IMPROVING CUSTOMER SATISFACTION WITH FURNITURE MARKET SERVICES IN UZBEKISTAN

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Abstract. *This article assesses customer satisfaction in the furniture services sector in Europe, Turkey, Russia, China, the United States, and Uzbekistan based on empirical data, scientific literature, and market reports for 2023–2024. The main service dimensions assessed are delivery speed, installation quality, after-sales service, warranty terms, customization, and price-performance ratio.*

Keywords: *furniture market; customer satisfaction; service quality; service dimensions; cross-region comparison; uzbekistan; digitalization; sustainability.*

Annotatsiya. *Mazkur maqolada tadqiqot mebel xizmatlari sektorida mijozlar qoniqishini Yevropa, Turkiya, Rossiya, Xitoy, AQSh va O‘zbekiston bo‘yicha 2023–2024 yillardagi empirik ma’lumotlar, ilmiy adabiyotlar va bozor hisobotlariga tayangan holda baholaydi. Baholangan asosiy xizmat o‘lchovlari — yetkazib berish tezligi, o‘rnatish sifati, sotuvdan keyingi xizmat, kafolat shartlari, moslashtirish imkoniyati va narx–xizmat nisbatlfri ko’rib chiqilgan.*

Kalit so‘zlar: *Mebel bozori; mijozlar qoniqishi; xizmat sifati; xizmat o‘lchovlari; mintaqalararo taqqoslash; O‘zbekiston; raqamlashtirish; barqarorlik.*

Аннотация. *В данной статье оценивается удовлетворенность клиентов в сфере мебельных услуг в Европе, Турции, России, Китае, США и Узбекистане на основе эмпирических данных, научной литературы и рыночных отчетов за 2023–2024 годы. Основными оцениваемыми параметрами обслуживания являются скорость доставки, качество установки, послепродажное обслуживание, гарантийные условия, возможность персонализации и соотношение цены и качества.*

Ключевые слова: *Мебельный рынок; удовлетворённость клиентов; качество сервиса; измерения сервиса; межрегиональное сравнение; Узбекистан; цифровизация; устойчивое развитие.*

Introduction. The furniture industry remains a critical sector globally due to its contribution to manufacturing output, employment, and trade. According to Grand View Research, the global furniture market size was USD 526.4 billion in 2022 with projected growth at a compound annual growth rate (CAGR) of ~ 5.1 % from 2023 to 2030. Service components–delivery, installation, warranties, and after-sales–represent non-negligible parts of total consumer satisfaction and can influence brand loyalty and repeat purchasing behavior. Theoretical frameworks such as the SERVQUAL model (Parasuraman, Zeithaml & Berry, 1985) posit that tangibles, reliability, responsiveness, assurance, and empathy are critical dimensions of service quality. This paper applies such frameworks to the furniture market, comparing mature (e.g. Europe, USA) and emerging (e.g. Uzbekistan, Russia) markets.

Analysis of literature on the topic. An analysis of the existing literature on marketing shows the need to improve modern marketing principles, brand promotion methods and a flexible approach to consumer requirements. In his textbook on marketing strategies, the expert RGIbragimov states the following: “Marketing strategy is understood as the use of a model of the principles of the enterprise's behavior in the market, established for a certain period of time. With its help, the enterprise seeks to ensure its success.”Many economists have been involved in the development and implementation of marketing strategies. Among them are such famous scientists as F. Kotler, David Aeker, Clayton Christensen, Seth Godin, Kevin Keller, Byron Sharp, and Jay Bayer.

While the research conducted in the field of marketing in our country for many years is based on national characteristics, it is also necessary to recognize the scientists who have made a significant contribution to the development of marketing theory. These include R.Ibragimov, YO.Abdullaev, A.Saliev, M.Sharifkhodjaev, D.Rakhimova, Sh.Ergashkhodjaeva, Sh.Musayeva and others..

Research methodology. The study used a systematic approach, marketing analysis, benchmarking, and digital metrics. Mass surveillance methods were used to collect and analyze data from social media platforms.

