozuv aniqlangan, skrining bosqichlaridan so‘ng 38 ta manba yakuniy tahlilga kiritilgan; huquqiy manbalar lex.uz milliy bazasidan olingan. Gallup ma’lumotlariga ko‘ra, jahon bo‘yicha jalb etilgan xodimlar ulushi 2022-yildagi eng yuqori 23 foizdan 2025-yilda 20 foizga tushgan, past jalb etilganlik esa jahon iqtisodiyotiga yiliga 10 trillion AQSh dollari zarar keltirmoqda. Maqolada O‘zbekiston Respublikasi Mehnat kodeksi normalari jalb etilganlikning institutsional qatlami sifatida tahlil qilinadi.

Kalit so‘zlar: *xodimlar jalb etilganligi, ichki kommunikatsiya, xodimlar ovozi, xodimlar ishtiroki, mehnat nizolarini ko‘rib chiqish tartib-taomillari, Mehnat kodeksi, gibrid ish rejimi, tashkilot samaradorligi.*

ВОВЛЕЧЕННОСТЬ СОТРУДНИКОВ И ОРГАНИЗАЦИОННАЯ ЭФФЕКТИВНОСТЬ: РОЛЬ КОММУНИКАЦИИ, ГОЛОСА СОТРУДНИКОВ, УЧАСТИЯ И ПРОЦЕДУР РАССМОТРЕНИЯ ТРУДОВЫХ СПОРОВ

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Аннотация: Вовлеченность сотрудников является одним из ключевых факторов, влияющих на организационную эффективность, производительность труда и долгосрочный успех организации. В статье методом систематического обзора литературы анализируется влияние внутренней коммуникации, голоса сотрудников, участия в принятии решений и процедур рассмотрения трудовых споров на вовлеченность. Исследование проведено по подходу PRISMA: поиск в базах Scopus, Web of Science, Emerald Insight и Google Scholar дал 412 записей, в итоговый анализ включены 38 источников. По данным Gallup, доля вовлеченных сотрудников в мире снизилась с 23% в 2022 году до 20% в 2025 году, а потери мировой экономики оцениваются в 10 трлн долларов США в год. Отдельно анализируются нормы Трудового кодекса Республики Узбекистан как институционального слоя вовлеченности.

Ключевые слова: *вовлеченность сотрудников, внутренняя коммуникация, голос сотрудников, участие сотрудников, процедуры рассмотрения трудовых споров, Трудовой кодекс, гибридный режим работы, организационная эффективность.*

INTRODUCTION

Organizations increasingly recognize the employee as a valuable resource and as the principal driver of success. In today's competitive environment, the achievement of organizational goals depends not only on financial or technological resources but also on the ability to retain a committed and engaged workforce. Employee engagement has attracted considerable attention because of its influence on productivity, motivation, staff retention and organizational outcomes.

The scale of the problem is reflected in statistical data. According to Gallup, the share of engaged employees worldwide fell from a peak of 23 per cent in 2022 to 21 per cent in 2024 and to 20 per cent in 2025; this is the first time since observations began in 2009 that a decline has been recorded in two consecutive years. Low engagement costs the world economy approximately USD 10 trillion a year, or about 9 per cent of global GDP. Engagement among managers fell particularly sharply, from 27 per cent in 2024 to 22 per cent in 2025, so that the historical managerial advantage has effectively disappeared [1].

The theoretical foundation of the concept was laid by W. Kahn, who demonstrated that three psychological conditions — meaningfulness of work, psychological safety and availability of resources — are required for an employee to express the self fully in a work role [2]. A. Saks defined engagement as a set of behaviours arising from a motivational state and distinguished job engagement from organization engagement [3].

Among the organizational practices that shape engagement, internal communication, employee voice, participation in decision-making and grievance procedures occupy a central place. Open communication increases transparency; voice and participation allow the employee to express an opinion and to contribute ideas; grievance procedures secure fairness and trust.

In the Uzbek context the issue acquires an additional legal dimension. The Labour Code adopted on 28 October 2022 and in force since 30 April 2023 is roughly 2.5 times larger than its predecessor and contains close to 600 articles. Its Section VII is devoted entirely to the protection of employees' labour rights and to the resolution of labour disputes, while Section II regulates the institution of social partnership in the sphere of labour [4]. In national scholarship these provisions are usually examined from a purely legal standpoint, and their connection with employee engagement has hardly been analysed at all.

On this basis, the principal research question is formulated as follows: through which mechanisms do internal communication, employee voice, participation in decision-making and grievance procedures affect employee engagement, and to what extent can these mechanisms

operate under the current legal conditions of Uzbekistan? The question is divided into three subsidiary questions. First, which channels of influence for the four practices have been identified in research published in the last five years? Second, how have hybrid and remote work arrangements altered these channels? Third, for which practice do the provisions of the Labour Code of Uzbekistan create an institutional basis, and in which respect do they leave a gap?

The aim of the study is to synthesise the existing scholarly literature by means of the systematic review method, to develop a conceptual model linking the four practices to engagement and organizational outcomes, and to connect that model to the legal context of Uzbekistan. The following tasks were set in order to achieve this aim: to clarify the theoretical foundations of the concept of engagement; to systematise research published in 2020–2026 on the four practices; to assess the changes that hybrid work has introduced into the channels of influence; to analyse the relevant provisions of the Labour Code; and to develop the conceptual model and formulate practical recommendations.

The scholarly novelty of the study lies in two respects. First, four practices that have previously been studied separately are combined in a single conceptual model and the channels of influence between them are identified. Second, the provisions of national labour legislation are incorporated into the model as an institutional layer; this approach is not found in the models presented in the international literature, where the legal environment is normally treated as a fixed external context.

LITERATURE REVIEW

The concept of engagement. D. Avery, P. McCay and D. Wilson showed that the losses incurred by companies as a result of low engagement amount to approximately USD 300 billion a year [5]. S. Mani and M. Mishra demonstrated that engaged employees affect both the financial indicators of an organization (revenue, profitability) and its non-financial ones (lower absenteeism and lower staff turnover) [6]. U. Bindl and S. Parker analysed the relationship between a positive psychological state and proactive behaviour at work and showed that an employee's understanding of organizational goals and values increases engagement and the sense of belonging [7].

The post-pandemic period and hybrid work. S. Pass and M. Ridgway analysed the effect of enforced remote work on engagement and showed that traditional engagement instruments lose their force under this arrangement [8]. N. Choudhary and S. Jain synthesised the antecedents of engagement among remote workers through a systematic review [9]. H. Kim, J. Waight, X. Xu and S. Yoon analysed 36 peer-reviewed articles and established that in hybrid and remote settings leadership style has become the principal determinant of engagement [10]. G. Boccoli, L. Gastaldi and M. Corso demonstrated that the supervisor's digital communication skills act as a moderator in the relationship between transformational leadership and work engagement [11]. R. Nagori and N. Lawton examined hybrid work design from the standpoint of improving engagement and well-being [12].

Internal communication. K. Ruck and M. Welch identified the effectiveness of internal communication as a principal indicator of organizational performance [13]. A. Mazzei, A. Butera and L. Quaratino distinguished two basic types of employee communication — corporate communication, and communication oriented towards engagement and voice — and found that the most favoured formats are departmental meetings and informal encounters with management [14]. R. Daft and R. Lengel argued in their information richness theory that face-to-face interaction is the most effective channel for complex communication, because it permits the use of natural language, non-verbal cues and immediate feedback [15]. G. Cameron and T. McCollum identified team meetings, group problem-solving sessions and management briefings as the most effective ways of strengthening relations with employees [16].

Employee voice. E. Morrison, taking stock of a decade of research, established that voice and silence are independent constructs governed by different factors [17]. X. Huang, A. Wilkinson and M. Barry introduced the notion of contextual voice efficacy and modelled the interaction between formal and informal voice mechanisms [18]. S. Mohammad, N. Nazir and S. Mufti carried out a systematic review of voice research and synthesised its links with organizational outcomes

[19]. M. Parke and co-authors introduced the concept of strategic silence and showed that remaining silent for a time may in some circumstances increase the value of an opinion expressed later [20]. In earlier research, S. Jenkins and R. Delbridge interpreted voice as a soft approach to management [21]; R. Lucas, B. Lupton and H. Mathieson defined voice as the employee's opportunity to participate in decision-making and to state an opinion [22]; J. Emelilifeonwu and R. Valk described it as a framework for effective cooperation between employer and employee [23]. D. Robinson, S. Perryman and S. Hayday found that employees whose voice is heard display higher performance and greater trust [24], while R. Bogosian assessed voice as an instrument of problem-solving and innovation [25].

Employee participation. G. Strauss defined participation as the employee's acquisition of control over the work process and involvement in decision-making [26]. K. Miller and P. Monge showed in a meta-analysis that the employee's deeper knowledge of the work process makes a substantial contribution to sound decision-making [27]. M. Uma systematised three elements and four forms of participation [28]. D. Gallie distinguished three types of participation — autonomy, semi-autonomous team work and consultative participation [29]; A. Kalleberg and S. Vaisey found that autonomy improves the quality of work [30], and P. Butler and co-authors found that semi-autonomous participation develops commitment and performance [31]. S. Fleetwood and A. Hesketh emphasised that under consultative participation the final decision remains with management [32]. A. Akkerman, R. Sluiter and G. Jansen compared direct and indirect participation; under indirect participation employee interests are expressed through a trade union [33]. D. Levine saw the principal purpose of the trade union as improving employee welfare through collective bargaining [34].

Resolution of labour disputes. R. Britton defined a dispute as any disagreement between employer and employee concerning the express or implied terms of the employment contract [35]. R. Freeman and R. Medoff assessed grievance procedures as a means of protecting the employee's rights and of using an upward communication channel [36]. S. Hunter identified the most frequent grounds of grievance — unfair treatment, breach of contractual terms and damage to reputation — together with criteria for assessing disciplinary sanctions [37]. J. Ojasalo and L. Tahtinen found that in organizations where engagement practices are successful, commitment and job satisfaction are high and staff turnover is low [38].

The literature review reveals two gaps. First, the four practices have most often been studied separately, and studies combining them in a single conceptual model are few. Second, almost all existing research relates to the British, United States and European Union contexts, and the legal conditions of transition economies, and of Uzbekistan in particular, have not been taken into account.

MATERIALS AND METHODS

Research design. The study applies the systematic literature review method, carried out in accordance with the four-stage structure of the PRISMA guidelines — identification, screening, eligibility assessment and inclusion. For the legal part of the study, the legal-dogmatic and comparative-legal methods were additionally used.

Databases. The search was conducted in four databases: Scopus, Web of Science, Emerald Insight and Google Scholar. Normative materials were obtained from the National Database of Legislation of the Republic of Uzbekistan (lex.uz). Statistical data were drawn from the annual State of the Global Workplace report published by Gallup.

Keywords and search formula. The following English-language keywords were combined by means of Boolean operators: ("employee engagement" OR "work engagement") AND ("internal communication" OR "employee voice" OR "employee participation" OR "grievance procedure" OR "hybrid work"). Additional searches were carried out in Uzbek and Russian using the queries "xodimlar jalb etilganligi", "mehnat nizolari" and "вовлечённость персонала".

Time frame. No time restriction was applied to the classic sources providing the theoretical foundation (the earliest source dates from 1984), whereas empirical research was restricted to the

period 2020–2026. This two-layer approach follows from the need to capture the changes that occurred after the shift to hybrid work.

Inclusion and exclusion criteria. Inclusion criteria: articles published in peer-reviewed journals; texts in English, Uzbek or Russian; availability of the full text; direct treatment of engagement or of at least one of the four practices. Exclusion criteria: conference abstracts without a full text; blog and promotional material that has not undergone academic review; publications related to the topic only indirectly; duplicate records.

The results of the screening are presented in Table 1.

Table 1. Stages of source screening

Stage	Action	Criterion applied	Number of sources
1	Initial search in the databases	Keywords and Boolean formula	412
2	Removal of duplicate records	Identical DOI or title	268
3	Screening by title and abstract	Direct relevance to the topic	96
4	Full-text eligibility assessment	Methodological adequacy, language, availability of full text	51
5	Included in the final analysis	Compliance with all inclusion criteria	38

Method of analysis. The included sources were processed by means of content analysis. Coding was carried out under four a priori categories: communication, voice, participation and dispute resolution. For each source the author, year, research method, sample and principal finding were recorded. In the legal part, the provisions of the Labour Code of Uzbekistan were compared with the corresponding institutions in international practice.

Limitations of the study. First, no original survey or experiment was conducted, so the conclusions rest on secondary data. Second, because peer-reviewed empirical studies measuring engagement in Uzbek organizations are very few, the national context is covered mainly through the analysis of normative instruments. Third, since only sources in English, Uzbek and Russian were included, research published in other languages is not covered.

RESULTS

First finding: the dynamics of engagement levels. The global indicator shows a downward trend: 23 per cent in 2022, 21 per cent in 2024 and 20 per cent in 2025. This means that only one employee in five is fully engaged in their work. Engagement among managers fell over two years from 27 per cent to 22 per cent, so that the gap between managers and other employees has disappeared [1]. This finding matters because leadership has been identified as the principal determinant of engagement in hybrid work settings [10, 11].

Second finding: the mechanism of the communication channel. The analysis of the sources confirms two directions of communication: downward communication informs the employee, while upward communication conveys the employee's opinion to management. Channel richness is decisive: for the most complex matters face-to-face interaction is more effective, because it provides non-verbal cues and immediate feedback [15]. Empirical research shows that employees prefer departmental meetings and informal encounters with management [14]; team meetings, group problem-solving sessions and management briefings likewise produce strong results [16]. Under hybrid arrangements this channel has moved to digital media, and the supervisor's digital communication skills have become an independent moderating factor [11].

Third finding: the separation of voice and silence. The analysis shows that a conceptual shift has taken place in recent years. Whereas silence was previously interpreted as the absence of voice, current research treats the two as independent constructs: an employee may speak up on some matters while remaining silent on others [17]. In addition, the concept of strategic silence has been

introduced: deliberately remaining silent for a time increases the value of an opinion expressed subsequently [20]. Voice mechanisms are divided into formal ones (commissions, trade unions, surveys) and informal ones (direct interaction, internal digital platforms), and their effectiveness is interdependent [18].

Fourth finding: the types and levels of participation. Participation falls into three types: autonomy, in which the employee designs and performs the work process independently; semi-autonomous team work; and consultative participation [29]. Six levels of participation are distinguished: direct; informational; consultative; administrative; decision-making; and representative. Its forms are limited to collective bargaining, works councils, joint management boards and employee ownership of the enterprise [28]. Autonomy improves the quality of work [30], semi-autonomous participation strengthens commitment and performance [31], and under consultative participation the final decision remains with management [32].

Fifth finding: the institutional basis of dispute resolution. In the international literature, grievance procedures perform two functions: protection of rights, and the opening of an upward communication channel [36]. In the conditions of Uzbekistan these functions are directly secured in normative form. Section VII of the Labour Code is devoted to the protection of employees' labour rights: Article 528 provides that obstruction of the exercise of the right to protection is not permitted, Article 529 sets out the principal means of protection, and Article 530 establishes the institution of self-protection of the employee's rights. Individual labour disputes are examined at two stages. The first stage is the labour dispute commission: Article 547 governs the formation of the commission, Article 548 its powers, Article 549 the procedure for filing an application, Article 554 the time limit for application, Article 555 the decision of the commission, and Article 556 the procedure for appealing against the decision and transferring the case to court. The second stage is judicial procedure: Article 558 defines the range of disputes examined directly by a court, Articles 559 and 560 govern the right to apply to a court and the applicable time limits, Article 562 exempts employees from court costs, and Article 565 provides for compensation of moral damage. Section II of the Code regulates the institution of social partnership and creates a system for coordinating the interests of employees, employers and the State [4].

Sixth finding: the conceptual model. On the basis of the findings set out above, a model was developed linking the four practices to engagement and organizational outcomes. In the model the four practices are treated as independent variables, the cognitive, emotional and behavioural dimensions of engagement as mediating variables, and organizational outcomes as dependent variables. The supervisor's digital communication skills, psychological safety and the work arrangement (office, hybrid, remote) are identified as moderating factors. The institutional layer — the provisions of the Labour Code and social partnership — constitutes the legal foundation of the model. The model is presented in Figure 1.

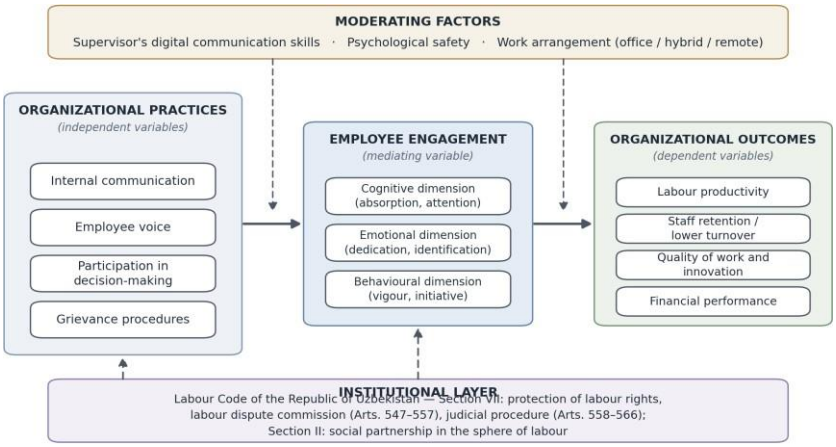

Figure 1. Conceptual model of employee engagement

Source: compiled by the author on the basis of the analysis of sources [1–38].

Seventh finding: a summary of the principal studies reviewed. The most frequently cited part of the body of sources included in the final analysis is summarised in Table 2.

Table 2. Summary of the principal studies reviewed

Author (year)	Focus	Method	Principal finding
Kahn (1990) [2]	Engagement theory	Qualitative study	Three psychological conditions of engagement: meaningfulness, safety, availability of resources
Daft, Lengel (1984) [15]	Communication	Theoretical model	For complex matters the face-to-face channel is the most effective
Miller, Monge (1986) [27]	Participation	Meta-analysis	Participation increases satisfaction and productivity
Robinson et al. (2004) [24]	Voice	Survey	Employees whose voice is heard show higher performance and trust
Saks (2006) [3]	Engagement	Survey, regression	Job engagement and organization engagement distinguished
Gallie (2013) [29]	Participation	Comparative analysis	The three types of participation affect job quality differently
Mazzei et al. (2019) [14]	Communication	Empirical study	Most favoured channels: departmental and informal meetings
Mani, Mishra (2021) [6]	Engagement	Conceptual analysis	Engagement affects both financial and non-financial outcomes
Pass, Ridgway (2022) [8]	Remote work	Analytical review	Enforced remote work altered the instruments of engagement
Parke et al. (2022) [20]	Voice and silence	Experiment	Strategic silence increases the value of voice
Morrison (2023) [17]	Voice and silence	Systematic review	Voice and silence are independent constructs
Huang et al. (2024) [18]	Voice	Theoretical model	Formal and informal voice mechanisms are interdependent
Boccoli et al. (2024) [11]	Leadership	Survey, moderation analysis	Digital communication skill acts as a moderating factor
Choudhary, Jain (2025) [9]	Remote work	Systematic review	Antecedents of engagement among remote workers classified
Kim et al. (2025) [10]	Leadership	Review of 36 articles	Leadership is the principal determinant in hybrid settings
Gallup (2026) [1]	Statistics	Global survey	Engagement at 20% in 2025; losses of USD 10 trillion

DISCUSSION

The findings obtained coincide with existing research on a number of points and diverge from it on others. Whereas earlier work explained engagement mainly through direct interaction at the workplace [15, 16], recent research on hybrid arrangements shows that the channel of this relationship has changed: the reduction of direct interaction has turned the supervisor's digital

communication skills into an independent factor [11]. The classic theory of channel richness is therefore not refuted but transferred to the digital environment.

The findings on voice confirm a conceptual shift. The absence of voice was previously interpreted as a sign of passivity or of satisfaction; current research regards silence as an independent and sometimes rational strategy [17, 20]. This has a practical consequence for organizations: a low number of complaints in a survey does not signify a high level of engagement. It is therefore more accurate to measure the effectiveness of voice channels not by the number of grievances but by the employee's readiness to express an opinion and by the level of psychological safety.

The downward trend in the global statistics supports this conclusion. The fall in engagement from 23 per cent to 20 per cent, and in the managerial indicator from 27 per cent to 22 per cent [1], shows that what matters is not the form of organizational practices but their substance: engagement is falling even in organizations that possess formal communication and voice channels.

The analysis of the Uzbek context leads to two conclusions. First, the Labour Code has created a complete institutional chain for the resolution of labour disputes, from self-protection by the employee (Article 530) through the commission stage (Articles 547–557) to judicial procedure (Articles 558–566). This is the legally entrenched form of the formal voice mechanism described in the international literature [36]. Second, the provisions of the Code regulate in detail the stage that follows the emergence of a dispute, whereas the stage preceding it — the everyday channels of voice and participation — is left largely to the discretionary policy of the employer. The institution of social partnership (Section II) fills this gap in part, but it operates at the collective level and cannot substitute for the everyday voice of the individual employee.

Accordingly, the theoretical contribution of the study consists in combining the four practices in a single model and adding an institutional layer to it. In the models found in the international literature the legal environment is normally treated as an external context; in the model proposed here it is brought inside as the direct foundation of the dispute-resolution practice. The practical contribution consists in clarifying, for organizations in Uzbekistan, the boundary between the legally mandatory minimum and the discretionary practices through which engagement can be raised.

The practical significance of the findings for higher education and the service sector in Uzbekistan deserves separate emphasis. In these sectors the work process is project-based and collective in character, and the employee's knowledge and initiative bear directly on the result. For this reason the autonomy and consultative forms of participation [29, 32] are more suitable for such organizations than for manufacturing enterprises. Furthermore, communication between administrative and academic staff is often conducted through the formal circulation of documents; although this channel is adequate for transmitting information, it is insufficient for discussing complex matters [15]. Regular departmental meetings and informal encounters with management fill precisely this gap [14, 16].

The limitations of the study define the scope of its conclusions. The shortage of national empirical data confines the conclusions relating to Uzbekistan to the framework of normative analysis. Three directions are therefore proposed for future research: measuring engagement in Uzbek organizations using a standardised scale; analysing the actual statistics on the operation of labour dispute commissions; and studying empirically the effect of hybrid work arrangements in local organizations.

CONCLUSION

The results of the study show that employee engagement is formed through four organizational practices — internal communication, employee voice, participation in decision-making and grievance procedures. These practices act upon the cognitive, emotional and behavioural dimensions of engagement and are reflected in organizational outcomes such as labour productivity, staff turnover and the quality of work.

The global statistics confirm the urgency of the problem: the share of engaged employees fell from 23 per cent in 2022 to 20 per cent in 2025, and low engagement costs the world economy USD 10 trillion a year. These indicators show that the existence of formal practices is not sufficient and that their actual quality is decisive.

In the conditions of Uzbekistan the Labour Code has created a complete legal chain for the resolution of disputes, yet the everyday channels of voice and participation that precede a dispute remain dependent on the discretionary policy of the employer. It is precisely this gap that constitutes the principal reserve for raising engagement in national organizations.

Recommendations: to formalise everyday voice channels within organizations (regular surveys, informal meetings with management, internal digital platforms); to measure engagement using a standardised scale at least once a year; to establish labour dispute commissions as genuinely operating bodies in accordance with the requirements of Article 547 of the Labour Code; to train the heads of units working under hybrid arrangements in digital communication skills; to assess the effectiveness of voice channels by the level of psychological safety rather than by the number of grievances; and to complement social partnership mechanisms with individual voice channels.

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UDC (УЎК) 332.14:338.48

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SPECIALISE OR DIVERSIFY? A RELATED-VARIETY RESOLUTION OF THE REGIONAL DEVELOPMENT DILEMMA IN TOURISM-DEPENDENT SERVICE ECONOMIES

Abstract. Regional policy issues two instructions that appear to contradict one another. Smart specialisation directs regions to concentrate scarce resources on domains of existing comparative advantage; resilience thinking directs them to diversify so that a shock to any single activity does not propagate to the whole economy. The related-variety literature has offered a reconciliation — diversify, but into activities cognitively proximate to what the region already does — yet that reconciliation has recently been subjected to a substantial critique questioning whether relatedness measures capture the mechanism they are held to capture. This article argues that the dilemma is sharpest, and the existing reconciliation weakest, in tourism-dependent service economies, and that these cases require a framework the literature does not currently provide. Tourism simultaneously intensifies both poles: it generates strong agglomeration and reputational returns to concentration while exposing the regional economy to demand shocks that are exogenous, correlated across all tourism-linked activities, and unrelated to local productive capability. Following a theory-adaptation design, the article separates capability relatedness from demand correlation and distinguishes three diversification paths available to such regions — deepening within the tourism value chain, branching into related non-tourism services, and leapfrogging into unrelated activity — specifying the conditions under which each dominates. Nine propositions link asset specificity, demand correlation, institutional thickness and the seasonality profile to the appropriate path, and identify a diversification trap in which apparent diversification raises measured variety while leaving the underlying demand exposure unchanged. The framework is illustrated with published statistics on the Bukhara region of Uzbekistan, whose 2020 demand collapse displays the exposure structure the framework describes.

Keywords: regional specialisation; service diversification; related variety; smart specialisation; tourism dependence; regional resilience; economic geography; Bukhara region

Ixtisoslashuvmi yoki diversifikatsiyami? Turizmga bog‘liq xizmat ko‘rsatish iqtisodiyotlarida hududiy rivojlanish dilemmasining bog‘liq xilma-xillik asosidagi yechimi

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Annotatsiya. Hududiy siyosat bir-biriga zid ko‘ringan ikki ko‘rsatma beradi. Aqlli ixtisoslashuv hududlarni cheklangan resurslarni mavjud qiyosiy ustunlik sohalariga jamlashga yo‘naltiradi; barqarorlik (resilience) yondashuvi esa har qanday alohida faoliyatga tushgan zarba butun iqtisodiyotga tarqalmasligi uchun diversifikatsiyani tavsiya etadi. Bog‘liq xilma-xillik (related variety) adabiyoti murosani taklif qilgan edi — diversifikatsiya qiling, lekin hudud allaqachon bajarayotgan faoliyatga kognitiv jihatdan yaqin sohalarga. Biroq so‘nggi yillarda ushbu murosa jiddiy tanqidga uchradi: bog‘liqlik o‘lchovlari o‘zlariga nisbat berilayotgan mexanizmni haqiqatan ham qamrab oladimi, degan savol qo‘yildi. Maqolada dilemma turizmga bog‘liq xizmat ko‘rsatish iqtisodiyotlarida eng keskin, mavjud murosa esa eng zaif ekanligi hamda bunday holatlar adabiyotda hozircha mavjud bo‘lmagan alohida konseptual ramkani talab qilishi asoslanadi. Turizm ikkala qutbni bir vaqtda kuchaytiradi: u jamlanishdan kuchli aglomeratsiya va obro‘ (reputatsion) daromadlarini yaratadi, ayni paytda hududiy iqtisodiyotni ekzogen, turizm bilan bog‘liq barcha faoliyatlar bo‘ylab korrelyatsiyalangan va mahalliy ishlab chiqarish qobiliyatiga bog‘liq bo‘lmagan talab zarbalariga ochib qo‘yadi. Nazariyani moslashtirish (theory adaptation) dizayni asosida maqolada qobiliyat bo‘yicha bog‘liqlik talab korrelyatsiyasidan farqlanadi va

bunday hududlar uchun uchta diversifikatsiya yo‘li — turizm qiymat zanjiri ichida chuqurlashish, turizmga aloqador bo‘lmagan bog‘liq xizmatlarga tarmoqlanish va bog‘liq bo‘lmagan faoliyatga sakrash — ajratilib, ularning har biri qaysi shartlarda ustun bo‘lishi ko‘rsatiladi. To‘qqizta taklif aktivlarning o‘ziga xosligi, talab korrelyatsiyasi, institutsional zichlik va mavsumiylik profilini tegishli yo‘l bilan bog‘laydi hamda diversifikatsiya tuzog‘ini aniqlaydi: bunda tashqi ko‘rinishdagi diversifikatsiya o‘lchanadigan xilma-xillikni oshiradi, ammo talabga nisbatan asosiy tavakkalchilikni o‘zgarishsiz qoldiradi. Ramka O‘zbekistonning Buxoro viloyati bo‘yicha e’lon qilingan statistik ma’lumotlar asosida illyustratsiya qilinadi.

Kalit so‘zlar: hududiy ixtisoslashuv; xizmatlar diversifikatsiyasi; bog‘liq xilma-xillik; aqlli ixtisoslashuv; turizmga bog‘liqlik; hududiy barqarorlik; iqtisodiy geografiya; Buxoro viloyati

Специализация или диверсификация? Решение дилеммы регионального развития в туристически зависимых сервисных экономиках на основе концепции связанного разнообразия

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Аннотация. Региональная политика даёт два указания, которые кажутся противоречащими друг другу. Умная специализация предписывает регионам концентрировать ограниченные ресурсы в областях существующего сравнительного преимущества; концепция устойчивости (resilience) предписывает диверсифицироваться, чтобы шок в отдельном виде деятельности не распространялся на экономику в целом. Литература о связанном разнообразии (related variety) предложила примирение — диверсифицироваться, но в направлении видов деятельности, когнитивно близких к тому, что регион уже делает. Однако в последнее время это примирение подверглось серьёзной критике, ставящей под сомнение, действительно ли показатели связанности отражают тот механизм, который им приписывается. В статье обосновывается, что дилемма наиболее остра, а существующее примирение наиболее слабо в туристически зависимых сервисных экономиках, и что такие случаи требуют концептуальной рамки, которой литература пока не располагает. Туризм одновременно усиливает оба полюса: он порождает сильные агломерационные и репутационные выгоды от концентрации и одновременно подвергает региональную экономику шокам спроса, которые являются экзогенными, коррелированными по всем связанным с туризмом видам деятельности и не связанными с местным производственным потенциалом. Опираясь на дизайн адаптации теории, статья разграничивает связанность по компетенциям и корреляцию спроса и выделяет три пути диверсификации — углубление внутри туристической цепочки создания стоимости, ветвление в связанные нетуристические услуги и перескок в несвязанные виды деятельности, — определяя условия доминирования каждого из них. Девять положений связывают специфичность активов, корреляцию спроса, институциональную плотность и профиль сезонности с соответствующим путём и выявляют ловушку диверсификации, при которой видимая диверсификация повышает измеряемое разнообразие, оставляя базовую подверженность спросу неизменной. Рамка иллюстрируется опубликованными статистическими данными по Бухарской области Узбекистана.

Ключевые слова: региональная специализация; диверсификация услуг; связанное разнообразие; умная специализация; зависимость от туризма; региональная устойчивость; экономическая география; Бухарская область

JEL classification: R11; R58; L83; O18

1. Introduction

Two well-established bodies of regional economic thought give opposing advice. The first, running from Marshall (1890) through Porter's cluster analysis (Porter, 2000) to the smart specialisation agenda now embedded in European and increasingly in non-European regional policy (Foray, 2015), holds that regions prosper by concentrating on domains where they possess distinctive capability, because localisation economies, thick labour markets and specialised suppliers generate increasing returns. The second, running from Jacobs (1969) through the

empirical work of Glaeser, Kallal, Scheinkman and Shleifer (1992) to contemporary resilience scholarship (Martin & Sunley, 2015), holds that diversity protects: economies with a broad activity base absorb sector-specific shocks and recombine knowledge across domains.

The related-variety literature proposed a resolution. Frenken, Van Oort and Verburg (2007) distinguished related from unrelated variety and showed that the two carry different implications — related variety supports employment growth through knowledge spillovers, unrelated variety buffers unemployment shocks through portfolio effects. Subsequent work on regional branching demonstrated that regions diversify into activities technologically proximate to their existing base (Neffke, Henning & Boschma, 2011), and the concept became a foundation for smart specialisation practice (Content & Frenken, 2016). The reconciliation is elegant: specialise and diversify simultaneously, by diversifying into the related space.

Two developments unsettle this settlement. Bathelt and Storper (2023) argue that relatedness measures conflate several distinct mechanisms and that the evidence linking them to regional development is weaker than the literature's confidence suggests. And the empirical setting to which the framework is increasingly applied has shifted: much of it now consists of service-led regional economies, whereas the framework was developed on manufacturing data where technological relatedness is comparatively well proxied by product and patent classifications.

Tourism-dependent service regions are the limiting case of this shift, and they expose the framework's incompleteness with unusual clarity. Such regions — of which historic-city economies with substantial heritage endowments are the archetype — possess a genuine specialisation with real agglomeration returns, and simultaneously face precisely the risk structure that motivates diversification: demand originating outside the region, arriving through a small number of channels, and correlated across every locally provided service that serves visitors. Advising such a region to diversify into the related space is close to vacuous, because almost everything related to tourism is also exposed to tourism demand. The relatedness that generates spillovers is the same relatedness that transmits the shock.

This article develops the framework the case requires. Its contribution is threefold. It distinguishes two dimensions that the related-variety literature conflates — capability relatedness and demand correlation — and shows that in tourism-dependent service economies they diverge, whereas in the manufacturing settings where the framework was built they broadly coincide. On that basis it specifies three diversification paths and the conditions selecting among them. And it identifies the diversification trap: a configuration in which conventional diversification indices record rising variety while the region's exposure to a single demand source is unchanged or increasing. The argument is developed as a theory-adaptation article in the sense of MacInnis (2011) and Jaakkola (2020), importing a distinction from portfolio reasoning into evolutionary economic geography; the design is set out in Section 2.

The remainder of the article proceeds as follows. Section 2 states the research design, the criteria governing source selection and the logic by which the propositions are derived. Section 3 reviews the specialisation and diversification arguments and the related-variety reconciliation together with its recent critique. Section 4 establishes the analytical claim that capability relatedness and demand correlation diverge in tourism-dependent regions. Section 5 sets out the three paths, the nine propositions and the diversification trap. Section 6 illustrates the framework with published statistics on the Bukhara region of Uzbekistan. Sections 7 and 8 discuss implications for theory, policy and measurement, Section 9 states the limitations and the research agenda, and Section 10 concludes.

2. Methodology

2.1. Research design

The article is conceptual rather than empirical, and follows the theory-adaptation design identified by MacInnis (2011) and formalised for conceptual work by Jaakkola (2020). A theory-adaptation article takes an established framework, identifies a bounded domain in which one of the framework's implicit assumptions fails, imports a construct from an adjacent literature to repair the resulting gap, and derives testable propositions from the repaired framework. The four

elements are, in this case, as follows. The established framework is the related-variety account of regional diversification (Frenken et al., 2007; Neffke et al., 2011; Content & Frenken, 2016). The implicit assumption is that activities sharing capabilities also share markets, so that a single relatedness index can serve both the spillover argument and the buffering argument. The domain in which the assumption fails is the tourism-dependent service economy, for the reasons set out in Section 4. The imported construct is the separation of covariance from capability that underlies portfolio reasoning and its regional application (Siegel, Johnson & Alwang, 1995; Malizia & Ke, 1993). The output is a two-dimensional screening framework, summarised in Table 1, and nine propositions.

The design is explanatory rather than predictive in Jaakkola's (2020) sense: the objective is to specify why an established prescription fails in a defined class of cases and what replaces it, not to estimate the size of any effect. Accordingly the article makes no causal claim that is tested here, and each proposition is formulated so that it could in principle be falsified; Table 4 sets out designs for those propositions for which the required data are realistically obtainable.

