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FROM AUTOMATION TO STANDARDIZATION: OPERATIONS MANAGEMENT CHALLENGES IN UZBEKISTAN'S HOSPITALITY SECTOR

Asal Kadirova

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Abstract. In recent years, the hospitality industry in Uzbekistan has experienced significant growth, particularly over the last decade, as international tourism has surged since the liberalization reforms of 2016 and reached unprecedented levels in 2025. This growth has been accompanied by substantial investment in digital and automated operational tools, such as property management systems, online booking engines, self-service kiosks, and artificial intelligence-enabled guest communication; however, formal service standardization has lagged behind. This paper explores the implications of this imbalance for operations management.

The study was conducted in Samarkand, Bukhara, and Tashkent using a structured survey of hospitality operations managers (n = 124) and fifteen semi-structured interviews. It examines the level of automation, the extent to which service standards are documented and enforced, and the operational challenges that managers associate with different levels of automation and standardization. The resulting automation–standardization quadrants are described, with enterprises reporting the greatest number of operational challenges in the high-automation–low-standardization quadrant and the fewest operational challenges in the high-standardization–low-automation quadrant. This demonstrates that standardization, rather than the level of automation alone, can serve as a means of reducing operational friction.

Themes emerging from the thematic analysis of interview data include role ambiguity, inadequate retraining, intergenerational staff resistance, and the absence of enforced national classification standards. The paper presents an Automation–Standardization Alignment Matrix as a diagnostic and planning tool for operations managers in the hospitality sector and provides policy recommendations for Uzbekistan's tourism development strategy. The results contribute to the body of operations management research on technology adoption in service industries of transitional economies and provide valuable recommendations for hoteliers, hospitality education institutions, and tourism policymakers.

Keywords: hospitality operations management, automation, service standardization, standard operating procedures, tourism industry, digital transformation, Uzbekistan.

Annotatsiya. So'nggi yillarda O'zbekiston mehmondo'stlik sanoati, ayniqsa, so'nggi o'n yillik davomida sezilarli o'sishni namoyon etdi. 2016-yildan boshlangan liberallashtirish islohotlaridan so'ng xalqaro turizm jadal rivojlanib, 2025-yilda misli ko'rilmagan darajaga yetdi. Mazkur o'sish mulkni boshqarish tizimlari, onlayn bron qilish tizimlari, o'z-o'ziga xizmat ko'rsatish kiosklari hamda sun'iy intellekt asosidagi mehmonlar bilan aloqa vositalari kabi raqamli va avtomatlashtirilgan operatsion vositalarga katta miqdorda investitsiyalar kiritilishi bilan birga kechdi. Biroq xizmat ko'rsatishni rasmiy standartlashtirish jarayoni nisbatan ortda qolmoqda. Ushbu maqolada mazkur nomutanosiblikning operatsion boshqaruvga ta'siri o'rganiladi.

Tadqiqot Samarqand, Buxoro va Toshkent shaharlarida mehmondo'stlik sohasi operatsion menejerlari o'rtasida o'tkazilgan strukturaviy so'rovnoma (n = 124) hamda o'n beshta yarim tuzilmaviy intervyu asosida amalga oshirildi. Tadqiqotda avtomatlashtirish darajasi, xizmat ko'rsatish standartlarining hujjatlashtirilishi va amalda qo'llanish darajasi, shuningdek, menejerlar avtomatlashtirish va standartlashtirishning turli darajalari bilan bog'laydigan operatsion muammolar o'rganildi. Olingan natijalar asosida "avtomatlashtirish–standartlashtirish" kvadrantlari shakllantirildi. Korxonalar eng ko'p operatsion muammolar yuqori avtomatlashtirish va past standartlashtirish darajasiga ega kvadrantda kuzatilishini, eng kam operatsion muammolar esa yuqori standartlashtirish va past avtomatlashtirish darajasiga ega kvadrantda mavjudligini qayd etdilar. Bu holat operatsion qiyinchiliklarni kamaytirishda faqat avtomatlashtirish darajasi emas, balki standartlashtirish ham muhim vosita ekanligini ko'rsatadi.

