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Message



Editor in Chief / Managing Editor

Dear Academicians & Research Scholars,

Wishing you a very very Happy New Year 2026…

Dear Authors, as you know thatour referred an international research journal listed with many research organizations like, Global Impact Factor Australia, Google scholar, LinkedIn and also approved in Higher Education Supreme Authority Uzbekistan. We are also member of PILA(Crossref) USA. The motive of our research journal is to publish worthy and original research papers after double blind peer review process. There is no doubt that today we have given international platform to our journal where everyone, who belongs to management, knows very well. During the last nine years of our research journey, you can see that there are so many research papers, case studies, book reviews coming from across the world, in the field of management. Many academicians, research scholars & students have approached from different countries like USA, Thailand, Indonesia, Saudi Arabia, Iran, Spain, Nigeria, Kenya, Nepal, Pakistan, Sri Lanka, Uzbekistan to publish their research papers in our esteemed International research Journal. We have considered most of them to publish after peer blind review process. We have also published many research papers from different management institutes of our country. They are sending regularly for publication in the upcoming issues. In addition to, it, there are many academicians, research scholars and institutes subscribing for our journal for reading by students and faculties. There are so many academicians who are approaching for being associated with our editorial & advisory board or as a review expert. We have selected some of them from foreign countries like USA, Nigeria, Uzbekistan and Sri Lanka, Nepal. The standard of our all research papers like empirical, conceptual, book review and case study is increasing the popularity of this Journal day by day. The most inspirable things of our journal are Motivational quotations which are appreciated by readers. Our renowned advisory board & editorial board membersgiving me advise to maintain quality of the journal and its become a real mile stone of our success.

Research is a need of today's life, without research nothing is possible in the universe. Because, research bringing revolutionary change in the life. Research based study always support academicians & scholars to upgrade their innovative skill and academic profile as per UGC and AICTE norms. I would also like to request those, who are interested to get their research papers published in the field of Retail, Tourism, Hospitality, Event Management, Import and export, HRM, Finance, Marketing, Advertising, Accounting, Economics, Aviation, and IT etc. to send their research papers through email.

Dr. P. S. Bhadouria

FACTORS INFLUENCING THE IMPROVEMENT OF ORGANIZATIONAL AND ECONOMIC MECHANISMS OF HOTEL SERVICES AND THE STRUCTURAL COMPOSITION OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM

Mir-Jafarova Aziza Javoxirovna[1]

ABSTRACT

In the next stage of reforms aimed at comprehensive development of the tourism sector in new Uzbekistan, special attention is paid to the development of hotel activities based on the comprehensive involvement of business entities and the further expansion of economic levers for them, the development of hotel activities and the improvement of organizational and economic mechanisms in the sector to increase the number of tourists. Hotel services are identified as one of the leading sectors of the world economy. Based on this, in the article the researcher sheds light on the factors influencing the improvement of organizational and economic mechanisms of hotel services and its structural structure based on scientific approaches.

Key words: *Economy, Tourism, Tourist, Service, Hotel, Global, Service, Accommodation, International, Transportation, Recreation, Income, Entrepreneurship, Export, Factor, Organizational, Economic, Mechanism.*

Introduction

The current state of the global hotel services market is characterized by the sector's transition to a sustainable and digital growth model. Today, competition between international chains and independent hotels is intensifying, which requires the implementation of flexible business models, the integration of innovative management tools and digital platforms (PMS, RMS, CRM, big data, AI analytics), as well as the expansion of public–private partnerships in infrastructure projects.

According to the World Tourism Organization (UN-Tourism), "The hotel business accounts for nearly 6% of the world's gross national product and about 5% of total tax revenues. The global hotel capacity amounts to 17–18 million beds across all countries, and their number and quality largely correspond to the level of demand in the international tourism sector of the respective region" [1].

In this regard, countries are intensifying regulatory measures aimed at strengthening quality standards, safety, energy efficiency, and environmental sustainability, which is associated with the growing demand for "green" and smart hotels. Therefore, a hybrid organizational and economic mechanism is being formed, based on digitalization, sustainability, service personalization, and enhanced cooperation between the state, business, and global technological platforms, gaining particular importance in addressing the social dimensions of the sector.

