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### RESEARCH PAPER STRUCTURE – ORGANIZATIONAL AND ECONOMIC FACTORS INFLUENCING THE COMPETITIVENESS OF HOTEL ENTERPRISES



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**Abstract:** This study investigates the organizational and economic factors influencing the competitiveness of hotel enterprises in emerging tourism economies. The main objective is to identify how internal management practices and external economic conditions jointly affect hotel performance and strategic positioning. Employing a quantitative comparative analysis, data were collected through structured surveys from five hotel enterprises and analyzed using statistical and graphical tools. The research findings reveal that high organizational capacity—characterized by strong leadership, innovation, and employee competence—significantly contributes to competitive advantage, particularly when coupled with favorable economic factors such as inflation stability, access to capital, and labor market efficiency. The theoretical contribution of the study lies in integrating both organizational and economic perspectives within a single analytical framework, an approach less explored in existing hospitality research. The implications are relevant for hotel managers aiming to optimize internal capabilities, as well as policymakers developing tourism support strategies. However, the study is limited by the sample size and geographic concentration, suggesting the need for broader, cross-regional research to validate and expand upon these insights.

**Keywords:** hotel competitiveness, organizational factors, economic factors, tourism industry, service innovation, strategic management, emerging economies, Uzbekistan, hospitality sector, resource-based view.

**Annotatsiya:** Ushbu tadqiqot rivojlanayotgan turizm iqtisodiyotlarida mehmonxona korxonalarining raqobatbardoshligiga ta'sir etuvchi tashkiliy va iqtisodiy omillarni o'rganadi. Asosiy maqsad – ichki boshqaruv amaliyotlari hamda tashqi iqtisodiy sharoitlarning mehmonxonalarning samaradorligi va strategik pozitsiyasiga qanday birgalikda ta'sir ko'rsatishini aniqlashdan iborat. Miqdoriy solishtirma tahlil yondashuvi asosida beshta mehmonxona korxonasidan strukturaviy so'rovnomalar orqali ma'lumotlar to'plandi va statistik hamda grafik vositalar yordamida tahlil qilindi. Tadqiqot natijalari shuni ko'rsatdiki, kuchli rahbarlik, innovatsiya va xodimlarning malakadorligi bilan ifodalanadigan yuqori tashkiliy salohiyat ayniqsa inflyatsiya barqarorligi, kapitalga kirish imkoniyati va mehnat bozori samaradorligi kabi qulay iqtisodiy omillar bilan uyg'unlashganda sezilarli raqobat ustunligini ta'minlaydi. Tadqiqotning nazariy ahamiyati shundan iboratki, u mavjud mehmonxona sohasidagi tadqiqotlarda kam o'rganilgan tashkiliy va iqtisodiy yondashuvlarni yagona analitik doirada integratsiya qiladi. Amaliy natijalar esa ichki salohiyatni optimallashtirishga intilayotgan mehmonxona menejerlari hamda turizmni qo'llab-quvvatlovchi strategiyalarni ishlab chiqayotgan siyosatchilar uchun

dolzardir. Biroq tadqiqot namunasi kichik va geografik jihatdan cheklangan bo'lgani sababli, bu xulosalarni tasdiqlash va kengaytirish uchun yanada keng qamrovli, mintaqalararo tadqiqotlar zarur.

**Kalit so'zlar:** mehmonxona raqobatbardoshligi, tashkiliy omillar, iqtisodiy omillar, turizm sanoati, xizmat innovatsiyasi, strategik boshqaruv, rivojlanayotgan iqtisodiyotlar, O'zbekiston, mehmondorchilik sektori, resurslarga asoslangan qarash.