2.2. Source selection

The literature was assembled purposively rather than systematically, as is appropriate to conceptual work (Jaakkola, 2020). Three inclusion criteria governed selection. The first is foundational status: works that establish the specialisation argument (Marshall, 1890; Krugman, 1991; Porter, 2000; Foray, 2015), the diversification argument in both its Jacobsian and its insurance-theoretic form (Jacobs, 1969; Glaeser et al., 1992; Malizia & Ke, 1993; Siegel et al., 1995; Wagner & Deller, 1998), and the related-variety reconciliation together with its proximity foundations (Boschma, 2005; Frenken et al., 2007; Boschma & Iammarino, 2009; Neffke et al., 2011). The second is critical currency: recent work contesting the framework, principally Bathelt and Storper (2023), whose second objection the article develops. The third is domain relevance: tourism-economics and regional-studies work establishing the empirical characteristics of tourism-dependent regions, including evidence from Central Asia and the wider post-Soviet space (Brida, Cortés-Jiménez & Pulina, 2016; Aliyeva et al., 2019; Ibragimov, Perles-Ribes & Ramón-Rodríguez, 2022; Astanakulov & Goyipnazarov, 2023; Arabov et al., 2024; Demidova, Tyurina & Buzdalina, 2025; Karimov et al., 2025). Searches were run in Scopus, Web of Science and Google Scholar on combinations of the terms “related variety”, “smart specialisation”, “regional resilience”, “tourism dependence” and “regional diversification”, and were confined to peer-reviewed outlets; sources appearing only in outlets without verifiable peer review were excluded.

The illustrative material in Section 6 is drawn from a deliberately narrow set of sources: the published bulletins of the National Statistics Committee of the Republic of Uzbekistan and of its Bukhara regional department, and peer-reviewed articles reporting regional visitor series. Figures circulating in the press are used only where the report attributes them explicitly to a named official body, and are identified as such at the point of use; every percentage change computed by the author from two published levels is likewise identified.

2.3. Logic of proposition development

Each proposition is derived analytically rather than inductively, in three steps. First, the two dimensions of Table 1 — capability relatedness and demand correlation — are treated as separate variables rather than as a single index, which is the framework's departure from the received literature. Second, each diversification path is located in the resulting space, and its expected effect on the two outcomes the literature attributes to diversification — knowledge recombination and shock absorption — is read off the path's position on each dimension separately. Third, the conditioning variables that the received literature already treats as relevant to regional diversification outcomes — asset specificity, institutional thickness, policy horizon and the seasonality profile — are introduced as moderators, and the resulting conditional claim is stated as a proposition. Propositions 1 to 7 concern path selection; Propositions 8 and 9 concern measurement, and follow from the same separation applied to diversification indices rather than to activities.

Each proposition is stated as a falsifiable conditional claim with an identifiable dependent variable, and Table 4 pairs the principal propositions with a research design and a data requirement. No proposition is tested in this article. The application in Section 6 is illustrative: it establishes that the exposure structure the framework presupposes is observable in at least one archetypal case, which is a necessary but not a sufficient condition for the framework's validity, and it does not constitute a test.

3. Theoretical background

3.1. The case for specialisation

Localisation economies arise where firms in the same activity co-locate: labour pooling, specialised intermediate suppliers and knowledge spillovers reduce costs and raise productivity (Marshall, 1890). Krugman (1991) formalised the cumulative logic by which such advantages become self-reinforcing, and Porter (2000) translated it into cluster policy. Smart specialisation added a discovery mechanism: rather than selecting sectors administratively, regions should identify through entrepreneurial experimentation the domains in which they possess latent advantage, and concentrate public resources there (Foray, David & Hall, 2009; Foray, 2015).

For service economies the argument holds with an amendment. Because most services are non-tradable and consumed where produced, the relevant agglomeration mechanism is less supplier specialisation than reputational and infrastructural: a destination with recognised standing attracts demand that supports a density of complementary providers, which raises the quality of the composite experience, which reinforces standing. The externality is real, and it is specific to concentration.

3.2. The case for diversification

Jacobs (1969) argued that novelty arises from recombination across activities rather than deepening within one, and Glaeser et al. (1992) found urban growth associated with diversity rather than specialisation. A second, distinct argument is insurance-theoretic: an economy whose activities are imperfectly correlated experiences lower aggregate volatility, a logic developed in regional economics by Siegel, Johnson and Alwang (1995) and connected to unemployment stability by Malizia and Ke (1993) and Wagner and Deller (1998). Resilience scholarship subsequently distinguished resistance, recovery and re-orientation as separable capacities (Simmie & Martin, 2010; Martin & Sunley, 2015), and lock-in research showed that strong specialisation can become a liability when the specialised domain declines (Grabher, 1993; Martin & Sunley, 2006). Recent evidence from the post-Soviet space is consistent with both halves of the argument: Demidova, Tyurina and Buzdalina (2025), analysing eighty-four Russian regions across the 2019–2022 shock episode, find that tourism development accounts for a substantial share of the variation in regional growth while separating regions into tourism-dependent and tourism-complementary types with markedly different volatility profiles.

The two arguments are frequently bundled, but they are not the same. The Jacobs argument concerns knowledge and requires cognitive distance sufficient for recombination but not so great as to prevent it. The insurance argument concerns demand and requires low covariance of shocks. A regional portfolio can satisfy either without the other, and the distinction is central to what follows.

3.3. Related variety and its critique

Frenken et al. (2007) operationalised the distinction using entropy decomposition, measuring related variety as within-branch and unrelated variety as between-branch entropy, and found the predicted differential effects. Boschma (2005) supplied the underlying proximity theory, arguing that spillovers require cognitive proximity but that excessive proximity produces lock-in. Boschma and Iammarino (2009) extended the argument beyond the region's own activity mix to its trade linkages, showing for Italian provinces that growth is associated with imports from sectors related, but not identical, to the existing regional base — evidence that the operative proximity is cognitive rather than merely sectoral, and an early indication that relatedness measured on classifications and relatedness understood as shared capability need not coincide. Neffke et al. (2011) demonstrated that regional industry portfolios evolve along relatedness-defined paths, and

Hidalgo, Klinger, Barabási and Hausmann (2007) established the analogous result for national export baskets.

Bathelt and Storper (2023) raise three objections that bear directly on the present argument: that relatedness indices are constructed from classification systems whose adjacency reflects statistical convention as much as economic mechanism; that the measures cannot distinguish knowledge-based relatedness from input–output or demand-based relatedness; and that the policy inference — steer diversification towards the related space — does not follow from the correlational evidence. The second objection is the one this article develops. Where relatedness is measured by co-occurrence or classification adjacency, activities linked by shared demand are recorded as related even when they share no capability, and the framework's two predictions — spillovers and buffering — then apply to sets of activities that are not the same set.

4. The tourism-dependence complication

4.1. Why tourism intensifies both poles

Tourism specialisation generates unusually strong concentration returns. The product is a composite assembled by the visitor from accommodation, food service, transport, retail, cultural provision and guiding; its quality depends on the density and coordination of providers within a small area; and destination reputation is a public good whose value rises with the number of firms sustaining it. These properties make the case for concentration stronger than in most service activities. The tourism-led growth literature documents the resulting expansion effects across a wide range of settings (Brida, Cortés-Jiménez & Pulina, 2016), and the effect is measurable in the Uzbek case: Astanakulov and Goyipnazarov (2023) estimate a positive elasticity of regional output with respect to visitor arrivals while explicitly cautioning against reliance on tourism in the absence of economic diversification.

The same properties generate an adverse risk structure. Demand originates outside the region and is therefore not stabilised by local income. It is transmitted through a small number of channels — air connectivity, tour operators, visa regimes, platform intermediaries — each of which is a single point of failure; gravity estimates for Central Asia find regional tourism demand to be strongly distance-elastic and sensitive to conditions in a small set of origin markets (Ibragimov, Perles-Ribes & Ramón-Rodríguez, 2022). It is highly seasonal, so capacity is idle for part of the year regardless of shocks. And it is correlated across every activity serving visitors: a collapse in arrivals reduces hotel, restaurant, transport, retail and guiding revenue simultaneously and by similar proportions.

4.2. Capability relatedness and demand correlation diverge

The article's central analytical claim can now be stated. In manufacturing regions, activities that are capability-related are typically also demand-correlated, because they sit in the same value chain and serve overlapping final markets; the two dimensions move together, and a single relatedness index can proxy both. In tourism-dependent service regions they come apart in a specific and consequential way: the set of activities sharing capabilities with tourism is almost coextensive with the set exposed to tourism demand, while activities with uncorrelated demand — business services, logistics, health provision for the resident population, agro-processing — are precisely those most cognitively distant from the tourism base.

The result is that the standard prescription becomes self-defeating. Diversification into the related space adds activities whose shocks are perfectly correlated with the existing base, raising measured variety without reducing exposure. Diversification that genuinely reduces exposure must move into the unrelated space, where the region has no capability advantage and the branching literature predicts low probability of success.

Table 1. Two dimensions of regional portfolio structure

Quadrant	Capability relatedness to the tourism base	Correlation of demand shocks with tourism	Strategic reading
I. Deepening	High — shares skills, assets and reputation with the existing base	High — same visitor demand	Raises productivity and value capture; does not reduce exposure
II. Branching	Moderate — shares generic service capability, partially transferable	Moderate — partly resident or business demand	The efficient frontier for most regions
III. Leapfrogging	Low — requires capability the region does not hold	Low — independent demand source	Reduces exposure at high failure risk
IV. Trap	Low — serves visitors without deploying or building any distinctive transferable capability	High — still serves visitor demand	Adds measured variety and fixed costs while leaving exposure intact; to be avoided

Two clarifications of Table 1 are required, because the quadrants are defined on dimensions that are conventionally merged. Capability relatedness here means the extent to which an activity draws on, and further develops, a distinctive and at least partially transferable competence that the region already holds. Mere adjacency to the visitor is not capability relatedness: an activity can stand physically and commercially beside the tourism base and still deploy no competence that would survive the loss of visitor demand. Demand correlation means the covariance of the activity's revenue with visitor arrivals, irrespective of what the activity produces. Quadrant IV is therefore not defined by distance from tourism but by the conjunction of capability emptiness and demand exposure. The two dimensions do distinct work in Section 5.4: high demand correlation is what makes a portfolio change spurious for resilience purposes, and is therefore the dimension over which Proposition 8 is stated, while low capability relatedness is what makes quadrant IV wasteful in development terms as well, and is why it is designated a trap rather than merely a misclassification.

5. Framework: three diversification paths

The choice among paths is treated here as conditional rather than universal, and the conditioning variables are specified for each.

5.1. Deepening

Deepening moves the region up the tourism value chain — from accommodation towards experience design, from generic to specialised segments, from low- to high-yield visitors. It exploits existing capability and reputational assets, and it raises value added per visitor, which is a genuine development gain. It does not, however, reduce demand-shock exposure, and by increasing asset specificity it may raise it.

Proposition 1. *Deepening increases regional value added per unit of visitor demand but leaves aggregate demand-shock exposure unchanged; where deepening raises asset specificity, exposure increases.*

Proposition 2. *Deepening dominates the other paths where the region's reputational asset is strong and under-exploited, and where the binding constraint on income is yield per visitor rather than the volatility of visitor numbers.*

5.2. Branching

Branching moves into services that share generic capability with the tourism base — hospitality management, event organisation, logistics, facilities management, food processing, language and vocational education — but whose demand derives at least partly from resident population or business clients. Branching is the path the related-variety literature recommends, and the framework endorses it, but with a qualification the literature does not make: the relevant selection criterion is not relatedness alone but relatedness conditional on demand independence.

Proposition 3. *The resilience contribution of branching is increasing in the share of the target activity's demand originating from non-visitor sources. Where that share is negligible, the activity's contribution to the region's resistance capacity approaches zero irrespective of measured relatedness, although the value added, employment and firm capability it sustains may still contribute to recovery capacity once demand returns.*

Proposition 4. *Activities that are moderately related in capability and weakly correlated in demand constitute the efficient diversification frontier for tourism-dependent regions; identifying this set requires two indices rather than one.*

Certain segments occupy an intermediate position of particular interest. Business-events, medical and educational tourism draw on the same physical and hospitality infrastructure as leisure tourism, and are therefore capability-related, but their demand is generated by institutional rather than discretionary consumer decisions and follows a different seasonal and cyclical profile. They are, in the framework's terms, quadrant-II activities that appear to be quadrant-I activities, and they are consequently undervalued by relatedness-based screening.

The stabilising property is, however, specific to the type of fluctuation, and the qualification matters. Institutional segments are less sensitive than leisure demand to seasonal variation and to short-run movements in household discretionary spending, because organisational budgets are set in advance and executed with a lag. They are not insulated from shocks to mobility itself. The 2020 pandemic suspended business travel, conference activity and international education at least as completely as leisure travel, and there is reason to expect institutional segments to withdraw earlier and to return later than households, since organisational travel decisions are subject to internal risk approval on both sides of the shock. The proposition is therefore bounded to seasonal and cyclical fluctuation and does not extend to global mobility shocks; the limitation is carried through to Section 9.

Proposition 5. *Institutionally driven visitor segments reduce portfolio volatility with respect to seasonal and cyclical fluctuation more than their measured relatedness to leisure tourism would predict, because their demand is generated by organisational planning cycles rather than by household discretionary spending. The proposition does not extend to global mobility shocks, under which institutional segments may contract as sharply as, or more sharply than, leisure demand.*

5.3. Leapfrogging

Leapfrogging enters activities with no capability relationship to the existing base. It is the only path that decisively reduces exposure, and the branching literature correctly predicts a low success rate, since the region lacks the capabilities, suppliers and labour force the new activity requires (Neffke et al., 2011). Its feasibility depends on conditions external to the relatedness calculus: the presence of an institution capable of assembling capability that the market will not assemble, and a time horizon long enough for the investment to mature.

Proposition 6. *The success probability of leapfrogging is increasing in institutional thickness and in the length of the policy horizon, and is largely independent of the region's existing capability portfolio; leapfrogging is therefore a policy-dependent rather than a capability-dependent path.*

The counter-seasonal case requires a further clarification. Where the seasonal amplitude of tourism demand is high, the marginal value of an activity is governed less by its output than by whether it draws on capacity in the months when tourism does not. That property belongs to the demand profile of the target activity, not to the distance the region travels to reach it. Counter-seasonal demand is frequently available within branching range: vocational and higher education,

professional training, conference and association business, public and resident-serving provision, and processing activity tied to the agricultural calendar all peak outside the main visitor season in many destinations, and all draw on generic service or facilities capability that a tourism base already holds. Leapfrogging is required only where the region contains no counter-seasonal demand within its capability reach. Proposition 7 is accordingly stated over the demand profile rather than over the path.

Proposition 7. *Where the seasonal amplitude of tourism demand is high, diversification into activities with counter-seasonal demand yields resilience gains disproportionate to their share of regional employment, because the binding constraint is capacity utilisation in the off-season rather than annual output. The gain attaches to the demand profile and not to the path: it is obtainable through branching wherever counter-seasonal demand is locally generated, and requires leapfrogging only where no such demand exists within the region's capability reach.*

5.4. The diversification trap

Quadrant IV in Table 1 identifies a configuration that conventional indicators cannot detect: activity that serves visitor demand while deploying no distinctive capability the region either holds or acquires. The characteristic instances are the retail of imported and mass-produced souvenir goods, unaccredited and informal guiding, visitor-oriented petty commerce and currency and ticketing intermediation, and undifferentiated budget accommodation added beyond the level the demand supports. Each is recorded by activity classifications as a separate line of business, so entry raises the count and the evenness of the region's activity distribution and every standard diversification index registers an improvement. Exposure to a single demand source is unchanged, the fixed-cost base is larger, and the volatility of net regional income has therefore risen.

The trap must be distinguished from a second and more common error, which originates in quadrant I rather than quadrant IV. Craft manufacture drawing on local skill, specialised heritage interpretation, accredited guiding and high-yield experience design are capability-related and developmentally valuable; they are the substance of deepening, and Proposition 2 recommends them where its conditions hold. The error is to count them as diversification. Because they occupy separate activity classifications, their expansion moves a diversification index in exactly the same direction as entry into quadrant IV, while leaving demand exposure equally unchanged. Quadrant IV misallocates resources; misread quadrant I misallocates only the diagnosis. Both, however, produce identical movement in conventional indices, which is why Proposition 8 is stated over the demand dimension alone: what makes a portfolio change spurious for resilience purposes is high demand correlation, not low capability relatedness.

Proposition 8. *Conventional diversification indices computed on activity shares are non-monotonic in demand-shock exposure for tourism-dependent regions, and can indicate rising diversification while exposure increases.*

Proposition 9. *A diversification measure that is valid for resilience purposes in such regions must weight activities by the independence of their demand sources rather than by their share of employment or output.*

Table 2. Path selection: conditions and expected outcomes

Path	Dominant when	Principal risk	Expected outcome
Deepening	Reputational asset under-exploited; yield per visitor low	Rising asset specificity increases downside in a shock	Higher value added; unchanged or higher exposure
Branching	Non-visitor demand exists locally; generic service capability transferable	Relatedness screening selects demand-correlated activities	Moderate resilience gain at moderate risk
Leapfrogging	Institutional capacity available; long policy horizon; no counter-seasonal demand	Capability gap causes failure	Large resilience gain at high risk

	within capability reach		
Trap (avoid)	Never dominant; arises from index-driven policy targets	Higher fixed costs with unchanged exposure	Measured diversification rises; volatility rises

6. Illustrative application: the Bukhara region

6.1. The region as an instance of the archetype

The framework is stated for historic-city economies with substantial heritage endowments. The Bukhara region of Uzbekistan is a clear instance of that archetype, and this section applies the framework to it illustratively, using published statistics. The purpose is not to test the propositions, which the available data do not permit, but to establish that the exposure structure the framework presupposes is observable, and to indicate what an empirical extension would require.

Three features locate the region in the archetype. First, the tourism base is large relative to the regional service economy: accommodation and food service output in the Bukhara region reached 6,982.7 billion soum in January–August 2025, or 27.1 per cent of the region's market services (Bukhara Regional Statistics Department, 2025). The classification is itself instructive for the argument of Section 8.3, since it aggregates visitor-facing accommodation with catering supplied to the resident population and separates neither demand source from the other. Second, the capacity is substantial and physically specific: in 2024 the region held 250 hotels and similar establishments with 3,980 rooms and 8,423 bed-places, together with 44 tourist firms (National Statistics Committee of the Republic of Uzbekistan [hereafter National Statistics Committee], 2025). Third, the region's international segment — a minority of total arrivals, but the segment that sustains the higher-yield capacity — is predominantly long-haul and discretionary in composition, which distinguishes it from the national aggregate, where arrivals from neighbouring CIS states stating family visits as their purpose predominate: 76.7 per cent of arrivals in 2024, against 14.9 per cent stating leisure and recreation (National Statistics Committee, 2025). The corresponding regional breakdown by purpose of visit is not published, so the inference from the composition of arrivals to the composition of demand is indicative rather than established. The distinction matters for the framework, because the two visitor populations have different demand elasticities and different exposure to the channels identified in Section 4.1.

The region is not, however, monofunctional, and this is what makes it informative rather than merely illustrative. In the first quarter of 2023, services accounted for 41.5 per cent of Bukhara's gross regional product, agriculture, forestry and fishing for 26.8 per cent, industry for 22.7 per cent and construction for 9.0 per cent (National Statistics Committee, 2023). A substantial part of regional output therefore rests on demand that is not visitor-generated — which is precisely the resource whose share in a target activity's revenue Propositions 3 and 4 identify as the criterion for branching.

6.2. Exposure and the 2020 shock

The 2020 mobility shock provides an unusually clean natural observation of the exposure structure, because it was exogenous to the region, transmitted through the channels the framework identifies, and correlated across all visitor-serving activity simultaneously. Table 3 sets the regional against the national series.

Table 3. The 2020 demand shock: Uzbekistan and the Bukhara region

Indicator	2019	2020	Change	Source
Foreign visitor trips to Uzbekistan, thousands	6,748.5	1,504.1	−77.7%	National Statistics Committee (2022)
Total visitors, Bukhara region	3,640,900	249,900	−93.1%	Kilichov & Dávid (2025)

International visitors, Bukhara region	603,100	13,300	−97.8%	Kilichov & Dávid (2025)
Domestic visitors, Bukhara region	3,037,800	236,600	−92.2%	Kilichov & Dávid (2025)

Note: Percentage changes are the author's calculations from the published levels. The national and regional series are not directly comparable in level, since they rest on different counting bases; the comparison here concerns rates of change, not magnitudes.

Two features of Table 3 bear on the argument. The first is amplification: the regional international series falls by roughly twenty percentage points more than the national aggregate. This is what the framework predicts for a region whose demand base is narrow in origin and purpose — the national figure is cushioned by short-haul land-border arrivals whose travel motive is family rather than discretionary leisure, and Bukhara's international arrivals are not. Demand exposure, in other words, is not a function of the tourism share alone but of the composition of the demand behind it, which is the substance of Proposition 9. The comparison should be read with care: the national series counts foreign visitor trips and the regional series counts visitors recorded at destination level, so the two rest on different counting conventions and the gap between the rates cannot be attributed to composition alone. It is nonetheless in the direction the framework predicts, and the competing explanation — that the difference is a definitional artefact — is itself testable by the design in the second row of Table 4.

The second is the near-equivalence in magnitude of the domestic and international declines, at 92.2 and 97.8 per cent respectively. Domestic and international visitor-serving activities sit in different activity classifications and would be recorded as diverse by any conventional index; their shocks in 2020 were nonetheless almost perfectly correlated, because both are visitor demand transmitted through mobility. The region entered the shock with a portfolio that a standard index would have described as containing considerable variety within its service sector, and that variety supplied no resistance capacity at all. This is the configuration Proposition 8 describes.

6.3. Seasonality and the limits of the available data

Proposition 7 turns on seasonal amplitude, and here the case runs into a data constraint that is itself informative. No monthly or full quarterly series of visitor arrivals is published for the Bukhara region, and the national bulletins report arrivals annually and by cumulative period rather than by month. What can be established from published sources is indirect. Room-stock utilisation in the region was reported at the top of the national ranking before the shock, and the responsible authority noted at the time that the published coefficient is an average that rises considerably during festivals and at the peak of the season — an acknowledgement of amplitude without a measurement of it (State Committee for Tourism Development, 2020, in a statement reported by the press). The single intra-year split available in the national statistics for the period indicates the order of amplitude involved: 745,720 of the 1,881,350 foreign visitor trips recorded in 2021, or 39.6 per cent of the year, fell in the fourth quarter alone (National Statistics Committee, 2022; share calculated by the author), although that year's distribution is distorted by the sequencing of reopening. Academic treatment of seasonality in Uzbek tourism identifies climatic conditions as the primary driver but likewise publishes no monthly distribution (Kilichova, Murodullayev & Norkulova, 2023).

The gap is not incidental. The regional statistical apparatus publishes activity counts — establishments, rooms, bed-places, firms, arrivals — in considerable detail, and publishes neither the intra-year distribution that Proposition 7 requires nor the demand-source partition that Proposition 9 requires. The indicators available to regional policy are, in other words, exactly the activity-share indicators that Proposition 8 identifies as non-monotonic in exposure. This is not a peculiarity of one country's statistical practice; it is the general condition that Section 8.3 addresses, and the Bukhara case makes its consequences concrete.

6.4. Reading the region through the framework

Applying the quadrants to the region yields a determinate reading. Deepening candidates are strong: heritage interpretation, craft production drawing on documented local skill, and higher-yield segments are supported by an internationally recognised reputational asset, and Proposition 2 recommends them on income grounds where yield rather than volatility is the binding constraint. They do not reduce exposure, and Table 3 indicates how little protection the existing visitor-serving variety supplied.

Branching candidates are the operative set, consistent with Section 8.2. The region's agricultural, industrial and construction base generates demand that is locally originated and uncorrelated with visitor arrivals, and several activities lie within the capability reach of a mature hospitality economy: facilities and property management, catering and food processing for institutional and industrial clients, logistics, vocational and language education, and professional training and conference provision. The last two are also counter-seasonal in the sense of Proposition 7, since academic and organisational calendars peak outside the principal visitor season. Evidence on the uneven regional distribution of tourism infrastructure readiness in Uzbekistan (Arabov et al., 2024) and on the sustainability constraints facing the Silk Road destinations specifically (Karimov, Okmullaev, Marty & Saidmamatov, 2025) supports treating further undifferentiated capacity expansion as the less attractive alternative.

Leapfrogging is conditioned by Proposition 6 on institutional thickness and policy horizon. National tourism strategy provides a long horizon and identifiable institutional capacity, but it is directed at expanding tourism rather than at assembling capability outside it, which on the framework's reading places the binding constraint on leapfrogging rather than relaxing it.

The trap is a live risk rather than a hypothetical one. Where regional performance is assessed on the number and spread of registered tourism-adjacent businesses, the cheapest way to improve the measure is additional visitor-serving capacity of exactly the kind Section 5.4 describes. A region with 250 accommodation establishments and 8,423 bed-places already possesses the fixed-cost base whose expansion raises volatility; Table 3 shows what happens to revenue against that base when arrivals fall by more than ninety per cent. The framework's recommendation for such a region is to screen candidate activities on demand independence first and capability proximity second, and to treat institutional visitor segments as diversification rather than as tourism expansion — with the bound stated in Proposition 5.

7. Discussion

The framework carries three implications for the related-variety debate. First, it supports Bathelt and Storper's (2023) contention that relatedness measures conflate distinct mechanisms, and specifies one case in which the conflation reverses the policy conclusion. Where capability relatedness and demand correlation coincide, a single index suffices; where they diverge, using one index to serve both the spillover and the buffering argument produces recommendations that satisfy neither.

Second, it clarifies why service-led regions have proved awkward for a framework developed on manufacturing. The difficulty is not primarily that service activities are harder to classify, though they are, but that the classification systems encode output similarity, which in services tracks the customer served rather than the capability deployed. Two activities serving the same visitor are recorded as related; two activities deploying the same capability for different customers are not.

Third, it identifies a policy-evaluation hazard. Regional programmes are frequently assessed on diversification indices. Proposition 8 implies that in tourism-dependent regions such indices can be improved by investments that increase vulnerability, and that a region pursuing the index will be led towards quadrant IV, since additional visitor-serving activity is the cheapest way to raise measured variety.

The framework also has implications for how the specialisation–diversification debate should be posed. The two prescriptions are not alternatives on a single dimension but statements about different dimensions: specialisation is advice about capability, diversification is advice about

exposure. Once separated, the apparent contradiction largely dissolves, and the operative question becomes which activities are simultaneously capability-proximate and demand-independent — an empirical question with a determinate answer for any given region, as the reading of the Bukhara case in Section 6.4 illustrates.

8. Implications

8.1. For regional policy

Three prescriptions follow. Screening for diversification candidates should be two-dimensional, ranking activities by capability proximity and by the correlation of their demand with visitor arrivals, and selecting from the moderate-proximity, low-correlation region rather than maximising proximity. Institutionally driven visitor segments should be treated as diversification rather than as tourism expansion, since Proposition 5 implies their volatility contribution differs from that of leisure demand with respect to seasonal and cyclical variation, though not with respect to global mobility shocks. And where seasonality is the binding constraint, counter-seasonal activity should be evaluated on its contribution to off-season capacity utilisation rather than on its employment share, irrespective of whether it is reached by branching or by leapfrogging.

8.2. For regions in transition and emerging economies

Regions with substantial heritage endowments in emerging economies face this dilemma in an acute form, because tourism is often the only sector in which they possess an internationally recognised advantage, while the institutional capacity that Proposition 6 identifies as the precondition for leapfrogging is limited. The framework implies that for such regions branching is the realistic frontier, and that the policy priority is the identification of locally generated demand — resident services, regional business services, public provision, and demand arising from the region's own agricultural and industrial base — capable of supporting activities that share capability with the tourism base without sharing its demand. The Bukhara reading in Section 6.4 is one worked instance; the same structure would be expected in comparable historic-city economies elsewhere in Central Asia and beyond, and the comparative evidence on tourism's regional impact in the post-Soviet space is consistent with this expectation (Aliyeva et al., 2019; Demidova et al., 2025).

8.3. For measurement practice

Proposition 9 implies a specific revision to indicator design: diversification indices used for resilience assessment should be computed over demand sources rather than over activity classifications. This is more demanding of data but not prohibitively so, since the required partition — visitor, resident, business, public — is coarse and can be approximated from existing survey instruments. Where regional statistical systems already collect arrivals by purpose of visit, as the Uzbek system does at national level, the principal additional requirement is disaggregation to the regional level and to intra-year periods.

9. Limitations and future research

The paper is conceptual and its propositions require testing (Jaakkola, 2020). Four limitations bound the argument. It treats demand correlation as observable, whereas estimating it requires either long sectoral time series or survey-based attribution, both scarce at sub-national level — a constraint the Bukhara material in Section 6.3 illustrates directly. It assumes tourism demand shocks are exogenous to the region, which holds for global shocks but not for reputational damage that is locally caused. It addresses regions with an existing tourism specialisation, not regions considering whether to acquire one. And the stability attributed to institutional visitor segments in Proposition 5 is bounded to seasonal and cyclical fluctuation: the evidence of 2020 indicates that under a shock to mobility itself these segments contract at least as sharply as leisure demand, so the proposition should not be read as a claim about resilience to global disruption.

A fifth constraint applies to Section 6 specifically. The illustration draws on a single region and on published aggregates assembled for other purposes; the regional visitor series originates in a secondary compilation, the national and regional series rest on different counting bases, and no intra-year distribution is available. The section therefore demonstrates the observability of the exposure structure and does not test any proposition.

Table 4. Research agenda

Research question	Suggested design	Data requirement
Do capability relatedness and demand correlation diverge as predicted (Section 4.2)?	Compute both matrices for service activities in tourism-dependent regions and compare their structure.	Sectoral employment series plus demand-source attribution.
Does branching into demand-correlated activities fail to reduce volatility (P3)?	Panel analysis relating regional income volatility to related and unrelated variety, split by demand correlation.	Regional accounts over at least one shock episode.
Do institutional visitor segments stabilise as predicted, and does the effect disappear under mobility shocks (P5)?	Compare seasonal and cyclical amplitude of business-event, medical and educational visitor flows with leisure flows, and repeat the comparison across the 2020 episode.	Disaggregated arrivals data by purpose, monthly where available.
Are counter-seasonal branching and counter-seasonal leapfrogging equivalent in resilience effect (P7)?	Compare off-season capacity utilisation and income volatility in regions that reached counter-seasonal demand by each route.	Monthly regional output or employment series by activity.
Is the trap observable (P8)?	Construct conventional and demand-weighted indices for the same regions and compare their rankings and shock predictions.	Activity shares plus demand partition.
Does institutional thickness condition leapfrogging success (P6)?	Comparative case analysis of regions attempting unrelated diversification.	Programme records and outcome tracking.

10. Conclusion

Regions are told to specialise and to diversify, and the related-variety literature has offered relatedness as the reconciling principle. This article has argued that the reconciliation depends on an empirical coincidence — that activities sharing capabilities also share markets — which holds in the manufacturing settings where the framework was developed and fails in tourism-dependent service economies. Once capability relatedness and demand correlation are separated, the two prescriptions cease to conflict, because they concern different dimensions of the regional portfolio: specialisation is advice about what a region can do well, diversification is advice about what it is exposed to. The practical consequence is that relatedness-based screening, applied without a demand-correlation criterion, will systematically recommend diversification that raises measured variety while leaving exposure intact, and that the indices used to evaluate such policy will confirm its success while the underlying vulnerability grows. The Bukhara material indicates that the exposure structure is observable and that the indicators currently published are not sufficient to detect it, which sets the immediate empirical agenda: build the demand-source partition before building the diversification index.

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UDK: 378.014.543:001.895(575.1)
JEL: I23, I22, O31, O38

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«МОЛИЯВИЙ ЖИҲАТДАН МУСТАҚИЛ ДАВЛАТ ОЛИЙ ТАЪЛИМ МУАССАСАСИ» КОНЦЕПЦИЯСИ ВА УНИНГ ЎЗБЕКИСТОНДА ЭВОЛЮЦИОН БОСҚИЧЛАРИ

АННОТАЦИЯ Мазкур мақолада «молиявий жиҳатдан мустақил давлат олий таълим муассасаси» тушунчасининг назарий-концептуал асослари ва унинг Ўзбекистонда шаклланиш эволюцияси таҳлил қилинган. Университет автономияси, жумладан молиявий автономия ҳодисасининг халқаро илмий адабиётлардаги турли талқинлари (B. Clark, H. Etzkowitz, L. Leydesdorff, J.G. Wissema, I.M. Pandey, G. Hills, M. Beloff, И.В. Абанкина, А.Д. Квашин ва бошқалар) умумлаштирилиб, тушунчанинг муаллифлик таърифи таклиф этилган. Инглиз-саксон, континентал Европа ва постсовет моделлари қиёсий таҳлил қилиниб, уларнинг Ўзбекистон шароитига мослашуви кўрсатилган. Ўзбекистон Республикаси Олий таълим, фан ва инновациялар вазирлиги ҳамда Молия вазирлигининг 2017–2025 йилларга оид статистик маълумотлари асосида давлат олий таълим муассасаларининг молиявий мустақиллиги ривожланишининг етти босқичи ажратилган. Тадқиқот натижасида шаклланаётган «ўзбек модели»нинг гибрид хусусияти асосланган, амалга ошириш жараёнидаги асосий тизимли муаммолар аниқланган ҳамда технология трансфери маркази (ТТМ) ташкил этиш, «40-30-30» рағбатлантириш тизими, спин-офф компанияларни қўллаб-қувватлаш ва васийлик (эндаумент) фондларини яратиш бўйича амалий таклифлар ишлаб чиқилган.

Калит сўзлар: молиявий мустақиллик, олий таълим муассасаси, университет автономияси, тадбиркорлик университети, уч томонлама спирал, кузатув кенгаши, диверсификация, технология трансфери маркази.

АННОТАЦИЯ В статье анализируются теоретико-концептуальные основы понятия «финансово независимое государственное высшее учебное заведение», а также эволюция его становления в Узбекистане. Обобщены различные трактовки феномена университетской автономии, в частности финансовой автономии, представленные в международной научной литературе (B. Clark, H. Etzkowitz, L. Leydesdorff, J.G. Wissema, I.M. Pandey, G. Hills, M. Beloff, И.В. Абанкина, А.Д. Квашин и др.), и предложено авторское определение данного понятия. Проведён сравнительный анализ англосаксонской, континентально-европейской и постсоветской моделей, показана их адаптация к условиям Узбекистана. На основе статистических данных Министерства высшего образования, науки и инноваций и Министерства финансов Республики Узбекистан за 2017–2025 годы выделены семь этапов развития финансовой самостоятельности государственных вузов Узбекистана. В результате исследования обоснован гибридный характер формирующейся «узбекской модели», выявлены основные системные проблемы её реализации, а также разработаны практические рекомендации по созданию центров трансфера технологий, внедрению стимулирующей схемы «40-30-30», поддержке спин-офф компаний и формированию эндаумент-фондов.

