

**Improvement of the Hotel Service in Uzbekistan based  
on Japan Hotel Industry Experience**

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## **Declaration**

I, TURAEV Sanjar (Student ID 51215617) hereby declare that the contents of this Research Report are original and true, and have not been submitted at any other university or educational institution for the award of degree or diploma.

All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

TURAEV Sanjar

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## **Summary**

The paper explores negative customer opinion and complains by reviewing online customer negative comments and analyzing results of the online questionnaire, which was conducted among foreigners who have been in Uzbekistan and stayed at least one night at the hotel. After recognizing problems and failures of the hotel service in Uzbekistan, the interview was conducted with hotel managers in Japan to find the answer for questions have arisen during the data analysis. From recommendation from hotel managers and discussion with them appropriate findings was founded which can be implemented in Uzbekistan hotels.

In recent years development can be seen not only tourism itself but also the hotel industry of the country have developed as well. In Uzbekistan in the years of independence opened numerous of new hotels. In the many of hotels were held reconstruction.

Although the hotel business in Uzbekistan is developing day by day, along with tourism in Uzbekistan, there are a number of problems in many hotels and majority of them are connected with the provision of services.

This research using qualitative research method, which includes fieldwork and deskwork as well. Its include three types of research: Analysis of online negative customer comments, Questionnaire and in-depth interview with hotel managers. The online survey was conducted among foreigners who visited Uzbekistan and at least stayed one night at the hotel.

Once problems identified, the interview with employees and managers of hotels in Japan was conducted. During the interview, questions were asked about the problems that were identified in the survey. During the interview, a recorder was used and the conversation was recorded. To analyze the interview, all recorded conversations were documented.

After finishing collection of the data, analysis and discussion were undertaken based on the findings. Based on results of the questionnaire, tables will be drawn up and based on findings, a discussion will be led about drawing a lesson for future implementations in Uzbekistan.

There is too much research work on tourism of Uzbekistan, but not any work on examination of negative customer comments, service failure or customer dissatisfaction. This research will benefit with findings about service failure and specific problems of foreign tourists, which they face mostly during the visit of Uzbekistan.

In the end, problems and service failures of Uzbekistan hotels are divided into 2 sections. Problems whose solutions can be found in Japanese hotels and problems whose solutions are impossible to find in Japanese hotels because they do not exist such a kind of problem at all. The findings will be useful to establish a service recovery plan, how to make customers happy, how to handle complaints.

## **CHAPTER ONE: INTRODUCTION**

According to scholars who have analyzed global trends in the hospitality industry, considering that this area of activity has a high potential of development and brings considerable revenue to those destination where it is given respective attention. (Artur, 2010 p15)

Accommodation - one of the most significant elements of tourism. The Hotel Business - the essence of hospitality systems. It comes out from ancient traditions, typical for almost any social formation in the history of humanity - respect for the guest, the conviviality of its reception and service. (Arash and Reza, 2010)

The contemporary appearance of the hotel industry has developed after the fifties of the twentieth century. There have been vivid changes in the hospitality industry in the 60-70-ies of the last century. If from the end of XIX to early XX century, the hotel was an individual and more family institution, now current hotels are more complex institution that accommodate a variety of industrial, commercial, administrative functions. (Gyr, 2010)

Modern hotels need to follow world standards of service, in order to compete with the producers of hotel services, to meet the expectations of consumers of these services and finally to succeed in the hotel industry. (Arthur Asa Berger. 2010)

Features of hotel service lies in the fact that the hotel has representatives of different professions, who belong to different services. Such as service of housekeeping, engineering and technical service, restaurant service, reception, etc. However, in spite of this provision



of each service requires the interaction of several services and cooperation of employees of various specialization. Thus, for the hotel is necessary to coordinate and link different services, otherwise problems and challenges will not be solved quickly and efficiently, which will affect the prestige of the company.

Today's market for service sector requires an attitude that fix attention on the specific needs of a particular consumer. Taking into account personal needs, ensuring the exact requirements of the customer, regulation of the product quality on individual needs are considering as the basis for the provision service strategy of many companies. (David K. 2012)

Today's one of the important challenge for managers and administrations in the hotel industry is to provide and sustain customer satisfaction. Customer satisfaction with quality of product and provision of service in the hospitality industry has become increasingly evident for to professionals of the hotel industry.

The satisfied hotel guest has a lot of positive factors for the hotel, he retains loyalty to the company longer, buys a new product and service, he speaks well and left positive comment on the websites about the hotel, pays less attention to other competing hotel brands, is less sensitive to price, offers the company new ideas regarding goods and services (Bondarenko, 2015)

The modern hotel provides consumers not only accommodation and food services, but also a comprehensive services such transportation, communication, entertainment, excursion services, medical support, sports services, beauty salon services and so on. In fact, the hotel performs a system of functions that should be perceived as a complex hotel product. To form an integrated hotel product means to be able to offer a warm welcome

for visitors, create a calm, friendly atmosphere for them. This means providing customers with safety and satiety, providing everything necessary and possible, which is included in the notion of "comfort." So it looks like an ideal model of the attitude of businessmen to the hotel service, which in reality does not reach the "full" mark. (Plotnikov, 2016)

## **1.1 Research background**

### **1.1.1 Hotel industry of Japan**

Japan attracts more and more tourists with its rich traditions, a specific and very tasty cuisine, tea ceremony and of course, the magic of origami. Japan is a very hospitable country, which provides very comfortable living conditions for all tourists who visited it. Most states have hotel classification standards, and the country of the rising sun is no exception. In Japan, the standards for the classification of hotels differ from the usual for the European level assessment of the number of stars. All hotels in this country are divided into three types. They are Western-style hotels, "Rekan" houses and capsules hotels. Of course, before booking places, you need to know the conditions of accommodation in hotels. Majority of Tourists are staying in Western type of hotels, which is natural, because they are more familiar with it. However, in order to better understand the culture of the Japanese people, it's better for vacationers to stay at the traditional hotels of Japan "Rekan", which are most often located in mountainous areas, and resemble precisely the Japanese national houses. Here, food is delivered to the room, as there are no restaurants that are usual for European level. This kitchen is called "Kaiseki", and its dishes are very small, but in each meal, their number can be quite impressive. Nevertheless, the budgetary hotels in Japan are capsule hotels. Such hotels are located near railway stations, or pleasure areas.

They are populated mostly by men, because they believe that there is a lot of noise from the female, and they are reluctant to settle them. (Koguchi Shinjyo, 2011)

Hotels keep on growing both scale and number in the Japanese market. In light of developing quantities of both local and abroad voyagers, inns of changing purposes and costs have shown up since around 2000. The INN advertise has achieved a defining moment now that the business sectors for extravagance and convenience offices have started to enrapture.(JETRO, 2007)

Tokyo right now has more than hundred thousand hotel rooms with an inhabitanace rate running at more than 90%. To this number planned to add 9938 rooms – a 10% expansion in supply as indicated by STR Global throughout the following 3 years. A larger part of the rooms will originate from a few new lavish lodging advancements, for instance, the Andaz Tokyo, Toranomom Hills and the new Hotel Okura. Rising traveler numbers will just put more weight on Tokyo's lodging supply; request will exceed supply unless a creative arrangement is advanced. Compounding the circumstance further is the cost of development to manufacturing new lodgings; expanding land costs, continuous work deficiencies and the cost of bringing in essential materials are disincentives for in advancement. (Amelia Fitzpatrick, 2015)

### **1.1.2 Tourism and Hotel industry of Uzbekistan**

Recently, Uzbekistan has attracted more attention of foreign travelers from around the world with its sightseeing type of tourism which includes number of attractions which is described in World Heritage sights. Of course, foreign tourists are attracting to this state due to presence of a large number of sight that is described in World Heritage list, historical

monuments, beautiful nature, unusual and unique culture. Now the Uzbek authorities have taken various steps to ensure country's tourism industry, which has developed dynamic in pace. In the state, there are new tourist routes in the resort areas of Uzbekistan are developing recreational facilities. Many Professionals and Researchers say that almost each city in the Uzbekistan has a rich tourism potential. Hotels often place participants in various international forums. Same Tashkent takes a strong place in the list of the world's cities, which often hold business meetings at the highest level. Recently, in Tashkent, Samarkand, Bukhara and Khiva, country's tourism infrastructure is well developed.

In Uzbekistan, the number of companies working in the tourism industry is gradually increasing. According to official data, the country is now running 865 tourist organizations, including 374 hotel. In 2013, foreign tourist flow to Uzbekistan increased by 17.5 % compared with 2011. At the same time, revenues from tourist services in 2012 at 15% higher than the previous year. (“Uzbektourism” Annual Report 2013, p231)

Naturally, the success of the tourism industry in Uzbekistan is directly dependents on how hotel industry are developing. Moreover, in recent years development can be seen not only tourism itself but also the hotel industry of the country have developed as well. In Uzbekistan in the years of independence opened numerous of new hotels. In the many of hotels were held reconstruction. The flow of tourists to Uzbekistan is increasing every year, and this is the main stimulus for the development of the hotel business. Earlier in Uzbekistan came basically only the Germans and French, then there is a tendency to the fact that interest in the attractions showing Japanese, Italians, Spaniards, Americans in the past three years. Even the Russians, which previously mainly attracted leisure tourism, recently became interested in the name of historical tourism.

History of Uzbekistan is interesting to nearby Muslim countries and Indonesia, India, Malaysia. Monuments of culture and religion, located in the holy places of Uzbekistan, Al-Bukhari memorial, for example, of value to the entire Muslim world.

Although the hotel business in Uzbekistan is developing day by day, along with tourism in Uzbekistan, there are a number of problems in many hotels and majority of them are connected with the provision of services.

### **1.2 Statement of the problem**

If evaluate the situation of the hotel industry objectively, it must be noted that Uzbekistan pays more attention to improve hotel business in the country. After independence development of hotel industry in Uzbekistan has established a legal framework and infrastructure of tourism. However, Tourism of Uzbekistan still has many problems with promotion, tourism branding, difficulties with visa, and of course with service. According to the survey of “Uzbektourism” - National Tourism Company in 2013, only 25% of foreign tourist expressed satisfaction with service and 73% of the foreign tourist has a problem in hotels. (“Uzbektourism” Annual Report 2015). Therefore, in one hand, we can see increasingly rising numbers of the hotels in Uzbekistan but in other hand, we can see negative result of survey, which related with service and hotel.

