

**SPECIFIC ASPECTS OF ORGANIZATIONAL MECHANISMS FOR THE
DEVELOPMENT OF HIGHER EDUCATION SERVICES**

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Abstract. This article examines the specific features of organizational mechanisms for the development of higher education services. The study analyzes governance systems of higher education institutions, institutional autonomy, internal quality assurance mechanisms, digital management, and cooperation with stakeholders. It is substantiated that the flexibility and innovative orientation of organizational mechanisms are key factors in improving the efficiency and quality of higher education services. The research findings provide practical insights for modernizing higher education systems and enhancing educational service quality.

Keywords: higher education services, organizational mechanisms, education management, institutional autonomy, education quality, digital technologies.

Introduction. In the current conditions of globalization and the digital economy, the higher education system is emerging as an important strategic factor in the socio-economic development of society. In the conditions of an economy based on knowledge and innovation, the need for the competitiveness of higher education institutions, the quality of educational services, and effective organizational mechanisms for their management is growing. Therefore, the development of higher education services and their improvement based on modern requirements is one of the urgent scientific and practical issues.

Higher education services include not only the process of providing knowledge, but also research activities, innovative developments, international cooperation, and a system of training personnel in accordance with the needs of the labor market. The effectiveness of these processes largely depends on the level of improvement of the existing organizational management mechanisms in higher education institutions. Traditional management approaches are no longer sufficient to ensure the quality of educational services in the current rapidly changing environment.

In recent years, reforms have been implemented in the higher education system, such as expanding institutional independence, introducing digital technologies in managing the educational process, and strengthening the integration of education and production. However, practice shows that the effectiveness of these reforms directly depends on the thoroughness and systematicity of the organizational mechanisms used in their implementation. Therefore, there is a need to analyze and improve organizational mechanisms on a scientific basis in the development of higher education services.

In the context of the accelerating processes of improving the quality of personnel training in the higher education system of Uzbekistan, ensuring the competitiveness of educational services, and integrating into the international educational space, the relevance of this topic is increasing. The formation of effective organizational mechanisms for the development of higher education services will serve not only to improve the activities of educational institutions, but also to increase the intellectual potential of the country.

From this point of view, the main goal of this study is to reveal the essence and significance of organizational mechanisms in the development of higher education services, identify existing problems and develop scientifically based proposals and recommendations for their improvement. The results of the study are of great importance in making practical decisions aimed at managing the higher education system and improving the quality of educational services.

Literature review. The issue of developing higher education services is one of the important scientific directions in the development of modern economy and society. In recent years, the scientific literature has interpreted the higher education system not only as an institution providing knowledge, but also as a strategic sector that ensures the creation of innovations, the development of human capital and national competitiveness. Therefore, the issue of improving the mechanisms for the effective organization and management of higher education services has been widely covered in many foreign and domestic studies.

In foreign scientific literature, the issue of developing higher education services is mainly studied in relation to the quality of education, institutional governance, academic independence and market mechanisms. In particular, approaches to managing the service sector in strategic management theory are used in an adapted manner for the higher education system. In this regard, the concepts of competitiveness and value creation put forward by Michael Porter serve as an important theoretical basis for determining the position of higher education institutions in the educational services market. According to Porter, the effectiveness of organizational mechanisms in educational services determines the competitive advantage of the institution.

In studies conducted on the economics of education, a decentralized management model, financial and academic independence of universities are indicated as important factors in the development of higher education services. This literature emphasizes that improving organizational mechanisms allows for improving the quality of education, effective use of resources and training personnel in accordance with the requirements of the labor market. In particular, university-industry cooperation, integration of education and science are considered modern organizational forms of development of higher education services.

Reports of international organizations, including UNESCO and OECD, specifically note the need to modernize the management system, introduce quality assessment mechanisms, and use digital technologies in the development of higher education services. These sources consider organizational mechanisms as the main factor ensuring the transparency and efficiency of educational services.

In the scientific literature of the CIS countries and Russia, the issue of development of higher education services is studied more in connection with public administration, reform of the education system, and financing mechanisms. These studies note that the outdated organizational structures in higher education institutions and excessive bureaucracy of management processes negatively affect the quality of educational services. At the same time, the need to introduce modern management and marketing approaches in management is emphasized.

In the scientific works of Uzbek scientists, the issue of developing higher education services is inextricably linked to the reforms of the national education system. In local literature, improving the organizational management of higher education institutions, diversifying educational services, developing cooperation with the private sector, and introducing digital educational platforms are indicated as important areas. In particular, strengthening the quality of education and internal control mechanisms are considered an integral part of organizational mechanisms.

