



Innovative development of the activities of services in enterprises



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Abstract: This article analyzes the current problems, modern and innovative mechanisms of economic resource management in services of enterprises. In the conditions when the service sector is taking a leading position in the economy of Uzbekistan, the effective use of economic resources is considered an important factor of competitiveness. The article describes the classification of resources in the service sector, their importance, management mechanisms, practical analysis based on statistics and scientific proposals for solving problems.

Keywords: Service provision, economic resources, management mechanism, human capital, digitalization, innovation, efficiency, economy of Uzbekistan.

Introduction: The role of the service sector in the economy is growing. In the conditions of the new Uzbekistan, special attention is paid to improving the efficiency of service processes in ensuring the sustainable development and competitiveness of services in enterprises. Effective and rational use of resources in the activities of the enterprise is one of the main factors of success. Studies show that in modern conditions, the organization that best manages resources becomes a leader in the business environment. Indeed, the goal of any enterprise is to obtain maximum profit at minimal cost, and to achieve this, the enterprise must fully mobilize all its economic resources and potential. The growth of the share of the service sector in the national economy of Uzbekistan further increases the relevance of resource management issues in this area. Effective use of existing economic resources in service enterprises, the

introduction of modern mechanisms for their management increase the competitiveness of enterprises and create the basis for their sustainable development. Therefore, this article presents the classification of economic resources and their significance, modern methods of resource management, an analysis of the practical situation in Uzbekistan, existing problems and solutions, and concluding scientific proposals on the example of the service sector.

METHOD

Classification and significance of economic resources in the service sector. The concept of economic resources includes all material and intangible assets, opportunities and potential necessary to achieve the goals of the enterprise. In general, economic resources are divided into such components as labor resources (human factor), financial resources (capital and money), material and technical resources (fixed assets, equipment, raw materials) and intellectual and information resources (knowledge, experience, technology, data) at the disposal of the enterprise. Some researchers interpret the resource potential of service enterprises as a set of material and intellectual resources and a set of abilities to effectively manage them. This means that the enterprise should consider not only the resources themselves, but also the experience and skills in their use as its important assets. The role of human resources in the service sector is of particular importance. The quality of services largely depends on the qualifications of employees and their interaction in the service process. Therefore, human resource management (selection, training and motivation of employees) is important in service enterprises. Financial resources are necessary to finance the activities of the enterprise, invest in new technologies and expand services. The material and technical base ensures the implementation of the service process (for example, premises, furniture and equipment for a hotel or restaurant). Information and intellectual resources are of strategic importance in modern service activities, since it is with the help of these resources that market demand is studied, customer base is maintained, and innovative types of services are introduced. All these resources of the enterprise can be collectively called resource potential. According to research, a correct understanding of resource potential, identification of its sources and development of methods for their effective use serve as the foundation for the long-term strategic development of the enterprise. Rational management of a set of resources helps to increase the competitiveness of an enterprise, flexibly respond to market changes and meet customer needs at a high

level. Therefore, the correct classification of economic resources in the service sector and an understanding of the importance of each type serve as an important theoretical and practical basis for enterprises. Modern and innovative mechanisms of economic resource. In services of enterprises, the mechanism of resource management is understood as a system of methods, tools and organizational and economic measures that ensure the effective use of resources. In modern management practice, resource management includes several main functions: planning, distribution, control and monitoring. Through a comprehensive approach, an enterprise can optimally combine the resources at its disposal and quickly adapt to changing market conditions. Economic flexibility (adaptability) in resource management is of great importance, which allows it to redistribute resources and take advantage of new opportunities in uncertain external conditions. Today, the following modern approaches and mechanisms are widely used in the management of economic resources in enterprises:

- Strategic planning and resource allocation: Enterprises develop long-term strategic plans to achieve their goals and objectives. In the process of strategic planning, existing resources are analyzed and resources are allocated to priority areas. For example, before expanding the service network or introducing new types of services, the necessary financial and labor resources are calculated. Planning allows the enterprise to use resources for the most important areas and prevent unnecessary expenses.
- Use of information and communication technologies: Digital technologies have become an integral part of the resource management mechanism. Service enterprises are automating the accounting and analysis of resources by introducing special software - ERP systems (Enterprise Resource Planning), CRM programs (Customer Relationship Management) and other information systems. For example, modern hotel or transport service enterprises have the ability to monitor financial indicators, employee work schedules, and material movements in real time. The introduction of new technologies increases quality and efficiency by modernizing the service sector.
- Modern human resource management: "Human capital" is considered the most important resource in the service sector. Modern mechanisms use advanced methods of personnel management: regular training and advanced training of employees, improvement of motivation and incentive systems, assessment of labor efficiency, etc. For example, many service enterprises are introducing service quality standards and conducting training for employees on the culture of service. These methods contribute to more efficient use

of labor resources and increased customer satisfaction.

