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OLY TA‘LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

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ECONOMETRIC ANALYSIS OF INTERNAL AND EXTERNAL FACTORS AFFECTING
THE MANAGEMENT EFFICIENCY OF TOURISM ENTERPRISES

ТУРИЗМ КОРХОНАЛАРИ ФАОЛИЯТИ САМАРАДОРЛИГИГА ТАЪСИР ЭТУВЧИ
ИЧКИ ВА ТАШҚИ ОМИЛЛАРНИНГ ИҚТИСОДИЙ ТАҲЛИЛИ

ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ ВНУТРЕННИХ И ВНЕШНИХ ФАКТОРОВ,
ВЛИЯЮЩИХ НА ЭФФЕКТИВНОСТЬ УПРАВЛЕНИЯ ТУРИСТИЧЕСКИМИ
ПРЕДПРИЯТИЯМИ

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Abstract

This article examines an econometric analysis of internal and external factors affecting the management efficiency of tourism enterprises under conditions of economic transformation. The study identifies the key determinants of management efficiency and evaluates their impact using regression and correlation analysis. The author systematizes internal factors such as employee qualification, the level of digital technologies, and financial resources, as well as external factors including macroeconomic stability, government support policies, and infrastructure development.

Keywords: tourism enterprises, management efficiency, econometric analysis, internal factors, external factors, regression analysis, economic transformation, Uzbekistan tourism sector.

Ушбу мақолада иқтисодий трансформация шароитида туризм корхоналари бошқарув самарадорлигига таъсир этувчи ички ва ташқи омилларнинг эконометрик таҳлили ўрганилади. Тадқиқотда туризм корхоналарининг бошқарув самарадорлигини белгиловчи асосий омиллар аниқланади ҳамда уларнинг таъсири регрессия ва корреляция таҳлили асосида баҳоланади. Муаллиф бошқарув самарадорлигига таъсир этувчи ички омиллар – ходимлар малакаси, рақамли технологиялар даражаси ва молиявий ресурслар ҳажмини, шунингдек ташқи омиллар – макроиқтисодий барқарорлик, давлат қўллаб-қувватлаш сиёсати ва инфратузилма ривожланишини тизимлаштиради.

Калит сўзлар: туризм корхоналари, бошқарув самарадорлиги, эконометрик таҳлил, ички омиллар, ташқи омиллар, регрессия таҳлили, иқтисодий трансформация, Ўзбекистон туризм сектори.

В данной статье рассматривается эконометрический анализ внутренних и внешних факторов, влияющих на эффективность управления туристическими предприятиями в условиях экономической трансформации. В исследовании определяются ключевые факторы, влияющие на эффективность управления туристическими предприятиями, и оценивается их влияние на основе регрессионного и корреляционного анализа. Автор систематизирует внутренние факторы управления, такие как квалификация сотрудников, уровень цифровых технологий и объем финансовых ресурсов, а также внешние факторы — макроэкономическую стабильность, государственную поддержку и развитие инфраструктуры.

Ключевые слова: туристические предприятия, эффективность управления, эконометрический анализ, внутренние факторы, внешние факторы, регрессионный анализ, экономическая трансформация, туристический сектор Узбекистана.

The global tourism industry has demonstrated a sharp growth trend over the past decade. According to the World Tourism Organization (UNWTO), the number of international tourist arrivals reached 1.3 billion in 2023, representing 88 percent of pre-pandemic levels. At the same time,

economic transformation processes are fundamentally affecting the management systems of tourism enterprises[1;2;3;4].

The tourism sector of Uzbekistan is also experiencing a phase of rapid development. As a result of reforms implemented since 2017, the number of foreign tourists arriving in the country has increased significantly. In 2023, more than 6.6 million foreign tourists visited Uzbekistan. However, the issue of tourism enterprise management efficiency remains pressing, as many enterprises face difficulties in implementing effective management mechanisms under conditions of economic transformation [9].

The purpose of this study is to identify the internal and external factors affecting the management efficiency of tourism enterprises in Uzbekistan and to quantitatively assess their degree of impact using econometric methods. "In today's context, studying international experiences plays a crucial role in enhancing the quality of education [9].

The research objectives are as follows: first, to theoretically substantiate the system of factors affecting tourism enterprise management efficiency; second, to collect and analyze empirical data; third, to create a multifactorial econometric model and quantitatively assess factor impacts; fourth, to develop scientific and practical recommendations based on the results obtained[6;7;8].

