

YASHIL

IQTISODIYOT  
va  
TARAQQIYOT

Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal



RESPUBLIKA KONFERENSIYA (ILMIY-AMALIY ANJUMAN) MAQOLA VA TEZISLAR TO'PLAMI:  
"MILLIY IQTISODIYOTNI BARQAROR SAQLASHDA  
"YASHIL IQTISODIYOT", "YASHIL MOLIYA",  
"YASHIL BUXGALTERIYA" VA ILG'OR  
MUHANDISLIK MAKTABLARINI ILMIY-AMALIY  
INTEGRATSIYALASHTIRISH DOLZARBLIGI"

*Konferensiya maqola va tezislar to'plami*

2025-YIL  
30-MAY



ROAD  
74-91 xalqaro daraja  
ISSN: 2992-8982





## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

**Bosh muharrir:**  
Sharipov Kongiratbay Avezimbetovich

*Elektron nashr. 504 sahifa.  
E'lon qilishga 2025-yil 11-martda ruxsat etildi.*

**Bosh muharrir o'rinbosari:**  
Karimov Norboy G'aniyevich

**Muharrir:**  
Qurbonov Sherzod Ismatillayevich

### Tahrir hay'ati:

**Salimov Oqil Umrzoqovich**, O'zbekiston Fanlar akademiyasi akademigi  
**Abduraxmanov Kalandar Xodjayevich**, O'zbekiston Fanlar akademiyasi akademigi  
**Sharipov Kongiratbay Avezimbetovich**, texnika fanlari doktori (DSc), professor  
**Rae Kvon Chung**, Janubiy Koreya, TDIU faxriy professori, "Nobel" mukofoti laureati  
**Osman Mesten**, Turkiya parlamenti a'zosi, Turkiya – O'zbekiston do'stlik jamiyati rahbari  
**Axmedov Durbek Kudratillayevich**, iqtisodiyot fanlari doktori (DSc), professor  
**Axmedov Sayfullo Normatovich**, iqtisodiyot fanlari doktori (DSc), professor  
**Abduraxmanova Gulnora Kalandarovna**, iqtisodiyot fanlari doktori (DSc), professor  
**Kalonov Muxiddin Baxritdinovich**, iqtisodiyot fanlari doktori (DSc), professor  
**Siddiqova Sadoqat G'afforovna**, pedagogika fanlari bo'yicha falsafa doktori (PhD)  
**Xudoyqulov Sadirdin Karimovich**, iqtisodiyot fanlari doktori (DSc), professor  
**Maxmudov Nosir**, iqtisodiyot fanlari doktori (DSc), professor  
**Yuldashev Mutallib Ibragimovich**, iqtisodiyot fanlari doktori (DSc), professor  
**Samadov Asqarjon Nishonovich**, iqtisodiyot fanlari nomzodi, professor  
**Slizovskiy Dimitriy Yegorovich**, texnika fanlari doktori (DSc), professor  
**Mustafakulov Sherzod Igamberdiyevich**, iqtisodiyot fanlari doktori (DSc), professor  
**Axmedov Ikrom Akramovich**, iqtisodiyot fanlari doktori (DSc), professor  
**Eshtayev Alisher Abdug'aniyevich**, iqtisodiyot fanlari doktori (DSc), professor  
**Xajiyev Baxtiyor Dushaboyevich**, iqtisodiyot fanlari doktori (DSc), professor  
**Hakimov Nazar Hakimovich**, falsafa fanlari doktori (DSc), professor  
**Musayeva Shoira Azimovna**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), professor  
**Ali Konak (Ali Ko'nak)**, iqtisodiyot fanlari doktori (DSc), professor (Turkiya)  
**Cham Tat Huei**, falsafa fanlari doktori (PhD), professor (Malayziya)  
**Foziljonov Ibrohimjon Sotvoldixo'ja o'g'li**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dots.  
**Utayev Uktam Choriyevich**, O'z.Respub. Bosh prokuraturasi boshqarma boshlig'i o'rinbosari  
**Ochilov Farkhod**, O'zbekiston Respublikasi Bosh prokuraturasi IJQKD boshlig'i  
**Buzrukxonov Sarvarxon Munavvarxonovich**, iqtisodiyot fanlari nomzodi, dotsent  
**Axmedov Javohir Jamolovich**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)  
**Toxirov Jaloliddin Ochil o'g'li**, texnika fanlari bo'yicha falsafa doktori (PhD), katta o'qituvchi  
**Bobobekov Ergash Abdumalikovich**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), v.b. dots.  
**Djudi Smetana**, pedagogika fanlari nomzodi, dotsent (AQSH)  
**Krissi Lyuis**, pedagogika fanlari nomzodi, dotsent (AQSH)  
**Glazova Marina Viktorovna**, iqtisodiyot fanlari nomzodi (Moskva)  
**Nosirova Nargiza Jamoliddin qizi**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent  
**Sevil Piriyeva Karaman**, falsafa fanlari doktori (PhD) (Turkiya)  
**Mirzaliyev Sanjar Makhmatjon o'g'li**, TDIU ITI departamenti rahbari  
**Ochilov Bobur Baxtiyor o'g'li**, TDIU katta o'qituvchisi



## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

### Editorial board:

- Salimov Okil Umrzokovich**, Academician of the Academy of Sciences of Uzbekistan  
**Abdurakhmanov Kalandar Khodjavevich**, Academician of the Academy of Sciences of Uzbekistan  
**Sharipov Kongiratbay Avezimbetovich**, Doctor of Technical Sciences (DSc), Professor  
**Rae Kwon Chung**, South Korea, Honorary Professor at TSUE, Nobel Prize Laureate  
**Osman Mesten**, Member of the Turkish Parliament, Head of the Turkey–Uzbekistan Friendship Society  
**Akhmedov Durbek Kudratillayevich**, Doctor of Economic Sciences (DSc), Professor  
**Akhmedov Sayfullo Normatovich**, Doctor of Economic Sciences (DSc), Professor  
**Abdurakhmanova Gulnora Kalandarovna**, Doctor of Economic Sciences (DSc), Professor  
**Kalonov Mukhiddin Bakhridinovich**, Doctor of Economic Sciences (DSc), Professor  
**Siddikova Sadokat Gafforovna**, Doctor of Philosophy (PhD) in Pedagogical Sciences  
**Khudoykulov Sadirdin Karimovich**, Doctor of Economic Sciences (DSc), Professor  
**Makhmudov Nosir**, Doctor of Economic Sciences (DSc), Professor  
**Yuldashev Mutallib Ibragimovich**, Doctor of Economic Sciences (DSc), Professor  
**Samadov Askarjon Nishonovich**, Candidate of Economic Sciences, Professor  
**Slizovskiy Dmitriy Yegorovich**, Doctor of Technical Sciences (DSc), Professor  
**Mustafakulov Sherzod Igamberdiyevich**, Doctor of Economic Sciences (DSc), Professor  
**Akhmedov Ikrom Akramovich**, Doctor of Economic Sciences (DSc), Professor  
**Eshtayev Alisher Abduganiyevich**, Doctor of Economic Sciences (DSc), Professor  
**Khajiyev Bakhtiyor Dushaboyevich**, Doctor of Economic Sciences (DSc), Professor  
**Khakimov Nazar Khakimovich**, Doctor of Philosophy (DSc), Professor  
**Musayeva Shoira Azimovna**, Doctor of Philosophy (PhD) in Economic Sciences, Professor  
**Ali Konak**, Doctor of Economic Sciences (DSc), Professor (Turkey)  
**Cham Tat Huei**, Doctor of Philosophy (PhD), Professor (Malaysia)  
**Foziljonov Ibrokhimjon Sotvoldikhoja ugli**, Doctor of Philosophy (PhD) in Economic Sciences, Associate Professor  
**Utayev Uktam Choriyevich**, Deputy Head of Department, Prosecutor General's Office of Uzbekistan  
**Ochilov Farkhod**, Head of DCEC, Prosecutor General's Office of Uzbekistan  
**Buzrukxonov Sarvarkhon Munavvarkhonovich**, Candidate of Economic Sciences, Associate Professor  
**Akhmedov Javokhir Jamolovich**, Doctor of Philosophy (PhD) in Economic Sciences  
**Tokhirov Jaloliddin Ochil ugli**, Doctor of Philosophy (PhD) in Technical Sciences, Senior Lecturer  
**Bobobekov Ergash Abdumalikovich**, Doctor of Philosophy (PhD) in Economic Sciences, Acting Associate Professor  
**Judi Smetana**, Candidate of Pedagogical Sciences, Associate Professor (USA)  
**Chrissy Lewis**, Candidate of Pedagogical Sciences, Associate Professor (USA)  
**Glazova Marina Viktorovna**, Candidate of Economic Sciences (Moscow)  
**Nosirova Nargiza Jamoliddin kizi**, Doctor of Philosophy (PhD) in Economic Sciences, Associate Professor  
**Sevil Piriyeva Karaman**, Doctor of Philosophy (PhD) (Turkey)  
**Mirzaliyev Sanjar Makhmatjon ugli**, Head of the Department of Scientific Research and Innovations, TSUE  
**Ochilov Bobur Bakhtiyor ugli**, Senior lecturer at TSUI

