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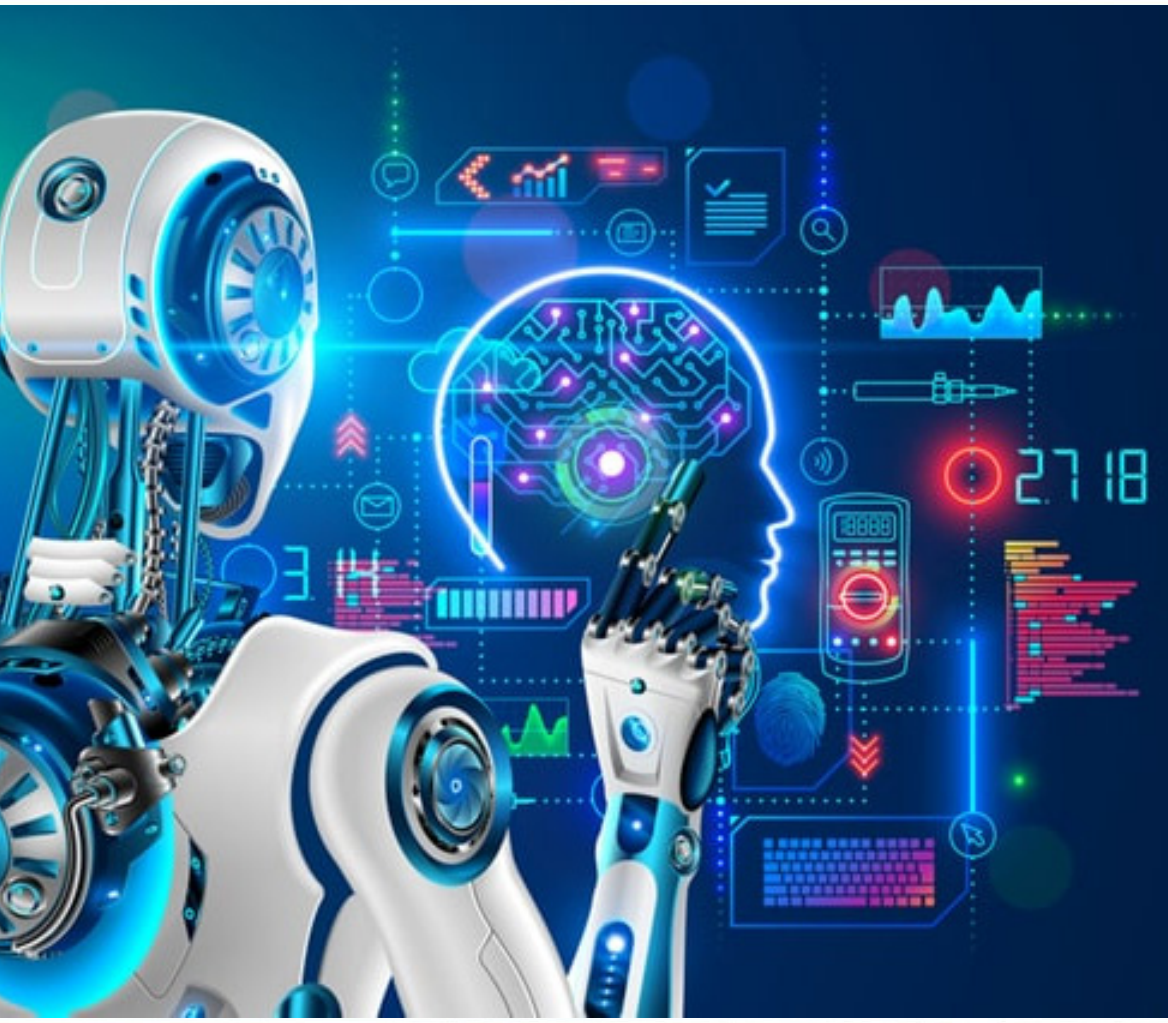


