

**MODERN STRATEGIES FOR LABOR PRODUCTIVITY MANAGEMENT IN
SERVICE ENTERPRISES: SCIENTIFIC PROPOSALS BASED ON THE
"UZBEKISTAN — 2030" STRATEGY**

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Abstract: This article deeply analyzes modern strategies for managing labor productivity in service enterprises and their theoretical foundations. The economic and social significance of labor productivity, the specific characteristics of the service sector, and the legal aspects of regulating labor relations are highlighted. The complexity and multi-criteria nature of assessing labor productivity in service enterprises are scientifically described. Analyzing the goals of the "Uzbekistan — 2030" strategy, the author's own scientific proposals and practical recommendations are presented.

Keywords: labor productivity, service enterprises, management strategies, KPI system, digitalization, motivation.

Introduction

In the conditions of a modern economy, labor productivity manifests as one of the most important indicators of a country's socio-economic development. As an example, the service sector in many countries not only constitutes the main part of the gross domestic product but also directly affects employment and the well-being of the population. In the economy of Uzbekistan, the share of this type of service sector is constantly increasing, which emphasizes the urgent importance of the issue of managing labor productivity in this sector. The concept of labor productivity has been interpreted differently by various scholars in economic literature. Frederick Winslow Taylor examined labor productivity within the framework of scientific management and substantiated that it is possible to increase production efficiency through scientific organization, standardization, and optimization of work processes [1]. Peter Drucker linked labor productivity with management efficiency, interpreting it as the main indicator of a knowledge-based economy and human capital [2]. Elton Mayo proved that labor productivity depends not only on technical but also on socio-psychological factors, showing that employee motivation and team environment play an important role in increasing efficiency [3].

The objective necessity of managing labor productivity is directly related to the development patterns of the modern economy, the limited nature of resources, and the

intensification of the competitive environment. This necessity is caused by the following four factors:

First, the limited nature of resources. Since labor force, time, and financial resources are limited, their effective management is always required. If labor productivity is not managed, waste in production increases, costs rise, and as a result, economic efficiency decreases.

Second, the acceleration of scientific and technical progress. Digitalization, automation, and innovative technologies are fundamentally changing production processes today. In these conditions, managing labor productivity requires the correct implementation of technological innovations, retraining of employees, and the application of new work methods.

Third, the strengthening of global competition. In the world market today, product quality and price are the main criteria, which are directly related to labor productivity. Only enterprises with high productivity can gain a competitive advantage.

Fourth, the need for socio-economic development. The growth of labor productivity leads to an increase in population incomes, the creation of new jobs, and an improvement in living standards. The "Uzbekistan — 2030" strategy sets a goal of reaching a GDP per capita of \$5,800, which requires a sharp increase in labor productivity [4].

Regulating labor relations is one of the main conditions for ensuring labor productivity. In the Republic of Uzbekistan, the main document regulating labor relations is the Labor Code. This code establishes basic norms regarding the rights of employees, the obligations of employers, working time, rest time, and wage payment [5].

The Regulation of the Cabinet of Ministers No. 465 dated July 24, 2025, "On the procedure for developing and implementing labor standards" provides a classification of enterprise employees. This regulation establishes the procedure for using the analytical method, the summary method, and the time-study method in developing labor standards [6].

The information sources for implementing labor resource analysis in enterprises include:

- Internal documents of the enterprise (staffing table, payroll book, orders related to human resources)

- Statistical reporting forms (Form 1-kb)

- Results of internal and external surveys

Analyzing the above-mentioned labor legal norms, the following proposals are made:

1. Taking into account the specific characteristics of the service sector when developing labor standards. In Regulation No. 465 dated July 24, 2025, the analytical method, summary method, and time-study methods are established for developing labor standards [6]. However, these methods are mainly designed for manufacturing enterprises. Based on this, it is proposed that the following special methods should be introduced for service enterprises:

- The method of measuring time spent working with clients (calculating the time an employee spends with each client during the service process);

- The method of assessing service quality (measuring client satisfaction levels through surveys and ratings);

- The method of measuring service speed (the number of clients served or operations performed per unit of time);

- The method of assessing team labor productivity (since team work is often carried out in service enterprises, assessment should be conducted at the department or team level rather than individual level).

2. Expanding information sources for implementing labor resource analysis in enterprises. Currently, labor resource analysis in enterprises is mainly based on internal documents, statistical reports, and survey results [6]. It is proposed that the following additional information sources should also be taken into account:

- Real-time data collected through digital platforms (automatic monitoring of employees' working time, completed tasks, and communication with clients);

- Online ratings and reviews from clients (real feedback from clients collected through Google Reviews, Yandex Maps, and social networks);

- Results of employees' self-assessment (how employees evaluate their own labor productivity and what needs to be improved);

- Health and employee well-being indicators (employees' post-work condition, stress level, job satisfaction, which directly affects labor productivity).