Ключевые слова: финансовая самостоятельность, высшее учебное заведение, автономия университета, предпринимательский университет, тройная спираль, наблюдательный совет, диверсификация, центр трансфера технологий.

ABSTRACT This article analyzes the theoretical and conceptual foundations of the concept of a "financially independent state higher education institution," as well as the evolution of its

formation in Uzbekistan. Various interpretations of university autonomy, particularly financial autonomy, presented in the international scholarly literature (B. Clark, H. Etzkowitz, L. Leydesdorff, J.G. Wissema, I.M. Pandey, G. Hills, M. Beloff, I.V. Abankina, A.D. Kvashin, and others) are synthesized, and an original definition of the concept is proposed. A comparative analysis of the Anglo-Saxon, Continental European, and post-Soviet models is conducted, demonstrating their adaptation to the conditions of Uzbekistan. Based on statistical data from the Ministry of Higher Education, Science and Innovation and the Ministry of Finance of the Republic of Uzbekistan for 2017–2025, seven stages in the development of financial independence of state higher education institutions in Uzbekistan are identified. As a result of the study, the hybrid nature of the emerging "Uzbek model" is substantiated, the main systemic problems of its implementation are identified, and practical recommendations are developed for establishing technology transfer offices, introducing a "40-30-30" incentive scheme, supporting spin-off companies, and creating endowment funds.

Keywords: financial independence, higher education institution, university autonomy, entrepreneurial university, triple helix, supervisory board, diversification, technology transfer center.

КИРИШ

Ўзбекистон Республикаси Президенти Шавкат Мирзиёев Олий Мажлисга Мурожаатномасида «Шу юртда яшаётган ҳар бир инсоннинг тинч ва бахтли ҳаёт кечириши, унинг соғлиғи жойида бўлиши, яхши таълим олиши, оиласини тебратиши учун қандай шароит керак бўлса, ҳаммасини яратиб беришга ҳаракат қиляпмиз ва бу йўлдан асло тўхтамаймиз. Таълим сифатини ошириш Янги Ўзбекистон тараққиётининг яккаю ягона тўғри йўлидир», – деб таъкидлаган эди [1]. Янги Ўзбекистонда айнан ушбу йўл билан бориб, таълим тизимида амалга оширилаётган ислоҳотлар олий таълим муассасаларининг мустақиллигини кенгайтириш, таълим сифатини ошириш ва уни халқаро стандартларга мослаштиришга қаратилган.

Бугунги кунда жаҳон таълим тизими туб ўзгаришлар босқичини бошдан кечирмоқда: рақамли технологияларнинг жадал интеграциялашуви, сунъий интеллектга асосланган персонал таълим моделлари, ўқувчиларнинг танқидий фикрлаш ва амалий кўникмаларини ривожлантиришга қаратилган ёндашув анъанавий ўқув дастурларини тубдан қайта кўриб чиқишга олиб келмоқда. Постиндустриал жамиятда университетларнинг ролининг ўзгариши уларнинг давлат ва бозор билан муносабатларини тубдан қайта кўриб чиқишга олиб келди. Давлат томонидан тўлиқ тартибга солинадиган муассасалардан университетлар юқори даражадаги автономия ва ўз молиявий барқарорлиги учун масъулиятни ўз ичига олган моделларга қараб ривожланмоқда [5]. Бундай шароитда Ўзбекистон каби ўтиш иқтисодиётига эга мамлакатлар учун «молиявий жиҳатдан мустақил давлат олий таълим муассасаси» тушунчаси нафақат назарий, балки муҳим амалий аҳамиятга эга бўлмоқда.

Тадқиқотнинг долзарблиги қуйидаги омиллар билан белгиланади: биринчидан, 2021 йил 24 декабрдаги ПҚ-61-сон қарор билан 35 та етакчи давлат университетига молиявий автономия берилиши [3]; иккинчидан, 2024 йилдан бошлаб ушбу жараённинг институционализация босқичига ўтганлиги; учинчидан, мазкур ислоҳотларнинг олий таълим муассасалари даромад тузилмасига таъсирини баҳолашнинг илмий жиҳатдан етарлича ўрганилмаганлиги. Хусусан, 2021 йилда давлат олий таълим муассасалари даромадларининг ўртача 72 фоизи бюджет маблағлари ҳисобига шаклланган бўлса, 2024 йилга келиб бу кўрсаткич 55 фоизга тушиб, бюджетдан ташқари даромадлар улуши 45 фоизга етди [20]. Мазкур тенденция молиявий мустақиллик концепциясини тизимли илмий таҳлил қилиш заруратини кун тартибига қўймоқда.

Тадқиқотнинг мақсади университетларнинг молиявий мустақиллигини аниқлашнинг мавжуд ёндашувларини танқидий таҳлил қилиш, тегишли тушунчанинг муаллифлик таърифини шакллантириш, концепцияни амалга оширишнинг асосий элементларини аниқлаш ҳамда Ўзбекистон университетлари молиявий мустақиллигининг ривожланиш мезонлари ва даврийлаштиришини ишлаб чиқишдан иборат.

Тадқиқот вазифалари:

1. Университетлар молиявий мустақиллигини аниқлашнинг мавжуд ёндашувларини танқидий таҳлил қилиш;
2. Тегишли тушунчанинг муаллифлик таърифини шакллантириш;
3. Концепцияни амалга оширишнинг асосий тамойилларини аниқлаш;
4. Ўзбекистон университетлари молиявий мустақиллиги ривожланишининг даврийлаштиришини ишлаб чиқиш;
5. Халқаро тажриба ва миллий хусусиятларнинг ўзбек моделига таъсирини баҳолаш;
6. Амалга ошириш жараёнидаги тизимли муаммоларни аниқлаш ва уларни бартараф этиш бўйича таклифлар ишлаб чиқиш.

МАВЗУГА ОИД АДАБИЁТЛАР ТАҲЛИЛИ

Тадбиркорлик университети назариясининг асосчиси америкалик социолог Бертон Кларк ҳисобланади. Унинг «Creating Entrepreneurial Universities: Organizational Pathways of Transformation» (1998) асарида беш европа университети мисолида тадбиркорлик университетига хос бешта «трансформация йўли» аниқланган: кучли бошқарув ядроси, кенгайтирилган ривожланиш периферияси, диверсификацияланган молиялаштириш базаси, фаоллаштирилган академик «юрак» ва тадбиркорлик маданияти [5]. Кейинчалик муаллиф ушбу концепцияни ривожлантириб, ўзгаришнинг институционал жиҳатдан барқарорлашуви масаласини кўтарган [6].

Университет-давлат-бизнес ҳамкорлигининг назарий асосини Генри Ицковиц ва Лоэт Лейдесдорфнинг «Уч томонлама спирал» (Triple Helix) модели ташкил этади. 1995 йилги дастлабки мақолада муаллифлар университет, саноат ва давлат ўртасидаги муносабатларнинг билимга асосланган иқтисодиёт учун «лаборатория» вазифасини бажаришини асослаган [7], кейинги ишларида эса модель билим иқтисодиётини таҳлил қилиш учун умумназарий асос сифатида ривожлантирилган [8].

Голланд олими Ханс Виссема «Towards the Third Generation University» (2009) асарида университетларнинг эволюциясини уч авлодга бўлиб таҳлил қилган: биринчи авлод (ўрта асрлар университети), иккинчи авлод (Гумбольдт модели) ва учинчи авлод билимни тижоратлаштирувчи, стартап ва технопарклар билан фаол ишлайдиган «халқаро ноу-хау марказлари» [9].

Университет автономиясининг молиявий ўлчовларини баҳолашда Б. Джонгблуд, Ф. Кайзер ва Ж. Салми каби олимларнинг ишлари муҳим ўрин тутади улар ресурсларга боғлиқлик назарияси нуқтаи назаридан университетларнинг молиявий мустақиллик даражасини баҳолаш мезонларини ишлаб чиққан. Ж. Салмининг «The Challenge of Establishing World-Class Universities» (2009) асарида эса етакчи университетларнинг молиявий барқарорлигини таъминлаш механизмлари батафсил ёритилган [10]. Европа университетлари ассоциацияси (EUA) томонидан Т. Эстерманн раҳбарлигида ўтказилган тадқиқотларда молиявий автономия университетнинг бюджетни мустақил тақсимлаш, қарз олиш, мулкдан фойдаланиш ва ортиқча маблағни кейинги йилга ўтказиш ҳуқуқлари орқали ўлчанади [11].

Рус олимларининг тадқиқотлари

И.В. Абанкина (ОТА Иқтисодий тадқиқотлар институти, Москва) раҳбарлигида бюджетдан ташқари молиялаштириш моделлари, автоном муассасаларга ўтиш тажрибаси ва давлат номинал молиявий мажбуриятлари механизми бўйича кенг қамровли тадқиқотлар олиб борилган [12]. Унинг ҳамкори Т.В. Абанкина эса эндаумент фондлари ва автоном муассасаларнинг молиявий оқимларини моделлаштириш масалаларига бағишланган ишлар муаллифидир [13].

А.Д. Квашиннинг «Совершенствование финансового механизма автономных высших учебных заведений в России» номли тадқиқотида автоном муассасалар молиявий механизмини оптималлаштириш зарурати асосланган; муаллиф бу борада С.А. Беляков, Т.Л. Клячко, Д.Г. Сандлер каби рус тадқиқотчиларининг ишларига таянган [14].

Ўзбекистонда мавзу нисбатан янги бўлиб, олий таълимни молиялаштириш ислоҳотлари асосан амалий-сиёсий таҳлиллар ва норматив ҳужжатлар шарҳи шаклида ёритилган. Хусусан, 2019 йилда Давлат дастурининг 221-банди доирасида олий таълим муассасаларини ўзини ўзи молиялаштириш тизимига ўтказиш ва уларга молиявий мустақиллик бериш чоралари белгиланган [15]. З.И. Жумакулов томонидан ўтказилган халқаро тажриба таҳлили бир нечта самарали моделларни (инглиз-саксон, континентал, постсовет) аниқлаган ва уларнинг Ўзбекистон шароитига мослашув йўналишларини кўрсатган [16]. Шунингдек, олий таълим муассасаларини молиялаштиришнинг замонавий механизмларига бағишланган мақолаларда О.Т. Ҳайитов [17], Ш.Ш. Зокиров [18] ва М.М. Қўзибоев [19] томонидан ўзбек моделининг ўзига хос хусусиятлари таҳлил қилинган. Ушбу тадқиқотларда давлат олий таълим муассасаларининг молиявий мустақиллигига ўтиш жараёнидаги асосий тўсиқлар, жумладан, ғазначилик назоратининг сақланиб қолиши, кузатув кенгашларининг заифлиги ва молиявий бошқарув соҳасида малакали кадрларнинг етишмаслиги қайд этилган.

Ўтказилган таҳлил шуни кўрсатадики, чет эл ва рус адабиётларида университет молиявий автономиясининг назарий-концептуал асослари, ўлчов мезонлари ва бошқарув механизмлари етарлича чуқур ишлаб чиқилган, бироқ Ўзбекистон шароитида бу концепциянинг миллий хусусиятларини ҳисобга олган ҳолда комплекс тадқиқ этилиши ҳали тизимли илмий асосга эга эмас. Айнан ушбу бўшлиқ мазкур тадқиқотнинг илмий янгилигини белгилайди.

ТАДҚИҚОТ МЕТОДОЛОГИЯСИ

Тадқиқот методологик асосини қуйидаги усуллар мажмуи ташкил этади:

- **норматив-ҳуқуқий таҳлил усули** – Ўзбекистон Республикаси Президенти фармонлари, қарорлари ва Вазирлар Маҳкамаси қарорларини таҳлил қилиш орқали ислоҳотларнинг ҳуқуқий базасини аниқлаш;
- **қиёсий таҳлил усули** – инглиз-саксон, континентал Европа ва постсовет моделларини бир қатор мезонлар (молиялаштириш манбалари, бошқарув эркинлиги даражаси, мулк ҳуқуқлари, манфаатдор томонлар иштироки, давлат роли) бўйича қиёслаш;
- **тарихий-даврийлаштириш усули** – 1991 йилдан ҳозирги кунгача бўлган даврни Олий таълим, фан ва инновациялар вазирлиги ҳамда Молия вазирлигининг статистик кўрсаткичлари ва норматив ҳужжатлар асосида изчил босқичларга ажратиш;
- **контент-таҳлил усули** – илмий адабиётлардаги «молиявий автономия» тушунчасининг турли таърифларини умумлаштириш ва муаллифлик таърифини шакллантириш;
- **статистик таҳлил усули** – 2017–2025 йиллардаги давлат олий таълим муассасалари даромад тузилмаси, бюджет ва бюджетдан ташқари маблағлар нисбати ҳамда қабул кўрсаткичлари динамикасини таҳлил қилиш.

Тадқиқотнинг ахборот базасини Ўзбекистон Республикаси қонунчилик ҳужжатлари, Олий таълим, фан ва инновациялар вазирлигининг статистик маълумотлари, Молия вазирлигининг ҳисоботлари, шунингдек хорижий ва рус тилидаги илмий манбалар таҳлили ташкил этади.

ТАҲЛИЛ ВА НАТИЖАЛАР

Университетларнинг молиявий мустақиллиги ҳақидаги назарий қарашлар университет автономияси тўғрисидаги узоқ давом этган илмий мунозараларга асосланади. Хорижий адабиётларда молиявий автономия кўпинча умумий институционал автономиянинг ажралмас қисми сифатида қаралиб, жамоатчиликка ҳисобдорлик доирасида ресурсларни бошқариш эркинлигига урғу берилади [11]. Турли муаллифларнинг ёндашувлари 1-жадвалда умумлаштирилган.

1-жадвал

Олий таълим муассасаларининг молиявий мустақиллигига берилган таърифлар

Муаллиф	Таъриф
И.М. Пандей (I.M. Pandey)	Молиявий автономия – бу «муассасанинг устуворликлари ва ички қоидаларига мувофиқ маблағларни жалб қилиш ва улардан фойдаланиш эркинлиги». Молиявий автономиясиз муассаса тўлиқ институционал автономияга эга бўла олмайди [21].
Сэр Грэм Хиллс (Sir Graham Hills)	Университетларнинг кўпчилиги «марказий ҳукуматга молиявий қарамликнинг ачинарли ҳолатига» тушиб қолган. Ҳақиқий мустақиллик университетларга ўз харажатларини белгилаш ва тўловларни ундириш имконини берувчи ислоҳотларни талаб қилади [22].
Макс Белофф (Max Beloff)	Мустақил университет – «солиқ тўловчилар эмас, балки ўқиш тўловлари ва хайрия маблағлари ҳисобидан молиялаштириладиган», яъни давлат таъминот тизимидан ташқарида мавжуд бўлган муассаса [23].
И.В. Абанкина	Университетларнинг юқори натижаларга эришиши учун автономия, жумладан молиявий автономия асосий шарт ҳисобланади [12].
А.Д. Квашин	Давлат университетларининг молиявий мустақиллиги уларнинг автоном муассасалар сифатида ишлаши нуқтаи назаридан ўрганилиб, молиявий механизмни оптималлаштириш зарурати таъкидланади [14].
Муаллифлик таърифи	Молиявий жиҳатдан мустақил давлат олий таълим муассасаси – давлат томонидан таъсис этилган, аммо қонун ҳужжатлари доирасида ўз даромад манбаларини (бюджет маблағлари, таълим тўловлари, грантлар, тадбиркорлик фаолияти) мустақил шакллантириш, уларни тасарруф қилиш, мол-мулкдан фойдаланиш ва стратегик ривожланиш йўналишларини белгилаш бўйича кенг ваколатларга эга бўлган, жамият ва давлат олдидаги ҳисобдорлигини сақлаган ҳолда фаолият юритувчи нотижорат ташкилот.

Молиявий жиҳатдан мустақил давлат олий таълим муассасаси ва анъанавий давлат муассасаси ўртасидаги асосий фарқ молиялаштириш парадигмасининг ўзгаришида намоён бўлади – яъни «ажратилган маблағларни ўзлаштириш»дан «ресурслар портфелини бошқариш»га ўтишда [11]. Бунда молиявий мустақиллик давлат томонидан молиялаштиришдан тўлиқ воз кечишни англатмайди: бюджет маблағлари университет ўз фаолияти орқали кўпайтириши керак бўлган асосий кафолатланган даромад вазифасини бажаради.

Ўзбекистондаги молиявий жиҳатдан мустақил давлат олий таълим муассасаси концепцияси норматив-ҳуқуқий база ва илмий адабиётларни таҳлил қилиш натижасида келиб чиқадиган бешта асосий тамойилга асосланади (2-жадвал).

2-жадвал

Ўзбекистонда концепцияни амалга оширишнинг асосий тамойиллари

Тамойил	Таркиб	Амалга ошириш механизмлари
Субъективлик	Давлат тўғридан-тўғри самаралироқ амалга оширилиши мумкин бўлган ваколатлар ва ресурсларни университет даражасига ўтказади.	Бюджетдан ташқари маблағларни бошқариш ҳуқуқларини ўтказиш, штат жадвалини мустақил тасдиқлаш.
Диверсификация	Ягона манбага (давлат бюджети) боғлиқликни камайтириш учун кўп каналли молиялаштиришни ривожлантириш.	Пуллик таълим, илмий-тадқиқот ишларини тижоратлаштириш, кичик инновацион корхоналар, битирувчилар билан ишлаш.
Шаффофлик	Даромад ва харажатлар манбалари бўйича давлат, жамият ва манфаатдор томонларга ҳисобот бериш.	Молиявий ҳисоботларни веб-сайтда нашр этиш, мустақил аудитлар, кузатув кенгашлари назорати.
Масъулият	Берилган эркинликнинг мутаносиблиги ва фаолият якуний натижалари учун жавобгарлик.	Самарадорликни мониторинг қилиш, кўрсаткичлар қониқарсиз бўлганда бошқарувни ўзгартириш имконияти.
Стратегик йўналганлик	Молиявий сиёсатнинг узоқ муддатли ривожланиш дастурига бўйсундирилиши.	Молиявий стратегияни ривожлантириш дастурининг бир қисми сифатида ишлаб чиқиш, бюджетни асосий самарадорлик кўрсаткичлари (KPI) билан боғлаш.

Молиявий жиҳатдан мустақил давлат олий таълим муассасаси концепциясининг Ўзбекистонда шаклланиши муваффақиятли хорижий амалиётларнинг сезиларли таъсири остида содир бўлди. Ўзбек тадқиқотчилари томонидан ўтказилган халқаро тажриба таҳлили бир нечта самарали моделларни аниқлади [16].

Инглиз-саксон модели (Буюк Британия, АҚШ) университетларнинг юқори даражадаги автономияси, хусусий молиялаштиришнинг катта улуши (ўқиш тўловлари, хайрия маблағлари) ва ресурслар учун кучли рақобат билан тавсифланади. Ушбу моделнинг бошқарув ва молиявий назорат стандартлари Ўзбекистондаги халқаро стандартли университетлар – Тошкентдаги Вестминстер халқаро университети (WIUT), Инҳа университети (IUT) ва TEAM University фаолиятида ўз аксини топган. Гарчи ушбу муассасалар хусусий/хорижий университетлар бўлса-да, уларнинг бошқарув тажрибаси ва молиявий мустақиллик механизмлари давлат университетлари учун намуна бўла олади.

Континентал Европа модели (Германия, Нидерландия, Австрия) тарихан давлатнинг кучлироқ ролига асосланган, аммо 20-асрнинг охиридан бошлаб глобал бюджетлар ва давлат-университет шартномавий муносабатлари орқали автономия томон

ҳам ҳаракатланмоқда: университетлар жараён учун эмас, натижалар учун жавобгар бўлади [11].

Постсовет трансформация модели (Россия, Қозоғистон) дастлабки шароитларнинг Ўзбекистонникига яқинлиги сабабли алоҳида қизиқиш уйғотади. Бу мамлакатларда молиявий автономияга ўтиш «федерал», «миллий тадқиқот» ва «флагман» университетлар тоифаларининг яратилиши билан бирга амалга оширилди. Россияда узоқ муддатли барқарорлик воситаси сифатида васийлик фондлари (мақсадли капитал) фаол ривожланмоқда [13].

Ўзбекистон ушбу моделларни ўз шароитларига мослаштириб, эволюцион йўлни танлади: 1990-йиллардаги баъзи МДҲ мамлакатларидаги «шок терапияси»дан фарқли ўлароқ, ислоҳот чекланган миқдордаги энг яхши тайёрланган университетларга мустақиллик беришдан бошланди (пилот лойиҳа).

Миллий қонунчилик, Олий таълим, фан ва инновациялар вазирлигининг статистик маълумотлари [20] ва илмий нашрларни таҳлил қилиш асосида давлат олий таълим муассасалари молиявий мустақиллиги ривожланишининг етти асосий босқичи аниқланган (3-жадвал).

3-жадвал

Ўзбекистонда давлат ОТМларининг молиявий мустақиллиги ривожланиш босқичлари

Босқич	Давр	Асосий хусусиятлар	Норматив база / натижалар
1. Мустақилликнинг дастлабки йиллари	1991–1996	Совет тизимидан мерос қолган марказлашган бошқарув, бюджет молиялаштиришининг устуворлиги, иқтисодий мустақилликнинг деярли йўқлиги.	Янги қонунчилик базасини шакллантириш бошланди.
2. Қонунчий асоснинг яратилиши	1997–2000	«Таълим тўғрисида»ги Қонун (1997) қабул қилинди, пуллик-контракт тизими жорий этилди.	ОТМга қабул 9% дан кам [20]. Бюджетдан ташқари даромадлар улуши 5–8% атрофида.
3. Тартибга солинган молиялаштириш даври	2001–2010	Ғазначилик назорати кучайтирилди, бюджетдан ташқари маблағларнинг сарфланиши қатъий лимитланди.	Бюджетдан ташқари даромадлар улуши 10–12% гача ошди.
4. Тайёргарлик босқичи	2011–2016	Ислоҳотлар муҳокамаси, халқаро стандартли янги университетлар ташкил этилди.	WIUT (2002), IUT (2014), TEAM University (2015) фаолияти бошланди.
5. Ислоҳотларнинг бошланиши	2017–2020	2017–2021 йиллар Ҳаракатлар стратегияси доирасида ислоҳотлар бошланди, 2030 йилгача	ОТМга қабул 20% га етди [20]. Давлат дастурининг 221-банди [15].

Босқич	Давр	Асосий хусусиятлар	Норматив база / натижалар
		Концепция қабул қилинди (ПФ-5847, 2019).	
6. Синов босқичи	2021–2023	35 та етакчи университетга молиявий мустақиллик берилди (ПҚ-61, 24.12.2021), кредит-модул тизимига ўтиш бошланди.	Қамров 38–39% [20]. Бюджетдан ташқари даромадлар улуши 30–35% га ошди.
7. Масштаблаш ва институционализация	2024 – ҳозирги кунгача	Рўйхатни кенгайтириш, бюджет ва Фуқаролик кодексларига ўзгартиришлар киритилди, кузатув кенгашлари ваколатлари кучайтирилди.	Бюджетдан ташқари даромадлар улуши 45% га етди [20].

Учинчи босқич (2021–2023) бурилиш нуқтасини ташкил этади: 2022 йил январь ойидан бошлаб энг истиқболли 35 та университетга мустақиллик бериш тўғрисидаги қарор Ўзбекистон олий таълим тизимида янги даврнинг бошланишини белгилаб берди. Мазкур 35 та университетда 2023 йил якунига кўра бюджетдан ташқари даромадларнинг ўртача улуши 42 фоизни ташкил этди, бу умумий республика кўрсаткичидан (38 фоиз) юқоридир. Айни пайтда халқаро тадқиқотларда таъкидланганидек, ушбу босқичда таълимни тижоратлаштириш ва ижтимоий заиф гуруҳлар учун имкониятларнинг пасайиши билан боғлиқ хавфлар ҳам пайдо бўлди. Тўртинчи босқичда (2024 – ҳозирги кунгача) стратегик молиявий бошқарув, васийлик фондлари ва университет-саноат ҳамкорлиги устувор вазифага айланган бўлиб, бу жараён Triple Helix модели ва Entrepreneurial University назариялари билан уйғунлашган ҳолда амалга оширилмоқда [5; 7].

«Ўзбек модели»нинг ўзига хос хусусиятларини чуқурроқ тушуниш учун бошқа моделлар билан қиёсий таҳлил ўтказилди (4-жадвал). Жадвалдан кўринадики, Ўзбекистонда шаклланган модель гибрид хусусиятга эга: у постсовет тизимидан кадрлар тайёрлаш учун кафолатланган давлат маблағларини мерос қилиб олади, шу билан бирга Инглиз-саксон ва континентал моделлардан даромадларни диверсификация қилиш, кузатув кенгашлари ва натижаларга асосланган бюджетлаштириш воситаларини қарзга олади.

4-жадвал

Давлат университетлари молиявий автономияси моделларининг қиёсий таҳлили

Мезон	Постсовет модели	Инглиз-саксон модели	Континентал модели	Ўзбек модели
Молиялаштириш манбалари	Биринчи навбатда давлат бюджети. Бюджетдан ташқари маблағлар	Кўп каналли: тўловлар, хайрия, грантлар	Аралаш: глобал бюджет + грантлар + тўловлар	Давлат буюртмаси + бюджетдан ташқари даромадлар (45%)

Мезон	Постсовет модели	Инглиз-саксон модели	Континентал модели	Ўзбек модели
	иккинчи даражали бўлиб, қатъий назорат қилинади.			
Бюджет маблағларини бошқариш эркинлиги даражаси	Паст. Бюджетнинг ҳар бир моддаси бўйича бажарилиши	Юқори	Ўрта/юқори	Ўртача, ўсиб бормоқда (ПҚ-61 асосида)
Мулк ҳуқуқлари	Операцион бошқарув	Хусусий мулк ҳуқуқи ёки битимлар тузиш имконияти билан кенг операцион бошқарув ҳуқуқи	Операцион бошқарув ҳуқуқи, кўпинча ижарага олиш ва ҳамкорлик шартномаларини тузиш имконияти билан	Кенгайтирилган имкониятлар билан операцион бошқарув ҳуқуқи. Кичик бизнесни ижарага бериш ва ташкил этиш ҳуқуқи таъминланган (Фуқаролик кодексига ўзгартиришлар)
Манфаатдор томонлар иштироки	Минимал. Расмий маслаҳат	Васийлик кенгашлари	Давлат, бизнес, ўқитувчилар ва талабалар иштирокидаги кузатув кенгашлари	Стратегияни тасдиқлаш ва молиявий назоратни ўз ичига олган кенг ваколатларга эга Кузатув кенгашларини жорий этиш
Давлатнинг роли	Тўлиқ давлат	Стратегик тартибга солиш	Натижалар шартномаси	Маъмуриятдан стратегик тартибга солиш ва мониторингга ўтиш

4-жадвалдаги баҳолар қуйидаги норматив ҳужжатлар ва кўрсаткичларга асосланган:

- «Молиялаштириш манбалари» бўйича – 2024 йилда бюджетдан ташқари даромадлар улуши 45% га етганлиги [20];

- «Бошқарув эркинлиги» бўйича – ПҚ-61-сон қарорда 35 та университетга берилган ваколатлар рўйхати [3];
- «Мулк ҳуқуқлари» бўйича – Фуқаролик кодексига 2023–2024 йилларда киритилган ўзгартиришлар;
- «Кузатув кенгашлари» бўйича – Вазирлар Маҳкамасининг 2023 йилги қарори билан кенгаш ваколатлари кенгайтирилган.

Тадқиқотнинг асосий гипотезасини текшириш мақсадида 2017–2025 йиллардаги давлат олий таълим муассасалари даромад тузилмаси динамикаси таҳлил қилинди. 5-жадвалда ушбу кўрсаткичларнинг йиллар бўйича ўзгариши келтирилган.

5-жадвал

Ўзбекистон давлат ОТМлари даромад тузилмаси динамикаси (2017–2025), %

Даромад манбалари	2017	2019	2021	2023	2025 (прогноз)
Давлат бюджети (буюртма)	82	78	72	60	50
Таълим тўловлари (контракт)	14	17	22	30	35
Илмий-тадқиқот ва инновациялар	2	3	4	7	10
Хайрия ва эндаумент	0.5	0.8	1.0	1.5	3
Бошқа бюджетдан ташқари манбалар	1.5	1.2	1.0	1.5	2
Бюджетдан ташқари даромадлар улуши	**18**	**22**	**28**	**40**	**50**

Жадвал маълумотлари шуни кўрсатадики, 2017 йилдан 2025 йилгача бўлган даврда бюджетдан ташқари даромадлар улуши 18 фоиздан 50 фоизга ошган. Айниқса, 2021–2023 йиллардаги ўсиш суръати (йигирма тўрт фоиздан қирқ фоизга) ислоҳотларнинг самарадорлигини кўрсатади. Шу билан бирга, илмий-тадқиқот ва инновациялардан олинадиган даромадлар улуши ҳали ҳам пастлигича қолмоқда (10 фоиз), бу технология трансфери марказларини ташкил этиш ва спин-офф компанияларни ривожлантириш заруратини кўрсатади.

«Масштаблаш ва институционализация» босқичида концепцияни тўлиқ амалга оширишга тўсқинлик қилаётган бир қатор тизимли муаммолар аниқланди:

1) Молиявий автономиянинг тўлиқ эмаслиги – ғазначилик назорати элементлари сақланиб қолмоқда, бу университетларни, айниқса тадқиқот фаолияти учун муҳим бўлган ишларни олдиндан молиялаштиришда самарали қарор қабул қилиш имкониятидан маҳрум қилади. 2024 йилдаги сўровнома натижаларига кўра, молиявий автономия берилган 35 та университетнинг 68 фоизи ғазначиликнинг олдиндан назоратини асосий тўсиқ деб ҳисоблайди.

2) Тижоратлаштириш хавфи ва кириш имкониятининг пасайиши – ўқиш тўловларининг асоссиз ошиши ва кам таъминланган оилалардан талабалар қабулининг камайиши хавфи. 2023 йилда контракт тўловларининг ўртача ошиши 12 фоизни ташкил этди, бу инфляциядан юқоридир.

3) Кузатув кенгашлари институтининг заифлиги – кузатув кенгашларининг молиявий бошқарувдаги реал таъсири ҳали чекланган. Кенгашлар таркибида бизнес вакиллари ва мустақил экспертлар етарли эмас (ўртача 2–3 киши, керакли 5–7 киши).

4) Малакали кадрлар етишмаслиги – университет раҳбарияти бозор иқтисодиёти шароитида молиявий бошқарув тажрибасига тўлиқ эга эмас, стратегик молиявий бошқарув ва лойиҳаларни бошқариш соҳаларида кенг қамровли қайта тайёргарлик талаб этилади.

5) Технология трансфери ва тижоратлаштириш механизмларининг ривожланмаганлиги – илмий-тадқиқот натижаларини тижоратлаштириш бўйича тизимли ишлар йўлга қўйилмаган, интеллектуал мулкни ҳимоя қилиш ва лицензиялаш механизмлари суст.

ХУЛОСА ВА ТАКЛИФЛАР

1. «Молиявий жиҳатдан мустақил давлат олий таълим муассасаси» тушунчаси таълимни оммавийлаштириш, янги давлат бошқаруви тамойиллари ва билим иқтисодиётига ўтиш таъсирида университетлар эволюциясида мантиқий қадам ҳисобланади; «уч томонлама спирал» ва «тадбиркорлик университети» тушунчалари унинг назарий асосини ташкил этади [5; 7].

2. Ўзбекистон шароитида молиявий жиҳатдан мустақил давлат олий таълим муассасаси – кенгайтирилган иқтисодий мустақилликка, диверсификацияланган даромад тузилмасига ва асосий давлат молиялаштириши ҳамда стратегик назоратини сақлаган ҳолда фаолият натижалари учун жавобгарликка эга махсус турдаги давлат муассасаси сифатида тушунилиши керак.

3. Ўзбекистондаги университетлар учун молиявий мустақилликнинг ривожланиши етти босқичдан ўтди: мустақилликнинг дастлабки йиллари (1991–1996), қонунчий асоснинг яратилиши (1997–2000), тартибга солинган молиялаштириш даври (2001–2010), тайёргарлик босқичи (2011–2016), ислоҳотларнинг бошланиши (2017–2020), синов босқичи (2021–2023) ва масштаблаш ҳамда институционализация босқичи (2024 йилдан бери). ПҚ-61 қарори билан боғлиқ олтинчи босқич «тарихий» бурилиш нуқтасига айланди.

4. Молиявий автономиянинг ривожланаётган ўзбек модели гибрид хусусиятга эга бўлиб, давлат харидлари учун кафолатланган бюджет маблағларини бозор воситалари билан бирлаштиради ҳамда постсовет, инглиз-саксон ва континентал моделлар элементларини миллий шароитларга мослаштирган ҳолда синтез қилади.

5. Концепцияни амалга ошириш бир қатор қарама-қаршиликларга дуч келмоқда: қолдиқ ғазначилик назорати туфайли тўлиқ бўлмаган автономия, тижоратлаштириш хавфи, кузатув кенгашларининг ривожланмаганлиги, малакали кадрлар етишмаслиги ва технология трансфери механизмларининг йўқлиги.

6. Статистик таҳлил шуни кўрсатдики, 2017–2025 йилларда бюджетдан ташқари даромадлар улуши 18 фоиздан 50 фоизга ошган, бироқ илмий-тадқиқот ва инновациялардан олинадиган даромадлар улуши атиги 10 фоизни ташкил этади, бу соҳада жиддий салоҳият мавжудлигини ва унинг етарлича ишлатилмаётганлигини кўрсатади.

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UDK: **378.4:338.48(575.1)**

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Buxoro davlat universiteti. 2-bosqich tayanch doktoranti

BUXORO DAVLAT UNIVERSITETINING XALQARO HAMKORLIKNI RIVOJLANTIRISH VA TURIZM TA’LIMINI TRANSFORMATSIYA QILISH ISTIQBOLLARI

Annotatsiya. Mazkur maqolada Buxoro davlat universitetida xalqaro akademik hamkorlikni rivojlantirish va turizm ta’limini zamonaviy talablar asosida transformatsiya qilish istiqbollari yoritilgan. Avstriyaning Salzburg shahrida tashkil etilgan “Xalqaro murabbiylarni tayyorlash” dasturida o‘zlashtirilgan ilg‘or tajribalarni universitet ta’lim va ilmiy-tadqiqot faoliyatiga integratsiya qilish imkoniyatlari tahlil qilingan. Shuningdek, xalqaro tajribani turizm ta’limi mazmuniga integratsiya qilish, raqamli va amaliy kompetensiyalarni rivojlantirish, ta’lim–fan–biznes hamkorligini kuchaytirish, qo‘shma ilmiy tadqiqotlar va xalqaro ta’lim dasturlarini kengaytirish masalalari ochib berilgan. Mazkur yondashuvlar Buxoro davlat universitetini xalqaro tajribani o‘zlashtiruvchi muassasadan turizm ta’limi va ilmiy tadqiqotlar sohasida innovatsion bilim hamda yechimlarni yaratuvchi xalqaro akademik markazga transformatsiya qilishga xizmat qilishi asoslangan.

Kalit so‘zlar: Buxoro davlat universiteti, xalqaro hamkorlik, turizm ta’limi, ta’lim transformatsiyasi, akademik mobillik, Salzburg tajribasi, bilimlar transferi, raqamli turizm ta’limi, sun’iy intellekt, barqaror turizm, mehmondo‘stlik innovatsiyalari, xalqaro ta’lim, qo‘shma tadqiqotlar, ta’lim–biznes hamkorligi.