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**ISSUE 12**



Acceptance of papers **December, 2025**



**Acceptance of papers**

Published monthly



**Topics**

economics, technology, social sciences

**ISSN 3060-5229**



Digital Object Identifier



Visit the website [t.me/scopus\\_IST2100](https://t.me/scopus_IST2100)



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THE SCIENTIFIC-POPULAR ELECTRONIC  
JOURNAL **"INNOVATION SCIENCE AND  
TECHNOLOGY"** HAS BEEN REGISTERED  
UNDER THE NUMBER **C-5669633** BY THE  
AGENCY FOR INFORMATION AND MASS  
COMMUNICATIONS (AOKA) OF THE  
REPUBLIC OF UZBEKISTAN, EFFECTIVE  
FROM OCTOBER 9, 2024.

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The scientific electronic journal "Innovation Science and Technology" has been included in the list of scientific publications recommended for the publication of main scientific results of dissertations for the award of PhD and DSc degrees in economics and technical sciences, in accordance with the Resolution No. 370 of the Presidium of the Higher Attestation Commission of the Republic of Uzbekistan, dated May 8, 2025.

Electronic publication, Issue 12. 185 pages.  
Approved for publication on December, 2025.

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# CONTENTS

THE THEORETICAL FOUNDATIONS OF APPLYING TAX INCENTIVES FOR INVESTMENTS DIRECTED TOWARD HUMAN CAPITAL .....	14
<b>Quliyev Begimqul Melikovich</b>	
ECONOMETRIC MODELS OF CASHLESS SETTLEMENTS AMONG ECONOMIC ENTITIES.....	21
<b>Ruzimuradov Shuxrat Xusanovich</b>	
PROSPECTS FOR THE DEVELOPMENT OF TOURISM BRAND MARKETING IN MODERN CONDITIONS (UAE: DUBAI ON THE EXAMPLE OF A CITY).....	26
<b>Ibodova Dilsora Ibodovna</b>	
CREDIT DEFAULT SWAPS AS A WAY TO HEDGE AGAINST FORTHCOMING FUTURE UNCERTAINTIES IN THE DEBT MARKET OF UZBEKISTAN .....	31
<b>Abduganiev Abdulaziz Alisher o'g'li</b>	
SHOULD THE REGULATION OF THE E-COMMERCE MARKET IN THE REPUBLIC OF UZBEKISTAN BE CARRIED OUT BY THE NATIONAL AGENCY FOR PERSPECTIVE PROJECTS OR THE CENTRAL BANK? .....	39
<b>Sadikov Aziz Mirsharapovich</b>	
MECHANISM FOR IMPLEMENTING ARTIFICIAL INTELLIGENCE TECHNOLOGIES IN THE OPERATIONS OF COMMERCIAL BANKS IN UZBEKISTAN.....	46
<b>Bakhriddin Berdiyarov</b>	
INNOVATIVE APPROACHES OF SMALL BUSINESSES IN THE INDUSTRY AND CONSTRUCTION SECTORS AND THEIR IMPACT ON EMPLOYMENT.....	53
<b>Ergasheva Nigora Abdigapparovna</b>	
AI-BASED NORMALIZATION METHODOLOGY FOR COLLECTING AND PROCESSING KPI INDICATORS.....	56
<b>Shuhratov Mamurjon Shuhrat o'g'li</b>	
REFORMS AND PROSPECTS FOR THE DEVELOPMENT OF THE PARTICIPATORY BUDGETING INITIATIVE IN UZBEKISTAN .....	63
<b>Khamidov Khabibullo Hikmatulla ugli</b>	
PROBLEMS OF THE INWARD PROCESSING CUSTOMS REGIME AND WAYS TO ELIMINATE THEM.....	70
<b>Abdullaev Shakhzodbek</b>	
FINANCIAL ANALYSIS OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP IN CONSTRUCTION .....	74
<b>Musayeva Shoirazimovna</b>	
MEASURES TO ENHANCE THE ROLE AND EFFECTIVENESS OF SMALL BUSINESS IN REGIONAL ECONOMIC DEVELOPMENT.....	80
<b>Ergashev Jamshid Jamoliddinovich</b>	
THEORETICAL AND METHODOLOGICAL FOUNDATIONS FOR IMPLEMENTING INNOVATIVE TECHNOLOGIES IN EDUCATION.....	84
<b>Alijonova Marjonabonu Jaxongir qizi</b>	
INDIA'S EXPERIENCE IN ENHANCING PUBLIC WELFARE THROUGH THE DEVELOPMENT OF ENTREPRENEURIAL ACTIVITY .....	88
<b>Aripov Oybek Abdullayevich</b>	
GREEN STRUCTURAL TRANSFORMATION IN UZBEKISTAN: GREEN FINANCE AND ECO-INNOVATION FOR SUSTAINABLE INDUSTRIAL AND AGRICULTURAL DEVELOPMENT.....	93
<b>Egamberdiev Khumoyun</b>	
AGRICULTURAL MANAGEMENT BASED ON INNOVATIVE TECHNOLOGIES AT THE INTERNATIONAL LEVEL: THE EXAMPLE OF UZBEKISTAN.....	101
<b>Bustonov Komiljon Kumakovich</b>	
ANALYSIS OF THE FINANCIAL CONDITION OF ENTERPRISES: ASSESSMENT OF EQUITY EFFICIENCY .....	110
<b>Umurkul Shukhratovich Fayziev</b>	