Hotel services are recognized as one of the leading sectors of the global economy. Accordingly, in Uzbekistan, significant attention is being paid to the renewal and development of the tourism sector, including the creation and strengthening of the necessary legislative and regulatory framework for sustainable development, the provision of hotel services to foreign tourists in accordance with international standards, and the promotion of respect and recognition for the tourism industry. The main objective is to

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ensure the rapid and effective development of tourism, create infrastructure in line with international standards, and strengthen international cooperation. Furthermore, improving economic conditions through the development of the most attractive tourist destinations in the country is also among these priorities.

Literature Review on the Topic

To date, within the scientific paradigm of the tourism services market, the concepts of hotel services and the quality of hotel services have been widely used. However, global scholars have provided different definitions of these concepts based on various approaches.

In particular, K. Prokhorov, in his research, defined hotel services as “products that do not have a tangible, material form, but exist in the form of useful and effective activities” [2]. In this regard, the approach of G. Mazur is characterized by greater attention to time-related factors. He noted that “the consumption of hotel services mainly occurs simultaneously with their production. These are benefits that cannot be stored or accumulated” [3].

In the definitions of Peter Drucker, the importance of the relationship between subjects (service provider and customer) is emphasized: “The quality of hotel services is determined not by what the supplier puts into it, but by what the customer receives and is willing to pay for” [4].

The research of R. C. Lewis and V. N. Booms is more comprehensive, as their interpretation of hotel service quality takes into account both the subjects involved and the time factor. They correctly emphasized that the quality of hotel services is determined by the degree to which customers’ needs and expectations are satisfied [5].

D. A. Baker and L. J. Crompton approached hotel services specifically from a tourism perspective, defining customer satisfaction as “the positive feelings that visitors experience after their travel.” They emphasized that customer satisfaction is one of the key factors in the success and revenue growth of the tourism business, providing a precise and close characterization of the issue [6].

Research Methodology

The study analyzed the factors influencing the growth dynamics of the hotel and accommodation facilities stock, as well as the specific features of providing high-quality services in the sector.Within the framework of the topic, in order to conduct an in-depth analysis of the problems and develop scientifically grounded conclusions and recommendations, methods such as induction and deduction, comparative analysis, and the study and examination of scientific research conducted abroad and in Uzbekistan were employed. The comparative analysis method was used based on the data obtained from these studies.

Analysis and Results

The tourism industry is one of the major drivers of a country’s economic development, significantly contributing to three primary objectives of both developed and developing nations: income generation, employment creation, and foreign exchange earnings.

In this regard, the tourism sector can play an important role as a driving force of economic growth. The impact of this industry at different stages of economic development depends on the specific characteristics of each country. Considering the complexity of tourism consumption, its economic effects are widely reflected in other sectors of production as well, contributing in each case to the achievement of accelerated development goals.