Аннотация. В данной статье рассматриваются перспективы развития международного академического сотрудничества и трансформации туристского образования в Бухарском государственном университете в соответствии с современными требованиями. Проанализированы возможности интеграции передового опыта, полученного в рамках программы «Подготовка международных тренеров», организованной в городе Зальцбург (Австрия), в образовательную и научно-исследовательскую деятельность университета. Особое внимание уделено вопросам внедрения международного опыта в содержание туристского образования, развития цифровых и практических компетенций, укрепления взаимодействия в системе «образование – наука – бизнес», расширения совместных научных исследований и международных образовательных программ. Обосновано, что данные подходы способствуют трансформации Бухарского государственного университета из учреждения, осваивающего международный опыт, в международный академический центр, создающий инновационные знания и решения в области туристского образования и научных исследований.

Ключевые слова: Бухарский государственный университет, международное сотрудничество, туристское образование, трансформация образования, академическая мобильность, опыт Зальцбурга, трансфер знаний, цифровое туристское образование, искусственный интеллект, устойчивый туризм, инновации в сфере гостеприимства, международное образование, совместные исследования, сотрудничество образования и бизнеса.

Abstract. This article examines the prospects for developing international academic cooperation and transforming tourism education at Bukhara State University in accordance with contemporary requirements. It analyzes the opportunities for integrating advanced experience gained through the “International Trainer Training” programme organized in Salzburg, Austria, into the university’s educational and research activities. Particular attention is paid to integrating international experience into the content of tourism education, developing students’ digital and practical competencies, strengthening education–science–business cooperation, and expanding

joint research initiatives and international educational programmes. The article substantiates that these approaches can contribute to the transformation of Bukhara State University from an institution primarily adopting international experience into an international academic center that generates innovative knowledge and solutions in the fields of tourism education and scientific research.

Keywords: Bukhara State University, international cooperation, tourism education, educational transformation, academic mobility, Salzburg experience, knowledge transfer, digital tourism education, artificial intelligence, sustainable tourism, hospitality innovation, international education, joint research, education–business cooperation.

Kirish. Bugungi globallashuv va raqamli transformatsiya sharoitida oliy ta’lim muassasalarining xalqaro ta’lim makoniga integratsiyalashuvi, ilg‘or xorijiy tajribalarni milliy ta’lim tizimiga moslashtirish hamda ta’lim, fan va ishlab chiqarish o‘rtasidagi hamkorlikni kuchaytirish muhim strategik vazifalardan biriga aylanmoqda. Ayniqsa, turizm va mehmondo‘stlik sohasi jadal rivojlanib borayotgan sharoitda ushbu yo‘nalish uchun raqobatbardosh, raqamli texnologiyalarni puxta egallagan, innovatsion fikrlaydigan hamda xalqaro professional muhitda faoliyat yurita oladigan mutaxassislarni tayyorlash oliy ta’lim oldiga yangi talablarni qo‘ymoqda.

Buxoro boy tarixiy-madaniy merosi va turistik salohiyati bilan xalqaro turizmning muhim markazlaridan biri hisoblanadi. Bu esa Buxoro davlat universitetida turizm ta’limini hududning real turistik imkoniyatlari, xalqaro tajriba va zamonaviy mehnat bozori ehtiyojlari bilan uyg‘unlashtirish zaruratini yuzaga keltiradi. Shu jihatdan universitetning xalqaro hamkorligini faqat akademik aloqalarni kengaytirish vositasi sifatida emas, balki yangi ta’lim texnologiyalari, ilmiy g‘oyalar, innovatsion loyihalar va ilg‘or boshqaruv tajribalarini transfer qilish mexanizmi sifatida rivojlantirish muhim ahamiyat kasb etadi.

2026-yil 10–28-avgust kunlari Avstriyaning Salzburg shahrida tashkil etilgan “Xalqaro murabbiylarni tayyorlash” dasturida BuxDU vakillarining ishtiroki bu boradagi xalqaro tajribani o‘rganish va uni universitet faoliyatiga tatbiq etish uchun yangi imkoniyatlarni yuzaga keltiradi. Mazkur tajribani “Salzburg → Bukhara Knowledge Transfer” tamoyili asosida ta’lim jarayoniga olib kirish, professor-o‘qituvchilar o‘rtasida ommalashtirish, talabalar loyihalari, yangi o‘quv modullari va qo‘shma tadqiqotlarga transformatsiya qilish universitetning institutsional rivojlanishiga xizmat qiladi.

Shu nuqtayi nazardan, BuxDUda “Digital Tourism Education”, “Sustainable Tourism Lab”, “Hospitality Innovation Hub”, “International Trainer Academy” hamda “Bukhara International Tourism Education & Research Hub” kabi tashabbuslarni rivojlantirish turizm ta’limini xalqaro standartlar va zamonaviy tendensiyalar asosida transformatsiya qilishning istiqbolli yo‘nalishlari sifatida qaraladi.

Mavzuning dolzarbligi. Mavzuning dolzarbligi, birinchi navbatda, zamonaviy turizm industriyasida yuz berayotgan **raqamlashtirish, sun’iy intellekt texnologiyalarining joriy etilishi, barqaror turizm tamoyillarining kuchayishi, xizmatlar individuallashuvi va turistik mahsulotlarni innovatsion boshqarish** kabi jarayonlarning mutaxassislar tayyorlash mazmunini yangilashni talab etayotgani bilan belgilanadi. Natijada turizm ta’limida nazariy bilim berish bilan cheklanmasdan, talabalarning raqamli, kommunikativ, tadbirkorlik, tadqiqotchilik va amaliy kompetensiyalarini kompleks rivojlantirish zarurati kuchaymoqda.

Ikkinchidan, Buxoro hududining turistik salohiyatidan ta’lim va ilmiy tadqiqotlar uchun “real laboratoriya” sifatida foydalanish imkoniyatlari mavjud. Xalqaro tajribalarni mahalliy turizm muammolari bilan uyg‘unlashtirish orqali barqaror turizm, destination management, mehmondo‘stlik menejmenti, raqamli marketing va turistik xizmatlar innovatsiyalariga yo‘naltirilgan yangi tadqiqot va ta’lim modellarini yaratish imkoniyati yuzaga keladi.

Uchinchidan, xorijiy tajribani individual malaka oshirish natijasi sifatida emas, balki institutsional bilim kapitaliga aylantirish mexanizmini shakllantirish dolzarbdir. Salzburgda o‘zlashtirilgan bilimlarni yangi o‘quv modullari, master-klasslar, “train-the-trainer” dasturlari,

biznes keyslar, talabalar loyihalari va qo‘shma ilmiy tadqiqotlarga transformatsiya qilish xalqaro hamkorlikning amaliy natijadorligini ta’minlash imkonini beradi.

Shu bois, Buxoro davlat universitetining xalqaro hamkorligini yangi bosqichga olib chiqish, xalqaro tajriba transferining samarali mexanizmlarini yaratish hamda turizm ta’limini raqamli, barqaror va innovatsion rivojlanish tamoyillari asosida transformatsiya qilish istiqbollarini ilmiy-amaliy jihatdan asoslash mazkur mavzuning dolzarbligini belgilaydi.

Asosiy qism. Bugungi kunda oliy ta’lim muassasalarining xalqaro raqobatbardoshligi xorijiy hamkorlar soni bilangina emas, balki ilg‘or xalqaro tajribalarning ta’lim jarayoni, ilmiy-tadqiqot faoliyati va inson kapitalini rivojlantirish tizimiga samarali integratsiya qilinishi bilan belgilanmoqda. Shu nuqtayi nazardan, Buxoro davlat universitetida xalqaro akademik hamkorlikni kengaytirish, qo‘shma ta’lim dasturlari va ilmiy loyihalarni rivojlantirish, akademik mobillikni kuchaytirish hamda professor-o‘qituvchilarning kasbiy va tadqiqotchilik salohiyatini oshirishga qaratilgan tizimli ishlar muhim ahamiyat kasb etmoqda.

Mazkur yo‘nalishda 2026-yil 10–28-avgust kunlari Avstriyaning Salzburg shahrida tashkil etilayotgan “Xalqaro murabbiylarni tayyorlash” dasturida BuxDU Turizm va mehmonxona xo‘jaligi kafedrasi mudiri Yuldashev Kamol Sharifovich hamda Qo‘shma ta’limni muvofiqlashtirish bo‘limi o‘qituvchisi Baxtiyorova Nigina Ulug‘bek qizining ishtiroki universitetning xalqaro tajribani institutsional rivojlanishga integratsiya qilish strategiyasining amaliy ifodasi sifatida namoyon bo‘lmoqda. Dastur doirasida turizm menejmenti, mehmondo‘stlik industriyasi, zamonaviy pedagogik texnologiyalar, marketing, barqaror turizm va ta’lim jarayonini innovatsion tashkil etish bo‘yicha ilg‘or yondashuvlarni o‘zlashtirish imkoniyati yaratilmoqda.

Tashrifning muhim jihati shundaki, Salzburgda o‘zlashtirilgan bilim va ko‘nikmalarni faqat individual kasbiy rivojlanish bilan cheklab qolmasdan, ularni BuxDUning ta’lim va ilmiy faoliyatiga tatbiq etish nazarda tutilmoqda. Shu maqsadda “Salzburg → Bukhara Knowledge Transfer” modeli asosida xalqaro tajribani yangi o‘quv modullari, amaliy biznes keyslar, professor-o‘qituvchilar uchun ichki malaka oshirish dasturlari, talabalar loyihalari va qo‘shma tadqiqotlar shaklida institutsional bilim kapitaliga aylantirish muhim vazifa sifatida belgilanmoqda.

Yangi avlod turizm ta’limini shakllantirishda, avvalo, “Digital Tourism Education” yo‘nalishini rivojlantirish dolzarb hisoblanadi. Ushbu yo‘nalish doirasida turizm menejmenti, mehmonxona boshqaruvi, destination management va marketing fanlariga sun’iy intellekt, raqamli marketing, ma’lumotlar tahlili, raqamli platformalar va zamonaviy servis texnologiyalarini integratsiya qilish orqali talabalarning raqamli kompetensiyalarini shakllantirish imkoniyati kengayadi.

Ikkinchi muhim yo‘nalish “Sustainable Tourism Lab”, ya’ni barqaror turizm laboratoriyasini shakllantirishdir. Bunda Buxoro, Samarqand, Xiva va boshqa turistik hududlar misolida ekologik, ijtimoiy va iqtisodiy barqarorlik masalalarini o‘rganish, yashil turizm modellarini ishlab chiqish, turistik hududlarni boshqarishning zamonaviy mexanizmlarini tadqiq etish hamda ilmiy natijalarni amaliyotga joriy qilishga alohida e’tibor qaratiladi.

Uchinchi yo‘nalish sifatida “Hospitality Innovation Hub” mehmondo‘stlik innovatsiyalari markazini tashkil etish taklif etiladi. Mazkur platforma talabalar, professor-o‘qituvchilar, mehmonxona va turizm biznesi vakillarini birlashtirgan holda real biznes muammolarini hal qilish, yangi turistik mahsulotlar va servis innovatsiyalarini ishlab chiqish, startap loyihalarni shakllantirish hamda ta’lim–biznes hamkorligini kuchaytirish uchun xizmat qiladi.

To‘rtinchi strategik yo‘nalish “International Trainer Academy”ni yo‘lga qo‘yish bo‘lib, uning asosiy maqsadi Salzburgda olingan tajribani universitet professor-o‘qituvchilari o‘rtasida tizimli ravishda ommalashtirishdan iborat. Master-klasslar, ochiq darslar, treninglar va “train-the-trainer” formatidagi kasbiy rivojlanish dasturlari orqali xalqaro pedagogik yondashuvlarning institutsional darajada tarqalishi ta’minlanadi.

Shu bilan birga, BuxDUda “Bukhara International Tourism Education & Research Hub” xalqaro turizm ta’limi va ilmiy tadqiqotlar platformasini shakllantirish istiqbolli loyiha sifatida qaralishi mumkin. Ushbu platforma doirasida “Bukhara–Salzburg Tourism Dialogue”, “Silk Road

Sustainable Tourism Research", "AYI for Tourism Education", "Hospitality Business Case Challenge", "Bukhara Tourism Innovation Academy" hamda "Joint Research & Double Degree" kabi ta'limiy, ilmiy va innovatsion tashabbuslarni amalga oshirish mumkin (1-jadvalga qarang).

1-jadval.

Buxoro davlat universitetida xalqaro hamkorlik va turizm ta'limini transformatsiya qilishning qiyosiy tavsifi

№	Qiyoslash yo'nalishi	An'anaviy / amaldagi yondashuv	Taklif etilayotgan transformatsion yondashuv	Kutilayotgan natija
1	**Xalqaro hamkorlik**	Hamkorlik memorandumlari, tashrif va alohida loyihalar	**Bukhara International Tourism Education & Research Hub asosida tizimli hamkorlik**	Barqaror xalqaro akademik va ilmiy hamkorlik tarmog'i
2	**Xorijiy tajriba transferi**	Olingan tajribaning individual kasbiy faoliyatda qo'llanilishi	**"Salzburg → Bukhara Knowledge Transfer" modeli asosida institutsional transfer**	Xorijiy tajribaning universitet bilim kapitaliga aylanishi
3	**Turizm ta'limi mazmuni**	Asosan nazariy va an'anaviy o'quv modullari	**Digital Tourism Education asosida AI, data analytics, raqamli marketing va platformalarni integratsiyalash**	Talabalarning zamonaviy raqamli kompetensiyalarini rivojlantirish
4	**Ta'lim metodlari**	Ma'ruza, seminar va an'anaviy amaliy mashg'ulotlar	Business case, project-based learning, problem-based learning va real turistik vaziyatlar	Amaliy, tahliliy va muammoli vaziyatlarda qaror qabul qilish ko'nikmalari
5	**Barqaror turizm**	Mavzular doirasida nazariy o'rganish	**Sustainable Tourism Lab orqali hududiy muammolarni tadqiq etish**	Buxoro va boshqa turistik hududlar uchun barqaror turizm yechimlari
6	**Ta'lim–biznes integratsiyasi**	Amaliyot va alohida hamkorlik tadbirlari	**Hospitality Innovation Hub orqali universitet–talaba–biznes hamkorligi**	Real biznes muammolariga innovatsion yechim va startaplar
7	**Professor-o'qituvchilar rivoji**	Davriy malaka oshirish kurslari	**International Trainer Academy va "train-the-trainer" modeli**	Xalqaro pedagogik tajribaning universitet miqyosida ommalashuvi
8	**Talabalarning roli**	Bilim va tayyor tajribani o'zlashtiruvchi	Tadqiqot, loyiha, startap va xalqaro tashabbuslarning faol ishtirokchisi	Mustaqil, kreativ va tadbirkorlik kompetensiyalariga ega bitiruvchi
9	**Ilmiy-tadqiqot faoliyati**	Individual va mahalliy tadqiqotlar	**Silk Road Sustainable Tourism Research kabi qo'shma xalqaro tadqiqotlar**	Xalqaro maqolalar, grantlar va ilmiy loyihalar sonining oshishi
10	**Akademik mobillik**	Qisqa muddatli tashrif va almashinuvlar	Mobillikni qo'shma ta'lim, tadqiqot va	Mobillikning institutsional

			professional rivojlanish bilan integratsiyalash	samaradorligini oshirish
11	**Qo‘shma ta’lim**	Alohida xorijiy hamkorlik dasturlari	**Joint Research & Double Degree mexanizmlarini kengaytirish**	Qo‘shma va ikki diplomli dasturlarni rivojlantirish
12	**Turizm innovatsiyalari**	Tayyor xalqaro tajribalarni o‘rganish	Mahalliy turistik resurslar asosida yangi mahsulot va servis modellarini yaratish	Buxoroga mos innovatsion turizm mahsulotlari
13	**Raqamli texnologiyalar**	AKTdan yordamchi vosita sifatida foydalanish	AYI va raqamli platformalarni ta’lim, tadqiqot va turizm boshqaruviga integratsiyalash	Turizm ta’limining raqamli transformatsiyasi
14	**Universitetning xalqaro pozitsiyasi**	Xalqaro tajribani qabul qiluvchi universitet	Xalqaro maydonga o‘z tajribasi va innovatsiyalarini taklif qiluvchi universitet	BuxDUning xalqaro akademik nufuzi va raqobatbardoshligini oshirish

Ushbu qiyosiy tahlil BuxDUda xalqaro hamkorlikni alohida tashrif va loyihalar doirasidan institutsional bilimlar transferi tizimiga, turizm ta’limini esa an’anaviy bilim berish modelidan raqamli, barqaror, amaliy va innovatsion ta’lim ekotizimiga transformatsiya qilish istiqbollari mavjudligini ko‘rsatadi. Bunda “Salzburg → Bukhara Knowledge Transfer” modeli xalqaro tajribani universitetning ta’lim, ilmiy-tadqiqot, kadrlar salohiyati va biznes bilan hamkorlik yo‘nalishlariga uzluksiz transfer qilishning integrativ mexanizmi sifatida xizmat qilishi mumkin.

Mazkur loyihalarning amalga oshirilishi natijasida BuxDUning xalqaro hamkorlik geografiyasini kengaytirish bilan bir qatorda turizm ta’limini mehnat bozori talablariga moslashtirish, talabalarning amaliy va raqamli kompetensiyalarini rivojlantirish, professor-o‘qituvchilarning xalqaro kasbiy salohiyatini oshirish, qo‘shma ilmiy tadqiqotlarni ko‘paytirish va xalqaro ta’lim dasturlarini ishlab chiqish uchun yangi imkoniyatlar yuzaga keladi.

Shu ma’noda, Salzburgdagi xalqaro dasturda ishtirok etishni oddiy xizmat safari yoki malaka oshirish tadbiri sifatida emas, balki BuxDUning xalqaro ta’lim va ilmiy-tadqiqot makonidagi institutsional transformatsiyasi uchun strategik platforma sifatida baholash mumkin. Uning asosiy natijasi xorijiy tajribani tayyor holda o‘zlashtirish emas, balki uni Buxoro hududining turistik salohiyati, milliy ta’lim an’analari va zamonaviy xalqaro tendensiyalar bilan uyg‘unlashtirgan holda yangi ta’lim texnologiyalari, ilmiy tadqiqotlar va innovatsion loyihalarga aylantirishdan iborat.

BuxDUning strategik yondashuvi “xorijiy tajribani qabul qilish”dan “xalqaro ta’lim maydoniga Buxoro tajribasini olib chiqish” bosqichiga o‘tishni nazarda tutadi. Bu esa universitetni nafaqat xalqaro tajribadan foydalanuvchi, balki turizm ta’limi, barqaror rivojlanish, raqamli transformatsiya va mehmondo‘stlik sohalarida yangi bilim va innovatsion yechimlar yaratuvchi akademik markaz sifatida shakllantirishga xizmat qiladi.

Xulosa qilib aytganda, Buxoro davlat universitetida xalqaro hamkorlikni rivojlantirish va turizm ta’limini transformatsiya qilish universitetning xalqaro raqobatbardoshligini oshirishning muhim strategik yo‘nalishlaridan biri hisoblanadi. Salzburgdagi xalqaro dastur doirasida o‘zlashtirilgan ilg‘or tajribalarni “Salzburg → Bukhara Knowledge Transfer” modeli asosida ta’lim, ilmiy-tadqiqot va kasbiy rivojlanish jarayonlariga integratsiya qilish xorijiy tajribani individual bilim darajasidan institutsional bilim kapitaliga aylantirish imkonini beradi.

Tadqiqot doirasida ilgari surilgan “Digital Tourism Education”, “Sustainable Tourism Lab”, “Hospitality Innovation Hub”, “International Trainer Academy” hamda “Bukhara International Tourism Education & Research Hub” kabi tashabbuslar turizm ta’limining mazmunini raqamli texnologiyalar, sun’iy intellekt, barqaror rivojlanish tamoyillari va real biznes amaliyoti bilan

uyg‘unlashtirishga xizmat qiladi. Ularning amalga oshirilishi talabalarning kasbiy, amaliy va raqamli kompetensiyalarini rivojlantirish, professor-o‘qituvchilarning xalqaro salohiyatini oshirish, ta’lim–fan–biznes integratsiyasini mustahkamlash hamda qo‘shma ilmiy va ta’lim loyihalarini kengaytirish uchun yangi imkoniyatlar yaratadi. Shunday qilib, BuxDUda xalqaro hamkorlikning istiqbolli modeli xorijiy tajribani o‘rganishdan uni mahalliy sharoitga moslashtirish, innovatsion mahsulotga aylantirish va xalqaro akademik maydonga olib chiqish tamoyiliga asoslanishi lozim. Mazkur yondashuv Buxoro davlat universitetining nafaqat xalqaro tajribadan foydalanuvchi, balki turizm ta’limi, barqaror turizm, raqamli transformatsiya va mehmondo‘stlik innovatsiyalari bo‘yicha yangi bilim va amaliy yechimlarni yaratuvchi xalqaro akademik markaz sifatidagi mavqeini mustahkamlashga xizmat qiladi.

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UDK: **316.774:614**

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INTERNET USE, ONLINE HEALTH INFORMATION BEHAVIORS, AND SELF-RATED HEALTH IN CHINA: EVIDENCE FROM THE CHINESE GENERAL SOCIAL SURVEY

Annotatsiya. Ushbu tadqiqot Internetdan foydalanish va o‘zini baholagan salomatlik o‘rtasidagi bog‘liqlikni hamda ushbu munosabatda onlayn salomatlik axboroti bilan bog‘liq xatti-harakatlarning rolini o‘rganadi. Tadqiqotda 2021-yilgi Chinese General Social Survey (CGSS 2021) ma’lumotlaridan foydalanilib, tartibli logistik regressiya va bootstrap mediatsiya tahlili qo‘llanildi. Natijalar shuni ko‘rsatadiki, Internetdan foydalanish nazorat o‘zgaruvchilari kiritilmagan modelda o‘zini baholagan salomatlik bilan ijobiy bog‘liq. Biroq demografik, ijtimoiy-iqtisodiy va onlayn salomatlik axboroti xatti-harakatlari bilan bog‘liq o‘zgaruvchilar kiritilgandan so‘ng ushbu bevosita bog‘liqlik zaiflashadi. Keyingi tahlillar Internetdan foydalanish onlayn rejimda sog‘liqqa oid ma’lumotlarni izlash xulq-atvori va onlayn sog‘liqni saqlashga oid axborotni qayta ishlash xulq-atvori bilan ijobiy bog‘liqligini ko‘rsatdi. Ammo to‘liq sozlangan modelda onlayn sog‘liqni saqlashga oid axborotni qayta ishlash xulq-atvori o‘zini baholagan salomatlik bilan ijobiy va statistik jihatdan ahamiyatli bog‘liq bo‘lsa, onlayn rejimda sog‘liqqa oid ma’lumotlarni izlash xulq-atvori statistik jihatdan ahamiyatli emas. Bootstrap mediatsiya tahlili onlayn sog‘liqni saqlashga oid axborotni qayta ishlash xulq-atvori orqali o‘tuvchi bilvosita yo‘l statistik jihatdan ahamiyatli ekanini, onlayn rejimda sog‘liqqa oid ma’lumotlarni izlash xulq-atvori orqali o‘tuvchi yo‘l esa ahamiyatli emasligini ko‘rsatdi. Ushbu natijalar raqamli kirish imkoniyati, salomatlik axborotini izlash va axborotni qayta ishlash o‘rtasidagi farqni ta’kidlaydi. Tadqiqot natijalari Internetdan foydalanishning salomatlikka oid qiymati nafaqat onlayn axborotga kirish imkoniyatiga, balki shaxslarning bunday axborotni tushunish, baholash va amalda qo‘llash qobiliyatiga ham bog‘liq ekanini ko‘rsatadi. Shu sababli, onlayn salomatlik axborotining sifati va foydalanish qulayligini oshirish hamda raqamli salomatlik savodxonligini kuchaytirish raqamli salomatlik rivoji uchun muhim bo‘lishi mumkin.

Kalit so‘zlar: Internetdan foydalanish; o‘zini baholagan salomatlik; onlayn salomatlik axborotini izlash xatti-harakati; onlayn salomatlik axborotini qayta ishlash xatti-harakati; CGSS

Аннотация. В данном исследовании рассматривается связь между использованием Интернета и самооценкой здоровья, а также изучается роль поведения, связанного с онлайн-информацией о здоровье, в данной взаимосвязи. На основе данных Chinese General Social Survey 2021 года (CGSS 2021) в исследовании применяются порядковая логистическая регрессия и bootstrap-анализ медиаторных эффектов. Результаты показывают, что использование Интернета положительно связано с самооценкой здоровья в модели без контрольных переменных, однако эта прямая связь ослабевает после включения демографических, социально-экономических переменных и переменных, связанных с поведением в отношении онлайн-информации о здоровье. Дальнейший анализ показывает, что использование Интернета положительно связано как с Поведение, связанное с поиском медицинской информации в интернете, так и с поведение, связанное с обработкой медицинской информации в интернете. Однако в полностью скорректированной модели поведение, связанное с обработкой медицинской информации в интернете положительно и статистически значимо связано с самооценкой здоровья, тогда как поведение, связанное с поиском медицинской информации в интернете не является статистически значимым. Bootstrap-анализ медиаторных эффектов также показывает, что косвенный путь через поведение, связанное с обработкой медицинской информации в

интернете является статистически значимым, тогда как путь через поведение, связанное с поиском медицинской информации в интернете не является значимым. Эти результаты подчеркивают различие между цифровым доступом, поиском информации о здоровье и обработкой информации. Они показывают, что ценность использования Интернета для здоровья зависит не только от доступа к онлайн-информации, но и от способности людей понимать, оценивать и применять такую информацию. Поэтому повышение качества и удобства использования онлайн-информации о здоровье, а также укрепление цифровой грамотности в области здоровья могут иметь важное значение для развития цифрового здравоохранения.

Ключевые слова: использование Интернета; самооценка здоровья; поиск онлайн-информации о здоровье; обработка онлайн-информации о здоровье; CGSS

Abstract. This study examines the association between Internet use and self-rated health and investigates the role of online health information behaviors in this relationship. Using data from the 2021 Chinese General Social Survey (CGSS 2021), this study employs ordered logistic regression and bootstrap mediation analysis. The results show that Internet use is positively associated with self-rated health in the unadjusted model, but this direct association becomes weaker after demographic, socioeconomic, and online health information behavior variables are included. Further analysis shows that Internet use is positively associated with both Online Health Information Seeking Behavior (OHISB) and Online Health Information Processing Behavior (OHIPB). However, in the fully adjusted model, OHIPB is positively and significantly associated with self-rated health, whereas OHISB is not. The bootstrap mediation analysis further indicates that the indirect pathway through OHIPB is statistically significant, while the pathway through OHISB is not. These findings highlight the distinction between digital access, health information seeking, and information processing. They suggest that the health value of Internet use depends not only on access to online information, but also on individuals' ability to understand, evaluate, and apply such information. Improving the quality and usability of online health information and strengthening digital health literacy may therefore be important for digital health development.

Keywords: Internet use; self-rated health; online health information seeking behavior; online health information processing behavior; CGSS

1. Introduction

The growing use of digital technologies has transformed the way individuals obtain and use health information across societies. Internet users can now access information on disease prevention, symptoms, treatment options, healthy lifestyles, and medical services with substantially lower temporal and geographical barriers. At the same time, the expansion of online health information has created a new problem: greater information availability does not necessarily lead to better health outcomes. Online health information varies considerably in accuracy, credibility, completeness, and usability, while users differ in their capacity to identify reliable sources and translate information into health-related decisions. Earlier research had already identified both the opportunities and risks associated with Internet-based health information, and subsequent studies have continued to emphasize problems of information credibility, trust, and quality evaluation [1–6]. The central question in digital health research has therefore gradually shifted from whether health information is available online to how Internet engagement is associated with individuals' ability to obtain, interpret, and use health information in ways that may be related to health outcomes.

Internet use may be associated with health through several channels. Online resources can increase exposure to health knowledge, facilitate access to medical information, support self-management, and provide additional sources for health-related decision-making. However, Internet access alone does not ensure effective engagement with health information. Norman and Skinner [7] emphasized that digital health engagement requires not only access to information but also the abilities to locate, understand, evaluate, and apply it. This distinction has become increasingly relevant as online environments have expanded in scale and complexity. Kim et al.

[8], in a systematic review and meta-analysis, found a moderate positive association between eHealth literacy and health-related behaviors, but also noted that the studies included in their review were cross-sectional. The available evidence therefore supports an association between digital information capabilities and health-related behavior while remaining insufficient for strong causal inference. Internet use and health outcomes are thus more appropriately understood through the specific information behaviors that occur between digital engagement and health-related decisions rather than as a simple technological effect [7,8].

One of the most extensively studied forms of such behavior is Online Health Information Seeking Behavior (OHISB). Health information seeking refers to purposeful efforts to obtain information in response to health concerns, health management needs, or decision-making requirements [9]. As Internet access has expanded, online channels have become increasingly important sources of health information, and health information seeking has developed into a distinct field of digital health research [10,11]. Existing evidence shows that OHISB varies considerably across individuals and social groups. Mirzaei et al. [12], based on a systematic review of 344 studies, identified age, education, gender, health condition, and financial income among the most recurrent predictors of health information-seeking behavior. Studies focusing on older populations similarly show substantial variation in information needs, preferred sources, search practices, and barriers to online health information acquisition [13]. These findings indicate that Internet use and online health information seeking should not be treated as equivalent behaviors: access to digital resources creates opportunities for information seeking, but the extent to which those opportunities are actively used depends on individual needs, resources, and behavioral choices [9,11–13].

The acquisition of health information is only one stage of digital health engagement. After obtaining information, individuals may need to assess its credibility, compare different sources, interpret its relevance, and decide whether and how it should be incorporated into health-related decisions. Research on online health information evaluation demonstrates that these activities constitute a complex process. Diviani et al. [14] found systematic differences in the ability of users with different health literacy levels to evaluate online health information, while Sbaffi and Rowley [4] showed that trust and credibility judgments are central to the selection and use of web-based health information. Sun et al. [5] identified 25 evaluation criteria and 165 indicators used by consumers when assessing online health information, illustrating the complexity and contextual nature of information evaluation. Zhang and Kim [6], in a meta-analysis of 147 studies, further found that evaluations of web-based health information quality were more strongly associated with cognitive appraisal and behavioral intention than with actual behavior. These findings suggest that searching for information and effectively processing it are related but distinct activities. In this study, the evaluation and utilization of online health information are conceptualized as Online Health Information Processing Behavior (OHIPB), distinguishing the post-acquisition processing of health information from the preceding act of information seeking [4–6,14].

The distinction between information seeking and information processing is also consistent with behavioral approaches to health decision-making. The Health Belief Model (HBM) proposes that health-related behaviors are shaped by perceived susceptibility, perceived severity, perceived benefits, perceived barriers, and cues to action [15]. Online health information can function as an informational cue, while individual judgments regarding the usefulness and credibility of such information may shape subsequent behavioral responses. Empirical research has applied the HBM to online health information seeking and found that perceived risk and perceived benefits are associated with individuals' willingness to seek health information online. Zhao et al. [16], for example, found significant relationships between HBM-related perceptions and OHIS among individuals with chronic conditions. Within this framework, Internet use increases opportunities for exposure to health information, OHISB reflects active information acquisition, and OHIPB reflects subsequent evaluation and utilization. These stages need not exhibit identical relationships with health outcomes, because access, seeking, evaluation, and application involve

different behavioral and cognitive demands [7,15,16].

China has experienced rapid expansion of Internet use alongside major changes in the ways residents obtain information and interact with digital services. According to the 55th *Statistical Report on Internet Development in China*, the number of Internet users increased from 620,000 in 1997 to 1.108 billion by the end of 2024, with the Internet penetration rate reaching 78.6% [17]. Research based on Chinese survey data has increasingly examined the relationship between Internet use and health. Wang et al. [18], using CGSS data from 2012 and 2015, reported associations between Internet use and several dimensions of health among older adults, although the relationship with self-rated health was not consistently significant. Lyu and Sun [19], using the China Family Panel Studies, found that Internet use was associated with self-rated health among older adults and examined social capital as a potential pathway. Liu et al. [20], using CGSS 2017, similarly identified an association between Internet use and self-rated health among older adults and examined the role of social support. These studies demonstrate that Internet-health relationships have already received empirical attention in China, while much of the existing evidence has focused on older populations and on social pathways such as social capital and social support [18–20].

More recent studies have brought health information behavior into this literature. Liu et al. [21], based on a survey of 10,000 Chinese Internet users, reported significant relationships among online health information seeking, eHealth literacy, perceived information quality, and health-related behaviors, while Yang and Qi [22], using CGSS 2021, identified an association between Internet use and self-rated health and examined heterogeneity by family economic status and gender. Existing research has therefore established important links between Internet use and health, as well as between online health information seeking and health-related behavior. However, these research streams have often been examined separately. Moreover, studies of online health information behavior frequently focus on older adults, patients, students, or existing Internet users, while relatively less attention has been given to distinguishing information acquisition from subsequent information evaluation and utilization within a general-population framework.

Building on this literature, the present study uses data from the 2021 Chinese General Social Survey (CGSS 2021) to examine the relationship among Internet use, online health information behaviors, and self-rated health among Chinese residents. Specifically, this study distinguishes Online Health Information Seeking Behavior (OHISB) from Online Health Information Processing Behavior (OHIPB) and incorporates Internet use, information seeking, information processing, and self-rated health into a unified analytical framework. By doing so, the study examines whether different stages of digital health engagement are associated with self-rated health in different ways. This study contributes to the digital health literature by moving beyond a simple access-based perspective and by highlighting the importance of information processing and application in understanding the health implications of Internet use. Given the cross-sectional nature of the data, the findings are interpreted as associations and statistical mediation patterns rather than causal effects.

2. Research methods

2.1 Theoretical framework This study adopts the Health Belief Model (HBM) as the theoretical framework for understanding the relationships among Internet use, online health information behaviors, and self-rated health. The HBM suggests that health-related behaviors are shaped by individuals' perceptions of health risks, benefits, barriers, and cues to action. In the digital context, Internet use may increase individuals' exposure to health-related information and provide additional cues for health-related decision-making.

Based on this framework, this study distinguishes two forms of online health information behavior: Online Health Information Seeking Behavior (OHISB) and Online Health Information Processing Behavior (OHIPB). OHISB refers to the acquisition of health-related information online, while OHIPB refers to the subsequent understanding, evaluation, judgment, and application of such information. These two behaviors represent different stages of digital health

engagement and may play different roles in shaping self-rated health.

Accordingly, this study examines the association between Internet use and self-rated health and further investigates whether OHISB and OHIPB serve as mechanism pathways linking Internet use to self-rated health. Specifically, the analysis first examines the relationships between Internet use and the two online health information behaviors, and then evaluates whether these behaviors are associated with self-rated health after controlling for demographic and socioeconomic characteristics, including gender, age, education, income, marital status, ethnicity, religious belief, and household registration status.

2.2 Data

This study uses data from the 2021 wave of the Chinese General Social Survey (CGSS), a nationally representative survey covering demographic, socioeconomic, digital-use, and health-related information among Chinese residents.

