

MUHANDISLIK

& IQTISODIYOT

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ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 05.01.03 – Informatikaning nazariy asoslari
- 05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
- 05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
- 05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
- 05.01.07 – Matematik modellashtirish
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
- 05.02.08 – Yer usti majmualari va uchish apparatlari
- 05.03.02 – Metrologiya va metrologiya ta'minoti
- 05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
- 05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
- 05.05.05 – Issiqlik texnikasining nazariy asoslari
- 05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
- 05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
- 05.08.03 – Temir yo'l transportini ishlatish
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
- 08.00.02 – Makroiqtisodiyot
- 08.00.03 – Sanoat iqtisodiyoti
- 08.00.04 – Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 – Ekonometrika va statistika
- 08.00.07 – Moliya, pul muomalasi va kredit
- 08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 – Jahon iqtisodiyoti
- 08.00.10 – Demografiya. Mehnat iqtisodiyoti
- 08.00.11 – Marketing
- 08.00.12 – Mintaqaviy iqtisodiyot
- 08.00.13 – Menejment
- 08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

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MUNDARIJA

RIVOJLANGAN MAMLAKATLAR BANKLARIDA RISK-MENEJMENTNING TASHKILYI MODELLARI.....	26
Madaminov Bekzod Allayarovich	
“HUDUDGAZTA‘MINOT” AJ DA AMALGA OSHIRILGAN LOYIHALAR SAMARASI	32
Shukurillaev Jahongir Botir o‘g‘li	
HARBIY XIZMATCHI AYOLLARNING MAXSUS KIYIM SIFATIGA QO‘YILADIGAN DASTLABKI TALABLARNI SHAKLLANTIRISH	37
Abduraxmanova N.D., Mirtolipova N.X., Nasirullayeva G.S.	
СОВРЕМЕННОЕ СОСТОЯНИЕ ПРОБЛЕМЫ НЕСПЕЦИФИЧЕСКОГО ЯЗВЕННОГО КОЛИТА У ДЕТЕЙ	42
Закирова Бахора Исламовна, Каримов Достон Рустам угли	
ОЦЕНКА ВОЗДЕЙСТВИЯ ФИСКАЛЬНЫХ И КРЕДИТНЫХ ИНСТРУМЕНТОВ НА РЫНКИ ВЫСОКОЛИКВИДНОЙ ПРОДУКЦИИ И ЕСТЕСТВЕННЫХ МОНОПОЛИЙ В РЕСПУБЛИКЕ УЗБЕКИСТАН.....	48
Бекзод Умматов	
ТРАНСФОРМАЦИЯ СИСТЕМ БУХГАЛТЕРСКОГО УЧЕТА В УСЛОВИЯХ ЦИФРОВИЗАЦИИ: СРАВНИТЕЛЬНЫЙ ЭКОНОМИКО-СТАТИСТИЧЕСКИЙ АНАЛИЗ ЭФФЕКТИВНОСТИ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА.....	55
Вахидов Азизжон Саиджонович	
SUG‘URTA FAOLIYATIDAGI MOLIVAVIY RISKLAR: BAHOLASH VA MINIMALLASHTIRISH STRATEGIYALARI	58
Xalikulova Shirin Utkir qizi	
“ANDIJONDONMAHSULOT” AJ MISOLIDA XARAJATLARNING STRATEGIK BOSHQARUV HISOBİ: AMALIY TAHLIL VA TAKOMILLASHTIRISH TAVSIYALARI	62
Xayitboyeva Laylo Oybekovna	
XORIJİY MAMLAKATLARNING NORASMIY IQTISODIYOT DARAJASINI PASAYTIRISHDAGI TAJRIBASI	66
Alimardonov G‘ayratjon Nuraliyevich	
XO‘JALIK YURITUVCHI SUBYEKTLARDA BARQARORLIK HISOBOTLARI AUDITINI SHAKLLANTIRISH	72
Xolikov Ravshan Anvar o‘g‘li	
PUL - KREDIT SIYOSATINING TRANSMISSION MEXANIZMINI RIVOJLANTIRISH	76
Obidova Zilola Ikromjon qizi	
HOMILADORLIK DAVRIDA AYOLLARDA UCHRAYDIGAN GESTOZLI KATARAL GINGIVITNI KOMPLEKS DAVOLASHNI OPTIMALLASHTIRISH	81
Nomurodova Farangiz Lazizovna	
AGRAR KORXONALARDA INNOVATSION TEXNOLOGIYALARNI JORIY ETISHDA INVESTITSIYA MEXANIZMLARINING IQTISODIY SAMARADORLIGI VA RIVOJLANTIRISH YO‘NALISHLARI	87
Egamberdiyev Abdujabbor Xusanovich	
YOSHLAR TADBIRKORLIGI VA KICHIK BIZNES IQTISODIYOTINI TA‘MINLASHDA INFRATUZILMALARDAN FOYDALANISH IMKONIYATLARI	92
Mirzatov Baxtiyor Toxirovich	
KICHIK BIZNES SUBYEKTLARI FAOLIYATINI BAHOLASH METODOLOGIYASINING MAZMUNI VA TAMOIYILLARI	96
Mavrulov Ravshan Nematjonovich	



УПРАВЛЕНИЕ ИНФОРМАЦИОННЫМИ КОММУНИКАЦИЯМИ В ПРОЕКТАХ	101
Носирова Гулираъно Абдулазиз кизи	
DAVLAT BUDJETI JARAYONIDA MONITORING VA MOLIYAVIY NAZORATNI TAKOMILLASHTIRISH MASALALARI	107
Yax'yayeva Dilfuza Bagdatovna	
XIZMAT KO'RSATISH SOHASIDA KICHIK KORXONALAR RAQOBATBARDOSHLIGINI OSHIRISH MEKANIZMLARINI TAKOMILLASHTIRISH	111
Axmedov Sanjar Temur o'g'li	
RAQAMLI MOLIYA TEXNOLOGIYALARI EVOLYUTSIYASINING ISTIQBOLLI YO'NALISHLARI VA YUZAGA KELISHI MUMKIN BO'LGAN XATARLAR TAHLILI	117
Ko'chimov Jahongir Shuxrat o'g'li	
GAZ VA GAZ KONDENSATINI YIG'ISH VA TAYYORLASH TIZIMLARI UCHUN ZAMONAVIY LOYIHALASH USULLARI TAHLILI	123
Abdirazakov Akmal Ibragimovich Namozov Og'abek Maxmud o'g'li	
AGILE PROJECT MANAGEMENT IN THE DIGITAL ERA: STRATEGIES, FRAMEWORKS, AND BEST PRACTICES FOR SUCCESS	128
Utkirova Maftuna Murodjon qizi	
O'ZBEKISTON EKSPORTYOR KORXONALARINING YANGI BOZORLARGA CHIQUISHIDA FAOL MARKETING VOSITALARIDAN FOYDALANISH HOLATI VA MUAMMOLARI	134
Baqoyev Sunnatillo Burxon o'g'li	
TADBIRKORLIK FAOLIYATIGA RAQAMLI TEXNOLOGIYALARNI JORIY ETISHNING ILMIY-NAZARIY ASOSLARI	139
Salaydinov Shodiyor Nizom o'g'li	
TO'QIMACHILIK SANOATIDA INVESTITSION LOYIHALARNI BOSHQARISH METODOLOGIYASINI TAKOMILLASHTIRISHNING TASHKILIY-IQTISODIY JIHATLARI	144
Qurbonov Jasurbek Pozilovich	
OPTIMIZATION OF ROADSIDE AUTO CAMPING SITES (REST AREAS) ON HIGHWAYS USING ARTIFICIAL INTELLIGENCE: INFRASTRUCTURE GAPS AND CORRIDOR-BASED EVIDENCE FROM UZBEKISTAN	150
Akramov Akbarjon Akmal ugli	
QURILISH KORXONALARIDA INNOVATSION MARKETING YONDASHUVLARINING AHAMIYATI	156
Aminov Abbas Mo'minboy o'g'li	
XIZMAT KO'RSATISH SOHASIDA AHOLI ISH BILAN BANDLIGI SAMARADORLIGINI IFODALOVCHI KO'RSATKICHLAR	160
Abdusaidov Akmal Abduvaliyevich	
MINTAQADA XUSUSIY TIBBIYOT MUASSASALARIDA MARKETING STRATEGIYASI	165
Yakubov Temur G'anibekovich	
AHOLI DEMOGRAFIK JARAYONLARINI IFODALOVCHI STATISTIK KO'RSATKICHLAR TIZIMI	169
Siroj Zarina Rustambekovna	
AXBOROT MAHSULOTLARI BIZNESINING YAIM VA BANDLIKKA TA'SIRI: EKONOMETRIK TAHLIL	176
Abdullayev Abdulla Fayzulla o'g'li	
RAQAMLI IQTISODIYOT SHAROITIDA SOG'LIQNI SAQLASH TIZIMINI IQTISODIY SAMARADORLIGINI OSHIRISHNING KONSEPTUAL ASOSLARI	181
Ziyodullayev Qahramon	
ЭНЕРГОЭФФЕКТИВНОСТЬ: ПОЛЬЗА ДЛЯ ЭКОНОМИКИ И ЭКОЛОГИИ	185
Хамдамова Гавхар Абсаматовна	
O'ZBEKISTONDA EKSPORTNI RAG'BATLANTIRISHNING MOLIYAVIY VOSITALARI VA ULARNI TAKOMILLASHTIRISHNING ASOSIY YO'NALISHLARI	191
Mamatov Baxodir Quldoshovich	