•Financial management and cost management: As a modern basis for the mechanism of financial resource management in the enterprise, methods such as budgeting, cost analysis, and monitoring of profit standards are being introduced. Service enterprises assess profitability by separately considering income and expenses for each type of service. This approach helps to determine in which areas more resources should be attracted and in which processes savings should be made. For example, an enterprise providing telecommunications services can reduce costs in the future and improve the quality of service by investing in the modernization of networks.

•Innovative management and process improvement: Innovative mechanisms for resource management are gaining ground in the service sector. Lean management principles are being applied to service processes, eliminating unnecessary work that does not create added value. Through business process redesign (BPR), excessive bureaucracy and inefficient stages in service provision are being reduced, saving resources. Also, the practice of outsourcing some non-core functions is also helping to optimize resources. All this

allows the enterprise to direct its internal resources to the most necessary areas and increase efficiency.

RESULTS

The combination of the above mechanisms creates a solid foundation for enterprises to manage their economic resources in line with the requirements of the times and achieve success in market conditions. At a time when the competitive environment is intensifying, the use of new approaches to resource management is a source of strategic advantage, especially for service enterprises. Analysis of the service sector in Uzbekistan (with statistical data) The service sector occupies a leading position in the structure of the economy of Uzbekistan. In recent years, the share of services in the country's gross domestic product (GDP) has increased significantly. For example, in 2023, the service sector accounted for about 43.9% of GDP, surpassing industry (23.5%), agriculture (20.6%) and construction (7.1%). This indicator indicates that the service sector has become the "pillar" of the Uzbek economy. The share of the service sector in GDP gradually increased from 41% in 2010 to 44% in 2022, and in 2024 this share reached a level higher than 47%. This growth rate clearly confirms the attention paid to the service sector and its role in the economy.

Figure 1. Share of the services sector in the economy of Uzbekistan in 2010–2024 (% GDP).

Year	services sector %	Industry %	Agriculture %	Construction%
2010	41	24	21	7
2015	42.1	23.8	20.1	7.6
2020	43	23.2	20	7.3
2022	44.4	23.3	20.2	7.5
2023	43.9	23.5	20.6	7.1
2024	47	22.1	19.3	6.7

As can be seen from Figure 1 above, the contribution of the services sector to GDP is increasing year by year. In particular, between 2010 and 2022, the share increased slightly, but in 2024 a significant increase was observed. This, on the one hand, indicates the expansion of the role of services in the economy, but on the other hand, it also indicates the existence of untapped potential in this sector. The share of the services sector not only in GDP, but also in employment is high. During the period of independence, that is, from 1991 to 2022, the share of those employed in the services sector in Uzbekistan increased from 37% to 50%. Today, one in two workers in the country works in the service sector, which is an

indicator that fully compensates for the decrease in employment in the agricultural sector. Thus, the service sector is gaining strategic importance not only in terms of increasing GDP, but also in terms of creating new jobs and ensuring employment of the population. The growth rates of the service sector are also high: in 2023, real GDP growth amounted to 6.3%, and its main driver was the rapidly developing services sector. By 2024, economic growth is expected to be around 6%, and this indicator is one of the highest in Central Asia and the European region. The increasing share of services in GDP and high growth rates indicate that the country's economic structure is undergoing a process of transformation into a service economy. At the same time, analyses show that there are a number of

problems and trends in the services sector. First of all, high-value-added, innovative services are not yet well developed in the sector. According to a World Bank report, about 60% of employment in the services sector in Uzbekistan is in low-skilled services such as retail, catering, and transport. In these sectors, labor productivity growth is limited in 2017–2022, and economic efficiency remains relatively low. In contrast, highly skilled services - such as information technology (ICT), financial services, professional consulting, and engineering - account for only 4% of employment. However, it has been found that such knowledge-intensive services have twice as high labor productivity as industry. Thus, the potential of the services sector in Uzbekistan has not yet been fully utilized - the main employment is concentrated in low-efficiency segments, and high-value-added segments account for a very small share. Another noteworthy aspect is that 77% of new jobs created in the services sector in 2017–2022 were in social services (healthcare, education, etc.) financed from the state budget. That is, jobs in the sector increased mainly due to state spending, and not at the expense of the private sector. This indicates that there are still tasks ahead in the service sector, such as fully utilizing the resource potential of private business, introducing innovations, and achieving high efficiency. In recent years, Uzbekistan has been implementing a number of reforms to develop the service sector. In particular, special attention is paid to market liberalization, supporting private initiative, and developing the digital economy. For example, programs such as "One Million Uzbek Programmers" are being implemented at the initiative of the head of state, and training in the ICT sector is being strengthened. Measures such as improving transport and logistics infrastructure and expanding the Internet network are also having a positive impact on the development of services. In the future, the main goal is to further increase the share of the service sector in the gross added value and, most importantly, improve its internal structure (i.e., increase the share of high-tech, innovative services).

