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Article

Improving Service Delivery to Owners by Multi-Apartment Building Management Bodies: An Integrated Framework for Uzbekistan

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Abstract: This study examines ways to improve service delivery to property owners by multi-apartment building management bodies in Uzbekistan. The research focuses on institutional governance, service quality, digital transparency, financing mechanisms and owner participation. Systematic, comparative and institutional analysis methods are applied to assess existing management practices and relevant international experience. The findings show that effective housing management requires a transition from fragmented maintenance practices to an integrated service-management approach. The proposed framework combines institutional coordination, differentiated financing, performance-based quality control, digital transparency and owner participation within a unified service value chain. The study concludes that foreign management practices should be adapted to Uzbekistan's institutional conditions rather than directly replicated, thereby improving accountability, service quality and long-term housing management efficiency.

Keywords: Multi-apartment building management, service delivery, property owners, service quality, digital transparency, owner participation.

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1. Introduction

The effective management of multi-apartment residential buildings has become an increasingly important issue in the contemporary service economy as urban development, digitalization and rising expectations of property owners transform the traditional functions of housing management organizations. This transformation is reflected in the rapid growth of technology-based property-management markets. According to sectoral estimates, the global PropTech market reached approximately USD 42.1 billion in 2024 and is projected to increase to USD 104.0 billion by 2030, corresponding to an average annual growth rate of about 16.3% [1]. At the same time, the global Smart Building market is expected to expand from USD 126.6 billion in 2024 to approximately USD 571.3 billion by 2030 [2]. These trends indicate that digital platforms, intelligent monitoring systems, automated maintenance and data-driven decision-making are becoming integral components of modern property-management systems.

The growing importance of this issue is also associated with broader urbanization trends. According to the United Nations World Urbanization Prospects, Uzbekistan's urban population amounted to approximately 18.9 million people in 2025, representing about 51.0% of the country's population, compared with 47.7% in 2000 [3]. The urban population is projected to reach approximately 31.7 million by 2050, when the urbanization rate may exceed 60%. This demographic and spatial transformation implies a continuing

increase in the concentration of residential properties in urban areas and, consequently, growing demand for professional management, maintenance and communal-service systems.

The relevance of improving multi-apartment building management is particularly evident in Uzbekistan. The expansion of the housing stock and ongoing institutional reforms have substantially increased the scale of services provided by management bodies, and recent research describes these changes as a systemic transformation of the country's multi-owned housing stock management system [4]. The coverage of property owners by multi-apartment building management services increased from approximately 74.0% to 99.1%, indicating that the sector has evolved from a relatively fragmented management system toward substantially broader institutional coverage. However, higher coverage does not automatically ensure higher service quality. The rapid expansion of the management system simultaneously increases the importance of financial accountability, technical reliability, transparent tariff formation, timely response to owners' requests and effective monitoring of management organizations.

International research increasingly treats residential management as a complex service system rather than only as technical maintenance. J. Lai and F. Yik propose evaluating facility-management services in residential buildings through service quality, operational performance and cost-effectiveness [5], while Y. Kuo and co-authors show that service reliability and staff competence significantly influence residents' satisfaction with condominium management [6]; both lines of work build on the multi-dimensional view of service quality developed in the SERVQUAL model [7]. Owner participation is another recurring theme: Y. Yau demonstrates that willingness to take part in collective action is essential for the management of multi-owned housing [8], and S. Puustinen and co-authors show how collective decision-making shapes the development of jointly owned residential properties [9]. Comparative studies further highlight the importance of the legal regime governing common property in former socialist countries [10] and the practical difficulties faced by co-owners' representatives in managing and maintaining multi-family buildings [11].

Uzbek scholars have mainly focused on the organizational and economic improvement of housing and communal-service management. T. Hasanov examined the development of private housing-fund management [12], R. Nurimbetov and D. Mirdjalilova emphasized optimization of housing-management organization and operating costs [13], and R. Xolmurodov investigated the organizational-economic mechanism of housing-fund management [14]. S. Boboqulov analyzed foreign experience in communal services and the possibilities for adapting it to Uzbekistan [15], while A. Matro'ziyev focused on increasing the efficiency of utility-service enterprises [16].

Overall, foreign studies provide strong evidence on service quality, resident satisfaction and participation, whereas Uzbek research gives greater attention to institutional reform and organizational-economic mechanisms. However, limited attention has been paid to integrating institutional governance, financing, service-quality control, digital transparency and owner participation within a unified service-delivery mechanism. This gap forms the theoretical basis of the present study.

