

Yashil **IQTISODIYOT** *va* **TARAQQIYOT**

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

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No 8

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IMPORTANCE OF STAFF SERVICE QUALITY AT UZBEK NATIONAL RESTAURANTS IN UZBEKISTAN

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Annotatsiya: Ushbu tadqiqot o'zbek milliy restoranlarida xodimlarning xizmat ko'rsatish sifatining mijozlar ehtiyojini qondirish va sodiqligiga ta'sirini o'rganadi. Tadqiqot miqdoriy yondashuvdan foydalangan holda xizmat ko'rsatish sifatining asosiy o'lchovlariga, jumladan xodimlarning sezgirligi, aloqa samaradorligi, professionalligi va muammolarni hal qilish qobiliyatiga qaratilgan. Ma'lumotlar Toshkent, Samarqand va Buxorodagi beshta mashhur o'zbek milliy restoranlari bo'yicha 300 ta xaridorga o'tkazilgan tuzilgan so'rovnoma orqali to'plangan. Natijalar shuni ko'rsatadiki, professionallik va aloqa samaradorligi mijozlarning qoniqishi va sodiqligining eng kuchli ko'rsatkichlari edi. Professionallik mijozlar ehtiyojini qondirishga eng katta ta'sir ko'rsatdi, shu bilan birga aloqa samaradorligi mijozlarning sodiqligini oshirish uchun juda muhim edi. Natijalar shuni ko'rsatadiki, xodimlarni professionallik va aloqa, xususan, xalqaro sayyohlar bilan ishlash bo'yicha o'qitish mijozlar tajribasini sezilarli darajada oshirishi mumkin. Tadqiqot restoran menejerlariga yuqori xizmat ko'rsatish standartlarini saqlab qolish va mijozlarni ushlab turishni yaxshilash uchun doimiy xodimlarni rivojlantirishga sarmoya kiritish bo'yicha tavsiyalar bilan yakunlanadi.

Kalit so'zlar: Xodimlarga xizmat ko'rsatish sifati, mijozlar ehtiyojini qondirish, mijozlarga sodiqlik, o'zbek milliy restoranlari, xizmat sifati o'lchovlari, mehmondo'stlikni boshqarish, professionallik, aloqa samaradorligi.

Abstract: This study explores the impact of staff service quality on customer satisfaction and loyalty in Uzbek national restaurants. The research focuses on key service quality dimensions, including staff responsiveness, communication efficiency, professionalism, and problem-solving ability, using a quantitative approach. Data were collected through structured questionnaires administered to 300 customers across five prominent Uzbek national restaurants in Tashkent, Samarkand, and Bukhara. The results indicate that professionalism and communication efficiency were the strongest predictors of customer satisfaction and loyalty. Professionalism had the greatest impact on customer satisfaction, while communication efficiency was critical for fostering customer loyalty. The findings suggest that improving staff training in professionalism and communication, particularly in handling international tourists, can significantly enhance customer experiences. The study concludes with recommendations for restaurant managers to invest in continuous staff development to maintain high service standards and improve customer retention.

Key words: staff service quality, customer satisfaction, customer loyalty, Uzbek national restaurants, service quality dimensions, hospitality management, professionalism, communication efficiency.

Аннотация: В этом исследовании изучается влияние качества обслуживания персонала на удовлетворенность и лояльность клиентов в узбекских национальных ресторанах. Исследование фокусируется на ключевых измерениях качества обслуживания, включая отзывчивость персонала, эффективность коммуникации, профессионализм и способность решать проблемы, с использованием количественного подхода. Данные были собраны с помощью структурированных анкет, которые были проведены среди 300 клиентов в пяти известных узбекских национальных ресторанах в Ташкенте, Самарканде и Бухаре. Результаты показывают, что профессионализм и эффективность коммуникации были самыми сильными предикторами удовлетворенности и лояльности клиентов. Профессионализм оказал наибольшее влияние на удовлетворенность клиентов, в то время как эффективность коммуникации имела решающее значение для укрепления лояльности клиентов. Результаты показывают, что улучшение обучения персонала профессионализму и коммуникации, особенно в работе с международными туристами, может значительно улучшить качество обслуживания клиентов. Исследование завершается рекомендациями для менеджеров ресторанов инвестировать в постоянное развитие персонала для поддержания высоких стандартов обслуживания и улучшения удержания клиентов.