DISCUSSIONS

Based on the above analysis, it can be determined that there are a number of problems related to the management of economic resources in service enterprises. The main problems are as follows:

- Low efficiency of resource use: Many service enterprises are unable to fully utilize their existing resources. For example, the efficiency of labor resources is low in some areas, and the qualifications and motivation of employees are insufficient. Material resources are outdated or technologically updated, and financial resources are limited. As a result, the

quality and productivity of services are not as high as expected.

- Insufficiently formed resource management system: Especially in small and medium-sized service enterprises, there is no scientifically based system of resource planning and control. Cost-benefit analysis is often not conducted regularly, and there is a lack of coherence between the strategic plan and the actual budget. This leads to waste or misallocation of resources.

- Human capital and personnel issues: Many sectors in the service sector are experiencing a shortage of qualified personnel. Due to low salaries and limited growth opportunities, highly qualified specialists may leave for other sectors or abroad. Systems for training, upgrading and retaining employees are not sufficiently developed.

- Weakness in innovative activity: Service enterprises spend little on innovation, the introduction of new technologies and diversification of service types are slow. This reduces competitiveness in the market and limits the efficiency of resource use. For example, many service enterprises still rely on manual management methods instead of automating work processes.

- Market infrastructure and environmental issues: The limited competitive environment in some segments of the services sector also affects the efficiency of resource use. Private initiatives may be limited in areas with high monopoly or state participation. In addition, many service enterprises cannot expand their resource base due to limited access to financial resources (loans, investments). A number of solutions and proposals can be put forward to address these problems:

- Improving the resource management system: Each service enterprise should implement a clear strategy and regulations for managing economic resources. To do this, it is necessary to regularly conduct resource audits at the enterprise level, identify strengths and weaknesses, and take appropriate measures. It is recommended to adopt the country's long-term development strategy as a guideline for the formation of the enterprise's resource potential. This will ensure that enterprise development plans are in line with the needs of the state and society.

- Effective use of existing resources and attraction of new resources: The enterprise must constantly monitor its internal capabilities and opportunities in the external environment. To do this, it is necessary to systematically monitor the needs of society and the market, the activities of competitors and the internal potential of the enterprise. Based on the results of monitoring, the enterprise can redistribute existing resources, activate unused "passive" resources, or reduce unnecessary

costs. At the same time, it is necessary to attract new resources that are suitable for the market (for example, in the form of new technology or qualified specialists) in a timely manner.

• Updating the resource base and increasing flexibility: Service enterprises need to update and modernize the resources that have been attracted and are temporarily unused in a timely manner. For example, replacing outdated equipment with more modern ones, constantly updating the knowledge and skills of employees, etc. In this regard, it is important to plan in advance using political, economic and social forecasting tools. If measures are taken in advance to update and adapt resources, the enterprise will be ready for market changes and will not lag behind the competition.

• Increasing investment in human capital: Improving personnel skills is one of the most effective investments for service enterprises. Enterprises should send their employees to continuous training, advanced training courses, and trainings and allocate funds for this. Measures should also be taken to retain talented employees in the industry through salaries, bonuses, and other incentive mechanisms. This solution will lead to an increase in the quality of services and customer satisfaction, and as a result, to an increase in the company's income.

• Innovative activities and digitalization: Enterprises should focus on financing innovative projects, cooperating with startups, and supporting research and development. The introduction of mobile applications, online platforms, and remote service technologies suitable for the service sector is one of the most effective solutions today. For example, by creating online booking systems in the tourism sector or introducing remote service platforms in the education sector, resources can be used economically and coverage can be expanded. As a result of digitalization, the operating costs of the enterprise are reduced, errors caused by the human factor are reduced, and the speed of service delivery is increased.

