



METHODS FOR ASSESSING SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE HOTEL INDUSTRY: THE CASE OF UZBEKISTAN

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Abstract. The Republic of Uzbekistan is developing the tourism industry as one of the priority areas of the economy. An increase in the quality of hotel services directly affects the increase in the number of tourists, their positive impression of the country, and the sustainable growth of the tourism industry. This article analyzes the methods for measuring the quality of service and customer satisfaction in hotels in Uzbekistan. The study considers the advantages of using methods based on SERVQUAL, HOLSERV, and the Likert scale, and ways to adapt them to the conditions of Uzbekistan. The results show that the main dimensions of service provision — reliability, responsiveness, trustworthiness, empathy, and material environment — directly affect the level of customer satisfaction. Systematic assessment of these dimensions in Uzbek hotels will strengthen customer trust and help bring the quality of service into line with international standards.

Keywords: hotel service, service quality, customer satisfaction, SERVQUAL model, Uzbekistan, tourism, evaluation system.

MEHMONXONALARDA XIZMAT KO‘RSATISH SIFATI VA MIJOZLAR QONIQISHINI O‘LCHASH USULLARI (O‘ZBEKISTON MISOLIDA)

Annotatsiya. O‘zbekiston Respublikasi turizm sanoatini iqtisodiyotning ustuvor yo‘nalishlaridan biri sifatida rivojlantirmoqda. Ushbu maqolada O‘zbekistonda mehmonxonalarda xizmat ko‘rsatish sifati va mijozlar qoniqishini o‘lchash usullari tahlil qilinadi. Tadqiqotda SERVQUAL, HOLSERV va Likert shkalasiga asoslangan metodlardan foydalanishning afzalliklari, ularni O‘zbekiston sharoitiga moslashtirish yo‘llari ko‘rib chiqiladi.



Kalit so‘zlar: mehmonxona xizmati, xizmat sifati, mijozlar qoniqishi, SERVQUAL modeli, O‘zbekiston, turizm, baholash tizimi.

МЕТОДЫ ОЦЕНКИ КАЧЕСТВА ОБСЛУЖИВАНИЯ И УДОВЛЕТВОРЁННОСТИ КЛИЕНТОВ В ГОСТИНИЧНОЙ ИНДУСТРИИ: НА ПРИМЕРЕ УЗБЕКИСТАНА

Аннотация. Республика Узбекистан развивает индустрию туризма как одно из приоритетных направлений экономики. Повышение качества гостиничных услуг напрямую влияет на рост числа туристов, их положительное впечатление о стране и устойчивое развитие туристической отрасли. В данной статье анализируются методы измерения качества обслуживания и удовлетворённости клиентов в гостиницах Узбекистана. В исследовании рассматриваются преимущества использования методов, основанных на моделях SERVQUAL, HOLSERV и шкале Лайкерта, а также пути их адаптации к условиям Узбекистана. Результаты показывают, что основные параметры предоставления услуг — надёжность, отзывчивость, доверие, эмпатия и материальная среда — напрямую влияют на уровень удовлетворённости клиентов. Систематическая оценка этих параметров в узбекских гостиницах укрепит доверие клиентов и поможет привести качество обслуживания в соответствие с международными стандартами.

Ключевые слова: гостиничный сервис, качество обслуживания, удовлетворённость клиентов, модель SERVQUAL, Узбекистан, туризм, система оценки.

Introduction. The hotel industry is one of the most important components of the service sector in the global economy. International experience shows that the main factor in the success of hotels is the quality of service and a high level of customer satisfaction. Good service quality not only attracts repeat guests, but also attracts new customers through their positive feedback. The tourism policy of Uzbekistan is reflected in the documents “Tourism Development Concept - 2030” and “Development Strategy of New Uzbekistan for 2022–2026”. These documents set the main goals of modernizing the tourism infrastructure, expanding the hotel network and bringing the quality of services to international standards (Tourism Committee of the Republic of Uzbekistan, 2023).