### **1.3 Significance of the research**

During the Soviet Union, Uzbekistan introduced a system of growing cotton and this was one of the main branches of the country's economic development. This led to an environmental crisis such as the destruction of the Aral Sea, the spread of diseases of the

respiratory system, the destruction of fishing and unemployment. Immediately after independence, Uzbekistan is reworking its model of the country's development, which includes the development of other industries such agriculture, automotive, handicraft, mining, and of course tourism.

Everyone wants to explore the problems of their country to make at least a small contribution to solving these problems. Of course, many experts and professionals in the field of tourism studied problems of Tourism in Uzbekistan and had gave many recommendations to solve it. However, there is no research, about hotel industry or hotel service which consists negative customer opinion, survey that can be found exact problems, which need to direct approach to solve it. Alternatively, there is no discussion about which concept of management is right, which way will be appropriate to draw a lesson for future implementation for hotel industry. In this study, attention has drawn to the problems that arise in the provision of services in hotels of Uzbekistan. Identification of problems with the provision of services in the hotel is the first task in this study. Then solution of the problems have found after studying and researching the Japanese hotel industry. As a study, which is examining hotel industry of the Uzbekistan, this paper will be one of the first examination of the negative opinions about Uzbek hotels customers and brings examples to implement in Uzbek hotels. The result of this research, it is to find some aspects and precautions to prevent problems with the service through the analysis of hotel service management in Japan.

### **1.3 Research questions**

“The improvement is the knowledge of one's own imperfection” have said Aurelius Augustinus Hipponensis. Improvement begins with understanding yourself and your place in the world, from your attitude to higher values, with the assumption of your own inconsistency with these values.

Although Uzbekistan is developing the tourism sector and tries to revive this sector as one of the pillars of the country's economy, there are many problems in it and it is necessary to look for these problems in the provision of services and opinions of tourists. As mentioned before, 64% of foreign tourists are not satisfied with the services that provided during their stay in the hotel, so in order to find solutions to such problems, it must to focus on their opinions.

That is why questions in this research attempting to find answer to the questions like What are the service failures often found in Uzbekistan hotels?, Why foreign tourists impressing dissatisfaction toward provision of service in the hotels during they stay? About what kind of problems they dissatisfying in hotels exactly.

After finding answers to this questions, to know more about opinion of the foreign tourist, research have focused to the solutions for this problems based on experience of hotel industry of Japan. In order to find solution, question - “Which precautionary measures Japanese hotels are following to prevent problems with service?” was concerned during the field research.

After finding was detected, discussion was conducted about “Which findings are more appropriate for the further implementation in Uzbekistan hotels?”

**Key words:** *Hotel Service Failure, Negative customer opinion, Analysis of online customer comment, Survey, interview*

## **1.5 Research methodology**

This research use qualitative research method, which includes fieldwork and deskwork as well. For collection of data was used three type of research work: analysis of online customer negative comment, online questionnaire of foreigners who have been Uzbekistan and in-death interview with hotel managers of Japan. As a deskwork analysis of customer comments and questionnaire has done, consequently interview with hotel manager was conducted in the fieldwork of the research. The first goal in research was to find specific service related problems, which have often found in Uzbekistan and Japan hotels through accommodation websites where customers sharing with their negative experience. From four most used and well known accommodation booking websites was collected 500 negative comments about hotels of each country. All comment was documented into excel file and categorized into seven main hotel standard services. After categorization of collected data, analysis was conducted, comparison between Uzbekistan and Japan had done. After identified exact problem and failure that foreigners are facing mostly during them visit, questionnaire was created based on frequently occurring problems and failure. The survey was conducted among foreigners who visited Uzbekistan and at least stayed one night at the hotel. Questionnaire was created on “Google Form”.and link was sent to the respondents through e-mail, Facebook and other social networks. To attract more respondents for survey, questionnaire was distributed to the respondents through travel companies and hotels as well. Questionnaire consists close-ended and open-ended questions as well. All information what respondents shared in open ended questions



was documented, responds through the close ended question was used as a statistics of the questionnaire.

Once problems identified, Field research was conducted which mainly include interview with managers of hotels in Japan. Main purpose of the field research was to find solutions and ways to prevent service related failures. Generally, study was focused on three main targets:

a. To find a solution

During the in-depth interview with hotel managers, conversation was focused mainly on a specific topic, which consists of questions about preliminarily identified service related failures that were often found in Uzbekistan hotels. The main aim was to obtain beneficial information that can be suitable for solving service failures and making use of it in Uzbekistan hotels.

b. Discussion about service related failures

The discussion was conducted in order to get more ideas and advice based on respondent's experiences.

c. Independent research.

Field research included not only an interview with hotel managers but also an observation of service provision as a customer and comprehensive analysis of the hotel (location, proceeds and stats).

Field research consists of qualitative interview, direct observation and participant observation activity. Data gathering mainly based on a prearranged interview with respondents. Fieldwork will be conducted in Kansai area (Osaka, Kyoto, Nara) and in Hiroshima, sightseeing tourism sites, just like the ones in Uzbekistan.

a. Qualitative interview

Once appointment is scheduled, results of questionnaire and negative comments' had sent to hotel managers in order to introduce the interview content to them. During the interview, main issues derived from the analysis of negative opinions and service failures are discussed. After asking exact questions about service failures, conversation was turn smoothly into a discussion. Discussion was in a free manner in order for the respondent to have a chance to express their ideas and advice based on their experiences. The whole process of the interview recorded on an audio recorder with pre-authorization taken. Recorded data typed on a computer and results used for chapter four: discussions and conclusion.

b. Direct observation

As mentioned above research based mostly on interview but it also involve observation of the hotels. In order to evaluate hotel services, it was the necessary to do staff and customer observation, be informed of how well rooms are equipped, look up special approaches to the service. Data gathered primarily through close visual inspection of a natural setting.

c. Participant observation

The observation carried out not only through watching the situation but also through participating in the provided service. During the fieldwork author stayed at that hotel where he did the research and took photos and videos with the permission from those in charge obtained.

### **1.5.1 Data collection**

As mentioned above data mainly was collected through the collection of the customer comments, questionnaire and interview. Information such hotel attitude respond to the negative customer comment, hotel statistics, observation of guest, photo and video files have taken during the field research also be used as a primary data collection. Information gained through accommodation booking websites includes not only customer negative comments but also about profile of the customers. This was helped specify at which points study should focus on. In Questionnaire respondents involved to answer to the open-ended questions which expressed from foreigners who knew from own experiences in order to gain more information about service failure. During the field research information was collected not only from managers and employers of hotels but also from own experience of the author as a guest when he stayed at that hotel.

### **1.5.2 Research limitation**

Although the study examining hotel service, it does not include all aspects of the provision of services in the hotel industry but only general seven service standards of the hotel which categorized into main “Booking”, “Check in/out”, “Room”, ”Equipment”, “Staff”, “Service” , “Price” sections. Moreover, it will not examine service of the hotels around the world. The research will examine the service is carried out in Uzbekistan and Japan hotels. Study focusing in outbound tourism only and object of the research is foreigners. That is why research location was chosen from central tourist destinations where foreign tourist coming mostly. Due to main reason of visiting Uzbekistan by foreign tourist is sightseeing tourism location was chosen from historical places where foreign tourist visiting to see sites describing in World Heritage list. That is why as a research

location was chosen Tashkent, Khiva, Bukhara and Samarkand in Uzbekistan, Osaka, Nara, Kyoto, and Hiroshima in Japan. In order to examining of the hotel industry of both countries target hotels was no less than 3 star hotel, and no other type of accommodation such capsule hotel, B&B, Inn, ryokan, guest house etc.

Learning of the service in the case of Uzbekistan was focused on the problem and was critically approached and analyzed. Depending on the findings from analysis of negative comment, further research was be reduced and it was focused on those aspects of service that proved problematic in Uzbekistan. Problems with service in Uzbekistan hotel might be a lot, but majority problems, which most faced in hotel was bring out after preparing statistical tables based on questionnaire results. Those problems was basis of the question that asked from hotel managers of Japan.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

When selecting literature, attention was commonly paid to the keywords and main research objectives of the researching field. Literature that were chosen affects those aspects that are studied in this research.

In modern professional literature, the term "tourism and hospitality industry" is widely used. The industry of tourism and hospitality can not be viewed as different industries, since tourists have specific needs, depending on the purposes and motives of travel. (Sorokina, 2014) Hospitality is included in this term as an integral element. However, hospitality is a more capacious concept, since its task is to meet the needs of not only tourists in the narrow sense of the word, but also consumers in general. The hospitality industry is one of the large and increasingly developing branch of the economy. (Romanov, 2016)

According to the terminology of the World Tourism Organization (UNWTO), under the meaning of accommodation is understood any object of the premises, which regularly or sometimes accommodating with accommodation for overnight stay. In practice, accommodation facilities represent a wide range - from expensive 5 star hotels to tourist shelters.

Features of the hotel services are that the hotel employs representatives of various professions, which belong to different services. For example: service housekeeping, engineering and technical service, restaurant service, reception and accommodation service, etc. However, despite this, the provision of each service requires the interaction of several services and, as a consequence, coordination of actions of employees of different

specializations. Thus, the work of the GP requires the coordination and communication of various services, otherwise the problems and tasks that arise will not be solved promptly and qualitatively, which will affect to the prestige of the organization.

A special characteristic is continuous production, since the enterprise operates 24 hours a day and 365 days a year. The manager's working day is almost always not standardized and depends on the degree of loading of the hotel. Senior managers spend most of the working day communicating with customers.

The service provided by the hotel is fundamentally different from other services or goods. Understanding this, as well as the very essence of the difference, is essential for identifying objective indicators and the right ways to ensure the quality of services. Quality is often the determining factor of success in the hotel business and successful competition in the market for services of a particular type. According to research examined by Western sociologists, if guest did not like service provided in the hotel, 82% of the guests refuse to visit hotel and use they service again. (Balashova, 2015)

Recruitment is one of the most important tasks of the personnel service of the hotel industry. The recruitment of the workforce is not only in staffing, but also in creating a pool of candidates for all jobs, taking into account future changes (retirement, termination of contracts, maternity leave, and so on). This reserve of potential employees becomes especially topical during periods of high occupancy of the hotel, when dismissal of even one reception officer may reduce the quality of service by several points. (John, 2013)

## **2.2 Service related failures in Hotel industry**

Academic researches on service problems relatively recent and still bringing out, because during the last 10 years, service sector considered as an important sector in all over the world. Nowadays, we can see the high range of interaction between the hotel employee and its guests, so it is obvious that this leads to frequent failures with service provision.

