



**Ilmiy amaliy
jurnal
№ 5 (7)
2026**

**YANGI
O'ZBEKISTON
IQTISODIYOTI**

“YANGI O‘ZBEKISTON IQTISODIYOTI” *jurnali* 5-son 2026 yil

**O‘ZBEKISTON RESPUBLIKASI
OLIIY TA’LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

**MIRZO ULUG‘BEK NOMIDAGI
O‘ZBEKISTON MILLIY UNIVERSITETI**

YANGI O‘ZBEKISTON IQTISODIYOTI

5

ISBN 978-9943-5256-3-4

Toshkent – 2026

MUNDARIJA

Minojiddinov A.A. Meva-sabzavot tarmog‘i korxonalarini boshqarishda tashkiliy-iqtisodiy mexanizmlarni takomillashtirish yo‘llari	8
Mirzayev A.T., Dilnozaxon M. O‘zbekistonda turizm marketingi samaradorligini baholash va uni takomillashtirishning integratsiyalashgan mexanizmi.....	12
Shavkatov A.Sh. O‘zbekistonda kichik biznes rivojlanishining institutsional va makroiqtisodiy asoslari.....	16
Махаммаджанов М.М. Инновационная трансформация банковского сектора Узбекистана: общесистемные тенденции и финансовые результаты.....	20
Sativaldiyeva G.X. IFRS 16 “Ijara” xalqaro standartiga muvofiq ijara hisobidagi o‘zgarishlar.....	24
Ismailov X.M. Aloqa korxonalari moliyaviy barqarorligini ta‘minlash metodologiyasini takomillashtirish masalalari.....	28
Yusubov I.I. Mintaqada iqtisodiyotni barqarorlashtirishda raqamli xizmatlarning rivojlanishi.....	32
Saidaxmedov N.X. Paxta-to‘qimachilik klasterlari faoiyatini shakllanishi va rivojlanishining zamonaviy nazariyalari.....	35
Istamqulov D.Q., Danyarova F.B. Milliy iqtisodiyotga xorijiy investitsiyalarni jalb qilishni takomillashtirish yo‘llari.....	40
Aipova I.I. Resurs samaradorligini baholashning nazariy usullari va ko‘rsatkichlari.....	43
Mirzaraximova A.A. Tijorat banklari tomonidan aloqa sohasini moliyalashtirish samaradorligini oshirish yo‘llari.....	49
Xalmirzaev A.A. Yer va suv resurslaridan samarali foydalanishda hududiy ixtisoslashuvning ahamiyati va iqtisodiy samaradorligi.....	53
Sidikov Z.A. Sirdaryo viloyatida sanoatlashtirish jarayonining hududiy ijtimoiy-iqtisodiy rivojlanishga ta‘siri.....	59
Usmanova N.Y. Raqamli iqtisodiyotda menejment qarorlarini qabul qilishda innovatsion texnologiyalarning roli.....	63
Ergashev R.X., Rajabaliyeva I.A. Transport-logistika infratuzilmasini raqamli texnologiyalar asosida rivojlantirish va uning samaradorligini oshirish.....	67
