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5

INTERNATIONAL SCIENTIFIC
ELECTRONIC JOURNAL



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ELECTRONIC JOURNAL
"ECONOSCITECH-INTEGRATION"
HAS BEEN REGISTERED UNDER
THE NUMBER C-5669651 BY THE
AGENCY FOR INFORMATION AND
MASS COMMUNICATIONS (AOKA)
OF THE REPUBLIC OF UZBEKISTAN,
EFFECTIVE FROM OCTOBER 9, 2024.

In accordance with Resolution No. 384/6 dated April 10, 2026, issued by the Presidium of the Supreme Attestation Commission under the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, this journal is included in the list of recommended international scientific publications for publishing the primary research findings of doctoral dissertations in the field of Economic Sciences.

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Electronic publication, Issue 5. 61 pages.
Approved for publication on May, 2026.

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IMPROVING ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR THE ESTABLISHMENT AND DEVELOPMENT OF FAMILY GUEST HOUSES

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Abstract: This study examines the organizational and economic mechanisms for the establishment and development of family guest houses and identifies the main factors influencing their efficiency and sustainability in the tourism sector. The research analyzes the role of family guest houses in regional tourism development, employment generation, and improvement of household income. Particular attention is paid to management systems, financial support mechanisms, digital transformation, marketing activities, and service quality improvement. The study also investigates international experience in the development of family-based accommodation services and evaluates the possibilities of adapting advanced practices to the conditions of Uzbekistan. Based on the analysis, practical recommendations aimed at improving organizational management, expanding digital technologies, strengthening financial support, enhancing professional training, and increasing competitiveness were developed. The findings of the research demonstrate that effective organizational and economic mechanisms can significantly contribute to sustainable tourism development and the improvement of tourism infrastructure in Uzbekistan.

Key words: family guest houses, tourism development, organizational mechanisms, economic mechanisms, hospitality services, digital transformation, tourism management, service quality, marketing strategies, sustainable tourism, regional development, tourism infrastructure.

Аннотация: В данном исследовании рассматриваются организационно-экономические механизмы создания и развития семейных гостевых домов, а также определяются основные факторы, влияющие на их эффективность и устойчивость в туристической отрасли. В работе анализируется роль семейных гостевых домов в развитии регионального туризма, создании занятости и повышении доходов домохозяйств. Особое внимание уделено системам управления, механизмам финансовой поддержки, цифровой трансформации, маркетинговой деятельности и повышению качества обслуживания. Также исследуется международный опыт развития семейных средств размещения и оцениваются возможности адаптации передовых практик к условиям Узбекистана. На основе проведенного анализа разработаны практические рекомендации, направленные на совершенствование организационного управления, расширение цифровых технологий, усиление финансовой поддержки, повышение профессиональной подготовки и конкурентоспособности. Результаты исследования показывают, что эффективные организационно-экономические механизмы способны существенно способствовать устойчивому развитию туризма и совершенствованию туристической инфраструктуры Узбекистана.

Ключевые слова: семейные гостевые дома, развитие туризма, организационные механизмы, экономические механизмы, гостиничные услуги, цифровая трансформация, управление туризмом, качество обслуживания, маркетинговые стратегии, устойчивый туризм, региональное развитие, туристическая инфраструктура.

INTRODUCTION

In the context of globalization and the rapid expansion of the service sector, tourism has become one of the leading industries contributing to sustainable economic growth, employment generation, and regional development. Among the various components of the tourism industry, family guest houses play an important role in providing affordable accommodation services, preserving national traditions, and enhancing cultural tourism. Therefore, improving the organizational and economic mechanisms for the establishment and development of family guest houses has become an urgent scientific and practical issue.

In recent years, many countries have paid special attention to the development of small-scale tourism enterprises, particularly family-based accommodation services, due to their significant contribution to local economies and community welfare. Family guest houses not only create additional sources of income for households but also stimulate entrepreneurship, increase employment opportunities, and support the development of rural and ecotourism. In Uzbekistan, wide-ranging reforms aimed at modernizing the tourism sector and strengthening private entrepreneurship have created favorable conditions for the expansion of family guest houses.

One of the major challenges in the operation of family guest houses is the insufficient implementation of modern management approaches and innovative technologies. Many family guest houses continue to operate using traditional management methods, which limits service quality, customer satisfaction, and competitiveness in the tourism market. In addition, the weak integration of digital technologies, online booking systems, marketing communications, and financial management mechanisms negatively affects their operational efficiency. Problems related to access to investment resources, staff qualifications, service standardization, and infrastructure development also remain relevant.