Ключевые слова: Качество обслуживания персонала, удовлетворенность клиентов, лояльность клиентов, узбекские национальные рестораны, измерения качества обслуживания, управление гостеприимством, профессионализм, эффективность коммуникации.

INTRODUCTION

Uzbekistan's rich culinary heritage, embodied by its national cuisine, is a significant cultural asset that attracts tourists and locals alike. Uzbek national restaurants not only serve as venues for dining but also as spaces where traditions and hospitality are showcased. As the tourism sector in Uzbekistan continues to expand, these restaurants play a pivotal role in shaping visitors' impressions of the country. In this context, the quality of service provided by the staff becomes a crucial element that can either enhance or diminish the dining experience.

Service quality is a multidimensional concept that significantly influences customer satisfaction in the hospitality industry. It encompasses factors such as staff behavior, responsiveness, communication, and the ability to handle customer requests and complaints (Aksu, A. A., & Tari, Y., 2002). High-quality service not only contributes to immediate customer satisfaction but also fosters long-term loyalty, encouraging repeat visits and positive word-of-mouth recommendations. In highly competitive sectors like the restaurant industry, especially within tourist-heavy areas, staff service quality can be a determining factor in a restaurant's success (Ali, F., & Amin, M., 2014).

Despite the importance of service quality, many Uzbek national restaurants face challenges in maintaining high standards, particularly in tourist hubs where customer expectations are diverse. Issues such as inconsistent staff training, language barriers, and varying levels of professionalism can affect the overall customer experience (Parasuraman, A., Zeithaml, V. A., & Berry, L. L., 1988). While Uzbek cuisine is highly praised, the perception of the service environment may not always align with the quality of the food, leading to missed opportunities in building customer loyalty.

This study aims to answer the following questions:

How does staff service quality affect customer satisfaction at Uzbek national restaurants?

Which dimensions of service quality (responsiveness, communication, professionalism, problem-solving) have the most significant impact on customer loyalty?

How can Uzbek national restaurants enhance their service quality to meet the expectations of both domestic and international customers?

By addressing these questions, the study seeks to provide actionable insights for improving service quality and elevating the overall customer experience at Uzbek national restaurants.

METHODOLOGY

To investigate the impact of staff service quality on customer satisfaction and loyalty in Uzbek national restaurants, a systematic approach was employed. This section outlines the research design, sample selection, data collection methods, and statistical tools used for analysis.

This study adopted a quantitative research design, using a structured questionnaire to collect data from customers of Uzbek national restaurants. The cross-sectional survey design allowed the researchers to capture data at a single point in time from a diverse sample of customers. The study aimed to quantify the relationships between service quality dimensions (such as staff responsiveness, professionalism, and communication) and customer satisfaction and loyalty, using statistical techniques.

A non-probability purposive sampling method was used to select participants. The study focused on five prominent Uzbek national restaurants located in three major cities: Tashkent, Samarkand, and Bukhara. These cities were chosen due to their high tourist footfall and cultural significance. The target sample size was set at 300 respondents, ensuring sufficient statistical power for the analysis. The inclusion criteria were:

- Respondents who had dined at an Uzbek national restaurant at least once in the last six months.
- Both domestic and international customers aged 18 and above.
- Willingness to participate in the survey.

A structured questionnaire was developed based on established service quality and customer satisfaction measurement frameworks such as SERVQUAL (Tsang, N., & Qu, H., 2000). The questionnaire was divided into three sections:

1. Demographic Information: This section captured the respondents' age, gender, nationality, and frequency of visits to Uzbek national restaurants.

2. Service Quality Indicators: This section measured key dimensions of service quality, including:

Staff Responsiveness: The ability of staff to respond promptly to customer requests.

Communication Efficiency: The clarity and politeness of staff communication with customers.

Professionalism: The staff's knowledge of the menu, cultural etiquette, and ability to handle complaints.

Problem-solving Ability: The staff's effectiveness in resolving issues faced by customers during their visit.

Respondents rated each item on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).



3. Customer Satisfaction and Loyalty: This section measured overall satisfaction with the dining experience and intentions for repeat visits or recommendations. Customer loyalty was assessed through frequency of past visits and likelihood of returning.

RESULTS

This section presents the findings of the study based on the data collected from 300 valid responses. The results are organized into descriptive statistics, reliability analysis, correlation analysis, and regression analysis to determine the relationships between staff service quality dimensions and customer satisfaction and loyalty.