The variables used in this study are drawn from different CGSS questionnaire modules. The Internet use variable is taken from the core questionnaire module and therefore has a relatively large number of valid observations. In contrast, self-rated health and online health information behavior variables are mainly drawn from the D/ISSP health module, which was administered to a smaller subsample in the released CGSS 2021 dataset. Therefore, the valid sample size for these variables is smaller than that for the general Internet use variable.

After data cleaning and variable construction using Stata MP 18.0, invalid responses and missing values were excluded on a model-specific basis. Because different model specifications include different combinations of variables, the analytical sample size varies across models. The D/ISSP health module includes approximately 2,690 respondents, and the fully specified regression model includes 1,477 complete observations. Thus, the reduction in sample size mainly reflects the modular questionnaire design of CGSS 2021 and further item-level missingness, rather than arbitrary sample deletion.

2.3 Variable description

Table 1 presents the definitions and coding schemes of the variables used in this study. The dependent variable is self-rated health, measured by the item asking respondents: “Overall, how would you rate your current physical and psychological health?” The responses are reverse-coded so that higher values indicate better self-rated health. Self-rated health has been widely used as a subjective indicator of overall health status and has been shown to be associated with subsequent health outcomes [23].

The key independent variable is Internet use, measured by the item asking whether respondents had used the Internet through computers, mobile phones, smart wearable devices, or other means during the past six months. Respondents who reported using the Internet are coded as 1, while those who did not are coded as 0.

Two mechanism variables are included in this study: Online Health Information Seeking Behavior (OHISB) and Online Health Information Processing Behavior (OHIPB). OHISB is measured by items on whether and how often respondents searched online for health or medical information, including information on healthy lifestyles, anxiety or stress, and vaccination. OHIPB is measured by items on whether online health information affects health behaviors, helps respondents understand doctors’ advice, judge whether medical consultation is needed, and confirm whether doctors’ advice is appropriate. Higher values indicate stronger engagement in the corresponding behavior. The internal consistency of the two mechanism variables is acceptable, with Cronbach’s α values of 0.856 for OHISB and 0.723 for OHIPB.

Control variables include gender, age, educational attainment, marital status, household income, ethnicity, religious belief, and household registration status.

Table 1.

Variable definitions and coding (CGSS 2021)

Variable Type	Variable Name	Variable Description and Coding
Dependent variable	Self-rated health	"Overall, how would you rate your current physical and psychological health?" Reverse-coded as: **1 = poor, 5 = very good**.
Independent variable	Internet use	"In the past six months, have you used the Internet through computers, mobile phones, smart wearable devices, or other means?" Coded as: **1 = yes, 0 = no**.
Mechanism variable	Online Health Information Seeking Behavior (OHISB)	"Did you search online for health or medical information, including information on healthy lifestyles, anxiety or stress, and vaccination?" Higher values indicate more frequent and broader seeking behavior.
Mechanism variable	Online Health Information Processing Behavior (OHIPB)	"Does online health information affect your health behavior, help you understand doctors' advice, judge whether medical consultation is needed, and confirm whether doctors' advice is appropriate?" Higher values indicate stronger information processing and application.
Control variable	Gender	1 = male, 0 = female.
	Age	Calculated from birth year.
	Educational attainment	1 = primary school or below; 2 = junior high school; 3 = high school/technical secondary school; 4 = college or bachelor's degree; 5 = graduate education or above.
	Marital status	1 = married, 0 = otherwise.
	Income	Annual household income, recoded as 1 = ≤30,000 CNY; 2 = 30,001–100,000 CNY; 3 = >100,000 CNY.
	Ethnicity	1 = Han, 0 = ethnic minorities.
	Religious belief	1 = yes, 0 = no.
	Household registration status	1 = rural registration, 0 = non-rural registration.

Notes: OHISB refers to Online Health Information Seeking Behavior, and OHIPB refers to Online Health Information Processing Behavior. Both are mechanism variables constructed from relevant CGSS 2021 items. Higher values indicate stronger engagement in the corresponding behavior.

2.4 Statistical analysis methods

This study conducts empirical analyses using Stata MP 18.0. First, descriptive statistical analysis is performed to summarize the sample characteristics and the distribution of the study variables. Second, variance inflation factor (VIF) tests are conducted to examine potential multicollinearity among the explanatory, mechanism, and control variables.

Because the dependent variable is measured on an ordinal scale, ordered logistic regression models are employed to examine the association between Internet use and self-rated health. The baseline models gradually introduce control variables and online health information behaviors to assess how the association between Internet use and self-rated health changes across model specifications. In addition, the proportional-odds assumption is examined using a generalized

ordered logit model with the autofit procedure.

Mechanism and mediation analyses are then conducted to examine whether online health information behaviors explain the association between Internet use and self-rated health. Specifically, OHISB and OHIPB are first examined as outcome variables to assess their associations with Internet use. They are then incorporated into the self-rated health model. To further test the indirect pathways, bootstrap mediation analysis with 5,000 replications is performed. The indirect effects through OHISB and OHIPB are evaluated using bias-corrected 95% confidence intervals. Finally, robustness checks are conducted using alternative measurements of the dependent variable and the key explanatory variable. Specifically, physical self-rated health is used as an alternative dependent variable, and Internet use frequency is used as an alternative measure of Internet use.

The empirical models are specified as follows:

Baseline model:

$$Y_i^* = \alpha_0 + \alpha_1 InternetUse_i + \alpha_2 Controls_i + \varepsilon_i \quad (1)$$

where Y_i^* represents the latent level of self-rated health, $InternetUse_i$ indicates Internet use, $Controls_i$ represents the vector of control variables, and ε_i is the error term.

Mechanism models:

$$OHISB_i = \beta_0 + \beta_1 InternetUse_i + \beta_2 Controls_i + \mu_i \quad (2)$$

$$OHIPB_i = \gamma_0 + \gamma_1 InternetUse_i + \gamma_2 Controls_i + \nu_i \quad (3)$$

Full mediation model:

$$Y_i^* = \delta_0 + \delta_1 InternetUse_i + \delta_2 OHISB_i + \delta_3 OHIPB_i + \delta_4 Controls_i + \eta_i \quad (4)$$

where $OHISB_i$ and $OHIPB_i$ represent online health information seeking behavior and online health information processing behavior, respectively. The indirect effects are calculated as $\beta_1 \times \delta_2$ for the OHISB pathway and $\gamma_1 \times \delta_3$ for the OHIPB pathway. A mediation effect is considered statistically significant when the bias-corrected 95% confidence interval does not include zero.

3. Data analysis

3.1 Sample information

Table 2 presents the descriptive statistics of the variables included in this study. The mean value of self-rated health is 2.91 (SD = 1.16), indicating that respondents' overall self-rated health is around the middle level. Regarding Internet use, approximately 69.8% of respondents reported using the Internet. For online health information behaviors, the mean value of OHISB is 1.93 (SD = 0.92), while the mean value of OHIPB is 3.33 (SD = 0.67). These results indicate that respondents vary in both online health information seeking and online health information processing behaviors. Since OHISB and OHIPB capture different aspects of online health information engagement, their mean values should be interpreted according to their respective measurement meanings rather than directly compared.

Among the control variables, respondents have an average age of 51.64 years, and approximately 45.2% are male. The sample also shows variation in educational attainment,

household income, ethnicity, religious belief, and household registration status. Rural household registration accounts for 59.4% of the sample. These descriptive characteristics provide the basis for the subsequent regression analyses examining the associations among Internet use, online health information behaviors, and self-rated health.

Table 2.

Descriptive statistics for study variables

Variable	N	Mean	Std. Dev.	Min	Max
Self-rated health	2,688	2.9115	1.1641	1	5
Internet use	8,138	0.6976	0.4593	0	1
OHISB	2,563	1.9279	0.9186	1	5
OHIPB	1,834	3.3261	0.6706	1	5
Gender (1 = male)	8,148	0.4515	0.4977	0	1
Age	8,148	51.6437	17.5739	18	99
Educational attainment	8,127	2.2820	1.1511	1	5
Marital status (1 = married)	8,148	0.7046	0.4563	0	1
Income category	6,420	1.8880	0.7399	1	3
Ethnicity (1 = Han)	8,148	0.9264	0.2612	0	1
Religious belief (1 = yes)	8,148	0.0750	0.2634	0	1
Rural household registration	8,148	0.5943	0.4911	0	1

Notes: Self-rated health ranges from 1 = poor to 5 = very good. Internet use is coded as 1 = yes and 0 = no. OHISB and OHIPB are mechanism variables constructed from relevant CGSS 2021 items. Higher values indicate stronger engagement in the corresponding behavior. Missing responses are excluded.

3.2 Data quality verification

Table 3 presents the results of the multicollinearity diagnostics for the explanatory, mechanism, and control variables.

Table 3.

Results of Multicollinearity Diagnostics

Variable	VIF	1/VIF
Internet use	1.427	0.701
OHISB	1.422	0.703
OHIPB	1.128	0.887
Gender	1.024	0.977
Age	1.666	0.600
Educational attainment	1.769	0.565
Marital status	1.124	0.889
Income	1.362	0.734
Ethnicity	1.073	0.932
Religious belief	1.063	0.941
Household registration status	1.305	0.766
Mean VIF	**1.306**	

Notes: VIF = variance inflation factor. The results indicate no serious multicollinearity among the

explanatory variables.

The VIF values for all variables are below 2, with a mean VIF of 1.306, indicating that multicollinearity is unlikely to be a serious concern in the regression models.

Specifically, the VIF values for Internet use, OHISB, and OHIPB are 1.427, 1.422, and 1.128, respectively. These values suggest that the key explanatory variables can be included jointly in the subsequent regression analyses.

In addition, the proportional-odds assumption was examined using a generalized ordered logit model with the autofit procedure. The results show that the parallel-lines restriction can be imposed on the key explanatory variables, including Internet use, OHISB, and OHIPB. The Wald test for the final model is not statistically significant, χ^2 (27) = 16.06, p = 0.9518, indicating that the final specification does not violate the proportional-odds assumption.

3.3 Baseline Regression Results

Table 4 presents the baseline regression results examining the association between Internet use, online health information behaviors, and self-rated health. Ordered logistic regression models are estimated with variables introduced progressively across the four specifications. Because ordered logit coefficients are reported in log-odds units, the results are interpreted mainly in terms of direction, statistical significance, and selected odds ratios for key variables.

Table 4.

Baseline regression results

Variables	Model 1	Model 2	Model 3	Model 4
Internet use	0.844***	0.167	0.217*	0.103
	(0.080)	(0.114)	(0.127)	(0.187)
OHISB	—	—	-0.016	-0.100
			(0.056)	(0.065)
OHIPB	—	—	—	0.201***
				(0.077)
Gender	—	0.134*	0.162**	0.100
		(0.080)	(0.082)	(0.096)
Age	—	-0.016***	-0.016***	-0.016***
		(0.003)	(0.003)	(0.004)
Educational attainment	—	0.103**	0.124**	0.136**
		(0.048)	(0.049)	(0.056)
Marital status	—	0.027	0.052	0.062
		(0.094)	(0.096)	(0.114)
Income	—	0.387***	0.369***	0.319***
		(0.065)	(0.067)	(0.078)
Ethnicity	—	0.236	0.217	0.089
		(0.159)	(0.161)	(0.184)
Religious belief	—	0.033	-0.016	-0.236
		(0.155)	(0.161)	(0.195)
Household registration status	—	0.351***	0.360***	0.382***
		(0.092)	(0.094)	(0.108)
N	2,687	2,128	2,042	1,477
Log likelihood	-3921.459	-3031.164	-2900.246	-2071.454
Pseudo R^2	0.014	0.032	0.032	0.026

Notes: The dependent variable is self-rated health. Ordered logistic regression models are estimated. Standard errors are reported in parentheses. * p < 0.10, ** p < 0.05, *** p < 0.01.

Model 1 examines the association between Internet use and self-rated health without control variables. Internet use is positively and significantly associated with self-rated health (β = 0.844, p < 0.01). The corresponding odds ratio is approximately 2.33, suggesting that Internet users have higher odds of reporting better self-rated health than non-users before controls are

introduced. After demographic and socioeconomic characteristics are introduced in Model 2, the coefficient of Internet use remains positive but becomes statistically non-significant (β = 0.167), indicating that the direct association between Internet use and self-rated health is partly explained by individual characteristics.

Model 3 further includes OHISB. The coefficient of Internet use is positive and weakly significant (β = 0.217, p < 0.10), while OHISB is not significantly associated with self-rated health. In Model 4, which additionally includes OHIPB, Internet use remains positive but statistically non-significant. OHISB is also not significant, whereas OHIPB is positively and significantly associated with self-rated health (β = 0.201, p < 0.01). This coefficient corresponds to an odds ratio of approximately 1.22, indicating that a one-unit increase in OHIPB is associated with higher odds of reporting better self-rated health, holding other variables constant.

Among the control variables, age is consistently negatively associated with self-rated health. Educational attainment, household income, and household registration status show positive and statistically significant associations in the adjusted models. Overall, the results indicate that the direct association between Internet use and self-rated health becomes weaker after controlling for individual characteristics and online health information behaviors. In the full model, OHIPB, rather than OHISB, is the mechanism variable most clearly associated with better self-rated health. This finding suggests that the health-related value of Internet use may depend more on individuals' ability to process and apply online health information than on information seeking alone.

3.4 Mechanism and Mediation Analysis

Table 5 reports the results of the bootstrap mediation analysis. The analysis examines two mechanism pathways linking Internet use to self-rated health: the pathway through online health information seeking behavior and the pathway through online health information processing behavior.

The indirect effect through OHISB is not statistically significant, as the bias-corrected 95% confidence interval includes zero. In contrast, the indirect effect through OHIPB is positive and statistically significant, with a bias-corrected 95% confidence interval that does not include zero. This result indicates that OHIPB constitutes a significant mechanism linking Internet use to self-rated health, whereas the OHISB pathway is not supported.

The direct effect of Internet use on self-rated health is not statistically significant after the two mechanism variables are included. The total effect is also not statistically significant. These results suggest that Internet use is more closely associated with self-rated health through the processing and application of online health information than through online health information seeking alone.

Table 5.

Mechanism analysis results

Path / Effect	Coefficient	Bootstrap Std. Err.	Bias-corrected 95% CI	Result
Internet use → OHISB → Self-rated health	-0.0876	0.0604	[-0.2069, 0.0296]	Not significant
Internet use → OHIPB → Self-rated health	0.0637	0.0295	[0.0171, 0.1336]	Significant
Total indirect effect	-0.0239	0.0603	[-0.1372, 0.0977]	Not significant
Direct effect	0.1033	0.2187	[-0.3190, 0.5490]	Not significant

Notes: The mediation effects were estimated using 5,000 bootstrap replications. Bias-corrected 95% confidence intervals are reported. A mediation effect is considered statistically significant when the confidence interval does not include zero.

3.5 Robustness Checks

Table 6 presents the robustness checks using alternative measures of the dependent variable and the key explanatory variable. Model 1 uses physical self-rated health as an alternative dependent variable, while Model 2 replaces binary Internet use with Internet use frequency.

In Model 1, the coefficient of Internet use remains positive but is not statistically significant. OHISB is close to zero and statistically non-significant, while OHIPB remains positive but is also not statistically significant. This result indicates that the direction of the association between Internet use, online health information processing, and health remains generally consistent, although the statistical evidence is weaker when physical self-rated health is used as the outcome.

In Model 2, Internet use frequency is positively and significantly associated with self-rated health ($\beta = 0.099$, $p < 0.05$). OHIPB remains positively and significantly associated with self-rated health ($\beta = 0.199$, $p < 0.01$), while OHISB shows a weak negative association. These results are broadly consistent with the baseline findings, particularly regarding the importance of online health information processing behavior.

Overall, the robustness checks provide partial support for the main findings. The results suggest that the role of Internet use depends on how Internet engagement is measured, while OHIPB remains more consistently associated with self-rated health than OHISB. Therefore, the findings should be interpreted as emphasizing the importance of online health information processing and application rather than Internet access or information seeking alone.

Table 6.

Robustness checks

Variables	Model 1: Physical self-rated health	Model 2: Internet use frequency
Internet use	0.207	—
	(0.185)	
Internet use frequency	—	0.099**
		(0.046)
OHISB	-0.002	-0.123*
	(0.065)	(0.065)
OHIPB	0.117	0.199***
	(0.078)	(0.077)
Gender	0.121	0.099
	(0.097)	(0.096)
Age	-0.030***	-0.014***
	(0.004)	(0.004)
Educational attainment	0.138**	0.119**
	(0.057)	(0.057)
Marital status	0.074	0.039
	(0.116)	(0.114)
Income	0.357***	0.309***
	(0.079)	(0.078)
Ethnicity	0.208	0.064
	(0.189)	(0.184)
Religious belief	-0.061	-0.252
	(0.192)	(0.195)
Household registration status	0.269**	0.392***
	(0.110)	(0.108)
N	1,476	1,477
Log likelihood	-1905.070	-2069.269
Pseudo R^2	0.052	0.027

Notes: Model 1 uses physical self-rated health as an alternative dependent variable. Model 2 replaces Internet use with Internet use frequency. Ordered logistic regression models are estimated. Standard errors are reported in parentheses. * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$.

4. Discussion, Conclusion and Implications

Using data from the 2021 Chinese General Social Survey (CGSS), this study examined the relationship among Internet use, online health information behaviors, and self-rated health. Rather than treating Internet use only as a general indicator of digital access, this study distinguished between Online Health Information Seeking Behavior (OHISB) and Online Health Information Processing Behavior (OHIPB). This distinction allows the study to examine whether different stages of digital health engagement are associated with self-rated health in different ways.

The empirical results show that Internet use is positively and significantly associated with self-rated health in the model without control variables. However, this association becomes statistically non-significant after demographic and socioeconomic characteristics are controlled. After OHISB and OHIPB are incorporated into the model, Internet use remains positive but non-significant. Among the two online health information behavior variables, OHISB does not show a significant positive association with self-rated health, whereas OHIPB is positively and significantly associated with self-rated health in the fully adjusted model. The bootstrap mediation analysis further shows that the indirect effect through OHISB is not statistically significant, while the indirect effect through OHIPB is positive and significant.

These findings suggest that the health-related value of Internet use depends not only on access to online information, but also on how individuals process and apply such information. Simply searching for health information online may not be sufficient to improve health perceptions. Instead, the key lies in whether individuals can understand, evaluate, judge, and use online health information in health-related decision-making. This finding supports the view that digital health engagement should be understood as a multi-stage process, including access, information seeking, information processing, and practical application.

Previous studies in the Chinese context have shown that Internet use is associated with health outcomes, particularly among older adults, and have often emphasized social pathways such as social capital and social support. For example, Wang et al. [18], Lyu and Sun [19], and Liu et al. [20] mainly examined the relationship between Internet use and health from the perspective of older populations and social resources. More recent research has also used CGSS 2021 data to examine Internet use, family economic status, gender differences, and self-rated health [22]. Building on this literature, the present study focuses on the general population and shifts attention to online health information behaviors. By distinguishing online health information seeking from online health information processing, this study shows that the relationship between Internet use and self-rated health is more clearly reflected in the processing and application of online health information than in information seeking alone.

This study contributes to the digital health literature in two main ways. First, it clarifies the conceptual difference between online health information seeking and online health information processing. The results show that these two behaviors are not equivalent: information seeking alone is not significantly associated with self-rated health, whereas information processing and application play a more important role. Second, the study provides empirical evidence from a general-population sample in China, suggesting that the health implications of Internet use should not be understood only from the perspective of digital access, but also from the perspective of digital health literacy and information-processing capacity.

For countries advancing digital health transformation, the findings suggest that the effectiveness of digital health initiatives depends not only on expanding access to digital services, but also on how individuals understand and use the information provided through these services. This implication is relevant to contexts such as Uzbekistan, where healthcare digitalization and e-health development have become part of ongoing health system reforms. As digital health platforms continue to develop, greater attention should be paid to the quality, credibility, clarity,

and usability of online health information. Strengthening digital health literacy may help ensure that digital health resources are not only accessible, but also effectively used in everyday health-related decision-making.

Overall, the findings indicate that the potential health value of Internet use depends less on Internet access itself and more on whether individuals can effectively understand, evaluate, and apply online health information. Digital health policies should therefore move beyond expanding access alone and pay greater attention to the quality of information environments and users' capacity to make informed health-related decisions.

5. Limitations

This study has several limitations. First, the cross-sectional nature of CGSS 2021 limits causal inference, and the observed relationships should therefore be interpreted as associations rather than causal effects. Although the bootstrap mediation analysis identifies a significant indirect pathway through OHIPB, the cross-sectional design does not allow strong causal interpretation of this pathway. Second, OHISB and OHIPB are constructed from self-reported CGSS items and are not fully validated psychometric scales. Self-rated health is also a subjective measure and may be influenced by individual perceptions, reporting tendencies, and social contexts. Third, valid responses vary across variables, particularly for the online health information measures, resulting in smaller samples in the fully specified models. Although missing responses are excluded in the main analysis, potential selection bias cannot be completely ruled out. Future research could use longitudinal data, validated measurement instruments, and alternative approaches to missing data to further examine the relationships among Internet use, online health information behaviors, and self-rated health.

Acknowledgment

The authors would like to express their sincere gratitude to the Chinese General Social Survey (CGSS) project for providing access to the valuable data used in this study. The authors also appreciate the constructive comments and suggestions from colleagues and reviewers, which contributed to improving the quality of this manuscript. Any remaining errors and omissions are solely the responsibility of the authors.

Data Availability Statement

This study utilized data from the China General Social Survey (CGSS) 2021, which are publicly available from the official website of the CGSS at http://cgss.ruc.edu.cn. The authors did not have any special access privileges; other researchers can obtain these data in the same manner.

Declaration of Interest

All authors disclosed no relevant relationships.

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UDK: 338.48(575.1)

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TUROPERATORLIK XIZMATLARI RIVOJLANISHI OMILLARINING TASNIFI VA ULARNING O‘ZBEKISTONDA BOSQICHMA-BOSQICH NAMOYON BO‘LISHI (2016–2025-YILLAR)

Annotatsiya. Maqolada turoperatorlik xizmatlari rivojlanishiga ta’sir etuvchi omillarni tizimlashtirish va ularning O‘zbekiston turizm bozorida 2016–2025-yillarda bosqichma-bosqich namoyon bo‘lishini aniqlash masalasi yoritilgan. Omillarning ikki darajali tasnifi taklif etilgan: tashqi (ekzogen) – makroiqtisodiy, institutsional, geosiyosiy, texnologik va tabiiy-iqlimiy hamda ichki (endogen) – infratuzilmaviy, ijtimoiy-madaniy, raqobat va resurs omillari. Omillar guruhlari ta’sir ko‘lami, o‘zgarish tezligi, prognozlanuvchanligi va o‘zaro bog‘liqligi mezonlari bo‘yicha saralanib, har biri uchun boshqaruv yondashuvi asoslangan. Rasmiy statistika, me’yoriy-huquqiy hujjatlar va turoperatorlar reyestri ma’lumotlari asosida soha rivojlanishining to‘rt bosqichi ajratilgan hamda har bir bosqichda yetakchi omillar konfiguratsiyasi aniqlangan. 2016–2025-yillarda turistik maqsadda kelgan chet el fuqarolari soni 2,0 mln dan 11,7 mln nafarga, turoperatorlar soni 561 tadan 3 108 taga yetgani, dastlabki bosqichlarda institutsional omillar, joriy bosqichda esa texnologik va ichki (raqobat, kadrlar) omillar hal qiluvchi ahamiyat kasb etayotgani ko‘rsatilgan.

Kalit so‘zlar: turoperatorlik xizmatlari, rivojlanish omillari, ekzogen va endogen omillar, omillar konfiguratsiyasi, davrlashtirish, institutsional islohotlar, raqamli transformatsiya, O‘zbekiston.

Аннотация. В статье рассматривается задача систематизации факторов развития туроператорских услуг и выявления их поэтапного проявления на туристском рынке Узбекистана в 2016–2025 гг. Предложена двухуровневая классификация факторов: внешние (экзогенные) – макроэкономические, институциональные, геополитические, технологические, природно-климатические – и внутренние (эндогенные) – инфраструктурные, социально-культурные, конкурентные и ресурсные. Группы факторов ранжированы по критериям масштаба влияния, скорости изменений, прогнозируемости и взаимозависимости, для каждой из них обоснован управленческий подход. На основе официальной статистики, нормативных правовых актов и данных реестра туроператоров выделены четыре этапа развития отрасли и определена доминирующая конфигурация факторов на каждом из них. Показано, что в 2016–2025 гг. число иностранных граждан, прибывших с туристскими целями, выросло с 2,0 до 11,7 млн, число туроператоров – с 561 до 3 108; на ранних этапах решающими были институциональные факторы, на текущем этапе – технологические и внутренние (конкурентные, кадровые).

Ключевые слова: туроператорские услуги, факторы развития, экзогенные и эндогенные факторы, конфигурация факторов, периодизация, институциональные реформы, цифровая трансформация, Узбекистан.

Abstract. The article addresses the systematisation of factors in the development of tour operator services and identifies how these factors manifested themselves, stage by stage, in the tourism market of Uzbekistan in 2016–2025. A two-level classification is proposed: external (exogenous) factors – macroeconomic, institutional, geopolitical, technological, natural and climatic – and internal (endogenous) factors – infrastructural, socio-cultural, competitive and resource-related. The factor groups are ranked by scale of impact, speed of change, predictability and interdependence, and a management approach is justified for each group. Using official statistics, legal acts and tour operator registry data, four stages of the industry’s development are

distinguished and the dominant factor configuration of each stage is identified. Between 2016 and 2025 the number of foreign citizens arriving for tourism purposes increased from 2.0 to 11.7 million and the number of tour operators from 561 to 3,108; institutional factors were decisive in the early stages, whereas technological and internal (competitive and human-resource) factors are decisive in the current stage.

Keywords: tour operator services, development factors, exogenous and endogenous factors, factor configuration, periodisation, institutional reforms, digital transformation, Uzbekistan.

KIRISH

So‘nggi o‘n yilda turizm O‘zbekiston iqtisodiyotining eng jadal o‘sayotgan tarmoqlaridan biriga aylandi. Milliy statistika qo‘mitasi ma’lumotlariga ko‘ra, 2025-yilda respublikaga turistik maqsadlarda 11,7 mln nafar chet el fuqarolari tashrif buyurgan, bu 2024-yilga nisbatan 46,8 foizga ko‘pdir [1]. Turizm xizmatlari eksporti 2025-yilda 4,7 mlrd AQSh dollariga yetgan [2]. «O‘zbekiston – 2030» strategiyasi [3] va O‘zbekiston Respublikasi Turizm qo‘mitasi faoliyatini tashkil etish to‘g‘risidagi Prezident qarori [4] sohaga yanada yuqori marralarni belgilagan: 2030-yilga borib xorijiy turistlar sonini 20 mln nafarga yetkazish ko‘zda tutilgan.

Turistik oqimning o‘sishi bilan bir vaqtda turoperatorlik bozori ham kengaydi: Turizm qo‘mitasi reyestri ma’lumotlariga ko‘ra, turoperatorlar soni 2016-yildagi 561 tadan 2025-yilda 3 108 taga yetdi. Biroq bu o‘sish bir tekis kechmadi. Institutsional islohotlar, vizaviy liberallashtirish, COVID-19 pandemiyasi va raqamlashtirish turli davrlarda sohaga turlicha ta’sir ko‘rsatdi. Shu sababli qaysi omillar qaysi bosqichda hal qiluvchi bo‘lganini va hozirgi bosqichda o‘sishni qaysi omillar cheklayotganini aniqlash davlat siyosati uchun ham, turoperatorlarning strategik qarorlari uchun ham muhim ahamiyatga ega.

Ilmiy adabiyotlarda turizm rivojlanishi omillari keng o‘rganilgan, biroq ular ko‘pincha ro‘yxat shaklida keltiriladi, boshqaruv nuqtai nazaridan saralanmaydi va aniq mamlakat bozorining rivojlanish bosqichlari bilan bog‘lanmaydi. Mazkur maqolaning maqsadi – turoperatorlik xizmatlari rivojlanishi omillarini tizimlashtirish va ularning O‘zbekistonda 2016–2025-yillarda qanday konfiguratsiyada namoyon bo‘lganini aniqlashdan iborat. Maqsadga erishish uchun quyidagi vazifalar qo‘yildi: omillarning ikki darajali tasnifini ishlab chiqish; omillar guruhlarini boshqaruv mezonlari bo‘yicha saralash; soha rivojlanishini davrlashtirish va har bir bosqichdagi yetakchi hamda cheklovchi omillarni aniqlash.

MAVZUGA OID ADABIYOTLAR TAHLILI

Turizmni tizim sifatida talqin qilish N. Leyper ishlaridan boshlanadi. U turistik tizimni turist, jo‘natuvchi va qabul qiluvchi hududlar, tranzit yo‘nalishlar hamda turizm industriyasidan iborat deb qaraydi va bu tizim jismoniy, madaniy, ijtimoiy, iqtisodiy, siyosiy va texnologik muhit ichida faoliyat yuritishini ta’kidlaydi [5]. Aynan shu yondashuv omillarni tizimga nisbatan tashqi (ekzogen) va ichki (endogen) guruhlarga ajratish uchun nazariy asos bo‘ladi.

R. Butler turistik hudud hayotiy sikli modelida hudud rivojlanishini kashf etish, jalb qilish, rivojlanish, konsolidatsiya, turg‘unlik hamda yangilanish yoki tanazzul bosqichlariga ajratib, har bir bosqichda turli omillar yetakchilik qilishini ko‘rsatgan [6]. Bu g‘oya omillarni statik ro‘yxat sifatida emas, balki vaqt o‘tishi bilan o‘zgaruvchi konfiguratsiya sifatida tahlil qilish zarurligini asoslaydi.

Turistik talabni modellashtirishga bag‘ishlangan tadqiqotlarda daromadlar, nisbiy narxlar, valyuta kursi va transport xarajatlari talabning asosiy determinantlari sifatida ajratiladi, inqirozlar va boshqa zarbalar esa alohida o‘zgaruvchilar orqali hisobga olinadi [7]. J.R.B. Richi va G.I. Krauch, shuningdek, L. Dvayer va Ch. Kim destinatsiya raqobatbardoshligi modellarida asosiy resurslar va jozibadorlik omillarini, qo‘llab-quvvatlovchi omillarni (infratuzilma, borish qulayligi), destinatsiyani boshqarishni hamda cheklovchi va kuchaytiruvchi determinantlarni ajratgan [8; 9]. Ushbu modellar ichki omillarni batafsil ochib beradi, ammo ularning nisbiy ahamiyati bozor rivojlanishi bosqichiga qarab qanday o‘zgarishini ko‘rsatmaydi.

Institutsional iqtisodiyot nuqtai nazaridan institutlar «o‘yin qoidalari» sifatida bozor ishtirokchilarining tranzaksion xarajatlari va faoliyat imkoniyatlarini belgilaydi [10]. Bu xulosa

o‘tish iqtisodiyotidagi mamlakatlar uchun ayniqsa muhim: bunday sharoitda bozor o‘sishi ko‘pincha institutsional o‘zgarishlardan keyin boshlanadi. Axborot-kommunikatsiya texnologiyalarining turizmga ta’sirini o‘rgangan D. Buhalis va R. Lou internet vositachilarning rolini o‘zgartirib, disintermediatsiya va qayta vositachilik jarayonlarini keltirib chiqarganini ko‘rsatgan [11]. Bu esa texnologik omilni aynan turoperatorlar uchun hal qiluvchi omillardan biriga aylantiradi. COVID-19 pandemiyasi tashqi zarbalarning turizmga ta’sirini yaqqol namoyon etdi va soha barqarorligi masalasini kun tartibiga qo‘ydi [12].

Mahalliy tadqiqotchilar ham O‘zbekiston turizmi rivojlanishining turli jihatlarini o‘rgangan. N.Sh. Mansurova mamlakat turizm salohiyatini turistik infratuzilma, tashriflar soni, turistik tashkilotlar hamda gid-tarjimonlar dinamikasi orqali tahlil qilgan [13]. M.U. Tolipov an’anaviy va raqamli marketing rivojlanish bosqichlarini qiyosiy tahlil qilib, turizm uchun raqamli marketingning afzalliklarini asoslagan [14]. Muallifning avvalgi ishlarida Buxoro viloyatida turoperatorlik xizmatlarining rivojlanish bosqichlari [15], turistik klasterlar kesimidagi hududiy tafovutlar [16] va turoperatorlik faoliyatini raqamlashtirish darajasi [17] tadqiq etilgan.

Adabiyotlar tahlili ikki bo‘shliqni ko‘rsatadi. Birinchidan, omillar odatda sanab o‘tiladi, lekin boshqaruv uchun muhim mezonlar bo‘yicha saralanmaydi. Ikkinchidan, omillar tahlili va soha rivojlanishini davrlashtirish alohida-alohida olib boriladi, natijada milliy darajada turoperatorlik xizmatlarining rivojlanish bosqichlari bilan omillar konfiguratsiyasi o‘rtasidagi bog‘liqlik ochib berilmagan. Ushbu maqola shu bo‘shliqni to‘ldirishga qaratilgan.

TADQIQOT METODOLOGIYASI

Tadqiqotda tizimli yondashuv, tasniflash va umumlashtirish, qiyosiy-tarixiy tahlil, me’yoriy-huquqiy hujjatlarni kontent-tahlil qilish, dinamika ko‘rsatkichlari (o‘sish sur’ati, o‘rtacha yillik o‘sish sur’ati – CAGR) hamda ekspert baholash usullaridan foydalanildi.

Axborot bazasini quyidagilar tashkil etdi: turistik maqsadlarda kelgan chet el fuqarolari soni bo‘yicha Milliy statistika qo‘mitasining rasmiy ma’lumotlari va ularni e’lon qilgan manbalar [1; 18; 19; 20; 21]; 2016-yil ko‘rsatkichi uchun N.Sh. Mansurova keltirgan statistik ma’lumot [13]; turizm xizmatlari eksporti bo‘yicha rasmiy ma’lumotlar [22; 2]; Turizm qo‘mitasi reyestri asosida muallif tomonidan jamlangan turoperatorlar soni; Qonunchilik ma’lumotlari milliy bazasidagi (lex.uz) me’yoriy-huquqiy hujjatlar.

Bosqichlarni ajratish mezonlari sifatida institutsional o‘zgarishlar xarakteri, turistik oqim va bozor subyektlari dinamikasi hamda raqamlashtirish darajasi qabul qilindi. Bozor sig‘imining turoperatorlar o‘rtasida taqsimlanishini baholash uchun «bitta turoperatorga to‘g‘ri keladigan xorijiy tashriflar» ko‘rsatkichi hisoblandi: $K_t = T_t / N_t$, bu yerda T_t – *t* yilda turistik maqsadda kelgan chet el fuqarolari soni, N_t – turoperatorlar soni. Qo‘shni davlatlardan kelayotgan tashrif buyuruvchilarning katta qismi mustaqil sayohat qilishini hisobga olsak, ushbu ko‘rsatkich turoperatorlar mijozlarining haqiqiy sonini emas, balki bitta operatorga to‘g‘ri keladigan potensial bozor hajmini tavsiflaydi.