IMPROVING THE QUALITY OF ECONOMIC GROWTH THROUGH THE TRANSITION TO THE DIGITAL ECONOMY.....	118
<b>Mamadaliyev Akmaljon</b>	
МЕТОДЫ И МЕХАНИЗМЫ ИССЛЕДОВАНИЯ ПОТРЕБИТЕЛЬСКОГО ПОВЕДЕНИЯ НА ТУРИСТСКОМ РЫНКЕ.....	124
<b>Нурматова Ситора Шавкатовна</b>	
ANALYSIS OF INNOVATION ACTIVITIES.....	133
<b>Alieva Elnara Ametovna</b>	
METHODS AND MECHANISMS FOR STUDYING CONSUMER BEHAVIOR IN THE TOURISM MARKET.....	139
<b>Nurmatova Sitara Shavkatovna</b>	
ALGORITHMS AND METHODS FOR CALCULATING THE AREA OF A GASTRIC ULCER DEFECT USING MODERN MATHEMATICAL TECHNIQUES.....	145
<b>Yusupov Ibrohimbek XXX, Abdusamatova Munira Sul-tonbek qizi</b>	
UTILIZATION OF ARTIFICIAL INTELLIGENCE TECHNOLOGIES IN ENTERPRISE MARKETING ACTIVITIES.....	151
<b>Sadikov Shohrux Shukhratovich</b>	
ENSURING THE FINANCIAL SUSTAINABILITY OF HIGHER EDUCATION INSTITUTIONS: STRATEGIC DIRECTIONS, GLOBAL TRENDS, AND POLICY IMPLICATIONS.....	156
<b>Inomiddin Imomov</b>	
THEORETICAL FOUNDATIONS OF THE STRUCTURE OF THE NATIONAL ECONOMY.....	161
<b>Bustonov Mansurjon Mardonakulovich</b>	
IMPORTANT CHARACTERISTICS OF THE DEVELOPMENT OF E-COMMERCE SERVICES.....	169
<b>Jurakulov Shohruh Bahtiyorovich</b>	
AGRICULTURE PROMOTION AND DEVELOPMENT IN MOUNTAIN AND MOUNTAIN REGIONS.....	173
<b>Abdulxayeva Gulshan Maxmudovna</b>	
IMPROVING MECHANISMS FOR ENHANCING ECONOMIC EFFICIENCY IN SERVICE ENTERPRISES.....	178
<b>Seytimbetov Kabul Serimbetovich</b>	

# IMPROVING MECHANISMS FOR ENHANCING ECONOMIC EFFICIENCY IN SERVICE ENTERPRISES

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**Abstract:** The essence of the problem of improving economic efficiency at a service enterprise lies in increasing economic results per unit of cost while utilizing existing resources. Therefore, improving the economic efficiency of an enterprise is one of the central issues of sustainable development. Improving efficiency at service enterprises is the main strategic goal of service enterprises for effectively addressing various economic and social issues.

