



## The Main Directions of Improving the Personnel Management of the Hotel Industry in the Field of Tourism

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### ABSTRACT

The article addressed the issues of the main areas of improvement of the personnel management of the hotel industry in the innovative development of the tourism industry were considered. In this instance, the author provided the definition of the management decision, the management decision in the tourism sector, and the management decision in the hotel industry as a result of the research. These actions were taken in the manager's order to make a decision intended to increase the efficiency of the management sector and ensure its implementation.

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**Introduction.** The development of personnel management in tourism and the hotel sector, which is a part of it, as in all industries, has today become a real necessity. Because all economic control mechanisms and management, which is a part of it, need to be improved at a time when social and economic processes are changing and improving quickly. As a result, one of the most urgent issues is looking at the main directions of this issue and examining their impact on raising the industry's efficiency.

However, there hasn't been much research done on the topics of management and management styles in the hotel and tourism industries, or on the part of personnel management in those industries. The economic literature also does a poor job of addressing these issues. Taking these factors into consideration, we will attempt to respond to the questions of what management's function is in boosting this field's efficiency, as well as its content, issues it addresses, types, and distinctive qualities of personnel management

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**Literature review.** Kabushkin N.I. - In the economic literature, it is stated that managers perform four functions. These include planning, organizing, motivating and controlling functions<sup>1</sup>. Making decisions and ensuring their implementation require a strategy based on these functions because that is the manager's primary responsibility. Managers employed in the travel and hospitality sectors are also directly affected by these duties. It should be acknowledged that the problem of managing the economy gets better every day.

Many scientists are conducting research in the service and tourism industries. IS. Tukhliev, M.Q. Paradaev, M.M. Mukhammedov, D.Kh. Aslanova, M. Alimova, Z.O. Rakhimov and R.S. Amriddinova are a few of them. Analysis and study were done on studies done by Sultanov, N.E.Ibadullaev, R. Khaitboev, S.A. Abdukhamidov, B. Sobirov, and others.

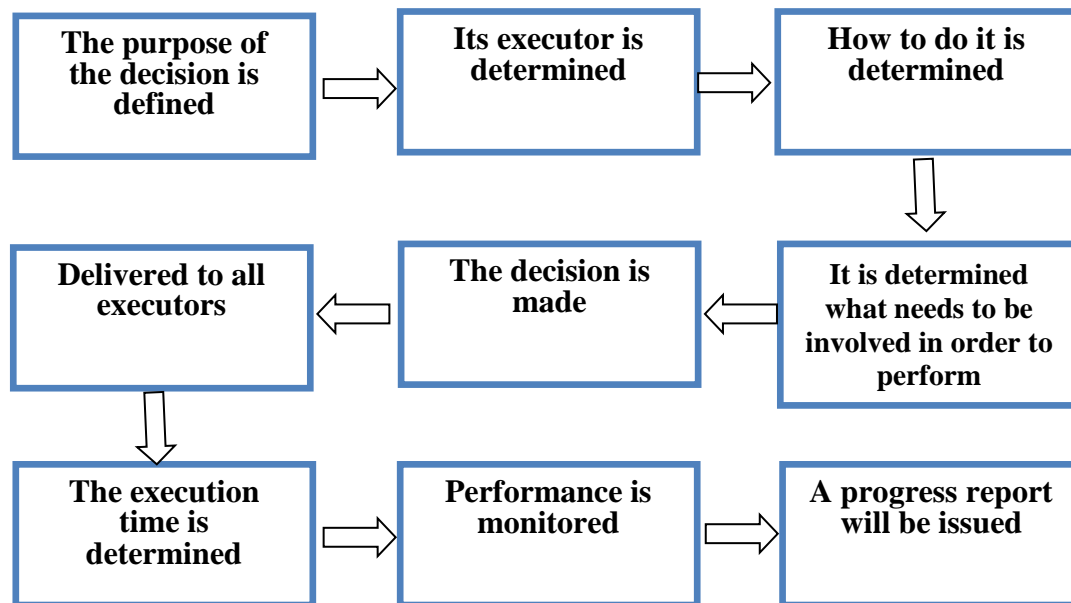
**Methodology.** In the innovative development of the tourism industry, scientific conclusions and recommendations were developed on the issues of the main directions of improving the personnel management of the hotel industry. During the research, techniques like analysis and synthesis, inference and deduction, cause and effect, space and time, and systematic approach were used.

