



Managing System of the Tourism Industry

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Annotation: Based on the systems theory, we will try to decompose the complex general tourism system into its constituent subsystems. When they say systems theory, the question arises: what is a system in general? For example, a pile of sand is not a system. You can mix the sand, add a handful or take it away, but the pile will still remain. This is impossible in a system, since any changes will change the connections between its parts, and, consequently, its integral character. To define the concept of a system, we can say that a system is an ordered set of elements between which a close relationship exists or can be created.

Keywords: Tourism industry, hotels, restaurants, staff, management

Introduction

In relation to the tourism system, we can say that this is the totality and unity of relations and phenomena occurring in the tourism industry. Thus, the tourism system is represented by a system of relations in which tourism enterprises, organizations and regions interact with the external environment.

The tourism system is based on two subsystems: the subject of tourism and the object of tourism. The subject of tourism is understood as a participant in a tourist event, or a tourist who is looking for opportunities to meet his needs by obtaining specific tourist services. These services are provided by the tourism object. The object of tourism is understood as everything that can become the purpose of travel for the subject of tourism (tourist). It can be a tourist region of wide specialization with all its tourist structures.

The tourism system exists in the public environment. The world surrounding the tourism system is represented by the economy, ecology, technology, politics and social system. The listed systems of the public environment have a strong impact on tourism, although they are not the only ones. The dependence of tourism on the external environment is one of its most significant characteristics and features. Both between the subsystems of the subject-tourism and the object-tourism, and between the external systems and the tourism system, there are certain relationships. Since there are certain relationships between the tourism system and the outside world in which tourism exists, it can be argued that tourism is an open system that can and should be managed using the methods and principles of modern management.

Thus, tourism as an open system is interconnected with the outside world, represented by such social systems as the economy, ecology, social environment, politics and technology. The tourism system is divided into two subsystems: the subject of tourism management and the object of tourism



management. Considering the impact on tourism of the external environment, it should be borne in mind that it is not the same everywhere. It is important for management to identify the most significant factors of external influence and develop effective ways to respond to them. Consider the interdependence of the tourism system and the external environment (public environment).

Service quality in hotel industry is crucial for positioning hotel company at market place. Hotel industry is typical for low incomes of employees whose work place is not high rated, high level of job routine and limited possibilities for career improvement, which implies great percentage of those who leave their jobs, especially in countries where finding new job is relatively easy. Hotel companies where leaving job is frequent have weak chances for good market positioning. Therefore, most hotel companies have management that enhancing employees satisfaction, intends to make employees loyalty to the company. This also have positive result on hotel service quality and their consumers' satisfaction. Most hotels have practice to keep highly standardized operative procedures, but without integrative management approach. High competitiveness on global tourist market imposes necessity for constant service quality improvement, as one of the method for better market positioning. Understanding organizational culture role and climate characterized by human resources orientation for providing high quality service in hotel industry, is crucial for hotel performances as well as for employees satisfaction.

Main part. Tourism is not only an important branch of the economy, but also a complex organizational structure. In a broader sense, the tourism management structure is understood as an ordered set of interrelated elements that are in a stable relationship with each other, ensuring their functioning as a whole. To manage the tourism structure means to optimally distribute goals and objectives between structural divisions and employees of the organization.

In the management structure of the organization, links (departments), levels (stages) of management and communication are distinguished - horizontal and vertical. Horizontal relations are conciliatory in nature and are, as a rule, single-level. The horizontal division of labor is the qualitative and quantitative differentiation of labor activity. Essentially, this is the division of all work into its constituent components, i.e. the division of the general labor process into various private, continuous, separate types of activity with specialization of production and performers. Such a division of labor is carried out, as a rule, according to the functional (the division of labor is reflected primarily in the specialization of workers by type of activity), sectoral (associated with specialization and limitation in the performance of specific labor operations and procedures - for example, the specialization of an advertising manager, etc. .) and qualification (based on the complexity of the work and the qualifications necessary for their implementation) signs. with multiple levels.

In the management practice of the tourism industry, the most common are linear, functional and linear-functional organizational structures.

In modern organization „human capital” represents overall quantitative and qualitative value of its human resources. This capital is crucial for modern organization due to direct connection with organization performances.



Term human resources implies overall human potentials in specific modern organization:

- Available knowledge and experience;
- Usable abilities and skills;
- Possible ideas and creative achievements;
- Motivation and interest level for achieving organizational goals.

That means that human capital is considered in focus of overall human values and potentials, while management should recognize and activate them in right way, in the direction of goals realization.

