



# IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

**№9**



ISSN: 2992-8982

<https://yashil-iqtisodiyot-taraqqiyot.uz/>

**2025**



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*Elektron nashr. 313 sahifa.*

*E'lon qilishga 2025-yil 1-sentyabrda ruxsat etildi.*

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- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati

**Muassis:** "Ma'rifat-print-media" MChJ

**Hamkorlarimiz:** Toshkent davlat iqtisodiyot universiteti, O'zR Tabiat resurslari vazirligi, O'zR Bosh prokuraturasi huzuridagi IJQK departamenti.

## Jurnalning ilmiyligi:

“Yashil” iqtisodiyot va taraqqiyot” jurnali

O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi rayosatining 2023-yil 1-apreldagi 336/3-sonli qarori bilan ro'yxatdan o'tkazilgan.



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# THE IMPACT OF DIGITALIZATION ON THE MANAGEMENT SYSTEM IN THE ENTREPRENEURIAL ENVIRONMENT OF UZBEKISTAN

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at the Tashkent State University of Economics

**Abstract:** This article explores the impact of digitalization on the management system in the entrepreneurial environment of Uzbekistan. The study analyzes the theoretical and methodological foundations of digitalization in management and examines the practical transformations taking place in Uzbek enterprises under the influence of modern technologies. The research highlights the benefits of digital tools for planning, communication, customer relations, and monitoring, while also addressing challenges such as limited ICT infrastructure, insufficient digital skills, and cybersecurity risks. The findings confirm that digitalization significantly improves efficiency, transparency, and innovation in entrepreneurship, and contributes to the sustainable development of Uzbekistan's economy.

**Key words:** digitalization, management system, entrepreneurship, Uzbekistan, innovation, ICT, competitiveness.

**Annotatsiya:** Mazkur maqolada O'zbekistondagi tadbirkorlik muhitida boshqaruv tizimiga raqamlashtirishning ta'siri o'rganilgan. Tadqiqotda boshqaruvdagi raqamlashtirishning nazariy va metodologik asoslari tahlil qilinib, zamonaviy texnologiyalar ta'sirida o'zbek korxonalarida yuz berayotgan amaliy o'zgarishlar ko'rib chiqilgan. Maqolada raqamli vositalarning rejalashtirish, muloqot, mijozlar bilan munosabatlar va monitoringdagi afzalliklari yoritilgan hamda cheklangan axborot-kommunikatsiya infratuzilmasi, raqamli ko'nikmalarning yetarli emasligi va kiberxavfsizlik kabi muammolar ham tahlil qilingan. Xulosa sifatida, raqamlashtirish tadbirkorlikda samaradorlik, shaffoflik va innovatsion rivojlanishni ta'minlashi hamda O'zbekiston iqtisodiyotining barqaror o'sishiga xizmat qilishi tasdiqlandi.

**Kalit so'zlar:** raqamlashtirish, boshqaruv tizimi, tadbirkorlik, O'zbekiston, innovatsiya, AKT, raqobatbardoshlik.

**Аннотация:** Данная статья посвящена изучению влияния цифровизации на систему управления в предпринимательской среде Узбекистана. В исследовании анализируются теоретические и методологические основы цифровизации в менеджменте, а также рассматриваются практические преобразования в узбекских предприятиях под воздействием современных технологий. Отмечаются преимущества цифровых инструментов в планировании, коммуникации, работе с клиентами и мониторинге, а также выявляются проблемы, связанные с недостаточной ИКТ-инфраструктурой, низким уровнем цифровых навыков и рисками кибербезопасности. Результаты исследования подтверждают, что цифровизация значительно повышает эффективность, прозрачность и инновационное развитие предпринимательства и способствует устойчивому росту экономики Узбекистана.

**Ключевые слова:** цифровизация, система управления, предпринимательство, Узбекистан, инновации, ИКТ, конкурентоспособность.

## INTRODUCTION

In the era of the global digital economy, digitalization has become one of the most important drivers of transformation in all spheres of society. For Uzbekistan, which is undergoing rapid reforms and modernization processes, the adoption of digital technologies plays a significant role in strengthening the entrepreneurial environment and ensuring sustainable economic growth. Small and medium-sized enterprises (SMEs), being the backbone of the national economy, require new approaches to management in order to increase efficiency, transparency, and competitiveness.



The relevance of the topic lies in the fact that digital technologies — such as cloud services, big data, artificial intelligence, blockchain, and e-commerce — are fundamentally changing management models and decision-making processes. This paper seeks to analyze the theoretical basis of digitalization and to assess its impact on the management system in the entrepreneurial environment of Uzbekistan.