**Results.** In this regard, the service industry, particularly the tourism industry, needs significant changes. Industry managers must therefore be extremely intelligent and knowledgeable. They ought to be able to adjust to any minor management changes. because travelers from all over the world visit our nation. They should be aware of all the changes because it is only natural. The demands of today are in no way met by meeting people in the past or approaching them in the past. Usually, a team of employees uses their creativity to come up with decisions and establish the guidelines for how to implement them (mainly leaders and managers). These will undoubtedly be discussed in team meetings, and any necessary modifications and additions will be made. Every action, from the formulation of decisions to their

<sup>1</sup> Kabushkin N.I. Management tourism: Tutorial. - 3-e izd, ispr. - Mn.: Novoe znanie, 2002. - S. 212.

execution, aims to boost this area's efficiency. There are several steps to it. These are shown in the following figure (Figure 1).

Thirdly, organizing management processes requires specialized work. It is challenging to replace management-oriented work with other types of work because it primarily involves creative. As a result, the controlled process is generally under control using only the managers' management labor. It enables the set of labor to be managed. We believe it is sufficient to confine ourselves to this definition given that it is directly applicable to the tourism and hotel industries.



**Figure 1. The sequence of the manager's action to make a decision and ensure its implementation aimed at increasing the efficiency of the field <sup>2</sup>**

Instead of the word "any field" in this definition, it is possible to take into account the use of the tourism industry when applying it specifically to that industry. A management decision in the tourism industry is defined as a collection of tasks performed by tourism managers who control management processes in a logical order that are connected to one another in order to manage and improve the efficiency of this industry. In our view, an explanation of this definition is not necessary. We believe that the theoretical foundation mentioned above is sufficient.

The hotel sector is specifically covered by this definition. However, given some of its characteristics and name, we felt it necessary to mention it separately. In order to manage and boost the efficiency of this industry, management decisions in the hotel sector refer to the body of work performed by hotel managers who arrange management processes in a logical sequence that is both interrelated and logical. Although the content of this definition is the same, we felt it was appropriate to present it separately because hotels and tourism are two distinct industries.

<sup>2</sup>This figure was created by the author as a result of research.

**Discussion.** According to our research, management choices in the hospitality and tourism sectors can be categorized based on a number of factors. We came to the conclusion that management decisions can be categorized based on the following 7 signs after researching published literature and practice. These are displayed in this table (Table 1).

**Table 1**

**Classification of management decisions to be made in increasing the efficiency of the tourism and hotel industry according to specific characteristics<sup>3</sup>**

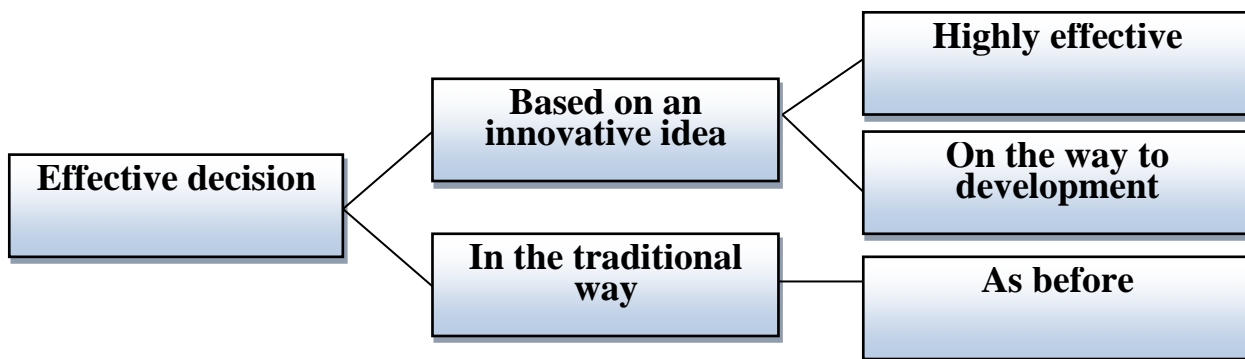
№	Classification marks	Classification
1.	According to the deadline	- long-term (more than 4 years); - short-term (up to one year); - medium term (from 1 to 3 years).
2.	According to coverage level	- general (decision for everyone); - partially (decision related to some specialists, departments).
3.	According to the complexity	- a decision with a complex solution; - a decision with a simple solution.
4.	According to humidity	- repetitive decision; - a one-time decision.
5.	According to the contents	- related to economic life; - related to social life; - regarding legal issues; - about political life; - decisions on spiritual and educational direction.
6.	Taking into account opportunities	- relying on internal capabilities; - the use of external opportunities is envisaged (such as bank loans, external investors, sponsors).
7.	According to the novelty	- decisions of traditional content; - innovative decisions.