## Ekspertlar kengashi:

**Berkinov Bazarbay**, iqtisodiyot fanlari doktori (DSc), professor  
**Po'latov Baxtiyor Alimovich**, texnika fanlari doktori (DSc), professor  
**Aliyev Bekdavlal Aliyevich**, falsafa fanlari doktori (DSc), professor  
**Isakov Janabay Yakubbayevich**, iqtisodiyot fanlari doktori (DSc), professor  
**Xalikov Suyun Ravshanovich**, iqtisodiyot fanlari nomzodi, dotsent  
**Rustamov Ilhomiddin**, iqtisodiyot fanlari nomzodi, dotsent  
**Hakimov Ziyodulla Ahmadovich**, iqtisodiyot fanlari doktori, dotsent  
**Kamilova Iroda Xusniddinovna**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)  
**G'afurov Doniyor Orifovich**, pedagogika fanlari bo'yicha falsafa doktori (PhD)  
**Fayziyev Oybek Raximovich**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent  
**Tuxtabayev Jamshid Sharafetdinovich**, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent  
**Xamidova Faridaxon Abdulkarim qizi**, iqtisodiyot fanlari doktori, dotsent  
**Yaxshiboyeva Laylo Abdisattorovna**, katta o'qituvchi  
**Babayeva Zuhra Yuldashevna**, mustaqil tadqiqotchi

## Board of Experts:

**Berkinov Bazarbay**, Doctor of Economic Sciences (DSc), Professor  
**Pulatov Bakhtiyor Alimovich**, Doctor of Technical Sciences (DSc), Professor  
**Aliyev Bekdavlal Aliyevich**, Doctor of Philosophy (DSc), Professor  
**Isakov Janabay Yakubbayevich**, Doctor of Economic Sciences (DSc), Professor  
**Khalikov Suyun Ravshanovich**, Candidate of Economic Sciences, Associate Professor  
**Rustamov Ilkhomiddin**, Candidate of Economic Sciences, Associate Professor  
**Khakimov Ziyodulla Akhmadovich**, Doctor of Economic Sciences, Associate Professor  
**Kamilova Iroda Xusniddinovna**, Doctor of Philosophy (PhD) in Economics  
**Gafurov Doniyor Orifovich**, Doctor of Philosophy (PhD) in Pedagogy  
**Fayziyev Oybek Raximovich**, Doctor of Philosophy (PhD) in Economics, Associate Professor  
**Tukhtabayev Jamshid Sharafetdinovich**, Doctor of Philosophy (PhD) in Economics, Associate Professor  
**Khamidova Faridakhon Abdulkarimovna**, Doctor of Economic Sciences, Associate Professor  
**Yakhshiboyeva Laylo Abdisattorovna**, Senior Lecturer  
**Babayeva Zuhra Yuldashevna**, Independent Researcher

- 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

**Muassis:** "Ma'rifat-print-media" MChJ

**Hamkorlarimiz:** Toshkent davlat iqtisodiyot universiteti, O'zR Tabiat resurslari vazirligi, O'zR Bosh prokuraturasi huzuridagi IJQK departamenti.

## Jurnalning ilmiyligi:

“Yashil” iqtisodiyot va taraqqiyot” jurnali

O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi rayosatining 2023-yil 1-apreldagi 336/3-sonli qarori bilan ro'yxatdan o'tkazilgan.



