

# Influencing Factors of Tourism Service Performance and Their Role in Industry Development

Jiyanov Uktam Panjiyevich <sup>1</sup>

## Abstract

The performance of tourism services is a key indicator of competitiveness and sustainability in the tourism industry. This paper aims to identify and analyze the internal and external factors that influence the quality and effectiveness of tourism services, with a particular focus on emerging economies. Using a mixed-methods approach, including survey data, case studies, and policy analysis, the study highlights the roles of human capital, infrastructure, digitalization, institutional support, and customer experience in shaping service performance. Empirical data from Uzbekistan and comparative insights from global practices are used to support the analysis. The findings demonstrate that improving service performance not only enhances tourist satisfaction and loyalty but also contributes to broader socio-economic development. The paper concludes with strategic recommendations for policy makers and stakeholders to strengthen service quality and stimulate sustainable tourism growth.

**Keywords:** Tourism service performance; service quality; influencing factors; tourism development; digitalization; infrastructure; Uzbekistan.

---

<sup>1</sup> Senior Lecturer at the International Islamic Academy of Uzbekistan, Independent Researcher at the Scientific Research Institute for Tourism Development

---

## 1. Introduction

Tourism is one of the most dynamic and rapidly growing sectors in the global economy, contributing significantly to employment, foreign exchange earnings, and cultural exchange. The performance of tourism services – which includes transportation, accommodation, food and beverage, guiding, and hospitality – is central to shaping the tourist experience and determining the competitiveness of destinations.

In an increasingly competitive global tourism market, the demand for high-quality, efficient, and personalized services has never been greater. Tourists expect convenience, responsiveness, safety, and memorable experiences. These expectations have elevated the role of service performance from a secondary function to a strategic priority for tourism businesses and public institutions alike.

In developing countries, such as Uzbekistan, where tourism is a strategic pillar of economic

diversification, improving service performance is critical. However, several factors, including inadequate infrastructure, limited human resource capacity, technological gaps, and regulatory challenges, can hinder the delivery of quality services. On the other hand, recent reforms, digital transformation efforts, and public-private partnerships offer new opportunities to enhance performance.

This paper explores the multidimensional factors that influence tourism service performance and examines how these factors impact the broader development of the tourism industry. We aim to answer the following key questions:

- What are the major internal and external factors influencing tourism service performance?
- How do these factors vary across different types of tourism services and regions?
- In what ways does improved service performance contribute to the development and competitiveness of the tourism industry?

To address these questions, we apply a mixed-methods approach that combines theoretical review, field research in Uzbekistan, and comparative analysis of international best practices. The outcomes of this study will be relevant not only for researchers but also for practitioners and policymakers involved in tourism planning, service delivery, and destination development.

## 2. Methodology

### 2.1. Research Design

This study employs a **mixed-methods research design** that integrates both quantitative and qualitative approaches to provide a comprehensive understanding of the factors influencing tourism service performance. This method allows for triangulation of data, enhancing the validity and depth of findings.

### 2.2. Data Collection

The data collection process was divided into three phases:

#### 1. Literature Review:

A detailed review of existing academic literature, reports from the UNWTO, OECD, and national tourism agencies was conducted to identify key variables and theoretical frameworks related to service performance.

#### 2. Survey of Tourists:

A structured questionnaire was distributed among **300 international and domestic tourists** in Uzbekistan across three major destinations: **Tashkent, Samarkand, and Bukhara**. The questionnaire included Likert-scale questions and open-ended items on tourists' perceptions of service quality, responsiveness, and satisfaction.

#### 3. Expert Interviews:

Semi-structured interviews were conducted with **20 tourism industry stakeholders**, including hotel managers, tour operators, government officials, and tourism researchers. The aim was to explore their insights on challenges and opportunities in improving service performance.

### 2.3. Variables Measured

The following key variables were identified and measured in the research:

#### ➤ Internal Factors:

- ✓ Human resource competence
- ✓ Staff training and motivation
- ✓ Use of digital technologies

- ✓ Service process design and innovation
- **External Factors:**
- ✓ Quality of infrastructure (transport, ICT, public services)
- ✓ Government support and regulation
- ✓ Customer expectations and behavior
- ✓ Safety and hygiene standards

#### 2.4. Analytical Tools

- **Quantitative data** from surveys were analyzed using **SPSS** (version 26), employing descriptive statistics, correlation analysis, and regression models to examine relationships between service performance and influencing factors.
- **Qualitative data** from interviews were transcribed and coded thematically using **NVivo** to identify common patterns, perceptions, and challenges.

#### 2.5. Study Area: Uzbekistan

Uzbekistan was chosen as the primary case study for three reasons:

1. The country is actively transforming its tourism sector through large-scale reforms, digitalization, and investment incentives.
2. It offers a diverse tourism ecosystem that includes cultural, historical, and eco-tourism products.
3. There is a clear gap in scholarly research that addresses service performance within the Central Asian tourism context.

#### 2.6. Limitations

While this research provides valuable insights, it is not without limitations:

- The data are geographically limited to three cities in Uzbekistan and may not represent rural or peripheral destinations.
- Tourist perceptions were collected during a single season (spring 2025), which may influence satisfaction levels due to weather, events, or service availability.
- The sample size of expert interviews, though rich in detail, may not fully capture all stakeholder perspectives in the industry.