Successful hotel industry is impossible without human resources and their potentials. Although all organization resources are important, human resources are the most important. Human resources specificity in tourism comprise in following:– human resources can put in function all intellectual, physical and all other potentials that are available for the company;– make the overall business results greater than individually achieved results;– business results depend on employees and managers motivation as well;– only human can modify vision;– human resources have long-term impact on business dealing;– organization – human resource relation has multiple effect;– human resources have availability to develop;– human resources are connect with all business functions;– human resources investment is more effective than in any other resources. Management functions are responsibility of organization management. Due to that activities, organization manages to achieve desired quality and abilities of the employees, motivated to achieve planned goals and tasks. On the other side, there are employees whose work and behavior are managed, with the orientation to direct their intellectual, physical and other potentials at goals achievement.

HRM in Tourism Industry Human resources are an inseparable constituent of tourism services with a lot of diversity. The tourism industry is a combination of different sectors and each sector has its own specialized requirements in terms of human resources. Even within one sector, there are specializations and sub-specializations. Tourism is intermingled with human resource. Tourism is a service industry and no tourist activity is possible without the involvement of human. In such service operations, the emphasis is on courtesy and efficiency and timely delivery of service and it is assumed that the service in tourism is all smiles and effective communication coupled with knowledge and information. A tourist perceives a destination by connecting the services he receives, the local behavior and the destination attractions. No tourist can be satisfied without human element in his trip, as for most of the tourist travelling is more about interacting with new people and cultures and not just a tourist site for fun. Some tourists might like a destination due to the human element attached to it while others may not like it due to the absence of it.

Tourism requires human resources like no other industry as it provides services which cannot be pre-checked before their delivery like goods produced on mass scale. The need for HRM in tourism is not to be confined to the skills of the service providers alone but the planners and officials who carry out the plans should be themselves highly trained. At the macro level available



educational and training infrastructure and the efforts of Government and private sector are taken into account. On the other hand, at the micro level one takes into account how best the individual organizations manage their human resources. In fact, human resource management and customer's care management are interrelated areas in tourism. Some organisations and destinations are known for their hospitability and human service and called service leaders. Research reported in the area has shown that they have achieved this status through effective management of their human resources.

Tourism management has existed for almost a long time, but its theory has been developed relatively poorly. The complexity of tourism enterprise management lies in the specifics of the tourism product. An important feature of the tourist product, which distinguishes it, primarily from industrial goods, is the wide participation of people in the production process. Thus, the human factor has a strong influence on its heterogeneity and quality. It must be said that the tourism industry is unique in that the staff is part of the tourism product, so the main efforts of management in tourism should be directed to personnel (human resources) management. Thus, the goal of management in tourism is to develop proposals for improving the management system in a tourism company, which will improve its efficiency.

Management methods are a set of techniques and ways of influencing a managed object in order to achieve the goals set by the organization. Economic methods of management. On various types of employee incentives. Organizational and administrative methods of management. According to the duties, according to the charter. Socio-psychological methods of management. Since people are the participants in the management process, social relations and the corresponding management methods that reflect them are important and are closely related to other management methods.

Constant need for positioning and repositioning requires constant personnel competence, that becomes the most important resource of hotel company, as great number of authors consider. Tourism companies are faced with very serious problems in employment, developing and keeping of loyal, competent, well managed and motivated personnel, focused on supplying qualitative service to very demanding and critical tourist-guests. Requirement for flexibility and mobilizes of employees is highly indicated in tourism. Flexibility demand is obvious through higher pressure for employees to possess multiple skills combined with different qualifications or combined with specific skills that are generally connect with different qualifications.

Conclusion. The transition to market relations fundamentally changes the situation in the field of personnel management of hospitality industry enterprises, since the market puts them in fundamentally new relationships with state authorities, other hotel enterprises, and employees. Attitudes towards hotel staff are also undergoing changes. In a market economy, personnel is gradually becoming human resources. Human resource management is a management component of any hotel enterprise along with the management of material, financial and information resources. However, due to its inherent specificity, human resource management is a special type of management activity. It requires creativity, individualization and a long-term perspective in all decisions.



In a market economy, the human resource management system is an important component that determines the success of the operation of enterprises in the hospitality and tourism industry. One of the axioms of management says: any problem of a hotel enterprise is a problem of human resource management. At the same time, approaches to managing them may vary depending on the size, organizational and legal forms of hotel enterprises. For large chain hotels, it is appropriate to use universal methods proven in the West, while the approach

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