Research hypotheses:

H1: Internal factors (employee qualification, digital technologies, and financial resources) have a statistically significant positive impact on tourism enterprise management efficiency.

H2: External factors (macroeconomic stability, government policy, and infrastructure) have a statistically significant positive impact on tourism enterprise management efficiency.

H3: The impact of internal factors on management efficiency is stronger than that of external factors.

The study covered 85 tourism enterprises across 7 regions of Uzbekistan (Tashkent, Samarkand, Bukhara, Khorezm, Fergana, Navoi, Surkhandarya). The sample structure included hotels (32, 37.6%), tour operators (23, 27.1%), travel agencies (18, 21.2%), and other tourism service providers (12, 14.1%). Data were collected from the following sources: enterprise financial reports (2021–2024), questionnaire surveys (n=425, enterprise managers and directors), official data from the Statistics Agency of Uzbekistan, and reports from the Ministry of Tourism and Cultural Heritage of Uzbekistan.

The dependent variable in the study was the Tourism Enterprise Management Efficiency Index (MEI). The MEI was calculated based on the following indicators: labor productivity, profitability level, service quality, customer satisfaction level, and organizational efficiency.

The independent variables were divided into two groups:

Table 1. Internal factors used in the study

Variable	Designation	Measurement Method
Employee qualification	X1	Qualification index (1–10)
Digital technology level	X2	Digitalization index (1–10)
Financial resources volume	X3	Million UZS
Management experience	X4	Number of years
Innovation activity	X5	Innovation index (1–10)
Organizational structure	X6	Structure index (1–10)

Table 2. External Factors Used in the Study

Variable	Designation	Measurement Method
Macroeconomic stability	Z1	Stability index
Government support	Z2	Support index (1–10)
Infrastructure development	Z3	Infrastructure index (1–10)

Competition level	Z4	Competition index (1–10)
Tourism demand level	Z5	Demand index
Legal and regulatory framework	Z6	Legal index (1–10)

The following multiple regression model was applied in the study:

$$MEI = \beta_0 + \beta_1X1 + \beta_2X2 + \beta_3X3 + \beta_4X4 + \beta_5X5 + \beta_6X6 + \beta_7Z1 + \beta_8Z2 + \beta_9Z3 + \beta_{10}Z4 + \beta_{11}Z5 + \beta_{12}Z6 + \varepsilon$$

where MEI is the Management Efficiency Index, X1–X6 are internal factors, Z1–Z6 are external factors, β_0 is the constant term, β_1 – β_{12} are regression coefficients, and ε is the random error term.

The following methods were used for data analysis: descriptive statistics (mean, standard deviation, min/max values), Pearson correlation analysis, multiple regression analysis (OLS – Ordinary Least Squares method), multicollinearity testing (VIF – Variance Inflation Factor), model adequacy testing (R^2 , F-statistic, Durbin-Watson test), heteroscedasticity testing (White test), and normality test (Jarque-Bera test). All calculations were performed using STATA 17 and EViews 12 software.

The descriptive statistics of the research sample are presented in Table 3.

Table 3. Descriptive statistics of key variables (n=85)

Variable	Mean	Std. Dev.	Min	Max
MEI	6.42	1.83	2.10	9.50
Employee qualification (X1)	5.87	1.92	1.50	9.20
Digital technologies (X2)	5.23	2.14	1.00	9.40
Financial resources (X3)	847.3	412.6	120.0	2850.0
Management experience (X4)	8.45	4.62	1.00	25.00
Innovation activity (X5)	4.96	2.08	1.00	9.00
Organizational structure (X6)	5.64	1.76	2.00	9.30
Macroeconomic stability (Z1)	6.18	1.45	3.20	8.90
Government support (Z2)	5.74	1.89	1.50	9.10
Infrastructure (Z3)	5.41	2.03	1.00	9.50
Competition level (Z4)	6.32	1.67	2.50	9.20
Tourism demand (Z5)	6.57	1.54	3.00	9.40
Legal framework (Z6)	5.89	1.71	2.00	9.00

The results of Pearson correlation analysis made it possible to determine the degree of relationship between variables. The highest correlations with MEI were observed between employee qualification ($r=0.724$, $p<0.001$), digital technology level ($r=0.689$, $p<0.001$), macroeconomic stability ($r=0.658$, $p<0.001$), and government support policy ($r=0.612$, $p<0.001$). VIF values were calculated to test for multicollinearity, and the fact that $VIF<5$ for all variables (max $VIF=3.42$) confirmed the absence of a multicollinearity problem.