Accordingly, the purpose of this study is to develop an integrated framework for improving the mechanism through which multi-apartment building management bodies provide services to property owners in Uzbekistan. The proposed approach links institutional governance, differentiated financing, performance-oriented quality control, digital transparency and owner participation within a unified service value chain aimed at improving service efficiency, accountability and long-term preservation of residential property.

2. Methodology

This study uses systematic, comparative, institutional and SWOT analysis to examine service delivery by multi-apartment building management bodies in Uzbekistan. Systematic analysis evaluates the interaction of governance, financing, service quality, digital transparency and owner participation. Comparative analysis is used to assess relevant international practices and their applicability to Uzbekistan, while institutional analysis examines relationships among property owners, management bodies and public authorities. The study draws on regulatory documents, official sectoral information and previous domestic and international research. Based on these methods, an integrated service-delivery framework is developed.

3. Results

The analysis identified three principal international approaches to multi-apartment building management. The first is a decentralized model based on cooperation between property owners and professional management organizations, as observed in Germany, Japan, the United States and Estonia. The second is a centralized model characterized by active participation of public authorities, represented by Singapore. The third is a corporate management model, widely applied in Finland. The United Kingdom demonstrates a more complex contractual approach combining ownership rights and service relationships.

Table 1. Comparative Analysis of Selected International Multi-Apartment Building Management Approaches.

Management approach	Main characteristics	Main strength	Potential limitation	Elements potentially adaptable to Uzbekistan
Decentralized professional management	Cooperation between property owners and professional management organizations	Strong owner participation and professional responsibility	Effectiveness depends on owner engagement and managerial capacity	Professional management, owner participation, decentralized decision-making
Centralized public-sector management	Active involvement of public authorities in coordination and supervision	Strong coordination and service control	Risk of excessive administrative dependence	Regulatory oversight, service standards, public monitoring
Corporate management	Building managed through a structured corporate governance arrangement	Strong financial accountability and long-term planning	Requires developed governance and reporting systems	Financial reporting, long-term asset management, structured governance
Contractual management	Service provision regulated through detailed contractual relationships	Clear allocation of rights and responsibilities	Contract enforcement and dispute resolution may be complex	Service-level agreements, defined responsibilities, dispute-resolution mechanisms

The comparison shows that no single foreign management approach can be transferred directly to Uzbekistan. The effectiveness of each model depends on the institutional environment, the clarity of property rights, the professional accountability of management bodies, economically justified service fees, financial transparency and effective dispute-resolution mechanisms. Therefore, the most appropriate strategy for Uzbekistan is not the direct replication of a particular foreign model, but the selective adaptation of its most relevant elements.

As shown in Table 1, different international approaches offer complementary advantages. Decentralized professional management contributes to stronger owner

participation and professional responsibility, centralized public-sector management provides regulatory coordination and service control, corporate management strengthens financial accountability and long-term planning, while contractual management clarifies the distribution of rights and responsibilities. Taken together, these elements provide the basis for developing a more comprehensive management mechanism adapted to the institutional conditions of Uzbekistan.

On this basis, an integrated service-delivery framework is proposed for the management of multi-apartment buildings in Uzbekistan. The framework combines institutional governance, differentiated financing, digital transparency, performance-oriented quality control and property-owner participation within a unified service value chain. Rather than treating these components as separate management instruments, the proposed approach links them into a single system in which financial, organizational and technical resources are transformed into service outcomes and owner value.

The proposed mechanism therefore shifts multi-apartment building management from a predominantly maintenance-oriented activity toward an integrated service-management system. Its operational logic is presented in Figure 1.



Figure 1. Integrated service value chain in multi-apartment building management.

This structure links operational activities with final service outcomes and the long-term economic value of residential property.

The results also show that the integrated approach can strengthen transparency, reduce information asymmetry and improve coordination among property owners, management organizations and public authorities. In particular, the combination of professional management, digital monitoring, long-term maintenance planning and performance-based quality control provides a more suitable framework for the institutional conditions of Uzbekistan than the direct adoption of any single foreign model.