**Key words:** enterprise innovation, government, private sector, joint-stock company and staff, technological transformation, modern technologies.

**Annotatsiya:** Xizmat ko'rsatish korxonasi iqtisodiy samaradorlikni oshirish muammosining mohiyati mavjud resurslardan foydalanish jarayonida har bir xarajat birligi uchun olinadigan iqtisodiy natijalarni ko'paytirishga qaratilgan. Shunday ekan, korxonada iqtisodiy samaradorlikni oshirish barqaror rivojlanishning markaziy vazifalaridan biri hisoblanadi. Xizmat ko'rsatish korxonalarida yuzaga keladigan turli iqtisodiy va ijtimoiy muammolarni samarali hal qilish uchun samaradorlikni oshirish asosiy strategik maqsad sifatida e'tirof etiladi.

**Kalit so'zlar:** korxonaning innovatsion faoliyati, davlat, xususiy, aksiyadorlik va jamoaviy shakllar, texnologik transformatsiya, zamonaviy texnologiyalar.

**Аннотация:** Суть проблемы повышения экономической эффективности на предприятии сферы услуг заключается в увеличении экономических результатов на единицу затрат в процессе использования имеющихся ресурсов. Поэтому повышение экономической эффективности предприятия является одной из центральных проблем устойчивого развития. Повышение эффективности на предприятиях сферы услуг является главной стратегической целью предприятия сферы услуг для эффективного решения различных экономических и социальных проблем.

**Ключевые слова:** инновационная деятельность предприятия, государство, частный сектор, акционерное общество и коллектив, технологическая трансформация, современные технологии.

## INTRODUCTION

The objective of a service enterprise is to provide services of a specified volume and quality within a given period. At the same time, when determining the scope of services, the enterprise must consider not only fully meeting consumer demand for a particular type of service but also increasing its economic efficiency. Therefore, the economic performance of a service enterprise should primarily be evaluated by determining the economic efficiency of the services provided.

The essence of the issue of improving economic efficiency in a service enterprise lies in increasing economic outcomes for each unit of cost incurred during the utilization of existing resources. Thus, enhancing economic efficiency within the enterprise becomes one of the central challenges of sustainable development. Improving efficiency in service enterprises represents a key strategic objective aimed at effectively addressing various economic and social problems.

The economic efficiency of an enterprise is characterized by a relatively narrow range of indicators. However, each indicator is influenced by an entire system of factors. A systematic approach is defined by a comprehensive assessment of the influence of various factors and a targeted study of their interaction.

## REVIEW OF LITERATURE ON THE SUBJECT

Studies on economic efficiency in enterprises emphasize the necessity of rational resource utilization, structural improvement, and innovation-driven development. Abdugarimov et al. (2013) highlight that the economic efficiency of an enterprise is fundamentally determined by the optimal use of labor, material, and financial resources, as well as by the ability to reduce production and service delivery costs. Their textbook provides a comprehensive methodological basis for assessing enterprise performance and forming mechanisms that enhance efficiency in competitive markets. Further, Abdugarimov and Pardaev (2007) explore the economic potential of enterprises, arguing that efficiency improvements stem from a systematic evaluation of internal capacities, including production structure, technological readiness, and human resource competencies.

In the context of service enterprises, theoretical and practical approaches to improving efficiency increasingly emphasize innovation. Zarikeeva (2023) demonstrates that innovative activity in the service sector plays a decisive role in raising service quality, meeting customer expectations, and ensuring long-term competitiveness. She stresses that service enterprises must integrate modern technologies and digital tools to enhance service delivery mechanisms and operational performance. This aligns with broader economic trends in which digital transformation reshapes business models and efficiency metrics.