KO'P QIRRALI VALLARNING SHAKLLANTIRISH METODLARI VA USULLARINI TAHLIL QILISH	197
<i>Xasanov Bobirmirzo Maxmudali o'g'li, Valixonov Dostonbek Azim o'g'li, Alibekov Rasulbek Qanotbek o'g'li</i>	
MINTAQA SANOATINING TARKIBIY TRANSFORMATSIYASI VA UNNING IQTISODIY O'SISHGA TA'SIRINI EKONOMETRIK MODELLASHTIRISH	205
<i>Abdinazarov Xusan Shaymanovich</i>	
RAQAMLI TRANSFORMATSIYA SHAROITIDA SUG'URTA BOZORINING RAQOBATBARDOSHLIGINI OSHIRISH	209
<i>Nomozova Qumri Isoyevna</i>	
XALQARO STANDARTLAR TALABLARI ASOSIDA AUDITORLIK TEKSHIRUVINI TASHKIL ETISHNING ILMIY-NAZARIY ASOSLARI	216
<i>Akromov Shohrux Shuhrat o'g'li</i>	
QASHQADARYO VILOYATIDA XIZMATLAR SOHASINING RIVOJLANISHNI TARTIBGA SOLISH TIZIMI	221
<i>Achilova Firuza Kurbanovna</i>	
BANK MENEJMENTIDA INKLYUZIV MOLIYALASHTIRISHNING NAZARIY ASOSLARI, TAMOYILLARI VA STRATEGIK AHAMIYATI	225
<i>Rajabov Oybek Panjievich</i>	
MINTAQADA OLIY TA'LIM TIZIMINING ISHSIZLIK DARAJASIGA TA'SIRINI EKONOMETRIK MODELLASHTIRISH	229
<i>Rustamov Jasurbek Ravshanbek o'g'li</i>	
MAISHIY XIZMATLAR SOHASIDA INNOVATSION KLASTER MODELINI JORIY ETISHNING USTUVOR YO'NALISHLARI	235
<i>Normurodova Zebo Eshmaxmatovna</i>	
RAQAMLI TEXNOLOGIYALAR ASOSIDA INVESTITSIYA FAOLIYATINI BOSHQARISH	240
<i>Xatamov Nurbek Ochildiyevich, Sharifi Abdul Fatah</i>	
MOLIYAVIY REJALASHTIRISHNING AMALDAGI MUAMMOLARI VA ULARNI YECHIMI YUZASIDAN TAKLIFLAR	245
<i>Pardayev Jamshid Muzaffarovich</i>	
TIJORAT BANKLARI LIKVIDLIK RISKLARINI BAHOLASH METODOLOGIYASINI TAKOMILLASHTIRISH MASALALARI	251
<i>Sulaymanov Samandarboy Adhambek o'g'li</i>	
O'ZBEKISTON TIJORAT BANKLARIDA RISKLARNI BOSHQARISH AMALIYOTINI TAKOMILLASHTIRISH	257
<i>Karimov Shohrux Boydulla o'g'li</i>	
"O'ZBEKISTON TEMIR YO'LLARI" AKSIYADORLIK JAMIYATINING HISOBOTLARINI XALQARO STANDARTLARGA TRANSFORMATSIYA QILISH	262
<i>Astanov Zafar Murodillayevich</i>	
QARAMA-QARSHI AYLANUVCHI IKKI ROTORLI SHAMOL TURBINASINING MATEMATIK MODEL	266
<i>Pirmatov Nurali Berdiyevich, Bekishev Allabergen Yergashevich, Saodullayev Abror Saypullayevich, Qurbonov Najmiddin Abduxamidovich</i>	
YASHIL IQTISODIYOT SHAROITIDA KICHIK VA O'RTA BIZNESNI BARQAROR RIVOJLANTIRISHNING INSTITUTIONAL VA INVESTITSION MEXANIZMLARINI TAKOMILLASHTIRISH	272
<i>Norboev Sarvar Azodovich</i>	
O'ZBEKISTONDA TRANSPORT SOHASIDA FAOLIYAT YURITAYOTGAN TADBIRKORLIK SUBYEKTLARINING IQTISODIY AHAMIYATI	277
<i>Jaloliddinov Anvar Jaloliddin o'g'li</i>	
ANALYSIS OF UZBEKISTAN'S MAIN ECONOMIC INDICATORS AND GDP GROWTH	283
<i>B.Beknazarov</i>	



SOTISH JARAYONIDA INNOVATSION TEXNOLOGIYALAR VA MARKETING TADQIQOTLARINING INTEGRATSIIYASI	288
Abduxalilova Laylo Tohtasinovna	
ПРИМЕНЕНИЕ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА В АУДИТЕ ФИНАНСОВОЙ ОТЧЕТНОСТИ: ГЛОБАЛЬНЫЙ И УЗБЕКСКИЙ КОНТЕКСТ	294
Мегноров Алмардон Абдирахмонович	
RISK MANAGEMENT STRATEGIES IN UNCERTAIN ECONOMIC ENVIRONMENTS: A GLOBAL COMPARATIVE STUDY	302
Nigmatova Malika	
OLIY TA'LIM MUASSASALARIDA MOLIVAVIY BARQARORLIKNI TA'MINLASHNING NAZARIY ASOSLARI.....	307
Hamrayev Maqsudjon Saidaxmadovich	
BARQAROR RIVOJLANISHNI TA'MINLASHDA AHOLI BANDLIGINI OSHIRISH MASALALARI	311
Mamajonova Gulbaxor Toxirjon qizi	
АВТОМАТИЗАЦИЯ АУДИТОРСКИХ ПРОЦЕДУР НА ОСНОВЕ ЦИФРОВЫХ ТЕХНОЛОГИЙ И МЕЖДУНАРОДНЫХ СТАНДАРТОВ: ВЛИЯНИЕ НА КАЧЕСТВО АУДИТОРСКИХ ЗАКЛЮЧЕНИЙ	316
Киличева Ф.Б.	
MAISHIY TEXNIKA EKSPORTIDA YASHIL IQTISODIY SAMARADORLIKNI BAHOLASHNING NAZARIY-METODOLOGIK ASOSLARI	320
Kushmanova Mahbuba	
GAZ TA'MINOTIDA YO'QOTISHLARNI KAMAYTIRISHNING IQTISODIY ASOSLARI	324
Xamidov Xayriddin Faxritdinovich	
DAVLAT AKTIVLARINI XUSUSIYLASHTIRISHNING MINTAQA IQTISODIY RIVOJLANISHIGA TA'SIRINI BAHOLASH (QASHQADARYO VILOYATI MISOLIDA).....	329
Sharapov Farrux Shomuratovich	
КРИТЕРИИ ОТБРАКОВКИ ЭКСТРУЗИОННЫХ АЛЮМИНИЕВЫХ ПРОФИЛЕЙ ГРУППЫ ALMGS1 ПО МАКРОСТРУКТУРНЫМ ПРИЗНАКАМ В ПРОИЗВОДСТВЕННЫХ УСЛОВИЯХ	333
Ибрахимов Фаррухжон Фарходович	
AKSIYADORLIK JAMIYATLARIDA DEBITORLIK QARZLARI VA FAKTORING OPERATSIYALARI HISOBINI TAKOMILLASHTIRISH	336
G'oziyeva Mokhira Rustamovna	
KULTIVATOR YUMSHATKICH PANJALARI O'TMASLANISH DARAJASINING ISH KO'RSATKICHLARIGA TA'SIRI	345
Quvondiqov Yoqub Tursunbaevich, Nuraliyev To'liqin Alimardanovich	
SANOAT KORXONALARINI BOSHQARISHDA INNOVATSION STRATEGIYANI RIVOJLANTIRISH BO'YICHA XORIJIY TAJRIBALAR	352
To'g'onov Ibroximxo'ja	
TMK KORXONASI SHAROITIDA R6AM5 MARKALI TEZKESAR PO'LATDAN TAYYORLANGAN PARMA UCHUN TERMIK ISHLOV BERISH REJIMI	358
Djalalova Sevara Toxtamuratovna	
РОЛЬ ЦИФРОВЫХ ТЕХНОЛОГИЙ В РАЗВИТИИ ИНКЛЮЗИВНОГО ОБРАЗОВАНИЯ	362
Шоев Алим Халмуратович	
TRANSFORMATSIYA VA XUSUSIYLASHTIRISH OMILLARINING BANK SAMARADORLIGI KO'RSATKICHLARIGA TA'SIRI	367
Umirzoqova Aziza Olim qizi	
SANOAT KORXONALARIDA INNOVATSION BOSHQARUV SAMARADORLIGINI OSHIRISH	372
Ismatov Raxmatilla Oltinovich	
RAQAMLI TO'LOV TIZIMLARI TADBIRKORLIK SAMARADORLIGINI OSHIRISH OMILI SIFATIDA.....	376
Yoqubjonov Ibrohim G'olibjon o'g'li	