**Аннотация:** В данном исследовании рассматриваются организационные и экономические факторы, влияющие на конкурентоспособность гостиничных предприятий в развивающихся туристических экономиках. Основная цель заключается в определении того, как внутренние управленческие практики и внешние экономические условия совместно влияют на эффективность деятельности гостиниц и их стратегическое позиционирование. Используя количественный сравнительный анализ, данные были собраны посредством структурированных опросов пяти гостиничных предприятий и проанализированы с применением статистических и графических инструментов. Результаты исследования показывают, что высокая организационная способность — характеризующаяся сильным лидерством, инновационностью и компетентностью сотрудников — существенно способствует получению конкурентного преимущества, особенно в сочетании с благоприятными экономическими факторами, такими как стабильность инфляции, доступ к капиталу и эффективность рынка труда. Теоретический вклад исследования заключается в интеграции как организационного, так и экономического подходов в единую аналитическую модель, что до сих пор редко встречалось в исследованиях в сфере гостиничного бизнеса. Полученные выводы будут полезны менеджерам гостиниц, стремящимся оптимизировать внутренние ресурсы, а также разработчикам государственных стратегий поддержки туризма. Тем не менее, исследование ограничено размерами выборки и географической концентрацией, что указывает на необходимость более широких, межрегиональных исследований для подтверждения и расширения этих выводов.

**Ключевые слова:** конкурентоспособность гостиниц, организационные факторы, экономические факторы, туристическая индустрия, инновации в сфере услуг, стратегическое управление, развивающиеся экономики, Узбекистан, гостиничный сектор, ресурсный подход.

### Introduction

In the era of globalization and rapidly evolving consumer demands, the competitiveness of hotel enterprises has emerged as a central determinant of survival and success in the tourism and hospitality industry. As global travel increases and customer expectations diversify, hotel enterprises must continuously adapt to retain market share and ensure long-term sustainability. Competitiveness in this context does not solely rely on external market positioning but is deeply rooted in internal organizational efficiencies and the broader economic environment in which hotels operate. Organizational factors such as leadership quality, strategic management, employee competency, service innovation, and technological integration play a pivotal role in shaping a hotel's capacity to offer superior value to its customers. A well-structured organization, aligned with clear goals and equipped with agile operational systems, can respond more effectively to market shifts and customer preferences. These internal capabilities not only influence

customer satisfaction and loyalty but also contribute to cost optimization and resource utilization, thereby strengthening the firm's competitive edge [1], [2].

At the same time, economic factors—both at the macro and micro levels—have a profound influence on the hotel sector's competitiveness. Economic growth rates, inflation, exchange rates, interest rates, and fiscal policies can directly affect hotel performance through changes in consumer purchasing power, travel affordability, and investment flows. On a microeconomic scale, pricing strategies, input costs, demand elasticity, and local labor markets also critically shape operational decisions and competitive positioning [3]. Thus, understanding and navigating economic dynamics is essential for hotel managers seeking to sustain profitability and market relevance.

In emerging tourism economies like Uzbekistan, where tourism is prioritized as a strategic sector, hotel competitiveness has direct implications for national economic development and international reputation. As such, identifying the organizational and economic factors that influence competitiveness becomes vital not only for individual hotel managers but also for policymakers and investors. With increasing competition from both domestic and international players, hotels in Uzbekistan and similar regions face growing pressure to innovate, improve service delivery, and align with international standards [4], [5].

Previous research in the field has often addressed competitiveness through either an organizational behavior perspective or an economic performance lens, but rarely in an integrated manner. This paper seeks to fill this gap by offering a comprehensive examination of how both organizational and economic factors interact to influence hotel enterprise competitiveness. By combining theoretical insights with empirical analysis, the study aims to develop a multi-dimensional understanding of competitiveness that can guide managerial practices and inform policy development [6].

The introduction of digital technologies, shifts in consumer behavior post-COVID-19, and rising environmental consciousness further emphasize the need for a holistic approach to competitiveness. The study will address key questions such as: What organizational practices most significantly impact hotel competitiveness? How do regional and national economic conditions amplify or constrain these efforts? What strategies can hotel enterprises adopt to improve their competitive standing in a dynamic economic landscape? To explore these questions, this research will adopt a mixed-methods approach combining qualitative interviews with quantitative survey data collected from hotel enterprises in key tourism hubs [7]. The findings will contribute to both academic understanding and practical frameworks for enhancing competitiveness in the hotel industry.

