IMPROVING THE EFFICIENCY OF RESOURCE POTENTIAL MANAGEMENT IN SERVICE ENTERPRISES

Salimova Sofiya
Bukhara State University
Master’s Student, Group 10-1MENJ-25

Abstract. The thesis examines the problem of managing the resource potential of service enterprises under conditions of rapid growth of the services sector in Uzbekistan. Drawing on the resource-based view, the dynamic capabilities approach, service-dominant logic and service productivity theory, the author clarifies the content of the category "resource potential of a service enterprise" and proposes a five-component structure of this potential: human, material-technical, financial, information-digital and relational resources. A Resource Potential Index (RPI) and a Management Efficiency Coefficient (K) are introduced, and on their basis a four-zone diagnostic matrix is developed which links each enterprise state to a specific managerial strategy. A five-stage mechanism of resource potential management is also proposed. The results can be applied by managers of hotels, restaurants, transport, educational, financial and other service companies, as well as by regional authorities responsible for services development.

Keywords: service enterprise, resource potential, resource management, efficiency, human capital, digital resources, dynamic capabilities, diagnostic matrix, Uzbekistan.

Worldwide, the services sector has become the main source of value added, employment and innovation, and the competitiveness of national economies increasingly depends on how effectively service firms turn their limited resources into customer value. Uzbekistan follows this global trend. According to the Statistics Agency, the share of services in GDP rose from 46.2% in 2023 to 47.4% in 2024, and in January–September 2025 the services sector already accounted for 49.4% of gross value added against 48.1% a year earlier. In January–November 2025 the

volume of market services reached 915.97 trillion soums, a growth rate of 114.6%, with small business providing 55.4% of this volume. The share of enterprises operating in services among all enterprises increased from 65.0% in 2021 to 73.2% at the beginning of 2025.

The Strategy "Uzbekistan – 2030", approved by Decree of the President No. PF-158 of 11 September 2023, sets the goals of accelerating the growth of the services sector, expanding tourism, transport, logistics, financial and digital services and raising labour productivity. However, quantitative growth of the sector is not automatically accompanied by efficient use of resources. Many service enterprises, especially small and medium-sized ones, show low utilisation of premises and equipment, high staff turnover, weak digital infrastructure and limited access to long-term financing. Their managers usually evaluate individual resources separately – staff, fixed assets or cash – but lack an integrated tool that shows how fully the whole resource potential is being used. This determines the relevance of the present research.

The theoretical basis of the study is formed by several complementary schools. The foundation of the resource approach was laid by Penrose, who described the firm as a collection of productive resources whose growth is limited mainly by the managerial services available to use them. Wernerfelt formalised the resource-based view, and Barney showed that sustained competitive advantage arises from resources that are valuable, rare, inimitable and organisationally embedded (the VRIN, later VRIO, framework). Grant emphasised that resources are a source of capabilities, and capabilities – not resources themselves – are the main source of competitive advantage.

The static character of the early resource-based view was overcome in the dynamic capabilities concept of Teece, Pisano and Shuen, who defined the firm's ability to integrate, build and reconfigure internal and external competences in rapidly changing environments. Sirmon, Hitt and Ireland went further and described resource management as a process of structuring the resource portfolio, bundling

resources into capabilities and leveraging them in the market. This processual view is especially important for our study because it treats management efficiency not as a property of resources but as a result of managerial actions.

Service-specific features of resources are revealed in the service-dominant logic of Vargo and Lusch, who distinguish operand resources (premises, equipment, materials) and operant resources (knowledge and skills) and argue that operant resources are primary in value creation. Grönroos developed the idea of value co-creation, in which the customer is also a resource-integrating actor. Grönroos and Ojasalo showed that service productivity cannot be measured by the manufacturing input–output ratio alone, because it depends on internal efficiency, external (perceived quality) efficiency and capacity efficiency simultaneously. The service–profit chain model of Heskett and co-authors links employee satisfaction and retention with customer loyalty and profitability, confirming the central role of human resources in services. Service quality as an outcome of resource use is traditionally measured with the SERVQUAL instrument of Parasuraman, Zeithaml and Berry.

