



## СОЦИАЛЬНАЯ ОТВЕТСТВЕННОСТЬ УПРАВЛЯЮЩИХ КОМПАНИЙ И ВОВЛЕЧЕНИЕ СОБСТВЕННИКОВ: МЕХАНИЗМЫ МОТИВАЦИИ И КОММУНИКАЦИИ

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**Аннотация.** *Статья посвящена анализу социальной ответственности управляющих сервисных компаний (УК) в сегменте многоквартирного жилищного фонда и оценке её влияния на устойчивость управления жилой инфраструктурой. Показано, что социально ответственная деятельность УК, основанная на прозрачности финансовых операций, эффективности коммуникации с жильцами и использовании цифровых инструментов, способствует повышению доверия собственников, улучшению собираемости платежей и снижению эксплуатационных рисков. На основе анализа текущих практик в Узбекистане выявлены системные проблемы: недостаточная открытость финансовой информации, слабые механизмы обратной связи, низкая вовлечённость собственников, кадровые ограничения и низкий уровень цифровизации. Установлены причинно-следственные связи между выявленными недостатками и снижением качества обслуживания многоквартирных домов. В качестве решения предлагается модель SRM, предусматривающая пилотное внедрение цифровых инструментов, создание регионального реестра УК, стандартизацию публичной отчётности, реализацию обучающих программ для жильцов и персонала, а также стимулирующие и контрольные механизмы. Реализация данных мер позволит сформировать институциональные условия для повышения качества коммунальных услуг, прозрачности финансовых процессов и устойчивости городской инфраструктуры.*

**Ключевые слова:** *социальная ответственность, управляющие компании, жилищный фонд, многоквартирные дома, SRM, цифровизация, прозрачность, ЖКХ, доверие жильцов, KPI, реестр УК, публичная отчётность, коммуникация, обратная связь, контроль, аудит, стандарты, участие собственников, сервис-менеджмент, реформы, инфраструктура, управление, Узбекистан, платежная дисциплина, мониторинг.*



## SOCIAL RESPONSIBILITY OF MANAGEMENT COMPANIES AND THE INVOLVEMENT OF OWNERS: MOTIVATION AND COMMUNICATION MECHANISMS

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**Abstract.** *The article examines the social responsibility of residential management service companies in the multi-apartment housing sector and assesses its impact on the sustainability of urban infrastructure management. The study demonstrates that socially responsible operation characterized by financial transparency, effective communication with residents, and the adoption of digital tools strengthens public trust, increases payment discipline, and reduces operational risks. Based on an analysis of current practices in Uzbekistan, several systemic issues are identified, including insufficient financial openness, weak feedback mechanisms, low resident participation, staff shortages, and underdeveloped digital infrastructure. The research outlines causal links between these shortcomings and a decline in service quality. As a solution, the SRM model is proposed, including pilot implementation of digital tools, development of a regional management-company registry, standardization of public reporting, training programs for residents and personnel, and the introduction of incentive and monitoring mechanisms. The proposed approach creates institutional foundations for improving service quality, financial transparency, and the long-term sustainability of housing infrastructure.*

**Keywords:** *social responsibility, management companies, housing sector, multi-apartment buildings, SRM, digitalization, transparency, utilities, resident trust, KPI, registry, public reporting, communication, feedback, control, audit, standards, resident participation, service management, reforms, infrastructure, governance, Uzbekistan, payment discipline, monitoring.*

## BOSHQARUV SERVIS KOMPANIYALARINING IJTIMOIIY JAVOBGARLIGI VA MULK EGALARINI JALB QILISH: MOTIVATSIYA VA ALOQA MEXANIZMLARI

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**Annotatsiya.** *Maqolada ko'p kvartirali uy-joy fondi boshqaruvida xizmat ko'rsatuvchi boshqaruv servis kompaniyalarning ijtimoiy mas'uliyati va uning turar-*