# MUNDARIJA

Omborxonada wms tizimidan foydalanishni afzalliklari.....	16
<b>G'ofurov Shoxjaxon Abdumajit o'g'li, Yuldashev Abduhakim Abdukarimovich</b>	
Интеграция проектного офиса в корпоративную структуру строительной компании, работающей по ерс-контрактам.....	21
<b>Махмудов Сардор Козим угли</b>	
Investition muhit va unga ta'sir etuvchi omillar tahlili .....	24
<b>Ochilov Bobur Baxtiyor o'g'li</b>	
Tadbirkorlik faoliyati to'g'risidagi itimoiy-iqtisodiy qarashlar tahlili.....	27
<b>Abduvohidov Behzod XXX</b>	
Tijorat banklarida kredit portfelini boshqarishning asosiy yo'nalishlari.....	30
<b>Jo'rayev Eldor Berdibekovich</b>	
O'zbekistonda davlat budjetini kupaytirishda soliqlarni ahamiyati.....	34
<b>Karimova Gulbahor Normurodovna</b>	
Dunyo oziq-ovqat bozorining dinamik rivojlanishidagi o'zgarishlar, qiyinchiliklar va ularning yechimlari .....	36
<b>Tolipova Baxtigul Farxodovna</b>	
Исследование тепловых и диффузионных процессов при азотировании зубчатых колес в вакуумной среде .....	39
<b>Жасурбек Юлдашбоевич Холмирзаев</b>	
Axborot tizimlaridan foydalangan holda tashkilotni boshqarish bo'yicha qarorlar qabul qilishni takomillashtirish .....	49
<b>Xujamova Shahrizoda Otabek Qizi</b>	
Sanoat sektorida dekarbonizatsiya va qayta tiklanuvchi energiya manbalaridan foydalanish strategiyalari .....	52
<b>Bobobekov Ergash Abdumalikovich</b>	
Sanoat rivojlanishini ekonometrik modellashtirish (Surxondaryo viloyati misolida) .....	56
<b>Xalmuratov Zakirjan Mekkamovich</b>	
"Yashil iqtisodiyot" – barqaror taraqqiyot omili.....	58
<b>Lapasova Kamola Farhod qizi</b>	
Umumta'lim maktablarida informatika fanini o'qitishda sun'iy intellektdan foydalanishning pedagogik imkoniyatlari .....	60
<b>Raxmonov Baxtiyor Azzamovich</b>	
"Makroiqtisodiy masalalarni yechishda matematik modellarning ahamiyati" .....	63
<b>Abdiraimov Abbas Xolmurod O'g'li</b>	
Moda marketingida iste'molchilarning ichki ehtiyojlari va xulq-atvoriga asoslangan yondashuvlar .....	67
<b>Tuxtaeva Oydiyoy Normamatovna</b>	
O'zbekiston Respublikasida standartlashtirish siyosatida xalqaro tashkilotlar bilan hamkorlik tahlili .....	72
<b>Raximov Ilyos Muydinovich</b>	
Tijorat banklarida omonatlarni jalb qilishda mijoz sodiqligini oshirishga qaratilgan innovatsion yondashuvlar .....	75
<b>Raximov Shoxrux Furqatovich</b>	
Raqamli bank xizmatlarida sun'iy intellektdan foydalanishning istiqbollari va xavfsizlik masalalari.....	78
<b>Erdonayev Aliqul Xalimovich</b>	
Ta'minot zanjirini optimallashtirish yo'llari.....	82
<b>Matkarimova Umida Alisher qizi, Yuldashev Abduhakim Abdukarimovich</b>	
The role of global value chains in international trade competition.....	85
<b>Rakhmonova Dildora Ergash Qizi</b>	
Электронная коммерция в узбекистане: государственные стратегии, технологический прогресс и барьеры развития.....	88
<b>Махаммадалиева Муслимахон Шерали Кизи</b>	



Modernization of the social protection system through digital technologies and innovative approaches.....	90
<b>Abduzoirov Mukhiddin Umidjon ugli, Quدراتov Inomjon Nemat ugli</b>	
Tabiiy va sun'iy tolalar asosida qayta ishlangan mahsulotlarning texnologik sifati va iqtisodiy samaradorligi.....	93
<b>Raximov Furqat Jalalovich</b>	
Maishiy kimyo tovarlari B2B bozori uchun barqaror va yashil taqsimot modellarini ishlab chiqish.....	97
<b>Ro'ziyeva Farzona Komiljon qizi</b>	
Chakana savdo va xorijiy investitsiyalarni jalb qilish orqali hududiy iqtisodiyotni rivojlantirish .....	102
<b>Po'latova Sug'diyona Iskandar qizi, Abdullayev Firdavs Sanjar o'g'li, Ravshanova Muxtarama</b>	
Zamonaviy shahar massivlarida xizmat ko'rsatish va boshqarishda "Aqlli shahar" konsepsiyasi.....	105
<b>Ismailov Najmiddin Ilxamovich</b>	
Germaniyaning ta'minot zanjirlarini boshqarish tajribasidan foydalanishni afzalliklari.....	108
<b>Nuriddinov G'ulomiddin Ziyovuddin o'g'li, Yuldashev Abduhakim Abdukarimovich</b>	
Ta'minot zanjirida CPFR texnologiyasi foydalanishni afzalliklari.....	111
<b>Komilov Muhammad Yusuf Sardorbek o'g'li, Yuldashev Abduhakim Abdukarimovich</b>	
Ta'minot zanjirlarini qo'llashda jahon tajribasi.....	115
<b>Karimov Amirxon Anvarovich, Yuldashev Abduhakim Abdukarimovich</b>	
Sug'urtada investisiya faoliyatini tashkil etishni huquqiy asoslari.....	118
<b>Suyunov Isomiddin Tilovkobilovich</b>	
Yurtimizda amaldagi budjetlararo munosabatlar tartibi, hisobi hamda uning afzalliklari.....	122
<b>Po'latov Tirkash Sotiboldiyevich</b>	
Aholini ijtimoiy himoya qilish institutlari shakllanishining xorij tajribalari .....	127
<b>Bobonov N.H.</b>	
Способ организации продуктивной работы преподавателя и его влияние на результативность .....	131
<b>Гулнора Казимова</b>	
Literature is a reflection of the soul and culture of humanity.....	136
<b>Sayidova Sayyora Yorikulovna</b>	
Turizm infratuzilmasida transport xizmatlarini integratsiyalash: muammo va yechimlar .....	140
<b>Vakilov Ruslan Tillabayevich</b>	
Ekoturizm va madaniy meros obyektlariga tashrifni tartibga soluvchi huquqiy normalar .....	142
<b>Sayfiddinov Sharofiddinxo'ja Najmiddin o'g'li</b>	
Strategies for achieving sustainable growth through green economy transition.....	145
<b>Umida Kakhramonova Gayratovna</b>	
Buxoro viloyatida qishloq xo'jaligida suv resurslaridan foydalanish samaradorligini oshirishda innovatsion yondashuvlar.....	149
<b>Ro'ziyev Sobirjon Samatovich</b>	
Xizmat ko'rsatish sohasida mulkni qayta baholash va unga yetkazilgan moddiy zararni aniqlash.....	153
<b>Xadjayev Kamoliddin Fazliddinovich</b>	
Shahar aglomeratsiyasining sifatini ekologik va geologik mezonlar asosida kompleks baholash.....	155
<b>Irgashev Shavkatbek Turdiyevich</b>	
Sanoatda korxonalarining qayta tiklanuvchi energiya manbalari asosida barqaror iqtisodiy o'sishini ta'minlash .....	160
<b>Qalandarova Gulshoda Nazirjon qizi</b>	
Raqamli iqtisodiyot sharoitida hududiy tengsizliklarni kamaytirish usullari.....	165
<b>Ibragimov Baxrom Baxodirovich</b>	
Tog' yon bag'rida joylashgan kon uymlarini ochiq usulda qazib olish xususiyatlari.....	174
<b>I.T. Mislibayev, M.Sh. Ochilova</b>	
Milliy iqtisodiyotda turizmning o'rni va rivojlanish imkoniyatlari.....	176
<b>Xudoyberdiyeva Hilola Himmatovna</b>	
China insurance market experience .....	178
<b>Jumaboyev Akmal Sheraliyevich</b>	