BANK TIZIMIDAGI AKTIVLARINING UNUMDORLIGINI OSHIRISH BO'YICHA STRATEGIK YONDASHUVLAR	379
Sadikov Q.M.	
СЦЕНАРНОЕ МОДЕЛИРОВАНИЕ ПОВЫШЕНИЯ ЭНЕРГОЭФФЕКТИВНОСТИ ОТРАСЛЕЙ ЭКОНОМИКИ УЗБЕКИСТАНА В УСЛОВИЯХ НЕОПРЕДЕЛЁННОСТИ И СТРУКТУРНЫХ ПРЕОБРАЗОВАНИЙ	383
Муслимова Ф.С., Хашимова Н.А.	
RAQAMLI IQTISODIYOT SHAROITIDA TIBBIY XIZMATLARNI TAQDIM QILISHNING INNOVATSION YONDASHUVLARI	390
S.M. Raximova	
YANGI O'ZBEKISTONDA OLIY TA'LIM MUASSASALARI AXBOROT-RESURS MARKAZLARI FAOLIYATINI STRATEGIK BOSHQARISH MODELI	395
Qurbanova Muazzam Fazliddinova	
IQTISODIYOTNING TRANSFORMATSIYALASHUVI JARAYONIDA INVESTITSION KREDITLASHNING TAHLILI	399
Tuxsanov Eldor Dilmurod o'g'li	
RAQAMLI IQTISODIYOT SHAROITIDA EKSPORTNI RAG'BATLANTIRISH MASALALARI	404
Abdug'aniyev Murodjon Shavkat o'g'li	
XO'JALIK YURITUVCHI SUBYEKTLARNING INNOVATSION FAOLIYATINI INVESTITSIYALAR YORDAMIDA QO'LLAB-QUVVATLASH	408
Baxriddinov Nodirbek Zamirdinovich	
FRANSUZ TILIDA FE'L SEMANTIKASINING KO'PMA'NOLILIK VA BIRMA'NOLILIK ASPEKTLARI	412
Jo'rayeva Malohat Muhammadovna, Bekmetova Munisa Karimbayevna	
QORAQALPOG'ISTON RESPUBLIKASIDA ASOSIY KAPITALGA KIRITILGAN INVESTISIYALARDA CHET-EL INVESTISIYASI VA KREDITLARINI ROLI	418
Sultanov Anvar Abdullaevich	
INSON QON TOMIRLARINING TARMOQLANISHINI L-SISTEMALAR ASOSIDA HOSIL QILISH ALGORITMNI ISHLAB CHIQISH	423
Boliyeva Dilrabo Nurbek qizi	
YASHIL IQTISODIYOT LOYIHALARINI MOLIYALASHTIRISHDA DAVLAT-XUSUSIY SHERIKLIK (DXSH)NING AHAMIYATI	429
Ergashev Axmadjon Maxmudjon o'g'li	
NAMANGAN VILOYATIDA TURIZM SOHASINI RIVOJLANTIRISHNING STRATEGIK YO'NALISHLARI	434
Otaylor Usmonaliyev	
TIJORAT BANKLARIDA VALYUTA ARBITRAJI VA UNING MOHIYATI	440
Yaxyayev Ziyodilla Lutfullayevich	
TIJORAT BANKLARI TOMONIDAN ALOQA SOHASINI MOLIYALASHTIRISHNING NAZARIY JIHATLARI	443
Mirzaraximova Aziza Azimdjanovna	
DON VA UN MAHSULOTLARINI QAYTA ISHLASH KORXONALARIDA MARKETING FAOLIYATINI BOSHQARISH XUSUSIYATLARI	450
Boyjigitov Sanjarbek Komiljon o'g'li	
SURXONDARYO VILOYATIDA TUXUM ISHLAB CHIQARISHNING JORIY HOLATI TAHLILI	454
Ismoilov Zuhridin Sayitqulovich	
ZAMONAVIY TURAR-JOY ME'MORCHILIGIDA MILLIYLIK VA AN'ANAVIYLIKNING O'RNI VA AHAMIYATI	459
Toshniyozov Otabek Hakimovich	
MARKAZIY QIZILQUM FOSFORIT RUDALARIDAN QIMMATBAHO KOMPONENTLARNI KOMPLEKS AJRATISH TEXNOLOGIYASI	464
Eshonqulov Uchqun Xudaynazar o'g'li, Ruzibayeva Dildora Akramovna, Xushvaqtova Dilshoda Shavkat qizi	



BANKLARDA CHAKANA KREDITLASH JARAYONLARINI RAQAMLASHTIRISH TARTIBI	470
<i>Axmedova Dilrabo Kurbondurdi qizi</i>	
TADBIRKORLIK VA KICHIK BIZNESNI QO‘LLAB-QUVVATLASHNING XALQARO MODELLARI HAMDA ULARNING AMALIY AHAMIYATI	476
<i>Nodirbek Shavkatovich Mirzaaxmedov</i>	
DAVLAT FUQAROLIK XIZMATIDA XOTIN-QIZLARNING BOSHQARUV KARYERASI: MOHIYATI, ZARURIYATI VA ILMIY-NAZARIY ASOSLARI	483
<i>Abduraxmonova Feruzabonu</i>	
ASOSIY KAPITALGA INVESTITSIYALARNI MOLIYALASHTIRISHNING RIVOJLANAYOTGAN MAMLAKATLAR TAJRIBALARI	489
<i>Xoshimov Sobir Murtazayevich</i>	
QURILISH MATERIALLARI ISHLAB CHIQARUVCHI KORXONALARDA MARKETING FAOLIYATINING TASHKILY TUZILMASINI OPTIMALLASHTIRISH	495
<i>Uzakova Umida Ruziyevna</i>	
OLIY TA‘LIMNI MOLIYALASHTIRISH SAMARADORLIGI VA PROFESSOR-O‘QITUVCHI–TALABA NISBATI O‘RTASIDAGI IQTISODIY BOG‘LIQLIK.....	502
<i>Dusanov Salim Mamarasulovich</i>	
МЕЖДУНАРОДНЫЙ ОПЫТ ВНЕДРЕНИЯ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА В СИСТЕМЫ AML: АНАЛИЗ ПРАКТИК ВЕДУЩИХ БАНКОВ И СТРАН СНГ	507
<i>Рашидов Авазбек Рахимович</i>	
BOJXONA TIZIMINI RAQAMLASHTIRISHDAGI MAVJUD MUAMMOLAR TAHLILI	516
<i>Radjapova Latofat Sardorovna</i>	
DEFORMATSIYALANUVCHAN STANDART CHIZIQLI QATTIQ (STANDARD LINEAR SOLID MODEL, SLS) MODEL ISHLAB CHIQISH VA SONINI TAHLIL QILISH	523
<i>Ahmadov Ilhom Aktam o‘g‘li, Faxriddinova Rayhona Vahobjon qizi, Rustamova Ruxsora Kamtar qizi</i>	
ВЛИЯНИЕ КЕРАМИЧЕСКИХ КОМПОЗИЦИОННЫХ ПОКРЫТИЙ НА ТЕПЛОВУЮ ЭФФЕКТИВНОСТЬ КАМЕННОГО ТЕПЛОАККУМУЛЯТОРА В СОЛНЕЧНО-АССИСТИРОВАННЫХ БИОГАЗОВЫХ УСТАНОВКАХ	530
<i>Д.М. Жураханов</i>	
O‘ZBEKISTONDA ISLOMIY MOLIYA TIZIMINI RIVOJLANTIRISHNING KELAJAKDAGI IMKONIYATLARI.....	537
<i>Akbarov Husniddinjon Mo‘ysin o‘g‘li</i>	
MAHALLIY BUDJETLARNI BOSHQARISHDA RAQAMLI TEXNOLOGIYALAR VA OCHIQLIKNI KUCHAYTIRISH	544
<i>Xolmirzayev Ulug‘bek Abdulazizovich, Normatov Joxongir Murodillayevich</i>	
DON MAHSULOTLARI TARMOG‘IDA ISHLAB CHIQARISH QUVVATLARIDAN FOYDALANISH SAMARADORLIGINI OSHIRISH MEXANIZMLARINI TAKOMILLASHTIRISH	548
<i>Aipova Iroda Ikramovna</i>	
BUXORO VILOYATI SANOATI ISHLAB CHIQARISHINING TARMOQ TARKIBI DINAMIKASI VA UNDAGI O‘ZGARISHLAR TAHLILI	554
<i>Toshov Mirzabek Hakimovich</i>	
TEMIR YO‘L TRANSPORTINING RAQOBATBARDOSHLIGINI OSHIRISH MEZONLARI	560
<i>Nurxo‘jayeva Xilola Hakimxo‘jayevna</i>	
СОВРЕМЕННЫХ ТЕХНОЛОГИЙ В УПРАВЛЕНИИ УГОЛЬНОЙ ПРОМЫШЛЕННОСТЬЮ НА ОСНОВЕ УСТОЙЧИВОСТИ ЭФФЕКТИВНОСТИ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА	568
<i>Teshaboyev To‘lqin Zakirovich, Muradov Botir Xayat</i>	
IQTISODIYOT TARMOQLARIDA SUV ISTE‘MOLINING BOSHQARUVINI RAQAMLI TEXNOLOGIYALAR ASOSIDA TAKOMILLASHTIRISHNING NAZARIY JIHATLARI	578
<i>Karimov Anvarjon Muqumjonovich, Turg‘unov Muhammadaziz Baxtiyorjon o‘g‘li</i>	
SUV RESURSLARINI BOSHQARISHDA RAQAMLI TEXNOLOGIYALAR VA MOBIL ILOVALAR ASOSIDA SAMARADORLIKNI OSHIRISH MEXANIZMLARI	584
<i>Karimov Anvarjon Muqumjonovich, Uzakov Sirojiddin Djuraboyevich</i>	