joy infratuzilmasini barqaror boshqarishga ta'siri tahlil qilinadi. Moliyaviy shaffoflik, aholining murojaatlariga samarali javob berish va raqamli vositalardan foydalanishga asoslangan ijtimoiy mas'uliyatli boshqaruv egalar ishonchini oshirishi, to'lov intizomini yaxshilashi va ekspluatatsion xatarlarni kamaytirishi isbotlanadi. O'zbekiston amaliyoti tahlili shuni ko'rsatadiki, sektor bir qator tizimli muammolarga ega: moliyaviy ma'lumotlarning yetarli shaffof emasligi, zaif aloqa kanallari, mulkdorlarning past faolligi, kadr salohiyati cheklanganligi va raqamlashtirishning sustligi. Ular xizmat sifati pasayishi bilan sababiy bog'liqlikka ega ekani aniqlangan. Muammoni bartaraf etish uchun SRM modeli taklif etiladi: raqamli vositalarni pilot tarzida joriy etish, hududiy boshqaruv servis kompaniyalarning reyestrini yaratish, majburiy jamoatchilik hisobotlarini standartlashtirish, aholiga va xodimlarga ta'lim dasturlari, rag'batlantiruvchi va nazorat mexanizmlari. Taklif etilgan choralar uy-joy kommunal xizmati sifatini, moliyaviy shaffoflikni va infratuzilmaning uzoq muddatli barqarorligini oshirishga yordam beradi.

**Kalit so'zlar:** ijtimoiy mas'uliyat, boshqaruv kompaniyalari, uy-joy fondi, ko'p kvartirali uylar, SRM, raqamlashtirish, shaffoflik, kommunal xizmatlar, aholining ishonchi, KPI, reyestr, jamoatchilik hisobotlari, kommunikatsiya, fikr-alloqa, nazorat, audit, standartlar, mulkdorlar ishtiroki, servis boshqaruvi, islohotlar, infratuzilma, boshqaruv, O'zbekiston, to'lov intizomi, monitoring.

## Introduction

The social responsibility of a management service company (hereinafter referred to as the Management Company) in the segment of multi-apartment residential buildings means the systematic readiness of the operator not only to provide services for the maintenance and operation of common property but also to act in consideration of the interests of owners, financial transparency, and the sustainability of infrastructure. Increased social responsibility of the Management Company contributes to strengthening the trust of residents, increasing the collection of fees, reducing the number of conflicts, and ultimately improving the technical condition of buildings and the quality of utility services. For Uzbekistan, where as of January 1, 2025, there were nearly 7.6 million apartments/houses, and the number of multi-apartment buildings exceeded 46,000, the task of enhancing the accountability of management companies and engaging property owners takes on a systemic scale<sup>14</sup>. In modern conditions, the decisive role is played by the social responsibility of corporations. As production, scientific and technological progress, and urbanization develop, new and extremely complex problems emerge and intensify: ecological, socio-economic, technical, informational, urbanistic, cultural, and others. The future of civilization depends on

<sup>14</sup> <https://stat.uz/ru/press-tsentr/novosti-goskomstata/60851-uzbekiston-respublikasida-kvartira-uy-lar-soni-gancha-2>



the comprehensive resolution of these issues<sup>15</sup>.

Studying the current practices of management companies in the field of multi-apartment housing management is a necessary step for understanding the real state of the market and determining directions for its improvement. The analysis allows for the identification of systemic issues, assessment of the resilience of organizational and economic mechanisms, as well as determining how well existing management models meet modern requirements for transparency, accountability, and digitalization. Without such research, it is impossible to develop reforms justifiably, propose motivation mechanisms for owners, or establish standards for socially responsible management. Comprehensive analysis includes an overview of current procedures, practices of interaction with owners, financial discipline, organizational structure of the management company, as well as feedback tools and ways of documenting completed work. It allows for the identification of which elements of the system work effectively and which cause tension, distrust, or hinder the functioning of the housing infrastructure. Furthermore, the diagnosis of the current state helps establish causal relationships between management decisions, the quality of services provided, the level of resident engagement, and user satisfaction.

Conducting such analysis is important from a methodological standpoint: the identified problems form the basis for developing further hypotheses, creating key performance indicators, and determining the scale of institutional and organizational barriers. The results obtained also allow for comparing the situation in Uzbekistan with international practices, identifying the degree of lag or, conversely, successful elements that can be used to shape national standards. The results of the study indicate that several systemic factors negatively impact the quality of housing management and the level of trust from property owners. The most significant problems manifest in the following areas:

First, there is a lack of transparency in the financial activities of the management company. Inspections by regulatory authorities in the first half of 2025 revealed that numerous audits and investigations into the use of property funds have become a regular occurrence. Published reports indicate instances of misappropriation, which has led to increased distrust among residents and reduced willingness to fulfill their obligations to pay for services.