Measuring efficiency in service enterprises is a complex task, as noted by Belyaev (1999), who discusses methodological difficulties in evaluating enterprise costs and outcomes. He argues that traditional cost measurement models often fail to capture the intangible and dynamic nature of service processes, suggesting the need for more flexible and adaptive evaluation tools. Rubtsova (2006) similarly emphasizes the multidimensional nature of service efficiency assessment. Her research proposes a structured methodology for analyzing service performance that incorporates qualitative characteristics, customer satisfaction, and organizational capabilities, thereby expanding beyond purely financial indicators.

Overall, the reviewed literature underscores that improving mechanisms for enhancing economic efficiency in service enterprises requires a comprehensive and integrated approach. This includes developing innovation-based strategies, optimizing internal processes, strengthening human capital, implementing modern technologies, and improving system-wide evaluation tools. Scholars collectively conclude that efficiency in service enterprises is shaped not only by cost management but also by the ability to generate higher-quality services, maintain customer orientation, and adapt to technological and market changes.

## RESEARCH METHODOLOGY

The research methodology is based on the collection of primary and secondary data through literature analysis, statistical reports, and enterprise performance indicators. The study applies comparative analysis, economic efficiency evaluation methods, and factor analysis to identify key determinants affecting service enterprise performance. Data were interpreted using analytical and synthetic approaches to develop evidence-based conclusions.

## ANALYSIS AND RESULTS

Factors affecting the enhancement of economic efficiency in service enterprises may be classified according to different criteria. Accordingly, factors may be general—affecting a range of indicators—or specific to a given indicator. The generalizing nature of many factors is explained by the relationship and interdependence among individual indicators.

In our view, all types of factors influencing the improvement of economic efficiency in service enterprises can be classified based on three criteria:

- 1) Sources of increased economic efficiency, the main ones being: reducing labor, material, capital, and asset intensity of production; rational use of natural resources; saving time; and improving product (service) quality.

- 2) Key directions for developing and improving production (service delivery), which include: accelerating innovation activities; increasing the technical and economic level of production (service delivery); improving the structure of production (service delivery); introducing organizational systems to enhance management efficiency; and improving forms and methods of organizing, planning, incentivizing, and structuring labor activities.

- 3) The degree to which factors influencing economic efficiency are incorporated into the production (service delivery) management system, which includes:

- a) Internal (within production/service delivery) factors such as developing new types of products (services); mechanization and automation; introduction of advanced technologies and modern equipment; improved use of raw materials, fuel, and energy; enhancement of management practices; and others.

b) External factors, which include improving the industry structure of service delivery, state economic policy, the formation of market relations and market infrastructure, and other influences.

Such a classification of factors makes it possible to model economic activity and comprehensively identify internal reserves for increasing economic efficiency. In this context, the most important factors for improving the economic efficiency of service enterprises include:

1. Developing the innovative activities of the enterprise, increasing the technical level of service delivery processes (improving their quality), and implementing an effective innovation policy.
2. Improving the structure of capital investment reproduction within the enterprise (prioritizing the reconstruction and technical re-equipment of existing enterprises) and accelerating the development of high-technology production (service delivery).
3. Diversifying and specializing service delivery processes within the enterprise and improving the organization of these processes.
4. Enhancing the efficiency of labor resource utilization in service enterprises and improving the system of employee motivation.
5. Strengthening social and psychological factors within the enterprise, adhering to democratic management principles, developing human capital, increasing employee responsibility and creative initiative, ensuring the comprehensive development of individuals, and enhancing social attention in the development of production (improving general and professional training levels, ensuring safe and healthy working conditions, and developing service culture within the enterprise).