Tijorat banklarida moliyaviy resurslarning shakllanish manbalari.....	181
<b>Tangirkulov Bekzod Boxadirovich</b>	
Bank tizimida buxgalteriya hisobotlarida axborot texnologiyalarining roli va rivoji.....	185
<b>Sodiqov Sanjar Saydullo o'g'li</b>	
Samarali loyiha risklarini boshqarish: nazariya va amaliyot.....	189
<b>Nosirova Gulira'no Abdulaziz qizi</b>	
XXI-asrda Xitoyning iqtisodiy taraqqiyoti: sohaviy islohotlar, yutuqlar va muammolar tahlili.....	192
<b>D.E.Qarshiyev</b>	
Boshqaruv hisobining zamonaviy konsepsiyalarini joriy etish xo'jalik yurituvchi subyektlarda natijadorlikka erishishning muhim omilidir .....	195
<b>Xoshimov Baxrom Baxadirovich</b>	
Eksportga chiqariladigan mahsulotlar uchun zamonaviy qadoqlashning ahamiyati va tendensiyalari .....	201
<b>Xidirov Shohrux Bobur o'g'li</b>	
Усовершенствование подходов к управлению проблемными кредитами в коммерческих банках узбекистана .....	205
<b>Улмасой Хусан кизи Ахмедова</b>	
Sug'urtada investitsiya faoliyatini obyekt va predmeti .....	208
<b>D.E.Qarshiev</b>	
O'zbekistonda raqamli texnologiyalarning tadbirkorlik sohasida istiqbollari.....	211
<b>Sattarov Xayrulla Fayzullayevich</b>	
Sug'urtada anderryating xizmatini xorij tajribasidan foydalanish.....	213
<b>D.E. Qarshiev</b>	
Важность проекта «умный город» в узбекистане .....	216
<b>Акбаржон Иминов</b>	
The role of digitalization of healthcare in the implementation of the safe city project .....	218
<b>Akbarjon Iminov</b>	
Moliyaviy faoliyat natijalari hisobini takomillashtirishda tahlilning o'rni.....	220
<b>Po'latov Xudoyberdi Uktamovich, Abduxoliqov Isomiddin Ikrom o'g'li, Shakarov Shahzod Sobir o'g'li</b>	
Temir yo'l va intermodal transport tizimining rivojlanishi: investitsiyalar, xarajatlar va samaradorlik tahlili .....	226
<b>Turdiyeva Irodaxon Ismoil qizi</b>	
O'zbekistonda qishloq xo'jaligini barqaror rivojlantirish uchun xorijiy investitsiyalarni jalb qilish ahamiyati.....	230
<b>S.J. Yangiboev</b>	
Korporativ boshqaruv va moliyaviy barqarorlik o'rtasidagi bog'liqlik: davlat ishtirokidagi korxonalar misolida.....	234
<b>Musurmonov Mehroj Murtaza o'g'li</b>	
“Sanoat korxonalarida zamonaviy loyiha menejerining asosiy kompetensiyalar modelini ishlab chiqish” .....	238
<b>Axmedov Daniyar Sabirovich, Valiyev Shamsiddin Eshpulatovich</b>	
Turizmdagi shartnoma munosabatlari: turoperatorlar, turagentlar, turistik xizmatlar iste'molchilari .....	241
<b>Ergasheva Iroda Ibrohim qizi</b>	
“Разработка модели ключевых компетенций современного менеджера проекта в промышленных предприятиях” .....	243
<b>Ахмедов Данияр Сабирович, Научный руководитель</b>	
Xorijiy tajriba asosida o'zbekistonda oliy ta'lim akademik boshqaruvini takomillashtirish .....	249
<b>Muxamedova Moxigul Xusanovna</b>	
The role of international institutions in accelerating green finance .....	253
<b>Qudratov Inomjon Nemat o'g'li</b>	
Barqaror iqtisodiy o'sish sharoitida yashil innovatsiyalar va raqamli texnologiyalarni rivojlantirish .....	257
<b>Xudayberdieva Dilnoza Egamberdiyevna</b>	
Indicators and criteria of women's sustainable employment in the context of economic growth.....	262
<b>Kholiyorova Shokhista Kahramon kizi</b>	
Qishloq xo'jaligi sohasida “Salam” maxsus savdo shartnomalaridan foydalanish istiqbollari.....	267
<b>Xoliyrov Xomid</b>	



Davlat xaridlarida kichik biznesning ortib borishi va uning umumiy tizimdagi o'рни .....	269
<b>Majidov Nizom Baxramovich</b>	
Davlat qarzlari qaytarish mexanizmlarini takomillashtirish va tashqi xatarlardan himoyalash yo'nalishlari .....	273
<b>Sayfutdinov Xasanboy Dilshodovich</b>	
Xalqaro moliya institutlaridan investitsiyalarni jalb qilishning ahamiti .....	277
<b>Tolibov Shoxrux Muminovich</b>	
O'zbekiston respublikasining soliq salohiyati: 2024-yilda viloyatlar va Qoraqalpog'iston .....	280
<b>Poyonov Otabek Abdiqaxxor o'g'li, Almardonov Muxamadi Ibragimovich, Tuxtabayev Jamshid Sharafetdinovich</b>	
Oliy ta'lim muassasalarida investitsiya muhitini boshqarishning institutsional mexanizmlari .....	283
<b>Otaxanov Rasulbek Marks o'g'li</b>	
Автоматизированное управление корпоративными расходами: стратегический подход и экономическая эффективность .....	286
<b>Кахоров Абдумалик Рахматулло угли</b>	
Повышающаяся значимость коренного изменения деятельности традиционных СМИ в реалиях освещения процесса построения нового Узбекистана .....	289
<b>Салим Дониёров</b>	
Raqamli transformatsiyaning mohiyati va bank sohasidagi ahamiyati .....	294
<b>Kamolov Sardorbek Davlatjon o'g'li</b>	
Деятельность международных финансово-кредитных организаций и перспективы развития сотрудничества с Республикой Узбекистан .....	299
<b>Холикова Зарнигор Камолиддин кизи</b>	
Budjet tashkilotlarining xarajatlar smetalarida davlat xarajatlarini moliyalashtirish tartibi va amal qilish holati .....	302
<b>Abdurasulov Sardor To'liqin o'g'li</b>	
Tijorat banklari tomonidan komplayens-nazorat tizimini rivojlantirish istiqbollari .....	307
<b>Rustamov Sunnatillo Rustamovich</b>	
Bank tizimi modernizatsiyasida innovatsion boshqaruv modellarining ahamiyati .....	310
<b>Hamroyev Xurshid Jalilovich</b>	
Raqamli iqtisodiyot va xalqaro raqamli integratsiya .....	314
<b>Turapov Bahromjon Alisher o'g'li</b>	
O'zbekiston Respublikasida yashirin iqtisodiyotni qisqartirishga yo'naltirilgan davlatning siyosati, me'yoriy-huquqiy bazasi va iqtisodiy islohotlari .....	317
<b>Xasanov Jaxongir Jamshidovich</b>	
"Qurilish materiallari sanoatida innovatsion faollikni rag'batlantirish mexanizmi" .....	321
<b>G'ulomov Ilhom Akramovich</b>	
Legal foundations and challenges in the implementation of guarantees for foreign investors' rights .....	324
<b>Alisherova E'zoza, N. Kh. Rakhmonqulova</b>	
Innovatsion faollikni oshirish orqali qurilish materiallari sanoatida raqobatbardoshlikni ta'minlash .....	326
<b>G'ulomov Ilhom Akramovich</b>	
Soliq siyosatining inklyuziv rivojlanishni ta'minlashining huquqiy-me'yoriy asoslari .....	329
<b>Hakimov Feruz Xurshid o'g'li</b>	
Транснациональные корпорации и международное право: к формированию глобальных экономических норм через расширение правосубъектности .....	334
<b>Хидоятов Бурхон Ғайрат ўғли, С.М. Адилходжаева</b>	
O'zbekistonda yashirin iqtisodiyotning hozirgi holati va uni shakllantiruvchi omillar .....	338
<b>Malikov Abdulaziz Toxirjon o'g'li, S.A. Zakirova</b>	
Abxidjit Banerdji va Ester Dyuflo ilmiy qarashlarida kambag'allikni qisqartirish istiqbollari .....	343
<b>M.E.Rajabboyev</b>	
Transport va logistika infratuzilmasini modernizatsiya qilish orqali eksport samaradorligini oshirish .....	346
<b>Kurbonova Ma'mura Abdukarim qizi</b>	
Fond bozori vositasida iqtisodiyotni moliyalashtirishning usullari .....	350
<b>G'aniyev Axrorjon Norboy o'g'li</b>	
Davlat moliyaviy nazorati tizimida ichki audit xizmati faoliyatining amaliy jihatlari .....	354
<b>Kuliyev Komil Shuxratovich</b>	
Digitalization in economy .....	358
<b>Razzaqov Jasur Xamraboevich, Yaqubov Matrasul Mavlonberdiyevich, Sabirova Nodira Komil qizi</b>	