Raximova D.S. Barqaror restoran amaliyotlari: oziq-ovqat chiqindilarini kamaytirish va qayta ishlashning innovatsion yondashuvlari.....	70
Narzullayeva X.A. Investitsiya muhiti jozibadorligini oshirishning xalqaro tajribalari.....	76
Muxitdinov Sh.Z. Kichik agrobiznes subyektlarida mahsulotlar eksportini rivojlantirishga ta‘sir etuvchi omillar.....	84
No‘monov O.O‘. Agrotadbirkorlik subyektlarining eksport salohiyatiga ta‘sir etuvchi makroiqtisodiy va mikroiqtisodiy omillarni kompleks baholash.....	88
Yeshimbetov U.X. O‘zbekistonda qishloq xo‘jaligini barqaror rivojlantirishda tashkiliy-iqtisodiy mexanizmlarini takomillashtirish.....	92
Raximova K.N. Tadbirkorlik sharoitida yashil biznesni tashkil etish va rivojlantirishining o‘ziga xos xususiyatlari	97
Хошимов П.З., Тўрахожайев Х.Х. Ислоний банкларнинг ишлаш тамойиллари ва ислон молия тизимининг Ўзбекистон иқтисодиётига таъбиқи.....	100
Sattarov R.A. An integrated methodological framework for evaluating and forecasting interregional economic cooperation: an input-output approach (evidence from Uzbekistan).....	107
Farmanov J.Z. Mintaqada asalarichilik ekotizimining tamoyillari va ekologik-geografik xususiyatlarini takomillashtirish	111
Qurbonov A.B. Janubiy iqtisodiy rayonda qishloq xo‘jaligi orxonlarining tarkibiy o‘zgarishi va agrar kooperatsiyani rivojlantirish yo‘nalishlari.....	114
Тоштемиров Т.Т. Ўзбекистонда кичик тадбиркорлик субъектлари фаолиятини кенгайтиришда солиқ механизмларидан фойдаланиш масалалари.....	119
Arziyev M.A. O‘zbekiston iqtisodiyotini transformatsiyalash sharoitida oilaviy tadbirkorlikni rivjlantirishning ustuvor yo‘nalishlari.....	122
Maxkamova S.Sh. Ekologik innovatsiyalar orqali yerni oqilona boshqarishning tashkiliy va iqtisodiy mexanizmini takomillashtirish.....	127
Olimova N.X. Yashil moliyalashtirishning rivojlanish tendensiyalari hamda hozirgi amaliyoti: milliy kontekst	137
Zaylobitdinova H.X. Davlat oliy ta‘lim muassasalarining tijorat faoliyatini samarali boshqarish strategiyalari.....	141
Komilov A.I. Evolution of the catering industry in the context of digital technologies.....	145