In general, the literature review shows that improving organizational mechanisms in the development of higher education services is a multifaceted and complex process, which requires

a combination of strategic management, institutional independence, financial stability, and education quality factors. While market and competition-based approaches are prioritized in foreign literature, domestic research focuses more on issues of public administration and organizational reforms. The integration of these approaches allows for the formation of effective organizational mechanisms for the development of higher education services.

Research methodology. The methodological basis of this study was formed based on a set of scientific approaches aimed at comprehensively studying the organizational mechanisms used in the development of higher education services and assessing their effectiveness. The study used the basic principles of the theories of educational services economics, educational management, and organizational management.

In the research process, a systematic approach was used as the main method. This approach made it possible to consider higher education services as a single system, that is, to identify the interrelationships between the educational process, management structures, material and technical base, human resources and the external environment. Through a systematic approach, the impact of organizational mechanisms on the quality and effectiveness of higher education services was assessed.

The research widely used analysis and synthesis methods. Using the analysis method, the existing organizational management mechanisms in higher education institutions, their advantages and disadvantages were studied separately. Using the synthesis method, these elements were generalized and a model of improved organizational mechanisms serving the development of higher education services was formed.

Analysis and results. In the course of the research, the current state of existing organizational mechanisms in the development of higher education services and their effectiveness were analyzed in depth. The results of the analysis showed that the management system in higher education institutions is mainly based on traditional organizational approaches, which limits the opportunities for improving the quality and competitiveness of educational services. It was found that the dominance of vertical subordination in management processes, centralization in decision-making, and bureaucratic obstacles negatively affect the rapid development of educational services.

During the analysis, it was observed that the effectiveness of organizational mechanisms in the development of higher education services largely depends on the level of institutional independence of institutions. It was found that in higher education institutions with increased academic and financial independence, the processes of updating educational programs, adapting to labor market requirements, and introducing innovative forms of education are relatively more effective. On the contrary, in institutions with limited management powers, the development of educational services is slow.

The results of the study showed that the role of internal quality assurance and control systems as an important component of organizational mechanisms in the development of higher education services is high. The availability of clear indicators and assessment mechanisms for the quality of education contributes to increasing the efficiency of educational services. At the same time, one of the identified problems was the insufficient consideration of the opinions of stakeholders, in particular students and employers, in the quality assessment processes.

The introduction of digital technologies has also emerged as an important organizational factor in the development of higher education services. According to the results of the analysis, the convenience, transparency and flexibility of educational services have increased in higher education institutions that effectively use digital management and educational platforms. However, the slow pace of the digital transformation process and the lack of technical

infrastructure in some institutions limit the opportunities for the development of educational services.

An analysis of international experience has shown that advanced approaches to improving organizational mechanisms in the development of higher education services are based on a results-oriented management model, the principles of openness and accountability. In this regard, it was observed that the governance and quality assurance approaches recommended by UNESCO and OECD serve the sustainable development of higher education services.

In general, the results of the study showed that the development of higher education services directly depends on the compliance of organizational mechanisms with modern requirements, flexibility of management and openness to innovative approaches. Systematic improvement of existing organizational mechanisms allows to increase the quality of higher education services, strengthen competitiveness and train personnel in accordance with the needs of the labor market.

Conclusions and suggestions. The results of the study show that the development of higher education services directly depends on the effectiveness of organizational mechanisms used in their management. In the current conditions, traditional management approaches in higher education institutions do not fully meet the requirements for increasing the quality and competitiveness of educational services. During the study, a high level of centralization in management processes, slow decision-making and insufficient organizational flexibility were identified as the main factors hindering the development of higher education services.

In conclusion, it can be said that improving organizational mechanisms in the development of higher education services is an important condition for ensuring the quality of education, management efficiency and compliance with labor market requirements. The results of the study showed that the effectiveness of educational services is high in higher education institutions with expanded institutional independence, a developed internal quality assurance system, and the introduction of digital management mechanisms. At the same time, insufficient cooperation with stakeholders and weak organizational innovations are among the existing problems.

Based on the results of the study, a number of scientific and practical proposals are put forward to improve organizational mechanisms in the development of higher education services. First of all, it is necessary to gradually expand the academic, financial and organizational independence of higher education institutions, which will increase the opportunities for updating educational programs and introducing innovative services. The introduction of result-oriented and transparent mechanisms in the management system will increase the efficiency of decision-making.

Also, in the development of higher education services, it is important to improve internal quality assurance and assessment systems, while systematically taking into account the opinions of students and employers. The widespread introduction of digital management and educational technologies will serve to increase the transparency and flexibility of organizational processes. Strengthening the integration of education and production, developing relations with the private sector and international partners will ensure the practical orientation of higher education services. In general, the consistent implementation of the proposed measures will serve to improve the organizational mechanisms for the development of higher education services, increase the quality and competitiveness of education, and increase the intellectual potential of the country.

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