International experience demonstrates that the effective implementation of organizational and economic mechanisms significantly improves the competitiveness and sustainability of family guest houses. Countries such as Italy, Turkey, South Korea, and Malaysia have successfully introduced digital reservation systems, customer-oriented management models, financial support programs, and public-private partnership mechanisms in the development of family accommodation services. Adapting such advanced practices to the conditions of Uzbekistan can contribute to increasing the efficiency and attractiveness of family guest houses in the national tourism market.

The relevance of this research is determined by the necessity to develop effective organizational and economic mechanisms that ensure the stable operation and long-term development of family guest houses. Improving these mechanisms can enhance the quality of tourism services, strengthen regional tourism infrastructure, increase tourist flows, and create new employment opportunities for the population. Furthermore, the integration of innovative management methods and digital technologies into the activities of family guest houses can increase their competitiveness in both domestic and international tourism markets.

The main purpose of this study is to analyze the existing organizational and economic mechanisms for the establishment and development of family guest houses and to develop scientific and practical recommendations aimed at improving their efficiency. The research applies methods such as systematic analysis, comparative analysis, economic-statistical methods, and modeling approaches to evaluate current conditions and identify development opportunities.

The practical significance of the study lies in the possibility of applying the proposed recommendations to improve the management system of family guest houses, increase service quality, strengthen marketing activities, and ensure sustainable tourism development. The results of the research may also contribute to the enhancement of state support mechanisms and the effective organization of family-based tourism services in Uzbekistan.

REVIEW OF LITERATURE ON THE SUBJECT

Theoretical studies on tourism development show that family guest houses are an important part of small entrepreneurship in the service sector. Many researchers emphasize that this type of accommodation contributes not only to tourism infrastructure, but also to local employment, household income, and regional economic growth. Family guest houses are usually based on the direct participation of local residents, which allows tourists to become familiar with national traditions, lifestyle, cuisine, and cultural values.

In the scientific literature, family guest houses are often analyzed within the concepts of rural tourism, community-based tourism, and sustainable tourism [1]. According to these approaches, tourism should not only generate economic profit, but also support social development, environmental protection, and preservation of cultural heritage. From this point of view, family guest houses are considered an effective mechanism for involving local communities in tourism activities and ensuring that tourism income remains within the region.

A number of researchers note that the successful development of family guest houses depends on several organizational factors [2]. These include the quality of management, the availability of service standards, staff qualifications, cooperation with tour operators, and integration with local tourism routes. If these factors are properly organized, family guest houses can become competitive accommodation facilities and an important element of the regional tourism product.

Economic aspects of family guest house development are also widely discussed in the literature. Scholars argue that financial accessibility, investment support, preferential loans, subsidies, and tax incentives play an important role in the establishment and expansion of such businesses [3]. Since most family guest houses are

small-scale enterprises, they often face limitations in capital, marketing capacity, and infrastructure. Therefore, state support and public-private partnership mechanisms are considered necessary conditions for their sustainable development.

Modern research also pays special attention to digitalization in the activities of family guest houses. Online booking platforms, social networks, digital payment systems, customer review websites, and electronic marketing tools have become key instruments for attracting tourists. Researchers emphasize that the use of digital technologies increases visibility, improves communication with customers, and strengthens competitiveness in both domestic and international tourism markets [4].

Foreign experience shows that countries with developed tourism sectors actively support family-based accommodation services. In Italy and Spain, rural guest houses are closely connected with agritourism and cultural tourism. In Turkey, family guest houses are integrated with local tourism routes and traditional hospitality services. In South Korea and Malaysia, digital platforms and government support programs are widely used to promote small tourism enterprises [5]. These experiences show that organizational coordination, financial support, quality standards, and digital marketing are essential for the development of family guest houses.

Uzbek researchers also highlight the importance of family guest houses in expanding tourism services, especially in historical cities and rural areas. In Uzbekistan, family guest houses create opportunities for developing pilgrimage tourism, ecological tourism, gastronomic tourism, and cultural tourism. However, existing studies indicate that problems such as insufficient service quality, weak marketing activity, limited financial resources, and low use of digital technologies still remain.