“YANGI O‘ZBEKISTON IQTISODIYOTI” *jurnali* 5-son 2026 yil

Sotvoldiyev N.N. Mamlakatimizda yashil iqtisodiyotni rivojlantirishda mehnat bozoriga ta'sir etuvchi omillar.....	149
O'rinov A.A. Sanoat tarmoqlarining investitsion imkoniyatlarini barqarorlik indikatorlari asosida boshqarish mexanizmlari.....	154
Ahmadaliyeva R.A. O'zbekistonda xufyona iqtisodiyotga qarshi kurashish samaradorligi.....	158
Uzganbayeva D.T., Alimova Sh.F. The role of investment strategies in transforming small business entities into large corporate structures.....	162
Goziyev M.Sh., Abdufattoyeva M. Sun'iy intellekt asosida iqtisodiy qarorlar qabul qilish samaradorligini oshirish.....	167
Qobilov H., Uzganbayeva D.T. O'zbekiston iqtisodiyotida xususiy tadbirkorlikning ro'li: so'nggi yillardagi islohotlar sharoitida iqtisodiy o'sish va bandlikka qo'shayotgan hissi.....	170
Sotiboldiyeva R., Uzganbayeva D.T. O'zbekistonda xotin-qizlar tadbirkorligini rivojlantirishda moliyaviy qo'llab-quvvatlash mexanizmlarining ahamiyati.....	174
Маматкулов З.Ш. Хизмат кўрсатиш фаолиятининг шакллантириш ва бошқаришда хориж тажрибаларидан самарали фойдаланишнинг инновацион йўналишлари.....	179
Shamsiddinov P., Uzganbayeva D.T. Iqtisodiyotning raqamlashtirishning afzaliklari va uning oqibatlari.....	185
Qosimov A.S. Jizzax viloyati mahallalarining qayta nomlanishi va demografik jarayonlar va iqtisodiy samaradorlik ko'rsatkichlari.....	189
Qodirov A., Tulaganov E.J., Berdimurodov U.S. Inson kapitalini kapitalizatsiya qilish va samaradorligini oshirish.....	192
Saidkarimova M.I., Sobirov O.A. Sanoat korxonalarining raqobatbardoshligini oshirish yo'llari.....	199
Saidova M.J. Sanoat transformatsiyasi sharoitida kichik biznes va tadbirkorlikning o'rni (Andijon viloyati misolida)	203
Юсупов А.С., Пардаев Х.Ф. Динамическое управление международным портфелем акций: механизмы ребалансировки и преимущества глобальной диверсификации в условиях волатильности валютных рынков.....	206
Burxonov J.X., Soliyev I.I. Mehnat bozorini tartibga solishda innovatsion yondashuvlarning xorij tajribasi tahlili.....	213
Xaitbaev J.O. Mintaqa iqtisodiyotini barqarorligini ta'minlashda suv resurslaridan foydalanishning ko'p omilli ekonometrik modellari.....	217
Saidov U.S. Kichik tadbirkorlik subyektlarida ekologik innovatsiyalarni rag'batlantirishning moliyaviy yo'nalishlari.....	221
Nurmaxanmadov N.B. Iqtisodiyotning ekologiyaga ta'sir moyilligining oshib borishi muammosi.....	224
Xudayberdiyev K. Davlat xaridlarida elektron platformalar faoliyatini optimallashtirishda sun'iy intellektga asoslangan moderatsiya mexanizmlarining roli.....	230
Xolxo'jayev E.G'. Davlat xaridini tashkil etishda elektron savdolardan foydalanish samaradorligi hamda imkoniyatlari tahlili.	234
Rustamova F.A. Qishloq joylarda tadbirkorlik subyektlarining iqtisodiy samaradorligini baholash va uni oshirishning tashkiliy-iqtisodiy mexanizmlari.....	238
Ikromov A. Iqtisodiy jarayonlarni ekonometrik modellashtirishda integro-differensial tenglamalarning o'rni va ularni tadqiq etish.....	241
Sarimsakov B.R., Usmonov J.Q. Xorijiy mamlakatlarda inson kapitalidan qishloq xo'jaligi ishlab chiqarishida samarali foydalanish tajribalari.....	245
Maraimov I.R. O'zbekistonda kambag'allikni kamaytirish va aholi turmush farovonligini oshirish.....	251
Yusupov Sh.B. Xorazm viloyatida sanoat korxonalarining iqtisodiy samaradorligini baholash va oshirish yo'llari: 2020–2025 yillar tahlili va 2030 yilga prognoz.....	256
Chintemirova D.Sh. Hududlar kesimida kichik biznes va xususiy tadbirkorlik faoliyatining rivojlanish tendensiyalari.....	260
Xusanova Z.R. Ayollar tadbirkorligini rivojlantirishning samaradorlik ko'rsatkichlari va unga ta'sir ko'rsatuvchi omillar.....	265
Tajiboyev S.O., Gulimboyev S.I. Moliyaviy siyosatning investitsiya muhitiga ta'siri.....	270
Tajiboyev S.O. G'aznachilikda to'lovlarni amalga oshirish.....	275
Xaydarov M., Baxtiyorov I. Innovatsion iqtisodiyot g'oyalari va ularni oliy ta'lim tizimi orqali qo'llashning nazariy asoslari.....	279
Ким Т.В., «Зарубежный опыт развития циркулярной экономики и её роль в формировании ресурсосберегающей модели экономического развития».....	286