Secondly, the analysis shows that feedback mechanisms are extremely weak. Most households do not have constant access to financial reports, work completion certificates, and information about expenses. Many management companies lack digital communication channels, making it difficult and time-consuming for residents to interact with management.

Thirdly, there is a low level of ownership participation in management processes.

<sup>15</sup> N.A. Lyapkina, I.V. Chugunova, Corporate Social Responsibility, Textbook for Students of All Forms of Education in Economic Fields, Rubtsovsk 2021, p. 45

In practice, general meetings are held irregularly, and attendance remains low. Few residents are willing to take on the role of a homeowner's association member or participate in monitoring the management company's activities. This passivity is due to a lack of awareness, incentives, and financial transparency.

Fourth, the analysis indicates the presence of personnel and institutional limitations. A significant number of management companies do not have trained personnel, do not use formalized service standards, and do not implement KPIs in the activities of engineering and administrative services. The shortage of professionals affects the quality of operations and the ability of management companies to respond to residents' requests.

Finally, the level of digitalization remains insufficient. Despite the constant growth in the number of apartment buildings and the increasing workload on management structures, the implementation of CRM systems, electronic request logs, and online platforms is progressing slowly. This prevents the establishment of transparent procedures for handling complaints and reduces the effectiveness of service quality control.

Thus, the analysis of existing practices allows us to see not only a list of problems, but also the relationships between them: lack of transparency reduces engagement, low engagement leads to a lack of funds, a lack of funds hinders modernization and digitalization, and weak staff exacerbates the overall situation. These results serve as a basis for developing comprehensive recommendations and form the foundation for the subsequent sections of the study.

The consequences of the described practices

- Decreased collection of payments. Lack of transparency and distrust directly correlate with the reluctance of residents to pay their fees on a regular basis, which leads to a shortage of funds for current repairs and maintenance;
- Increased conflicts and complaints. Without timely communication, complaints accumulate and escalate into collective discontent;
- Declining quality of service and increased wear and tear. The lack of timely repairs and maintenance leads to accelerated deterioration of engineering systems;
- Reduced investment attractiveness of the sector. The unfavorable image of the management company market reduces investors' interest in developing services and introducing innovations.

Current management practices significantly undermine the sustainability and quality of apartment buildings services in the country, and the consequences can be easily traced through the financial and operational performance of households.

Practical recommendations

1. Implement a pilot implementation of the SRM system in 5-10 apartment buildings that are representative in terms of territorial distribution and ownership forms. As part of the pilot project, it is necessary to ensure the measurement of key

performance indicators before and after the launch of the system, which will allow for an objective assessment of the effectiveness of the proposed tool;

2. Create a digital register of management companies (MCs) at the regional level, which will contain information about ratings, inspection results, the dynamics of complaints, and the measures taken. This register will ensure transparency in the activities of MCs and increase their accountability to citizens and government agencies<sup>16</sup>;

3. Introduce a mandatory minimum list of public reports for management companies, including data on financial transactions, the list of completed works, the deadlines for processing applications, and consumer complaints statistics. These measures are aimed at increasing transparency and reducing information asymmetry between participants in housing relations;

4. Organize comprehensive training programs for residents and management company employees. It is advisable to develop training modules for residents on housing law, the formation and use of trust funds, and the algorithms for changing management organizations. Management Company staff requires specialized training in customer service, working with CRM systems, generating reports, and complying with SRM standards;

5. Develop a system of incentive mechanisms for management companies, which involves providing tax benefits and priority access to government contracts to organizations that demonstrate compliance with SRM standards of quality and efficiency;

6. Implement a mechanism for public control through regular independent audits of management companies and mandatory public reporting of inspection results. The practice of inspections conducted in 2025 confirms the need for institutional strengthening of transparency and control mechanisms in the field of housing management.

### **Conclusion**

The social responsibility of the Management Company and the systematic involvement of owners are key conditions for the sustainable management of multi-apartment housing stock. This is especially important for Uzbekistan due to the scale of housing construction and maintenance stock ( $\approx 7.6$  million apartments;  $>46$  thousand apartment buildings). An effective combination of transparency, digital tools, economic incentives, and institutional guarantees creates a platform for improving the quality of services, increasing collection of contributions, and reducing conflict and abuse. The practical implementation of the SRM model in pilot areas, followed by scaling, will allow for a more sustainable, transparent, and socially responsible approach to managing residential buildings.

<sup>16</sup> <https://www.gazeta.uz/ru/2025/07/10/home/>





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