For quantitative assessment, researchers use Data Envelopment Analysis proposed by Charnes, Cooper and Rhodes, multi-criteria weighting techniques such as Saaty's Analytic Hierarchy Process and integrated performance systems like the Balanced Scorecard of Kaplan and Norton. In the economic literature of Uzbekistan and the CIS, the category of enterprise potential is usually examined through production, labour and financial components, while information-digital and relational resources, which are decisive for services, receive insufficient attention. Moreover, existing methods usually stop at calculating an index and do not translate its value into concrete managerial decisions. This research gap is addressed in the present thesis.

The study uses methods of theoretical generalisation, system and structural-functional analysis, comparison, grouping, index (integral) assessment, expert weighting and matrix modelling. Statistical information was taken from official

publications of the Statistics Agency under the President of the Republic of Uzbekistan and from normative-legal documents.

On the basis of the reviewed literature the author proposes the following definition. The resource potential of a service enterprise is the totality of human, material-technical, financial, information-digital and relational resources available to the enterprise or accessible to it, together with the organisational capabilities to combine them, which determines the maximum possible volume and quality of services the enterprise can provide and its ability to adapt to changing demand. Unlike traditional definitions, this one includes accessible (not only owned) resources, such as partner networks and digital platforms, and explicitly includes the ability to combine resources, which reflects the dynamic capabilities logic.

Management efficiency of resource potential is understood as the degree to which the existing potential is transformed into actual economic and social results – revenue, profit, service quality and customer loyalty – per unit of resources involved. Consequently, efficiency is assessed in two dimensions: the level of the potential itself and the degree of its utilisation.

The structure of the potential and the indicators recommended for its assessment are presented in Table 1.

Table 1.

Structure of the resource potential of a service enterprise and recommended indicators

Component	Recommended indicators (normalised to 0–1)	Initial weight
Human (H)	share of staff with professional education or certificates; training hours per employee; staff turnover rate (inverse); revenue per employee; employee satisfaction score	0.30
Material-technical (M)	capacity utilisation of rooms, seats, vehicles or classrooms; degree of fixed-asset wear (inverse); asset turnover	0.20
Financial (F)	current liquidity ratio; equity ratio; return on assets; access to credit and investment resources	0.20

Information-digital (D)	share of services ordered or paid online; level of CRM, booking and accounting system use; digital skills of staff	0.15
Relational (R)	customer retention rate; Net Promoter Score; online rating; number of stable partners and platforms	0.15

The initial weights reflect the labour-intensive nature of services emphasised in the service–profit chain and in service-dominant logic, where operant resources play the leading role. They are proposed as a starting point and should be refined for each sub-sector (hospitality, transport, education, finance) by an expert survey using the Analytic Hierarchy Process with a consistency ratio below 0.10.

Each indicator x is normalised by the min–max method or relative to a benchmark value (the best enterprise in the sample or the sector standard):

$$r = (x - x_min) / (x_max - x_min), \text{ or } r = 1 - (x - x_min) / (x_max - x_min)$$

for inverse indicators

The component score is the arithmetic mean of its normalised indicators, and the integral Resource Potential Index is calculated as a weighted sum:

$$RPI = 0.30 \cdot H + 0.20 \cdot M + 0.20 \cdot F + 0.15 \cdot D + 0.15 \cdot R,\ 0 \le RPI \le 1$$

To measure the second dimension, the Management Efficiency Coefficient is introduced. It compares the actual result index of the enterprise with the result that its potential should provide according to the sector benchmark:

$$K = RI_actual / (RPI \times RI_benchmark / RPI_benchmark)$$

Here RI is the result index combining normalised revenue growth, profitability and service quality (for example, a SERVQUAL-based or customer satisfaction score). $K \ge 1$ means that the enterprise obtains more results from its potential than the benchmark; K below 0.8 signals a significant loss of potential. Where a sufficient sample of comparable enterprises is available, K can be cross-checked by DEA efficiency scores, which do not require a priori weights.

The main practical result of the study is a diagnostic matrix that links the two indicators with a type of managerial strategy (Figure 1). The thresholds RPI = 0.6

and K = 0.8 are recommended as initial cut-off values and can be adjusted to the distribution of a particular sample, for instance by using the sample medians.

