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AN IMPROVED CLASSIFICATION OF HOTEL INDUSTRY EFFICIENCY INDICATORS

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Abstract. The article examines the system of hotel industry efficiency indicators and approaches to their classification. A comparative analysis of existing classification approaches is conducted, and it is demonstrated that most of them do not fully account for the specific characteristics of hotel services, including service quality, room occupancy, and seasonality. As a result of the study, an improved classification of hotel industry efficiency indicators is developed, according to which the indicators are divided into five interrelated groups: resource, process, outcome, financial, and quality indicators. The proposed classification integrates different dimensions of efficiency into a unified system, reflects the logic of its formation (resource → process → outcome), and serves as a basis for constructing an integral hotel efficiency index.

Keywords: hotel industry, efficiency indicators, classification of indicators, resource–process–outcome, service quality, integral index, SERVQUAL, RevPAR.

Annotatsiya. Maqolada mehmonxona xo'jaligi samaradorligini ifodalovchi ko'rsatkichlar tizimi hamda ularni tasniflash yondashuvlari tadqiq etilgan. Mavjud tasniflash yondashuvlari qiyosiy tahlil qilinib, ularning aksariyati mehmonxona xizmatining o'ziga xos xususiyatlarini (xizmat sifati, o'rin bandligi, mavsumiylik) to'liq hisobga olmasligi asoslab berilgan. Tadqiqot natijasida mehmonxona xo'jaligi samaradorligi ko'rsatkichlarining takomillashgan tasnifi ishlab chiqilgan bo'lib, unga ko'ra ko'rsatkichlar besh o'zaro bog'liq guruhga — resurs, jarayon, natija, moliyaviy va sifat ko'rsatkichlariga ajratiladi. Taklif etilgan tasnif samaradorlikning turli tabiatli jihatlarini yagona tizimga birlashtiradi, uning shakllanish mantig'ini (resurs → jarayon → natija) aks ettiradi hamda mehmonxona samaradorligini baholashning integral indeksi (MSII)ni shakllantirish uchun asos bo'lib xizmat qiladi.

Kalit so'zlar: mehmonxona xo'jaligi, samaradorlik ko'rsatkichlari, ko'rsatkichlar tasnifi, resurs-jarayon-natija, xizmat sifati, integral indeks, SERVQUAL, RevPAR.

Аннотация. В статье исследуются система показателей эффективности гостиничного хозяйства и подходы к их классификации. Проведён сравнительный анализ существующих подходов к классификации и обосновано, что большинство из них не в полной мере учитывает специфические особенности гостиничных услуг (качество обслуживания, загрузку номерного фонда, сезонность). В результате исследования разработана усовершенствованная классификация показателей эффективности гостиничного хозяйства, согласно которой показатели подразделяются на пять взаимосвязанных групп — ресурсные, процессные, результативные, финансовые и качественные. Предложенная классификация объединяет разнородные аспекты эффективности в единую систему, отражает логику её формирования (ресурс → процесс → результат) и служит основой для построения интегрального индекса оценки эффективности гостиниц.

Ключевые слова: гостиничное хозяйство, показатели эффективности, классификация показателей, ресурс–процесс–результат, качество услуг, интегральный индекс, SERVQUAL, RevPAR.

INTRODUCTION

To assess and manage the efficiency of the hotel industry, it is first necessary to develop a system of indicators that reflects efficiency in both quantitative and qualitative terms and to classify these indicators on a sound methodological basis. An indicator is a measurement tool that expresses a specific aspect of an economic phenomenon or process in quantitative or qualitative terms. Since hotel industry efficiency is a multidimensional phenomenon, it cannot be fully characterised by a single indicator; rather, it requires an integrated system of interrelated indicators. All modern methods of efficiency assessment, including DEA, SFA, and integral indices, are based on indicators; without them, no meaningful assessment can be conducted.

In Uzbekistan, the development of the tourism sector has become one of the priority areas of state policy, and the “Uzbekistan – 2030” Strategy, together with regulatory and legal acts adopted in recent years, sets out objectives aimed at increasing the role of the sector in the national economy [1; 2]. Against the background of the rapid growth of hotel resource indicators, ensuring their proportionality with performance and quality indicators is of particular importance. Although various approaches to classifying hotel efficiency indicators are

presented in the academic literature, most of them do not fully take into account the specific characteristics of hotel services, including service quality, room occupancy, and seasonality. This gap determines the relevance of the present study. The purpose of the research is to develop an improved classification of hotel industry efficiency indicators that takes into account the specific characteristics of Uzbekistan's tourism sector.