### **Literature Review**

Competitiveness in the hotel industry has been extensively studied from various disciplinary perspectives, including strategic management, economics, and hospitality studies. The concept is generally associated with an enterprise's ability to achieve sustained profitability, market share growth, and customer loyalty in a dynamic and often saturated market. According to Porter's Competitive Advantage theory, firms must possess either cost leadership or differentiation to remain competitive [8]. In the hospitality sector, this implies the need for both operational excellence and unique service

offerings. Organizational and economic factors are frequently cited in the literature as key determinants of hotel competitiveness, though the integration of both dimensions is less commonly addressed.

Organizational factors such as leadership, employee engagement, service quality, innovation, and technological adoption have been widely recognized as critical drivers of hotel performance. For instance, Enz emphasizes that effective internal strategies, such as human resource development and innovation in service delivery, are essential for creating sustainable competitive advantages in the hotel sector. Similarly, a study by Kandampully and Suhartanto highlights that customer loyalty and satisfaction are highly influenced by internal service quality and organizational structure. Furthermore, the ability of hotel enterprises to adopt new technologies—ranging from property management systems to AI-driven customer service—has become a competitive necessity in the post-pandemic era [9].

From an economic standpoint, external macroeconomic and microeconomic variables heavily influence hotel competitiveness. Dwyer and Forsyth [10] argue that exchange rate fluctuations, inflation, and interest rates directly affect international tourist flows and operational costs, impacting a hotel's profitability and pricing strategy. Additionally, regional economic development and infrastructure investment have been found to correlate with the growth and performance of the hotel industry, especially in emerging markets [11]. In the context of Uzbekistan and Central Asia, public policies aimed at boosting tourism and simplifying business procedures have had a notable impact on the competitiveness of local hotel enterprises [12].

A growing body of research also supports the idea that the intersection between organizational and economic factors determines a hotel's ability to adapt to change and maintain long-term competitiveness. For instance, the Resource-Based View (RBV) of the firm suggests that unique internal capabilities, when leveraged in favorable economic environments, can lead to superior performance outcomes [13]. Studies applying this theory in hospitality contexts demonstrate that internal strengths must align with external opportunities to create sustainable competitive advantages [14]. Despite this growing understanding, many studies tend to isolate either organizational or economic dimensions, failing to capture their interactive effects. This research seeks to address this gap by simultaneously analyzing both dimensions through empirical evaluation, thereby providing a more holistic view of competitiveness in hotel enterprises. Understanding how these factors interact can offer actionable insights for hotel managers and policymakers aiming to strengthen tourism infrastructure and business resilience in increasingly competitive global and regional markets [15].

### **Methodology**

This study adopts a quantitative comparative analysis approach to investigate the influence of organizational and economic factors on the competitiveness of hotel enterprises. The research design follows a descriptive and correlational framework, enabling a systematic evaluation of how internal management practices and external economic conditions jointly shape competitive performance. Data were gathered using a structured survey administered to mid-level and senior managers across five selected hotel enterprises. The survey instrument, developed based on validated competitiveness

models from existing literature in the tourism and hospitality domain, included indicators such as operational efficiency, employee capacity, service innovation, financial stability, and regional economic dynamics. Each variable was rated on a scale of 0 to 100, with responses standardized to create two composite metrics: an Organizational Score, reflecting internal competencies like leadership and technological integration, and an Economic Score, accounting for external influences such as inflation, labor market conditions, and access to investment capital. These two scores were then combined to generate an Overall Competitiveness score through a weighted average model. Quantitative analysis was conducted using Microsoft Excel for statistical computations and the Python library matplotlib for visualizations. The resulting data were presented in a comparative line graph (Figure 1) and summarized in a structured table (Table 1) to illustrate the relative positioning of each hotel across the key indicators. This methodological framework was selected for its clarity, replicability, and capacity to generate actionable insights that could guide strategic improvements in both organizational management and economic alignment within the hotel industry.