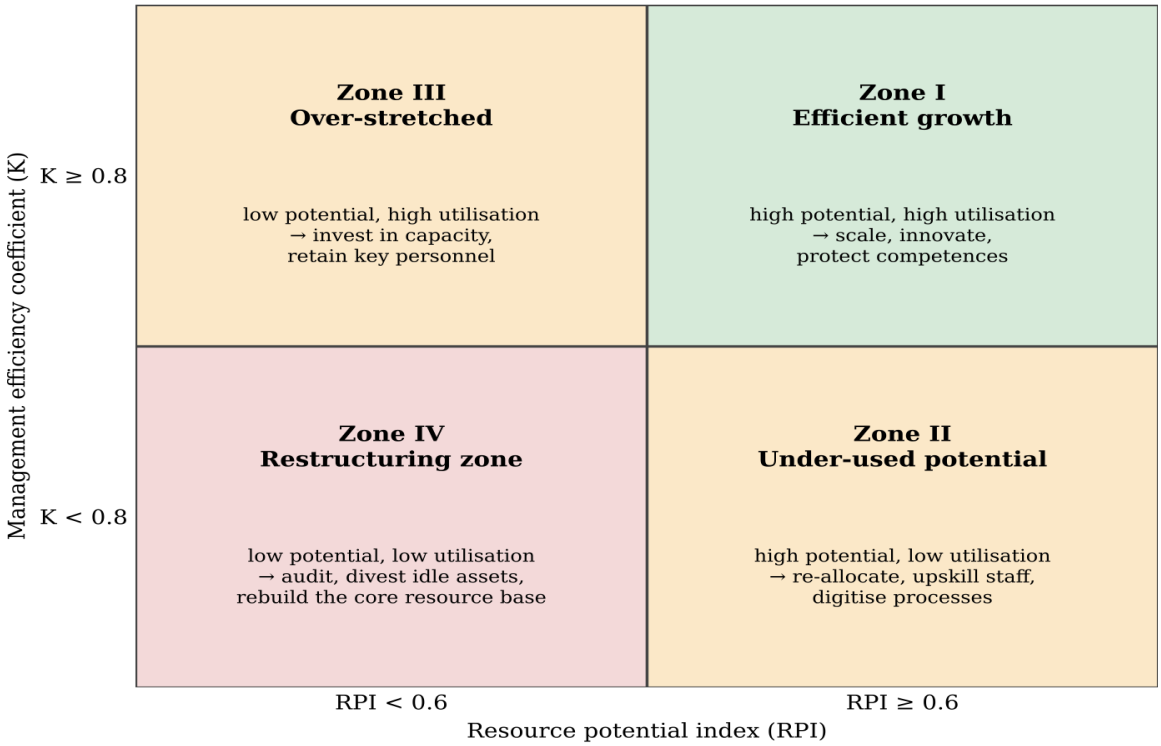


Figure 1. Diagnostic matrix of resource potential management in a service enterprise (developed by the author)

Zone I – efficient growth. The enterprise has a strong potential and uses it effectively. The task of management is to scale the business, invest in service innovation and protect key competences, primarily qualified personnel and customer relationships, from imitation by competitors.

Zone II – under-used potential. Resources are sufficient, but results lag behind. This is typical of hotels and restaurants with low off-season occupancy, of educational centres with half-empty groups and of companies that have bought digital systems without integrating them into business processes. Priority measures are re-allocation of resources, flexible pricing and demand management, staff training and process digitalisation. This zone gives the fastest return because it does not require new investment.

Zone III – over-stretched. A weak resource base is used intensively. Such enterprises achieve results through overloading staff and equipment, which leads to burnout, turnover and declining quality. Management should invest in capacity, introduce motivation and retention programmes and attract financing, including leasing and state support for small business.

Zone IV – restructuring zone. Both potential and its use are low. The enterprise requires a full resource audit, disposal of idle assets, revision of the service portfolio and, where possible, cooperation with stronger partners or platforms.

The matrix is implemented within a five-stage mechanism of resource potential management, which corresponds to the resource management process described by Sirmon, Hitt and Ireland and to the renewal logic of dynamic capabilities (Table 2).

Table 2.

Mechanism of improving resource potential management efficiency

Stage	Content of managerial actions	Tools
1. Diagnosis	inventory of all five resource groups, including accessible partner and digital resources	resource audit, VRIO analysis
2. Assessment	calculation of component scores, RPI, result index and K; positioning in the matrix	normalisation, AHP, DEA
3. Allocation	re-distribution of staff, premises, equipment and budget according to the zone strategy	capacity and demand planning, budgeting
4. Monitoring	regular tracking of indicators and links between resources and results	Balanced Scorecard, KPI dashboard
5. Renewal	development of competences, digital transformation, building of new partnerships	training, CRM, platform cooperation

The mechanism is cyclical: monitoring results are fed back into the next diagnosis, usually once a quarter for operational indicators and once a year for the

full RPI recalculation. In this way the assessment stops being a one-off report and becomes part of the managerial routine.