SUN'YI INTELLEKT VA IQTISODIYOTNING O'ZARO ALOQADORLIGI	591
Sobirov Abdurasul Abdugafarovich	
IDENTIFICATION OF WEAVING STRUCTURES IN PILE FABRICS	596
Bahrom Baturovich Dautov, Bakhtiyor Yormakhmatovich Abduganiyev, Erkin Shamsiddinovich Rayxonov, Nazar Kilichov Bafoevich	
INNOVATIVE APPROACHES TO ENSURING FINANCIAL STABILITY IN COMMERCIAL BANKS	602
Otajanova Shahnoza Shuhratovna	
AXBOROT-RESURS MARKAZLARI FAOLIYATI VA OLIY TA'LIM SIFATI KO'RSATKICHLARI O'RTASIDAGI BOG'LIQLIK MASALALARI	608
Pirmedova Xayitgul Muxammedovna	
TIJORAT BANKLAR FAOLIYATIDA DAROMADLAR VA UNING AHAMIYATI	613
Kenjayev M.G'	
MAJBURIYATLAR AUDITINING ASOSIY O'ZIGA XOS XUSUSIYATLARI	618
Ergasheva Vasila Abdumajitovna	
MAMLAKATIMIZDA OLIY TA'LIM EKSPORT XIZMATLARI MOLIYAVIY NATIJADORLIGINI TA'MINLASHNI TAKOMILLASHTIRISH	623
Abdusattarova Dildora Bohodirovna	
KICHIK BIZNES SUBYEKTLARINI MOLIYAVIY QO'LLAB-QUVVATLASHNING INSTITUTSIONAL MEXANIZMLARI TAHLILI	630
Djurayeva Lola Abdugabbarovna	
JAMOAT YO'LOVCHI TRANSPORTINI YO'NALISHLARDA HARAKATI MUNTAZAMLIGIGA TA'SIR KO'RSATUVCHI OMILLAR	635
Nazarov Anvar Aripovich, Siddiqov Beknazar Jumanazar o'g'li	
TO'QIMACHILIK SANOATI KORXONALARINI RIVOJLANTIRISHNING TASHKILY-IQTISODIY MEXANIZMLARINI TAKOMILLASHTIRISH	643
Ismatullayeva Munisxon Bori qizi	
O'ZBEKISTONDA YAKKA TARTIBDAGI TADBIRKORLARNI SOLIQQA TORTISH TIZIMINI TAKOMILLASHTIRISH: 2026-YIL ISLOHOTLARI VA RAQAMLI MA'MURCHILIK	649
Yakubov San'atbek Ravshanbekovich	
ISHLAB CHIQRISH SANOATI CHIQINDILARIDAN LITIY BIRIKMALARINI AJRATIB OLIISHNING ZAMONAVIY TEXNOLOGIK YECHIMLARI	655
Eshonqulov Uchqun Xudaynazar o'g'li, Komilov Botir Asqar o'g'li	
AKSIYADORLIK JAMIYATLARINING MOLIYAVIY RISKLARINI BAHOLASHDA MIQDORIY USULLARDAN FOYDALANISH	663
Raximov Abduxalil Toshbotirovich	
JUN TOLASINI MAYDA VA YIRIK IFLOSLIKLARDAN TOZALASH TEXNOLOGIYASI VA USKUNALARINI TAKOMILLASHTIRISH	669
Omonturdiyev Ortiq Eshboyevich	
O'ZBEK VA FRANSUZ TILLARIDA KASB-HUNAR TA'LIMI TERMINLARINING SEMANTIK QIYOSIY TAHLILI	673
Jabbarova Gulbahor Jumanazarovna	
GAZ BALLONLI AVTOMOBILLARDA RADIOTO'LQINLI UZATMALAR ASOSIDA TAKOMILLASHTIRILGAN TEXNIK NAZORAT TIZIMINING IQTISODIY SAMARADORLIGINI BAHOLASH	677
Mirzayev Bahodir Nuritdinovich, Zulfiqorova Guldon Akbarjon qizi	
MINTAQANING TASHQI SAVDO AYLANMASINI EKONOMETRIK MODELLASHTIRISH USULLARI	682
G'oyibnazarov Muxammad Xamidbekovich	
IQTISODIY TADQIQOTLARDA SO'ROV O'TKAZISH METODI VA UNING ANKETA HAMDA INTERVYU SHAKLLARINI QO'LLASH MASALALARI	687
Dusmurov Radjabbay Davlatbayevich	



O'ZBEKISTONDA AUDITORLIK FAOLIYATI RIVOJLANISHI VA BIZNESDA MANFAATLAR UYG'UNLIGI.....	693
Sirojiddinov Ikromiddin Qutbiddinovich	
DAVLAT MOLIYASI VA BANK-MOLIYA INSTITUTLARINING IQTISODIY O'SISHDAGI O'RNI.....	698
Sayitbayev Shermirza Datkamirzaevich	
TRANSFORMATSİYALASHUV SHAROITIDA TIJORAT BANKLARI RESURS BAZASINI MUSTAHKAMLASH YO'NALISHLARI	703
Xolmatov Dilmurod Maxmudjonovich	
TIJORAT BANKLARINING RAQAMLI TRANSFORMATSİYASI: AN'ANAVIY BANKING TIZIMIDAN NEOBANKLARGA O'TISH MUAMMOLARI VA ISTIQBOLLARI	711
Shokirov Sardor Inotdullo o'g'li	
AVTOMATIK LOKOMATIV SIGNALIZATSIYA KODLARINI UZATISH VA DESHIFRATSIYALASH QURILMASI ISHINI TAHLIL QILISH VA DASTURIY TA'MINOTINI ISHLAB CHIQISH.....	718
Raxmonov Bobomurod Baxtiyorovich, Qodirov Izzatjon Abrorjon o'g'li	
ФИНАНСОВАЯ МОДЕЛЬ УСКОРЕНИЯ РАЗВИТИЯ ИННОВАЦИОННОЙ ЭКОНОМИКИ В УЗБЕКИСТАНЕ ЧЕРЕЗ ОПТИМИЗАЦИЮ ИНВЕСТИЦИОННОЙ ПОДДЕРЖКИ СТАРТАП-ПРОЕКТОВ В ВУЗАХ	724
Касимова Наргиза Сабитджановна	
KORXONALARDA PUL OQIMLARINI BOSHQARISH SAMARADORLIGI VA MOLIYAVIY BARQARORLIK O'RTASIDAGI BOG'LIQLIK	729
Omonov Otajon Juraqulovich	
INVESTITSİYALAR VA INNOVATSION FAOLIYAT SAMARADORLIGINI BAHOLASH METODOLOGIYASINI TAKOMILLASHTIRISHDA XORIJIY MAMLAKATLARNING ILG'OR TAJRIBALARIDAN FOYDALANISH YO'NALISHLARI.....	734
Gafurova Umida Fatixovna	
O'ZBEKISTONDA SOLIQ MA'MURCHILIGINI TAKOMILLASHTIRISH MASALALARI HAMDA ULARNING YECHIMLARI BO'YICHA AMALGA OSHIRILAYOTGAN ISHLAR TAHLILI.....	740
Bekmetov Xursandbek Iloxamovich	
THE INTEGRATION OF TRADITION AND INNOVATION IN WOMEN'S ENTREPRENEURSHIP IN UZBEKISTAN: ECONOMIC MECHANISMS AND STRATEGIC APPROACHES	747
Narzullayeva Gulchehra Salimovna	



THE INTEGRATION OF TRADITION AND INNOVATION IN WOMEN'S ENTREPRENEURSHIP IN UZBEKISTAN: ECONOMIC MECHANISMS AND STRATEGIC APPROACHES

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Abstract. This study examines the economic mechanisms underlying the integration of traditional values and innovative approaches in women's entrepreneurship in Uzbekistan. Women entrepreneurs play a significant role in the development of the national economy; however, their strategic decision-making processes are often shaped by cultural norms, historical traditions, and evolving market conditions. The research analyzes how traditional socio-cultural values can coexist with and complement modern innovative business strategies to enhance competitiveness and ensure long-term sustainability. Employing a multidisciplinary framework that integrates cultural economics, gender studies, and strategic management theories, the paper investigates key determinants, including cultural capital, gender roles, innovation adoption, and strategic adaptability. The findings demonstrate how women entrepreneurs in Uzbekistan maintain respect for traditional values while actively implementing innovative technologies, digital tools, and contemporary business models.