LITERATURE REVIEW

The quantitative measurement of efficiency is grounded in the production frontier concept developed by M. Farrell [3] and was subsequently advanced through Data Envelopment Analysis (DEA) by A. Charnes, W. Cooper, and E. Rhodes [4], as well as Stochastic Frontier Analysis (SFA) by D. Aigner, C. Lovell, and P. Schmidt [5]. In developing comprehensive systems of performance indicators, the Balanced Scorecard proposed by R. Kaplan and D. Norton plays an important role, as it enables efficiency to be assessed from the financial, customer, internal process, and learning and growth perspectives [6].

For assessing service quality, the SERVQUAL model developed by A. Parasuraman, V. Zeithaml, and L. Berry is widely applied; it evaluates service quality through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy [7]. In hotel revenue performance assessment, the RevPAR, ADR, and occupancy indicators established and widely used by STR (CoStar Group) serve as an international "common language" for performance comparison [8]. At the macro level, the Tourism Satellite Account (TSA) methodology developed by UNWTO provides a methodological basis for assessment [9]. Local scholars, including M.Q. Pardayev, J.R. Zaynalov, I.S. Tukhliyev, and others, have focused on systematising efficiency indicators with consideration of national specificities [10], while the author's previous PhD research analysed indicators reflecting the efficiency and quality of hotel services [11].

The main approaches to the classification of hotel efficiency indicators identified in the academic literature are summarised in Table 1.

Table 1
Main Approaches to the Classification of Hotel Efficiency Indicators

Classification Criterion	Groups of Indicators (Content)
By content (nature)	Physical (quantitative) and value (monetary) indicators; absolute and relative indicators
By resources and results	Resource (input), cost, and result (effect) indicators
By area of activity	Economic, financial, social, quality, and environmental efficiency indicators
By management level	Micro-level (hotel), meso-level (region/cluster), and macro-level (industry) indicators
By degree of aggregation	Individual (specific) indicators and aggregate (integral) indicators

Source: compiled by the author based on an analysis of the academic literature [4; 6–11].

Each of the approaches presented reflects a particular dimension of efficiency indicators. However, most of them do not fully integrate the specific characteristics of the hotel industry — such as service quality, room occupancy, and seasonality — within a single coherent system. Researchers have often focused on individual groups of indicators, such as quality, profitability, or financial indicators, while a comprehensive classification combining all major groups remains insufficiently developed. This research gap determines the need to develop an improved classification that takes into account the specific characteristics of the hotel industry.

RESEARCH METHODOLOGY

The study employed theoretical generalisation, comparative and logical analysis, a systems approach, and scientific classification methods. The improved classification was developed through a critical analysis of existing classification approaches and with consideration of the specific characteristics of hotel services as part of the service sector, including intangibility, perishability, the predominance of the human factor, and seasonality.

The system of indicators should meet a number of scientific requirements: **relevance** — reflecting the specific dimension of efficiency being assessed; **measurability** — being measured accurately and reproducibly; **comparability** — enabling comparison across different hotels and time periods; **sensitivity** — responding to changes in efficiency; and **completeness without redundancy** — covering all important aspects while avoiding duplication of the same information. In preparing the text of this article, artificial intelligence tools were used to an extent of up to 10%. In addition, according to their role in management, indicators are divided into **lagging indicators**, which reflect achieved results (revenue, profit, profitability), and **leading indicators**,

which help predict future performance (customer satisfaction, number of bookings, online ratings). The use of both types of indicators makes it possible not only to record efficiency outcomes but also to manage efficiency proactively.

ANALYSIS AND RESULTS

Based on the analysis of existing classification approaches, service quality indicators, and efficiency measures, an improved classification of indicators reflecting hotel industry efficiency was developed. According to this classification, the indicators are divided into five interrelated groups: resource, process, result, financial, and quality indicators. The key indicators within each group and the aspects they assess are presented in Table 2.