The proposed approach has several advantages compared with existing methods. First, it integrates operant resources (knowledge, digital competences, relationships) into the assessment, which corresponds to the nature of services. Second, it separates the level of the potential from the efficiency of its use, so that a manager can see whether the problem lies in insufficient resources or in poor management. Third, each assessment result is linked to a specific strategy, which increases the practical value of the analysis. At the same time, the approach has limitations: the initial weights and thresholds require empirical calibration, and some indicators, such as employee satisfaction or digital maturity, depend on survey data. Further research should therefore test the model on a sample of service enterprises of Bukhara region and other regions of Uzbekistan and compare the results of index and DEA assessments.

On the basis of the analysis, the following recommendations are formulated for service enterprises of Uzbekistan:

to treat human resources as the core of the potential: introduce systematic training, certification and transparent motivation linked to service quality and customer feedback;

to raise capacity utilisation through demand management – dynamic pricing, off-season products, online booking and cooperation with aggregator platforms;

to integrate digital tools (CRM, electronic payment, booking and accounting systems) into a single information environment instead of using them separately;

to develop relational resources – loyalty programmes, partnerships with tour operators, educational and financial institutions – as resources accessible without ownership;

to introduce a regular RPI and K assessment and a simple KPI dashboard in enterprise management practice, and for regional authorities to use aggregated results when targeting support programmes for small service businesses.

The research has shown that the efficiency of managing the resource potential of a service enterprise depends not only on the volume of resources but, to a greater extent, on the ability of management to combine and use them. The author has clarified the definition of the resource potential of a service enterprise by including accessible resources and the ability to combine them; proposed a five-component structure of the potential with a system of indicators; developed the Resource Potential Index and the Management Efficiency Coefficient; created a four-zone diagnostic matrix connecting assessment results with managerial strategies; and proposed a five-stage cyclical management mechanism. The application of these tools allows service enterprises to identify hidden reserves, prioritise investment and raise the return on their resources, which contributes to the goals of the Strategy "Uzbekistan – 2030" for accelerating the development of the services sector.

REFERENCES

1. Decree of the President of the Republic of Uzbekistan No. PF-158 of 11 September 2023 "On the Strategy 'Uzbekistan – 2030'".
2. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120.
3. Charnes, A., Cooper, W. W., & Rhodes, E. (1978). Measuring the efficiency of decision making units. European Journal of Operational Research, 2(6), 429–444.
4. Grant, R. M. (1991). The resource-based theory of competitive advantage: Implications for strategy formulation. California Management Review, 33(3), 114–135.
5. Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. Harvard Business Review, 72(2), 164–174.
6. Kaplan, R. S., & Norton, D. P. (1996). The Balanced Scorecard: Translating Strategy into Action. Boston: Harvard Business School Press.

7. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.
8. Penrose, E. T. (1959). The Theory of the Growth of the Firm. Oxford: Basil Blackwell.
9. Saaty, T. L. (1980). The Analytic Hierarchy Process. New York: McGraw-Hill.
10. Sirmon, D. G., Hitt, M. A., & Ireland, R. D. (2007). Managing firm resources in dynamic environments to create value: Looking inside the black box. Academy of Management Review, 32(1), 273–292.
11. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic Management Journal, 18(7), 509–533.
12. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68(1), 1–17.
13. Wernerfelt, B. (1984). A resource-based view of the firm. Strategic Management Journal, 5(2), 171–180.
14. Statistics Agency under the President of the Republic of Uzbekistan (2025). Gross domestic product of the Republic of Uzbekistan: press release, 28 October 2025. https://stat.uz
15. Statistics Agency under the President of the Republic of Uzbekistan (2025). Key indicators of the service sector in the Republic of Uzbekistan, January–November 2025: press release, 22 December 2025. https://stat.uz
16. Statistics Agency under the President of the Republic of Uzbekistan (2025). Main indicators of the service sector in the Republic of Uzbekistan, January 2025. https://stat.uz