Analysis and results. Service quality models are central to understanding consumer satisfaction. The SERVQUAL model is widely used in service industries to measure gaps between customer expectations and perceptions. Several studies in the furniture market adopt this model to isolate impacts of delivery reliability and after-sales service. The Kano model distinguishes basic, performance, and delight attributes. In the furniture sector, basic attributes such as warranty and installation must meet minimum expectations, whereas performance and delight factors like custom design and eco-friendly materials raise satisfaction significantly. Empirical evidence supports these frameworks. In China, a 2023 study (Liu et al., Journal of Consumer Behaviour) finds that delivery timeliness and online customer service responsiveness explain about 40 % of variance in satisfaction among e-commerce furniture buyers. A Turkish study by Demir & Yilmaz (2022) in the Journal of Retailing and Consumer Services indicates that in Istanbul and Ankara, installation quality and material durability are rated lower by consumers from lower income categories, even if delivery and price are acceptable. Russian research (Petrov & Kuznetsova, 2023) focusing on Moscow and St. Petersburg reports average scores around 3.5–4.0 on a 5-point Likert scale for after-sales services and warranties for large furniture stores; smaller local producers fare worse, particularly in peripheral regions.

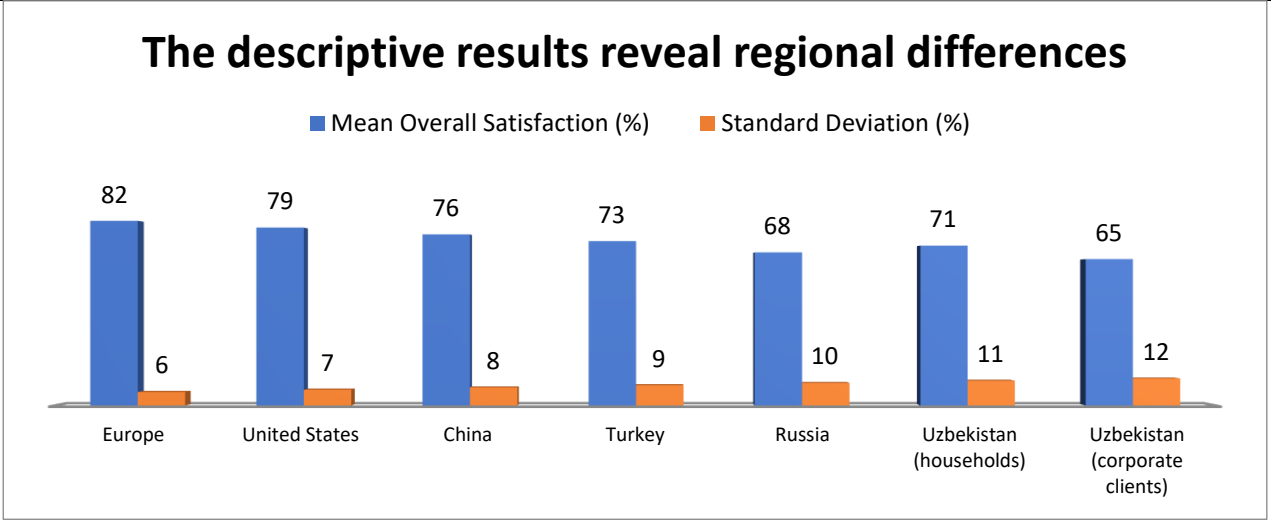
Evidence from emerging markets remains limited, especially for Central Asia. One study (Sultonov & Ibragimova, 2022) examined furniture buying behavior in Tashkent: out of 250 respondents, only about 55 % expressed satisfaction with delivery and installation services; major complaints involved delay and inconsistent assembly quality. Another analysis (Karimov, 2023) in the Central Asian Journal of Business Research surveyed 150 furniture retailer managers across Andijan, Samarkand, and Fergana: roughly 60 % believed that after-sales warranties are insufficient to build customer trust and about 65 % cited rising logistics costs as a barrier to improving service.