Service failure and recovery strategy are important for provision of quality service in the hotel. Service failures occurring whether in the outcome of service delivery or in the process because service failures are inevitable. Service failures include situations when the service do not to live up to the expectations of the hotel guests (Michel, 2001).

Researches about problems with provision of service are focusing on service failure and recovery strategy in the hotel industry. The main objectives of the papers were to assess the types and importance of service failures experienced by hotel guest; consider the service recovery strategies used by hotel and their effectiveness; find the dissimilarities in attitudes and behavior between business and leisure guests. Usually data collection were given from hotel's guests by means of survey. Majority of papers include at the end of the paper, discussion of the findings and it leads to some suggestions for improvements for hotel management.

Majority of researcher were conducted a survey among customers of the hotel and as a result of a survey findings were combined in tables. In order to learn service failure that have experienced by both business and leisure guests, many authors conducting a survey among hotel guests.

Categorization of service failures have been used by Bitner (1990) based on behaviors of the employee in that time when failures occur, relating to: the core service;

customized service that requested from guests; and actions that do not expected from employee. Other studies (Bitner, 1994) added a typology of problematic customers, and Kelley (1993) included product and policy failures. After, classification of the sources of failure made by Johnston (1994) as attributable to the organization or the customers. Johnston offered three types of failure – service provider error, customer error, or associated organizational error

There are many consequences about service failures, as below:

- Displeasure of the guests (Kelley, 1993);
- A decrease in hotel guests trust
- Unkindly guest word-of-mouth comments
- Hotel guests defection (Miller, 2000);
- Destruction of the hotel revenue and increased prices
- Decline in morale and performance of the hotel employees (Bitner, 1994).

What hotel service providers do if failure with provision of service occurs? “Service recovery includes actions which are designed to solve the problems, to change negative opinion of hotel guests who dissatisfied with service and to retain these hotel guests ultimately” (Miller, 2000, p. 38), and “it includes case where failure with service occurs but no complaint is expressing by the hotel guests” (Smith, 1999, p. 359). After, Johnston (1994) explained service recovery strategy as to “find out and deal with service failures” (Johnston, 1994, p. 422). The “finding out” recognize recovery from handling of complaint, as many dissatisfied hotel guests do not complain.



Significant benefits can be result of the successful service recovery as below:

- Improve hotel guests perceptions about service quality and it's organization;
- lead to positive customer comments;
- improve customers' satisfaction;
- build hotel guests relationships, allegiance and impact on revenue (Bitner, 1990).

Nevertheless, the extent of success may depend on:

- the sort of service
- the sort of failure
- the quickness of response (Boshoff, 1997).

If service recovery are humble or without effect, the consequences might be that the hotel guest to be let down for the second time and this may lead to the destruction of the customer confidence to the organization and possible defection, together with the spread of negative customer comment.

The number of academics has been researched that If hotel service providers take actions in order to response to defects or failures with service, it will result to comprise a combination of psychological recoveries and tangible efforts. The critical incident technique (or open-ended survey), has been used by Bitner (1990), Johnston (1994), Miller (2000) and Lewis and Spyropoulos (2001) which let respondents of the survey select any service failure they have faced, in order to identify and evaluate service recovery strategies, The strategies that identified by the researcher of hotel industry have been classified as below:

- apology;

- follow-up;
- correction;
- managerial intervention.
- empathy;
- compensation;
- acknowledgement;
- exceptional treatment;
- explanation;

One of the most important planks of service recovery is an apology and correcting the problem. Kelley (1993) were considering that interventions of senior employees/management is important. However, if recovery was handled by front-line staff it is more beneficial as Lewis and Spyropoulos (2001) and Miller (2000) identified.

Barbara R. Lewis asked respondents to indicate which of 26 typical problems they had ever encountered. The most common problem experienced was slow restaurant service (61.7), followed by inefficient staff for business quests (60.3%) and slow check-in/out for leisure guests. Respondents were asked to consider all of the 26 service failures and rate their seriousness in order to learn magnitude of service problems. The most serious failures was the room not being clean, followed by missing reservation, unfriendly and unhelpful staff. In order to learn types of service recovery strategies used, respondents selected from a list of ten recovery actions. Basically it was used strategy of apology (68.7%), correction of the problems was the second (40.4%) and provided adequate explanation (24%). Then

respondents were asked to rate five statements relating to the service recovery outcome. The results indicated that respondents were not completely happy with the fairness of outcome, the time taken to restore problems, flexibility of the hotel, employee communications. As the results of final survey 57% respondents replied that they probably or definitely would stay there again, and 48,3% of respondents would definitely or probably recommend the hotel to their family and friends.

Research was done detailed with comprehensive analysis each part of service management in the time of service failure. Managers and other employees of the hotels can use research finding for further attitudes to service failures. (Barbara and Pamela 2004).

However, research studied (as authors were agreed with) service failure as experienced by guests in only one hotel in the UK, so findings cannot be consider as overall picture of whole hotel industry of UK. Unlike this study, in my this research, survey have been conducted among foreigners who have been in Uzbekistan and at least stayed one night in the hotel.

Arash and Reza (2010) evaluated the service quality problems from the expectations and perceptions of hotel guests in a four-star hotel in Isfahan as the main tourism destination in Iran. Through correlation analysis based on comprehensive set of Service Quality Dimensions, service quality problems have been measured and examined. In case of this study author divided dates into 4 tables, which conducted from hotel guests through the survey. The 38 guests of Aseman hotel included the survey whereby data were collected using 30 questions, based on the second level SERVICE QUALITY DIMENSIONSS. The questionnaire were given to guests in order to measure their perception and expectations, therefore, guests were asked to answer to totally 60 questions. The questionnaire based on

a five point Linkert scale. First table indicates 12 Service Quality Dimensionss in two levels, second indicates sample demographic characteristics. Table 3 indicates Mean and Std deviation values of the gaps of SERVICE QUALITY DIMENSIONSS and table 4 indicates Two Tailed pearson Correlation test for SERVICE QUALITY DIMENSIONSSs problems. That is means first and second tables are directly showing results of survey, while third and fourth table shows result of analysis. As a result of research based on tables shows importance of examinations of service quality gaps using correlation analysis.

In this study results are limited to one hotel (as paper we learned above) but can be extended to other hotels or service providers of the hospitality industry. In addition, respondents who involved to survey also very low. The authors tried to examine service failure not only through the survey, but also by the use of analysis of the data. In my case, I am planning to conduct in-depth interview with hotel managers to solve the problem.

### **2.3 Tourism and Hospitality industry in Uzbekistan**

The tourism industry in Uzbekistan has substantial potential for development. It is associated with a large number of unique natural sites (lakes, mountain peaks, rivers, floodplain forests), as well as a rich cultural and historical heritage.

David Arley (1997) examined whole potential of tourism in Uzbekistan. It distinguished the general characteristics of tourism and comments on potential strengths and weaknesses of tourism in Uzbekistan. Author brings the examples that changes of Uzbek tourism since country had independence in 1991 and seeks to re-establish its connections with global tourism markets. The information supplemented by conducting interview during a field visit to the country. Myra Shackley argued that

the transportation of tourism of Uzbekistan has a long way to go but quality of the attractions and the development of the service suggest that it is potentially a leading world destination. Based on date and on-site perception author give helpful recommendation that is very suitable to implement on tourism of Uzbekistan. (David and Myra 1997)

Nevertheless, considering that fact the article has been written later and given information is old (almost 20 year) we could not disagree that some recommendations lost its significant. For instance, lack on-site information for visitors, aggressive salesmanship, children occasionally request sweets, little interpretative signage exists etc. are not exist now.

Tania and Marufjon (2014) aimed to describe the status quo regarding tourism and hospitality in Uzbekistan and 3 European countries for the period 2007-2012, as well as to evaluate the development models have been implemented by the EU tourism industry. Based on the date examine which of these model countries can be appropriate to implement by Uzbek stakeholders to develop and promote the country's tourism evolution. Author gave tourism data of three EU countries, namely UK, Greece and the Czech Republic. Besides author reviewed of the different tourism development strategies they implement. Then author analysis of the Uzbek tourism and hospitality industry and identified problems hindering the development of tourism in the country. In addition, author did a comparative study of the data and recommendation of the most appropriate developmental model that can be implement in Uzbekistan in order to develop country's tourism. (Tania and Marufjon 2014)

The findings of this study may be helpful to develop of tourism in Uzbekistan and to start study potential of the country for sustainable growth.

The paper based on date gave us an example which countries are more appropriate for further implementation in Uzbek tourism and had critical attitude towards current situation. This is the importance of the paper while currently there are too less even academic studies about Tourism of Uzbekistan, not to mention more about critical works.

#### **2.4 Service management in Japanese hotel industry**

With the service industry taking up the largest portion of its GDP, Japan has much to share in the area of managing service industry. Developed countries always be an example for developing countries and Japan in terms of service provision and regulation of service quality has remarkable indicators. Everyone who visited Japan can notice high level of service quality. Everyone can enjoy a well-organized service as a tourist but also can make their own conclusions as a researcher, for the implementation it on own research activities

Guichard-Anguis Sylvie, Moon Okpyo, (2009) have written the book about history and today's Japanese tourism. This book examines how distinct culture of travel developed over hundreds of years, and how this has permeated the perceptions and traditions of Japanese society.

Book is well organized and it provides the theoretical approaches in the first three chapters. The chapters focusing on some local concepts related to tourism and travel and reviewing common concepts in tourism in the Japanese context, and in the end Japanese mode of tourism in various countries. The book provides a comprehensive analysis,

highlighting the social change of the last several decades through the way in which Japanese pursue their lifestyles. It is important and significant in showing not only how tourism and travel culture have little by little become part of present day people's lifestyle, but also how the cultural understanding created through its relevant representations and images. (Sylvie and Moon, 2009)

Generally, this is a rightly written and edited book about recent Japanese tourism and travel culture with an historical perspective. Therefore, this book is important to both researchers and students who are interested in history of tourism and Japanese studies.