Omillar guruhlari to‘rt mezon – ta’sir ko‘lami, o‘zgarish tezligi, prognozlanuvchanlik va boshqa omillar bilan o‘zaro bog‘liqlik – bo‘yicha uch darajali shkalada (yuqori, o‘rta, past) muallif tomonidan ekspert baholandi. Baholash 2016–2025-yillardagi me’yoriy hujjatlar va statistik ma’lumotlar tahliliga asoslanadi.

Tadqiqotning cheklovlari quyidagilardan iborat: vaqt qatori qisqa (10 yil); turoperatorlar soni bo‘yicha rasmiy statistika muntazam e’lon qilinmaydi; reyestr va statistika ma’lumotlari turli uslubiyat asosida shakllangan; 2016–2017-yillar ko‘rsatkichlari keyingi yillar bilan uslubiy jihatdan to‘liq taqqoslanmasligi mumkin. Shu bois natijalar tavsifiy xarakterga ega va sabab-oqibat bog‘lanishlarini qat’iy isbotlash uchun mo‘ljallanmagan.

TAHLIL VA NATIJALAR

Turoperatorlik xizmatlari rivojlanishi omillarining tasnifi

Turizm rivojlanishi omili deganda turistik bozorning muayyan segmenti shakllanishi va o‘sishiga yordam beruvchi yoki unga to‘sqinlik qiluvchi tashqi va ichki shart-sharoitlar majmui tushuniladi. Omil talab va taklifning ko‘lami, sur’ati, sifati hamda o‘ziga xosligini belgilovchi harakatlantiruvchi kuchlarni aks ettiradi. Muallif taklif etgan ikki darajali tasnifda omillar birinchi

darajada turistik tizimga nisbatan tashqi (ekzogen) va ichki (endogen) guruhlarga, ikkinchi darajada esa kichik guruhlarga ajratiladi (1-jadval). Tashqi omillar tizim chegarasidan tashqarida shakllanadi va turoperator ularga bevosita ta’sir ko‘rsata olmaydi. Ichki omillar esa tizimning o‘z salohiyati – infratuzilma sifati, kadrlar tayyorgarligi, raqobat muhiti va resurs bazasi bilan belgilanadi.

1-jadval.

Turoperatorlik xizmatlari rivojlanishi omillarining tasnifi

Omillar kichik guruhi	Asosiy tarkibiy qismlar	Monitoring ko‘rsatkichlari (misollar)
Tashqi (ekzogen) omillar		
Makroiqtisodiy	YaIM, inflyatsiya, valyuta kursi, investitsiya muhiti, aholi daromadlari	YaIM va real daromadlar o‘sishi; valyuta kursi dinamikasi; turizm xizmatlari eksporti
Institutsional	Davlat siyosati, qonunchilik bazasi, litsenziyalash, viza rejimi, soliqqa tortish	Vizasiz rejim joriy etilgan davlatlar soni; litsenziya berish muddatlari; soliq imtiyozlari
Geosiyosiy	Xalqaro munosabatlar, siyosiy barqarorlik, xavfsizlik, sanksiyalar	Asosiy jo‘natuvchi bozorlar ulushi; chegara va sanitariya cheklovlari
Texnologik	Raqamlashtirish, internet qamrovi, mobil texnologiyalar, onlayn platformalar	Raqamli vositalardan foydalanuvchi operatorlar ulushi; onlayn sotuvlar ulushi
Tabiiy-iqlimiy	Iqlim, landshaft, tabiiy resurslar, ekologik holat, mavsumiylik	Mavsumiylik koeffitsiyenti; ekologik monitoring ko‘rsatkichlari
Ichki (endogen) omillar		
Infratuzilmaviy	Transport qulayligi, mehmonxona fondi, kommunikatsiyalar, ovqatlanish va ko‘ngilochar obyektlar	Joylashtirish vositalari va o‘rinlar soni; aviaqatnovlar soni
Ijtimoiy-madaniy	Madaniy-tarixiy meros, aholi mentaliteti, kadrlarning ta’lim darajasi, mehmondo‘stlik an’analari	Sertifikatlangan gidlar soni; xorijiy tillarni biladigan kadrlar ulushi
Raqobat	Bozor subyektlarining soni va sifati, narx siyosati, mahsulot differensiatsiyasi, marketing faolligi	Turoperatorlar soni; bitta operatorga to‘g‘ri keladigan tashriflar; bozor konsentratsiyasi
Resurs	Turistik-rekreatsion salohiyat, destinatsiya jozibadorligi, yodgorliklar holati	YuNESKO ro‘yxatidagi obyektlar; ta’mirlangan yodgorliklar soni

Manba: muallif ishlanmasi [5], [8] asosida.

Tasnif qat’iy emas: amaliyotdagi muammolar ko‘pincha bir necha guruh tutashgan joyda yuzaga keladi. Masalan, iqtisodiy o‘sish innovatsiyalarsiz modernizatsiyaga olib kelmaydi, aholi daromadlarining oshishi esa infratuzilma va marketing bo‘lmasa ichki turizmga aylanmaydi. Tabiiy-iqlimiy omillarni kuzatishda masofadan zondlash ma’lumotlariga asoslangan ekologik monitoring vositalaridan foydalanish mumkin [23]. Shu sababli tasnifning ikkinchi qismi omillarni ularning o‘zaro ta’siri va boshqaruv uchun ahamiyati bo‘yicha saralashdan iborat.

Omillarni boshqaruv mezonlari bo‘yicha saralash

Omillarning ustuvorligi to‘rt mezon asosida aniqlandi: ta’sir ko‘lami (omil soha faoliyatining qanchalik keng qismini qamrab olishi); o‘zgarish tezligi (qaror qabul qilish uchun qancha vaqt qoldirishi); prognozlanuvchanlik (strategiyani oldindan moslashtirish imkoniyati); o‘zaro bog‘liqlik (omilning boshqa omillar bilan sinergetik ta’sirda harakat qilishi). Baholash natijalari va ulardan kelib chiqadigan boshqaruv yondashuvi 2-jadvalda keltirilgan.

2-jadval.

Omillar guruhlarini boshqaruv mezonlari bo‘yicha saralash

Omil	Ta’sir ko‘lami	O‘zgarish tezligi	Prognozlanuv-chanlik	O‘zaro bog‘liqlik	Boshqaruv yondashuvi
Makroiqtisodiy	Yuqori	O‘rta	O‘rta	Yuqori	Kompleks chora-tadbirlar paketi
Institutsional	Yuqori	Yuqori	O‘rta	Yuqori	Kompleks paket; davlat va biznes muloqoti
Geosiyosiy	Yuqori	Yuqori	Past	O‘rta	Monitoring va ssenariy rejalashtirish
Texnologik	O‘rta	Yuqori	O‘rta	Yuqori	Monitoring; adaptiv investitsiyalar
Tabiiy-iqlimiy	O‘rta	Past	Yuqori	O‘rta	Uzoq muddatli rejalashtirish
Infratuzilmaviy	Yuqori	Past	Yuqori	Yuqori	Uzoq muddatli investitsiya dasturlari
Ijtimoiy-madaniy	O‘rta	Past	Yuqori	O‘rta	Uzoq muddatli rejalashtirish (kadrlar tayyorlash)
Raqobat	O‘rta	Yuqori	O‘rta	O‘rta	Monitoring; firma darajasidagi adaptiv strategiya
Resurs	Yuqori	Past	Yuqori	O‘rta	Saqlash va uzoq muddatli investitsiya

Manba: muallif ekspert bahosi.

Saralash natijasida omillar uch boshqaruv guruhiga birlashadi. Birinchi guruh – tez o‘zgaruvchan va kam prognozlanuvchi omillar (geosiyosiy, texnologik, raqobat): ular doimiy monitoring, ssenariy rejalashtirish va tezkor javob choralarini talab qiladi. Ikkinchi guruh – sekin o‘zgaruvchi va yaxshi prognozlanuvchi omillar (infratuzilmaviy, resurs, ijtimoiy-madaniy, tabiiy-iqlimiy): ular uzoq muddatli rejalashtirish va investitsiya dasturlari orqali boshqariladi. Uchinchi guruh – o‘zaro bog‘liqligi yuqori omillar (makroiqtisodiy, institutsional, infratuzilmaviy, texnologik): ular faqat birgalikda, kompleks paket sifatida to‘liq samara beradi. Masalan, vizasiz rejim aviaqatnovlar, mehmonxona fondi va raqamli targ‘ibot bilan birga amalga oshirilgandagina tashriflar soniga to‘liq ta’sir ko‘rsatadi.

O‘zbekistonda turoperatorlik xizmatlarining rivojlanish bosqichlari va omillar konfiguratsiyasi

2016–2025-yillardagi asosiy ko‘rsatkichlar 3-jadvalda keltirilgan. Davr mobaynida turistik maqsadda kelgan chet el fuqarolari soni 5,85 barobar (o‘rtacha yillik o‘sish sur’ati taxminan 21,7%), turoperatorlar soni esa 5,54 barobar (21,0%) oshgan.

3-jadval.

O‘zbekistonda xorijiy tashriflar va turoperatorlar soni dinamikasi

Yil	Turistik maqsadda kelgan chet el fuqarolari, mln nafar	Turoperatorlar soni, birlik	Bitta turoperatorga to‘g‘ri keladigan tashriflar (K_t), ming
2016	2,0*	561	3,6
2017	2,7*	680	4,0
2019	6,7	1 482	4,5
2020	1,5	1 200	1,3
2021	1,9	1 350	1,4
2022	5,2	1 650	3,2

2023	6,6	2 215	3,0
2024	8,0	2 569	3,1
2025	11,7	3 108	3,8

*Manba: tashriflar – [13], [18], [19], [20], [21], [1]; 2019 va 2021-yillar ko‘rsatkichlari 2020 va 2022-yillar uchun e’lon qilingan o‘zgarish sur’atlaridan, 2024-yil ko‘rsatkichi 2025-yilgi mutlaq o‘sishdan tiklangan; turoperatorlar soni – Turizm qo‘mitasi reyestri ma’lumotlari (muallif jamlagan); K_t – muallif hisobi. * 2016–2017-yillar ko‘rsatkichlari keyingi yillar bilan uslubiy jihatdan to‘liq taqqoslanmasligi mumkin; 2018-yil bo‘yicha taqqoslanadigan ma’lumot keltirilmagan.*

Institutsional o‘zgarishlar xarakteri, oqim dinamikasi va raqamlashtirish darajasiga ko‘ra 2016–2025-yillarda to‘rt bosqich ajratildi.

Birinchi bosqich – shakllanish va islohotlar (2016–2017). 2016-yil 2-dekabrda Turizmni rivojlantirish davlat qo‘mitasining tashkil etilishi [24; 25] sohani boshqarishda institutsional burilish bo‘ldi: turizm alohida ustuvor tarmoq sifatida e’tirof etildi, turoperatorlik faoliyatini tartibga solish yangilandi. 2017-yil sentabrdan boshlangan valyuta siyosatini liberallashtirish [26] xorijiy valyutani erkin almashtirish imkonini berib, destinatsiyaning narx raqobatbardoshligini oshirdi va turoperatorlar uchun hisob-kitoblarni soddalashtirdi. Bu bosqichda turoperatorlar soni 561 tadan 680 taga (+21,2%) oshdi. Demak, bosqichning yetakchi omillari institutsional va makroiqtisodiy omillar bo‘lib, mamlakatning boy resurs salohiyati (madaniy meros) hali to‘liq ishga solinmagan edi.

Ikkinchi bosqich – liberallashtirish va jadal o‘sish (2018–2019). Bu bosqichda institutsional omil vizaviy va qonunchilik islohotlari shaklida namoyon bo‘ldi. 2018-yil 3-fevraldagi Farmon bilan turizm salohiyatini rivojlantirish uchun qo‘shimcha shart-sharoitlar, jumladan, bir qator davlatlar fuqarolari uchun vizasiz rejim joriy etildi [27], ichki turizmni jadal rivojlantirish choralari belgilandi [28]. 2019-yilda turizmni jadal rivojlantirishga oid qo‘shimcha choralar ko‘rildi [29] va yangi tahrirdagi «Turizm to‘g‘risida»gi Qonun qabul qilindi [30]. Natijada 2019-yilda turistik maqsadda kelganlar soni 6,7 mln nafarga yetdi, turoperatorlar soni esa 2017-yilga nisbatan 2,2 barobar oshib, 1 482 taga yetdi. Bitta turoperatorga to‘g‘ri keladigan tashriflar 4,0 mingdan 4,5 mingga ko‘tarildi, ya’ni talab taklifdan tezroq o‘sdi. Tashrif buyuruvchilarning asosiy qismi qo‘shni davlatlarga to‘g‘ri kelishini (masalan, 2023-yilda 6,6 mln tashrifning 4,36 mln tasi [21]) hisobga olsak, mintaqaviy ochiqlik va chegara tartiblarining soddalashuvi bilan bog‘liq geosiyosiy omil ham muhim rol o‘ynagan.

Uchinchi bosqich – pandemiya inqirozi va moslashuv (2020–2021). COVID-19 pandemiyasi natijasida 2020-yilda turistik maqsadda kelganlar soni 1,5 mln nafarga, ya’ni 2019-yilga nisbatan 77,7 foizga kamaydi [19]. Bu tashqi (geosiyosiy-xavfsizlik) omil boshqa barcha omillar ta’sirini vaqtincha yo‘qqa chiqara olishini ko‘rsatdi. Davlat turizmni sanitariya-epidemiologik xavfsizlik talablariga rioya qilgan holda rivojlantirish [31], soha subyektlarini qo‘llab-quvvatlash va turizm infratuzilmasini rivojlantirish bo‘yicha choralar ko‘rdi [32; 33]. Turoperatorlar soni 2020-yilda 1 200 taga (−19,0%) qisqardi, ya’ni tashriflarga nisbatan qariyb to‘rt barobar kam pasaydi: institutsional qo‘llab-quvvatlash «bufer» vazifasini bajardi. Masofaviy xizmat ko‘rsatish, onlayn maslahatlar va ichki turizmga qayta yo‘naltirish kabi majburiy texnologik moslashuvlar keyingi raqamlashtirish uchun asos yaratdi. Muallif fikricha, bu bosqich tasnifdagi geosiyosiy guruhning «xavfsizlik» tarkibiy qismini sanitariya-epidemiologik xavflar bilan kengaytirish zarurligini ko‘rsatadi.

To‘rtinchi bosqich – tiklanish, raqamlashtirish va rekord o‘sish (2022–2025). 2022-yilda tashriflar 5,2 mln nafarga tiklandi (2021-yilga nisbatan 2,8 barobar) [20], 2025-yilda esa 11,7 mln nafarga yetib [1], 2019-yil darajasidan qariyb 75 foizga oshdi. Bosqichning institutsional asosini «O‘zbekiston – 2030» strategiyasi [3], turizm yo‘nalishidagi islohotlarni jadallashtirish [34], 2025–2026-yillarda sayyohlar oqimini keskin ko‘paytirish [35] va Turizm qo‘mitasini tashkil etish [4] to‘g‘risidagi hujjatlar tashkil etdi. Turizm xizmatlari eksporti 2023-yildagi 2,14 mlrd dollardan 2024-yilda 3,52 mlrd dollarga [22], 2025-yilda 4,7 mlrd dollarga [2] oshdi. Turoperatorlar soni 1 650 tadan 3 108 taga (+88,4%) yetdi.

Shu bilan birga, to‘rtinchi bosqichda ikki muhim nomutanosiblik kuzatiladi. Birinchidan, 2019–2025-yillarda turoperatorlar soni o‘rtacha yiliga 13,1 foizga, tashriflar esa 9,7 foizga o‘sdi. Natijada bitta turoperatorga to‘g‘ri keladigan tashriflar 4,5 mingdan 3,8 mingga kamaydi. Bu bozorga yangi subyektlarning kirishi talabdan tezroq kechayotganini, ya’ni raqobat kuchayib, bozor parchalanib borayotganini bildiradi. Ikkinchidan, bitta xorijiy tashrifga to‘g‘ri keladigan turizm eksporti 2023-yilda taxminan 324 dollar, 2024-yilda 440 dollar, 2025-yilda esa 402 dollarni tashkil etdi (muallif hisobi): 2025-yildagi o‘sish asosan hajm hisobiga yuz bergan. Raqamlashtirishda ham shunga o‘xshash tafovut bor: turoperatorlarning 88 foizi raqamli vositalardan foydalansa-da, onlayn sotuvlarning tushumdagi ulushi 11,5 foizdan oshmaydi [17]. Demak, joriy bosqichda o‘sishni cheklovchi omillar tashqi emas, balki ichki omillardir: raqobat omili (marketing, mahsulot differensiatsiyasi, raqamli savdo kanallari) va ijtimoiy-madaniy omil (xorijiy tillarni biladigan kadrlar va gidlar). Bosqichlar bo‘yicha omillar konfiguratsiyasi 4-jadvalda umumlashtirilgan.

4-jadval.

Turoperatorlik xizmatlari rivojlanish bosqichlari va omillar konfiguratsiyasi

Bosqich	Asosiy me’yoriy hujjatlar	Ko‘rsatkichlar dinamikasi	Yetakchi omillar	Cheklovchi omillar
I. Shakllanish va islohotlar (2016–2017)	PF-4861, PQ-2666 (02.12.2016); PF-5177 (02.09.2017)	Tashriflar 2,0→2,7 mln; turoperatorlar 561→680	Institutsional; makroiqtisodiy	Infratuzilmaviy; viza cheklovlari
II. Liberallashtirish va jadal o‘sish (2018–2019)	PF-5326 (03.02.2018); PQ-3514 (07.02.2018); PF-5611 (05.01.2019); O‘RQ-549 (18.07.2019)	Tashriflar →6,7 mln; turoperatorlar →1 482; K_t = 4,5 ming	Institutsional; geosiyosiy (mintaqaviy ochiqlik)	Infratuzilma sig‘imi; kadrlar
III. Pandemiya inqirozi va moslashuv (2020–2021)	PQ-4755 (19.06.2020); VMQ-433 (10.07.2020); VMQ-602 (06.10.2020)	Tashriflar −77,7% (1,5 mln); turoperatorlar −19,0%	Tashqi zarba; institutsional qo‘llab-quvvatlash; texnologik moslashuv	Geosiyosiy-xavfsizlik (chegaralar yopilishi)
IV. Tiklanish, raqamlashtirish va rekord o‘sish (2022–2025)	PF-158 (11.09.2023); PQ-238 (27.07.2023); PF-87 (15.05.2025); PQ-348 (19.11.2025)	Tashriflar 5,2→11,7 mln; turoperatorlar 1 650→3 108; eksport 2,14→4,7 mlrd $ (2023–2025)	Institutsional; infratuzilmaviy; texnologik	Raqobat (marketing, onlayn sotuvlar); ijtimoiy-madaniy (kadrlar)

Manba: muallif ishlanmasi.

Natijalar muhokamasi

Olingan natijalar uchta qonuniyatni ko‘rsatadi. Birinchidan, yetakchi omillar tashqi-institutsional omillardan ichki-texnologik va raqobat omillariga siljimoqda. I–II bosqichlarda o‘sish asosan davlat tomonidan «ochilgan» imkoniyatlar (boshqaruv organi, viza, valyuta, qonunchilik) hisobiga yuz bergan bo‘lsa, IV bosqichda bu imkoniyatlardan qanchalik samarali foydalanish firma darajasidagi ichki omillarga bog‘liq bo‘lib qoldi. Bu R. Butler modelidagi jalb qilish bosqichidan rivojlanish bosqichiga o‘tishga mos keladi [6].

Ikkinchidan, turoperatorlik bozori ekstensiv o‘smoqda. 2016–2025-yillarda turoperatorlar soni va tashriflar deyarli bir xil sur’atda (mos ravishda yiliga 21,0% va taxminan 21,7%) oshgan,

2019-yildan keyin esa operatorlar soni tashriflardan tezroq ko‘paymoqda. Operatorlarning o‘rtacha ko‘lami kattalashmayapti. Bu raqamli platformalar va konsolidatsiya orqali ko‘lam samarasiga erishish imkoniyati hali ishga solinmaganini ko‘rsatadi [11].

Uchinchidan, institutsional bufer inqirozga chidamlilikni ta’minladi: 2020-yilda tashriflar 77,7 foizga qisqargan holda turoperatorlar soni 19,0 foizga kamaydi. Bu tashqi zarbalar sharoitida institutsional qo‘llab-quvvatlash choralarining ahamiyatini tasdiqlaydi [12].

Ushbu qonuniyatlar muallifning quyidagi xulosasini tasdiqlaydi: O‘zbekiston kabi rivojlanayotgan turistik bozorlar uchun alohida omil emas, balki institutsional va texnologik shart-sharoitlar konfiguratsiyasi hal qiluvchi ahamiyatga ega va aynan u raqamli biznes-modellarga o‘tish imkoniyatini belgilaydi. IV bosqichda bunday konfiguratsiya shakllandi, biroq undan foydalanish ichki omillar – marketing va kadrlar salohiyati bilan cheklanmoqda.

XULOSA VA TAKLIFLAR

Tadqiqot natijalari asosida quyidagi xulosalar chiqarildi.

1. Turoperatorlik xizmatlari rivojlanishi omillarining ikki darajali tasnifi (beshta ekzogen va to‘rtta endogen kichik guruh) va ularni ta’sir ko‘lami, o‘zgarish tezligi, prognozlanuvchanlik va o‘zaro bog‘liqlik mezonlari bo‘yicha saralash omillarni uch boshqaruv guruhiga ajratish imkonini beradi: monitoring talab qiladigan, uzoq muddatli rejalashtiriladigan va kompleks paket sifatida boshqariladigan omillar.

2. O‘zbekistonda 2016–2025-yillarda turoperatorlik xizmatlari to‘rt bosqichni bosib o‘tdi va har bir bosqichda omillarning o‘ziga xos konfiguratsiyasi yetakchilik qildi: I–II bosqichlarda institutsional va makroiqtisodiy omillar, III bosqichda tashqi zarba va institutsional bufer, IV bosqichda institutsional, infratuzilmaviy va texnologik omillar. Joriy bosqichda raqobat va kadrlar omillari cheklovchi omilga aylangan.

3. Joriy bosqichdagi o‘sish ekstensiv xarakterga ega: operatorlar soni tashriflardan tezroq ko‘paymoqda, bitta tashrifga to‘g‘ri keladigan eksport 2025-yilda pasaygan, onlayn sotuvlar ulushi esa past darajada qolmoqda.

Olingan natijalar asosida quyidagi takliflar ishlab chiqildi.

1. Turizm qo‘mitasi tizimida turoperatorlik xizmatlari rivojlanishi omillarining monitoringini joriy etish va 1-jadvaldagi ko‘rsatkichlar bo‘yicha yillik hisobotni hududlar kesimida yuritish.

2. Davlat tomonidan qo‘llab-quvvatlash vositalarini omillar guruhiga qarab tabaqalashtirish: tez o‘zgaruvchan omillar uchun ssenariy monitoringi va inqirozga qarshi zaxira mexanizmlari; sekin o‘zgaruvchi omillar uchun uzoq muddatli investitsiya dasturlari; o‘zaro bog‘liq omillar uchun «viza + aviaqatnov + raqamli targ‘ibot» tipidagi kompleks paketlar.

3. Qo‘llab-quvvatlashning asosiy e’tiborini turoperatorlar sonini ko‘paytirishdan ularning sifat ko‘rsatkichlariga ko‘chirish: raqamli savdo kanallarini rivojlantirish, marketing kompetensiyalarini oshirish, xorijiy tillarni biladigan gidlarni tayyorlash, klaster va assotsiatsiyalar orqali konsolidatsiyani rag‘batlantirish.

4. Statistik bazani takomillashtirish: turoperatorlar reyestri ma’lumotlarini hududlar va turizm turlari kesimida muntazam e’lon qilish, onlayn sotuvlar ulushi ko‘rsatkichini rasmiy statistikaga kiritish.

Keyingi tadqiqotlar hududiy panel ma’lumotlari asosida omillar ta’sirini ekonometrik baholashga qaratiladi.

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УДК: **338.48:004.9**

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ЦИФРОВИЗАЦИЯ УПРАВЛЕНИЯ ТУРИЗМОМ В РЕГИОНЕ: ИНСТРУМЕНТЫ И ЭФФЕКТЫ

Аннотация. Рассмотрены инструменты цифровизации управления туризмом на региональном уровне и условия, при которых они дают управленческий и экономический эффект. Цель исследования — систематизировать цифровые инструменты и разработать методику оценки цифровой зрелости региональной туристской системы, пригодную для эмпирической проверки. Предложены классификация инструментов по функциям управления (планирование, организация и координация, продвижение, мониторинг и контроль, сервис); интегральный индекс цифровой зрелости из пяти блоков индикаторов с конкретным перечнем показателей, единиц измерения, источников данных и способов измерения; типология региональных систем по соотношению «витринных» и «управленческих» цифровых решений. Сформулирована рабочая гипотеза о том, что эффект цифровизации определяется степенью интеграции инструментов в контур стратегического управления и качеством управленческих данных, а не числом внедрённых сервисов; разработан протокол её проверки на панельных данных 14 территориальных единиц Республики Узбекистан за 2019–2024 гг. с учётом малой выборки и проблемы эндогенности. Выделены четыре группы эффектов (управленческие, экономические, социальные, территориальные) и пять групп факторов, ограничивающих их реализацию. Сформулированы рекомендации для региональных органов управления туризмом.

Ключевые слова: цифровизация, региональный туризм, стратегическое управление, цифровая зрелость, туристская дестинация, управленческие данные, Республика Узбекистан.

Annotatsiya. Maqolada mintaqaviy turizmni boshqarishning raqamli vositalari va ular boshqaruv hamda iqtisodiy samara beradigan shart-sharoitlar o‘rganiladi. Maqsad raqamli vositalarni tizimlashtirish va mintaqaviy turistik tizimning raqamli yetukligini baholashning empirik tekshirishga yaroqli usulini ishlab chiqishdan iborat. Maqolada vositalarning boshqaruv funksiyalari bo‘yicha tasnifi (rejalashtirish, tashkil etish va muvofiqlashtirish, targ‘ib qilish, monitoring va nazorat, xizmat ko‘rsatish); ko‘rsatkichlarning aniq ro‘yxati, o‘lchov birliklari, ma’lumot manbalari va o‘lchash tartibiga ega besh ko‘rsatkichlar blokidan iborat integral raqamli yetuklik indeksi; hamda «vitrina» va «boshqaruv» raqamli yechimlari o‘rtasidagi muvozanatga asoslangan mintaqaviy tizimlar tipologiyasi taklif etiladi. Raqamlashtirish samarasi joriy etilgan xizmatlar soni bilan emas, balki vositalarning strategik boshqaruv konturiga integratsiyalashuv darajasi va boshqaruv ma’lumotlarining sifati bilan belgilanadi, degan ishchi gipoteza shakllantirilgan; tanlanmaning kichikligi va endogenlik muammosini hisobga olgan holda uni O‘zbekiston Respublikasining 14 ta hududiy birligi bo‘yicha 2019–2024-yillar panel ma’lumotlarida tekshirish protokoli ishlab chiqilgan. Samaralarning to‘rt guruhi (boshqaruv, iqtisodiy, ijtimoiy, hududiy) va cheklovchi omillarning besh guruhi aniqlangan. Mintaqaviy turizm boshqaruvi organlari uchun tavsiyalar ishlab chiqilgan.

Kalit so‘zlar: raqamlashtirish, mintaqaviy turizm, strategik boshqaruv, raqamli yetuklik, turistik destinatsiya, boshqaruv ma’lumotlari, O‘zbekiston Respublikasi.

Abstract. The article examines digital tools for managing regional tourism and the conditions under which they produce managerial and economic effects. The aim is to systematize digital tools and to develop a method for assessing the digital maturity of a regional tourism system that is suitable for empirical testing. The paper proposes a classification of tools by

management function (planning, organization and coordination, promotion, monitoring and control, service); an integral digital maturity index of five indicator blocks, with a specific list of indicators, units, data sources and measurement procedures; and a typology of regional systems based on the balance between "showcase" and "managerial" digital solutions. A working hypothesis is formulated that the effect of digitalization is determined by the degree of integration of tools into the strategic management loop and by the quality of management data, rather than by the number of implemented services; a protocol for testing it on panel data for 14 territorial units of the Republic of Uzbekistan for 2019–2024 is developed, taking into account the small sample size and the endogeneity problem. Four groups of effects (managerial, economic, social, territorial) and five groups of constraining factors are identified. Recommendations for regional tourism authorities are formulated.

Keywords: digitalization, regional tourism, strategic management, digital maturity, tourist destination, management data, Republic of Uzbekistan.

Введение

Туризм относится к числу отраслей, в которых цифровые технологии одновременно изменяют поведение потребителя и модель управления. Поиск информации, выбор маршрута, бронирование, оплата и оценка полученных услуг переместились в онлайн-среду, а вместе с ними возникли массивы данных, пригодные для принятия управленческих решений. Для регионов это означает возможность перехода от интуитивного и ретроспективного управления отраслью к управлению, основанному на данных и опережающей аналитике.

Значимость проблемы для Республики Узбекистан определяется сочетанием двух государственных приоритетов. С одной стороны, Закон «О туризме» [1] закрепляет правовые основы государственного управления отраслью, а Указ Президента № УП-87 от 15.05.2025 [2] ориентирует её на кардинальное увеличение потока туристов и расширение объёма туристских услуг в 2025–2026 гг., что многократно повышает потребность в оперативных данных о турпотоках и нагрузке на территории. С другой стороны, Стратегия «Цифровой Узбекистан — 2030» [3] задаёт общую институциональную рамку цифровой трансформации отраслей экономики и государственного управления, в том числе на региональном уровне. Для сопоставления отметим, что аналогичная связка «отраслевая стратегия — цифровая рамка» существует и в Российской Федерации [4, 5, 6], однако настоящее исследование ориентировано на региональную систему управления туризмом Узбекистана.

Вместе с тем практика показывает, что цифровые решения внедряются преимущественно фрагментарно. Туристские порталы, системы онлайн-бронирования, аналитические панели и реестры создаются разными ведомствами и подрядчиками, используют несопоставимые форматы данных и слабо связаны со стратегическими целями региона. Возникает разрыв между числом внедряемых цифровых инструментов и их реальным вкладом в эффективность развития туризма. Регион может обладать современным порталом и приложением, но при этом не располагать оперативными данными о туристских потоках, необходимыми для корректировки стратегии.

Зарубежная литература последних полутора десятилетий в основном посвящена технологиям и пользовательскому опыту. Основополагающие работы по информационным технологиям в туризме [7], концепции умных туристских дестинаций [8, 9, 10], смарт-туризма как экосистемы [11, 12] показывают, что ценность технологий определяется их встраиванием в процессы управления и взаимодействием участников дестинации. Исследования, выполненные после пандемии COVID-19 [13, 14], подчёркивают ускорение цифровой трансформации и необходимость перехода от экспериментальных проектов к системным решениям. В последние годы внимание смещается к управленческой стороне: обосновывается роль «умной» организации управления дестинацией, которой часто не хватает компетенций и возможностей для управления цифровыми процессами [15], предлагается использовать индикаторы как инструмент управления смарт-дестинациями

[16], а эмпирические работы начинают оценивать эффективность и экономическую отдачу смарт-инициатив [17, 18].

В российской научной литературе цифровая трансформация туризма рассматривается преимущественно через призму технологий (виртуальная реальность, искусственный интеллект, блокчейн) и региональных примеров внедрения [19], тогда как оценки цифровой зрелости регионов строятся на общеэкономических показателях — затратах на цифровые технологии, использовании больших данных, искусственного интеллекта и облачных сервисов — без учёта отраслевой специфики туризма [20]. В обоих случаях за пределами анализа остаётся вопрос о том, встроены ли цифровые инструменты в управленческий цикл конкретной региональной туристской системы. Вопросы измерения управленческой интеграции цифровых инструментов на региональном уровне остаются проработанными недостаточно.

Научная проблема исследования заключается в отсутствии обоснованного подхода, позволяющего оценить, какие именно цифровые инструменты и при каких условиях повышают эффективность стратегического управления развитием туризма в регионе.

Цель исследования - систематизировать инструменты цифровизации управления туризмом в регионе и разработать методику оценки условий реализации их эффектов, пригодную для эмпирической проверки на региональных данных.

Для достижения цели поставлены следующие задачи: классифицировать цифровые инструменты по функциям управления; разработать систему индикаторов и методику оценки цифровой зрелости региональной туристской системы; построить типологию региональных систем по соотношению «витринных» и «управленческих» решений; разработать протокол проверки гипотезы с учётом малой выборки и эндогенности; выявить группы эффектов цифровизации и факторы, ограничивающие их реализацию; сформулировать рекомендации по совершенствованию цифрового управления туризмом в регионе.

Рабочая гипотеза исследования: эффективность цифровизации управления туризмом определяется степенью интеграции цифровых инструментов в стратегический цикл управления и качеством управленческих данных, а не количеством внедрённых цифровых сервисов. Гипотеза в настоящей статье формулируется и операционализируется; её эмпирическая проверка выполняется по протоколу, изложенному в разделах «Методы» и «Результаты».

Объект исследования - система управления туризмом в регионе. Предмет — цифровые инструменты управления и их влияние на результативность развития региональной туристской отрасли. Научная новизна состоит в предложении функциональной классификации цифровых инструментов, привязанной к циклу стратегического управления; интегрального индекса цифровой зрелости региональной туристской системы, позволяющего выявлять диспропорции между «витринными» и «управленческими» цифровыми решениями; и протокола проверки гипотезы, учитывающего ограничения малой выборки территориальных единиц.

Материалы

Теоретическую основу исследования составили труды российских и зарубежных авторов по стратегическому управлению территориями, управлению туристскими дестинациями, концепциям электронного и смарт-туризма, цифровой зрелости регионов и построению композитных индикаторов [7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 19, 20, 21, 22, 23, 24]. Нормативную основу образуют Закон Республики Узбекистан «О туризме» [1], Стратегия «Цифровой Узбекистан - 2030» [3], Указ Президента № УП-87 [2], а также региональные программы развития туризма.

Информационная база исследования включает четыре группы источников. Первая — данные Агентства статистики при Президенте Республики Узбекистан [25] и его территориальных органов о средствах размещения, числе размещённых лиц, объёме туристских и платных услуг. Вторая — данные Комитета по туризму и региональных

органов управления туризмом: отчёты о реализации программ, ведомственный учёт турпотока, сведения о цифровых проектах. Третья — публично доступная информация о цифровых сервисах территорий: официальный туристский портал [26], региональные порталы и приложения, платформы онлайн-бронирования, электронные путеводители, открытые данные. Четвёртая — данные экспертного опроса представителей органов власти, туристского бизнеса и научного сообщества.

Объект наблюдения — все 14 территориальных единиц Республики Узбекистан (Республика Каракалпакстан, 12 областей и город Ташкент). Использование полной совокупности, а не выборки, снимает проблему принципов отбора регионов, но жёстко ограничивает число наблюдений по сечению (n = 14), что учтено при выборе методов (см. раздел «Методы»). Период наблюдения — 2019–2024 гг.: он позволяет сопоставить состояние цифровой среды до пандемии, в период ограничений и в период восстановления отрасли, когда цифровые каналы продаж и коммуникации приобрели особое значение. Панель включает до 84 наблюдений «территория — год» (14 × 6). Для обеспечения сопоставимости данных стоимостные показатели приводятся к сопоставимым ценам, а показатели турпотока и размещения нормируются на численность постоянного населения территории.