Intervyu ma'lumotlarining tematik tahlili natijasida vazifalar va rollarning noaniqligi, xodimlarni qayta tayyorlashning yetarli emasligi, turli avlod vakillari bo'lgan xodimlarning o'zgarishlarga qarshiligi hamda tasniflash bo'yicha majburiy milliy standartlarning mavjud emasligi kabi asosiy muammolar aniqlandi. Maqolada mehmondo'stlik sohasi operatsion menejerlari uchun diagnostika va rejalashtirish vositasi sifatida **Avtomatlashtirish–standartlashtirish muvofiqligi matritsasi (Automation–Standardization Alignment Matrix)** taklif etiladi hamda O'zbekiston turizmini rivojlantirish strategiyasini takomillashtirish bo'yicha tavsiyalar beriladi. Tadqiqot natijalari o'tish iqtisodiyotiga ega mamlakatlarning xizmat ko'rsatish sohalarida texnologiyalarni joriy etishga bag'ishlangan operatsion menejment bo'yicha ilmiy tadqiqotlarni boyitadi hamda



mehmonxona sohasi vakillari, mehmondo'stlik yo'nalishidagi ta'lim muassasalari va turizm siyosatini ishlab chiquvchilar uchun amaliy tavsiyalar beradi.

Kalit so'zlar: mehmondo'stlik sohasida operatsion menejment, avtomatlashtirish, xizmat ko'rsatishni standartlashtirish, standart operatsion tartib-taomillar, turizm sanoati, raqamli transformatsiya, O'zbekiston.

Аннотация. В последние годы индустрия гостеприимства Узбекистана демонстрирует значительный рост, особенно в течение последнего десятилетия, поскольку после реформ по либерализации, начатых в 2016 году, международный туризм существенно активизировался и в 2025 году достиг беспрецедентного уровня. Этот рост сопровождался значительными инвестициями в цифровые и автоматизированные инструменты управления операционной деятельностью, такие как системы управления гостиничной собственностью, онлайн-системы бронирования, киоски самообслуживания и средства коммуникации с гостями на основе искусственного интеллекта. Однако формальная стандартизация обслуживания развивалась более медленными темпами. В данной статье исследуются последствия такого дисбаланса для управления операционной деятельностью.

Исследование было проведено в Самарканде, Бухаре и Ташкенте с использованием структурированного опроса менеджеров по операционной деятельности предприятий индустрии гостеприимства ($n = 124$), а также пятнадцати полуструктурированных интервью. В исследовании рассматриваются уровень автоматизации, степень документирования и практического применения стандартов обслуживания, а также операционные проблемы, которые менеджеры связывают с различными уровнями автоматизации и стандартизации. На основе полученных результатов сформированы квадранты «автоматизация–стандартизация». Наибольшее количество операционных проблем отмечено предприятиями, относящимися к квадранту с высоким уровнем автоматизации и низким уровнем стандартизации, тогда как наименьшее количество таких проблем выявлено в квадранте с высоким уровнем стандартизации и низким уровнем автоматизации. Это свидетельствует о том, что стандартизация, а не только уровень автоматизации, может выступать средством снижения операционных затруднений.

В результате тематического анализа данных интервью были выявлены такие основные проблемы, как неопределённость должностных ролей, недостаточная переподготовка персонала, сопротивление сотрудников разных поколений изменениям и отсутствие обязательных национальных стандартов классификации. В статье предлагается Матрица согласования автоматизации и стандартизации (Automation–Standardization Alignment Matrix) в качестве диагностического и планового инструмента для менеджеров по операционной деятельности в сфере гостеприимства, а также представлены рекомендации по совершенствованию стратегии развития туризма Узбекистана. Полученные результаты дополняют исследования в области операционного менеджмента, посвящённые внедрению технологий в сфере услуг стран с переходной экономикой, и содержат практические рекомендации для гостиничных предприятий, образовательных учреждений в сфере гостеприимства и разработчиков государственной политики в области туризма.

Ключевые слова: операционный менеджмент в сфере гостеприимства, автоматизация, стандартизация обслуживания, стандартные операционные процедуры, туристическая отрасль, цифровая трансформация, Узбекистан.

1. INTRODUCTION

The tourism industry in Uzbekistan has become one of the most dynamic sectors in the country's development as an emerging tourist destination over the last 10 years. International tourist arrivals have increased steadily since the beginning of visa liberalization and administrative reforms in 2016–2018, reaching 10.7 million by 2025, which is 73 percent higher than the 6.2 million recorded in 2019. Following the post-pandemic recovery, the country entered the top seven fastest-growing tourist destinations globally (IndexBox, 2025; Travel Tomorrow, 2025). The accommodation base has also expanded in parallel: according to national statistics, there are 6,861 accommodation establishments with around 184,000 beds, with 954 additional units opening in 2025 alone and approximately €1.4 billion invested in 421 tourism projects, including new five-star accommodation facilities operated under international brands such as JW Marriott, Swissôtel, DoubleTree by Hilton, and Azimut (IndexBox, 2025).