1. Descriptive Statistics

Table 1 presents the means and standard deviations for each service quality indicator. The results show that overall, respondents had a positive perception of staff service quality in Uzbek national restaurants.

Table 1: Descriptive Statistics of Service Quality Indicators.

Indicator	Mean	Standard Deviation
Staff responsiveness	4.5	0.6
Communication efficiency	4.3	0.7
Professionalism	4.6	0.5
Problem-solving ability	4.2	0.8

The highest-rated indicator was professionalism (M = 4.6, SD = 0.5), suggesting that customers were particularly impressed with the staff's knowledge and conduct. Staff responsiveness also received high ratings (M = 4.5, SD = 0.6), indicating that the ability of staff to respond quickly to customer needs is a strength in these restaurants. Problem-solving ability had the lowest mean score (M = 4.2, SD = 0.8), but it still indicates generally positive feedback.

A reliability analysis was conducted to ensure the internal consistency of the service quality scales used in the questionnaire. The results are shown in Table 2.

Table 2: Reliability Analysis of Service Quality Indicators.

Indicator	Cronbach's Alpha
Staff responsiveness	0.81
Communication efficiency	0.78
Professionalism	0.85
Problem-solving ability	0.76

All indicators demonstrated good reliability, with Cronbach's alpha values ranging from 0.76 to 0.85, indicating that the items used to measure each dimension of service quality were internally consistent and reliable.

Table 3 presents the results of Pearson's correlation analysis, which examines the relationships between the service quality indicators and customer satisfaction, as well as customer loyalty.

Table 3: Correlation Matrix.

Variable	Customer Satisfaction	Customer Loyalty
Staff responsiveness	0.72**	0.68**
Communication efficiency	0.65**	0.72**
Professionalism	0.78**	0.76**
Problem-solving ability	0.61**	0.59**

(**p < 0.01)

The correlation analysis revealed significant positive relationships between all service quality indicators and customer satisfaction and loyalty. Professionalism exhibited the strongest correlation with customer satisfaction (r = 0.78, p < 0.01), followed by staff responsiveness (r = 0.72, p < 0.01). Communication efficiency was



the strongest predictor of customer loyalty ($r = 0.72$, $p < 0.01$), suggesting that clear and effective communication plays a key role in retaining customers.

Multiple regression analysis was conducted to determine the extent to which each dimension of service quality predicted customer satisfaction and loyalty. The results are shown in Table 4.

Table 4: Regression Analysis for Customer Satisfaction and Loyalty.

Predictor	Customer Satisfaction (β)	t-value	p-value	Customer Loyalty (β)	t-value	p-value
Staff responsiveness	0.35	4.12	0.001	0.30	3.85	0.002
Communication efficiency	0.28	3.85	0.002	0.42	5.21	0.000
Professionalism	0.42	4.67	0.000	0.38	4.60	0.001
Problem-solving ability	0.20	2.96	0.005	0.19	2.76	0.007

The regression analysis shows that all four service quality dimensions significantly predicted customer satisfaction ($F = 32.78$, $p < 0.001$, $R^2 = 0.67$) and customer loyalty ($F = 29.12$, $p < 0.001$, $R^2 = 0.62$).

Professionalism had the strongest impact on customer satisfaction ($\beta = 0.42$, $p < 0.001$), meaning that highly professional staff leads to higher levels of customer satisfaction.

Communication efficiency had the strongest influence on customer loyalty ($\beta = 0.42$, $p < 0.001$), indicating that efficient and effective communication is the key driver for customers returning to the restaurant.

Customers rated the overall service quality in Uzbek national restaurants highly, with professionalism and responsiveness being the strongest areas.

There is a significant positive relationship between service quality indicators and both customer satisfaction and loyalty, confirming that improving staff service quality can enhance the customer experience. Professionalism is the most important factor influencing customer satisfaction, while communication efficiency plays a critical role in fostering customer loyalty.

ANALYSIS

One of the most notable findings from the regression analysis was the strong impact of professionalism on customer satisfaction ($\beta = 0.42$, $p < 0.001$). Professionalism emerged as the most influential factor, indicating that customers place a high value on staff who demonstrate a deep knowledge of the menu, cultural etiquette, and the ability to manage the dining environment efficiently. Given that Uzbekistan's national restaurants often serve as cultural ambassadors, professionalism also reflects the staff's ability to communicate the richness of the country's traditions.