In our view, the main directions for improving the economic efficiency of service enterprises include increasing the volume and quality of services; improving labor productivity; reducing production (service delivery) costs; expanding sales markets; increasing the efficiency of fixed asset utilization; optimizing inventories; strengthening relationships with suppliers; introducing cutting-edge technologies; and applying modern technologies for managing production (service delivery) processes using appropriate software solutions (Figure 1).

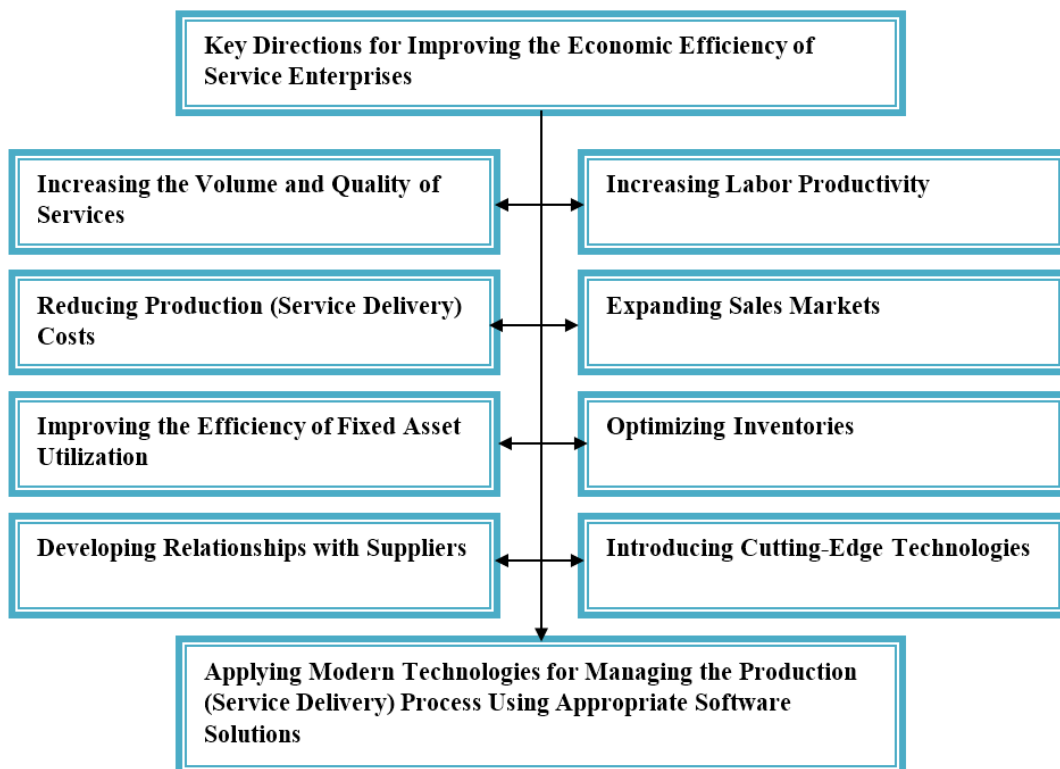


Figure 1. Key Directions for Improving the Economic Efficiency of Service Enterprises

It should be emphasized that today one of the most important factors for increasing economic efficiency in service enterprises is achieving effective enterprise management. There are numerous ways to improve management efficiency. These may relate to leadership, the personal and professional qualities of managers, and elements of managerial activity. Efforts aimed at improving the effectiveness of enterprise management may begin with any element—whichever is most suitable for the enterprise. The only requirement is to account for the interdependence among components of the management system.

The ways to improve enterprise management efficiency are conventionally divided into eight groups:

- improving the enterprise's management structure by simplifying it as much as possible, decentralizing and delegating authority, and defining managerial responsibilities based on qualifications and personal attributes;
- developing a strategy for enterprise development based on analyzing activities, evaluating strengths and weaknesses, and formulating the enterprise's mission and policy;
- designing and implementing an information system that ensures effective communication among employees and departments;
- establishing a system for developing and adopting managerial decisions, defining principles and procedures of management, and implementing an incentive system;
- creating and introducing a continuous development system through employee training, retraining, and enhancing initiative and creativity;
- developing a system, procedure, or algorithm for selecting, training, and evaluating the competencies of managerial staff;
- applying the most effective methods of personnel selection and evaluation, developing an efficient and well-matched workforce, and creating the most favorable socio-psychological environment;
- undertaking measures to build enterprise culture and develop shared values recognized and supported by employees.