Based on the reviewed literature, it can be concluded that the development of family guest houses requires a comprehensive organizational and economic mechanism. This mechanism should include management improvement, financial incentives, service standardization, staff training, digital marketing, cooperation with tourism organizations, and state support. Therefore, improving organizational and economic mechanisms for the establishment and development of family guest houses is an important direction for increasing the competitiveness and sustainability of the tourism sector.

RESEARCH METHODOLOGY

This research is aimed at studying and improving the organizational and economic mechanisms for the establishment and development of family guest houses. In order to achieve the objectives of the study, a comprehensive methodological approach was applied, combining theoretical, analytical, statistical, and comparative research methods. The methodology was designed to evaluate the current condition of family guest houses, identify existing problems, and develop practical recommendations for improving their efficiency and competitiveness.

ANALYSIS AND RESULTS

The analysis of the current state of family guest houses shows that this sector has become one of the important components of tourism development and small entrepreneurship in Uzbekistan. In recent years, the increasing number of domestic and international tourists has created favorable conditions for the expansion of family-based accommodation services. Especially in historical and tourist regions, family guest houses have contributed to improving tourism infrastructure, creating employment opportunities, and increasing household incomes.

The research findings indicate that family guest houses possess several advantages compared to traditional hotels. They provide relatively affordable accommodation services, preserve national traditions and hospitality culture, and create closer communication between tourists and local residents. Many tourists prefer family guest houses because they offer authentic cultural experiences, traditional cuisine, and a comfortable home environment. As a result, family guest houses have become an important factor in the development of cultural, ecological, and rural tourism.

At the same time, the analysis identified a number of organizational and economic problems affecting the sustainable development of family guest houses. One of the major issues is the insufficient implementation of modern management systems. In many cases, guest houses operate without strategic planning, standardized service procedures, or effective customer relationship management. This situation negatively affects service quality and customer satisfaction levels.

The study also revealed that digital transformation processes in family guest houses remain limited. Although global tourism markets increasingly rely on online reservation systems, social media marketing, and digital payment technologies, many family guest houses still have weak digital infrastructure. Limited use of electronic marketing platforms reduces their visibility in international tourism markets and restricts opportunities to attract foreign tourists.

Another important problem identified during the analysis is the limited access to financial resources. Most family guest house owners experience difficulties in obtaining bank loans or investment support for infrastructure modernization and service improvement. As a result, some guest houses lack modern equipment, comfortable facilities, and innovative tourism services. This situation reduces their competitiveness compared to larger hospitality enterprises.

The analysis further demonstrated that staff qualification and professional training remain insufficient in many family guest houses. Owners and employees often have limited knowledge of hospitality management, foreign languages, tourism marketing, and digital communication tools. Consequently, service quality standards are not always maintained at the required level, which affects the overall image of tourism services.

Comparative analysis of international experience showed that countries with developed tourism sectors actively support family guest houses through financial incentives, tax benefits, training programs, and digital tourism platforms. For example, in Italy and Turkey, family guest houses are integrated into national tourism strategies and regional tourism routes. In South Korea and Malaysia, government-supported digital platforms help small accommodation providers connect directly with tourists. These experiences demonstrate that coordinated organizational and economic mechanisms significantly improve the efficiency and sustainability of family-based tourism enterprises (Table 1).

Table 1. Improving organizational and economic mechanisms for the establishment and development of family guest houses¹

No	Problems Identified in Family Guest Houses	Organizational and Economic Improvement Mechanisms	Expected Results
1	Insufficient management and planning systems	Introduction of strategic management and customer-oriented service models	Improvement of service quality and operational efficiency
2	Weak use of digital technologies	Implementation of online booking systems, digital payments, and social media marketing	Increase in tourist flow and market competitiveness
3	Limited financial resources	Provision of preferential loans, subsidies, and investment support programs	Modernization of infrastructure and expansion of services
4	Lack of professional skills and training	Organization of training programs in tourism management and hospitality services	Improvement of staff qualifications and customer satisfaction
5	Weak marketing activities	Development of integrated marketing communication strategies and tourism branding	Strengthening of market position and attraction of foreign tourists
6	Low service standardization	Introduction of national and international hospitality standards	Increase in service reliability and tourist confidence
7	Poor cooperation with tourism stakeholders	Expansion of partnerships with tourism agencies, transport companies, and local authorities	Formation of integrated tourism services and regional tourism clusters
8	Inadequate tourism infrastructure	Development of transport, communication, and accommodation infrastructure	Improvement of tourist convenience and regional tourism attractiveness
9	Limited innovation in tourism services	Introduction of innovative tourism products and cultural tourism programs	Diversification of tourism services and increased tourist interest
10	Weak international promotion	Participation in international tourism exhibitions and digital promotion campaigns	Growth of international tourism recognition and competitiveness