Keywords: Women's entrepreneurship; innovation; traditional values; strategic management; cultural economics; gender studies; economic mechanisms; Uzbekistan; sustainable development; business strategy.

Annotatsiya. Mazkur tadqiqot O'zbekistonda xotin-qizlar tadbirkorligida an'anaviy qadriyatlar va innovatsion yondashuvlarning integratsiyalashuvi asosidagi iqtisodiy mexanizmlarni tahlil qiladi. Xotin-qizlar tadbirkorligi milliy iqtisodiyot rivojlanishida muhim o'rin tutadi, biroq ularning strategik qaror qabul qilish jarayonlari ko'pincha madaniy me'yorlar, tarixiy an'analar va o'zgaruvchan bozor sharoitlari ta'sirida shakllanadi. Tadqiqot an'anaviy ijtimoiy-madaniy qadriyatlarning zamonaviy innovatsion biznes strategiyalari bilan uyg'unlashuvi va ularning raqobatbardoshlik hamda barqarorlikni ta'minlashdagi ahamiyatini yoritadi. Madaniy iqtisodiyot, gender tadqiqotlari va strategik boshqaruv nazariyalarini birlashtirgan multidissiplinar yondashuv asosida madaniy kapital, gender rollari, innovatsiyalarni joriy etish va strategik moslashuvchanlik kabi omillar tahlil qilinadi. Natijalar O'zbekistonda ayol tadbirkorlar an'anaviy qadriyatlarga hurmatni saqlagan holda innovatsion texnologiyalar, raqamli vositalar va zamonaviy biznes modellarini faol joriy etayotganini ko'rsatadi.

Kalit so'zlar: Xotin-qizlar tadbirkorligi; innovatsiya; an'anaviy qadriyatlar; strategik boshqaruv; madaniy iqtisodiyot; gender tadqiqotlari; iqtisodiy mexanizmlar; O'zbekiston; barqaror rivojlanish; biznes strategiyasi.

Аннотация. Данное исследование посвящено анализу экономических механизмов интеграции традиционных ценностей и инновационных подходов в женском предпринимательстве Узбекистана. Женщины-предприниматели играют значительную роль в развитии национальной экономики, однако их стратегические решения во многом формируются под влиянием культурных норм, исторических традиций и изменяющихся рыночных условий. В работе рассматривается возможность гармоничного сочетания традиционных социокультурных ценностей с современными инновационными бизнес-стратегиями с целью повышения конкурентоспособности и обеспечения устойчивого развития. На основе междисциплинарного подхода, объединяющего культурную экономику, гендерные исследования и теории стратегического управления, анализируются ключевые факторы, включая культурный капитал, гендерные роли, внедрение инноваций и стратегическую адаптивность. Результаты исследования показывают, что женщины-предприниматели в Узбекистане успешно сочетают уважение к традиционным ценностям с внедрением инновационных технологий, цифровых инструментов и современных бизнес-моделей.

Ключевые слова: Женское предпринимательство; инновации; традиционные ценности; стратегическое управление; культурная экономика; гендерные исследования; экономические механизмы; Узбекистан; устойчивое развитие; бизнес-стратегия.



INTRODUCTION

Women's entrepreneurship has emerged as a significant driver of economic development, social transformation, and poverty reduction in developing economies. In Uzbekistan, female entrepreneurs constitute an increasingly important segment of the business environment, contributing substantially to employment generation, household income diversification, and community resilience. According to the State Statistics Committee of Uzbekistan (2023), women represent approximately 35% of all registered entrepreneurs and account for 28% of small and medium-sized enterprise (SME) ownership, demonstrating their expanding economic engagement.

Women's entrepreneurship in Uzbekistan operates within a distinctive socio-economic context shaped by the interaction of traditional Central Asian cultural values and contemporary market-oriented reforms. Since gaining independence in 1991, Uzbekistan has implemented broad economic liberalization policies, with reform processes accelerating under the national development strategy initiated in 2017–2021. These reforms have created new opportunities for entrepreneurial activity while encouraging the modernization and increased competitiveness of business practices.

The cultural environment of Uzbekistan provides both supportive foundations and structural influences for women entrepreneurs. Traditional values emphasizing family cohesion, community solidarity, and respect for cultural heritage foster social capital and networks that facilitate business development. At the same time, established gender norms and socially defined economic roles shape entrepreneurial pathways and strategic decision-making processes. Understanding how women entrepreneurs successfully navigate this dynamic environment—integrating respect for tradition with the adoption of innovative approaches—constitutes the central focus of this study.

The primary research question guiding this investigation is as follows: What economic mechanisms enable women entrepreneurs in Uzbekistan to integrate traditional values with innovative business strategies effectively, and how do these mechanisms contribute to sustainable competitive advantage? Addressing this question requires an interdisciplinary framework that draws upon cultural economics, gender studies, strategic management, and innovation theory to examine how cultural context influences entrepreneurial strategy while entrepreneurial agency simultaneously contributes to socio-economic transformation.

LITERATURE REVIEW

Research on women's entrepreneurship in Uzbekistan occupies a distinctive position within global scholarship, as it integrates insights from local academics—who possess an in-depth understanding of the country's socio-cultural context—and international scholars who interpret these dynamics through broader theoretical frameworks. Collectively, this body of literature demonstrates that the integration of traditional socio-cultural values with innovative business strategies represents not a contradiction, but a multidimensional process shaped by institutional transformation, cultural patterns, economic reforms, and gendered expectations.

Local scholars, including Sh. Ruzmetova, N. Botirova, M. Isroiljonova, D. Ruzimuratova, Z. Mamatqulova, and U. Xudoyberdiyeva, have extensively examined the socio-cultural determinants of female entrepreneurship in Uzbekistan¹. Their research indicates that traditional values—such as modesty norms, respect for elders, household responsibilities, and collectivist identities—continue to influence women's entrepreneurial behavior significantly. Many studies observe that women's entrepreneurial initiatives frequently originate from culturally embedded competencies, including sewing, cooking, handicrafts, and child-related services. According to Isroiljonova's empirical findings, these culturally rooted skills provide a stable foundation upon which women establish micro-enterprises and gradually expand their activities through community trust and local networks.

Importantly, Uzbek scholars emphasize that tradition functions not only as a contextual framework but also as a source of economic strength. Botirova highlights that family-based support systems—financial, emotional, and reputational—operate as powerful forms of informal entrepreneurial capital that facilitate business formation and stabilization. Ruzmetova further notes that in rural areas, women's networks within mahallas (community institutions) serve as significant institutional mechanisms that promote knowledge exchange, mutual assistance, and collective problem-solving. These findings align with Pierre Bourdieu's theory of social capital, which underscores the economic value of embedded social networks. In Uzbekistan, such embeddedness constitutes a culturally specific and strategically valuable economic resource².

1 Botirova, N. (2020). Socio-Cultural Factors in the Development of Women's Entrepreneurship. *Economics and Innovative Technologies*, 8(3), 45–55.

2 Ruzmetova, Sh. (2018). The Impact of the Mahalla System on Women's Entrepreneurship. *Sociology and Psychology*, 5(1), 44–59.



International scholarship contributes further insight into patterns of innovation adoption among women entrepreneurs. Studies by Ely, Brush, Carter, Welter, Aidis, and Marlow examining female entrepreneurship in emerging economies suggest that innovation behavior is shaped by social norms, institutional conditions, and cultural expectations. These scholars argue that women often engage in incremental innovation—introducing gradual and culturally compatible improvements—rather than radical transformation. This perspective corresponds closely with empirical observations in Uzbekistan. Ruzimuratova's research demonstrates that even technologically skilled women entrepreneurs frequently select innovation pathways that harmonize with established cultural identities, thereby blending modern tools with traditional values³.

A recurring theme across both local and international literature concerns the role of institutional reforms. Researchers such as H. Kotov, G. Khasanova, and S. Yuldasheva emphasize that Uzbekistan's recent economic reforms, aimed at promoting entrepreneurship, digitalization, and gender inclusion, have expanded opportunities for women to adopt innovative business practices⁴. Reports from international organizations—including UNDP, UN Women, and the World Bank—similarly document the increasing participation of women in entrepreneurship, attributing this growth to improved legal frameworks, expanded access to finance, and enhanced business education. Scholars generally agree, however, that the effectiveness of these reforms depends on their alignment with cultural norms and social structures, underscoring the importance of context-sensitive policy implementation.

At the microeconomic level, Uzbek scholars provide detailed analysis of the mechanisms through which tradition and innovation interact. M. Uzakova explains that women frequently combine household-based business models with modern marketing strategies, including promotion through Instagram, Telegram channels, and online marketplaces. This hybridization reflects what Schumpeter, Drucker, and Rogers describe as the dynamic reconfiguration of resources within existing constraints⁵. Rogers' theory of innovation diffusion suggests that innovations are adopted most effectively when they correspond with the adopter's cultural values and perceived needs; in Uzbekistan, such alignment plays a crucial role in women's entrepreneurial decision-making.