Achieving economic efficiency and ensuring sustainable development of service enterprises increasingly depends on employees' ability to maintain enterprise performance. However, before making new managerial decisions that ensure sustainable development, it is necessary to consider potential obstacles that may arise on the path to achieving efficiency. Therefore, when developing effective management technologies, it is extremely important to study the essence of efficiency, examine all indicators of economic efficiency, and understand the difference between economic effect and efficiency.

Improving employee qualifications is a key factor influencing enterprise performance, as it enhances labor potential and operational efficiency—both of which represent the enterprise's capacity to solve assigned tasks under specific organizational and technical conditions.

The labor potential of a service enterprise can be characterized by its structure, which reflects the relationships among the psychophysical, demographic, and other attributes of employee groups. Quantitative indicators of labor potential typically represent total working time.

Achieving economic efficiency in a service enterprise requires identifying the main directions for improving staff performance (Figure 2).

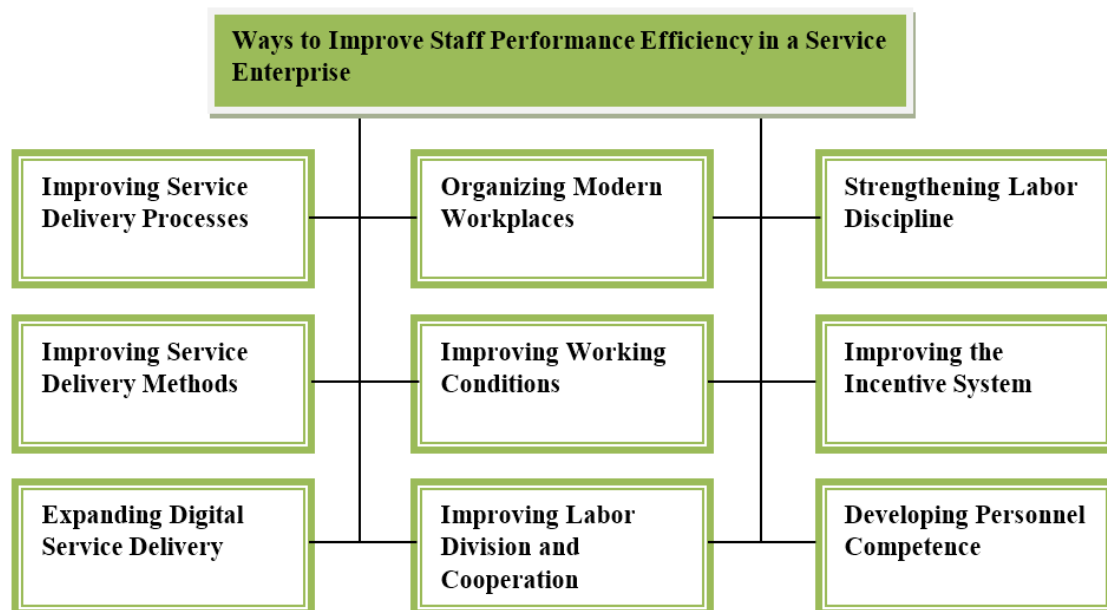


Figure 2. Ways to Improve Staff Performance Efficiency in a Service Enterprise

The status of employees in a service enterprise, their qualifications and professional skills, as well as the ability of hired personnel to optimally solve production (service delivery) problems and generate profit for the enterprise, are directly linked to theoretical approaches and practical methods of working with people. These factors, without doubt, influence the enterprise's efficiency.

High service quality ensures efficient use of material and labor resources, stabilizes the production (service delivery) process, supports economic growth, proportionality, competitiveness, and export potential, and affects the economic efficiency of a specific enterprise.