This expansion has provided significant commercial incentives for hospitality businesses to adopt digital and automated tools in their operations. Across hotels, guesthouses, and boutique properties in Samarkand, Bukhara, and Tashkent, property management systems (PMS), online distribution channels, keyless entry systems, and, increasingly, self-check-in kiosks are being implemented. At the recent industry event HORECA EXPO 2025 in Tashkent, more than 3,000 hospitality experts from around the world and over 100 exhibitors highlighted that, alongside the introduction of new technologies, the industry must also focus on improving service quality (Euronews, 2025).



However, operations management research has long distinguished the automation of a task from the standardization of a process. Automation is not necessarily a source of consistent service; it may simply shift the point at which inconsistency occurs (Levitt, 1972; Chinnaraj, 2023). This distinction is not always recognized in practice: companies—especially those operating in transitional and emerging hospitality markets—often purchase or lease digital tools before service standards, training procedures, and quality assurance processes have been formally documented and implemented. The result, as reported anecdotally by industry participants and increasingly confirmed in the broader literature on service automation, may be a fragmented guest experience in which digital touchpoints are efficient while human-delivered touchpoints remain inconsistent, or vice versa (Fusté-Forné & Jamal, 2021).

Although Uzbekistan provides a valuable example of rapid hospitality-sector expansion, there is limited empirical research exploring the operational challenges associated with automation and standardization and how these challenges emerge within the specific context of a transition economy. Most existing research on automation and hospitality comes from mature markets that already have uniform standards and franchise-based operating models (Spektor et al., 2023), where automation is therefore introduced into an already standardized operational environment. By contrast, Uzbekistan's hospitality industry is still developing, has a high proportion of independently owned establishments, and has an evolving national classification and certification system. In addition, the professional preparedness of the hospitality workforce for the simultaneous adoption of automation and standardization remains uneven.

This study addresses this research gap. It aims to: (1) define the level and scope of automation technologies used in Uzbekistan's hospitality industry; (2) determine the extent of service formalization in terms of documented standard operating procedures (SOPs), staff training, and quality certifications; (3) identify the operational management challenges arising from an imbalance between the use of automation and service formalization; and (4) propose a framework for diagnosing and addressing this imbalance by operations managers and policymakers in the hospitality industry. The study is guided by four research questions:

RQ1: What types of automation technologies have Uzbek hospitality enterprises adopted, and to what extent?

RQ2: To what extent are service standards formally documented and enforced in these enterprises?

RQ3: What managerial issues are associated with the relationship between automation and standardization?

RQ4: What organizational and contextual factors moderate the relationship between automation, standardization, and operational challenges?

LITERATURE REVIEW

2.1 Operations Management in Hospitality Services

The application of general operations management concepts in the service sector, such as capacity planning, process design, quality control, and personnel management, under conditions of the “simultaneous production and consumption” of services characteristic of the hospitality industry, is commonly referred to as operations management in hospitality (Chase & Aquilano, 1995). Unlike other industries, where consumers may notice differences in the quality of goods or services only after consumption, in hospitality the customer directly observes differences in the organization of the service process from the very beginning of the interaction. Therefore, process standardization becomes a key instrument of quality management in hospitality rather than merely a means of improving operational efficiency. Guest satisfaction depends not only on the content of the service provided but also on how it is delivered and how consistently service quality is maintained across different interactions, work shifts, and employees. The SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988) considers reliability and consistency of service to be important components of perceived service quality.

2.2 Automation and Digital Transformation of Operations in the Hospitality Industry

Automation in the hospitality industry covers both internal management systems, including property management systems, channel management systems, and revenue management systems, as well as self-service technologies used directly in interactions with guests, such as self-check-in kiosks, mobile keys, and chatbots. In recent years, these technologies have also been complemented by RAISA solutions based on robotics, artificial intelligence, and service automation (Chinnaraj, 2023). Following the COVID-19 pandemic, contactless technologies, including QR-code-based check-in and digital menus, have become part of everyday business practice rather than merely temporary public-health precautions (Chinnaraj, 2023). The benefits of automation in terms of reducing costs and errors and increasing employee productivity have been documented quite convincingly. Recent industry studies also regard automation and artificial intelligence as important factors



in post-pandemic recovery and in strengthening the competitiveness of the hospitality industry (NetSuite, 2025; Chinnaraj, 2023).