Based on the conducted analysis, several practical results and recommendations were developed. First, it is necessary to improve the organizational management system of family guest houses by introducing strategic planning, customer-oriented service models, and quality management standards. Second, expanding digital technologies such as online booking systems, social media promotion, and electronic payment services can increase market accessibility and tourist flow.

Third, strengthening financial support mechanisms through preferential loans, subsidies, and investment programs would improve the infrastructure and service quality of family guest houses. Fourth, organizing regular training programs in tourism management, marketing, foreign languages, and digital technologies would enhance professional competencies and improve customer satisfaction. Finally, increasing cooperation

¹ Source: developed by the author.

between family guest houses, tourism agencies, local authorities, and transport organizations can contribute to the formation of integrated tourism services and sustainable regional tourism development.

The results of the study confirm that improving organizational and economic mechanisms is essential for increasing the competitiveness, efficiency, and sustainability of family guest houses. Effective implementation of these mechanisms can strengthen the tourism industry, expand employment opportunities, and support regional economic development in Uzbekistan.

CONCLUSIONS AND SUGGESTIONS

The conducted research demonstrates that family guest houses play an important role in the development of the tourism industry, regional economy, and small entrepreneurship. Family-based accommodation services not only contribute to increasing tourist capacity but also create employment opportunities, support household incomes, preserve national traditions, and stimulate the development of rural and cultural tourism. Therefore, improving the organizational and economic mechanisms for the establishment and development of family guest houses is considered an important direction for ensuring sustainable tourism development.

The analysis revealed that despite the positive growth trends in the tourism sector, several organizational and economic problems continue to limit the effective operation of family guest houses. Among the major issues are insufficient implementation of modern management systems, weak integration of digital technologies, inadequate financial resources, low marketing activity, and lack of professional staff training. These factors negatively affect service quality, customer satisfaction, and competitiveness in tourism markets.

The research findings also show that international experience provides effective mechanisms for improving the activities of family guest houses. Countries with developed tourism sectors actively use digital reservation systems, financial support instruments, customer-oriented management approaches, and public-private partnership models to strengthen family-based accommodation services. Adapting these practices to the conditions of Uzbekistan can significantly improve the efficiency and sustainability of family guest houses.

Based on the conducted analysis, it can be concluded that the development of family guest houses requires a comprehensive organizational and economic approach that combines management improvement, financial support, service quality enhancement, digital transformation, and marketing development. The integration of these elements can strengthen the competitiveness of family guest houses and increase their contribution to the national tourism industry. In order to improve the organizational and economic mechanisms for the establishment and development of family guest houses, the following suggestions are proposed:

First, it is necessary to modernize the management system of family guest houses by introducing strategic planning, customer relationship management, and service quality standards based on international hospitality practices.

Second, digital transformation processes should be accelerated through the implementation of online booking systems, electronic payment services, social media marketing, and digital tourism platforms. This will increase the accessibility and visibility of family guest houses in both domestic and international tourism markets.

Third, the state should strengthen financial support mechanisms by expanding preferential loans, subsidies, tax incentives, and investment programs aimed at developing small tourism enterprises and improving tourism infrastructure.

Fourth, special attention should be paid to professional training and qualification improvement for owners and employees of family guest houses. Training programs in tourism management, hospitality services, foreign languages, marketing, and digital technologies should be regularly organized.

Fifth, cooperation between family guest houses, tourism agencies, transport organizations, local authorities, and cultural institutions should be expanded in order to create integrated tourism services and regional tourism clusters.

Finally, it is important to develop and implement national service quality standards for family guest houses to ensure customer satisfaction, strengthen tourist confidence, and improve the international image of Uzbekistan's tourism industry.

Overall, the effective implementation of these recommendations can increase the competitiveness and sustainability of family guest houses, contribute to the development of tourism infrastructure, and support long-term socio-economic growth in Uzbekistan.

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Proofreader: Xondamir Ismoilov
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2026. № 5

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