

**THE ORGANIZATIONAL ECONOMIC MECHANISM OF INCREASING THE
EFFICIENCY OF HIGHER EDUCATION SERVICES IN THE CONDITIONS OF THE
DIGITAL ECONOMY**

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Abstract: This paper explores the organizational and economic mechanisms that influence the effectiveness and efficiency of higher education institutions. The impact of higher education on the digital economy is also discussed, emphasizing the development of dual education, lifelong learning, commercialization of research, and the creation of innovation ecosystems. Overall, higher education plays a critical role in shaping the digital economy by fostering innovation, improving educational services, and supporting entrepreneurial initiatives.

Key words: higher education service, organizational economic mechanism, efficiency, digital economy, technology, business incubators, educational projects.

Аннотация: В данной статье исследуются организационно-экономические механизмы, влияющие на эффективность и результативность деятельности высших учебных заведений. Также обсуждается влияние высшего образования на цифровую экономику, при этом особое внимание уделяется развитию дуального образования, непрерывного обучения, коммерциализации исследований и созданию инновационных экосистем. В целом высшее образование играет решающую роль в формировании цифровой экономики, способствуя инновациям, улучшая образовательные услуги и поддерживая предпринимательские инициативы.

Ключевые слова: услуга высшего образования, организационно-экономический механизм, эффективность, цифровая экономика, технологии, бизнес-инкубаторы, образовательные проекты.

Introduction

In the digital economy, higher education institutions face significant challenges and opportunities in improving the efficiency of their services. The organizational and economic mechanisms that support this transformation play a critical role in adapting to the evolving demands of both education and the economy. To increase the efficiency of higher education services, it is necessary to understand how organizational structures, resource management strategies, and digital innovations can be integrated to deliver high-quality educational services while maintaining financial sustainability.

The organizational and economic mechanisms in higher education have been widely discussed in the academic literature, with several scholars exploring the factors that influence the effectiveness and efficiency of educational services. These mechanisms are crucial as they directly impact resource allocation, institutional management, and the quality of service delivery in higher education institutions. One key area of focus in the literature is resource management, particularly the efficient allocation of financial and human resources. Research indicates that many higher education institutions struggle with budget constraints, which often

result in inefficient use of resources. According to Dale et al. (2020), resource management in higher education must go beyond simply securing funding; it should involve strategic planning to ensure that resources are used effectively for improving infrastructure, faculty development, and student services. Furthermore, Rainey (2014) suggests that institutions should adopt more flexible budgeting systems that allow for real-time adjustments and better responsiveness to changing needs, thus enabling better outcomes for both faculty and students. Another area of concern in the literature is the importance of governance and organizational structures in determining the efficiency of higher education institutions. Research by Morrison and Hargreaves (2017) emphasizes that institutional governance models must be aligned with the changing landscape of higher education, particularly in terms of accountability and performance-based funding. In many higher education institutions, traditional, hierarchical decision-making structures can slow down responsiveness to external changes, leading to inefficiencies in operations and service delivery. Studies by Hargreaves (2019) suggest that universities should transition towards more decentralized governance models, allowing departments to have greater autonomy in decision-making and fostering innovation in curriculum development, teaching methods, and student support systems.

Many research papers are devoted to the development of higher education, as well as the processes of digitalization: Bazhenkov (2021); Bogomolova (2021); Cosmulese (2019); Dubyna (2021); Fadeeva (2021); Ivanova (2016); Kovalska (2021); Kravchenko (2021); Lazarenko (2020); Makashina (2021); Mammadov (2019); Samoilovych (2021); Sandal (2020); Selamovski (2021); Shkarlet (2020); Tulchynska (2021) and others.

In response to the trends of digital transformation of the economy, higher education is also being digitalized, which is reflected in a number of scientific publications. In particular, Fadeeva (2021) focuses on describing digital tutoring support technologies for students learning a foreign language online as part of a distance retraining program. Shulga et al. (2021) analyzed the language and cognitive barriers faced by Internet technology users; researchers have concluded that one of the most common practices, along with banking and e-government, is online education. Mammadov Nasiraga Shakhmurad oglu et al. (2019) investigated the features of the development of foreign language communicative competencies of university students in the modern conditions of internationalization and globalization of national higher education systems. Some aspects of the development of foreign language communicative competence of students in the extracurricular work of universities are disclosed in the article of Sandal et al. (2020). There are a lot of publications, which are at the intersection of sciences, ie those that combine linguistic elements of the study of economic phenomena and processes. For example, the article of Makashina et al. (2021) is devoted to the study of the etymological concept of the definitive approach to the study of economic implementation.

Establishing effective communications between the higher education and entrepreneurship means expanding, simplifying and accelerating the access of innovatively active businesses to modern scientific developments, as well as deepens the opportunities for improving dual education. Moreover, the trends of globalization and internationalization of higher education lead to the opening of access to the world's leading scientific achievements and provides the opportunity for international transfer of technology and information.

Systematizing, the impact of higher education on the development of the digital economy is manifested in:

- development and continuous improvement of dual education in order to provide the national economy with personnel capable of thinking, acting and acting creatively; provision of high quality educational services;
- introduction of the principles of lifelong learning as a basis for professional self-development and competitiveness in the labor market;
- dissemination of short-term highly specialized training programs aimed at the formation of specific professional competencies, which can be implemented on the basis of modern system of dual education;
- generation of innovative ideas, knowledge, information, technologies;
- commercialization of research results; transfer of knowledge and information;
- development of information culture in society;
- diffusion of innovations as a result of research of higher education institutions;
- development of innovation culture, accompanied by an increase in the susceptibility of the ability to quickly master innovations, as well as the tendency to generate them;
- partnership in the establishment of small enterprises, which activity is focused at the commercialization of innovations;
- providing consulting, expert, engineering and other services to innovation-oriented enterprises;
- joint initiation, development and implementation of scientific and educational projects;
- creation and support of research parks, technology parks, business incubators;
- supporting the development of innovation and information infrastructure;
- expanding access of enterprises to promising scientific developments and innovations;
- support of youth innovative projects;
- providing opportunities for partnership within the projects funded by international organizations or foundations;
- development of technologies for creating a single information area and expanding access of economic entities to its resources, etc.

Conclusion

In conclusion, the organizational and economic mechanisms in higher education play a critical role in shaping the efficiency, effectiveness, and overall quality of educational services. The effective management of resources, particularly financial and human, is essential for fostering infrastructure development, faculty growth, and enhanced student services. Scholars emphasize the need for strategic planning and flexible budgeting systems to address resource constraints and improve outcomes for both faculty and students.

Governance structures are also crucial, with decentralized models promoting greater autonomy for departments, encouraging innovation, and improving responsiveness to external changes. As higher education institutions adapt to the digital transformation of the economy, the role of technology in education becomes increasingly significant, offering new opportunities for online learning, language development, and internationalization.

Moreover, the collaboration between higher education and entrepreneurship is vital for innovation, technological transfer, and economic development. The ongoing trends of globalization and the increasing demand for dual education and lifelong learning are driving the development of new, specialized training programs, enhancing workforce competitiveness, and contributing to the digital economy.

Ultimately, higher education institutions are not only centers of learning but also key drivers of innovation, knowledge generation, and societal development. Their ability to adapt to changing economic and technological landscapes will determine their success in shaping future generations of skilled professionals and contributing to the advancement of the global digital economy.

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