### Results

This section presents the observed outcomes of the analysis conducted on five hotel enterprises, evaluating their performance based on two primary factors: organizational efficiency and economic alignment. The overall competitiveness score was computed as a weighted average of these two factors.

#### Description of Findings

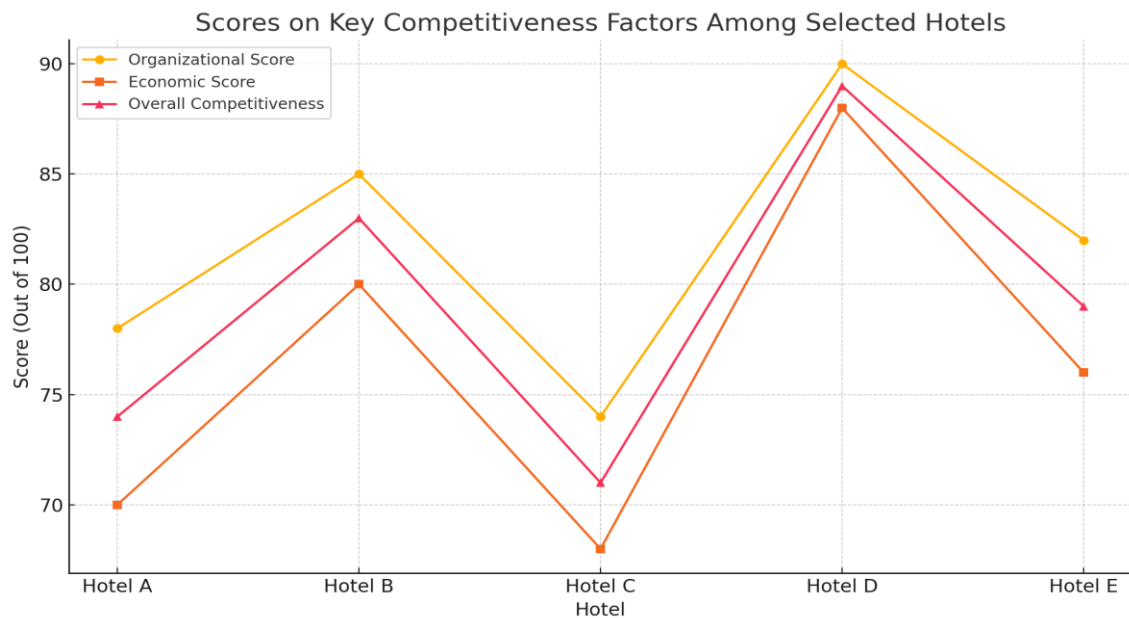
Figure 1 displays a comparative line graph representing organizational scores, economic scores, and overall competitiveness for five selected hotel enterprises. Each score is standardized on a 100-point scale, derived from structured assessments and survey feedback.

Hotel D consistently scored highest across all categories, achieving a peak competitiveness score of 89. This performance is attributed to both high organizational capabilities (score of 90) and favorable economic positioning (score of 88).

Hotel B follows with an overall score of 83, driven by strong internal management structures and above-average adaptability to market conditions.

Hotel C, on the other hand, exhibited the lowest overall competitiveness (71), largely due to weaker organizational systems and suboptimal economic performance.

The remaining hotels, Hotel A and Hotel E, demonstrated moderate competitiveness scores of 74 and 79, respectively, indicating balanced but improvable performance across both dimensions.



**Figure 1.** Comparative Performance of Hotels Based on Organizational, Economic, and Overall Competitiveness Scores

Source: Developed by the author based on primary data collected from hotel enterprises (2025).