At the same time, the academic literature emphasizes that automation should not be regarded as a substitute for effective service design. Algorithmic management tools can alter the structure of frontline work by redistributing responsibilities and decision-making authority between managers and frontline employees, which in some cases may create uncertainty regarding accountability and decision-making powers (Spektor et al., 2023). As service environments become more dynamic due to the introduction of automation and robotics, employees' ability to engage in service improvisation and maintain service continuity under unforeseen circumstances depends on a combination of standardized service design, well-organized human-resource processes, automation, and robotics rather than on technology alone (Fusté-Forné & Jamal, 2021). Studies on the implementation of robotic process automation in the hospitality industry also support this view: a substantial share of implementation challenges is organizational rather than technical and is associated with integrating new technologies into existing processes and ensuring adequate staff preparation. This highlights the importance of accompanying technological change with effective change management and process standardization (RPA/ Blue Prism hospitality study, n.d.).

2.3 Standardization of Operations in the Service Sector

Standardization is the process of documenting, repeating, and unifying service processes, typically through standard operating procedures (SOPs), corporate operations manuals, or third-party quality certification such as ISO 9001. In his production-line approach to services, Levitt (1972) argued that services can be delivered with a level of process discipline comparable to that found in manufacturing, thereby making it possible to maintain consistent service quality on a larger scale.

In chain hotels and hotels operating under international brands, standardization is generally ensured through corporate manuals, operational checklists, mystery guest programmes, and certification procedures, after which automation is introduced into an already standardized operational system. In many independent and family-run establishments, which account for a substantial share of Uzbekistan's rapidly expanding accommodation sector, formal standards may still be in the process of being fully developed before automation is introduced. Even where such standards exist, they may not always be fully documented or uniformly applied across different shifts and departments.

2.4 The Relationship between Automation and Standardization: The Technology–Organization–Environment Approach

The conceptual foundation of this study is the Technology–Organization–Environment (TOE) framework developed by Tornatzky and Fleischer (1990). The TOE framework is dynamic in nature and is based on the assumption that the success of technology adoption is determined by three main groups of factors: the characteristics of the technology itself; the internal readiness of the adopting organization, including its organizational structure, processes, and human capital; and the external environment, including market competition, regulatory influences, and industry norms.

In the context of hospitality automation, the TOE approach suggests that the operational benefits of automation are determined not only by the characteristics of the technology itself but also, to a significant extent, by organizational readiness, particularly the existence of service standards that are documented, communicated to employees, reinforced through training, and consistently applied in practice. Where organizational standardization is still developing, automation may reveal existing inconsistencies rather than immediately eliminate them, because it removes certain points of manual intervention without necessarily resolving inconsistencies in other elements of the service process.

Based on this premise, the study develops a four-quadrant conceptual typology reflecting different combinations of automation level (high/low) and standardization level (high/low): the Integrated quadrant (high automation, high standardization), Fragmented Digital (high automation, low standardization), Manual Consistency (low automation, high standardization), and Traditional (low automation, low standardization). The central hypothesis tested empirically in this study is that enterprises classified within the Fragmented Digital quadrant may experience the greatest number of operational challenges because automation-related changes can advance more rapidly than the development of the organizational and process infrastructure required for their effective adoption and management.

2.5 Context: The Hospitality Industry of Uzbekistan

Uzbekistan's hospitality industry is developing dynamically as part of the broader expansion of the country's tourism sector. The years 2024 and 2025 were promoted as "Years of Tourism of Uzbekistan" in major tourist-generating markets, while national development strategies explicitly identify tourism as one of the important



areas of the country's medium- and long-term development (IndexBox, 2025; Travel and Tour World, 2025). The travel and tourism market is expected to maintain high annual growth rates through 2030, with the hotel segment representing the largest individual market within the industry structure (Statista, 2025).

This development is taking place alongside the continued improvement of the quality-assurance system. National hotel classification and certification mechanisms continue to be strengthened and professionalized. At the same time, institutional initiatives such as the International Tourism Academy established in Samarkand under the auspices of the United Nations World Tourism Organization contribute to the development of professional knowledge and service-related competencies (Travel and Tour World, 2025). The combination of rapid growth in hotel capacity and technology adoption with the continuing development of standardization mechanisms makes Uzbekistan a particularly relevant case for studying the relationship between automation and service standardization.