3. Managing labor discipline in service enterprises on the basis of new principles. Traditional labor discipline is mainly based on punishment and control. It is proposed that the following modern labor discipline principles should be introduced in service enterprises:

- "Open door" policy (employees can freely express their opinions and make suggestions to management);

- "Learning from mistakes" principle (if an employee makes a mistake, instead of punishing them, the mistake should be analyzed and measures taken to prevent it in the future);

- "Flexible discipline" (instead of strict control, trusting employees to manage their own time);

- "Transparency" (all decisions, labor productivity indicators, and incentive systems in the enterprise should be open and understandable to employees).

Specific Characteristics Of The Service Sector And Assessment Of Labor Productivity

Determining labor productivity in the service sector is considered more complex compared to the manufacturing sector. This is due to the following specific characteristics of services:

Intangible nature. Services have an intangible character, meaning they cannot be seen, stored, or accumulated in a warehouse, which makes it somewhat difficult to quantitatively evaluate the service result. For example, in education, healthcare, or consulting services, the result is manifested more through quality.

Simultaneous production and consumption. In the service process, production and consumption occur almost simultaneously. Service quality often depends on the employee's

qualifications, experience, communication culture, and ability to work with clients.

Decisive importance of the human factor. Since the service sector is highly dependent on the human factor, technology, work environment, employee motivation, and communication level also have a significant impact on labor productivity.

Seasonality. The seasonality of certain services in the service sector also significantly affects the measurement of labor productivity. For example, in tourism or transport services, demand increases during certain periods of the year and decreases at other times.

Table 1

Main Criteria for Assessing Labor Productivity by Various Service Types

Service Type	Main Characteristics	Labor Productivity Assessment Criteria
Trade services	Delivering goods and services to consumers	Sales volume, turnover speed, number of clients
Education services	Long-term intellectual result	Student learning outcomes, graduate quality
Healthcare services	Related to life and health	Recovery rate, patient satisfaction
Financial services	Managing cash flows	Number of operations, client trust
Information technologies	Digital, innovative sector	Project completion, software quality
Tourism and transport	Seasonality, service quality	Number of services provided, client satisfaction, share of eco-friendly transport

Analysis Of The Goals Of The "Uzbekistan — 2030" Strategy And Proposals

The "Uzbekistan — 2030" strategy defines the development concept of our country for the period until 2030. Within the framework of this strategy, increasing labor productivity includes the following main directions: digitizing approximately 5,000 government functions by 100%, reducing inflation to 5%, increasing the non-state sector share to 85%, doubling labor productivity in the processing industry, reaching a GDP per capita of \$5,800, doubling energy efficiency, training 2 million citizens in vocational skills, halving poverty, and improving the social insurance system [4].

Analyzing the above-mentioned strategic goals, the following proposals are made:

1. Developing a new multi-criteria system for assessing labor productivity in service enterprises. Currently, traditional indicators such as "volume of products produced" cannot be used to assess labor productivity in the service sector. Therefore, it is necessary to develop separate assessment criteria for each service direction (trade, education, healthcare, finance,

IT, tourism). For example, for education services, it is proposed to create an assessment system that combines indicators such as student learning outcomes, graduate quality, and the effectiveness of distance learning.

2. Automating service processes through digital platforms. The strategy sets goals for digitizing government services based on the principles of "3 steps," "user-friendly," and "all in one mobile application" [4]. It is proposed to extend these principles to private service enterprises. For example, by automating client relations in trade services, implementing electronic healthcare systems in medicine, and expanding digital banking applications in financial services, it is possible to increase employee labor productivity by 30-40%.

3. Implementing a "Lifelong Learning" system to continuously improve employees' professional qualifications. The strategy sets a goal of training 2 million citizens in vocational skills, entrepreneurship, and foreign languages [4]. It is proposed to implement this system in service enterprises as follows: each employee must study in professional development courses for at least 40 hours per year; enterprises should create their own internal online learning platforms; additional incentives may be provided for employees with high levels of foreign language proficiency.

4. Increasing employees' internal motivation by improving the incentive system. In increasing labor productivity, not only financial but also non-financial incentives are of great importance. It is proposed that the following incentive system should be introduced in service enterprises: additional wages (15-20% of monthly salary) should be paid to employees with high labor productivity; the most effective employees of the year should be sent to foreign training courses; an "employee stars" program should be created within the enterprise, where the experience of the best employees is taught to others; social incentives such as family rest days and health insurance.