Kang and Okamoto's (2014) paper examine the effect of service quality on customer satisfaction and customer behavioral intentions at hotels and ryokan. The survey conducted from August 10, 2003 to September 20, 2003 from the 3500 questionnaire administered, 754 usable responses obtained. In this research guests three hotels and four ryokan have been answered to the questionnaire. Service quality which realized by customer, influence to customer satisfaction and customer behavior. Depending on the type of accommodation strong evidence of service quality perceived by guest. The most powerful impact on customer satisfaction and customer behavioral intention was "physical aspect" among service quality factors. Second ranked service quality factors was "Creativeness", next two was "unexpected service" and "encounter performance". (Kang and Okamoto, 2014)

The results of this research show us that the service quality factors most strongly affecting customer satisfaction are outcome are dimension factors. The most importance of this study that authors carried out correlation analysis of relationship between overall satisfaction and word mouth and repurchasing intention, as well as establish he direction of this relationship.

High overall satisfaction was associated with high word of mouth and purchasing intention variables.

## **2.5 Effectiveness of Survey to identify the problems**

Online survey tools was important on this research since survey supposed to conduct among foreigners who have been in Uzbekistan and stayed at the hotels.

The usual "paper" survey in electronic forms has a major advantage: they allow to save time on collecting, processing data and gives you the opportunity to access the survey results when you need it.

Some examples of why we can use this method of feedback at the school level and at the level of a particular class:

- To organize events (planning, receiving feedback from participants during the meeting and after);
- To collect individual information about customer, guests;
- To resolve issues with parents, friends, coworkers, customers, society;
- To resolve issues within the team, company, organization;
- To test knowledge in community or outside the community;
- To include people in the discussion; (Kate, 2016)

Eugene (201) has written an instructive article about what Survey Monkey and how to use it. Of course, it is not only about general information of the tool but also about limitations and prices, when it can be use and what the risks are.

Survey Monkey (or other online survey tools) is the one of the important tool what I am going to use on conducting my own survey. It is very convenient to questionnaire among



many people and doing statistic after survey done. Nowadays everyone knows about Survey Monkey, but in 2012, no everyone knew about the tool and author has done great job. Eugene Waclawski (2012)

This research takes a review of the functionality of online assessment tools from a practitioner's position. Basic facilities of these tools are explaining as well as a comparative review of several online tools. The paper include many guidelines for making own decision about which online tools should choose. In order to helping to facilitate high-quality assessment, author provides discussion about advantages and disadvantages of online tools. (Rose and Bogue 2006)

## **2.6 Conclusion**

The purpose of this review was to view the approach of the other researchers towards service problem in hotel, current situation of Uzbek tourism, attitudes of hotels in Japan to service quality and importance of online survey tools in research. During the searching of the works that have done on service problem in hotel industry I have been realized that during the past 20 years academic researchers are numerous and have done too many significant works. There is no doubt about remarkable approach of Japanese people to provide service. Important to know Japanese tourism, its history and current situation when your study related with Tourism of Japan. There can be find too many researchers who studied service problem of they own country that have encouraged me to study my country with pleasure. There are very less works about tourism in Uzbekistan, not to mention more about critical researches in order to be aware about problems of Uzbek tourism. Many papers studied problems of Uzbek tourism, lack of efficiency and criticized it. There are

too many recommendations, samples that can be appropriate for further implementation in Uzbekistan, but no concrete proposal, no information about specific action and the ways to solve the problems.

## CHAPTER TREE: DATA ANALYSIS

### 3.1 Analysis of negative online customer comments

A room in the hotel will be your second home when you are working away from home or on vacation. That is why you will look for a hotel on your preference that will satisfy your desire. Through the using booking web sites, you can choose accommodation with all the facilities to make your stay the most comfortable, lowest price and big attraction close by. These Booking web sites will be a virtual travel agents to help you categorize and to make a chose among a multiple of choices. Besides, you can observe of online customer reviews (electronic word-of-mouth (eWOM)) to know more about hotel through the customer's opinions, which are wrote from their experience.

Nowadays, such booking websites are a lot, and the most used and well-known web sites around the world are Booking.com, TripAdvisor, Expedia.com, Agoda.com. As mentioned above that inbound tourism in Japan is well-developed, and Japanese inbound tourist more prefer another accommodation booking websites such Jalan, Rakuten, JTB etc. However, this research targeting in foreign tourist so using websites showed below more effective.

**Table #1 Most Popular Travel Websites, November 2016 – eBizMBA**

#	Web site	Monthly visitors by eBizMBA Rank	Registered Worldwide accommodations
1.	Booking.com	40,000,000	1078000
2	TripAdvisor	38,000,000	1100000
3	Expedia.com	25,000,000	510000
4	Agoda.com	11,000,000	940000

Through travel-websites showed above, most of the people book the accommodations in their destination of stay or most of customers write feedback about accommodation or at least rank their service without comment.

Analysis of online negative customer comment about two countries hotel industry observed based on four recent huge travel web sites, which are not only well known in the world but also most used web sites to book accommodations in Uzbekistan and Japan as well. Main purpose of the analysis of the negative customer comment is to find answers to the questions such “Do the both countries have same problem or not?” Do the solution of the problems and failures of Uzbekistan hotels can be found in Japan? Do there exists this problems? And of course to know in which service related failure should be focusing before conduct the survey.

**Table #2. Number of registered accommodations in travel websites**

#	Country	Booking.com	TripAdvisor	Expedia.com	Agoda.com
1.	Uzbekistan	179	115	54	203
2.	Japan	7556	18821	7226	17712

As showed in Table #2 number of registered accommodation in Uzbekistan less than 50 times than Japan accommodation registered. The reason is majority bookings of the hotels in Uzbekistan providing through the travel agencies and that is why not all hotels are registering in accommodation websites. Second reason is the number of hotels in Uzbekistan are few. If the number of hotels in Japan is more, it is possible to find solutions

to problems and failure with the service since there are more possibility that they are more likely to encounter problems with service.

**Tab #3. Number of analyzed negative customer’s reviews**

#	Country	Booking.com	TripAdvisor	Expedia.com	Agoda.com	Total
1.	Uzbekistan	119	263	47	71	<b>500</b>
2.	Japan	133	221	59	87	<b>500</b>

From four well-known websites among foreigner, was collected only negative comments that foreigners posted from their bad experience. 500 negative comment each about Uzbekistan and Japan hotels was documented into excel file and categorized into 7 main hotel standard services. On average, negative online comments amount to 5% of the total number of comments about hotels in Japan. In the case of Uzbekistan, the average number of negative commentators is 13% of the total number of comments. Here it is necessary to take in account above statistics about the number of registered hotels on booking websites.

**Table # 4 Sample of the documentation of collected negative customer comments**

①.	<b>Booking process</b>
②.	<b>Check in/out process</b>
③.	<b>Room</b>
④.	<b>Equipment</b>
⑤.	<b>Staff</b>
⑥.	<b>Service</b>
⑦.	<b>Price</b>

#	Online customer negative comment	Type of service failure	Country	Response from Hotel
1	<p>“The most rude staff ever”</p> <p>Good location, good facilities, terrible food and most shocking is appalling attitude of the management. Terrible. Hotel used to belong to English man but it isn't anymore unfortunately. Lost its charm, welcoming atmosphere and all good things.</p>	⑤⑥	Russia	Yes
2	<p>“Over rated and over priced”</p> <p>First, the positives: a good breakfast in a beautiful old room, served by the genuinely lovely female staff, and a spacious room with a modern bathroom. On the downside, the interior decor of the rooms is poor and really detracts, featuring amateurish recreated paintings more appropriate for a youth hostel than an expensive boutique hotel, and reception staff that while very energetic feel less than genuine and are on the lookout for opportunities to earn. The wifi was also poor. As a package, I felt it was overrated and over priced (and we'd negotiated a significant discount...). Frankly, I'm a little surprised there's not more balance in the tripadvisor reviews</p>	⑦⑤④	Thailand	Not
3	<p>"Warning all the same."</p> <p>Well agree on the starting price and the currency used. Otherwise, risk big fat bumps. The lovely decor hides some misery, breakfast is ok but not better than any other hotel we have stayed in. Benefit not in relation to the price required.</p>	⑦	France	Not

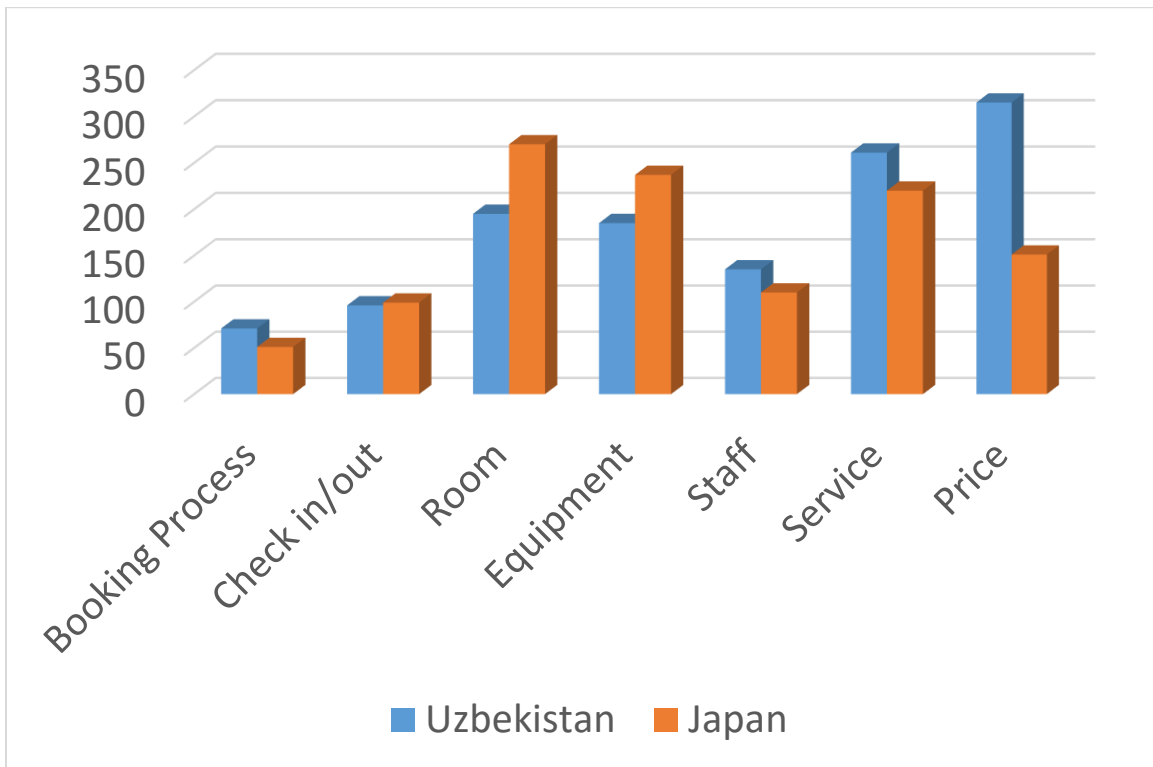
As showed in Table #4 negative comment from one foreign tourist may include in several category. It depends on the content of the comments, after reading the comments, content are carefully studied, then it is sorted out in which category they relate, in which categories of guest complaints are appropriate.