For consumers, along with product (service) quality, the price of the offered goods is also important. Therefore, entrepreneurs must ensure competitive quality and competitive pricing for their products and services to achieve success.

In our view, effective performance in the service sector essentially means achieving the intended (planned) profit, reducing non-production costs and losses, efficiently using labor tools and labor resources, increasing labor productivity, and improving service quality.

The digital transformation taking place in the economy has significantly changed the ability of service enterprises to influence all factors that increase economic efficiency. This situation is associated with the following structural changes:

- adapting service and operational activities to consumer needs;
- modernizing key sectors of the service industry—trade, transport, information and communication, and financial services—using advanced (digital) technologies;
- adapting to global scientific and technological progress;
- forming a diversified economy based on various forms of ownership (state, private, joint-stock, and collective);
- transforming all forms of economic activity in the sector;
- expanding the export of services through digital technologies, and so on.

The main methods for increasing the efficiency of service enterprise activities include:

- optimizing business processes. This method focuses on analyzing and improving core processes affecting enterprise goals;
- introducing modern technologies and systems. The use of modern information technologies and management systems helps automate and optimize business processes, improve data availability and analytical capabilities, reduce task completion time, and enhance operational accuracy. Implementing enterprise resource planning systems, customer relationship management systems, and other tools helps reduce costs, increase efficiency, and ensure effective communication with customers and partners;
- staff training and professional development. Skilled and motivated employees play a crucial role in improving enterprise performance. Training and development enhance their knowledge and skills, enable adaptation to new technologies and work methods, and foster leadership and creativity;
- improving employee motivation systems. Creating a motivational environment and an effective incentive system helps attract, retain, and encourage qualified staff;
- setting clear goals and monitoring their achievement. Clearly defined goals and systematic monitoring are integral to improving enterprise efficiency. In today's business environment, change is inevitable; therefore, the enterprise must actively manage change processes.

The methods for increasing economic efficiency in service enterprises are interconnected and mutually reinforcing. Their successful implementation requires a systematic approach, adaptation to the specific needs of the enterprise, and continuous monitoring of results.

A combination of these methods allows the enterprise to achieve high economic efficiency and competitiveness in the market. One of the essential aspects of successfully applying methods to improve economic efficiency is leadership and support from top management. Moreover, when choosing and applying methods to increase economic efficiency, it is important to consider the specific characteristics of the sector (industry) and individual enterprise. Each sector has its own characteristics, requirements, and challenges, and approaches to improving economic efficiency must be adapted accordingly.

It should be emphasized that economic efficiency in a service enterprise is a dynamic process. It requires constant renewal and improvement. A company must be prepared for changes in the external environment, ensure intensive internal development, respond to new trends and technologies, and strive for innovation and growth.

Therefore, efficiency methods play a central role in achieving economically effective outcomes. They contribute to process optimization, quality improvement, cost reduction, and enhanced competitiveness. However, applying these methods requires consideration of each enterprise's specific characteristics and readiness for continuous development and changes in the business environment.

## CONCLUSIONS AND SUGGESTIONS

The analysis confirms that improving economic efficiency in service enterprises requires a systemic approach integrating innovation, human capital development, digital transformation, and effective resource

management. Strengthening managerial capabilities, enhancing service quality, and optimizing internal processes create a foundation for sustainable growth and competitiveness in a rapidly changing economic environment. The findings show that enterprises that strategically invest in modern technologies and workforce competence achieve higher productivity and operational stability.

For further sectoral development, it is essential to expand digital service models, improve data-driven decision-making, and support continuous professional training within organizations. Establishing stronger partnerships with suppliers, refining cost management practices, and adopting advanced monitoring tools will enhance operational transparency and efficiency. Encouraging innovation-friendly institutional frameworks and supporting technological integration across service industries will contribute to long-term economic resilience and higher value creation.

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**Proofreader:** Zokir ALIBEKOV

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## 2025. № 12

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