Sirkulyar iqtisodiyot tamoyillariga asoslangan yashil investitsiya strategiyalari.....	361
<b>Hakimov Anvarjon Abdulloyevich</b>	
Sun'iy intellekt yordamida quritilgan organik mevalar eksportida marketing strategiyalarini optimallashtirish.....	363
<b>Xidirov Shohrux Bobir o'g'li</b>	
Ziyorat turizmini rivojlantirishda zamonaviy texnologiyalardan foydalanish.....	372
<b>Zaripov Toxirjon Yusufboy o'g'li</b>	
Hududlarda ayollar bandligini ta'minlash orqali investitsion muhitni yaxshilash yo'llari.....	376
<b>Imomova Kamola Novfal qizi</b>	
O'ZBEKISTONDA SOG'LIQNI SAQLASH TIZIMIDA TADBIRKORLIK FAOLIYATI.....	381
<b>Solikhova Dildora Alisher qizi</b>	
SANOAT KORXONALARINING RAQAMLI TRANSFORMATSIYASI: IQTISODIY SAMARADORLIK VA INNOVATSIYA BOSHQARUVI.....	384
<b>Mansurova Sayyora Baxtiyor qizi</b>	
O'ZBEKISTONNING IT-XIZMATLAR EKSPORTI GEOGRAFIYASI 2024-YIL NATIJALARI.....	387
<b>Jumaboyev Akmaljon Sheraliyevich</b>	
O'ZBEKISTON SUG'URTA BOZORINI TAKOMILLASHTIRISH.....	391
<b>Abdurazaqov Jasur Abdunasimovich</b>	
TURIZM SOHASIDA MIJOZLAR SODIQLIGINI OSHIRISHDA MARKETING KOMMUNIKATSIYALARINING AHAMIYATI.....	397
<b>Shaymanov To'liqin Mahmayusupovich</b>	
BARQAROR RIVOJLANISHNI TA'MINLASHDA SOLIQ SIYOSATINING SAMARADORLIGI.....	400
<b>Sheraliyev Nurbek Jumanazarovich</b>	
O'ZBEKISTON IQTISODIYOTIDA TURIZMNING O'RNI: GLOBAL VA MAHALLIY TAHLIL.....	402
<b>Xamdullayeva Gulhoyo Ergash qizi</b>	
O'ZBEKISTON EKSPORT TARKIBINI YUQORI QO'SHIMCHA QIYMATLI MAHSULOTLARGA O'TKAZISH STRATEGIYASINI TAKOMILLASHTIRISH.....	404
<b>Raximov Eshmurod Normuradovich</b>	
EKSPORT FAOLIYATIDA ERKIN IQTISODIY ZONALARNING SAMARADORLIGINI OSHIRISH YO'LLARI.....	408
<b>Berdivaliyeva Madina Komiljon qizi</b>	
SIYOSIY ISLOHOTLAR VA GLOBALLASHUVNI O'ZBEKISTON IQTISODIYOTIGA TA'SIRI.....	411
<b>Xalilova Sevaraxon Alijon qizi</b>	
O'ZBEKISTONNING YALPI ICHKI MAHSULOT (YAIM) O'SISH TENDENSIYALARI.....	414
<b>Akmalbek Najimov Umid o'g'li, Ishmanova Dinara</b>	
MILLIY MOLIYA BOZORI JORIY HOLATI TADQIQI VA RIVOJLANISH ISTIQBOLLARI.....	417
<b>Samadov Temur Oybek o'g'li</b>	
ELEKTRON TO'LOV XAVFSIZLIGI: ZAMONAVIY TAHDIDLAR VA HIMOYA MEXANIZMLARI.....	421
<b>Toxirov Shodibek Jo'ra o'g'li</b>	
MAMLAKAT MAKROIQTISODIY BARQARORLIGINI TAMINLASHDA TASHQI SAVDO SIYOSATINING O'RNI.....	424
<b>Alimova Dilfuzaxon Rustam qizi</b>	
O'ZBEKISTONDA G'AZNACHILIK TIZIMINI RAQAMLASHTIRISH ORQALI DAVLAT MOLIYASI BOSHQARUVINING SAMARADORLIGINI OSHIRISH YO'NALISHLARI.....	427
<b>Tangrieva Farida Abdulkarimovna</b>	
DEVELOPING TOURISM THROUGH VIRTUAL AND AUGMENTED REALITY TECHNOLOGIES.....	431
<b>Olimov Davron Olimovich</b>	
JAHON MOLIYA BOZORLARINING BARQARORLIGI VA INQIROZ XAVFI.....	433
<b>Jalolov Umidjon Xudoyberdi o'g'li, Yegamberdiyev Shuxrat Satimbayevich</b>	
РОЛЬ И ЗНАЧЕНИЕ ФИНАНСОВОЙ БЕЗОПАСНОСТИ В ПРОВЕДЕНИИ И СОВЕРШЕНСТВОВАНИИ ГОСУДАРСТВЕННОГО ФИНАНСОВОГО КОНТРОЛЯ.....	436
<b>Турсунбоева Нилуфар Отабековна</b>	
O'ZBEKISTONDA TURIZM XIZMATLARI EKSPORTINING IJTIMOY-IQTISODIY MEXANIZMLARI VA RIVOJLANISH ISTIQBOLLARI.....	441
<b>Bakhromov Akmal Abduvahid o'g'li</b>	