Table 2

Improved Classification of Hotel Industry Efficiency Indicators (Five Groups)

Group of Indicators	Key Indicators	Aspect Assessed
1. Resource indicators	Investment volume, room/bed capacity, number of employees, value of fixed assets	Availability of resources and their utilisation
2. Process indicators	Occupancy rate, service delivery speed, seasonality coefficient, fixed asset turnover	Efficiency of the service delivery process
3. Result indicators	Revenue, number of guests/overnight stays, RevPAR, ADR, labour productivity	Achieved economic results
4. Financial indicators	Net profit, profitability (ROA, ROS), cost level, liquidity	Financial efficiency and stability
5. Quality indicators	Customer satisfaction index, online rating, share of complaints, repeat visits	Service quality and social efficiency

Source: developed by the author.

The scientific novelty and advantages of the proposed classification are as follows. First, it integrates the diverse dimensions of efficiency — resource, process, result, financial, and quality aspects — into a unified system. Second, the classification reflects the logical sequence from resources to results (resource → process → result) and demonstrates the mechanism through which efficiency is formed. Third, alongside economic indicators, it includes quality indicators as an equally important group, thereby taking into account the specific nature of hotel services. Finally, this classification serves as the methodological basis for constructing the Hotel Efficiency Integral Index (MSII).

The five groups of indicators included in the classification are interrelated and complementary. Resource indicators represent the inputs of efficiency; process indicators reflect how efficiency is generated; result and financial indicators represent the economic outcomes; and quality indicators express the value of the service from the customer's perspective. There is a two-way relationship between service quality and efficiency: higher service quality increases customer satisfaction, which in turn encourages repeat visits and loyalty, ultimately contributing to higher hotel revenues and greater efficiency. Therefore, economic and quality indicators should be analysed not separately, but in their interrelationship.

The developed classification can be applied at different levels of assessment. At the micro level (an individual hotel), all five groups of indicators can be applied in full, with overall efficiency assessed through an integral index. At the meso level (region or cluster), resource, result, and quality indicators can be aggregated. At the macro level, the contribution of the sector to the economy can be assessed primarily on the basis of result and financial indicators. Thus, the classification represents a flexible and multifunctional tool that enables a comprehensive assessment of efficiency at the individual hotel, regional, and industry levels.

The practical significance of the improved classification is clearly demonstrated by the case of Uzbekistan. In recent years, hotel resource indicators have increased substantially: accommodation capacity rose from 37 thousand bed places in 2017 to 161 thousand in 2024, representing a 4.4-fold increase, while employment in the sector grew from 187 thousand to 391 thousand people, or by 2.1 times [12]. However, this growth has not been proportionate to changes in result and process indicators, particularly occupancy rates [13]. This imbalance between the resource and result groups — arising from the uneven regional distribution of tourist flows, seasonality, and shortcomings in service quality — indicates that the main reserves for improving efficiency lie in strengthening result and process indicators, that is, in making fuller use of existing resources. A comprehensive analysis of indicators by group makes it possible to identify and mobilise these “bottlenecks.”

CONCLUSION AND SUGGESTIONS

The study led to the following conclusions. First, since hotel industry efficiency is a multidimensional phenomenon, its assessment requires a comprehensive and methodologically sound system of interrelated indicators. Second, taking into account the specific characteristics of the hotel industry, an improved classification was developed that divides the indicators into five groups: resource, process, result, financial, and quality indicators. This classification integrates the diverse dimensions of efficiency into a unified system and reflects the logic of how efficiency is formed.

Based on the research findings, the following practical recommendations are proposed: to use the developed improved classification as a methodological basis for constructing a comprehensive hotel efficiency assessment methodology and the Hotel Efficiency Integral Index (MSII); to apply the classification in improving educational literature on tourism and hotel economics as well as sectoral regulatory and reporting documents; to incorporate quality indicators, including the customer satisfaction index, online ratings, and SERVQUAL dimensions, as an integral group within the overall system of indicators; and to take into account national specificities when applying the classification, including the state of the statistical database, hotel categories, seasonality, and regional disparities.

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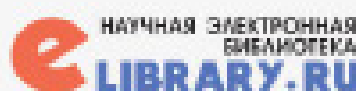
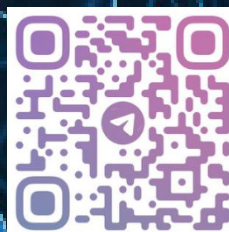
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