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CLOUD-BASED MANAGEMENT SYSTEMS AND THEIR IMPACT ON UNIVERSITY GOVERNANCE: A PROPOSED PLS-SEM FRAMEWORK FOR HIGHER EDUCATION INSTITUTIONS IN UZBEKISTAN

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Annotatsiya: Raqamlashtirish dunyo bo'ylab oliy ta'lim muassasalarida boshqaruv tizimining rivojlanishiga sezilarli ta'sir ko'rsatmoqda. Bulutli boshqaruv tizimlari ma'lumotlarni integratsiyalash, tashkiliy shaffoflikni ta'minlash, ma'muriy samaradorlikni oshirish va dalillarga asoslangan qarorlar qabul qilishni qo'llab-quvvatlashda muhim texnologiyalardan biri sifatida namoyon bo'lmoqda. Universitetlar akademik, moliyaviy, kadrlar va talabalar bilan bog'liq jarayonlarni markazlashtirilgan va kengaytiriladigan raqamli infratuzilma orqali boshqarish uchun bulutli platformalardan tobora ko'proq foydalanmoqda. Biroq, bulutli texnologiyalarning keng joriy etilishiga qaramay, ularning O'zbekiston kabi rivojlanayotgan oliy ta'lim tizimlarida universitet boshqaruviga ta'siri yetarlicha o'rganilmagan.

Kalit so'zlar: Bulutli hisoblash, universitet boshqaruvi, raqamli transformatsiya, oliy ta'lim boshqaruvi, dalillarga asoslangan qaror qabul qilish, PLS-SEM, O'zbekiston.

Abstract: Digitalisation has changed the landscape of governance in higher education institutions all over the world. One of these technologies has proven to be crucial for enabling data integration, organizational transparency, administrative efficiency, and evidence-based decision-making: cloud-based management systems. Academic, Financial, Human Resource, and Student Information processes are increasingly handled using cloud platforms in universities by centralized and scalable digital infrastructures. Although the use of cloud technologies is rising, the challenge is that there has been little research that explores how cloud technologies are affecting university governance in developing higher education systems, such as in Uzbekistan.

Keywords: Cloud computing, university governance, digital transformation, higher education governance, evidence-based decision making, PLS-SEM, Uzbekistan.

Абстрактный: Цифровизация существенно изменила систему управления в высших учебных заведениях по всему миру. Одной из ключевых технологий, обеспечивающих интеграцию данных, организационную прозрачность, административную эффективность и принятие решений на основе данных, являются облачные системы управления. Университеты всё активнее используют облачные платформы для управления академическими, финансовыми, кадровыми процессами и информацией о студентах посредством централизованной и масштабируемой цифровой инфраструктуры. Несмотря на рост внедрения облачных технологий, их влияние на эффективность управления университетами в развивающихся системах высшего образования, таких как Узбекистан, изучено недостаточно.

Ключевые слова: облачные вычисления, университетское управление, цифровая трансформация, управление высшим образованием, принятие решений на основе данных, PLS-SEM, Узбекистан.

Introduction (Kirish/Vvedenie).

The digital transformation is a priority for higher education institutions that wish to increase their governance efficiency, organizational performance and service quality. As university operations become more complex, there is a growing need for technologies that can connect various institutional functions and enable decisions to be made based on evidence. Cloud Computing is one of the most impactful tech innovations that enables this shift.

Cloud computing is the delivery of computing resources, applications and data storage via internet services that offer flexible and scalable access to information technologies (Mell & Grance, 2011). Cloud-based solutions enable a University to manage and store all the institutional information in one place, cut infrastructure expenses, foster collaboration, and increase access among organizational units, instead of relying on traditional information systems.

Cloud-based management systems are used in Higher Education Institutions globally to facilitate academic administration, student information management, human resource management, financial operations and strategic planning (Alharthi, Yahya, Walters, & Wills, 2017). University leaders can gain timely insight into the organization through integrated digital environments to facilitate informed decision making and organizational responsiveness.

University governance refers to the systems, processes and procedures by which a university is managed, directed and evaluated (OECD, 2022). Governance must be based on information, reporting, stakeholder engagement and effective decision making processes. The

opportunities of cloud technologies can be leveraged to reinforce these dimensions by improving access to data and institutional intelligence.

The introduction of the Digital Uzbekistan–2030 Strategy has been boosted digital transformation in public institutions, including in higher education institutions, in Uzbekistan. In the last few years, universities have introduced various platforms including HEMIS and others, digital management systems, to enhance administration efficiency and quality of governance. Tuychieva (2023) highlights digitalization as one of the major forces in the development of innovation in higher education institutions in the context of management. But there is not much empirical evidence about the governance effect of cloud-based systems.

Thus, this research aims at answering the following research question:

What are the effects of cloud-based management systems on the performance of university governance in universities?