TASHKILOTNING INNOVATSION POTENSIALI RAQOBATBARDOSHLIK USTUNLIGI SIFATIDA.....	445
<b>Djalilov Sardor Sadilloevich</b>	
SUN'YI INTELLEKT ASOSIDAGI INVESTITSİYALARNI JALB QILISH TAHLILI: SINGAPUR IQTISODIY TARAQQIYOT KENGASHI, IRLANDIYANING IDA STRATEGIYASI VA BAANING NEXTGENFDI TASHABBUSI TAQQOSLAMASI.....	448
<b>Kurolov Maksud Obitovich</b>	
IQTISODIYOTNI MODERNIZATSİYALASH SHAROITIDA TIJORAT BANKLARI TOMONIDAN KICHIK BIZNES VA TADBIRKORLIK SUBYEKTLARINI KREDITLASH AMALIYOTI .....	457
<b>Sultonova Sevara Faxriddinovna</b>	
HUDUDLARDA ICHKI TURIZMNI RIVOJLANTIRISHDA MAHALLIY AHOLINING ROLI .....	459
<b>Jahongir Matkarimov</b>	
ISHLAB CHIQARISH KORXONALARINING RENTABELLIK DARAJASIGA TA'SIR ETUVCHI OMILLAR TAHLILI .....	462
<b>To'laganov Ziyovuddin Kamolitdin o'g'li</b>	
THE INTERRELATION BETWEEN HUMAN CAPITAL DEVELOPMENT AND DEMOGRAPHIC CHALLENGES IN UZBEKISTAN .....	466
<b>Hamrokulov Mirabbos Ortiqovich</b>	
TIJORAT BANKLARINING MOLIYAVIY BARQARORLIGINI TA'MINLASHDA LIKVIDLIK BOSHQARUVI VA MONETAR SIYOSATNING O'ZARO TA'SIRI .....	468
<b>Turdibayev Abdulaziz Abduvaxidovich</b>	
TOSHKENT VILOYATIDA OLTIN BEL TOG' KURORTINI RIVOJLANTIRISHNING MARKETING STRATEGIYALARI.....	472
<b>Ashurov Abdulaziz Rustamovich, Ishmuratov Baxodir Xusanovich, Mahmudov Ziyoviddin Shamsiddinovich, Fatema Nabizada Javid</b>	
KICHIK BIZNES SUBYEKTLARINI SOLIQQA TORTISH XUSUSIYATLARI .....	477
<b>Berdibekova Dilfuza Xoldorbekovna</b>	
THE CHALLENGES OF ECONOMIC INTEGRATION IN THE GLOBAL ECONOMY FOR CENTRAL ASIAN COUNTRIES .....	480
<b>Tojiqulova Sitara Sobirjon qizi</b>	
SURXONDARYO VILOYATIDA INVESTITSİYALAR HAJMINING AHOLI BANDLIGIGA TA'SIRI .....	485
<b>Zaripova Muqaddas Jumaniyozovna, Normurodov Asliddin Alijon o'g'li</b>	
TIJORAT BANKLARIDA RISKLARNI BOSHQARISHNING ZARURLIGI.....	489
<b>B.Izbosarov, N.Hakimova</b>	
GLOBAL OZIQ-OVQAT TIZIMIDA BOZOR MEXANIZMLARINING ROLI VA MUVOZANATI .....	491
<b>Abdusamatov Barkamol Rustamjon o'g'li</b>	
TURIZM INFRATUZILMASINI RIVOJLANTIRISHDA DAVLAT-XUSUSIY SHERIKLIK MODELINI.....	493
<b>Jahongir Matkarimov</b>	
O'ZBEKISTONDA KICHIK TADBIRKORLIK SUBYEKTLARI EKSPORT FAOLIYATINI TAKOMILLASHTIRISH.....	496
<b>Xalilova Feruza Jamolovna</b>	
IMPROVING THE EVALUATION OF RETAIL LENDING PRACTICES EFFICIENCY IN COMMERCIAL BANKS OF THE REPUBLIC OF UZBEKISTAN.....	499
<b>Mamatova Sevara Ilhom qizi</b>	



# IMPROVING THE EVALUATION OF RETAIL LENDING PRACTICES EFFICIENCY IN COMMERCIAL BANKS OF THE REPUBLIC OF UZBEKISTAN

Mamatova Sevara Ilhom qizi

Tadqiqotchi  
mamatovas865@gmail.com

**Abstract:** The article examines the efficiency of retail lending in commercial banks of Uzbekistan, focusing on Uzsanoatqurilishbank and Aloqabank. Statistical analysis was used to identify key factors affecting retail credit performance, including household income, inflation, refinancing rate, deposits, and interest margins. The results show that lending efficiency depends on effective risk management, competitive interest policies, and digital transformation in the banking sector.

**Key words:** retail lending, bank margin, deposits, refinancing rate, inflation, household income, credit efficiency.

**Annotatsiya:** Maqolada O'zbekiston tijorat banklarida chakana kreditlash samaradorligi Uzsanoatqurilishbank va Aloqabank misolida tahlil qilingan. Statistik tahlil orqali chakana kredit faoliyatiga ta'sir etuvchi asosiy omillar — aholi daromadi, inflyatsiya, qayta moliyalash stavkasi, depozitlar va bank marjasi aniqlangan. Natijalar kredit samaradorligi risklarni boshqarish, raqobatbardosh foiz siyosati va bank tizimi raqamlashtirilishiga bog'liq ekanligini ko'rsatadi.

**Kalit so'zlar:** chakana kredit, bank marjasi, depozit, qayta moliyalash stavkasi, inflyatsiya, aholi daromadi, kredit samaradorligi.

**Аннотация:** В статье исследуется эффективность розничного кредитования в коммерческих банках Узбекистана на примере Uzsanoatqurilishbank и Aloqabank. С помощью статистического анализа выявлены ключевые факторы, влияющие на розничное кредитование: доходы населения, инфляция, ставка рефинансирования, депозиты и банковская маржа. Результаты показывают, что эффективность кредитования зависит от управления рисками, конкурентной процентной политики и цифровизации банковского сектора.

**Ключевые слова:** розничное кредитование, банковская маржа, депозиты, ставка рефинансирования, инфляция, доходы населения, эффективность кредитования.

## INTRODUCTION

The analysis of credit efficiency in commercial banks can be conducted using various approaches and methods. Depending on the perspective taken toward credit efficiency, it is possible to evaluate and assess its effectiveness. Specifically:

1. Evaluating the effectiveness of the bank's credit strategies.
2. Identifying issues within the credit portfolio and taking necessary measures.
3. Determining which credit products are most significant to the bank.
4. Assessing the impact of changes in interest rates on credit operations.

The growing intensity of competition in the banking services market is leading to a reduction in the revenues of commercial banks. In particular, payment services handled by mobile operators and payment organizations, along with the rising number of producers and distributors acting as competitors to banks, negatively affect banks' efficiency indicators. Furthermore, the establishment of banks with various ownership structures in Uzbekistan and the expansion of digital technologies and online lending practices are pushing banks to compete for retail credit market customers.

By the end of 2020, the total outstanding loans provided by banks to the population in Uzbekistan amounted to 54.1 trillion UZS. Among these, 15 banks held over 1% market share and collectively accounted for 52 trillion UZS, or 96.1% of the total retail loan portfolio. Of these, Ipoteka Bank held the largest share at 18.7%.



By the end of 2022, the outstanding loan balance increased to 99.1 trillion UZS, and 19 banks held over 1% market share, collectively accounting for 96.8 trillion UZS, or 97.8% of the market. Ipoteka Bank's share of the retail credit market decreased to 15.6%, marking a decline of 3.1 percentage points compared to 2020. The development of competition can be demonstrated by the increase in the number of banks holding more than a 1% market share and by the decline in the average market share per bank—from 6.4% in 2020 to 5.1% in 2022, a decrease of 1.3 percentage points.