These must be implemented short-term decisions that have a maximum implementation time of one year. Long-term decisions are those that are intended to be made over a period of more than a year, according to the majority of literature. We both agree that these choices, which typically last one to three years, are referred to as mediumterm decisions. Decisions for the long term span four or more time periods. These choices are meant to increase the effectiveness of the hospitality or tourism sectors. All decision-making methods can be used in this situation.

Every employee in the hospitality sector, like those in other sectors, must be proficient in time management. The business manager typically oversees this. Those who perform mental work need to learn

<sup>3</sup>The table was compiled by the author as a result of the research of the published literature and the study of the practice of the tourism industry.

how to manage their time well. because those who perform manual labor are paid to begin and complete the work. Time is a measure of mental effort. Time management is crucial in this regard. It is essential to rely on original thinking when making decisions. Since a difference from predecessors is not merely a difference, but one that is directed in a positive direction, it is primarily necessary to use improved methods as opposed to earlier conventional methods. Innovative solutions must be used to achieve this improvement. As a result, there are some links between innovative thinking and wise decision-making. These are depicted in the following figure (Figure 2).



**Figure 2. The relationship between innovative and traditional approaches to effective decision making<sup>4</sup>**

There are significant overlaps between innovative and conventional methods for making good decisions, as this figure demonstrates. Making a choice based on innovative ideas will undoubtedly increase the hotel's activity's efficiency and promote its growth. But these outcomes might not always be achieved by conventional decision-making. Even if their output stays at its previous level, it cannot satisfy the demand of the present. because the rate from the previous period might have been valid for that period. But it is clear that it won't entirely satisfy demand based on the level of today's demand. Because life is advancing and changing so quickly, it can only be developed with new ideas in order to keep up.

It is important to note that the decision's execution needs to be tightly regulated. Bitter words should also be said, if necessary. Because taking bitter medications is essential for the treatment of all diseases. As a result, it necessitates the use of all available techniques to execute the decision. To make informed decisions for the improvement of personnel management in the hotel industry, relying on the facts, there are several methods to reveal a wide range of opinions and options. These methods are based on research into the issues of improving personnel management in the hotel industry, ways to evaluate the current state of personnel management in the hotel industry and the role of each person in it. Conclusions based on scientific theory were drawn, and important practical suggestions were made.

**Conclusion.** 1. As in other industries, the potential of the workforce and their management techniques are key to the hotel sector's growth and increase in efficiency. The study of issues related to bettering personnel management, the current state of personnel management in hotel companies, and methods to assess each individual's contribution to the composition of the group are therefore among the

<sup>4</sup> This picture was created by the author as a result of research.

most urgent ones at hand today. However, there hasn't been enough research done on this problem, and it hasn't been properly published in the economic literature.

2. It was justified that better personnel management was required to boost efficiency in hotel businesses. Making wise decisions is necessary to accomplish this. In order to resolve this issue, it was justified to rely on the facts and to employ strategies that raised a variety of opinions and options. In this regard, a number of scientific and theoretical conclusions were made in light of the research into the nature of this process.

3. It was established that everyone plays a part in achieving efficiency in the hotel industry and that every employee should be aware of this based on the significance of their role in ensuring hotel efficiency. Additionally, it was demonstrated that workers shouldn't face discrimination or be elevated to a higher position simply for exercising their right to free speech. The position and function of the leader are crucial in this. Treating employees fairly is the first quality that is always expected of a leader. We have come to the conclusion that the guiding principle of the leader should be justice, justice, and more justice.

4. It was justified for the manager to have global perspective and be aware of what is really going on. It was also demonstrated that they should be studied in two groups based on what needs to be done in order to accomplish this. One is at the macro level, the other is at the micro level, and it has been determined what needs to be paid attention to and how to respond to them.

5. It was determined for the first time how to determine the internal possibilities of increasing labor efficiency by evaluating and analyzing the indicators representing labor efficiency, as well as how to determine the internal possibilities of increasing profitability and how to do so. These directions for increasing labor efficiency in the tourism and hotel industry were related to the improvement of the principles and methods of personnel management, and they were also researched for the first time in this field.

### **Recommendations.**

1. Considering the extremely delicate and complex nature of the field, special emphasis should be placed on developing and putting into place a system of measures intended to ensure people's economic security and the stability of their lives as citizens.

2. The justification for the need to end the wasteful use of time and to improve relationships with and among hotel industry employees was provided, along with suggestions for how to do so.

3. The connection between innovative and conventional approaches in reaching an informed decision and the use of innovations to promote economic growth were also justified. Studying the applications of innovations was also suggested as being pertinent.

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