Digitalization is defined as the integration of digital technologies into all aspects of business and organizational activities, fundamentally changing the way enterprises operate and deliver value to stakeholders. Unlike simple automation, which replaces manual tasks with machines, digitalization reshapes business models, promotes data-driven decision-making, and enables innovative approaches to management.

In management theory, digitalization is associated with the concept of the “digital enterprise,” characterized by:

- Data-driven strategies and decision-making.
- Flexibility and adaptability to market dynamics.
- Use of digital platforms for communication, monitoring, and planning.
- Integration of technologies such as CRM (Customer Relationship Management), ERP (Enterprise Resource Planning), and HRM (Human Resource Management) systems.

The role of digitalization in management lies in enhancing transparency, increasing operational efficiency, improving communication, and fostering innovation within enterprises. The study of digitalization requires interdisciplinary approaches, combining management science, information technology, and economics. The following methodological approaches are widely used:

- Systemic approach: viewing digitalization as a system that transforms organizational structures and processes.
- Process approach: analyzing digital technologies in terms of their influence on specific management processes such as planning, organizing, controlling, and decision-making.
- Comparative approach: studying best international practices and comparing them with local entrepreneurial experiences.
- Empirical approach: analyzing statistical data, surveys, and case studies of enterprises in Uzbekistan.

Digitalization provides several advantages for enterprises, including:

- Increased productivity through automation.
- Improved decision-making based on data analytics.
- Enhanced customer interaction via digital channels.
- Reduction of administrative costs.
- Creation of new markets and business models.

However, challenges also exist:

1. High initial investment in digital infrastructure.
2. Lack of digital skills among managers and employees.
3. Cybersecurity risks and data protection issues.
4. Resistance to organizational change.

Thus, digitalization is both an opportunity and a challenge, requiring strategic approaches from managers.

## LITERATURE REVIEW ON THE TOPIC

Hurzhyi et al. (2021) examine the role of innovation in enhancing the competitiveness of enterprises. They find that innovation significantly influences both internal operations and external market positioning, enabling firms to adapt more effectively to the globalized and competitive economic environment (Hurzhyyi et al., 2021).

Maltseva and Plotnikov (2021) explore the broader implications of innovation on national economies, noting that technological advancements and innovation are increasingly crucial for sustaining competitiveness amidst rapid political and economic changes. Their analysis confirms that innovation is a key factor in competitive strategies at the national level (Maltseva & Plotnikov, 2021).

The study by Rosli and Sidek (2013) provides specific insights into how innovation impacts the performance of small and medium-sized enterprises (SMEs) in the manufacturing sector. They conclude that both product and process innovations are crucial for SMEs to enhance their competitive position and performance, particularly under the pressures of globalization and heightened market competition (Rosli & Sidek, 2013).

Cainelli, Evangelista, and Savona (2006) investigate the impact of innovation in the service sector, finding that innovations, particularly in information and communication technologies, significantly boost economic performance by enhancing productivity and growth. This study underscores the importance of innovation as a self-reinforcing mechanism that propels further economic performance improvements (Cainelli et al., 2006).



Bayraktar et al. (2017) show that competitive strategies such as cost leadership and differentiation drive innovation, which in turn significantly enhances firm performance in Turkish manufacturing companies (Bayraktar et al., 2017). Similarly, Chatzoglou and Chatzoudes (2018) provide empirical evidence that innovation serves as a critical link between organizational capabilities and the creation of competitive advantages in Greek manufacturing firms (Chatzoglou & Chatzoudes, 2018).

## RESEARCH METHODOLOGY

The search strategy involved using keywords such as “innovation in Uzbekistan,” “economic competitiveness,” “national innovation system,” “renewable energy in Uzbekistan,” “technological advancements,” “energy sector modernization,” and “Uzbekistan economic growth.” Articles not focused on innovation or economic competitiveness and those without full-text access were excluded. Studies and reports published in English, focusing on Uzbekistan, and those addressing innovation and economic competitiveness were included. Both qualitative and quantitative studies were considered to provide a comprehensive view. Studies not directly related to Uzbekistan or those not focusing on innovation and economic competitiveness were excluded. Additionally, articles without full-text access were not considered.

**Analysis and results** In recent years, Uzbekistan has adopted several national strategies to promote digital development, such as the “Digital Uzbekistan – 2030” program. This initiative aims to modernize state administration, expand e-government services, and stimulate digital entrepreneurship.