In addition to increasing the volume of credit provided to the population and entrepreneurs and securing a stable position in the market, commercial banks face another critical issue: ensuring the timely repayment of loans issued to clients and reducing the proportion of non-performing loans. This requires not only sustaining high growth in retail lending but also effectively managing credit risks, thereby improving the quality of the credit portfolio.

Let's examine the analytical aspects of the efficiency indicators of retail lending activities and their evaluation using the example of commercial banks.

J. Isakov (2015) concluded that “the proper and rational organization of the lending process in commercial banks positively affects credit efficiency, drives the growth of bank income, and provides opportunities to attract additional resources” [4].

A. Azlarova (2018) argued that “the ultimate goal of managing a commercial bank's credit portfolio is to achieve optimal levels of risk, profitability, and liquidity indicators for that portfolio” [1].

In M. Khayitova's research, the transformation of banks was analyzed with respect to credit efficiency, primarily through bank ranking indicators and the analysis of non-performing loans. According to the author, “the quality of strategies to improve credit efficiency in commercial banks depends entirely on the qualifications and professional competence of the bank staff actively involved in their implementation” [8].

A. B. Kalandarov maintains that reducing non-performing loans in commercial banks enables more efficient management of the credit portfolio [6].

Building on the perspectives and literature of these authors and researchers, we offer our own view on evaluating banks' credit efficiency. Credit efficiency evaluation is a systematic analysis of a bank's credit portfolio aimed at improving loan quality, ensuring higher income, and identifying directions for lending improvements.

Analyzing lending activities in commercial banks helps to identify potential problems related to credit and to decide whether to continue lending to a borrower, require collateral, or take other measures. It also enables continuous monitoring of the bank's mission, strategy, and business plan targets.

This study employs grouping, comparative and structural analysis, induction and deduction, analysis and synthesis, and other scientific cognition methods. Additionally, using an OLS regression model, we analyze practical data on retail lending activities of commercial banks operating in the Republic of Uzbekistan, assessing the reliability of factors affecting retail lending and their interrelationships.

The dynamics of growth in retail lending services to the population by commercial banks have outpaced both previous years and the overall growth rate of total credit placements. In recent years, the activity of newly established private banks in the retail services market has further increased.

Table 1. Changes in the Outstanding Balance of Loans to Individuals by Commercial Banks of the Republic of Uzbekista (billion soums)

Indicator	01.01.2020	01.01.2021	01.01.2022	01.01.23
Outstanding balance of loans to individuals	39 934	54 888	69 496	100 949
Mortgage loans	20 326	28 301	35 946	46 460
Consumer loans	3 177	5 737	9 429	25 234
Micro-loans	5 492	12 237	12 795	14 651
Micro-loans for the business activities of individuals	6 467	8 613	11 326	14 567
Other loans	4 472	0	0	36
<b>Total loan placements</b>	<b>211 581</b>	<b>276 975</b>	<b>326 386</b>	<b>390 049</b>
Share of retail loans in total loan placements, %	19%	20%	21%	26%



The terms of loans provided to individuals by commercial banks, their increasing accessibility, and the reduction of various barriers in the lending process have all contributed to the growth in the volume of lending. This is confirmed by the fact that the outstanding balance of loans issued to individuals by commercial banks in 2022 amounted to 100,949 billion soums — 1.45 times, or 31,453 billion soums, higher than in 2021 (69,496 billion soums).

When analyzing the efficiency indicators of retail banking activities, it is important to assess the average weighted interest rates on loans both attracted from and issued to individuals, as well as the bank margin.

Table 2. Dynamics of the bank margin on loans attracted from and issued to individuals by commercial banks

Indicators	31.12.18	31.12.19	31.12.20	31.12.21	31.12.22	Changes
JSC «Uzsanoatqurilish»						
Average interest rate on retail loans	15,9%	16,6%	14,7%	13,5%	16,3%	0,4%
Average interest rate on retail deposits	7,7%	4,6%	3,4%	7,5%	13,2%	5,5%
Bank margin	8,2%	11,9%	11,3%	6,0%	3,1%	-5,1%
JSC «Aloqabank»						
Average interest rate on retail loans	19,0%	20,2%	19,7%	22,4%	22,9%	3,9%
Average interest rate on retail deposits	5,8%	6,7%	8,4%	9,3%	13,0%	7,1%
Банк маржаси	13,2%	13,5%	11,3%	13,2%	9,9%	-3,3%

Commercial banks in the Republic of Uzbekistan are taking measures to attract clients by increasing deposit interest rates and decreasing lending rates amid growing competition in the retail credit services market and efforts to mobilize financial resources. According to analytical data, Uzsanoatqurilishbank achieved a high interest margin of 11.9% by the end of 2019. However, a declining trend has been observed, with the margin dropping to 3.1% as of January 1, 2023. Aloqabank's interest margin has been unstable, reaching its peak of 13.5% at the end of 2019, but overall, the analysis period indicates a downward trend.

Commercial banks are attracting deposits at high interest rates. Despite the fact that today commercial banks offer deposits for individuals in the national currency at an annual rate of up to 24%, the average interest rate on deposits attracted from individuals remained low at 13% in 2022. This can be attributed to the funds held on population bank cards and in demand deposits.

Assessing the efficiency of retail lending by major commercial banks in the Republic of Uzbekistan and analyzing the influencing factors is of significant importance. In the course of this research, we conduct a statistical analysis of the retail loan portfolios and their determining factors for Uzsanoatqurilishbank JSCB and Aloqabank JSCB.

Based on this statistical analysis, we construct a functional model of the influencing factors as follows:

$$F(RL\_AVR) = X(RL, RD, BA, R\_per\_income, PR, IR, PINCOME)$$

The following variables were selected for statistical analysis:

- Y – RL\_AVR – average weighted interest rate on retail loans;
- X<sub>1</sub> – RL – retail loan portfolio balance;
- X<sub>2</sub> – RD – balance of deposits attracted from individuals;
- X<sub>3</sub> – BA – bank's net asset balance;
- X<sub>4</sub> – R\_per\_income – interest income received from retail loans;
- X<sub>5</sub> – PR – refinancing rate of the Central Bank of the Republic of Uzbekistan;
- X<sub>6</sub> – IR – inflation rate;
- X<sub>7</sub> – PINCOME – population income.

	RL_AVR	RL	RD	BA	R_per_income	PR	IR	PINCOME
RL_AVR	1.00	0.56	0.43	0.45	0.54	0.79	0.38	0.44
RL	0.56	1.00	0.96	0.98	1.00	0.68	-0.11	0.97
RD	0.43	0.96	1.00	0.97	0.95	0.60	-0.16	0.98
BA	0.45	0.98	0.97	1.00	0.97	0.60	-0.08	0.99
R_per_income	0.54	1.00	0.95	0.97	1.00	0.68	-0.15	0.95
PR	0.79	0.68	0.60	0.60	0.68	1.00	0.26	0.55
IR	0.38	-0.11	-0.16	-0.08	-0.15	0.26	1.00	-0.14
PINCOME	0.44	0.97	0.98	0.99	0.95	0.55	-0.14	1.00

Picture 1. Correlation analysis of factors influencing the retail lending activity of Uzsanotqurilishbank JSCB

The degree of interrelation among factors affecting the retail lending activity of Uzsanotqurilishbank JSCB for the period 2010–2022 has been assessed. The analysis reveals a strong correlation (0.79) between the average weighted interest rate on the bank’s retail loans and the refinancing rate set by the Central Bank. However, the correlation between the average weighted interest rate on retail loans and the interest income generated from these loans is relatively low (0.54), suggesting a high proportion of preferential loans within the bank’s portfolio. Moreover, the retail loan portfolio shows a strong correlation with individual deposits (0.96), the bank’s total assets (0.98), and household income levels (0.97), indicating that these factors significantly influence the volume of retail lending.