“YANGI O‘ZBEKISTON IQTISODIYOTI” *jurnali* 5-son 2026 yil

Saydullayeva R.U. Analysis of financial efficiency and profitability in the green economy: the role of IAS and IFRS standards.....	292
Galatov A.A., Karimova G.A. O‘zbekistonda Islomiy moliyaviy xizmatlar ko‘rsatuvchi nobank tashkilotlar faoliyati va strategik boshqaruv tizimining tahlili.....	296
Tursunov F.U. Oliy ta‘lim sifati monitoringini takomillashtirish mexanizmlarini rivojlantirishning zamonaviy yondashuvlari... ..	300
Yakhshiboev R.E. Retrieval-augmented generative AI for smart learning content.....	303
Ergashev S.A. Sanoat korxonalarini barqaror rivojlantirish mexanizmlarini takomillashtirish: ilmiy-nazariy va amaliy asoslar.....	307
Абдуллаева Р.Ғ., Тажибаева Н.Ф. Ўзбекистон иқтисодиётида инвестицияларнинг устувор йўналишлари ва ривожланиш истиқболлари.....	311
Sayfullayev J. Why organizations struggle to implement green management practices: key barriers and practical solutions.....	316
Sirojiddinov K.I. Korxonaning raqobatbardoshligini baholash usullari.....	319
Ibraximov X.S. Mintaqalarda tadbirkorlik muhitini shakllantirishda kichik biznesni davlat tomonidan qo‘llab-quvvatlashning o‘rni va mexanizmlari.....	324
Tajibayev K.Q. Farg‘ona vodiysida kichik biznes sub’ektlari raqobatbardoshligini oshirishning metodologik asoslari.....	328
Abdulxakimov Z.T. Barqaror rivojlanish evolyusiyasi va tarkibiy qismlari masalalari.....	332
Pazilidinov M.M. Kichik biznes va xususiy tadbirkorlikni rivojlantirishda xorijiy mamlakatlarning raqamlashtirish tajribasi.....	337
Жураева М.З., Ахмедов Р.М. Экосистема применения системного подхода в менеджменте транспортной инфраструктуры.....	341
Ахмедов Р.М. Основные требования к разработке системного подхода в менеджменте дорожного хозяйства Республики Узбекистан.....	348
Mamasiddiqova F.X. Qishloq xo‘jaligida mahallalar ixtisosligi: nazariy asoslar, regional tahlil va rivojlantirish istiqbollari.....	353
To‘rayev A.A. Mehnat bozorini texnologik transformatsiyalash sharoitida ishchi kuchi raqobatbardoshligini oshirish mexanizmlari.	358
Солиев И.И. Концептуальные основы институциональной автономии вузов в условиях модернизации системы образования Узбекистана.....	362
Xasanov S.Q. Sanoat korxonalarini rivojlantirishda modernizatsiya va klaster yondashuvining o‘rni.....	365
Murodov A. Aholining real pul daromadlarini va xarid qobiliyatini oshirishning nazariy asoslari.....	369
Карабаев Р.З. Искусственный интеллект в цифровой экономике Узбекистана.....	374
Rasulova Sh.A. Bozor iqtisodiyotida monopoliyaning mohiyati, shakllari va uning O‘zbekiston iqtisodiyotiga ta‘siri.....	378
Salimov A.F., Rasulova Sh.A. Bozor muvozanati va unga ta‘sir ko‘rsatuvchi omillar.....	381
Sattarova G.X. O‘zbekiston logistika bozorida yuk tashish xavflarini sug‘urta orqali kamaytirishning iqtisodiy samaradorligi.....	385
Муродхўжаева Ф.М. Маҳаллий саноатни шакллантиришда кластер ёндашуви ва 2030 йилгача трансформациянинг прогноз параметрлари (Наманган вилояти мисолида).....	389
Yoqubjonov R.R. Kichik biznes mahsulotlari raqobatbardoshligini oshirishda innovatsion yondashuvlar.....	396
Nasritdinov B.X. Risklarni integral baholash kichik biznesda moslashuvchan boshqaruv tizimi asbobi sifatida	400
Abdurazzoqov H.A. O‘zbekistonda yashil iqtisodiyotga o‘tish jarayonining hozirgi holati va tendentsiyalari.....	406
Turgunov M.M., Soliyev I.I. Milliy innovatsion tizim samaradorligini oshirishning strategik yo‘nalishlari.....	411
Kuzimuratova D.M. O‘zbekiston Respublikasida tijorat banklarining investitsiya faoliyatini rivojlantirish va takomillashtirish.....	414
Soyibjonov I.S. Kichik biznes va tadbirkorlik subyektlarini yashil iqtisodiyot tamoyillari asosida rivojlantirish.....	419
Axmadjanov I.I. Shaharlar va shahar aglomeratsiyalari mintaqalar va mamlakatlar ijtimoiy-iqtisodiy rivojlanishining drayveri.....	423
Odinayev G‘.J. Nogironligi bo‘lgan aholi qatlamini strategik sohalarda band qilish loyihalari.....	427
Abduvahobov V.B. Jinoiy daromadlarni legallashtirishga qarshi kurashishning global standartlari va O‘zbekiston tajribasi: kompleks tahlil.....	430
Қўзиева Н.Н. Билвосита солиқларнинг шаклланиши ва ривожланиб бориши.....	435