Service quality in hotels is the process of assessing the gap between the expectations of customers and the service they actually receive (Parasuraman, Zeithaml & Berry, 1988). Measuring customer satisfaction takes into account many factors, such as service quality, price, comfort, environment, and employee attitude (Ali, 2021). Therefore, the presence of a service quality monitoring system in the hotel business is one of the main indicators determining the competitiveness of a company.

The hotel industry of Uzbekistan has been experiencing rapid growth in recent years. According to the State Statistics Committee for 2024, the number of hotels operating in the republic increased from 600 in 2018 to more than 1,500 in 2024. At the same time, international brand hotels — Hilton, Radisson, Wyndham, Marriott — began operating. However, unified

assessment criteria for service quality and mechanisms for measuring customer feedback have not yet been fully formed.

Therefore, this article aims to analyze practical methods for measuring service quality and customer satisfaction in hotels in Uzbekistan, identify existing problems, and develop proposals for their improvement.

Materials and methods. The study was based on the internationally widely used SERVQUAL model. In this model, service quality is assessed in five dimensions:

1. Tangibles – the appearance of the hotel, equipment, and the condition of the rooms.
2. Reliability – employees' adherence to promises and accurate service delivery.
3. Responsiveness – prompt response to customer requests.
4. Assurance – employees' knowledge, courtesy, and level of trust.
5. Empathy – individual approach to customers and understanding of their needs.

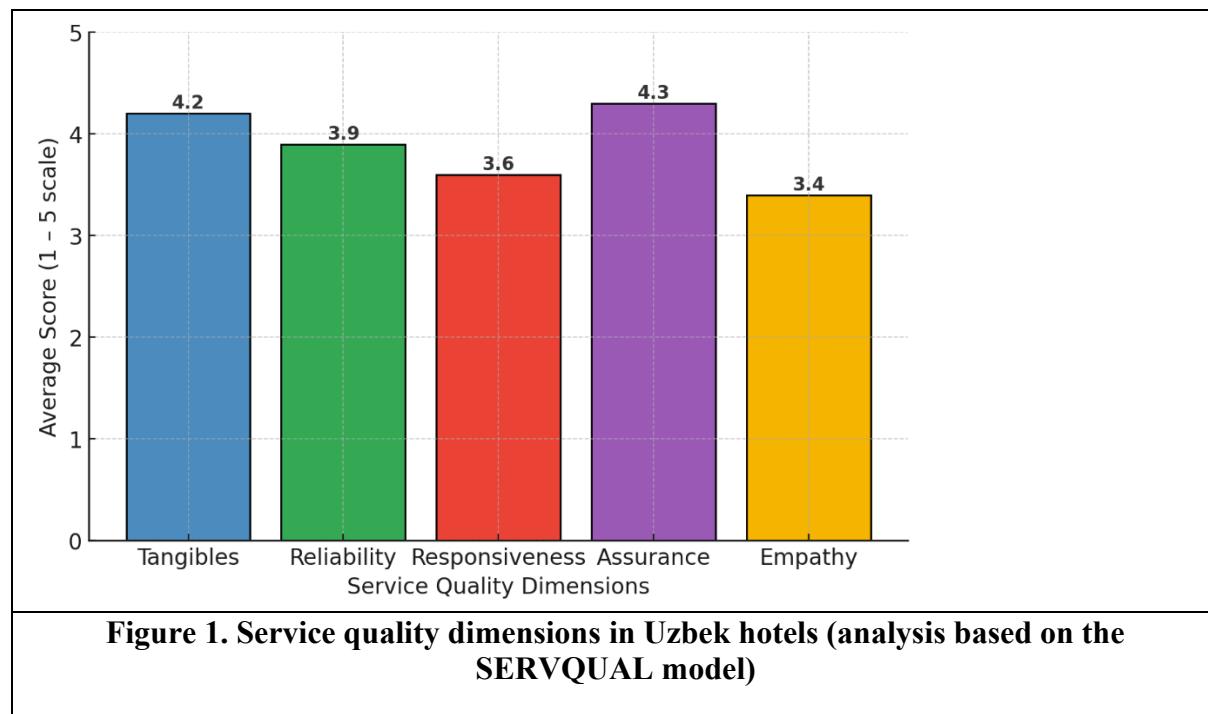


Figure 1. Service quality dimensions in Uzbek hotels (analysis based on the SERVQUAL model)