Financial mechanisms constitute another key dimension highlighted in both local and global research. Although microfinance institutions and targeted lending programs for women have expanded, Uzbek scholars observe that family-based informal financing continues to serve as a primary source of initial start-up capital. This pattern aligns with findings from global studies on developing economies, including the work of Buvinic, Haile, and Kelley, which indicates that women entrepreneurs often rely on informal credit networks alongside formal financial systems. Simultaneously, the growing availability of state grants, entrepreneurship incubators, and digital training programs in Uzbekistan has strengthened women's capacity to adopt innovative strategies, including digital marketing, product diversification, and service modernization.

Overall, the literature suggests that women's entrepreneurship in Uzbekistan evolves through a process of strategic integration, where traditional socio-cultural foundations and innovative business practices mutually reinforce one another. This integrative dynamic forms the conceptual basis for further empirical investigation into the economic mechanisms that enable sustainable competitive advantage⁶.

RESEARCH METHODOLOGY

This study employs a mixed-methods research design integrating quantitative surveys, qualitative interviews, focus group discussions, and secondary data analysis. This methodological framework enables triangulation, thereby enhancing the validity and reliability of the findings while capturing both the breadth and depth of the phenomenon under investigation.

Quantitative Component

Structured surveys were administered to 245 women entrepreneurs across Uzbekistan during 2022–2024. Respondents were selected using a stratified random sampling technique to ensure regional representation (Tashkent, Samarkand, Bukhara, the Fergana Valley, and Karakalpakstan), sectoral diversity (services, manufacturing, trade, and agriculture), and variation in enterprise size (micro, small, and medium-sized enterprises).

3 Ruzimuratova, D. (2020). Incremental innovation among women entrepreneurs: Evidence from Uzbekistan. *Innovatsion Tadqiqotlar Jurnali*, 2(4), 133–147.

4 Yuldasheva, S. (2021). Digitalisation and entrepreneurship reforms in Uzbekistan. *Economic Reforms Review*, 1(1), 55–70.

5 Schumpeter, J. A. (1934). *The theory of economic development*. Harvard University Press.

6 Kotov, H. (2020). Economic reforms and entrepreneurship in modern Uzbekistan. *Journal of Central Asian Studies*, 27(2), 55–68.

The survey instrument measured key variables, including innovation adoption, orientation toward traditional values, access to support mechanisms, and business performance indicators. Statistical analyses—such as correlation analysis, multiple regression analysis, and structural equation modeling (SEM)—were applied to examine the relationships among variables and to identify significant determinants of tradition–innovation integration.

Qualitative Component

Semi-structured interviews were conducted with 35 women entrepreneurs selected through purposive sampling to reflect diverse strategic approaches to integrating tradition and innovation. The interview protocol explored entrepreneurial motivations, strategic decision-making processes, experiences in balancing cultural expectations with business expansion, innovation adoption strategies, and perceptions of institutional and informal support mechanisms.

Thematic analysis was employed to identify recurring patterns, adaptive strategies, and distinctive integration models. In addition, eight focus group discussions (each consisting of 6–8 participants) were organized to examine community-level dynamics influencing women’s entrepreneurship, including social networks, collective norms, and informal support structures.

Secondary Data Analysis

Secondary data were obtained from official sources, including the State Statistics Committee of Uzbekistan, the Chamber of Commerce and Industry, the Women’s Committee, and the Ministry of Economy and Finance. These data provided contextual information on trends in women’s entrepreneurship, sectoral distribution, regional patterns, and recent policy developments. Academic literature and policy documents were reviewed to inform the theoretical framework and to support comparative analysis.

Ethical Considerations

The research protocol received approval from the Ethics Committee of Bukhara State University. All participants provided informed consent after receiving clear explanations of the study’s objectives, procedures, and their rights as participants. Confidentiality was ensured through pseudonymization and secure data storage procedures. Cultural sensitivity was carefully maintained throughout the research process, including the use of female interviewers and the selection of culturally appropriate interview settings.

ANALYSIS AND RESULTS

Women’s entrepreneurship scholarship has evolved considerably over recent decades, progressing from deficit models emphasizing women’s disadvantages to more nuanced frameworks recognizing distinct approaches and strengths. Contemporary theoretical perspectives encompass multiple dimensions, including economic, sociological, psychological, and cultural viewpoints.

The Liberal Feminist Perspective emphasizes structural barriers constraining women’s entrepreneurship, including discriminatory laws, limited access to capital, educational disparities, and gender stereotypes. This perspective advocates removing legal and institutional obstacles while providing compensatory support to address historical disadvantages. Research in this tradition documents persistent gender gaps in business ownership, growth rates, and financial performance, attributing disparities to structural constraints rather than inherent capabilities.

The Social Feminist Perspective examines how gender socialization shapes entrepreneurial aspirations, strategies, and outcomes. Women’s domestic responsibilities, caregiving obligations, and societal expectations influence business location, scale, sector choice, and growth orientation. Rather than viewing these patterns as deficiencies, scholars recognize women entrepreneurs’ distinctive priorities, which balance economic objectives with family welfare, social contribution, and work–life integration. This perspective highlights women’s social capital, relationship-building capabilities, and collaborative approaches as entrepreneurial assets⁷.

The integration of tradition and innovation in women’s entrepreneurship in Uzbekistan presents a multilayered set of challenges that reflect the broader social, economic, and institutional context of the country. While the combination of cultural heritage and modern technological tools holds great potential for strengthening women’s economic participation, the reality shows that the process is far from seamless. Instead, it is shaped by conflicting value systems, resource limitations, structural inequalities, and an evolving but still incomplete innovation ecosystem. These challenges underscore that the integration of tradition and innovation is not merely a technical process but a socio-economic transformation requiring coordinated and sustained support (Table 1).

7 UNDP Uzbekistan. (2021). Gender equality and women’s entrepreneurship in Uzbekistan. UNDP Country Office.



Table 1. Socio-Cultural and Behavioral Factors Affecting Tradition–Innovation Integration⁸

Factor Area	Description	Implications for Innovation Integration	International Comparison	Uzbekistan-Specific Dynamics
Traditional Gender Roles	Social expectations emphasize women’s central role in family care and household management.	Time allocation patterns and mobility considerations influence the pace and type of technology adoption. Innovation tends to be adapted to fit family-centered responsibilities.	Comparable patterns are observed in Pakistan, India, and several MENA countries, where family structures shape women’s entrepreneurial pathways.	Mahalla-based social structures reinforce family-oriented gender norms while simultaneously providing community-based support networks.
Social Risk Sensitivity	Innovation may be perceived as socially or economically uncertain within close-knit communities.	Entrepreneurs often favor incremental and culturally aligned innovations rather than radical transformation.	Similar tendencies are documented in rural areas of Africa and South Asia.	Families frequently encourage home-based or culturally embedded business models that ensure social stability and gradual growth.
Community Expectations	Social reputation and collective approval remain important elements of entrepreneurial legitimacy.	Participation in external training, networking, and scaling activities is carefully evaluated to ensure alignment with community values.	This dynamic is common in culturally conservative societies worldwide.	Community endorsement significantly enhances women’s business credibility and sustainability.
Psychological Factors	Confidence levels and perceptions of risk influence entrepreneurial decision-making.	Adoption of digital tools, formal financing, and expansion strategies may proceed gradually as experience and trust increase.	Similar patterns are observed globally among women managing micro and small enterprises.	In rural areas, targeted mentoring and digital literacy initiatives play a crucial role in strengthening technological confidence.

The integration of tradition and innovation in women’s entrepreneurship in Uzbekistan represents a promising yet evolving transition. Cultural heritage provides a strong foundation for distinctive and marketable products; however, sustainable innovation also requires financial resources, technological capacity, institutional support, and broad social acceptance—elements that remain unevenly distributed across regions and social groups. The factors identified above indicate that the fusion of tradition and innovation extends beyond a purely economic adjustment; it reflects a broader transformation of social norms, institutional frameworks, and resource allocation systems.

Accordingly, economic mechanisms and strategic approaches aimed at empowering women entrepreneurs should adopt a holistic orientation. Such strategies should strengthen financial inclusion, expand digital competencies, encourage business formalization, and foster cultural environments in which traditional values actively reinforce innovative development.

A central dynamic shaping this process concerns the interaction between established gender roles and the evolving demands of innovation-driven entrepreneurship. Long-standing expectations surrounding women’s roles as caregivers, household managers, and custodians of cultural continuity continue to influence everyday life in many Uzbek families. These social patterns affect time allocation, mobility, decision-making autonomy, and the pace at which innovation-oriented ventures develop. While families often provide meaningful support for small-scale, culturally embedded activities—such as handicrafts, food production, and home-based services—engagement with digital technologies, expansion into new markets, or operational scaling may require gradual negotiation within existing social frameworks.