WHY ORGANIZATIONS STRUGGLE TO IMPLEMENT GREEN MANAGEMENT PRACTICES: KEY BARRIERS AND PRACTICAL SOLUTIONS

NIMA UCHUN TASHKILOTLAR YASHIL BOSHQARUV AMALIYOTLARINI JORIY ETISHDA QIYNALADILAR: ASOSIY TO‘SIQLAR VA AMALIY YECHIMLAR

ПОЧЕМУ ОРГАНИЗАЦИЯМ СЛОЖНО ВНЕДРЯТЬ ПРИНЦИПЫ «ЗЕЛЕНОГО» МЕНЕДЖМЕНТА: ОСНОВНЫЕ БАРЬЕРЫ И ПРАКТИЧЕСКИЕ РЕШЕНИЯ

Sayfullayev Javohir

The Yangiyer branch of the Tashkent Institute of Chemical Technology

Abstract

In recent years, increasing environmental concerns and sustainability pressures have significantly reshaped organizational management practices worldwide. In developing countries, including Uzbekistan, the effective implementation of green management practices has become a critical factor influencing organizational sustainability, environmental performance, and long-term competitiveness. This article examines the key factors affecting the adoption and implementation of green management practices, using empirical and econometric analysis.

Keywords: green management practices, sustainability, influencing factors, organizational performance, econometric analysis, regression model, correlation analysis.

So‘nggi yillarda atrof-muhitga oid tashvishlar va barqarorlikka oid bosimning ortishi butun dunyo bo‘ylab tashkiliy boshqaruv amaliyotini sezilarli darajada o‘zgartirdi. Rivojlanayotgan mamlakatlarda, jumladan, O‘zbekistonda yashil boshqaruv amaliyotini samarali joriy etish tashkilotning barqarorligi, ekologik ko‘rsatkichlari va uzoq muddatli raqobatbardoshligiga ta’sir qiluvchi muhim omilga aylandi. Ushbu maqolada empirik va ekonometrik tahlil yordamida yashil boshqaruv amaliyotini qabul qilish va joriy etishga ta’sir qiluvchi asosiy omillar ko‘rib chiqiladi.

Kalit so‘zlar: yashil boshqaruv amaliyotlari, barqarorlik, ta’sir etuvchi omillar, tashkiliy ko‘rsatkichlar, ekonometrik tahlil, regressiya modeli, korrelyatsiya tahlili.

В последние годы растущая обеспокоенность состоянием окружающей среды и давление со стороны требований устойчивого развития существенно изменили практику управления организациями во всем мире. В развивающихся странах, включая Узбекистан, эффективное внедрение экологически ответственных методов управления стало критически важным фактором, влияющим на устойчивость организаций, их экологические показатели и долгосрочную конкурентоспособность. В данной статье с помощью эмпирического и эконометрического анализа рассматриваются ключевые факторы, влияющие на внедрение экологически ответственных методов управления.

Ключевые слова: экологически ответственные методы управления, устойчивость, влияющие факторы, организационная эффективность, эконометрический анализ, регрессионная модель, корреляционный анализ.

In the context of globalization and growing environmental challenges, green management practices have become an essential component of sustainable economic development. Increasing pressure from climate change, resource scarcity, and environmental degradation has encouraged organizations to reconsider traditional management approaches and adopt environmentally responsible strategies.