3. RESEARCH METHODOLOGY

3.1 Research Design

The study employed a sequential explanatory mixed-methods design (Creswell & Plano Clark, 2018), which involved conducting a quantitative survey phase followed by a qualitative explanatory phase using interviews to help explain and contextualize the quantitative findings. This design was chosen because the research questions required both a generalized measure of automation and standardization intensity within the sector (survey) and an understanding of how these factors manifest in operational processes and may lead to managerial challenges (interviews).

3.2 Sample

The quantitative sample consisted of 124 hospitality operations managers (general managers, front-office managers, or operations directors) from hotels, guesthouses, and boutique accommodations in Samarkand, Bukhara, and Tashkent. A stratified purposive sampling procedure was used, with stratification based on both official star rating (unclassified/guesthouse, 3-star, 4-star, and 5-star) and ownership type (independently owned/family-owned or chain-owned/internationally branded) to ensure representation of the wide range of ownership structures across the sector. A maximum variation sampling strategy was used for the managers who participated in the semi-structured interviews to ensure that the sample included a wide range of operational experiences. Fifteen managers representing the survey respondents were selected based on their responses to questions concerning operational classification, ownership type, and reported level of automation.

3.3 Instruments

The survey instrument consisted of four components: (1) enterprise characteristics (star classification, ownership type, size, and location); (2) an Automation Adoption Index comprising nine automation tools (property management system, online channel manager, dynamic pricing software, self-check-in kiosk, mobile/digital key, AI chatbot or virtual concierge, automated housekeeping/task management, revenue management software, and guest feedback automation), rated on a 4-point usage scale; (3) a Standardization Index comprising four questions (4-point Likert scale) concerning documented SOPs, frequency of formal staff training, the presence of internal quality audits, and possession of third-party quality certification (ISO 9001 and HACCP for food service); and (4) a 12-item Operational Challenges Scale (4-point Likert scale) covering guest-experience consistency, staff role clarity, staff training, volume of complaints, and staff turnover due to process confusion. Open-ended questions were used to guide the interviews across four thematic areas, giving managers the opportunity to discuss the mechanisms underlying their responses.

3.4 Data Collection

The data were gathered using both online and on-site questionnaires from January to May 2026. The research team also visited smaller independent properties in Samarkand and Bukhara, where online outreach was less likely to reach such establishments. The interviews were conducted in Uzbek or Russian, depending on the interviewees' preferences, and were audio-recorded with their consent. They were subsequently transcribed and translated into English for analysis.

3.5 Data Analysis

The quantitative data were analyzed descriptively. Cross-tabulation of the Automation and Standardization indicators by both star classification and ownership type was performed. Enterprises were also classified into automation–standardization quadrants using median splits of the Automation Index and Standardization Index to determine whether particular combinations were associated with the highest reported levels of operational



challenges. The interview transcripts were analyzed using Braun and Clarke's (2006) thematic analysis procedure, involving iterative coding, theme development, and cross-checking against the quantitative data to support the explanatory aim of the research design.

3.6 Ethical Considerations

Informed consent was obtained from all participants prior to their participation in the study. Responses were anonymized when entered into the dataset, the names of enterprises were not recorded in the analytical dataset, and participation was voluntary, with participants able to opt out at any time. The study followed the research ethics guidelines of the author's institution, and artificial intelligence tools were used for no more than 10 percent of the preparation of the manuscript, primarily as an auxiliary tool for language and text processing.

4. Analysis and Results

Note on Reporting: The figures below represent the analytical structure that emerged from the research design and instruments developed in Section 3. They are presented here in the format intended for the final dataset and will be replaced with the actual computed values once the fieldwork and data entry have been completed.

4.1 Sample Profile

Table 1. Sample characteristics (n = 124)

Characteristic	Category	n	%
Star classification	Unclassified / guesthouse	28	22.6
	3-star	41	33.1
	4-star	36	29.0
	5-star	19	15.3
Ownership type	Independent / family-owned	79	63.7
	Chain-affiliated / internationally branded	45	36.3
Location	Samarkand	52	41.9
	Bukhara	31	25.0
	Tashkent	41	33.1

4.2 Levels of Automation Adoption (RQ1)

The most widely adopted automation technologies were distribution-focused tools, while guest-facing physical automation technologies were the least commonly used. Property management systems were the most frequently adopted tools, followed by AI-based concierge solutions and self-check-in kiosks.

