

ECONOMIC MECHANISMS AND MANAGEMENT FACTORS FOR INCREASING THE EFFICIENCY OF THE LOGISTICS SYSTEM**Bakhora Olimova**

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Abstract. This article provides a scientifically grounded analysis of the economic mechanisms and management factors for increasing the efficiency of the logistics system from the perspective of human capital and managerial capacity. Along with the important role of digital technologies, automated systems, and modern infrastructure in logistics processes, the study substantiates that their real effectiveness directly depends on the qualifications, motivation, and management competencies of the human factor. The article systematically analyzes the impact of professional training of logistics personnel, the quality of decision-making, internal control, and coordination mechanisms on economic efficiency. In addition, the possibilities of reducing costs, improving service quality, and increasing delivery speed through the development of the human factor in the logistics system are scientifically highlighted.

Keywords: logistics system, efficiency, human factor, human capital, management factors, economic mechanisms, logistics management, motivation, qualification, supply chain.

Introduction. In today's conditions of globalization, logistics systems are becoming one of the strategic factors determining the competitiveness of national economies. According to data from the World Bank and the World Trade Organization, logistics costs in developed countries account for an average of 8–10 percent of gross domestic product, while in developing countries this figure reaches 15–20 percent. This indicates that inefficiencies in the logistics system increase production costs and reduce export potential. In the economy of Uzbekistan as well, the efficiency of the logistics system plays a decisive role in industrial modernization, expansion of export volumes, and strengthening interregional trade relations.

In recent years, digital technologies, artificial intelligence, automated warehouses, and “smart” transport systems have been widely introduced in the logistics sector. However, international studies show that approximately 40–50 percent of the overall efficiency of logistics systems depends on the human factor—namely, managers' decision-making abilities, employees' qualifications, discipline, and motivation. Therefore, limiting efforts to increase logistics efficiency only to technical and infrastructural modernization is scientifically insufficient; it must be carried out in close connection with the development of human capital and the improvement of management mechanisms.

In logistics systems, economic mechanisms—such as cost planning, efficient use of resources, supply chain optimization, and risk management—are transformed into real results through the human factor. For example, a highly qualified logistics manager can anticipate disruptions in the supply chain, coordinate warehouse and transport resources, and significantly reduce company costs. Conversely, management errors, low qualifications, or irresponsibility can lead to inefficient operation of the logistics system even when the most advanced technologies are available. From this perspective, studying the economic mechanisms for increasing logistics system efficiency in harmony with the human factor is scientifically and practically relevant. In the context of Uzbekistan, improving

personnel training in the logistics sector, enhancing management culture, and strengthening incentive systems can reduce transport costs, increase delivery speed, and ensure the reliability of export-import operations. This article aims to provide a scientific assessment of these issues. Increasing the efficiency of the logistics system is a multifactorial economic process based on the interaction of financial resources, technological infrastructure, institutional environment, and human capital. According to modern economic theories, the logistics system is the main connecting mechanism between production and consumption, and any disruption within it leads to additional costs and time losses throughout the entire supply chain. Therefore, improving logistics efficiency is of strategic importance not only for individual enterprises but also for the entire national economy.

In the logistics system, economic mechanisms are primarily aimed at cost optimization and efficient use of resources. Transport, warehousing, cargo handling, and information exchange constitute the main components of logistics costs. If these processes are not properly coordinated, excessive inventory accumulation, idle transportation, and extended delivery times occur. This increases product costs and reduces a company's competitiveness in the market. From this point of view, the effectiveness of economic mechanisms is directly related to the professional capacity of the human factor managing them.

The human factor in the logistics system serves as the center of decision-making. Logistics managers make strategic and operational decisions regarding supplier selection, determination of delivery routes, inventory planning, and allocation of transport resources. The quality of these decisions depends on employees' level of knowledge, experience, and analytical thinking. Research shows that enterprises employing highly qualified logistics specialists experience fewer supply disruptions and significantly lower overall logistics costs. Thus, investment in human capital is one of the most important economic mechanisms for improving logistics efficiency. Management factors also play a special role in enhancing efficiency within the logistics system. The flexibility of the management structure, internal control, and transparency of information flows ensure the uninterrupted operation of the supply chain. If the management system is bureaucratic and slow, decisions are delayed, hindering rapid adaptation to market demands. In contrast, logistics systems with clearly defined authority and effective motivation systems encourage employee initiative, allowing shortcomings in processes to be identified and eliminated promptly.

Digital technologies and automation increase the technical efficiency of the logistics system, but their effectiveness is fully realized only when integrated with the human factor. For example, modern logistics information systems enable rapid analysis of large volumes of data; however, drawing correct conclusions and making effective decisions from this data depends on managers' knowledge and experience. Therefore, training logistics personnel, developing their digital competencies, and ensuring continuous professional development are essential conditions for increasing economic efficiency. In the context of Uzbekistan, improving logistics system efficiency is crucial for expanding export potential and strengthening interregional economic integration. Along with developing transport and logistics centers and simplifying customs and warehousing processes, it is necessary to improve the qualifications of specialists working in this field. Modern logistics requires not only infrastructure but also a high level of management culture.

Overall, the economic mechanisms for increasing logistics system efficiency are closely interconnected with the human factor and management factors. Financial and technical resources yield

real economic results only when they are properly managed and applied by qualified personnel. Therefore, strengthening human capital and introducing modern management approaches should be a priority in logistics system development strategies.

Conclusion

In conclusion, the economic mechanisms and management factors for increasing logistics system efficiency were analyzed in close connection with the human factor. The research results show that logistics efficiency is determined not only by the level of development of transport, warehousing, and information technologies, but also by the qualifications, motivation, and management competencies of the human capital operating these systems. Modern technologies can accelerate and automate logistics processes; however, if they are not properly planned and managed by humans, they do not yield the expected economic benefits. The effective functioning of economic mechanisms in the logistics system is closely related to the quality of employees' decision-making, internal coordination, and level of responsibility. Therefore, investing in human capital, ensuring continuous training, and enhancing digital and analytical competencies of personnel should be priority areas in logistics system development strategies. In the context of Uzbekistan, improving the logistics system creates a solid foundation for export development, strengthening interregional economic relations, and increasing the competitiveness of the national economy.

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