**Table #5 Categorization of negative comments**

#	Service	Negative reviews	
		Uzbekistan	Japan
1	Booking process	71 (14%)	55 (11%)
2	Check-in/out process	96 (19%)	99 (20%)
3	Room	195 (39%)	270 (54%)
4	Equipment	185 (37%)	237 (47%)
5	Staff	135 (27%)	110 (22%)
6	Service	261 (52%)	220 (44%)
7	Price	315 (63%)	151 (30%)
<b>Total customer negative comments</b>		<b>500</b>	<b>500</b>

By categorization of the negative customer comments, we can see that both countries have same problem, numbers are larger depends on the category.

**Figure #1 Comparison of categorized negative customer comment about hotels of Uzbekistan and Japan.**



Based on figure #1 we can see that, in case of Uzbekistan number is larger than Japan in “Booking”, “Staff”, “Service”, ”Price” categories, in case of Japan “Check in/out” , “Room”, “Equipment” category.

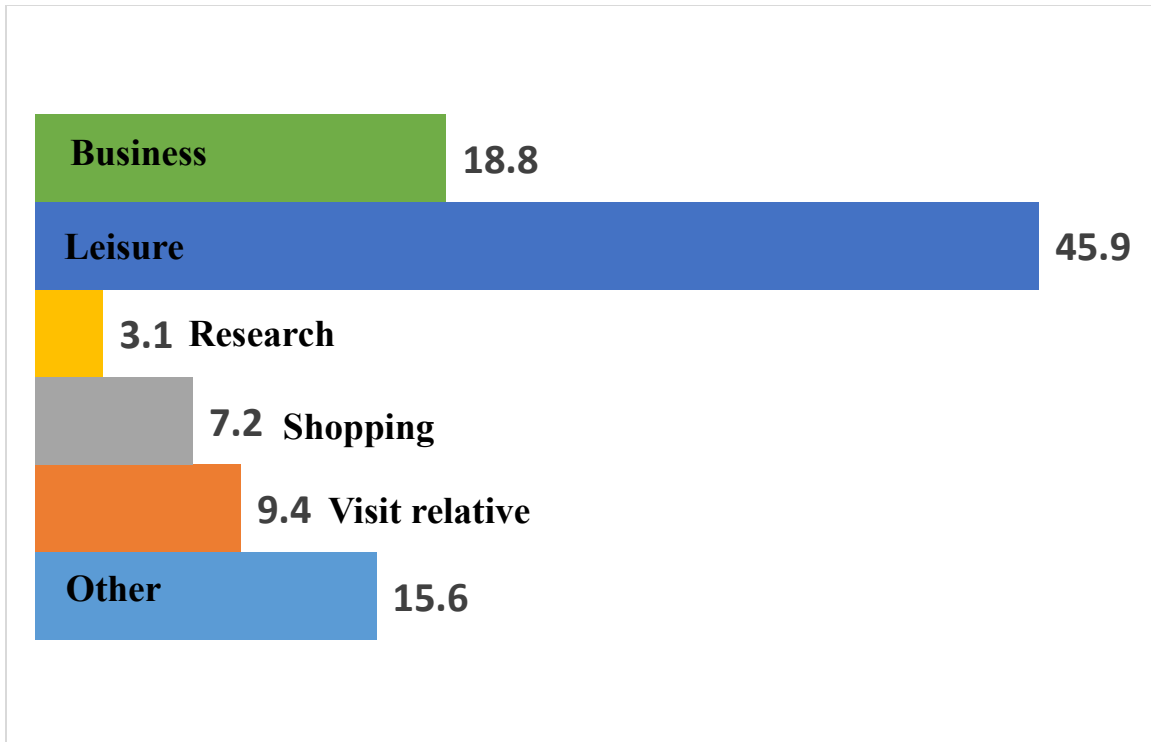
This analysis has given us much benefit in terms of studying the problems with the service and given us acquainted with the problems in more detail and gave us a lot of information and statistics about exactly what problems are happening in hotels of Uzbekistan. Based on this information’s and statistics, the questions of a survey were created and survey conducted among foreign students.



### 3.2 Examination of foreign tourist opinion

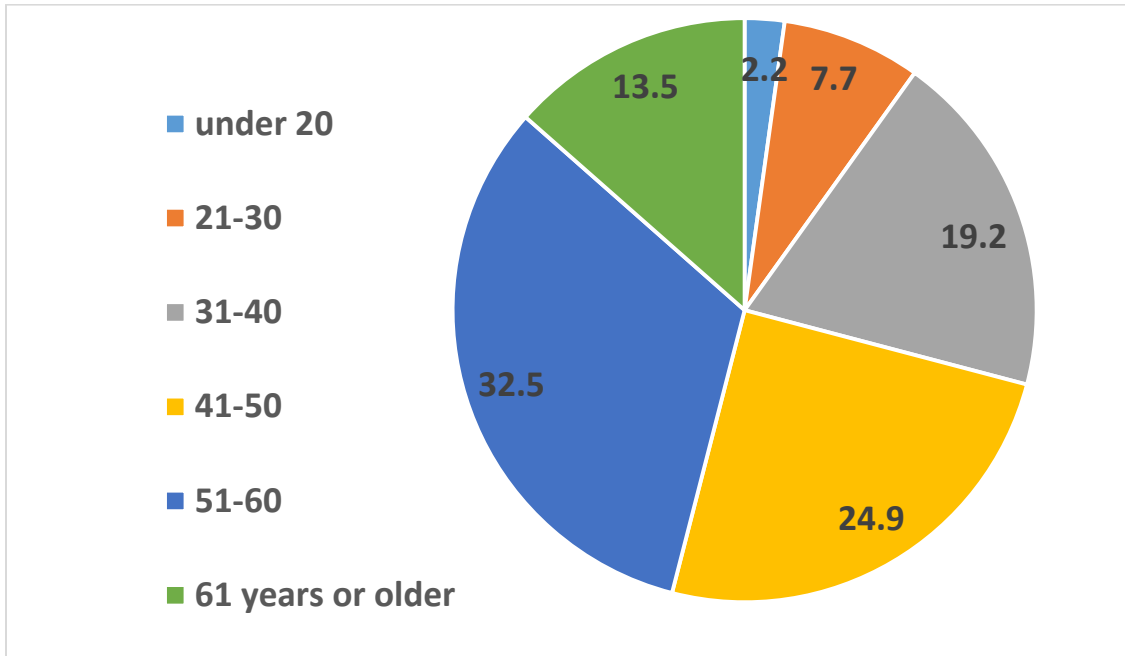
In order to know opinion of foreign tourist about bad service, which they faced during, they stay in hotels of Uzbekistan, questionnaire was conducted among foreigner who have stayed in Uzbek hotels at least one night.

**Figure #2 Purpose of the visit**



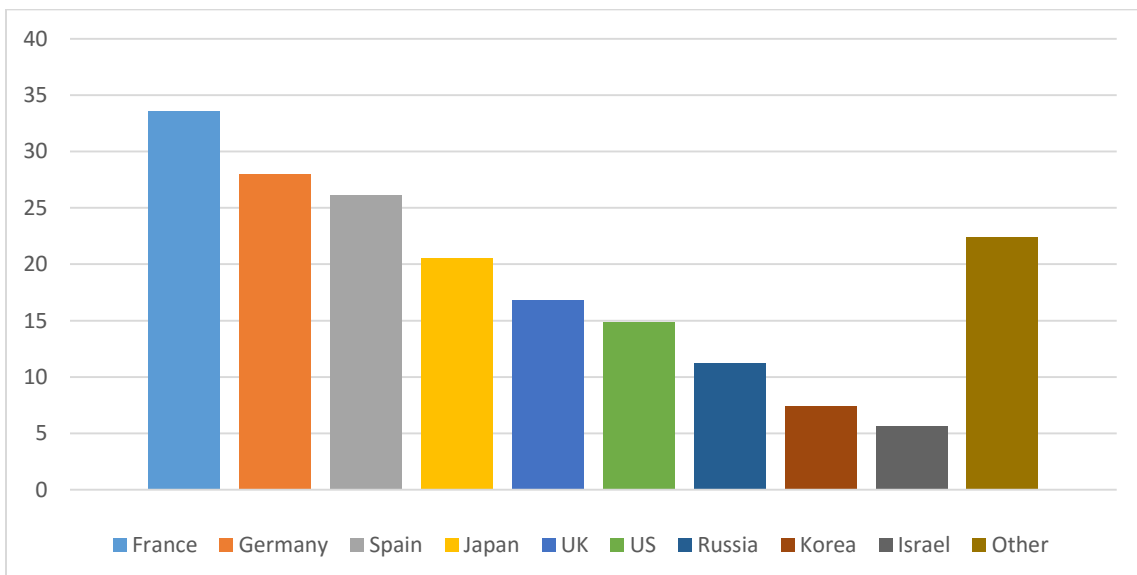
Purpose of the respondents visit are showing that majority of the travelers come to Uzbekistan for leisure. Second purpose is business travel and third is visit relatives. It should be take into account that Uzbekistan seeking to improve MISE tourism, through the organizing international conference, exhibition etc. in order to attract investors and other stakeholders. Many travelers coming to Uzbekistan from neighbor countries to visit relatives so it is a valuable number from total arrival to the country.