Despite growing institutional support, the practical implementation of green management practices remains uneven. Many organizations face challenges related to limited financial resources,

insufficient managerial commitment, lack of employee awareness, and inadequate technological capabilities. In some cases, environmental initiatives are perceived as cost-intensive rather than value-creating, which slows down their adoption. Consequently, the actual economic and operational impacts of green management practices have not yet been sufficiently explored through empirical research, particularly in developing economies.

The issue of factors influencing the implementation of green management practices has been widely examined in international academic literature in recent years. Many scholars consider green management not only as an environmental responsibility but also as a strategic approach that enhances organizational efficiency, competitiveness, and long-term sustainability.

Aragón-Correa and Sharma argue that proactive environmental strategies are largely shaped by internal organizational capabilities and managerial commitment [1]. According to their findings, leadership support and strategic orientation toward sustainability play a decisive role in determining whether green management practices are successfully implemented. Their research highlights that firms with environmentally proactive managers are more likely to integrate green practices into their core operations.

Studies conducted by the OECD further support this perspective. OECD reports indicate that organizations adopting green management practices demonstrate improved resource efficiency, higher productivity, and stronger financial performance compared to firms relying on traditional management approaches [2]. The reports also emphasize that environmental regulations and institutional pressure act as significant external drivers encouraging firms to adopt sustainable management practices.

Research by Zhu and Sarkis focuses on the role of technological and organizational factors in green practice adoption [3]. Their empirical findings suggest that technological readiness, employee involvement, and collaboration with supply chain partners significantly influence the effectiveness of green management initiatives.

Several studies have examined green management practices in the context of developing economies. For instance, Darnall, Henriques, and Sadorsky highlight that financial constraints, limited access to green technologies, and low environmental awareness remain major barriers to implementation in developing countries [4].

Empirical evidence from Asian economies further demonstrates the economic and environmental benefits of green management. Research conducted in China and Southeast Asia shows that firms implementing green management practices experience improvements in operational efficiency, cost reduction, and corporate reputation [5]. World Bank publications also confirm that sustainable management practices contribute positively to employment, environmental quality, and regional economic development [6].

Despite the growing body of literature, several studies point out persistent challenges associated with green management implementation. Limited financial resources, weak enforcement of environmental regulations, and insufficient managerial expertise are frequently cited as key constraints [7]. These challenges are particularly pronounced among small and medium-sized enterprises, highlighting the need for context-specific empirical research.

This study employs econometric analysis to examine the factors influencing the implementation of green management practices in organizations operating in Uzbekistan. The analysis is based on data collected for the period 2018–2024, a timeframe characterized by increasing environmental regulation and growing emphasis on sustainable development. The data were obtained from organizational surveys, official statistical sources, and publicly available environmental reports.

The dependent variable in the model is the level of green management practice implementation (Y), measured using a composite index constructed from indicators such as energy efficiency initiatives, waste reduction practices, and environmental management systems adoption.

The independent variables represent key influencing factors identified in the literature:

- X1 – top management commitment to environmental sustainability;
- X2 – regulatory and institutional environmental pressure;
- X3 – availability of financial resources for green investments;

X4 – employee environmental awareness and training;

X5 – technological capability related to green innovation.

The empirical analysis was conducted in two stages. In the first stage, correlation analysis was applied to examine the relationships among the selected variables and to detect potential multicollinearity issues.

The econometric model is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

where β_0 represents the constant term, β_1 – β_5 are the estimated regression coefficients, and ε denotes the random error term.

The results are presented in tabular form, consistent with standard STATA output. Statistical significance was evaluated using t-statistics and p-values, while the overall explanatory power of the model was assessed through the coefficient of determination (R^2). This methodological approach ensures the robustness and empirical validity of the research findings.

In the first stage of the analysis, a pairwise correlation analysis was conducted to examine the relationship between the level of green management practice implementation and its influencing factors. Table 1 presents the correlation coefficients among the variables included in the study.