The study covered 20 hotels in Tashkent, Samarkand, and Bukhara, Uzbekistan. A survey was conducted with 100 guests at each hotel, assessing the quality of service based on a 5-point Likert scale (1 – very low, 5 – very high). In addition, interviews were conducted with hotel managers and service staff to obtain information about service standards, customer complaint handling procedures, and staff training systems.

Results and Discussion. The results of the study showed that there is a close relationship between the quality of service and customer satisfaction in Uzbek hotels. The majority of



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respondents highly rated the friendliness, culture and courtesy of the staff. The Assurance indicator received the highest score with an average of 4.3 points, which means that the qualifications and communication culture of the staff directly affect the trust of customers. The Tangibles indicator was also highly rated - customers expressed positive opinions about the cleanliness of the hotels, the condition of the rooms and the novelty of the equipment. At the same time, problems were identified in some aspects of service. The Responsiveness indicator was 3.6 points, which is explained by the slowness of the staff in responding to customer requests, cases of late provision of service. The level of empathy is especially low in hotels in large cities, averaging 3.4 points. This indicates a lack of personalization of service, that is, an insufficient individual approach to customer needs.

The analysis showed that small and medium-sized hotels do not have a quality control system, and the practice of regularly collecting and analyzing customer feedback is practically not established. Managers assess service quality mainly based on their own experience or word-of-mouth opinions of customers. The level of familiarity with international quality certificates (ISO 9001, HACCP, Hotel stars Union) is low.

The results of the study are consistent with international experience - there is a strong positive correlation between service quality and customer satisfaction (Parasuraman, Zeithaml & Berry, 1988; Ali, 2021). However, in the conditions of Uzbekistan, systematic measurement and monitoring mechanisms are not sufficiently developed. As a result, service quality is not consistently monitored and changes in customer satisfaction are not quickly detected.

Based on the results obtained, the following practical measures are recommended:

1. Adapting the SERVQUAL model to the national context. The criteria in the questionnaire should be adapted to the Uzbek hospitality culture and customer values. For example, a new indicator such as "respect for culture and national traditions" can be added.
2. Creating a continuous monitoring system. Hotels should measure customer opinions through short surveys every month and develop a service improvement plan based on the results.
3. Improving staff skills. Conducting training in service culture, foreign languages, and customer psychology will increase the quality of service.
4. Introducing international quality management systems. The gradual implementation of the criteria of the ISO 9001 and "Hotel stars Union" systems will bring Uzbek hotels to an international level.
5. Using digital analytics systems. By automatically analyzing customer comments posted on platforms such as Booking.com, TripAdvisor, and Google Reviews, it is possible to identify weak points in the service and take prompt action.

In general, the study shows that for hotels in Uzbekistan to achieve high service quality, it is necessary to take into account not only external conditions and infrastructure, but also the professional qualifications of employees, the level of communication with customers, and continuous analysis of the service process. Through this approach, hotels will approach international standards, increase customer satisfaction, and further strengthen the tourism brand of Uzbekistan.

Conclusion. The system for measuring service quality and customer satisfaction in the Uzbek hotel sector is crucial for increasing competitiveness. The results of the study showed that customers gave the highest marks to the criteria of staff friendliness and cleanliness, and the lowest results were observed in the areas of responsibility and empathy. This indicates a lack



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of promptness and personal attention in the service process. The SERVQUAL model is suitable for use in the conditions of Uzbekistan, but it should be adapted to the national hospitality values. Regular collection of customer feedback, standardization of service processes and staff training will significantly improve service quality.

It is also necessary to introduce international quality systems (ISO 9001, Hotel stars Union), analyze online customer comments and strengthen internal monitoring. Through these measures, hotels will not only improve service quality, but also strengthen the tourism image of Uzbekistan.

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