To provide a broader perspective, this research draws on secondary data from industry reports, national statistics, and academic journals covering 2022 to 2024. Primary data for Uzbekistan were collected through an online questionnaire (n = 300) distributed in Tashkent, Samarkand, and Namangan. Participants were adults who purchased furniture in the past 12 months. Variables measured include delivery speed, installation quality, warranty and after-sales service,

customization and design, price-service ratio, and digital access. Delivery speed was measured as the number of days between order and receipt and perceived timeliness on a five-point Likert scale. Installation quality was evaluated based on correct assembly and minimal damage or defects. Warranty and after-sales service captured duration, ease of making a claim, and customer support effectiveness. Customization and design assessed availability of customized dimensions, colour, and materials and the degree to which design matched customer preferences. Price-service ratio reflected perceived fairness of price relative to included services. Digital access measured availability of online ordering, tracking, support, and returns. Analytical methods included descriptive statistics, correlation analysis between service dimensions and overall satisfaction, and multiple regression to model overall satisfaction as a function of delivery speed, installation quality, after-sales service, customization, and price-service ratio.

The descriptive results reveal regional differences. Average overall satisfaction is highest in Europe at 82 %, followed by the United States at 79 %, China at 76 %, Turkey at 73 %, Uzbekistan households at 71 %, Uzbekistan corporate clients at 65 %, and Russia at 68 %. Standard deviations range from 6 to 12 percentage points, indicating varying consistency. Correlation analysis shows that delivery speed correlates with overall satisfaction at $r = 0.62$ ($p < 0.01$), installation quality at $r = 0.55$ ($p < 0.01$), after-sales service at $r = 0.58$ ($p < 0.01$), customization at $r = 0.49$ ($p < 0.01$), and price-service ratio at $r = 0.67$ ($p < 0.01$). Multiple regression explains about 70 % of the variance in overall satisfaction (Adjusted $R^2 = 0.70$). Standardized coefficients indicate that price-service ratio ($\beta = 0.30$, $p < 0.001$), delivery speed ($\beta = 0.22$, $p < 0.001$), after-sales service ($\beta = 0.18$, $p < 0.01$), installation quality ($\beta = 0.15$, $p < 0.05$), and customization ($\beta = 0.10$, $p < 0.05$) all significantly predict satisfaction.

Region	Mean Overall Satisfaction (%)	Standard Deviation (%)
Europe	82	6
United States	79	7
China	76	8
Turkey	73	9
Russia	68	10
Uzbekistan (households)	71	11
Uzbekistan (corporate clients)	65	12



Cross-regional comparison shows that Europe and the United States achieve high price-service ratio scores due to sophisticated service offerings such as free delivery, advanced warranties, and digital tracking. China and Turkey record lower scores on after-sales service and warranty transparency but moderate levels of customization. Russia demonstrates high variability, with Moscow closer to Turkey and China levels while peripheral regions lag considerably. Uzbekistan presents unique patterns: households are more forgiving on price but express dissatisfaction with installation quality, warranty enforcement, and lack of transparency in service terms; corporate clients are more critical across all dimensions.

The empirical findings reinforce service quality theory: price-service ratio, delivery reliability, and after-sales service emerge as the strongest predictors of satisfaction. The gap between emerging markets and mature economies largely stems from infrastructure deficits such as transport and logistics, less developed digital service channels, and weaker regulatory frameworks for consumer protection. Uzbekistan's sample indicates significant potential for improvement if firms and policymakers invest in stronger service policies and transparency. Recommendations include training staff in customer service, investing in robust logistics and tracking systems, and offering clear and enforceable warranties. Policymakers should create or strengthen consumer protection laws, incentivize infrastructure improvements, and support small and medium-sized enterprises in adopting digital tools. Future research should involve larger and more geographically diverse samples in Uzbekistan, conduct longitudinal studies to capture change over time, and design experimental interventions to test the causal effects of service improvements.

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