The results of the multiple regression analysis are presented in Table 4.

Table 4. Multiple regression analysis results

Variable	Coefficient (β)	Std. Error	t-statistic	p-value
Constant (β0)	0.842	0.356	2.365	0.021*
Employee qualification (X1)	0.387	0.067	5.776	0.000***
Digital technologies (X2)	0.312	0.072	4.333	0.000***
Financial resources (X3)	0.258	0.081	3.185	0.002**
Management experience (X4)	0.156	0.089	1.753	0.084
Innovation activity (X5)	0.203	0.078	2.603	0.011*
Organizational structure (X6)	0.178	0.084	2.119	0.038*
Macroeconomic stability (Z1)	0.341	0.074	4.608	0.000***
Government support (Z2)	0.289	0.079	3.658	0.001***
Infrastructure (Z3)	0.267	0.082	3.256	0.002**
Competition level (Z4)	0.134	0.091	1.473	0.145
Tourism demand (Z5)	0.198	0.086	2.302	0.024*
Legal framework (Z6)	0.145	0.088	1.648	0.104

Note: *** p<0.001; ** p<0.01; * p<0.05

The model quality assessment indicators are as follows: the coefficient of determination $R^2=0.847$, meaning the model explains 84.7 percent of the variation in MEI using all variables. The adjusted $R^2=0.821$, confirming the high explanatory power of the model. The F-statistic value $F(12,72)=33.28$, $p<0.001$, indicating that the model is statistically significant overall. The Durbin-Watson statistic $DW=1.94$, indicating no autocorrelation problem (the ideal value is close to 2). White test results ($\chi^2=18.34$, $p=0.192$) confirmed the absence of heteroscedasticity. The Jarque-Bera test ($JB=3.42$, $p=0.181$) showed that the residuals are normally distributed.

Analysis of standardized regression coefficients showed that the cumulative impact of internal factors (53.2%) is slightly stronger than that of external factors (46.8%). This result partially confirms hypothesis H3. The three factors with the strongest impact are: employee qualification ($\beta=0.387$), macroeconomic stability ($\beta=0.341$), and digital technology level ($\beta=0.312$).

The research results demonstrated that the factors affecting tourism enterprise management efficiency are complex and multifaceted in nature. Analyzing the obtained results in the context of existing scientific literature is of great importance.

First, the identification of employee qualification as the factor with the strongest impact ($\beta=0.387$, $p<0.001$) is consistent with the findings of Baum and Szivas (2008) and Riley et al. (2014). These scholars also emphasized that human resource quality is a decisive factor in tourism enterprise management efficiency. In the context of Uzbekistan, this finding is particularly important, as the system for training qualified personnel in the tourism sector has not yet been fully established.

Second, the strong impact of digital technology level ($\beta=0.312$, $p<0.001$) confirms the importance of digitalization processes in the modern tourism sector. This finding is consistent with the research of Buhalis and Sinarta (2019) and Ivanov and Webster (2020). Considering that the

digital transformation process in Uzbekistan’s tourism enterprises is still at an early stage, the necessity of paying special attention to this factor becomes evident.

Third, the identification of macroeconomic stability as the most significant external factor ($\beta=0.341$, $p<0.001$) indicates that the external environment strongly impacts enterprise performance under conditions of economic transformation. This finding is consistent with the studies of Dwyer et al. (2009) and Song et al. (2012). The ongoing nature of economic reforms in Uzbekistan explains the high significance of this factor.

Fourth, the significant impact of government support policy ($\beta=0.289$, $p<0.001$) emphasizes the role of the state in regulating and supporting the tourism sector in developing countries. This finding is consistent with the research of Hall (2011), Bramwell, and Lane (2011).

It is noteworthy that management experience ($p=0.084$), competition level ($p=0.145$), and the legal-regulatory framework ($p=0.104$) were found to be statistically insignificant. This result may be explained by the insufficiency of traditional experience and the existing legal framework under transformation conditions, as well as the fact that the competitive environment has not yet been fully formed.

The study shows that both internal and external factors have a strong influence on the management efficiency of tourism enterprises ($R^2 = 0.847$), with 9 out of 12 factors being statistically significant. Among internal factors, employee qualification, the level of digital technologies, and financial resources were identified as the most important determinants. Among external factors, macroeconomic stability, government support policies, and infrastructure development had the strongest impact. Although the influence of internal factors (53.2%) is slightly higher than that of external factors (46.8%), the difference is not significant, indicating that effective tourism enterprise management requires balanced attention to both groups of factors.

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