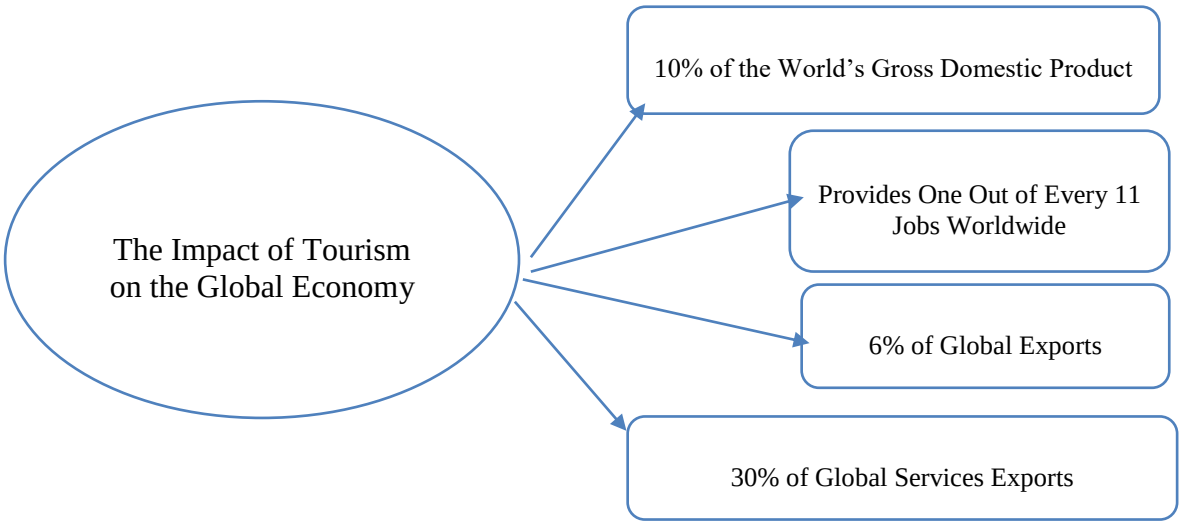

Figure 1. The Impact of the Tourism Sector on the Global Economy

Tourism accounts for approximately 10% of global Gross Domestic Product and provides one out of every 11 jobs worldwide. It represents about 6% of global exports and nearly 30% of global services exports [7] (Figure 1).

Hotel services are recognized as one of the leading sectors of the global economy. Accordingly, in Uzbekistan, significant attention is being paid to renewing and developing the tourism sector, including the creation and strengthening of the necessary legislative and regulatory framework for sustainable development, the provision of hotel services to foreign tourists in accordance with international standards, and promoting respect for the tourism industry.

The main goal is to ensure the rapid and effective development of the tourism sector, create infrastructure that meets international standards, and strengthen international relations. Additionally, improving economic conditions through the development of the most attractive tourist destinations in the country is also included in these objectives.

The role and functions of hotel services in the national tourism economy are illustrated in Figure 2**.**

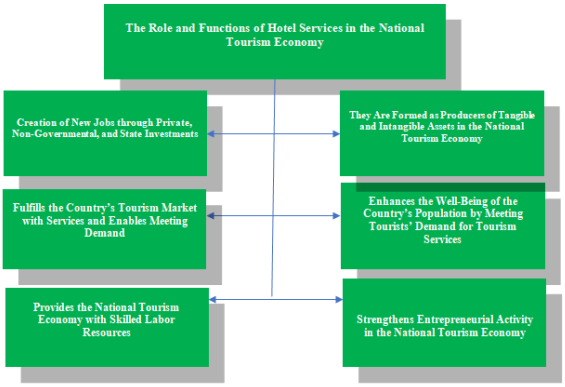

Figure-2. The Role and Functions of Hotel Services in the National Tourism Economy

Providing Tourism Services by Region in Uzbekistan Requires Certain Expenses. In Uzbekistan, delivering tourism services across different regions involves specific costs, and it can be observed that hotel-related expenses constitute a significant share of these costs.

The theoretical analysis of the distinctive features of hotel services ispresented in the following Table 1.

Table 1 : The distinctive features of hotel services and their content

№	Distinctive Features of Services	The Essence and Content of the Features
1.	Hotel services simultaneously hold significant social and economic importance.	The social role of tourism includes providing employment for the unemployed, reducing the level of unemployment, and improving the population's income level and standard of living. From an economic perspective, its contribution to the national economy is determined by the production of tourist goods and services, as well as other related factors.
2.	In the process of exchange, hotel services do not manifest in a tangible (material) form.	Like other types of services, tourism services do not take a tangible form during the buying and selling process and are consumed simultaneously as they are provided. The service delivered by the provider, in accordance with their level of professionalism, also implies the extent to which the consumer benefits from that service; consequently, it depends on the overall competence and level of both parties.
3.	The impossibility of storing hotel services.	Like other types of services, tourism services cannot be stored, because they are consumed directly at the time they are provided, and their quality is evaluated by the consumer during the very same process.
4.	Hotel services are provided at the place of service and cannot be transported to another location.	Tourism services are characterized by their intangible nature, the impossibility of storing and transporting them, and the fact that they are provided at the time and place of consumption, which makes it impossible to take them to another location.
5.	When providing hotel services, the customer, the provider, and the tourism product must be present simultaneously.	Another important function of tourism services is characterized by the necessity for the service provider, the consumer, and the tourism product (service) to be present simultaneously during the service delivery process.
6.	The quality and competitiveness of hotel services.	Enterprises and firms providing tourism services operate under conditions of very high risk. If they fail to ensure high-quality service, there is a strong likelihood that they will lose their competitive position.

During the analyzed period, the number of hotels and similar accommodation facilities increased from 434 in 2010 to 1,452 in 2024. This indicator represents a 3.8-fold growth over 14 years (see Figure 4).