The purpose of the study is to create a conceptual empirical model that can be verified by PLS-SEM method in the framework of Uzbek higher education institutions.

Literature review (Mavzuga oid adabiyotlar tahlili/O'zroq literaturasi).

The rapid digital transformation of higher education has increased the adoption of cloud-based management systems (CBMS) to enhance institutional governance, operational efficiency, and strategic decision-making. Cloud technologies provide scalable, flexible, and cost-effective solutions that enable universities to manage academic, administrative, and financial processes through integrated digital platforms. Recent studies indicate that cloud computing improves information accessibility,

transparency, and organizational responsiveness in higher education institutions (HEIs) [1].

Researchers have emphasized that cloud-based systems facilitate data-driven governance by enabling real-time information sharing among university stakeholders. According to Alenezi and Akour [2], cloud platforms improve communication, collaboration, and resource management, leading to more effective institutional governance. Similarly, digital governance frameworks suggest that technological infrastructure plays a critical role in supporting evidence-based decision-making and policy implementation within universities [3].

The Technology–Organization–Environment (TOE) framework and the Information Systems Success Model have frequently been employed to explain cloud technology adoption in educational institutions. Studies show that technological readiness, top management support, and perceived benefits significantly influence the successful implementation of cloud-based systems [4]. Moreover, institutional support and organizational culture have been identified as key determinants of digital transformation success in higher education [5].

Recent empirical evidence demonstrates that cloud-based management systems positively affect governance quality through enhanced transparency, accountability, and stakeholder participation. Universities utilizing integrated cloud solutions report improved strategic planning, faster decision-making processes, and more efficient resource allocation [6]. Furthermore, cloud technologies contribute to the development of smart campuses by integrating academic services, student information systems, and administrative operations into a unified digital ecosystem [7].

In developing countries, including Uzbekistan, digital transformation initiatives in higher education have accelerated due to government policies promoting e-governance and digital education. However, challenges such as data security concerns, limited technological infrastructure, and insufficient digital competencies remain barriers to cloud adoption [8]. Consequently, understanding the relationships among cloud system quality, user satisfaction, organizational readiness, and governance effectiveness has become an important research area.

To address these gaps, Partial Least Squares Structural Equation Modeling (PLS-SEM) has emerged as a suitable analytical approach for examining complex relationships among technological, organizational, and governance constructs. PLS-SEM enables researchers to evaluate both measurement and structural models simultaneously, making it particularly useful for investigating cloud-based governance frameworks in HEIs [9].

The proposed study therefore develops a PLS-SEM framework to examine how cloud-based management systems influence university governance effectiveness in higher education institutions of Uzbekistan through factors such as system quality, information quality, user satisfaction, organizational readiness, and governance performance.

Methods (Tadqiqotni amalga oshirishda foydalanilgan usullar/ Методы).

Research Design

The research method used in this study is quantitative research method with cross sectional survey design. The purpose of the study is to analyse how university governance performance is affected by using cloud-based management system and how evidence-based decision making is associated with the effect. It is appropriate to use quantitative research because it enables one to measure the relationship among constructs and it can be used to test the hypothesis using statistical analysis.

This proposed study is based on the Partial Least-Squares Structural Equation Modeling (PLS-SEM) method which has been broadly used in the field of information systems and in higher education management studies. PLS-SEM is highly recommended for exploratory studies, complex models and for situations where theory is still developing (Hair et al., 2022).

Population and Sampling

The target group are managerial staff of higher education institutions in Uzbekistan. Respondents may include:

- Pastors; and
- Deans and vice-deans;
- Heads of departments;
- Academic affairs administrators;
- Quality assurance managers;
- IT managers;

Faculty with governance responsibilities in the university. The managerial staff is the most suitable group of respondents for assessing the effectiveness of the cloud-based management system, as they directly participate in decision-making processes and in institutional governance. According to Hair et al. (2022), the minimum number of respondents is suggested as 250 – 300. Purposive sampling can be used in the study to

ensure that the participants have the necessary experience working with institutional management systems.

Table 1

Proposed Sample Distribution	
Position	Expected Respondents
Rectors/Vice-Rectors	20
Deans/Vice-Deans	60
Department Heads	80
Academic Managers	70
IT Administrators	40
Total	270

Instrument Development

Data will be collected using a structured questionnaire consisting of six sections.

All measurement items will be assessed using a five-point Likert scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Cloud System Accessibility (CSA)

Adapted from cloud computing adoption studies.

CSA1: University management systems are accessible anytime and anywhere.

CSA2: Cloud platforms facilitate remote administrative work.

CSA3: System accessibility improves managerial efficiency.

CSA4: Users can easily access required information.

Data Integration Capability (DIC)

DIC1: Institutional data are integrated across departments.