Экспертная группа формируется в объёме не менее 20 человек (по 6–7 представителей каждой из трёх групп: органы управления туризмом, туристский бизнес, научное и образовательное сообщество). Такой объём достаточен для метода анализа иерархий, который опирается на согласованность суждений каждого эксперта, а не на статистическую репрезентативность выборки [21]. Те же эксперты оценивают ограничивающие факторы по шкале Лайкерта (1–5) и ранжируют их; согласованность ранжирований оценивается коэффициентом конкордации Кендалла.

Методы

Исследование выполняется с использованием системного и сравнительного анализа, контент-анализа цифровых платформ территорий, экспертного опроса, индикаторного метода и панельного регрессионного анализа.

Системный подход применён для описания управления туризмом как циклического процесса, включающего планирование, организацию и координацию, реализацию, мониторинг и контроль, корректировку. Именно этот цикл положен в основу классификации цифровых инструментов: каждый инструмент рассматривается с точки зрения той управленческой функции, которую он обеспечивает.

Контент-анализ цифровых платформ территорий проводится по единому перечню признаков: наличие официального туристского портала и его функциональность (интерактивная карта, каталог объектов, бронирование, онлайн-оплата, мультиязычность), наличие мобильного приложения, наличие аналитической панели и открытых данных, наличие единого реестра объектов туристской индустрии, использование данных операторов связи и онлайн-платформ. Для надёжности кодирования его независимо выполняют два исследователя; согласованность оценивается коэффициентом к Коэна (допустимым считается значение не ниже 0,7), расхождения устраняются по согласованной процедуре.

Для количественной оценки предложен интегральный индекс цифровой зрелости региональной туристской системы (ИЦЗ). Он рассчитывается по формуле:

$$ИЦЗ = \Sigma\,(w_i \cdot I_i),\ \ i = 1 \ldots 5,$$

где I_i — нормированное значение i-го блока индикаторов, принимающее значения от 0 до 1; w_i — вес блока, определённый экспертным путём; $\Sigma w_i = 1$. Нормирование отдельных индикаторов проводится методом линейного масштабирования (min–max) по формуле $x_i' = (x - x_min) / (x_max - x_min)$ для стимуляторов и $x_i' = (x_max - x) / (x_max - x_min)$ для дестимуляторов, что соответствует рекомендациям по построению композитных индикаторов [22, 27]. Границы x_min и x_max определяются по всей панели (все территории и годы), чтобы значения индекса были сопоставимы во времени. Для

порядковых и бинарных показателей границами служат границы шкалы. Значение блока рассчитывается как среднее арифметическое нормированных индикаторов, входящих в него.

Индекс включает пять блоков: I_1 «Цифровая инфраструктура», I_2 «Цифровые сервисы для туриста», I_3 «Управленческие данные», I_4 «Интеграция и координация», I_5 «Кадры и компетенции». Конкретные показатели, единицы измерения, источники данных и тип показателя (стимулятор или дестимулятор) приведены в таблице 2. Для показателей, по которым официальная статистика отсутствует или сомнительна (прежде всего в блоках I_4 и I_5), в таблице указан способ измерения: документальный анализ, запрос в орган управления, анкета или экспертная оценка по заданной шкале. Это означает, что такие показатели формируются самим исследователем по единой процедуре, а не берутся из статистических сборников, и их надёжность контролируется двойным кодированием (см. выше).

Веса блоков определяются методом анализа иерархий [21] на основе парных сравнений, выполненных экспертами. Согласованность суждений проверяется по индексу и отношению согласованности; матрицы с отношением согласованности более 0,1 возвращаются экспертам на пересмотр. Итоговые веса рассчитываются как среднее геометрическое индивидуальных оценок. Поскольку экспертные веса субъективны, все результаты дублируются при равных весах блоков.

Показатели результативности развития туризма: темп роста числа размещённых лиц, объём платных туристских услуг на душу населения, загрузка средств размещения, налоговые поступления от отрасли, средняя продолжительность пребывания.

Обоснование метода при малом числе территорий. При n = 14 традиционная кросс-секционная регрессия с пятью блоками и контрольными переменными (не менее 8 регрессоров) оставляет менее шести степеней свободы, и её оценки статистически ненадёжны. Поэтому принята следующая стратегия: (1) оценивается панельная модель с фиксированными эффектами территорий и годов, что использует 84 наблюдения и устраняет влияние не меняющихся во времени различий между территориями; (2) вместо пяти блоков в одну модель включаются два агрегата — I_2 и среднее блоков I_3 и I_4, обозначаемое $I_{34} = (I_3 + I_4) / 2$, — а остальные блоки оцениваются поочерёдно; (3) вывод о значимости делается не по асимптотическим стандартным ошибкам, ненадёжным при 14 кластерах, а по бутстрэпу с кластерным «диким» перевыборочным распределением (wild cluster bootstrap) [28]; (4) наряду с p-значениями приводятся доверительные интервалы, а результаты интерпретируются как предварительные оценки величины связи. Расчёты выполняются в среде R (пакеты plm, fixest, fwildclusterboot); уровень значимости принят равным 0,05. Базовые спецификации имеют вид [29]:

$$Y_{it} = \alpha_i + \gamma_t + \beta_1 \cdot ИЦЗ_{i,t-k} + \beta_2 \cdot X_{it} + \varepsilon_{it},$$

$$Y_{it} = \alpha_i + \gamma_t + \theta \cdot I_{2i,t-k} + \varphi \cdot I_{34i,t-k} + \beta_2 \cdot X_{it} + \varepsilon_{it},$$

где Y_{it} — показатель результативности территории i в году t; α_i и γ_t — фиксированные эффекты территорий и годов; k — лаг (1 или 2 года); X_{it} — вектор контрольных переменных (транспортная доступность, уровень доходов населения, взаимодействие исходной туристской привлекательности территории с трендом); ε_{it} — случайная ошибка. Гипотеза о приоритете управленческой составляющей проверяется критерием Вальда для разности коэффициентов $\varphi - \theta$.

Эндогенность. Туристски привлекательные территории могут располагать большими ресурсами для цифровизации, поэтому связь между ИЦЗ и результативностью не обязательно причинная. Помимо лагов, для снижения этого риска используются: фиксированные эффекты территорий, поглощающие постоянную привлекательность; контроль предпериодного тренда результативности (2017–2019 гг.) в форме взаимодействия с годовыми эффектами; «плацебо-тест» на опережающие значения (будущий ИЦЗ не должен объяснять текущую результативность — иначе связь отражает отбор, а не эффект); модель в первых разностях; при наличии сведений о датах запуска

региональных аналитических систем — анализ динамики результативности вокруг даты запуска (event-study). Инструментальные переменные не используются, так как убедительного инструмента на региональном уровне не выявлено; это учтено в ограничениях исследования.

Результаты

Классификация инструментов цифровизации по функциям управления

Анализ литературы и практики показывает, что цифровые инструменты целесообразно группировать не по технологическому признаку (портал, приложение, платформа), а по управленческой функции, которую они выполняют. Такой подход позволяет оценить, какие звенья управленческого цикла обеспечены цифровой поддержкой, а какие остаются «слепыми зонами». В национальном контуре Узбекистана к инструментам продвижения относится, в частности, официальный туристский портал [26], а к инструментам мониторинга и сервиса — системы онлайн-регистрации туристов и электронной визы. Результаты систематизации представлены в таблице 1.

Таблица 1.

Классификация цифровых инструментов управления туризмом по функциям управления

Функция управления	Инструменты	Управленческий результат
Планирование	Аналитические панели, прогнозные модели, геоинформационные системы, цифровые двойники территорий	Обоснованный выбор приоритетов и точек роста
Организация и координация	Единые реестры, платформы взаимодействия власти и бизнеса, электронные межведомственные сервисы	Снижение административных барьеров, согласованность действий
Продвижение и коммуникация	Туристские порталы, мобильные приложения, CRM, цифровой маркетинг, платформы отзывов	Рост узнаваемости региона, управление брендом
Мониторинг и контроль	Анализ больших данных (данные операторов связи, платёжных систем, бронирований), системы оценки KPI	Оперативность и достоверность оценки результатов
Сервис и клиентский опыт	Цифровые карты гостя, электронные билеты, чат-боты, системы навигации	Удовлетворённость туристов, рост повторных визитов

Классификация показывает логическую асимметрию между функциями. Инструменты продвижения и сервиса хорошо видны, их результат легко продемонстрировать, а затраты относительно прогнозируемы, поэтому они внедряются в первую очередь. Инструменты планирования и мониторинга, напротив, требуют межведомственной координации, доступа к данным бизнеса и операторов связи, аналитических компетенций, поэтому внедряются реже и медленнее. Между тем именно эти инструменты определяют качество стратегических решений, так как обеспечивают обратную связь в управленческом цикле [15, 16]. Эта асимметрия лежит в основе предлагаемой гипотезы и структуры индекса: блоки I_2 (витрина) и I_3–I_4 (управленческий контур) оцениваются раздельно.

Система индикаторов индекса цифровой зрелости

Конкретизация блоков индекса приведена в таблице 2. Каждый показатель имеет единицу измерения, источник данных и тип. Показатели с официальной статистикой используются в готовом виде; остальные измеряются по описанной процедуре.

Таблица 2.

Система индикаторов индекса цифровой зрелости региональной туристской системы

№	Блок	Показатель	Ед. изм.	Источник данных и способ измерения	Тип
1.1	I_1 Инфраструктура	Доля туристских локаций (объектов показа) с устойчивым мобильным интернетом 4G и выше	%	Данные операторов связи и профильного министерства; сверка с реестром локаций Комитета по туризму	Стимулятор
1.2		Доля средств размещения, представленных хотя бы на одной онлайн-платформе бронирования	%	Контент-анализ платформ бронирования; знаменатель — реестр средств размещения	Стимулятор
2.1	I_2 Сервисы	Функциональность регионального туристского портала	баллы 0–10	Чек-лист из 10 признаков (карта, каталог, бронирование, онлайн-оплата, не менее трёх языков и др.); двойное кодирование	Стимулятор
2.2		Мобильное приложение территории	0 / 1 / 2	0 — нет; 1 — информационное; 2 — с транзакциями; контент-анализ магазинов приложений	Стимулятор
2.3		Доля туристских объектов с электронным билетом или QR-путеводителем	%	Контент-анализ порталов и сайтов объектов	Стимулятор
3.1	I_3 Управл. данные	Периодичность публикации данных о турпотоке территории	0–3	0 — раз в год; 1 — ежеквартально; 2 — ежемесячно; 3 — в режиме онлайн; документальный анализ	Стимулятор
3.2		Лаг публикации данных о турпотоке	дни	Сопоставление даты периода и даты публикации	Дестимулятор
3.3		Число используемых источников данных (статистика, регистрация гостей, операторы связи,	0–5	Запрос в орган управления туризмом и документальный анализ отчётов	Стимулятор

		платёжные данные, бронирования)			
3.4		Наличие аналитической панели с KPI отрасли	0 / 1	Документальный анализ; контент-анализ сайтов	Стимулятор
4.1	I_4 Интеграция	Доля средств размещения, передающих данные в государственные информационные системы в электронном виде	%	Данные Комитета по туризму; при отсутствии — запрос в орган управления	Стимулятор
4.2		Единый региональный реестр объектов туристской индустрии	0 / 1	Документальный анализ	Стимулятор
4.3		Число действующих соглашений об обмене данными с бизнесом и операторами связи	ед.	Запрос в орган управления; официальной статистики нет, измеряется по перечню соглашений	Стимулятор
4.4		Доля показателей региональной программы развития туризма, отслеживаемых по данным цифровых систем	%	Документальный анализ программы: число показателей с цифровым источником данных / общее число	Стимулятор
5.1	I_5 Кадры	Доля сотрудников органа управления туризмом и подведомственных организаций, прошедших обучение цифровым и аналитическим компетенциям за 3 года	%	Данные кадровых служб по запросу; официальной статистики нет	Стимулятор
5.2		Число программ повышения квалификации по цифровым компетенциям для отрасли в территории	ед.	Каталоги вузов и учебных центров территории	Стимулятор
5.3		Экспертная оценка цифровых	баллы 1–5	Анкета экспертов; среднее по группе;	Стимулятор

		компетенций специалистов отрасли		проверка согласованности	

Для показателей блоков I_4 и I_5 (4.3, 5.1, 5.3) официальной статистики нет, поэтому они определены как результат документального запроса или экспертной анкеты по фиксированной шкале. Это решает вопрос об их измеримости, но означает, что их значения будут оценкой, а не регистрацией, и поэтому проверяются на устойчивость при исключении этих показателей из блока.

Типология региональных систем по соотношению блоков

Для выявления диспропорций между «витринными» и «управленческими» решениями вводятся агрегат управленческого контура $I_{34} = (I_3 + I_4) / 2$ и показатель витринности $\Delta_i = I_{2i} - I_{34i}$. Положительное и большое значение Δ означает, что видимые сервисы значительно опережают аналитический и интеграционный контур. Территории распределяются на четыре типа по положению относительно медианных значений I_2 и I_{34} в базовом году (таблица 3).

Таблица 3.

Типология региональных туристских систем по цифровой зрелости

Тип	Условие	Управленческая интерпретация и приоритет
«Витринная» цифровизация	I_2 выше медианы, I_{34} ниже медианы	Видимые сервисы не подкреплены аналитическим контуром. Приоритет — аналитическая платформа и протоколы обмена данными, а не новые приложения
Управленческая (интегрированная)	I_2 и I_{34} выше медианы	Цифровой контур замкнут на стратегическое управление. Приоритет — развитие прогнозной аналитики и масштабирование
Аналитическая без витрины	I_2 ниже медианы, I_{34} выше медианы	Данные есть, но сервис для туриста слабый. Приоритет — туристские сервисы и каналы продвижения
Формирующаяся	I_2 и I_{34} ниже медианы	Базовая стадия. Приоритет — инфраструктура (I_1) и кадры (I_5), без которых остальные инструменты не дадут эффекта

Протокол проверки гипотезы

Рабочая гипотеза разложена на три проверяемые гипотезы с заранее заданными критериями подтверждения и опровержения (таблица 4). Заданность критериев до получения данных исключает подгонку интерпретации под результат.

Таблица 4.

Гипотезы, спецификации и критерии интерпретации

№	Гипотеза	Тест	Критерий интерпретации
H1	Более высокий ИЦЗ связан с более высокой результативностью с лагом 1–2 года	β_1 в модели 1; бутстрэп по кластерам территорий	Подтверждается при $\beta_1 > 0$, доверительный интервал не включает ноль, знак устойчив к лагам и весам
H2	Связь результативности с управленческим контуром (I_{34}) сильнее, чем с витриной (I_2)	Критерий Вальда: $\varphi - \theta = 0$ в модели 2	Подтверждается при $\varphi > 0$ и $\varphi - \theta > 0$ значимо; при $\theta \geq \varphi$ гипотеза корректируется: основным каналом эффекта является

			потребительский сервис
НЗ	Связь результативности с I_2 слабеет или исчезает при учёте I_{34}	Сравнение θ в модели с I_{34} и без него	Подтверждается при снижении $\|\theta\|$ и потере значимости после включения I_{34}
Устойчивость	Результаты не определяются выбором весов, лагов и отдельных территорий	Равные веса; лаги 1 и 2; исключение 2020–2021 гг.; исключение каждой территории по очереди (прежде всего г. Ташкента); первые разности; тест на опережающие значения	Вывод считается устойчивым, если знак и порядок величины коэффициентов сохраняются в большинстве спецификаций

Группы эффектов цифровизации

Эффекты цифровизации управления туризмом целесообразно разделить на четыре группы. Деление основано на анализе литературы и служит основой для выбора показателей результативности. Управленческие эффекты проявляются в сокращении времени на сбор и обработку данных, переходе от периодической статистической отчётности к оперативному мониторингу, повышении обоснованности решений, снижении доли ручных операций и административной нагрузки. Именно эта группа является первичной: она создаёт условия для возникновения остальных. В показателях индекса она отражается блоками I_3 и I_4 (например, лаг публикации данных).

Экономические эффекты связаны с ростом загрузки объектов размещения за счёт расширения прямых каналов продаж, удлинением срока пребывания, ростом среднего чека, расширением налоговой базы вследствие выхода части услуг из теневого сектора, снижением затрат на продвижение за счёт таргетирования. Эмпирические работы последних лет оценивают экономическую отдачу инвестиций в смарт-платформы и эффективность смарт-дестинаций [17, 18], что подтверждает принципиальную измеримость этих эффектов, однако не снимает проблему причинности, учтённую в протоколе проверки. Следует также учитывать, что экономический эффект имеет лаг: он проявляется не в год запуска цифрового проекта, а через один–два года после того, как данные начинают использоваться в управлении, поэтому в моделях используются лаги $k = 1$ и 2. Социальные эффекты выражаются в повышении удовлетворённости туристов и жителей, доступности информации для маломобильных групп и иностранных гостей, развитии малого и семейного предпринимательства, получающего доступ к цифровым каналам сбыта без существенных затрат. Территориальные эффекты заключаются в выравнивании нагрузки на туристские локации, продвижении малоизвестных территорий, снижении сезонной неравномерности, повышении транспортной и информационной связанности удалённых районов. Данные о потоках позволяют предотвращать перегрузку популярных локаций и перераспределять спрос.

Факторы, ограничивающие эффект цифровизации

Анализ литературы, нормативных документов и практики позволил выделить пять групп ограничивающих факторов. Первая группа — фрагментарность систем и отсутствие единых стандартов обмена данными: информация о туристских потоках, размещении, транспорте и событиях хранится в разных ведомствах и не может быть объединена; на ту же проблему направлены инициативы по созданию общего пространства данных о туризме в Европейском союзе [30]. Вторая — ориентация на создание цифровых продуктов, а не на их использование в принятии решений: портал запускается, но данные о его использовании не анализируются. Третья — дефицит цифровых и аналитических компетенций у специалистов органов управления и малого бизнеса, который отмечается и в исследованиях организаций управления дестинациями [15]. Четвёртая — ограниченность

региональных бюджетов и зависимость от внешних поставщиков решений, что приводит к «привязке» к конкретной платформе и затрудняет масштабирование. Пятая — слабая вовлечённость бизнеса в обмен данными, вызванная недоверием, опасениями за коммерческую тайну и отсутствием понятной выгоды от участия. Относительная значимость этих групп для территорий Узбекистана определяется на следующем этапе экспертным опросом: эксперты оценивают каждый фактор по шкале 1–5 и ранжируют их, а согласованность ранжирований проверяется коэффициентом конкордации Кендалла. До получения этих данных порядок изложения групп не отражает их значимость.

Обсуждение

Предложенные в статье классификация и система индикаторов согласуются с позицией, согласно которой ценность цифровых технологий в туризме определяется не самими технологиями, а их встраиванием в процессы управления и в экосистему участников дестинации [8, 11]. Классификация уточняет этот тезис на региональном уровне: она показывает, что цифровая поддержка должна охватывать весь цикл стратегического управления, включая обратную связь, а не ограничиваться инструментами продвижения. Подход к дестинации как к экосистеме [9, 12] предполагает, что ключевым ресурсом становятся данные и правила их обмена, что отражено в блоках I_3 и I_4 индекса.

В отличие от работ, в которых прогресс дестинации оценивается преимущественно по наличию технологий и качеству пользовательского опыта, предлагаемый индекс включает институциональные и кадровые компоненты, а в отличие от оценок цифровой зрелости регионов по общеэкономическим показателям [20] — отраслевую специфику туризма. Это позволяет сформулировать проверяемое объяснение того, почему территории с близким уровнем цифровой инфраструктуры могут различаться по результативности: различия могут определяться не доступом к технологиям, а способностью управленческой системы использовать данные. Эта интерпретация является гипотезой и будет принята или отвергнута по критериям таблицы 4.

Практическая значимость исследования состоит в том, что типология (таблица 3) позволяет определить «узкие места» цифровой системы и расставить приоритеты инвестиций. Например, территории типа «витринная цифровизация» целесообразно вкладывать средства не в разработку нового приложения, а в создание аналитической платформы и протоколов обмена данными с бизнесом и операторами связи. Территории типа «формирующаяся» приоритетом следует считать базовую связность туристских локаций и кадры, без которых остальные инструменты не дадут эффекта.

На основании результатов исследования сформулированы следующие рекомендации для региональных органов управления туризмом.

1. Включить цифровизацию в региональную программу развития туризма как сквозное направление с измеримыми целевыми показателями, привязанными к управленческим результатам, а не к числу запущенных сервисов, и согласовать её с мероприятиями Стратегии «Цифровой Узбекистан — 2030» [3].
2. Создать единую региональную платформу данных о туризме с открытыми интерфейсами, едиными справочниками и стандартами обмена для органов власти, средств размещения, перевозчиков и организаторов событий.
3. Использовать данные операторов связи, платёжных систем и платформ бронирования для оперативного мониторинга туристских потоков при соблюдении требований законодательства о персональных данных и обезличивании данных.
4. Сформировать систему обучения цифровым и аналитическим компетенциям для сотрудников ведомств и малого туристского бизнеса.
5. Применять индекс цифровой зрелости как инструмент ежегодной самодиагностики и сопоставления с другими территориями, а результаты использовать при формировании бюджета и корректировке программы развития туризма.

Ограничения исследования. Во-первых, число территориальных единиц ограничено административным делением ($n = 14$), поэтому оценки носят предварительный характер, а

вывод опирается на бутстрэп и доверительные интервалы, а не на асимптотические критерии. Во-вторых, часть показателей (блоки I_4 и I_5) измеряется документальным запросом и экспертной оценкой и потому содержит ошибку измерения. В-третьих, экспертные веса субъективны: для проверки используются равные веса. В-четвёртых, между внедрением цифровых инструментов и проявлением эффекта существует временной лаг, а период 2019–2024 гг. содержит пандемийный шок, учитываемый эффектами годов и исключением 2020–2021 гг. В-пятых, корреляционные связи не доказывают причинности: территории с высокой туристской привлекательностью могут объективно иметь больше ресурсов для цифровизации. Для снижения этого риска предусмотрены фиксированные эффекты, лаги, контроль предпериодного тренда и тест на опережающие значения, но убедительный инструмент для идентификации причинного эффекта не найден, поэтому результаты следует интерпретировать как оценку устойчивой связи, а не доказанного причинного влияния.

Перспективные направления дальнейших исследований: оценка окупаемости региональных цифровых проектов; влияние технологий искусственного интеллекта и иммерсивных технологий на управление туристскими дестинациями и прогнозирование спроса [31, 32]; особенности цифровизации малых территорий и сельского туризма; исследование доверия и механизмов стимулирования бизнеса к обмену данными.

Заключение

Проведённое исследование разработало концептуальную и методическую основу для оценки цифровизации управления туризмом в регионе. Предложенная функциональная классификация инструментов позволяет выявлять функции управления, не обеспеченные цифровой поддержкой, и тем самым обосновывать приоритеты развития. Разработанный интегральный индекс цифровой зрелости региональной туристской системы, включающий блоки инфраструктуры, сервисов, управленческих данных, интеграции и кадров, снабжён конкретной системой из 16 показателей с указанием единиц измерения, источников данных и способов измерения и служит инструментом диагностики и межрегионального сравнения. Типология территорий по соотношению «витринных» и «управленческих» решений позволяет определять приоритеты инвестиций. Выделены четыре группы эффектов цифровизации и пять групп факторов, ограничивающих их реализацию.

Гипотеза о ведущей роли интеграции и качества данных по сравнению с числом внедрённых сервисов сформулирована как рабочая; она не считается подтверждённой. Для её проверки разработан протокол на панельных данных 14 территориальных единиц Узбекистана за 2019–2024 гг., учитывающий малый объём выборки и проблему эндогенности, с заранее заданными критериями подтверждения и опровержения. Результаты расчётов по этому протоколу составят следующий этап исследования. Сформулированные рекомендации могут быть использованы региональными органами управления при разработке и актуализации программ развития туризма.

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УДК: **330.142.211**

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ВОСПРОИЗВОДСТВО ПРОИЗВОДИТЕЛЬНОЙ СПОСОБНОСТИ ОСНОВНОГО КАПИТАЛА: ТЕОРЕТИКО-МЕТОДОЛОГИЧЕСКИЙ ПОДХОД

Аннотация. В статье исследуются теоретико-методологические подходы к раскрытию экономической сущности воспроизводства основного капитала и обосновывается необходимость его рассмотрения с позиции воспроизводства производительной способности. Цель исследования заключается в систематизации существующих научных подходов к определению содержания воспроизводственного процесса и развитии теоретического положения, позволяющего комплексно учитывать количественные, качественные, стоимостные, функциональные и инвестиционные характеристики основного капитала. Методологическую основу исследования составили методы научной абстракции, сравнительного анализа, систематизации и обобщения научных подходов, примененные к положениям Л.И. Абалкина, О.О. Коробейниковой, Р.Г. Абакумова, А.А. Гуламова. На основе проведенного анализа систематизированы основные направления трактовки воспроизводства основного капитала: непрерывность и обновление, возмещение стоимости и формирование инвестиционных ресурсов, количественное и качественное состояние, работоспособность, циклическая динамика функционирования, износа, выбытия и обновления, а также инвестиционное обеспечение развития производственной базы. Установлено, что каждый из рассмотренных подходов раскрывает отдельную сторону воспроизводственного процесса, однако их обособленное использование не позволяет в полной мере определить его конечный экономический результат. Обосновано, что объем введенных основных средств, их стоимость, степень износа, коэффициенты обновления или количественные и качественные характеристики не могут рассматриваться в качестве единственного интегрального критерия результативности воспроизводства. Предлагается рассматривать воспроизводство основного капитала как непрерывный циклический процесс сохранения, восстановления и развития его производительной способности посредством формирования, функционирования, возмещения, обновления, модернизации и расширения основного капитала. На этой основе уточнено содержание простого и расширенного воспроизводства: простое воспроизводство связано преимущественно с восстановлением достигнутого уровня производительной способности, тогда как расширенное воспроизводство предполагает ее количественное и/или качественное увеличение. Научная новизна исследования состоит в выделении производительной способности основного капитала в качестве интегрального результата воспроизводственного процесса и критерия оценки его результативности. Предложенный подход создает теоретическую основу для совершенствования оценки эффективности воспроизводства основного капитала в условиях технологической модернизации и инновационного развития экономики.

Ключевые слова: основной капитал, воспроизводство основного капитала, основные фонды, производительная способность, простое воспроизводство, расширенное воспроизводство, обновление, износ, амортизация, инвестиции, модернизация.

Abstract. The article examines theoretical and methodological approaches to revealing the economic essence of fixed capital reproduction and substantiates the need to consider it from the standpoint of reproducing productive capacity. The aim of the study is to systematize existing scientific approaches to defining the content of the reproduction process and to develop a theoretical proposition that makes it possible to take into account, in a comprehensive manner,

the quantitative, qualitative, value, functional and investment characteristics of fixed capital. The methodological basis of the study consists of the methods of scientific abstraction, comparative analysis, systematization and generalization of scientific approaches, applied to the propositions of L.I. Abalkin, O.O. Korobeynikova, R.G. Abakumov and A.A. Gulamov. Based on the analysis, the main directions in interpreting fixed capital reproduction are systematized: continuity and renewal; cost recovery and the formation of investment resources; quantitative and qualitative condition; operability; the cyclical dynamics of functioning, wear, retirement and renewal; and investment support for the development of the production base. It is established that each of the approaches considered reveals a separate aspect of the reproduction process, but their isolated use does not make it possible to fully determine its final economic result. It is substantiated that the volume of fixed assets put into operation, their value, the degree of wear, renewal ratios, or quantitative and qualitative characteristics cannot be regarded as the sole integral criterion of reproduction performance. It is proposed to consider fixed capital reproduction as a continuous cyclical process of preserving, restoring and developing its productive capacity through the formation, functioning, recovery, renewal, modernization and expansion of fixed capital. On this basis, the content of simple and expanded reproduction is clarified: simple reproduction is associated mainly with restoring the achieved level of productive capacity, whereas expanded reproduction implies its quantitative and/or qualitative increase. The scientific novelty of the study lies in identifying the productive capacity of fixed capital as the integral result of the reproduction process and as a criterion for assessing its performance. The proposed approach provides a theoretical basis for improving the assessment of the efficiency of fixed capital reproduction in the context of technological modernization and innovative development of the economy.

Keywords: fixed capital, fixed capital reproduction, fixed assets, productive capacity, simple reproduction, expanded reproduction, renewal, wear, depreciation, investment, modernization.

Annotatsiya. Maqolada asosiy kapital takror ishlab chiqarilishining iqtisodiy mohiyatini ochib berishga oid nazariy-metodologik yondashuvlar tadqiq etiladi hamda uni ishlab chiqarish qobiliyatini takror ishlab chiqarish nuqtai nazaridan ko‘rib chiqish zarurligi asoslanadi. Tadqiqotning maqsadi takror ishlab chiqarish jarayoni mazmunini aniqlashga oid mavjud ilmiy yondashuvlarni tizimlashtirish va asosiy kapitalning miqdoriy, sifat, qiymat, funksional va investitsion tavsiflarini kompleks hisobga olish imkonini beruvchi nazariy qoidani rivojlantirishdan iborat. Tadqiqotning metodologik asosini L.I. Abalkin, O.O. Korobeynikova, R.G. Abakumov, A.A. Gulamov qarashlariga nisbatan qo‘llanilgan ilmiy abstraksiya, qiyosiy tahlil, ilmiy yondashuvlarni tizimlashtirish va umumlashtirish usullari tashkil etdi. O‘tkazilgan tahlil asosida asosiy kapital takror ishlab chiqarilishini talqin qilishning asosiy yo‘nalishlari tizimlashtirildi: uzluksizlik va yangilanish; qiymatni qoplash va investitsiya resurslarini shakllantirish; miqdoriy va sifat holati; ishga layoqatlilik; amal qilish, eskirish, chiqib ketish va yangilanishning davriy dinamikasi; shuningdek, ishlab chiqarish bazasi rivojlanishini investitsion ta’minlash. Ko‘rib chiqilgan yondashuvlarning har biri takror ishlab chiqarish jarayonining alohida tomonini ochib berishi, biroq ulardan alohida-alohida foydalanish uning yakuniy iqtisodiy natijasini to‘liq aniqlash imkonini bermasligi aniqlandi. Foydalanishga kiritilgan asosiy vositalar hajmi, ularning qiymati, eskirish darajasi, yangilanish koeffitsiyentlari yoki miqdoriy va sifat tavsiflari takror ishlab chiqarish natijadorligining yagona integral mezoni sifatida qaralishi mumkin emasligi asoslandi. Asosiy kapital takror ishlab chiqarilishini asosiy kapitalni shakllantirish, undan foydalanish, uni qoplash, yangilash, modernizatsiya qilish va kengaytirish orqali uning ishlab chiqarish qobiliyatini saqlash, tiklash va rivojlantirishning uzluksiz davriy jarayoni sifatida ko‘rib chiqish taklif etiladi. Shu asosda oddiy va kengaytirilgan takror ishlab chiqarish mazmuni aniqlashtirildi: oddiy takror ishlab chiqarish asosan ishlab chiqarish qobiliyatining erishilgan darajasini tiklash bilan bog‘liq bo‘lsa, kengaytirilgan takror ishlab chiqarish uning miqdoriy va/yoki sifat jihatdan oshishini nazarda tutadi. Tadqiqotning ilmiy yangiligi asosiy kapitalning ishlab chiqarish qobiliyatini takror ishlab chiqarish jarayonining

integral natijasi va uning natijadorligini baholash mezoni sifatida ajratib ko‘rsatishdan iborat. Taklif etilgan yondashuv texnologik modernizatsiya va iqtisodiyotning innovatsion rivojlanishi sharoitida asosiy kapital takror ishlab chiqarilishi samaradorligini baholashni takomillashtirish uchun nazariy asos yaratadi.

Kalit so‘zlar: asosiy kapital, asosiy kapitalni takror ishlab chiqarish, asosiy fondlar, ishlab chiqarish qobiliyati, oddiy takror ishlab chiqarish, kengaytirilgan takror ishlab chiqarish, yangilanish, eskirish, amortizatsiya, investitsiyalar, modernizatsiya.

Введение. Основной капитал является материальной основой производственного процесса и одновременно одним из важнейших факторов формирования производственного потенциала предприятия и экономики в целом. Его экономическая роль определяется не только объемом накопленных основных средств, но прежде всего способностью соответствующей капитальной базы обеспечивать производство продукции, выполнение работ и оказание услуг с заданными количественными, качественными, технологическими и экономическими параметрами. В связи с этим проблема воспроизводства основного капитала не может ограничиваться вопросами приобретения новых машин, оборудования, зданий и сооружений. В процессе функционирования основной капитал подвергается физическому и моральному износу, теряет часть первоначальной стоимости и производительных характеристик, требует ремонта, восстановления, замены, технического перевооружения, модернизации и, при необходимости, расширения. Следовательно, воспроизводство представляет собой непрерывный процесс, связывающий различные состояния основного капитала во времени.

Актуальность уточнения содержания данной категории возрастает в условиях технологических изменений. В современной экономике замена физически изношенного оборудования новым не всегда означает расширенное воспроизводство. Новое оборудование может лишь компенсировать выбывшие мощности. В то же время модернизация действующего оборудования при относительно небольшом приросте его стоимости способна существенно увеличить производительность, качество продукции, энергоэффективность и технологические возможности производства. Следовательно, количественное изменение основного капитала не всегда адекватно отражает изменение его экономической результативности.

В связи с этим целью настоящего исследования является развитие теоретического представления о воспроизводстве основного капитала посредством выделения производительной способности основного капитала в качестве интегрального результата воспроизводственного процесса. Для достижения поставленной цели необходимо решить следующие задачи: систематизировать основные теоретические подходы к воспроизводству основного капитала; выявить их сильные стороны и ограничения; определить взаимосвязь между физическим, стоимостным, количественным, качественным и инвестиционным аспектами воспроизводства; обосновать необходимость перехода от характеристики воспроизводства как движения стоимости и обновления фондов к его пониманию как процесса воспроизводства производительной способности.

Методологическую основу исследования составили методы научной абстракции, сравнительного анализа, систематизации и логического обобщения научных подходов, а также историко-генетический подход, позволяющий проследить развитие представлений о воспроизводстве основного капитала от классической политической экономии до современных методик измерения капитала.

Обзор литературы. Теоретическое осмысление воспроизводства основного капитала сформировалось на пересечении общей теории общественного воспроизводства, теории капитала, исследования основных фондов и инвестиционной проблематики. Классическое разграничение простого и расширенного воспроизводства восходит к К. Марксу [7]: простое воспроизводство означает возобновление производства в неизменном масштабе,

расширенное — его возобновление в увеличивающемся масштабе за счёт накопления. Одним из значимых направлений является подход Л.И. Абалкина [3], в рамках которого воспроизводство рассматривается в контексте непрерывности экономического процесса и обеспечения материальных ресурсов общественного производства. В работе «Социалистическое воспроизводство: материальные ресурсы и социальные факторы» [3] основное внимание уделяется взаимосвязи материальной основы производства с процессами общественного воспроизводства. Само обращение к воспроизводству как непрерывному процессу позволяет рассматривать основной капитал не как фиксированный запас средств труда, а как элемент постоянно возобновляемого производственного процесса. Данный подход имеет принципиальное значение для дальнейшего исследования, поскольку позволяет выделить непрерывность как фундаментальный признак воспроизводства. Однако сама идея непрерывности еще не дает ответа на вопрос о том, какой именно результат должен сохраняться или изменяться в процессе воспроизводства основного капитала. Следующее направление представлено исследованиями О.О. Коробейниковой, сосредоточенными на экономическом механизме воспроизводства основных фондов предприятия. В работе «Воспроизводство основных фондов предприятия: нормативный подход» [6] воспроизводство рассматривается с позиции формирования экономических нормативов, обеспечивающих эффективное возобновление основного капитала и учет инвестиционной составляющей. В структуре исследования выделены вопросы анализа воспроизводственного процесса, амортизационных методов возврата инвестиций и формирования инвестиционной политики предприятия; близкие положения развиваются автором и в журнальной публикации [5].