Figure 3. Dynamics of the number of hotels and similar accommodation facilities in 2024[1]

It was concluded that the factors influencing the development of hotel services in the regions of the country can be divided into two groups:

- Social factors
- Economic factors

Social factors include the population's standard of living, cultural attitudes toward tourism, the level of knowledge about hotel services, the state's policy of social support for hotel services, the degree of protection of tourists from social risks, and the historically developed level of tourism and hotel services.

Economic factors include the population's income, the development of a competitive environment in the economy, the level of development of financial institutions, market demand for hotel services, the volume of tourism-oriented investments in hotel services, conditions created for investors, the availability of qualified personnel for hotel services, the development of hotel service infrastructure, and the existence of economic incentives provided by the state for hotel service activities.

Based on the results of the research, factors influencing the improvement of organizational and economic mechanisms of hotel services were developed (see Figure 4).

The quality of service is a decisive factor in competitiveness. Attention to service quality helps an organization distinguish itself from others, thereby gaining a sustainable competitive advantage. In some production sectors, service quality is more important than product quality. High service quality is not a cost of doing business but a key to increasing profitability. Service quality influences existing and potential customers' intentions to repurchase, while poor service, conversely, reduces the potential customer base.

To further increase tourist inflows in the country, proposals and recommendations were developed to improve the organizational and economic mechanism for the development of hotel services. This is based

[1]Developed by the author based on data from the State Committee of the Republic of Uzbekistan on Statistics.

on the effective development of hotels in the tourism sector and the optimization of the integration of tourism sector entities and hotel services with internationally reputable tourism and marketing platforms.