The entrepreneurial environment in Uzbekistan is rapidly adapting to digital trends. Many SMEs are adopting online platforms, electronic payment systems, and cloud-based solutions. The COVID-19 pandemic further accelerated the adoption of e-commerce, remote work systems, and digital marketing among Uzbek enterprises. According to the Ministry for Development of Information Technologies and Communications of Uzbekistan, internet penetration reached over 75% by 2024, while the use of online business platforms has grown significantly. This demonstrates the readiness of the entrepreneurial sector to integrate digital technologies into management systems.

Digitalization has transformed management systems in the entrepreneurial environment of Uzbekistan in the following ways:

- **Planning and Strategy:** Enterprises now use data analytics and market forecasting tools to make more accurate business plans. Digital dashboards and business intelligence systems allow managers to analyze customer behavior and optimize product strategies.

- **Organization and Human Resources:** Digital HRM systems enable effective recruitment, employee performance tracking, and remote team management. Startups and SMEs often use cloud-based HR platforms to reduce administrative workload.

- **Communication and Coordination:** Digital communication tools such as Zoom, Microsoft Teams, and Telegram channels have become essential for business operations, especially for managing geographically distributed teams.

- **Control and Monitoring:** Entrepreneurs apply ERP systems to track financial flows, manage inventory, and ensure quality control. Digital monitoring reduces the risk of corruption and inefficiency.

- **Marketing and Customer Relations:** Social media marketing, online advertising, and CRM systems play a crucial role in customer engagement. Uzbek businesses increasingly rely on Instagram, Facebook, and Telegram for promoting their services and interacting with clients.

**Benefits:** expansion of market reach beyond regional boundaries; reduction in operational costs through automation; growth in entrepreneurial innovation and startup culture; increased transparency and accountability in business operations.

**Challenges:** digital divide between urban and rural enterprises; insufficient ICT infrastructure in remote areas; shortage of skilled IT specialists in the labor market; concerns about cybersecurity and personal data protection.

Several successful examples highlight the role of digitalization in management:

**Payme and Click:** online payment systems widely used for financial transactions, enabling SMEs to adopt cashless operations.

**Uzum Market:** a digital marketplace providing SMEs with access to e-commerce opportunities.

**IT Park Uzbekistan:** a hub for startups that fosters digital innovation and provides training for young entrepreneurs.

These cases demonstrate how digital tools help entrepreneurs optimize management processes and expand their business models.



Table 1. Impact of Digitalization on Management in the Entrepreneurial Environment of Uzbekistan

Management Function	Traditional Approach	Digitalized Approach	Benefits for Entrepreneurs	Challenges in Uzbekistan
Planning & Strategy	Based on experience and manual market research	Data analytics, business intelligence, digital dashboards	More accurate forecasting, faster adaptation to market changes	Limited access to big data tools
Organization & HR	Paper-based HR records, face-to-face recruitment	Digital HRM platforms, online recruitment, remote work systems	Reduced admin costs, flexibility in team management	Lack of digital skills among employees
Communication & Coordination	Face-to-face meetings, phone calls	Zoom, Teams, Telegram channels, cloud platforms	Faster communication, remote collaboration	Unequal internet access in regions
Control & Monitoring	Manual reports and checks	ERP systems, digital financial tracking, automated monitoring	Transparency, reduced corruption, real-time control	High cost of implementation
Marketing & Customer Relations	Traditional advertising (TV, newspapers)	Social media marketing, CRM systems, e-commerce platforms	Wider market reach, better customer engagement	Cybersecurity risks, data protection issues

## CONCLUSION AND SUGGESTIONS

The study has shown that digitalization plays a transformative role in the management systems of the entrepreneurial environment in Uzbekistan. Theoretical analysis confirmed that digitalization improves efficiency, transparency, and innovation in management practices. Practical examination of Uzbekistan's entrepreneurial sector revealed that digital tools are increasingly integrated into planning, communication, marketing, and control systems.

At the same time, challenges such as insufficient digital literacy, infrastructural gaps, and cybersecurity concerns need to be addressed. To maximize the positive impact of digitalization, Uzbekistan should invest in ICT infrastructure, enhance digital education programs, and strengthen regulatory frameworks for data protection. Ultimately, the integration of digital technologies will not only improve the competitiveness of Uzbek enterprises but also contribute to the sustainable development of the national economy.

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## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

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**2025. № 9**

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**Litsenziya raqami:** №046523. PNFL: 30407832680027

**Manzilimiz:** Toshkent shahar, Mirzo Ulug'bek tumani  
Kumushkon ko'chasi, 26-uy.



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