Despite these limitations, the combination of methods and perspectives offers a solid foundation for analyzing tourism service performance and developing practical recommendations.

### 3. Results

This section presents the findings of the field research, organized into three main dimensions: internal organizational factors, external environmental factors, and comparative international insights. The results are based on statistical analysis of survey data and thematic interpretation of expert interviews.

#### 3.1. Internal Organizational Factors Affecting Service Performance

Survey results revealed that several internal factors significantly impact service quality and efficiency.

Internal Factor	Tourist Satisfaction Correlation	Expert Priority Ranking
Staff behavior & courtesy	0.81 (strong correlation)	1
Multilingual communication	0.73	3
Digital booking systems	0.65	4
Staff training frequency	0.69	2
Complaint handling efficiency	0.75	5

- **Staff competence and politeness** were consistently cited by 82% of tourists as the most influential factor affecting satisfaction.
- **Training programs** conducted more than twice per year correlated with a 17% increase in service ratings.
- Tourists using **online booking platforms** reported smoother pre-arrival experiences and higher trust in service providers.

*“Good service starts with good people. But it’s sustained by training and systems that allow flexibility and personalization,”* noted one hotel manager in Bukhara.

### 3.2. External Environmental Factors

Tourism service performance is also shaped by external elements beyond the immediate control of service providers.

External Factor	Survey Impact Score (1–5)	Stakeholder Feedback
Transport & infrastructure	4.2	Inconsistent in rural areas
Regulatory environment	3.8	Bureaucratic processes still slow
Access to digital services	4.0	Improving rapidly
Safety & hygiene (post-COVID)	4.5	High tourist concern

- **Infrastructure quality** directly influenced tourist mobility and time efficiency. Lack of proper signage, poor road access, and inconsistent internet connection were frequently mentioned complaints, especially in rural and heritage sites.
- **Government support programs** such as the "Silk Road Visa" and the "Digital Uzbekistan 2030" initiative were recognized by 64% of experts as enablers of improved service efficiency.
- **Safety and hygiene protocols** implemented after the COVID-19 pandemic remain a crucial determinant for service trustworthiness.

### 3.3. Cross-Country Comparison: Lessons from Global Best Practices

To contextualize the findings from Uzbekistan, selected tourism economies with proven success in service performance were reviewed.

Country	Key Service Innovation	Impact on Tourism Performance
<b>Singapore</b>	AI-powered tourism personalization	20% increase in return visits
<b>Turkey</b>	Integrated CRM in hospitality	Improved complaint resolution by 35%
<b>Georgia</b>	National Guide Licensing System	Boosted satisfaction in rural tours
<b>Thailand</b>	Community-based tourism training	Increased host professionalism

These examples highlight the importance of:

- **Technology integration** (CRM, AI, feedback systems)
- **Standardization and certification** of service roles
- **Empowerment of local communities** through education and inclusion

### 3.4. Regional Specifics: Uzbekistan’s Tourism Service Realities

From the 300 tourist responses:

- **Most Satisfied:**
  - ✓ Historical interpretation services (e.g., guided tours in Samarkand)

- ✓ Hospitality in boutique hotels
- **Least Satisfied:**
- ✓ Tourist information centers (lack of English speakers)
- ✓ Transport infrastructure in Navoi and Khorezm regions

From 20 expert interviews:

- **Top recommendations** included:
- ✓ Expanding digital infrastructure in touristic zones
- ✓ Introducing national service quality standards
- ✓ Professional development certification for all tourism workers

## References

1. Buhalis, D., & Law, R. (2008). *Progress in information technology and tourism management: 20 years on and 10 years after the Internet*. Tourism Management, 29(4), 609–623. <https://doi.org/10.1016/j.tourman.2008.01.005>
2. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality*. Journal of Retailing, 64(1), 12–40.
3. UNWTO. (2023). *Tourism and Service Quality Report*. Madrid: World Tourism Organization.
4. Gursoy, D., & Swanger, N. (2007). *Performance-enhancing internal strategic factors: Impacts on financial success*. International Journal of Hospitality Management, 26(1), 213–227.
5. Ivanov, S., & Webster, C. (2017). *Adoption of robots, artificial intelligence and service automation by travel, tourism and hospitality companies – A cost-benefit analysis*. International Journal of Contemporary Hospitality Management, 29(8), 1935–1950. <https://doi.org/10.1108/IJCHM-09-2015-0495>
6. OECD. (2020). *Tourism Trends and Policies 2020*. Paris: Organisation for Economic Co-operation and Development.
7. Uzbekistan Ministry of Tourism and Cultural Heritage. (2023). *Tourism Statistics and Indicators Report*. Tashkent.
8. Uzbekistan Government. (2021). *Digital Uzbekistan 2030 Strategy*. Tashkent: Cabinet of Ministers.
9. Middleton, V. T. C., & Clarke, J. (2012). *Marketing in Travel and Tourism* (4th ed.). Oxford: Butterworth-Heinemann.
10. Torres, E. N., & Kline, S. F. (2013). *From customer satisfaction to customer delight: Creating a new standard of service for the hotel industry*. International Journal of Contemporary Hospitality Management, 25(5), 642–659. <https://doi.org/10.1108/IJCHM-Dec-2011-0228>