The results of the statistical analysis indicate that the reliability level of the observed factors influencing Uzsanotqurilishbank JSCB’s retail lending activity over the period 2010–2022 is high, with an R-squared value of 0.94. This suggests that the model explains 94% of the variability in retail lending activity. In the statistical model, the ( $P>|t|$ ) value indicates the predictive significance of each variable. The analysis shows that household income, inflation rate, and the bank’s total assets have the most significant impact on the retail lending operations of Uzsanotqurilishbank JSCB.

A strong correlation is also observed between the average weighted interest rate on retail loans and the Central Bank’s refinancing rate (0.77), as well as with interest income from retail loans (0.95). Furthermore, the average weighted interest rate on retail loans shows a strong correlation with the retail loan portfolio balance (0.92), individual deposits (0.81), bank assets (0.94), and household income (0.91), indicating that these factors are closely linked to the dynamics of the bank’s retail lending operations.

The results of the statistical analysis show that the reliability level (0.99) of the factors observed in the retail lending activities of JSC “Aloqabank” from 2010 to 2022 was high. In the statistical model, the indicator ( $P>|t|$ ) is calculated to determine the statistical predictive significance of each factor. This indicator shows that the statistical significance of the observed indicators in JSC “Aloqabank”’s retail lending activities is high. In the analysis, a  $P>|t|$  value of less than 0.05 indicates high statistical significance for the variables considered.

Research has been conducted on improving the efficiency of lending activities by commercial banks in the Republic of Uzbekistan. The analysis primarily focused on the overall portfolio performance indicators of banks.

## CONCLUSION AND RECOMMENDATIONS

The study on retail lending efficiency in commercial banks of Uzbekistan shows that the quality of credit portfolios largely depends on the management of risks, income stability, and the macroeconomic environment. Statistical analysis of Uzsanotqurilishbank and Aloqabank confirmed a strong interrelation between retail lending performance and factors such as household income, inflation, deposits, and the refinancing rate.

In addition, the research highlights that improving lending efficiency requires not only sound financial management but also digital transformation and customer-oriented innovation in banking operations. The integration of advanced analytics, automated credit scoring systems, and flexible loan products can significantly enhance decision-making accuracy and reduce credit risks. Strengthening institutional capacity and ensuring transparency in credit procedures will further contribute to sustainable growth in the retail lending sector.

Recommendations:

1. Introduce more flexible and data-driven credit scoring systems.
2. Strengthen monitoring of non-performing loans (NPLs).



3. Enhance the use of digital lending platforms to improve accessibility and efficiency.
4. Optimize the interest margin by balancing deposit and loan rates.
5. Improve financial literacy programs to support responsible borrowing.

#### LIST OF REFERENCES

1. Azlarova, A.A. & Abdurakhmanova, M.M. (2018). Issues in Effective Management of Commercial Banks' Loan Portfolios. *Economy and Innovative Technologies Scientific E-Journal*, No. 6 (November–December).
2. Baltrop, K.J. & McNaughton, D. (1994). *Banking Institutions in Developing Countries* (Vols. 1–2). Washington, DC: World Bank Institute.
3. Idiev, N.F. (2020). Theoretical and Practical Foundations for Strengthening the Income Base of Commercial Banks. *Economy and Innovative Technologies Scientific E-Journal*, No. 5 (September–October).
4. Isakov, J.Ya. (2015). Strategies to Improve Credit Efficiency in Commercial Banks. *Economy and Innovative Technologies Scientific E-Journal*, No. 2 (March–April).
5. Isakov, J.Ya. (2016). Improving Credit Efficiency in the Development of the Service Sector [Abstract of PhD Dissertation]. Tashkent, p. 28.
6. Kalandarov, A.B. (2020). Problem Loan Recovery Practices in Banks and Ways to Improve Them. *Economy and Innovative Technologies Scientific E-Journal*, No. 5 (September–October).
7. Oblomurodov, N. & Toshpulatov, D. (2015). Analysis of Commercial Banks' Loan Portfolios and Opportunities to Improve Their Quality. *Economy and Innovative Technologies Scientific E-Journal*, No. 2 (March–April).
8. Khayitova, M.R. (2022). Enhancing Credit Efficiency in Bank Transformation Processes. *Science and Innovation International Scientific Journal*, Vol. 1, Issue 5. DOI: 10.5281/zenodo.7066701.
9. Central Bank of the Republic of Uzbekistan. Financial Reports.
10. JSC "Aloqabank." Financial Statements (2010–2022).
11. JSC "Uzsanoatqurilishbank." Financial Statements (2010–2022).
12. Official Website of the Central Bank of Uzbekistan: [www.cbu.uz](http://www.cbu.uz).
13. Uzbekistan Legislation Portal: [www.lex.uz](http://www.lex.uz).
14. JSC "Aloqabank" Official Website: [www.aloqabank.uz](http://www.aloqabank.uz).
15. JSC "Uzsanoatqurilishbank" Official Website: [www.psb.uz](http://www.psb.uz).



## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

**Ingliz tili muharriri:** Feruz Hakimov

**Musahhih:** Zokir ALIBEKOV

**Sahifalovchi va dizayner:** Oloviddin Sobir o'g'li

**2025-yil, may.**

© Materiallar ko'chirib bosilganda "Yashil" iqtisodiyot va taraqqiyot" jurnali manba sifatida ko'rsatilishi shart. Jurnalda bosilgan material va reklamalardagi dalillarning aniqligiga mualliflar ma'sul. Tahririyat fikri har vaqt ham mualliflar fikriga mos kelmasligi mumkin. Tahririyatga yuborilgan materiallar qaytarilmaydi.

Mazkur jurnalda maqolalar chop etish uchun quyidagi havolalarga maqola, reklama, hikoya va boshqa ijodiy materiallar yuborishingiz mumkin. Materiallar va reklamalar pullik asosda chop etiladi.

EI.Pochta: sq143235@gmail.com

Bot: @iqtisodiyot\_77

Tel.: 93 718 40 07

Jurnalga istalgan payt quyidagi rekvizitlar orqali obuna bo'lishingiz mumkin. Obuna bo'lgach, @iqtisodiyot\_77 telegram sahifamizga to'lov haqidagi ma'lumotni skrinshot yoki foto shaklida jo'natishingizni so'raymiz. Shu asosda har oygi jurnal yangi sonini manzilingizga jo'natamiz.

"Yashil" iqtisodiyot va taraqqiyot" jurnali 03.11.2022-yildan O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan №566955 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.

**Litsenziya raqami:** №046523. PNFL: 30407832680027

**Manzilimiz:** Toshkent shahar, Mirzo Ulug'bek tumani  
Kumushkon ko'chasi, 26-uy.



Jurnal sayti: <https://yashil-iqtisodiyot-taraqqiyot.uz>