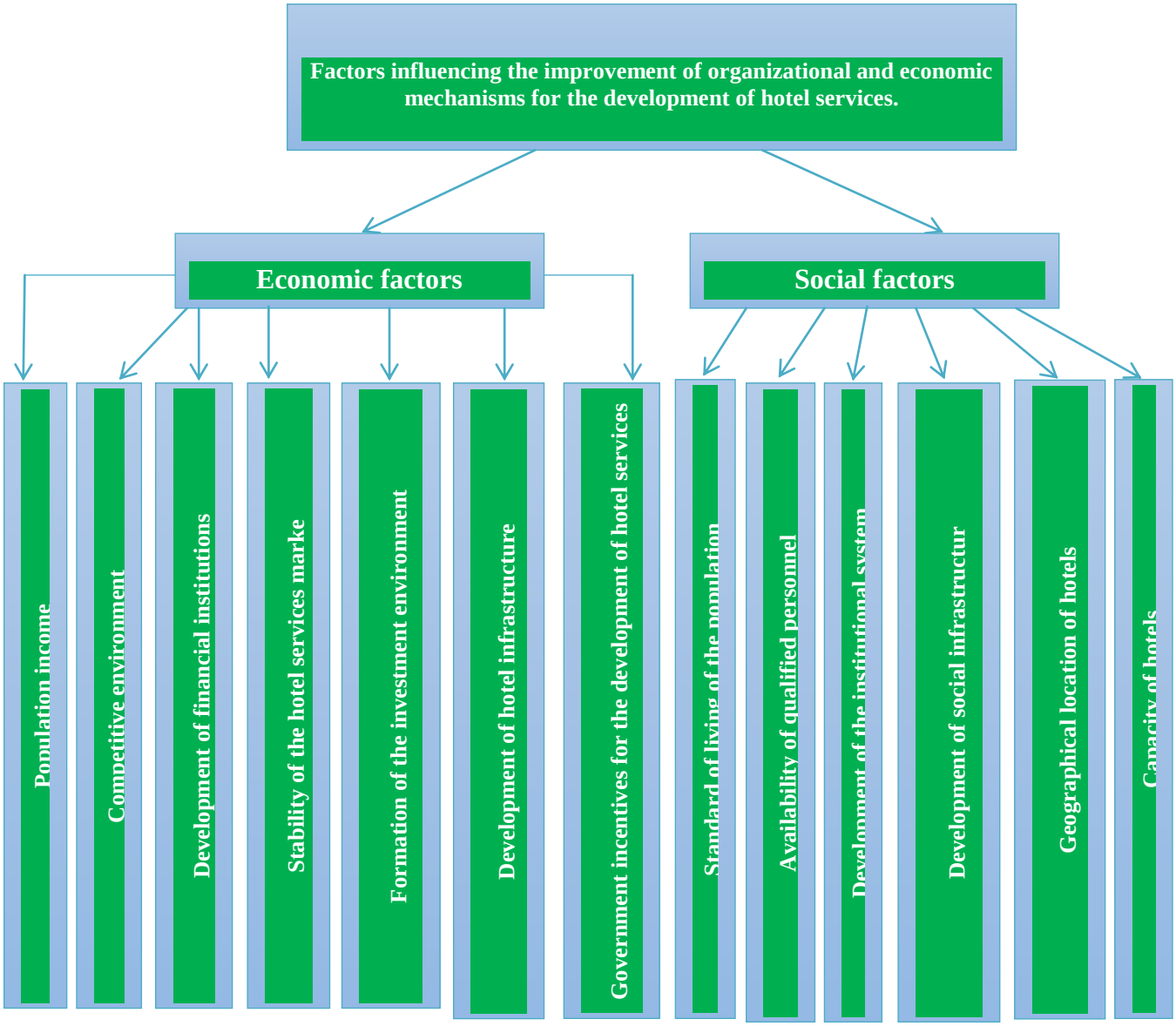

Figure 4. Factors influencing the improvement of organizational and economic mechanisms for the development of hotel services

A regional analysis was conducted on the attitude toward the development of hotel services in Samarkand region and its current state. The study also identified territorial differences in the dynamics of development across sectors.

The research showed that developing hotel services and improving their organizational and economic mechanisms acts as a factor for increasing efficiency and allows resolving a number of issues faced by service-providing enterprises. Such issues include:

- Currently, tourist service enterprises engaged in hotel services have become smaller in scale. As a result, attention to assessing the economic efficiency of tourism organizations has decreased. In most operating travel agencies, only the return on expenses is calculated, and conclusions and decisions are made based on this;
- In tourism, hotel service firms do not use a number of theoretically grounded indicators when assessing efficiency;
- Planning in most tourist service entities engaged in hotel services is very low. Consequently, the analysis of certain indicators is carried out only by comparing them with the previous year's figures;
- Organizational and economic factors affecting efficiency in tourism hotel service firms are generally not assessed;
- The personnel policy in tourism hotel service firms is not well-established and does not meet modern requirements. Most employees involved in tourist services lack the necessary knowledge, skills, and specialization, and personnel inefficiency remains at 20–25%;
- In regional tourism hotel service firms, there are some shortcomings in the statistical reporting system. This prevents obtaining the necessary data to evaluate efficiency indicators;
- Standards for the tourist services provided by tourism hotel service firms have not been established. As a result, the composition and price of the same type of product (e.g., a dish) vary;
- There are also some shortcomings in the taxation system of tourism hotel service firms;

- In regional tourist service entities providing hotel services, their property and clients' health during the tourist service period are not insured. To address these issues, the following directions for developing hotel services and improving the organizational-economic mechanism in the tourism sector have been proposed. As a result, organizational-economic mechanisms for the development of hotel services in tourism have been developed (Figure 6).



Figure 5. Structure of the organizational and economic mechanism for the development of hotel services in the tourism sector

In Figure 5, the organizational and economic mechanism for the development of hotel services in the tourism sector is shown to be significant not only economically but also socially and in terms of global tourism. This is because the organizational and economic mechanism for developing hotel services in the tourism sector practically indicates the potential increase in the share of income from hotel services in the population's earnings and, in the long term, the possibility of achieving effective results in improving the welfare of our country's population.

Conclusion

The role of developing hotel services as a factor for sustainable growth in the economic system has been clarified. This shows that this sector not only meets the consumption demands of tourists but also tends to become a high value-added branch of the national tourism economy. Hotel services are a set of specific services defined by standards and expected by customers, which have distinct characteristics in various categories of accommodation facilities and possess corresponding economic mechanism structures.

Organizational and economic mechanisms can be approached at both micro and macro levels. At the macro level, organizational and economic mechanisms represent a system of interrelated organizational-administrative and economic measures applied in the development of hotel services, encompassing all activities related to planning, designing, implementing, and monitoring the target parameters of efficiency indicators. At the micro level, the organizational and economic mechanism includes only economic measures.

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