Discussion

The findings show that effective multi-apartment building management in Uzbekistan requires an integrated rather than fragmented service-delivery approach. International experience demonstrates that no single management model provides a universal solution. Decentralized professional management strengthens owner involvement, centralized systems improve coordination, and corporate models support

clearer financial accountability. However, their effectiveness depends on institutional conditions, professional capacity and the quality of interaction between property owners and management bodies. Therefore, foreign practices should be selectively adapted rather than directly transferred to Uzbekistan.

This conclusion is consistent with previous research. Lai and Yik emphasize that residential management performance should be evaluated through service quality, operational effectiveness and cost-efficiency, while Kuo and others identify reliability and professional competence as important determinants of resident satisfaction. Yau further demonstrates that owner participation is essential for effective management of jointly owned property. Uzbek scholars similarly stress the importance of improving organizational-economic mechanisms, professional management and operating efficiency. The present study extends these approaches by combining institutional governance, financing, quality control, digital transparency and owner participation within a single framework.

Table 2. Key Components of the Integrated Service-Delivery Framework

Component	Main problem	Proposed mechanism	Expected effect
Institutional governance	Fragmented responsibilities	Clear allocation of functions and accountability	Better coordination
Differentiated financing	Uniform financing approach	Financing according to technical needs and service requirements	Efficient resource allocation
Performance-based quality control	Focus on completed activities	Service standards and performance indicators	Higher service quality
Digital transparency	Fragmented information	Integrated digital monitoring and reporting	Greater transparency
Owner participation	Limited involvement in decisions	Feedback and participation mechanisms	Greater trust and satisfaction

The components presented in table 2 should be viewed as mutually reinforcing. Institutional governance establishes clear responsibilities, while differentiated financing ensures that resources correspond to actual service and technical requirements. Performance-based quality control connects resource use with service outcomes, and digital transparency makes these outcomes observable to owners and regulatory bodies. Owner participation then creates a feedback mechanism through which service quality can influence subsequent management decisions.

A particularly important implication concerns digitalization. Digital billing, monitoring and communication systems can reduce information asymmetry and improve accountability, but technology alone cannot resolve institutional weaknesses. Digital tools become effective only when combined with clear service standards, transparent financial procedures and defined responsibilities. Thus, digital transformation should support governance and quality-control mechanisms rather than operate as an isolated technological reform.

The proposed framework also changes the role of owner satisfaction. Instead of treating satisfaction only as a final outcome, it becomes part of a continuous feedback cycle. Higher transparency, responsiveness and participation can strengthen trust, while owner feedback can improve future planning and service delivery. This creates a continuous service-value chain in which resources, service processes, outcomes and owner satisfaction jointly contribute to preserving the long-term economic value of multi-apartment housing.

Overall, the discussion confirms that the main contribution of the proposed model lies in integrating previously separate elements of housing management into a unified service-delivery mechanism. For Uzbekistan, such integration provides a more

appropriate basis for improving accountability, service quality, operational efficiency and long-term sustainability than the isolated application of individual foreign management practices.

4. Conclusion

The study demonstrates that improving service delivery in multi-apartment buildings requires a transition from fragmented maintenance practices to an integrated service-management system. The proposed framework combines institutional governance, differentiated financing, performance-based quality control, digital transparency and property-owner participation within a unified service value chain.

The analysis also shows that international management models should not be transferred directly to Uzbekistan. Their strongest elements should instead be adapted to national legal, institutional and economic conditions. Professional management, transparent financial reporting, long-term maintenance planning, digital monitoring and stronger owner participation are identified as the most relevant components for improving service delivery.

The main contribution of the study is the integration of previously separate management components into a single framework linking resources, service processes, service outcomes, owner satisfaction and preservation of housing value. Such integration can strengthen accountability, reduce information asymmetry and improve coordination between property owners, management bodies and public authorities.

Based on the findings, several policy recommendations can be proposed. First, national service standards for multi-apartment building management should include measurable indicators of service quality, technical reliability, responsiveness and owner satisfaction. Second, management bodies should be required to provide standardized digital financial and operational reporting accessible to property owners. Third, financing mechanisms should be differentiated according to the technical condition, service requirements and operational risks of individual buildings. Fourth, digital billing, monitoring and owner-feedback systems should be integrated into a unified information environment. Finally, property-owner participation should be strengthened through regular reporting, digital communication and transparent decision-making procedures.

Implementation of these measures can support the development of a more accountable, transparent and performance-oriented multi-apartment building management system in Uzbekistan and contribute to the long-term preservation of residential property value.

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