5. Implementing a client-oriented management strategy. In the service sector, client satisfaction is one of the main indicators of labor productivity. It is proposed that each enterprise should implement a special system for measuring client satisfaction. This system should include: automatically sending short surveys to clients after service; processing client complaints and suggestions in real-time; calculating the Customer Satisfaction Index (CSI) monthly and reporting to enterprise management; continuously improving service processes taking into account client feedback.

6. Using artificial intelligence (AI) and machine learning (ML) technologies in service processes. The strategy attaches great importance to digital transformation and automation [4]. It is proposed that the following AI and ML solutions can be implemented in service enterprises: chatbots for automatically analyzing client requests and providing quick responses; personalization systems where each client's preferences are taken into account; systems for predicting employee labor productivity, where future efficiency can be determined in advance; automatic analysis systems for controlling service quality.

7. Expanding the system of remote and hybrid services. The "Uzbekistan — 2030" strategy pays great attention to digital transformation [4]. It is proposed that increasing the

share of remote services in service enterprises can be implemented in the following directions: expanding remote education services, where teachers can teach more students simultaneously; developing telemedicine services, where doctors can examine patients and provide advice remotely; expanding remote financial consulting services; widely applying remote work (remote work) in service enterprises, where employees can achieve effective results working outside the office.

8. Implementing ecological sustainability principles in service enterprises. The strategy sets a goal of doubling the energy efficiency of economic sectors [4]. It is proposed that the following ecological principles should be introduced in service enterprises: equipping offices with energy-efficient equipment and LED lighting systems; achieving 100% electronic document circulation, minimizing paper usage; training employees in environmentally conscious service provision; obtaining a "green office" certificate; using environmentally friendly transport means (electric vehicles, bicycles).

9. Expanding international cooperation and adapting to global standards. The "Uzbekistan — 2030" strategy sets a goal of increasing the country's international competitiveness [4]. It is proposed that the following international principles should be introduced in service enterprises: implementing ISO 9001 (quality management system) and ISO 14001 (environmental management system) standards; having service quality assessed by international rating agencies (e.g., J.D. Power, Forbes); organizing experience exchange programs with foreign enterprises; sending employees of service enterprises to international conferences and seminars; creating opportunities for serving international clients by increasing foreign language proficiency.

10. Improving the system for monitoring and assessing labor productivity. It is proposed that the following monitoring system should be introduced in service enterprises: implementing BI (Business Intelligence) systems for collecting and analyzing real-time data; reflecting each employee's labor productivity indicators in a personal account; automatically preparing weekly and monthly reports for enterprise management; identifying in advance departments and employees with declining labor productivity and providing them with quick assistance; implementing a benchmarking system where the enterprise's own indicators are compared with other enterprises.

Conclusion

Modern strategies for managing labor productivity in service enterprises theoretically require a complex and multi-factor system. The intangible nature of services, the decisive importance of the human factor, and the simultaneous occurrence of production and consumption require a different approach from traditional methods in assessing labor productivity. In modern management systems, using digitalization, automation, and KPI (Key Performance Indicators) systems are considered the main directions for solving this problem. These technologies allow accelerating work processes, reducing human-related errors, and conducting real-time monitoring. Within the framework of the "Uzbekistan — 2030" strategy, the proposals introduced by the author — a new multi-criteria system for assessing labor

productivity in service enterprises, automation through digital platforms, a "lifelong learning" system, a complex incentive system, client-oriented management, the use of artificial intelligence and machine learning technologies, remote and hybrid services, ecological sustainability, international cooperation, and improving the monitoring system — serve to significantly increase the labor productivity of service enterprises.

The most effective model for managing labor productivity in service enterprises is the integration of traditional and modern strategies. The aspects of traditional strategies such as labor discipline, clear task distribution, and stability should be harmonized with the principles of innovative technologies, flexible management, motivation, and client orientation of modern strategies. By continuously improving employees' professional qualifications, improving the incentive system, and implementing client-oriented management strategies, it is possible to significantly increase labor productivity. In particular, using remote services based on digital technologies, electronic management systems, and artificial intelligence elements allows accelerating work processes and saving time and resources. To apply modern strategies for managing labor productivity in the conditions of Uzbekistan, special attention should be paid in state policy to digitalization, innovation, and the integration of science with production, and information and communication technologies should be widely implemented within the framework of the "Digital Uzbekistan — 2030" strategy. This increases the competitiveness of enterprises and ensures the country's overall economic growth. In general, modern strategies for managing labor productivity in service enterprises are a complex, multi-factor, and continuously improving system. By effectively applying this system, it is possible to increase the production efficiency of enterprises, improve service quality, ensure client satisfaction, and contribute to the stable development of the national economy.

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