• Improving the market environment and supporting infrastructure: It is necessary to create a level playing field for enterprises in the service sector, reduce state monopolies, and stimulate private sector activity. To this end, it is important to continue reforms to liberalize the services market at the government level. In particular, competition can be increased by easing restrictions on cross-border services and reducing state participation in some areas, such as telecommunications. In addition, to facilitate the use of financial resources, preferential loans and venture financing mechanisms can be introduced for service

enterprises. Another important solution is to develop infrastructure in the service sector: improving the quality and coverage of the Internet, making logistics services affordable and convenient, improving the infrastructure of urban transport and tourism facilities. According to World Bank estimates, as a result of reforms and investments in these areas, Uzbekistan's GDP could grow by an additional 17%, while financial, telecommunications and insurance services are projected to expand by 23%, 39% and 45%, respectively. Thus, solutions to improve the market environment will have a significant positive impact not only on individual enterprises, but also on overall economic growth. If the solutions described above are implemented comprehensively, the efficiency of using economic resources in service enterprises will increase, and the contribution of the sector to the economy will increase. Most importantly, the competitiveness and sustainability of enterprises will increase, which will contribute to the innovative development of the economy.

CONCLUSIONS

Summarizing the above analysis and discussion, we can draw the following conclusions:

1. Effective resource management in the service sector is a pressing issue. The service sector has become the leading sector of the Uzbekistani economy, providing almost half of GDP. In this context, proper management of economic resources of service enterprises is important not only for their own activities, but also for the development of the entire economy. Rational use of resources ensures the competitiveness of enterprises and increases the efficiency of service processes.
2. The composition and significance of economic resources of service enterprises have been determined. Labor, financial, material and intellectual resources constitute the resource potential of the enterprise. Human resources are a decisive factor in the quality of services, and financial and material resources are the basis of the infrastructure and process of providing services. Information and innovative resources serve the development of modern services. Research shows that managing all types of resources of the enterprise as a single potential provides a strategic advantage.
3. It is necessary to introduce modern mechanisms for resource management. Mechanisms such as strategic planning, the use of information technologies, human resource development, financial management and innovative management should be widely used in service enterprises. New technologies and management methods increase the efficiency of resource use, reduce costs and improve the quality of services. This will help the enterprise to fully realize its potential and adapt to

market changes.

4. The experience of Uzbekistan shows that, although the share and importance of the service sector is increasing, its internal structure needs to be improved. The latest statistics confirm that the service sector is the locomotive of the economy: it makes the largest contribution to GDP growth, and more than half of employment falls on this sector. At the same time, problems such as a high share of low-efficiency services, a lack of high-tech services, and low innovative activity have been identified. Solving these problems is a prerequisite for bringing the service economy to a new level. Based on the above conclusions, the following scientific proposals were formulated within the framework of the article:

Scientific proposal 1. Introduction of a complex resource management system in service enterprises. In this case, an integrated model of planning, distribution, and control of all types of resources of the enterprise should be developed, considering them as a single system. For example, an enterprise can create a "Single Resource Management Platform" and monitor the movement of financial, material and labor resources in real time through it. This approach increases resource efficiency and reduces waste.

Scientific proposal 2. Increasing personnel potential and encouraging innovative ideas. It is proposed to increase investments in human capital in the service sector. It is advisable to develop personnel training programs based on a scientific approach, establish training centers and incubators. It is also necessary to create a system for encouraging innovative proposals from employees in each service enterprise - this will stimulate the emergence of innovations from within the enterprise.

Scientific proposal 3. Prognostic plan for updating financial and technical resources. Enterprises need to introduce a forecast system that will assess in advance the risk of obsolescence and depreciation of their financial and material resources. Using a scientifically based model, the service life of fixed assets and technologies, their renewal frequency are determined, and investment plans are drawn up to update them when necessary. This proposal serves to constantly keep the enterprise's resource base up-to-date.

Scientific proposal 4. Using the public-private partnership (PPP) model in the development of the service sector. Scientific research shows that PPP can be an effective model for the development of certain types of services that require infrastructure. For example, in areas such as tourism, logistics, and education, it is possible to implement large-scale projects, form the necessary infrastructure, and

improve the quality of services by combining public and private sector resources. Therefore, it is proposed to increase the number of PPP projects and develop criteria for their selection on a scientific basis.

Scientific proposal 5. Creating a digital ecosystem in the service sector. This proposal involves the integration of digital platforms, databases, and networks. Based on a scientific approach, it is possible to develop a single Digital Service Hub concept that connects different areas of service provision. Through this platform, for example, logistics companies, payment systems, marketing services and other entities will be able to exchange information and cooperate. As a result, resources (time, information) will be saved, and service processes will be accelerated and simplified. By implementing the above scientific proposals into practice, it will be possible to raise the mechanism of economic resource management in service enterprises to a new level. This, in turn, will further increase the contribution of the service sector to the country's economic development. In conclusion, it can be said that effective resource management in service enterprises is a guarantee of competitiveness and innovative development. Therefore, the continuation of systematic scientific research and practical activities in this area will be of great importance both theoretically and practically.

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