Innovation-oriented entrepreneurship typically involves calculated risk-taking, external networking, and strategic independence. When these elements are harmonized with cultural expectations, women entrepreneurs tend to adopt adaptive innovation strategies that prioritize steady growth and social legitimacy. Consequently, many women pursue incremental innovations—introducing gradual improvements that align with community values—thereby ensuring sustainable development while maintaining cultural continuity (Table 2).

8 Author’s Original Contribution.

Table 2. Economic and Financial Factors Influencing the Pace of Innovation Adoption⁹

Economic Factor	Nature of the Issue	Implications for Innovation	Global Parallels	Uzbekistan-Specific Context
Limited Access to Finance	Collateral requirements and limited formal credit history affect borrowing capacity.	Constrains investment in advanced technology, business expansion, and structural innovation.	Comparable patterns are observed in Bangladesh, Kenya, and Nigeria.	Many women entrepreneurs rely primarily on family-based financing during the initial stages of business development.
Reliance on Microfinance	Microloans are often designed for short-term liquidity rather than long-term innovation investment.	Supports business continuity but may limit large-scale technological upgrading and structural transformation.	Similar trends are documented across Southeast Asia.	Grant programs assist start-ups; however, scaling innovative enterprises requires broader financial instruments.
Low Level of Business Formalization	A significant share of women operate home-based or semi-formal enterprises.	Restricts access to formal support programs, institutional financing, and wider market opportunities.	Observed in India, Morocco, and other developing economies.	Home-based production remains a common and culturally embedded business model among women entrepreneurs.
Limited Market Integration	Access to competitive value chains and export-oriented networks remains developing.	Innovation remains concentrated in local markets with moderate value addition.	Similar dynamics exist in artisan-based and craft-oriented economies globally.	Traditional crafts and small-scale production are gradually integrating into formal domestic and international markets.

Another significant factor influencing the pace of innovation adoption concerns access to financial resources and the development of inclusive capital markets. Although the government has introduced various credit facilities and grant programs, practical constraints continue to affect women entrepreneurs' access to formal finance. These constraints include collateral requirements, limited credit histories, varying levels of financial literacy, and administrative procedures that may appear complex for first-time applicants. As a result, many women rely on informal, family-based financial support during the initial stages of business development. While such support provides stability and social trust, it often remains modest in scale and oriented toward low-risk activities, thereby limiting large-scale investment in advanced technologies, high-value equipment, branding, or business expansion. Consequently, innovation initiatives may remain incremental rather than structural. This pattern reflects broader trends observed in emerging economies, where women's access to formal financial systems continues to expand but remains uneven across sectors and regions¹⁰.

The integration of tradition and innovation is also shaped by differentiated levels of digital literacy and access to technological infrastructure. The digitalization of commerce—particularly through social media platforms and e-commerce channels—has created important new opportunities for women entrepreneurs. However, disparities in digital competencies persist, especially in rural areas. Many women effectively utilize basic digital tools such as messaging applications and simple online sales platforms; yet more advanced instruments—including digital accounting systems, marketing analytics, automated payment technologies, and international e-commerce integration—are adopted more gradually. Variations in internet infrastructure quality, access to digital devices, and confidence in technology use contribute to this uneven adoption pattern.

As a result, innovation integration often progresses step by step, beginning with accessible digital practices and expanding as technical capacity and institutional support improve. Strengthening digital skills training, expanding infrastructure investment, and promoting technology-friendly cultural narratives can further enhance the depth and sustainability of innovation within women-led enterprises (Table 4).

⁹ Author's Original Contribution.

¹⁰ Abdurakhmanova, G., & Jo'raeva, N. (2021). Women's entrepreneurship and socio-cultural factors in Uzbekistan. *Toshkent Davlat Iqtisodiyot Universiteti Ilmiy Axboroti*, 4(2), 65–78.

Table 4. Technological and Institutional Factors Affecting Hybrid Business Transformation¹¹

Challenge Type	Description	Implications for Innovation	International Similarities	Uzbekistan-Specific Context
Digital Literacy Gaps	Variations in technical skills, particularly among women in rural areas.	Limits the full utilization of digital marketing tools and advanced e-commerce systems.	Comparable patterns are observed in rural regions of India and Egypt.	Entrepreneurs commonly use platforms such as Telegram and Instagram, while more advanced digital tools are adopted gradually.
Developing Innovation Ecosystem	Limited availability of women-focused incubators, mentorship programs, and specialized innovation networks.	Innovation adoption progresses unevenly across regions and sectors.	Similar dynamics are present in lower-income and transition economies.	Innovation hubs are concentrated primarily in urban centers such as Tashkent and Samarkand.
Fragmented Institutional Support	Support programs sometimes operate in parallel without long-term coordination mechanisms.	Assistance may produce short-term gains but requires stronger integration for sustained growth.	Institutional coordination challenges are common in emerging markets.	Inter-ministerial coordination continues to improve, with ongoing efforts to strengthen policy alignment.
Regulatory Ambiguity for Home-Based Enterprises	Legal frameworks for hybrid and home-based business models are evolving.	Some hybrid enterprises remain partially informal while regulatory systems adapt to new business formats.	Similar transitional regulatory environments are found in informal-sector economies globally.	Registration procedures for microenterprises are gradually being simplified to encourage formal participation.

A fourth problem is the fragmented and insufficiently coordinated institutional support system. Uzbekistan has introduced numerous initiatives—women’s entrepreneurship centers, grants, incubators, and training programs—but the institutional landscape remains fragmented. Programs often overlap, lack long-term sustainability, or fail to address deeper structural issues such as gender norms, market integration, and innovation capability. Many initiatives focus on starting a business rather than scaling it or transforming traditional enterprises through innovation. Furthermore, monitoring and evaluation mechanisms remain weak, making it difficult to assess real impact and refine strategies. The absence of cohesive, long-term ecosystem development limits women’s ability to transition from traditional microenterprises to innovation-driven firms.

Equally significant is the problem of limited market access and weak integration into competitive value chains. Many women-led businesses remain confined to local, low-value markets characterized by intense competition and low profit margins. Traditional products such as *suzani*, *adras*, ceramics, and national food items carry significant cultural value but are rarely integrated into structured supply chains capable of reaching national or international markets. Constraints such as weak branding, insufficient packaging standards, lack of certification, and limited exposure to global consumer trends keep women’s enterprises at a micro level. Consequently, innovation becomes superficial—focusing on minor product variations or online sales—rather than enabling competitiveness in broader markets¹².

Another important problem concerns the underdeveloped innovation ecosystem for women, especially outside major cities. While innovation hubs, IT parks, and training centers exist, they often cater primarily to urban populations and remain less accessible to women due to mobility restrictions, cost barriers, or lack of childcare support. Women’s participation in STEM fields also remains low, limiting their entry into high-value innovation sectors. Mentorship networks—crucial for knowledge transfer and entrepreneurial confidence—are fragmented or underutilized. Without a strong ecosystem, women cannot fully leverage innovation, even when motivated or talented¹³.

11 Author’s Original Contribution.

12 Chen, J., & Li, Y. (2017). Social capital and female entrepreneurship in developing societies: Evidence from rural China. *Journal of Developmental Entrepreneurship*, 22(3), 1750016.

13 Zhang, X., & Zhao, L. (2019). Gendered entrepreneurship and cultural norms: Insights from Chinese family businesses. *International Journal of Entrepreneurial Behavior & Research*, 25(5), 1030–1050.

Structural barriers amplify these problems. Women face constraints related to time poverty, as unpaid household labor consumes significant portions of their day. Mobility restrictions, safety concerns, and cultural expectations further limit participation in innovation-related activities. Legal uncertainties surrounding home-based businesses, insufficient intellectual property protection for traditional crafts, and inconsistent regulatory practices add complexity to entrepreneurial operations.

Finally, a broader but less discussed issue is the incomplete hybridization between tradition and innovation. While many Uzbek women successfully use digital tools to market traditional crafts or food products, the transformation often remains partial. They combine tradition with minimal innovation, such as using Instagram for promotion, but rarely undertake deeper strategic changes such as brand storytelling, product diversification, design innovation, intellectual property registration, or international quality certification. This partial integration limits the potential of hybrid business models that could elevate traditional cultural products into globally competitive creative industries.(Figure 1).