**Figure # 3 Age of respondents**



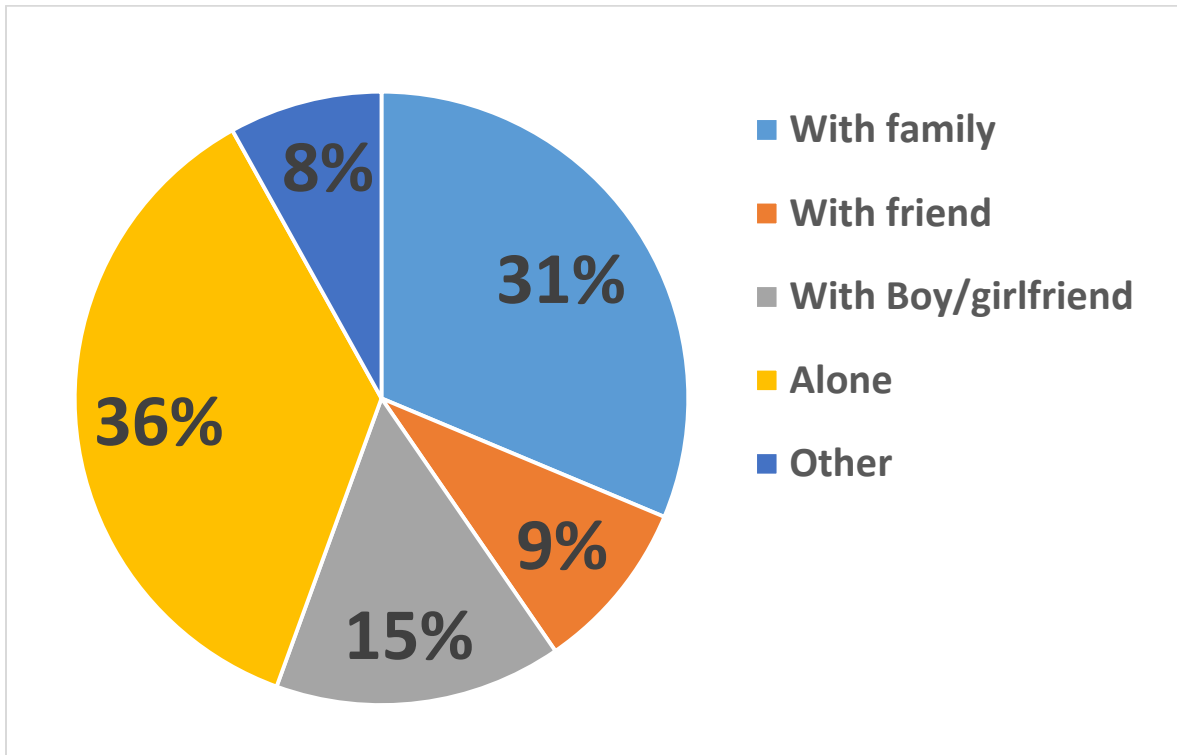
Statistics of the National Company “Uzbektourism” in 2015 announced result that 40% of the Uzbekistan tourism flows are tourist aged over 50 years old. Questionnaire result also showing us that more than 60% of the respondent are over 41 years old.

**Figure #4 Country of respondents**



Results in the figure #4 showing us that majority of the tourist visiting Uzbekistan from Europe. Service providing in the hotels should be in the level of European class.

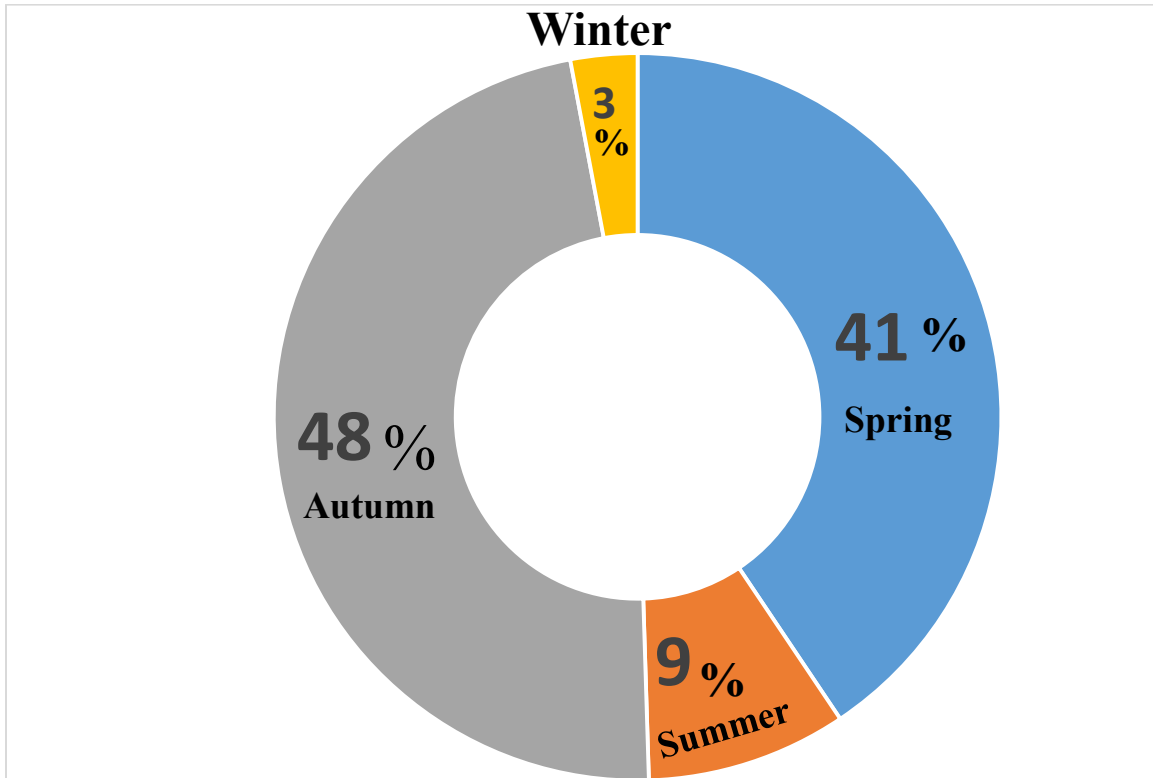
**Figure #5 Travel companions**



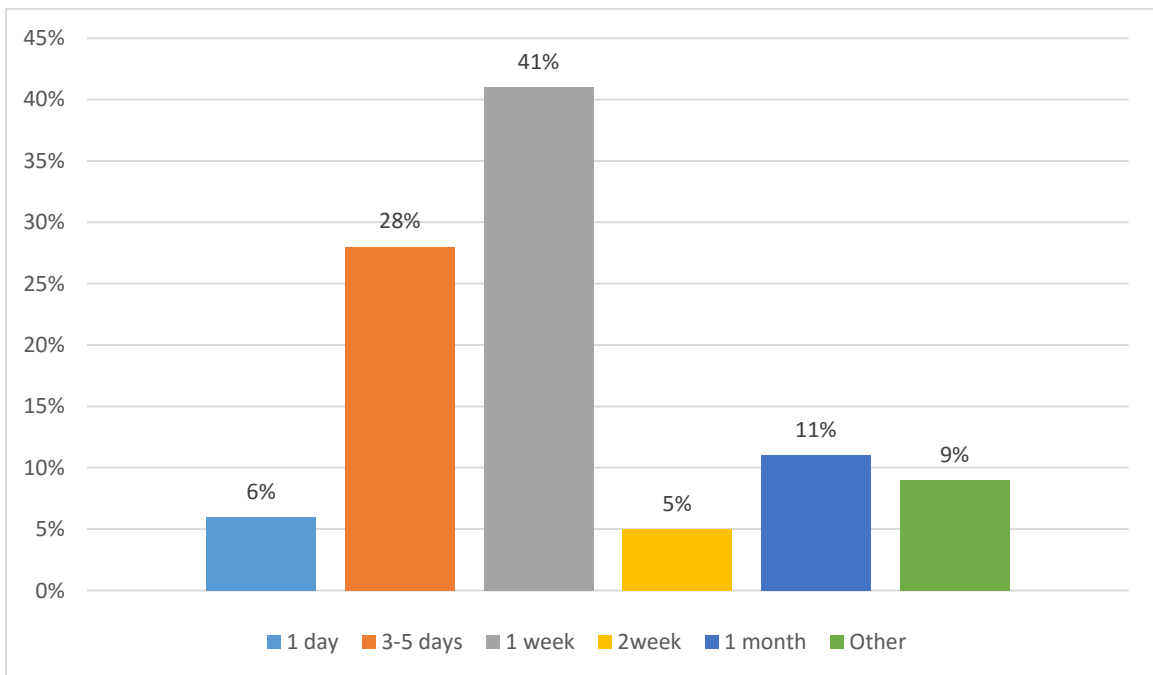
According to questionnaire results most of the travelers visiting Uzbekistan with family or alone.

During the spring and autumn, the largest flow of tourists is visited by Uzbekistan. In summer and winter, very few tourists visit Uzbekistan because of the weather conditions. Because in Uzbekistan it is very hot in summer and cold in winter. Of course, there are a lot of resources in Uzbekistan for the promotion of tourism in summer and winter, but this is still under development. Therefore, in summer and winter time, the historical tourist part of the city is empty and shops and restaurants are closed due to off-season.