This finding aligns with the broader hospitality literature, where professionalism is often linked to superior customer experiences. In national restaurants, where authenticity is key, highly professional service contributes not only to a positive dining experience but also enhances customers' perception of the restaurant's commitment to quality.

Restaurant managers in Uzbekistan should prioritize professional training programs for their staff. Continuous education in areas such as menu knowledge, cultural sensitivity, and service etiquette can increase staff confidence and customer satisfaction. Given that professionalism is highly regarded by both local and international customers (Wang, C., & Mattila, A. S., 2010), this aspect of service quality is crucial for restaurants looking to improve their reputation and attract repeat visitors.

The second critical dimension of service quality was communication efficiency, which was found to have the strongest impact on customer loyalty ($\beta = 0.42$, $p < 0.001$). Effective communication between staff and customers, including the ability to clearly explain menu options, handle special requests, and provide updates during the dining experience, significantly enhances the likelihood of repeat visits. For international tourists, in particular, clear communication can make or break their experience in a foreign dining setting.

In addition, the positive relationship between communication efficiency and customer satisfaction ($r = 0.65$, $p < 0.01$) suggests that customers who experience smooth, clear communication during their visit are more likely to leave with a favorable impression of the restaurant.



However, communication barriers remain a challenge in Uzbek national restaurants, especially when serving non-Uzbek-speaking tourists. Language proficiency can vary greatly among staff, which can lead to misunderstandings or delays in service. This issue may be particularly pressing in cities like Samarkand and Bukhara, where restaurants regularly serve foreign tourists. Addressing these challenges could further enhance customer loyalty, especially in an increasingly globalized market.

To address communication challenges, restaurant management should consider offering language training programs, especially in English and Russian, to their staff. Ensuring that staff can effectively communicate with diverse customer groups will not only improve the dining experience but also foster loyalty among international tourists. Additionally, adopting clear communication protocols for handling customer inquiries, complaints, and feedback can streamline service and reduce errors.

Staff responsiveness was also a significant predictor of both customer satisfaction ($\beta = 0.35$, $p < 0.001$) and customer loyalty ($\beta = 0.30$, $p < 0.002$). This finding aligns with the expectation that prompt service is critical in creating a positive dining experience. Customers value quick and attentive service, especially when it comes to addressing specific needs or requests such as food modifications or drink refills.

Managers should ensure that staff remain vigilant and responsive to customer needs throughout the dining experience. The implementation of standardized service procedures, such as regular table checks and timely order updates, can help boost staff responsiveness. Technology could also be leveraged to enhance this aspect of service, for instance, by introducing digital ordering systems that streamline communication between customers and staff.

Although problem-solving ability had the lowest impact on customer satisfaction ($\beta = 0.20$, $p = 0.005$) and customer loyalty ($\beta = 0.19$, $p = 0.007$), it still plays a notable role in influencing the overall experience. Customers expect staff to be capable of resolving any issues that arise during their visit, such as incorrect orders, seating arrangements, or billing discrepancies. While this indicator had a lower mean score ($M = 4.2$) compared to other dimensions, the relatively high standard deviation ($SD = 0.8$) suggests variability in customer experiences with this aspect of service.

Improving staff problem-solving skills is critical for ensuring that even when issues arise, they are handled quickly and effectively. Training programs that focus on conflict resolution and customer service recovery techniques can help staff manage difficult situations. Encouraging a customer-first approach when dealing with complaints can minimize the negative impact on customer satisfaction and loyalty.

DISCUSSION

The findings of this study are consistent with international research in the hospitality industry, where staff service quality is frequently identified as a major determinant of customer satisfaction and loyalty. Studies conducted in other cultural restaurant settings, such as those in China and Japan, have also emphasized the importance of professionalism and communication efficiency. In these cases, attention to detail and culturally sensitive service have been identified as key factors in driving repeat visits and favorable reviews.

However, in the context of Uzbek national restaurants, the strong cultural component adds a unique layer to service quality. The cultural immersion provided by staff not only enhances the customer experience but also adds to the authenticity of the dining setting. For instance, the way staff convey the stories behind traditional dishes or explain Uzbek dining customs can significantly enrich the overall experience.

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