Значимость подхода О.О. Коробейниковой заключается в том, что он позволяет раскрыть стоимостно-финансовую сторону воспроизводства. Амортизация, прибыль, внутренние инвестиционные источники и реинвестирование образуют экономический механизм, посредством которого предприятие обеспечивает возможность последующего обновления основного капитала. Вместе с тем наличие финансового ресурса или даже полное возмещение стоимости выбывающего капитала еще не означает автоматического восстановления его производительных характеристик.

Иной аспект раскрывается в работах Р.Г. Абакумова. В статье «Управление воспроизводством основного капитала как условие инновационного пути развития экономики» [2] автор связывает воспроизводство с обеспечением и поддержанием основного капитала в необходимом количественном, качественном и работоспособном состоянии. Кроме того, воспроизводство связывается с созданием новой техники и технологий, модернизацией существующего основного капитала и использованием инноваций в воспроизводственном процессе. Эти положения развиваются и в монографии автора, посвящённой политике воспроизводства основного капитала на макро- и микроуровне [1]. Таким образом, Р.Г. Абакумов существенно расширяет традиционное представление о воспроизводстве. Если простая замена выбывающего объекта восстанавливает количественную основу производства, то модернизация и внедрение новых технологий способны изменить качество и эффективность функционирования капитала. В результате воспроизводство приобретает не только восстановительный, но и инновационный характер.

Важное дополнение вносит А.А. Гуламов, рассматривающий воспроизводственные процессы основного капитала на материале железнодорожного транспорта [4]. Его исследование показывает связь между функционированием основного капитала, его износом, движением стоимости, обновлением и характеристиками воспроизводственного процесса. Автор анализирует динамику ввода и выбытия основных фондов, их состояние и эффективность использования, что позволяет представить воспроизводство как процесс, разворачивающийся во времени. Подход А.А. Гуламова особенно важен для понимания циклической природы воспроизводства. Основной капитал формируется, функционирует,

подвергается износу, переносит стоимость на производимый продукт, частично восстанавливается посредством ремонта либо замещается новым капиталом. Следовательно, воспроизводственный процесс имеет определенную последовательность состояний: формирование → функционирование → износ → выбытие → возмещение → обновление → модернизация или расширение → новый цикл.

Инвестиционный аспект данной проблемы может быть дополнен исследованиями, посвящёнными инвестиционному контексту экономического развития Таджикистана и Центральной Азии. В монографии В.А. Разыкова, Ш.М. Рахимова и С.Г. Сафарова «Инвестиционная политика Республики Таджикистан и основные направления её активизации» [8] инвестиции рассматриваются в связи с развитием промышленности и реализацией инвестиционных проектов.

Для теории воспроизводства основного капитала это позволяет акцентировать внимание на том, что инвестиции являются необходимым механизмом формирования и развития материально-производственной базы, однако сами по себе не являются конечным результатом воспроизводства.

Следует отметить, что в зарубежной экономической науке и международной статистической практике близкая проблема решается через разграничение стоимостного и производительного аспектов капитала. Д. Йоргенсон и З. Грилихес [9] предложили измерять вклад капитала в производство не его стоимостью, а потоком капитальных услуг с учётом изменения качества средств труда. В методическом руководстве ОЭСР [10] наряду с валовым и чистым запасом капитала, отражающими его стоимость, выделяется производительный запас капитала, учитывающий снижение эффективности активов по мере их старения. Эти подходы подтверждают правомерность различения стоимости капитала и его способности участвовать в производстве, однако остаются преимущественно статистико-измерительными и не раскрывают воспроизводственного содержания данного различия, в том числе роли модернизации и качественного обновления.

Таким образом, анализ литературы показывает наличие нескольких взаимодополняющих подходов, однако каждый из них концентрируется преимущественно на отдельной стороне исследуемого явления.

Результаты анализа и обсуждение. Проведенный анализ позволяет представить существующие подходы к воспроизводству основного капитала в виде следующей логической системы (табл. 1).

Таблица 1.

Систематизация теоретических подходов к воспроизводству основного капитала

Автор	**Основной акцент**	**Теоретический результат**
Л.И. Абалкин	непрерывность и обновление	воспроизводство как постоянно возобновляемый процесс
О.О. Коробейникова	стоимость, амортизация, инвестиционные ресурсы	экономический механизм возмещения и финансирования
Р.Г. Абакумов	количество, качество, работоспособность, инновации	характеристики состояния капитала
А.А. Гуламов	функционирование, износ, выбытие, обновление	циклическая воспроизводственная динамика
В.А. Разыков, Ш.М. Рахимов, С.Г. Сафаров	инвестиционная политика и развитие производственной базы	внешнее инвестиционное обеспечение воспроизводства

Сопоставление этих подходов показывает, что воспроизводство основного капитала

имеет одновременно стоимостную, натурально-вещественную, количественную, качественную, функциональную и инвестиционную стороны. Однако возникает принципиальный теоретический вопрос: какой показатель или характеристика объединяет все эти стороны и позволяет определить конечный результат воспроизводства? Если в качестве результата принять только объем основных средств, возникает очевидное ограничение. Допустим, предприятие заменило десять единиц старого оборудования десятью единицами нового. Количественно основной капитал восстановлен. Но если новое оборудование обладает существенно большей производительностью, меньшей материало- и энергоемкостью и позволяет производить продукцию более высокого качества, производственный потенциал предприятия изменился значительно сильнее, чем показывает простой показатель стоимости введенных фондов. Аналогично возможна противоположная ситуация. Предприятие может осуществить значительный объем инвестиций, приобрести новые основные средства, но вследствие низкой загрузки оборудования, технологической несогласованности, дефицита квалифицированного персонала или организационных ограничений производительная способность капитала практически не возрастет. Следовательно, объем инвестиций и объем введенного основного капитала не тождественны результату воспроизводства. Из этого следует необходимость разграничения двух понятий:

-ресурсы воспроизводства — инвестиции, амортизационные отчисления, прибыль, кредит, государственная поддержка и другие источники;

-результат воспроизводства — изменение способности основного капитала выполнять производственную функцию.

Именно вторую категорию предлагается определить как производительную способность основного капитала. Под производительной способностью основного капитала в данном исследовании предлагается понимать совокупность количественных, качественных, технических, технологических и функциональных возможностей основного капитала обеспечивать достижение заданного объема, качества и экономической эффективности производства при определенных условиях его использования. Такое определение позволяет объединить рассмотренные ранее научные подходы. Во-первых, количественный аспект, выделенный Р.Г. Абакумовым, отражается через наличие и масштаб производственных мощностей. Во-вторых, качественный аспект проявляется через технический уровень оборудования, его технологические характеристики, надежность и соответствие современным требованиям. В-третьих, функциональная сторона отражает фактическую способность капитала выполнять производственную функцию. В-четвертых, стоимостной подход О.О. Коробейниковой получает свое место как механизм обеспечения восстановления капитала и формирования ресурсов для его последующего воспроизводства. В-пятых, процессный подход А.А. Гуламова позволяет раскрыть движение производительной способности во времени. Наконец, инвестиционный подход В.А. Разыкова и соавторов [8] показывает условия и ресурсы, посредством которых возможно количественное и качественное изменение производственной базы. На этой основе воспроизводство основного капитала может быть представлено в следующем виде:

Формирование → функционирование → износ → выбытие → возмещение → обновление → модернизация / расширение → новый цикл.

При этом центральным объектом анализа является не только движение стоимости или физического объема капитала, а изменение его производительной способности:

-Производительная способность$_t$ → износ и утрата части способности → восстановление → обновление → качественное развитие → Производительная способность$_{t+1}$.

Это позволяет уточнить содержание простого и расширенного воспроизводства. Простое воспроизводство основного капитала целесообразно определять как процесс восстановления его производительной способности до уровня, необходимого для продолжения производства при сохранении принципиальных количественных и качественных параметров производственной системы. Расширенное воспроизводство

основного капитала представляет собой процесс количественного и/или качественного увеличения его производительной способности, обеспечивающий рост производственных возможностей, технологического уровня, эффективности или качества результатов производства. Такое разграничение имеет важное преимущество. Оно позволяет считать расширенным воспроизводством не только увеличение физического количества основных средств, но и качественное развитие уже существующего капитала. Например, модернизация одного станка может не привести к увеличению количества единиц оборудования, однако если она увеличивает производительность на 30 %, снижает энергопотребление и расширяет технологические возможности, то производительная способность основного капитала возрастает. Следовательно, с предлагаемой точки зрения это является формой расширенного воспроизводства. Отсюда следует важный методологический вывод: расширенное воспроизводство может осуществляться как экстенсивным, так и интенсивным путем. Экстенсивное направление связано преимущественно с увеличением количества производственных объектов и мощности. Интенсивное направление предполагает повышение производительной способности существующего капитала за счет модернизации, технического перевооружения, цифровизации, автоматизации, внедрения более производительного оборудования и совершенствования технологий. Такой подход особенно соответствует современной инновационной экономике. Р.Г. Абакумов непосредственно связывает воспроизводство основного капитала с инновационным развитием и модернизацией существующего капитала [2].

Таким образом, предлагаемая концепция позволяет перейти от оценки воспроизводства по отдельным показателям к оценке изменения интегральной производительной способности. В общем виде результат воспроизводства можно представить формулой:

$$\Delta ПС = ПС_{t+1} - ПС_t,$$

где:

ПС — производительная способность основного капитала;

$ПС_t$ — производительная способность в начальном периоде;

$ПС_{t+1}$ — производительная способность после завершения воспроизводственного цикла.

При:

$\Delta ПС \approx 0$ — имеет место преимущественно простое воспроизводство;

$\Delta ПС > 0$ — имеет место расширенное воспроизводство;

$\Delta ПС < 0$ — воспроизводственный процесс не обеспечивает полного сохранения производительного потенциала основного капитала.

При этом положительное изменение производительной способности может быть обусловлено как увеличением количества основных средств, так и повышением их качества и эффективности использования. Именно это является принципиальным отличием предлагаемого подхода от исключительно фондового или стоимостного понимания воспроизводства.

Практическое применение предложенного критерия требует операционализации показателя производительной способности, которая в рамках настоящей статьи не выполняется и составляет предмет дальнейшего исследования. В качестве возможных измерителей могут рассматриваться производственная мощность в натуральном выражении, производительный запас капитала и поток капитальных услуг [9, 10], технические параметры оборудования (производительность, энерго- и материалоёмкость, надёжность), а также коэффициенты использования мощности. Поскольку эти параметры имеют разную размерность, их объединение потребует построения интегрального индекса с обоснованной системой нормирования и весов.

Заключение. Проведенное исследование позволяет сделать вывод о том, что современная теория воспроизводства основного капитала включает несколько

взаимодополняющих направлений. Подход Л.И. Абалкина позволяет раскрыть непрерывный характер воспроизводственного процесса; О.О. Коробейникова — его стоимостно-финансовый и инвестиционный механизм; Р.Г. Абакумова — количественные, качественные и работоспособные характеристики основного капитала; А.А. Гуламова — последовательность и циклическую динамику воспроизводственных процессов; В.А. Разыкова, Ш.М. Рахимова и С.Г. Сафарова — инвестиционный контекст формирования и развития производственной базы. Вместе с тем проведенный анализ показывает, что перечисленные характеристики не следует рассматривать как альтернативные. Они отражают различные стороны одного экономического процесса. Стоимость и инвестиции характеризуют ресурсную основу воспроизводства; износ, выбытие и обновление — его движение во времени; количественные и качественные характеристики — состояние капитала; модернизация и инновации — направления его развития. Для их теоретического объединения предлагается использовать категорию производительной способности основного капитала. В соответствии с предлагаемым подходом воспроизводство основного капитала следует понимать как непрерывный циклический процесс сохранения, восстановления и развития его производительной способности посредством формирования, функционирования, возмещения, обновления, модернизации и расширения основного капитала при соответствующем инвестиционном обеспечении. Такое определение позволяет уточнить традиционное разграничение простого и расширенного воспроизводства. Простое воспроизводство связано преимущественно с восстановлением достигнутой производительной способности, тогда как расширенное воспроизводство предполагает ее количественное и/или качественное увеличение. Следовательно, главным критерием результативности воспроизводства основного капитала предлагается считать изменение его производительной способности, а не только объем инвестиций, стоимость введенных основных средств, коэффициент обновления или физический объем капитала.

Предлагаемый подход имеет и прикладное значение. Он позволяет оценивать эффективность воспроизводства не только по тому, сколько основных средств было введено, но и по тому, какое изменение производственных возможностей обеспечено в результате их воспроизводства. Это создает основу для разработки системы показателей оценки воспроизводства основного капитала, включающей количественные, качественные, технологические, производственные и экономические параметры. Таким образом, переход от категории «воспроизводство основных средств» к категории «воспроизводство производительной способности основного капитала» позволяет более полно отразить содержание современного воспроизводственного процесса и связать его с задачами технологического обновления, модернизации, инновационного развития и повышения эффективности производства.

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UDC: **334.722.8:005.35**

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IMPROVING CORPORATE GOVERNANCE IN JOINT-STOCK COMPANIES OF UZBEKISTAN ON THE BASIS OF INTERNATIONAL ESG STANDARDS

Abstract. The growing importance of environmental, social and governance (ESG) criteria in global capital markets is changing the way investors evaluate companies and the way companies are governed. This article examines how corporate governance in joint-stock companies of Uzbekistan can be improved on the basis of international ESG standards. The study uses a comparative analysis of the main international frameworks (the G20/OECD Principles of Corporate Governance, GRI Standards, IFRS S1 and S2 of the International Sustainability Standards Board, and the UN Global Compact), a document-based gap analysis of the national corporate governance framework, and an index-based methodology. The results show that the national framework covers the classical governance pillar reasonably well, while the environmental and social pillars, sustainability oversight by the supervisory board, and non-financial reporting remain weakly regulated. The article proposes an ESG-based Corporate Governance Index (ESG-CGI) for joint-stock companies, consisting of four sub-indices and twenty indicators, as well as an organizational mechanism and a phased roadmap for introducing ESG practices. The proposals can be used by supervisory boards, the State Assets Management Agency, capital market regulators and investors.

Keywords: corporate governance, ESG, joint-stock company, sustainability reporting, supervisory board, IFRS S1, GRI, stakeholder theory, Uzbekistan.

Аннотация. Растущее значение экологических, социальных и управленческих (ESG) критериев на мировых рынках капитала меняет то, как инвесторы оценивают компании, и то, как компании управляются. В статье рассматривается, каким образом корпоративное управление в акционерных обществах Узбекистана может быть усовершенствовано на основе международных стандартов ESG. В исследовании используются сравнительный анализ основных международных рамочных документов (Принципы корпоративного управления G20/ОЭСР, Стандарты GRI, IFRS S1 и S2 Совета по международным стандартам отчетности в области устойчивого развития и Глобальный договор ООН), документальный анализ разрывов национальной системы корпоративного управления и индексная методология. Результаты показывают, что национальная система достаточно хорошо охватывает классическую управленческую составляющую, тогда как экологическая и социальная составляющие, надзор наблюдательного совета за устойчивым развитием и нефинансовая отчетность остаются слабо урегулированными. В статье предлагается индекс корпоративного управления на основе ESG (ESG-CGI) для акционерных обществ, состоящий из четырех субиндексов и двадцати показателей, а также организационный механизм и поэтапная дорожная карта внедрения ESG-практик. Предложения могут быть использованы наблюдательными советами, Агентством по управлению государственными активами, регуляторами рынка капитала и инвесторами.

Ключевые слова: корпоративное управление, ESG, акционерное общество, отчетность в области устойчивого развития, наблюдательный совет, IFRS S1, GRI, теория заинтересованных сторон, Узбекистан.

Annotatsiya. Jahon kapital bozorlarida ekologik, ijtimoiy va boshqaruv (ESG) mezonlari ahamiyatining ortib borishi investorlarning kompaniyalarni baholash usulini va kompaniyalarning boshqarilish usulini o‘zgartirmoqda. Maqolada O‘zbekiston aksiyadorlik jamiyatlarida korporativ boshqaruvni xalqaro ESG standartlari asosida qanday takomillashtirish mumkinligi ko‘rib chiqiladi. Tadqiqotda asosiy xalqaro hujjatlarning (G20/IHTT Korporativ

boshqaruv tamoyillari, GRI standartlari, Barqarorlik bo‘yicha xalqaro standartlar kengashining IFRS S1 va S2 standartlari hamda BMTning Global shartnomasi) qiyosiy tahlili, milliy korporativ boshqaruv tizimining hujjatlarga asoslangan tafovutlar tahlili va indeks metodologiyasidan foydalanilgan. Natijalar shuni ko‘rsatadiki, milliy tizim klassik boshqaruv yo‘nalishini yetarlicha yaxshi qamrab oladi, ekologik va ijtimoiy yo‘nalishlar, kuzatuv kengashining barqaror rivojlanish ustidan nazorati hamda nomoliyaviy hisobot esa sust tartibga solinganicha qolmoqda. Maqolada aksiyadorlik jamiyatlari uchun to‘rtta kichik indeks va yigirmata ko‘rsatkichdan iborat ESGga asoslangan korporativ boshqaruv indeksi (ESG-CGI), shuningdek, ESG amaliyotlarini joriy etishning tashkiliy mexanizmi va bosqichma-bosqich yo‘l xaritasi taklif etiladi. Takliflardan kuzatuv kengashlari, Davlat aktivlarini boshqarish agentligi, kapital bozori regulyatorlari va investorlar foydalanishi mumkin.

Kalit so‘zlar: korporativ boshqaruv, ESG, aksiyadorlik jamiyati, barqaror rivojlanish bo‘yicha hisobot, kuzatuv kengashi, IFRS S1, GRI, manfaatdor tomonlar nazariyasi, O‘zbekiston.

INTRODUCTION

Over the last two decades, the concept of corporate governance has moved beyond the narrow task of protecting shareholders from opportunistic managers. Today, investors, creditors, regulators and society expect companies to manage not only financial risks, but also environmental and social risks that can affect long-term value. This shift is reflected in the rapid spread of ESG (Environmental, Social and Governance) criteria, which are now used by asset managers, banks, stock exchanges and rating agencies to evaluate companies and make investment decisions.

International standard setters have responded to this demand. In 2023 the G20/OECD Principles of Corporate Governance were revised, and for the first time they included a separate chapter on sustainability and resilience [9]. In the same year, the International Sustainability Standards Board (ISSB) of the IFRS Foundation issued IFRS S1 and IFRS S2, the first global baseline standards for sustainability-related financial disclosure [10]. The Global Reporting Initiative (GRI) Standards remain the most widely used framework for reporting the impacts of companies on the economy, environment and people [11]. As a result, ESG has become a part of the corporate governance agenda rather than a separate voluntary activity.

For Uzbekistan, this global trend is especially relevant. The country is implementing large-scale reforms aimed at attracting foreign direct investment, transforming enterprises with state participation, developing the stock market and carrying out public offerings of shares of large companies. Modern methods of corporate governance in joint-stock companies were introduced by the Decree of the President No. PF-4720 of 24 April 2015 [14], and a national Corporate Governance Code was adopted in the same year [16]. The "Uzbekistan – 2030" Strategy approved by Decree No. PF-158 of 11 September 2023 sets targets for increasing investment, privatization and the green economy [15]. However, international investors increasingly require ESG information and governance structures that many domestic joint-stock companies do not yet have.

The scientific problem addressed in this article is the absence of a systematic approach that integrates international ESG standards into the corporate governance system of joint-stock companies in Uzbekistan. The aim of the study is to develop scientific proposals and practical recommendations for improving corporate governance in joint-stock companies on the basis of international ESG standards. To achieve this aim, the following tasks were set: (1) to clarify the theoretical relationship between corporate governance and ESG; (2) to compare the requirements of the main international ESG frameworks; (3) to identify gaps between these requirements and the national corporate governance framework; (4) to develop an index for assessing ESG-based corporate governance; and (5) to propose an organizational mechanism and an implementation roadmap.

MATERIALS

The theoretical basis of the study consists of three main approaches. Agency theory, developed by M. Jensen and W. Meckling, explains corporate governance as a set of mechanisms

that reduce conflicts of interest between owners and managers [1]. A. Shleifer and R. Vishny described corporate governance as the ways in which suppliers of finance assure themselves of getting a return on their investment [8]. Stakeholder theory, proposed by R.E. Freeman, argues that a company must take into account the interests of all groups that affect or are affected by its activities, including employees, customers, local communities and the state [2]. The triple bottom line concept of J. Elkington states that a company should be evaluated by its economic, social and environmental results at the same time [3]. ESG can be seen as a practical tool that brings stakeholder theory and the triple bottom line into the governance and reporting system of the company. R. Aguilera and co-authors show that pressure from employees, investors, governments and international organizations works at several levels at the same time and pushes companies to take social responsibility seriously [20].

Empirical literature on the relationship between ESG and company performance is extensive. G. Friede, T. Busch and A. Bassen aggregated the results of more than 2,000 empirical studies and found that the large majority of them report a non-negative relationship between ESG and corporate financial performance [4]. R. Eccles, I. Ioannou and G. Serafeim showed that companies with strong sustainability policies have distinct governance processes, including board responsibility for sustainability and stakeholder engagement, and that they outperformed comparable firms in the long run [5]. M. Khan, G. Serafeim and A. Yoon demonstrated that performance on financially material sustainability issues is associated with better future stock returns, while performance on immaterial issues is not [6]. At the same time, F. Berg, J. Kölbel and R. Rigobon found a large divergence between ESG ratings of different agencies, which shows that measurement methodology matters [7]. S. Gillan, A. Koch and L. Starks reviewed ESG and CSR research in corporate finance and concluded that governance structures, ownership and board characteristics strongly influence ESG outcomes [12]. Studies in emerging and transition economies, such as the work of P. Velte, also confirm that the governance pillar has a significant effect on financial indicators [13].

The empirical and documentary materials of the study include: the G20/OECD Principles of Corporate Governance (2023) [9]; IFRS S1 and IFRS S2 [10]; GRI Universal Standards 2021 [11]; the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) [18]; the ten principles of the UN Global Compact [19]; the Law of the Republic of Uzbekistan "On joint-stock companies and protection of shareholders' rights" [17]; the Corporate Governance Code of Uzbekistan [16]; presidential decrees on corporate governance and development strategy [14, 15]; and annual reports and information disclosed by joint-stock companies on the Unified Portal of Corporate Information (openinfo.uz) and the website of the Republican Stock Exchange "Tashkent".

METHODS

The study uses a combination of qualitative and quantitative methods. First, a **comparative analysis** was used to compare the scope, focus and governance requirements of the four main international ESG frameworks. Second, a **document-based gap analysis** was used to assess the extent to which the national legal and regulatory framework reflects these requirements. Each requirement was assessed on a three-level scale: "addressed", "partially addressed" and "not addressed". Third, an **index method** was used to develop the ESG-based Corporate Governance Index (ESG-CGI). Fourth, the methods of **systemic analysis, abstract-logical reasoning and synthesis** were used to design the organizational mechanism and the implementation roadmap.

The ESG-CGI is calculated on the basis of company disclosures. Each indicator is scored on a three-point scale: 0 – no information disclosed or practice absent; 1 – partial disclosure or practice introduced formally; 2 – full disclosure or practice fully introduced. The score of each sub-index is calculated as follows:

$$S_k = \frac{1}{2m_k} \sum_{j=1}^{m_k} s_{kj} \times 100 \quad (1)$$

where *S*k is the score of sub-index *k* (from 0 to 100); *s*kj is the score of indicator *j* in sub-index *k* (0, 1 or 2); *m*k is the number of indicators in sub-index *k*.

The integral index is calculated as the weighted sum of the sub-indices:

$$ESG - CGI = \sum_{k=1}^{4} w_k \cdot S_k \quad (2)$$

where *w*k is the weight of sub-index *k*, and the sum of the weights equals 1. In the basic version, the governance sub-index receives a weight of 0.4, and the environmental, social and disclosure sub-indices receive 0.2 each, because governance mechanisms determine how the other two pillars are managed. The weights can also be determined by expert assessment (the Delphi method) or by principal component analysis when sufficient data is available.

Based on the value of the index, companies are classified into four levels of ESG maturity: initial (0–25), developing (26–50), advanced (51–75) and leading (76–100). This scale allows supervisory boards and regulators to track progress over time and to compare companies within an industry.

RESULTS

The first result of the study is a comparison of the main international frameworks that shape ESG-based corporate governance (Table 1). The analysis shows that the frameworks complement each other. The G20/OECD Principles define the role of the board and shareholders in managing sustainability risks; IFRS S1 and S2 define what sustainability information must be disclosed to investors; GRI defines how a company reports its impacts on society and the environment; and the UN Global Compact sets basic principles of responsible business conduct.

Table 1.

Comparison of the main international frameworks for ESG-based corporate governance

Framework	Main focus	Key requirements for governance	Main users
G20/OECD Principles of Corporate Governance (2023)	Rights of shareholders, role of the board, disclosure, sustainability and resilience	Board oversight of sustainability risks; disclosure of material sustainability information; dialogue with stakeholders	Governments, regulators, listed companies
IFRS S1 and IFRS S2 (ISSB, 2023)	Sustainability-related financial information, including climate	Disclosure of governance bodies responsible for sustainability, strategy, risk management, metrics and targets	Investors, lenders, stock exchanges
GRI Standards (2021)	Impacts of the company on the economy, environment and people	Disclosure of governance structure, board composition, remuneration, stakeholder engagement and material topics	All stakeholders
UN Global Compact	Ten principles on human rights, labour, environment and anti-corruption	Commitment of top management; annual Communication on Progress	Companies of all sizes

Source: compiled by the author based on [9; 10; 11; 19].

The second result is the gap analysis of the national corporate governance framework of Uzbekistan in relation to international ESG requirements (Table 2). According to the author's assessment of legal and regulatory documents, the classical governance pillar is relatively well regulated. The Law on joint-stock companies and the Corporate Governance Code define the rights of shareholders, the competence of the general meeting, the supervisory board and the

executive body, and the rules for disclosure of material facts. The Code also recommends including independent members in the supervisory board and establishing committees of the board.

At the same time, several important ESG elements are absent or only partially addressed. There is no mandatory requirement for joint-stock companies to prepare sustainability or ESG reports. The responsibility of the supervisory board for environmental and social risks is not clearly defined. Climate-related risks, greenhouse gas emissions, water use and waste are not included in the list of mandatory disclosures. The link between executive remuneration and ESG targets is not regulated. The mechanisms of systematic dialogue with employees, local communities and other stakeholders are mostly declarative.

Table 2.

Gap analysis of the national framework against international ESG requirements

ESG requirement	Status in Uzbekistan	Comment
Protection of shareholder rights, general meeting procedures	Addressed	Regulated by the Law on joint-stock companies
Independent members of the supervisory board	Partially addressed	Recommended by the Code; in practice their number and real independence are limited
Board committees (audit, remuneration, nominations)	Partially addressed	Recommended; sustainability or ESG committees are not envisaged
Board oversight of environmental and social risks	Not addressed	No clear assignment of responsibility
Sustainability / ESG reporting	Not addressed	Voluntary; prepared mainly by a few large companies
Climate-related disclosure (emissions, climate risks)	Not addressed	Not included in mandatory disclosure
Link between executive remuneration and ESG targets	Not addressed	Remuneration is linked mainly to financial KPIs
Stakeholder engagement and grievance mechanisms	Partially addressed	Declared in general terms, procedures are not specified
Anti-corruption and business ethics	Partially addressed	Compliance systems are being introduced, mainly in state-owned enterprises

Source: author's assessment based on [9; 10; 11; 16; 17].

The third result is the structure of the ESG-based Corporate Governance Index (Table 3). The index consists of four sub-indices: governance (G), environmental (E), social (S) and disclosure and transparency (D). Unlike commercial ESG ratings, which focus mainly on outcomes, the proposed index places the main emphasis on governance mechanisms, that is, on whether the company has the structures, policies and procedures needed to manage ESG issues. This makes the index suitable for companies at an early stage of ESG adoption, which is typical for Uzbekistan.

Table 3.

Structure of the ESG-based Corporate Governance Index (ESG-CGI)

Sub-index	Weight	Indicators
G – Governance	0.4	1) share of independent members in the supervisory board; 2) presence of an ESG / sustainability committee; 3) ESG competence of board members; 4) approved ESG policy or strategy; 5) ESG targets in executive KPIs; 6) anti-corruption and compliance system

Sub-index	Weight	Indicators
E – Environmental	0.2	7) environmental management system (e.g., ISO 14001); 8) accounting of greenhouse gas emissions; 9) energy and water efficiency targets; 10) waste management and circular practices; 11) assessment of climate risks
S – Social	0.2	12) occupational health and safety system; 13) staff training and development; 14) gender diversity in management; 15) stakeholder engagement procedure; 16) social investment in local communities
D – Disclosure	0.2	17) annual sustainability or ESG report; 18) use of GRI or IFRS S1/S2; 19) external assurance of the report; 20) ESG information on the corporate website in English

Source: developed by the author.

The fourth result is an organizational mechanism for ESG-based corporate governance in joint-stock companies. The mechanism includes three levels. At the **strategic level**, the supervisory board approves the ESG policy, sets ESG targets and creates a committee on sustainability (or extends the functions of the existing audit or strategy committee). At the **management level**, the executive body appoints a responsible manager or unit for sustainability, includes ESG targets in the KPI system of managers and integrates ESG risks into the corporate risk management system. At the **reporting and control level**, the company collects ESG data, prepares an annual sustainability report in accordance with GRI and IFRS S1/S2, and the internal audit service verifies the reliability of ESG information.

The fifth result is a phased roadmap for introducing ESG standards into the governance of joint-stock companies (Table 4). The phased approach takes into account the limited experience and resources of domestic companies and starts with the largest companies, which already have foreign investors or plan public offerings.

Table 4.

Roadmap for introducing ESG-based corporate governance in joint-stock companies

Stage	Main measures	Expected result
Stage 1. Preparation (1st year)	Amendments to the Corporate Governance Code on board responsibility for ESG; methodological guidelines on ESG reporting; training for board members	Regulatory and methodological basis created
Stage 2. Pilot (2nd–3rd years)	Mandatory ESG reports on a "comply or explain" basis for companies with large state shares and listed companies; first calculation of the ESG-CGI	Pilot companies publish ESG reports; baseline values of the index
Stage 3. Expansion (4th–5th years)	Extension of requirements to all large joint-stock companies; ESG targets in managers' KPIs; external assurance of reports	ESG becomes part of regular corporate governance
Stage 4. Integration	Inclusion of ESG-CGI results in listing requirements and in the evaluation of state asset management	Higher investment attractiveness of companies

Source: developed by the author.

DISCUSSION

The results confirm the conclusion of international studies that ESG is primarily a governance issue. As shown by R. Eccles and co-authors, the difference between high- and low-sustainability companies lies mainly in governance processes: board responsibility, stakeholder engagement and long-term orientation of incentives [5]. The gap analysis carried out in this study shows that these processes are exactly the elements that are weakest in the national framework. Therefore, introducing ESG in Uzbekistan should start not with reporting alone, but with changes in the role and composition of the supervisory board.

The focus on governance mechanisms in the proposed index is also supported by the findings of F. Berg and co-authors on the divergence of ESG ratings [7]. When commercial ratings disagree, it is difficult for emerging market companies to understand what is expected from them. An index based on clear and verifiable governance practices, aligned with the G20/OECD Principles and IFRS S1, gives companies a simple and transparent benchmark. At the same time, the principle of materiality, emphasized by M. Khan and co-authors [6], should be respected: environmental indicators are more important for mining, energy and chemical companies, while social indicators may be more important for banks and service companies. For this reason, the weights of the sub-indices can be adjusted by industry.

From the point of view of agency theory, ESG-based governance can reduce agency costs by improving transparency and by linking managers' incentives to long-term value [1]. From the point of view of stakeholder theory, it creates formal channels through which employees, local communities and the state can influence corporate decisions [2]. In the context of Uzbekistan, where the state remains a major shareholder in many large joint-stock companies, ESG-based governance can also help to separate the functions of the state as owner and as regulator, which is one of the key recommendations of the OECD [9].

The study has certain limitations. The gap analysis is based on legal and regulatory documents and reflects the author's expert assessment; the actual practice of companies may differ. The ESG-CGI has not yet been calculated for a large sample of companies, and its relationship with financial performance should be tested empirically. These issues form the direction of further research, which will include the calculation of the index for listed joint-stock companies and econometric analysis of its relationship with return on assets, return on equity and market capitalization.

CONCLUSION

The study allows the following conclusions to be drawn. First, ESG has become an integral part of corporate governance at the international level, as reflected in the 2023 revision of the G20/OECD Principles and the adoption of IFRS S1 and S2. ESG-based corporate governance can be defined as a system of relations between shareholders, the supervisory board, management and stakeholders that ensures the integration of environmental, social and governance factors into the strategy, risk management, incentives and reporting of the company.

Second, the national corporate governance framework of Uzbekistan covers the classical governance pillar reasonably well, but it does not yet define the responsibility of the board for ESG risks, does not require sustainability reporting and does not link managers' remuneration with ESG targets.

Third, the proposed ESG-based Corporate Governance Index, consisting of four sub-indices and twenty indicators, makes it possible to assess the maturity of ESG governance in joint-stock companies and to monitor progress over time.

Fourth, it is recommended: to supplement the Corporate Governance Code with provisions on the responsibility of the supervisory board for sustainability; to introduce ESG reporting on a "comply or explain" basis, starting with listed companies and companies with large state shares; to establish sustainability committees under supervisory boards; to include ESG targets in the KPIs of executives; and to use the ESG-CGI in listing requirements and in the evaluation of the efficiency of state asset management. The implementation of these proposals will increase the transparency and investment attractiveness of domestic joint-stock companies and support the

goals of the "Uzbekistan – 2030" Strategy.

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Muassislar:
Buxoro davlat universiteti
“Economic science” mas'uliyati cheklangan jamiyati

"IQTISODIYOT VA TURIZM"
xalqaro ilmiy va innovatsion jurnali

2026-yil 4-son (30)

2021-yildan chiqa boshlagan.

OBUNA INDEKSI: 200117

Manzil: Buxoro shahri, M.Iqbol ko’chasi, 11-uy, 2-bino, 403-xona.

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Jurnal tahririyat kompyuterida sahifalandi. Chop etish sifati uchun bosmaxona javobgar.

Bosishga ruxsat etildi 21.08.2026
Bosmaxonaga topshirish vaqti 28.08.2026
Qog‘oz bichimi: 60x84. 1/8
Tezkor bosma usulda bosildi.
Shartli bosma tabog‘i – 12,0
Adadi – 100 nusxa
Buyurtma №641.
Bahosi kelishilgan narxda.

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