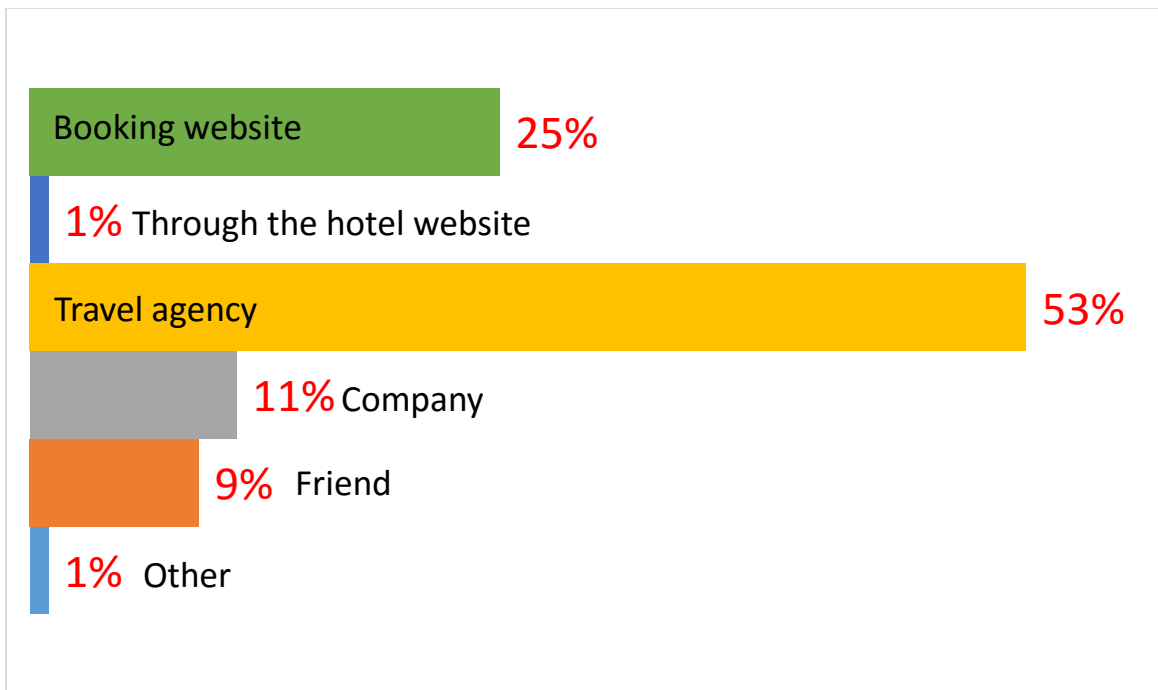
**Figure # 6 Season of the visit**



**Figure #7 Duration of the visit**



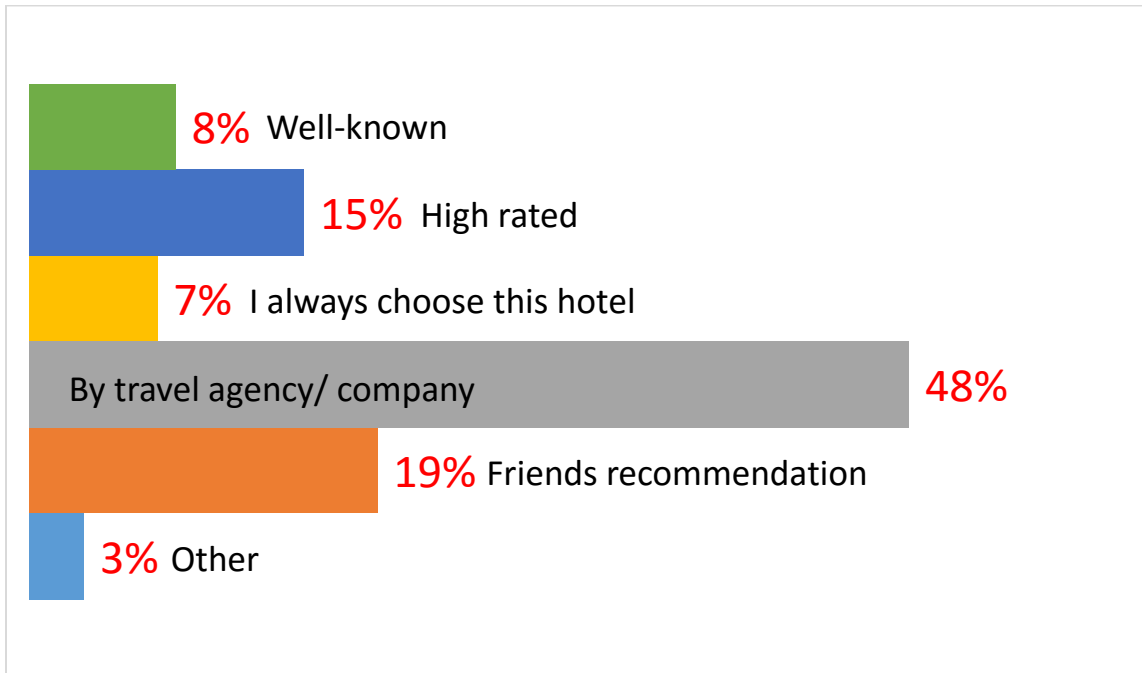
**Figure #8 Types of hotel reservation**



Part of the questionnaire on the types of hotel booking showed the result that more than half of the respondents booked a room in the hotel through a travel company. 25% of the respondents booked the room in the hotel through booking websites.

To the question “What is the reason of the hotels choice?” almost half of the respondents answered that it was chosen by travel agency or working company. Secondly ranked choice in Figure #9 is friends recommendation. Most of the travelers who visiting Uzbekistan with reason to visit relatives, which is coming from neighbor countries choosing hotel by friend’s recommendation.

**Figure #9. The reason of the hotel choice**



**Figure # 10 Category of the service failure**

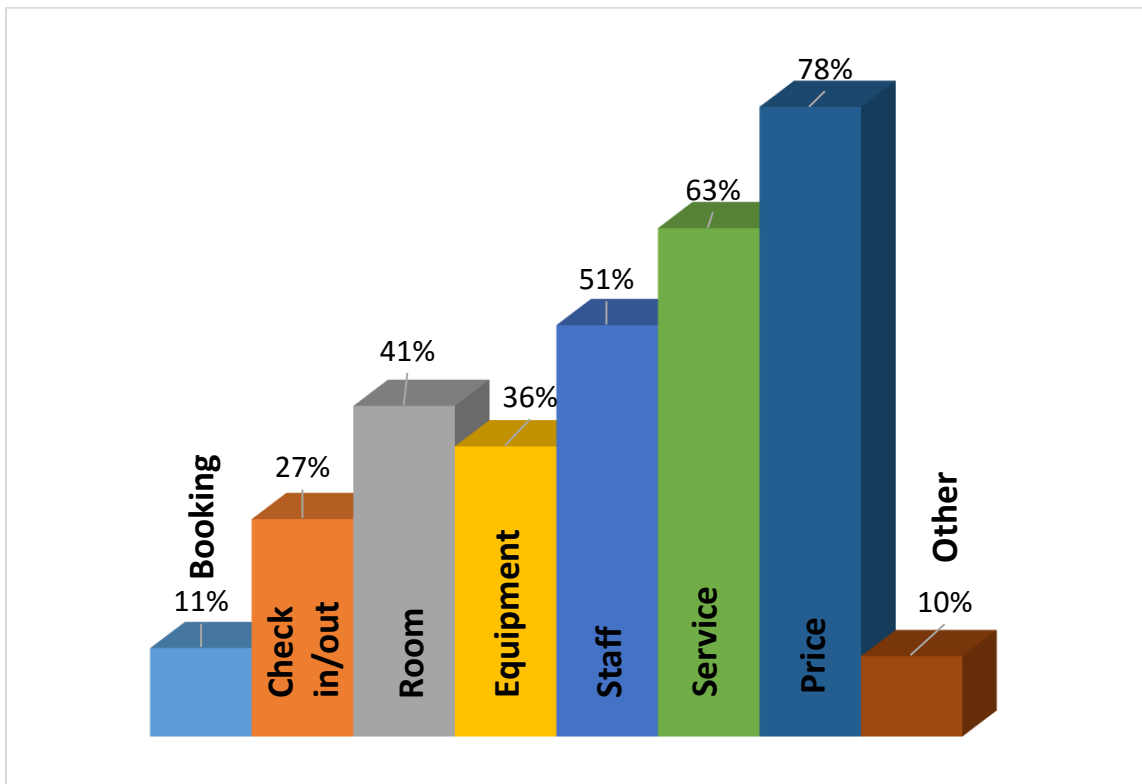


Figure #10 shows in which category tourists meet with a problem in the hotel. If we compare it with the results of the analysis of negative customer comment numbers are larger when it comes in “Price” “Service”, “Staff”. Detailed content of the service failure category showed in the table #6 below.

**Table # 6. Detailed content of the service failure categories**

①.	<b>Booking (11%)</b>	Late response (78%)
		No confirmation (22%)
②.	<b>Check in / out (27%)</b>	Payment with credit card not available (72%)
		Receptionist not affable (56%)
		Takes a lot of time (21%)
③.	<b>Room (41%)</b>	Not clean (dirty, dusty, bad smell) (61%)
		Bad design (43%)
		Noisy (52%)
④.	<b>Equipment (36%)</b>	No (hot) water (42%)
		Bad mattress (bed) (48%)
		Bad location of inventories (34%)
⑤.	<b>Staff (51%)</b>	Bad (rude, shady, not friendly, not helpfull) staff (69%)
		Unexperienced staff (31%)
		Can't speak English (46%)
		Without uniform (31%)
⑥.	<b>Service (63%)</b>	Poor breakfast (65%)
		Bad Internet (slow Wi-Fi, no internet) (87%)
		Bad hospitality (34%)
⑦.	<b>Price (78%)</b>	Overpriced (69%)
		High exchange rate (78%)
		Additional service were expensive (45%)
	<b>Other</b>	GYM and swimming facilities was poor
		Not sure on fire-escape route

The results of the questionnaire made it possible to clearly identify the existing problems with the service in hotels in Uzbekistan. Prior to the interview with hotel managers, the most frequently encountered problems that most foreign tourists faced during their visit to Uzbekistan were selected. After a clear definition of the problems, it was clear on what issues and problems one should ask solutions during the interview



### **3.3 Field research: to finding solution of the problem**

In order to determine the problems and failures in Hotel Industry of Uzbekistan, it has done 2-research works: one is collection and characterization of the online negative customer reviews in the accommodation web sites, second is questionnaire among the foreigners who have been in Uzbekistan and at least stayed one night in the hotel. The third step was about an in-depth interview with hotel managers and it was conducted during the field research.