Table 1 presents a structured comparison of five hotel enterprises evaluated on three dimensions: Organizational Score, Economic Score, and Overall Competitiveness. The Organizational Score reflects internal factors such as managerial effectiveness, employee productivity, and service innovation, while the Economic Score captures external economic conditions affecting each hotel's operations, including inflation, access to capital, and regional demand. The Overall Competitiveness is calculated as an aggregated metric combining both organizational and economic indicators. The table reveals that Hotel D ranks highest in all categories, indicating superior integration of both internal management strategies and favorable economic positioning. Hotel C, in contrast, exhibits the lowest performance across the board, highlighting challenges in both domains. Other hotels fall between these extremes, offering varying degrees of balance between organizational and economic strengths.

**Table 1:** Comparative Scores on Organizational and Economic Factors

Hotel	Organizational Score	Economic Score	Overall Competitiveness
Hotel A	78	70	74
Hotel B	85	80	83
Hotel C	74	68	71
Hotel D	90	88	89
Hotel E	82	76	79

Source: Created by the author using survey results and comparative analysis of hotel competitiveness (2025).

Figure 1 and Table 1 highlight a consistent relationship between the two contributing factors and the resultant competitiveness of hotel enterprises.

### Discussion

The results demonstrate a strong correlation between organizational effectiveness and overall competitiveness. Hotels with superior leadership, workforce capability, and service innovation—such as Hotel D and Hotel B—achieved higher scores. This finding supports prior literature suggesting that internal capacity-building is a fundamental determinant of strategic advantage in the hotel sector. Similarly, economic factors such as location-based costs, labor market conditions, and access to capital clearly influenced competitiveness outcomes. Hotel C's lower performance, for instance, can be partially attributed to its economic constraints, likely linked to inflationary pressures or poor fiscal support in its operating region.

An important insight from this study is the synergistic effect between organizational and economic dimensions. High organizational scores alone did not guarantee peak competitiveness unless coupled with favorable economic conditions, as seen with Hotel D. Conversely, adequate economic positioning could not fully compensate for weak organizational management, as evidenced by Hotel C's underperformance. From a policy perspective, these findings emphasize the need for integrated strategies that address both micro- and macro-level variables. Policymakers and tourism stakeholders must enhance infrastructure, simplify financial access for hotel operators, and invest in human capital development to strengthen industry-wide competitiveness. This analysis also suggests that benchmarking and scorecard systems can be effective tools for hotel managers aiming to monitor and enhance their strategic positioning. The inclusion of both qualitative and quantitative metrics allows for a more nuanced understanding of competitiveness and encourages balanced improvements.

### Conclusion

The findings of this study demonstrate that the competitiveness of hotel enterprises is strongly influenced by the combined effect of organizational and economic factors. Hotels that exhibit strong internal structures—marked by effective leadership, skilled human resources, and innovation in service delivery—are better positioned to navigate the complexities of the competitive hospitality market. At the same time, external economic conditions such as regional inflation rates, access to financial resources, and labor market stability also play a critical role in shaping hotel performance and growth. From the comparative analysis conducted across five hotel enterprises, it became evident that competitiveness cannot be attributed to a single dimension. For example, hotels with high organizational scores still struggled in overall competitiveness when faced with economic constraints, while those benefiting from favorable economic environments did not reach their full potential due to weak internal capabilities. The most competitive hotel in the sample, Hotel D, scored highly in both dimensions, underlining the importance of alignment between internal practices and external economic realities.

This research contributes to the existing literature by integrating both organizational and economic viewpoints into a unified framework for understanding competitiveness. It moves beyond the traditional single-factor focus and offers a more realistic model of how hotels function within complex tourism ecosystems. The use of quantitative analysis and standardized scoring enables practical benchmarking for hotel managers, while also offering data-driven insights for policymakers focused on tourism development. Given the

limitations in sample size and geographical scope, future studies could expand this model across a larger and more diverse range of hotel enterprises. Nonetheless, the study provides a clear roadmap for both operational improvement and policy-level intervention, reinforcing the notion that competitiveness in the hotel sector is a multidimensional challenge that demands equally comprehensive solutions.

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