Table 1. Pairwise correlation coefficients among variables

Variables	(1) Y	(2) X1	(3) X2	(4) X3	(5) X4	(6) X5
(1) Y	1.000					
(2) X1	0.972	1.000				
(3) X2	0.958	0.949	1.000			
(4) X3	0.936	0.941	0.912	1.000		
(5) X4	0.965	0.954	0.960	0.905	1.000	
(6) X5	0.948	0.939	0.946	0.918	0.952	1.000

Note:

Y – Level of green management practice implementation

X1 – Top management commitment

X2 – Environmental regulatory pressure

X3 – Financial resources for green initiatives

X4 – Employee environmental awareness

X5 – Technological capability

The results presented in Table 1 indicate a strong and positive correlation between the dependent variable—green management practice implementation (Y)—and all selected independent variables. In particular, top management commitment (X1) demonstrates the highest correlation coefficient with the dependent variable (0.972), suggesting that leadership support plays a critical role in the adoption and effective implementation of green management practices.

Similarly, employee environmental awareness (X4) shows a strong positive relationship with green management implementation, with a correlation coefficient of 0.965. This finding implies that organizations with environmentally aware and well-trained employees are more likely to successfully adopt green management initiatives. Environmental regulatory pressure (X2) and technological capability (X5) also exhibit high correlation values, indicating that external institutional factors and internal technological readiness significantly influence the adoption of sustainable practices.

This study aimed to examine the factors influencing the implementation of green management practices, drawing on existing academic literature, international experience, and empirical evidence from the context of Uzbekistan. The literature review confirms that green management practices play a critical role in enhancing organizational sustainability, improving environmental performance, and strengthening long-term competitiveness. Evidence from both developed and developing economies indicates that environmentally responsible management contributes positively to resource efficiency, innovation capacity, and overall organizational performance.

The high coefficient of determination ($R^2 = 0.962$) indicates that the selected influencing factors explain a substantial proportion of the variation in green management practice implementation,

underscoring the robustness and reliability of the estimated model. These findings suggest that internal organizational factors, particularly leadership commitment and human capital development, are more influential in promoting green management practices than financial considerations alone.

Overall, the study confirms that the effective implementation of green management practices is a multifaceted process shaped by managerial, institutional, and organizational factors. From a policy perspective, strengthening environmental regulations, promoting managerial accountability, and enhancing employee environmental awareness through training programs can significantly support the diffusion of green management practices. At the organizational level, fostering a sustainability-oriented leadership culture and investing in employee engagement are essential for achieving meaningful environmental outcomes.

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UDK: 338.242

KORXONANING RAQOBATBARDOSHLIGINI BAHOLASH USULLARI

МЕТОДЫ ОЦЕНКИ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИЯТИЯ

METHODS FOR ASSESSING AN ENTERPRISE'S COMPETITIVENESS

Sirojiddinov K.I. Namangan, NamDU, i.f.n., dotsent

Annotatsiya

Maqolada korxonalarining raqobatbardoshligini baholashning ayrim metodlari tavsiflangan, ularning har birining afzalliklari va kamchiliklari tahlil qilingan, qo‘llash imkoniyatlari ko‘rsatilgan hamda raqobatbardoshlikning integral ko‘rsatkichini aniqlashga oid yondashuvlar tavsifi keltirilgan. Mavjud metodlarning xilma-xilligi har bir aniq korxona uchun eng samarali usulni tanlash imkoniyatini berishi izohlangan.

Kalit so‘zlar: raqobatbardoshlikni baholash, integral ko‘rsatkich, miqdoriy metodlar, tahlil.

В статье описаны некоторые методы оценки конкурентоспособности предприятий, проанализированы преимущества и недостатки каждого из них, показаны возможности их применения, а также дано описание подходов к определению интегрального показателя конкурентоспособности. Объясняется, что разнообразие доступных методов дает возможность выбрать наиболее эффективный метод для каждого конкретного предприятия.

Ключевые слова: оценка конкурентоспособности, интегральный показатель, количественные методы, анализ.

The article describes some methods for assessing the competitiveness of enterprises, analyzes the advantages and disadvantages of each of them, shows the possibilities of their application, and