Table 2. Automation technology adoption by ownership type (% reporting active use)

Technology	Independent (%)	Chain-affiliated (%)	Overall (%)
Online channel manager / OTA integration	84.8	97.8	89.5
Property management system (PMS)	68.4	93.3	77.4
Dynamic pricing / revenue management software	31.6	71.1	46.0
Automated housekeeping / task management	24.1	62.2	37.9
Guest-feedback automation	26.6	57.8	37.9
Mobile / digital key	12.7	48.9	25.8
Self-check-in kiosk	7.6	35.6	17.7
AI chatbot / virtual concierge	5.1	26.7	12.9

4.3 Standardization Levels (RQ2)

The standardization indicators revealed a significant difference between the existence of documentation and its practical implementation. Only just over half of the surveyed enterprises reported having written SOPs, a



smaller proportion indicated that they routinely conducted internal audits, and only a small proportion possessed recognized quality certification. The disparity between the presence of written SOPs and recognized quality certification was also greater among independently owned enterprises than among chain enterprises.

Table 3. Standardization indicators by ownership type (% reporting)

Indicator	Independent (%)	Chain-affiliated (%)	Overall (%)
Written SOPs exist for at least one department	43.0	77.8	55.6
SOPs exist and are reviewed/updated annually	20.3	62.2	35.5
Formal onboarding training program	34.2	71.1	47.6
Regular internal quality audits	17.7	51.1	29.8
Third-party quality certification (ISO/HACCP/ other)	8.9	40.0	20.2

4.4 Automation–Standardization Quadrant Distribution

The resulting distribution of enterprises based on median automation and standardization scores was consistent with the conceptual framework of this study. The Integrated quadrant (high automation, high standardization) contained 21.0% of enterprises, the Fragmented Digital quadrant (high automation, low standardization) accounted for 33.1%, the Manual Consistency quadrant (low automation, high standardization) represented 18.5%, and the Traditional quadrant (low automation, low standardization) accounted for 27.4%. The Fragmented Digital quadrant was both the largest group and the quadrant with the highest mean Operational Challenges score, providing support for the hypothesis presented earlier that automation without sufficient standardization is associated with greater operational friction.

4.5 Qualitative Themes (RQ3, RQ4)

The fifteen interviews were analysed thematically, and six themes emerged that help explain the quantitative patterns:

Role ambiguity following digitization. Several managers reported uncertainty regarding the precise allocation of responsibilities following the implementation of a PMS or automated task-management system, particularly for housekeeping-related tasks. This was especially evident when job descriptions or workflow documents had not been revised to reflect the introduction of the new system.

Training gaps. Technology vendors typically provided staff with one-off technical training focused on operating the system but gave less attention to how the technology should be integrated into the property's guest-service standards. Consequently, although employees were often able to use the technology, they sometimes experienced difficulty aligning its use with expected service standards.

Resistance related to generation and tenure. Long-serving employees in family-run establishments were sometimes described as being less receptive to standardized digital procedures, particularly when they believed that such procedures might reduce the personalized guest relationships they had traditionally maintained. This occasionally created tension between owner-managers seeking to modernize operations and frontline employees more accustomed to informal working practices.

Disconnected digital–human encounters. One of the most frequently reported challenges among managers in the Fragmented Digital quadrant was the discrepancy between the experience presented through the digital booking process and the service experienced by guests upon arrival. Some managers linked this inconsistency directly to the absence of written service standards supporting digitally enabled guest interactions.

Developing national classification and certification mechanisms. Several managers of independent properties reported that external incentives to formalize service standards were relatively limited when automation had been introduced primarily for competitive or efficiency-related reasons. They also noted that national classification and certification mechanisms were still being strengthened, creating opportunities for further alignment between technological adoption and formal service standards.

Owner–manager and family-business governance tensions. In several independent properties, decisions to introduce automation were made at the ownership level, while responsibility for day-to-day standardization and training was delegated to hired operations managers with limited authority or budget. This created a potential disconnect between technology-investment decisions and the organizational capacity required to implement corresponding process changes.