DIC2: Cloud systems eliminate information silos.

DIC3: Data sharing among units is efficient.

DIC4: Integrated information improves management coordination.

Information Transparency (IT)

IT1: Cloud systems improve transparency of university operations.

IT2: Performance information is accessible to authorized stakeholders.

IT3: Institutional reporting has become more transparent.

IT4: Cloud technologies improve accountability.

Decision Support Functionality (DSF)

DSF1: Cloud systems provide useful information for decision-making.

DSF2: Managers receive timely reports.

DSF3: Cloud platforms support strategic planning.

DSF4: System-generated analytics improve decision quality.

Evidence-Based Decision Making (EBDM)

EBDM1: Decisions are based on institutional data.

EBDM2: Management regularly utilizes analytical reports.

EBDM3: Evidence-based approaches improve governance quality.

EBDM4: Data-driven practices support strategic management.

University Governance Performance (UGP)

UGP1: Governance effectiveness has improved.

UGP2: Decision-making speed has increased.

UGP3: Resource allocation has become more efficient.

UGP4: Institutional accountability has improved.

UGP5: Overall management performance has increased.

Data Analysis Procedures

The collected data will be analyzed using SmartPLS 4 software.

The analysis will proceed through two stages:

Stage 1: Measurement Model Assessment

The reliability and validity of the constructs will be evaluated through:

Reliability Measures

• Cronbach's Alpha (>0.70)

• Composite Reliability (>0.70)

Convergent Validity

• Outer Loadings (>0.70)

• Average Variance Extracted (AVE >0.50)

Discriminant Validity

• Fornell-Larcker Criterion

• Heterotrait-Monotrait Ratio (HTMT <0.90)

Stage 2: Structural Model Assessment

The structural model will be evaluated using:

• Path coefficients (β)

• T-statistics

• P-values

- Coefficient of Determination (R^2)
- Effect Size (f^2)
- Predictive Relevance (Q^2)

Bootstrapping with 5,000 subsamples will be conducted to determine statistical significance.

Analysis and results (Tahlil va natijalarlar / Анализ и результаты).

The research findings predict that cloud-based management systems will have a positive impact on the performance of university governance by improving information access, integration and transparency.

Data Integration Capability and Decision Support Functionality are anticipated to have the highest impact on Evidence-Based Decision Making based on literature. Cloud systems provide the creation of centralized information environments which enable the organization to coordinate itself and to decrease delays of information processing. As a result, university leaders will be better informed and able to make timely decisions.

The results will also contribute to Digital Governance Theory, which suggests that the use of information technology enhances the effectiveness of governance by improving information management and accountability of stakeholders.

In the scope of the higher education system changes in Uzbekistan, cloud technologies can play a role in:

- Increased transparency;
- Improved institutional accountability;
- Better strategic planning;
- Improved monitoring and evaluation machinery; and
- Increased efficiency of resource use.

The role of Evidence-Based Decision Making is hypothesized to be critical, especially as cloud systems do not necessarily improve governance. Instead, their value can only be realized when decision-makers are able to make effective use of the information produced by these systems.

The expected results are aligned with prior research showing the positive effects of digital technologies in improving the performance of organizations by enabling better decision making (Alharthi et al., 2017; Janssen & Estevez, 2013).

The study has a number of policy implications for both public and private sector policymakers and university administrators.

Investment in cloud-based management systems to enable the creation of integrated data environments is a priority for higher education institutions.

Second, University leaders can foster cultures of evidence-based decision making through training and capacity development.

Third, policy makers need to put in place national standards for digital governance in higher education institutions.

Fourth, universities need to create governance dashboards using cloud-based analytics, which should be used to keep track of institutional performance indicators in real time.

The recommendations coincide with the goals of the strategy of Digital Uzbekistan–2030 and the current process of modernization of higher education.

Conclusion and Recommendations (Xulosa va takliflar/Выводы и предложения). The pace of Digital Transformation in higher education has heightened the growing demand for cloud based management systems to enhance the effectiveness of governance. The aim of this study is to develop a conceptual empirical framework that investigates the relationship between Cloud System Accessibility and University Governance Performance, Data Integration Capability and University Governance Performance, Information Transparency and University Governance Performance, and Decision-support Functionality and University Governance Performance.

The proposed model revealed the mediating effect of evidence-based decision-making and served as a basis for further empirical studies with PLS-SEM method.

Cloud technologies can bring numerous benefits to the mission of HEIs in Uzbekistan to increase transparency, accountability, operational efficiency, and strategic decision making. The use of cloud-based systems will become even more critical in the ongoing process of universities' digital transformation in order to achieve sustainable governance improvement.

Future research should gather empirical data from HEIs and validate the proposed framework through advanced statistical techniques.

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