Field research consisted three types of data gathering methods: qualitative interview, direct observation and participant observation activity. Data gathering mainly based on a prearranged interview with respondents. Fieldwork conducted in Kansai area (Osaka, Kyoto, and Nara) and in Hiroshima. During the field research interview was conducted with 8 hotel managers.

- 1) Kyoto: Kyoto Plaza Hotel
- 2) Nara: Nara Fujita Hotel
- 3) Osaka: Rihga Royal Hotel, Daiwa Roynet Hotel, Mitsui Garden Hotel, Cityroute hotel
- 4) Hiroshima: Ana Crowne Hotel

After appointment was scheduled, pre-arranged questions was sent to the hotel managers in order to introduce the interview content to them. Main purpose of the field research was to find solutions and ways to prevent service related failures. During the in-depth interview with hotel managers, conversation focused mainly on a specific topic, which consists of questions about preliminarily identified service related failures that are

often found in Uzbekistan hotels. The main aim was to obtain beneficial information that can be suitable for solving service failures and making use of it in Uzbekistan hotels. After questions interview smoothly proceed to the discussion, which conducted in order to get more ideas and advice based on respondent's experiences. Discussion was in a free manner in order for the respondent to have a chance to express their ideas and advice based on their experiences. The whole process of the interview recorded on an audio recorder with pre-authorization taken. In field research not only an interview was conducted but also was carried out independent research which include an observation of service provision as a customer and comprehensive analysis of the hotel (location, proceeds and stats). In order to evaluate hotel services, staff and customers was observed, how well rooms are equipped was evaluated and looked up for special approaches to the service. Data was gathered primarily through close visual inspection of a natural setting.

**Table # 8. Service failure divided into two part**

<b>Can be found solution in Japan</b>	<b>Cannot be found solution in Japan</b>
Receptionist not affable	Late response to mail
Reception process takes a lot of time	No confirmation mail
Not clean	Payment with credit card not available
Bad design	No (hot) water
Noisy	Unexperienced staff
Bad mattress (bed)	Staff was without uniform

Bad (rude, shady, not friendly, not helpfull) staff	Internet
Can't speak English	High exchange rate
Poor breakfast	Additional service were expensive
Overpriced	

Service related problems and failures that cannot be found solutions in Japan occur because of the following reasons that formed from political condition of the country.

- Problems with currency conversion
- Do not use IT technologies and programming to simplify the work with the reservation,
- Lack of ATMs
- Bad functioning of the banking system
- Lack of qualification courses for the education of new personnel
- Hire the right number of employees
- Slow and bad quality of internet
- Lack of training courses in Tourism and Hospitality industry
- Bad management in the peak of the tourist season

**Table # 9 Solution of the service related problems**

	<b>Can be found solution in Japan</b>	<b>Solutions, advices and recommendation from hotel managers</b>
--	---------------------------------------	--

①.	Receptionist not affable	On the job training course, refresh day off
②.	Reception process takes a lot of time	IT system, Establish a sequence of work
③.	Not clean	Special offer, Apology
④.	Bad design	Periodic hotel repair, Harmony of design with the ideology and logo of the hotel
⑤.	Noisy	Special offer, Apology
⑥.	Bad mattress (bed)	Special offer, Apology
⑦.	Bad (rude, shady, not friendly, not helpful) staff	Apology, Providing adequate explanation, understandable explanation
⑧.	Can't speak English	English course for employees,
⑨.	Poor breakfast	Daily meeting with the kitchen staff, defining and checking the contents of the menu, consultation with chef
⑩.	Overpriced	Pricing management

Sufficient efforts has been done in order to achieve the goals in the field research. It was received a lot of information out of the mouth of qualified and experienced managers with great work experience. All managers are happy to share their experiences; they talked about a lot of incidents, problems, failures that happened them at the time of working in the hotel. Thereby, they was provided many cases that can be studied and learned lesson from it. Hotel managers gave a lot of recommendations to prevent and solve problems with hotel services in Uzbekistan, gave advice to find ways to provide the service that would be suitable for implementation in Uzbekistan.

## CHAPTER FOUR: DISCUSSION AND CONCLUSION

### 4.1 Summary

In general, the research work was productive in terms of familiarizing with service related problems, identifying clear service failure in Uzbekistan hotels with which foreign tourists often face, and more detailed acquaintance about tourists who visiting Uzbekistan. In addition, the study was fruitful in terms of collecting recommendations, solving problems from professional and experienced hotel managers. Below we will discuss about what hotel managers recommended that they following in the daily management of the hotels for further implementation in Uzbekistan.

- Staff training, English course

Human Resource Management has been hugely vital in the lodging business, when managing individuals, the fundamental necessity for the venture is to have great inside connections amongst administration and representatives. Staff preparing is a fundamental administration apparatus, it has many advantages, for example, abbreviates the review time, builds work adequacy, assists representatives and the organization itself with competing in the quick evolving condition, decreases harms and wastage. Staff preparing is a method for inspiring representatives, updating their aptitudes, extending their insight, get ready workers for self-improvement. To enhance the current circumstance needs time and it requires the co-operation of both administration group and representatives.

According to Japanese managers of the hotels staff training providing to the employee every day on the job training (OJT). Despite that they establishing staff training course in following cases:

- training when a new employee enters the organization;
- Training when moving an employee to another position or scope of work;
- training of employees in identifying poor performance of their professional duties;
- Developing training for managers and employees wishing to improve their professional qualifications;
- Training when changing the technology of work or the interaction of departments and structural units of the hotel enterprise.

Working in the hotel industry you will come across many types of travelers. Some will be business guests, others will be tourists and visitors. Many will speak a different language other than your own. Chances are, plenty of your guests will speak English. English courses for employees are paid in most cases by a company in Japan. After perfecting the language of employees leads to the development of an employee and a great benefit for the company.

Therefore, when Japanese hotel managers take an employee to work, pay attention more to the desire to work in the company rather than the language abilities.

- Apology

In the opinion of hotel managers, it is very important to establish rules for expressing an apology. According to managers, an apology is different from the type and level. An apology can be expressed directly to a guest, through email, through mail, as a gift, or special offers. Japanese hotel managers believe that with the help of the right apology you can achieve not only the elimination of the problem but also the complete satisfaction of the guest about the services of the hotel

- Learning customer complaint

Japanese managers believe that hotel guests objections are an important asset that can enable you to enhance the way your business works. A typical hotel business hears from only 4% of its dissatisfied guests. That implies every dissension may speak to various guests who feel a similar way yet didn't say it. That means every complaint may represent numerous guests who feel the same way but didn't reach out. One Japanese manager said that hotel guests who take the time to complain are really doing you a favor by telling you what went wrong for them with your product, service, or communication. The hotel administration carefully examines the source of the problem and how to solve or eliminate it. Every day, several meetings with employees are held and discussions are held about the complaints that have arisen and the results of its resolution.

- Collecting data of complain/ problem solved

Every Japanese hotels has its own data about compilation or problems. Some hotels keeping it in notes which is written by hand from employees, in some hotels it is registering in the computer. They dividing the problems into “Urgent” and “Mandatory” and every time it is checking its status by manager is the problem solved or not.

- Compensation

“The hotel administration not only has to apologize for the inconvenience in the hotel but also must correctly compensate for the provided poor services or the spoiled holiday of the guest,” said manager of the APA Hotel Hiroshima. All hotels have different types

of compensation depending on the kind of problems that arose. In general, compensation is provided by the hotel in the form of money, discounts, and additional services, Gratis, Coupon, Free upgrade, and free ancillary. For example:

- (a) providing the retailer's offering for free (gratis);
- (b) offering the customer an immediate, on-the-spot discount;
- (c) providing the customer with a coupon that would reduce the customer's cost in a future exchange; (d) providing a free upgrade to the customer (e.g., a better room);
- (e) providing free ancillary services (e.g., free use of the mini-bar).

- Strong recruitment process

Everyone knows that in Japan recruitment process is very tough not only in hotel industry but also in other industries. Hotel managers saying that it should be specifying recruitment process on the assumption of ideology, interest, and future vision of the hotel. Only those who really knows about hotel more and who show willingness to working in hotel can get job in this company. This process is important to hire employee who will show fruitful work in the hotels.

- Service recovery strategies

Every hotel manager had their own recovery strategies.

- Employee productivity

“One of the important thing in management of the employee productivity is measuring their productivity,” said Kyoto Plaza Hotel manager. "The ideal employee does not



exist, only its functions are performed," says the manager of the hotel Rihga Royal. However, this does not happen, since we work with ordinary living people, each of which is different, with their own convictions, views on life, etc. Therefore, it is not easy to make each of these people do what is required for the company. To motivate employees, the hotel administration uses the following measures.

- Financial consideration
  - Empowerment and responsibility
  - Awakening interest in work
  - Possibility of personal growth
  - Formation of organization loyalty
  - Forming the spirit of cooperation and corporate culture
  - Training
  - Participation in the affairs of the organization;
  - The prospect of acquiring new knowledge and skills;
  - Enrichment of the content of the work (providing more interesting work with the prospects of professional growth).
  - Creation of conditions conducive to the formation of professional pride, personal responsibility for work
  - Recognition (personal and public) (valuable gifts, diplomas, Honor Board, etc.).
  - Atmosphere of mutual respect, trust.
- 
- Providing adequate explanation, understandable explanation

Many hotel managers try to be sincere with guests to gain their trust and try to attract employees treats guests with respect and get friendly attitude.

The hotel industry of Japan is very developed and one of the most outstanding in the whole world. Japanese hotels differ with the quality of services, the variety of services, and individual approach of each guest. To achieve an outstanding result, years of work and experience are needed.

After 25 years of independence of Uzbekistan, tourism develops with very small steps. Therefore, for the development of tourism and its contribution, one of the tasks is to improve the quality of hotel services. For this, Uzbek hotels have a lot to learn from the more experienced and competitive Japanese hotel services market. For the further development of the service sector in Uzbekistan, the following items should initially be improved

- Establish service recovery plan
- Training Employee to handle complain
- Built IT system for faster booking activity
- The way to make customers happy
- Problems related with country policy

In conclusion, the answer to the questions like "What are the problems of the hotel service of Uzbekistan" and "what measures or solutions can be applied to eliminate or prevent to existing problems" can be clearly understood from the research result? The result of research can serve to further study of the service related problems and failures in Uzbekistan hotels

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