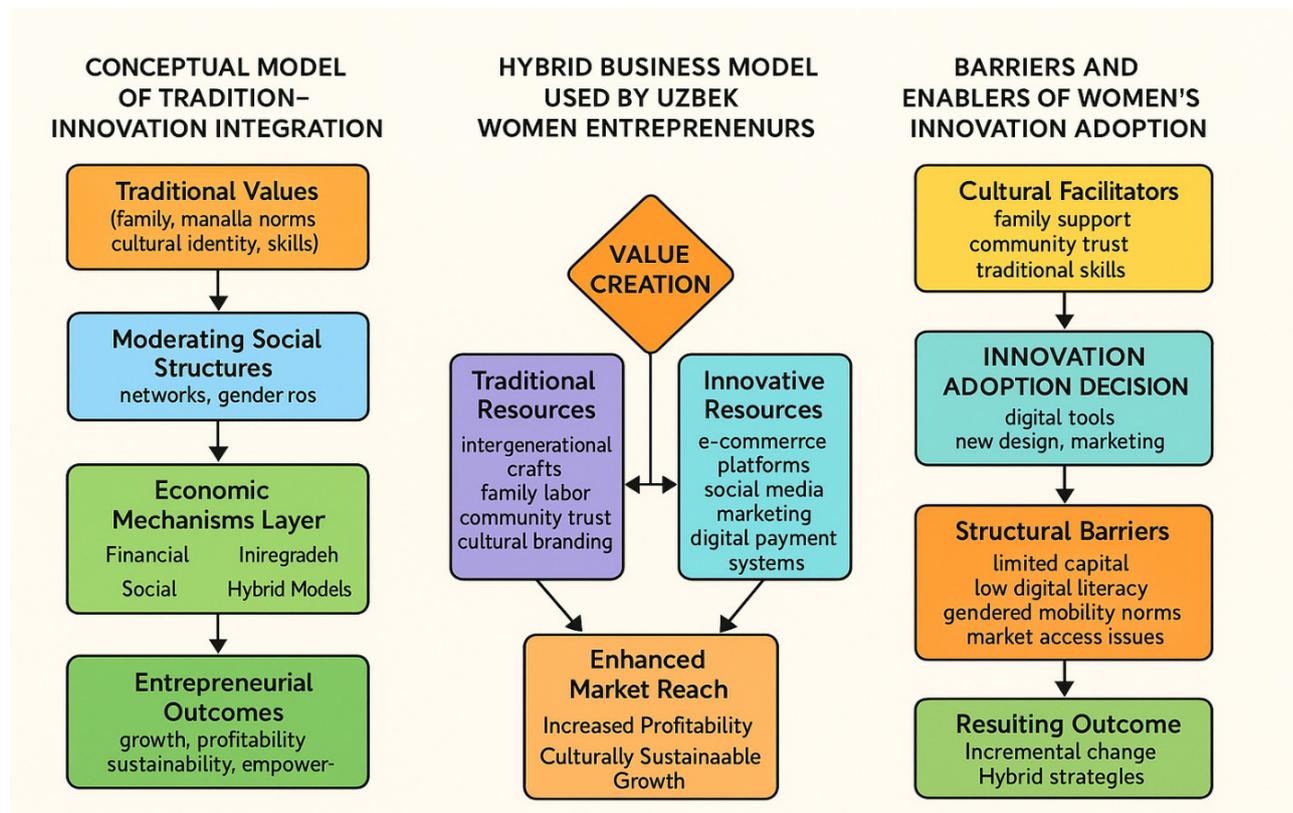


Figure 1. Conceptual Model of Tradition-Innovation Integration¹⁴

However, tradition alone is not enough to ensure competitive success. What matters is how these traditions interact with moderating social structures, such as gender norms, family support networks, and community relationships. In Uzbekistan, mahalla institutions, extended family networks, and women’s support groups function similarly to “community business networks” in Kenya or women’s self-help groups in India. They serve as social regulators of innovation adoption—facilitating certain forms of innovation while discouraging others that may contradict cultural expectations.

The model highlights that economic mechanisms—including financial support (microloans and grants), institutional support (women’s entrepreneurship programs), social capital, and hybrid business models—mediate the link between tradition and innovation. This mirrors mechanisms documented in global research on women’s entrepreneurship in emerging markets. In Uzbekistan, government programs such as the “Women’s Entrepreneurship Fund,” IT Park incubators, and microfinance initiatives play this mediating role. Ultimately, the integration of tradition and innovation leads to positive entrepreneurial outcomes: increased profitability, sustainable growth, and empowerment. The Uzbek experience aligns with findings from Bangladesh, Indonesia, and Turkey, where hybrid business models grounded in cultural heritage and modern technologies have yielded inclusive and sustainable economic development¹⁵.

14 Author’s Original Contribution.

15 European Bank for Reconstruction and Development. (2022). Uzbekistan Country Strategy 2022–2027. EBRD.



The second diagram shows how women entrepreneurs in Uzbekistan combine traditional resources with modern innovative tools to create hybrid, value-generating business models. This hybridization is a hallmark of women's entrepreneurship in culturally rich developing countries, according to research by Brush, de Bruin, and Welter (2009). Traditional resources include intergenerational crafts, family labor, community trust, and cultural branding. These assets offer authenticity, heritage-based differentiation, and a built-in customer base within local communities. Internationally, similar patterns are found among entrepreneurs in Turkey (ceramics and textiles), Morocco (handmade crafts), and India (sari production). These women leverage cultural identity as a competitive advantage, especially in niche and global markets.

Innovative resources, such as e-commerce platforms, social media marketing, and digital payment systems, allow entrepreneurs to overcome traditional constraints, such as limited mobility, small local markets, and gendered restrictions. Social media platforms like Instagram and TikTok have become powerful marketing tools for women in Uzbekistan—just as Etsy, Facebook Marketplace, and WhatsApp Business have transformed women-led microenterprises in India, Brazil, and Indonesia.

The hybrid model creates a unique form of value creation, in which cultural authenticity is scaled using digital technologies. This dual resource use results in enhanced market reach, enabling Uzbek women to sell beyond their mahalla—nationally and even internationally. It also increases profitability, as culturally rich, handmade, or identity-based goods (such as adras, suzani, or local cuisine) attract premium pricing in global markets. Furthermore, hybrid models support culturally sustainable growth. Women do not abandon tradition; rather, they reinterpret it through innovation, preserving cultural heritage while improving economic opportunities. This model closely mirrors successful hybrid entrepreneurship patterns observed in Turkey's Anatolian textile clusters and Indonesia's batik industry.

CONCLUSION AND RECOMMENDATIONS

The integration of tradition and innovation in women's entrepreneurship in Uzbekistan reflects a distinctive developmental trajectory shaped by rich socio-cultural heritage, ongoing digital transformation, and progressive economic reforms. The findings of this study demonstrate that women entrepreneurs in Uzbekistan do not follow a linear model of modernization. Instead, they construct hybrid business ecosystems that combine cultural identity, traditional craftsmanship, and modern technological solutions. This hybridization generates economic, social, and institutional advantages, positioning women's entrepreneurship as a key driver of inclusive and sustainable development.

First, the study confirms that traditional knowledge and skills—such as handicrafts, textile production, culinary arts, and community-based cooperation—remain valuable economic assets. Rather than limiting entrepreneurial potential, these traditions provide authenticity, cultural differentiation, and competitive advantage in domestic and international markets. When complemented by digital marketing strategies, branding development, and design innovation, traditional products acquire renewed relevance and higher economic value, enabling women to integrate more effectively into diversified value chains.

Second, the adoption of digital technologies and financial innovations has significantly strengthened women's entrepreneurial capacity, particularly in rural and semi-urban regions. E-commerce platforms, mobile payment systems, digital banking services, and online learning tools reduce market entry barriers, enhance operational efficiency, and support data-informed decision-making. Empirical evidence indicates that digitalization not only improves sales performance and productivity but also reinforces women's autonomy, bargaining power, and long-term business resilience.

Third, institutional reforms and state-supported initiatives—including subsidized credit programs, entrepreneurship training schemes, and women-focused development policies—play a critical role in fostering innovative women-led enterprises. These mechanisms contribute to addressing structural constraints related to finance, business education, and market access. The effectiveness of such programs, however, depends on consistent local implementation, effective inter-agency coordination, and sustained policy continuity.

Fourth, the study highlights the growing relevance of eco-innovation and sustainable entrepreneurship. Women entrepreneurs increasingly utilize Uzbekistan's natural resources and environmentally responsible production practices to create value-added products. The expanding global demand for green, artisanal, and ethically produced goods positions Uzbek women favorably within international markets. By adopting sustainable methods—such as natural dyeing, organic raw materials, and low-waste production—women-led enterprises can enhance competitiveness while contributing to national environmental priorities.

Fifth, human capital development emerges as a foundational determinant of innovative entrepreneurship. Increased participation in digital skills training, mentorship networks, and entrepreneurship education strengthens strategic competence, managerial capacity, and leadership potential. Investment in women's education yields long-term economic benefits, as entrepreneurs with advanced managerial and technological skills are more likely to innovate, scale operations, and generate employment opportunities.

Overall, the study concludes that the synergy between tradition and innovation creates a distinctive strategic advantage for women entrepreneurs in Uzbekistan. This synergy promotes competitive differentiation, preserves cultural heritage, and enhances social inclusivity while simultaneously stimulating economic diversification and growth. Women's entrepreneurship therefore represents a multidimensional phenomenon that integrates economic modernization with socio-cultural continuity.

The sustained success of tradition–innovation integration depends on coherent economic mechanisms, inclusive financial systems, continued digital transformation, and strategic investment in human potential. By strengthening institutional coordination, expanding technological access, and promoting innovation-oriented business models that elevate traditional craftsmanship, Uzbekistan can further enhance the transformative role of women's entrepreneurship. When supported by comprehensive and forward-looking policies, women-led enterprises become powerful catalysts for national development—advancing economic diversification, empowering communities, and reinforcing Uzbekistan's competitive position within the global economy.

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