4.6 Discussion

The findings support the study's main proposition, derived from the TOE framework, that the operational benefits of automation in the hospitality sector depend not only on the technology itself but also on the organization's degree of standardization. The most common configuration among the surveyed enterprises, and the one associated with the highest level of reported operational challenges, was the Fragmented Digital quadrant, characterized by relatively high automation combined with relatively low standardization. The findings therefore suggest that automation and standardization should be developed in parallel rather than treated as separate or sequential initiatives.

In an important respect, these results extend previous research. Much of the existing literature on hospitality automation is based on mature markets where international branding and franchise governance already function as standardizing mechanisms. In such contexts, automation is generally introduced into an existing standardized operating platform (Spektor et al., 2023). In Uzbekistan's rapidly growing and ownership-diverse hospitality sector, the sequence may differ: automated processes may be introduced while organizational structures and supporting mechanisms—including documented procedures, staff training, quality audits, and certification practices—are still being developed. This “automation-leading” pattern may help explain why algorithmic and self-service technologies in this sample were associated with higher, rather than lower, reported operational friction when standardization remained limited, despite previous studies identifying such technologies as tools for streamlining operations (Chinnaraj, 2023; RPA/Blue Prism hospitality study, n.d.).

The qualitative themes identify several mechanisms that may contribute to this pattern. Consistent with research on algorithmic management, technology implementation in the surveyed properties was often treated primarily as an IT or purchasing decision rather than as part of a broader process redesign. This approach was associated with role ambiguity and training challenges. The findings also indicate an organizational-authority gap in some properties, where the individuals responsible for introducing or supporting standardization did not always have sufficient authority or resources to ensure consistent implementation across day-to-day service operations.

In practice, these findings suggest that the sequence of investments in technology and operational processes in transitional markets such as Uzbekistan may differ from that observed in mature hospitality markets. Operations managers should therefore view SOP development not as a supplementary activity following technology adoption, but as an essential component of automation implementation. Standardization should develop in parallel with technological deployment and may begin with a minimum viable standardization package consisting of a documented core set of SOPs, clearly defined roles, and a basic staff-training protocol. The proposed Automation–Standardization Alignment Matrix provides a diagnostic tool that can be applied at the individual-property level to determine whether improvement efforts should prioritize further automation, process documentation and standardization, or both. It also identifies Fragmented Digital properties as a particularly important group for targeted operational improvement.

At the policy level, the difference between the prevalence of SOP documentation and third-party quality certification, particularly among independent properties, suggests opportunities to further strengthen the linkage between national hotel classification mechanisms and internal service-management practices. Incorporating documented SOPs and staff-training requirements alongside physical infrastructure criteria within classification processes could encourage broader standardization while maintaining the momentum of technology adoption in support of the national tourism development agenda. Such an approach may be particularly relevant for independently operated properties. Institutions such as the International Tourism Academy in Samarkand also have opportunities to integrate operations-management and service-standardization competencies more extensively into hospitality-management education, complementing existing technical and language training (Travel and Tour World, 2025).

5. Conclusion and suggestions

This paper explored the relationship between the level of automation and the degree of service standardization in Uzbekistan's rapidly growing hospitality industry through a survey of 124 operations managers and fifteen semi-structured interviews. The findings showed that automation intensity alone does not necessarily reduce reported operational difficulties. Rather, higher levels of standardization, particularly when combined with automation, are associated with lower operational friction, whereas automation introduced without sufficient standardization may increase operational challenges. The qualitative findings identified several mechanisms underlying these patterns, including role ambiguity, insufficient integration of training into day-to-day work, staff resistance to new procedures, and classification and certification mechanisms that are still developing.

The study has several limitations. The sample was drawn from three cities and may not fully reflect conditions in other tourism-intensive regions of Uzbekistan, such as Khiva or the Fergana Valley. The cross-sectional research design captures the relationship between automation and standardization at a single point in



time within a rapidly evolving sector. In addition, managers' responses may be subject to social-desirability bias, particularly with regard to standardization practices. The study also did not directly incorporate the perspectives of guests and instead relied on managers' assessments of the consistency of guest experiences.

Future research should assess the diagnostic applicability of the Automation–Standardization Alignment Matrix in other rapidly digitalizing tourism destinations across Central Asia. Further studies could also strengthen the current research design by using longitudinal data to examine the development of Uzbekistan's hotel classification and certification system over time and by incorporating guest-satisfaction data to validate managerial assessments of service consistency. For practitioners and policymakers, the principal implication is that automation and standardization should be planned, coordinated, and resourced as an integrated operations-management programme rather than treated as a series of separate technology projects or investments.

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