



ACADEMICIA
**An International
 Multidisciplinary
 Research Journal**
 (Double Blind Refereed & Peer Reviewed Journal)



DOI: 10.5958/2249-7137.2021.01561.5

**PROBLEMS IN PERSONNEL MANAGEMENT OF HOTELS IN
 UZBEKISTAN AND WAYS TO SOLVE THEM BASED ON FOREIGN
 EXPERIENCE**

Irisboyev Shohruhbeq Nurmuhhammadugli*

*3rd Year Student,
 Faculty of Economics, Namangan State University,
 UZBEKISTAN
 Email id: irisboyev-sh@mail.ru

ABSTRACT

The article is devoted to the practice-oriented issues in hospitality industry. The work presents new trends in modern requirements for staff in tourism and hotel industry. The authors on the basis of estimations the industry's leading experts and own practical convictions assert that the effectiveness of personnel interaction with partners and customers is a structural constructed field of activity and affects the competitiveness of businesses in general. New conceptual understanding of human resources management includes scientific administration, interconnection of social and psychological characteristics of each employee's with labor productivity and formation of staff interest in the results of operations. In this regard, it is interesting to study the influence of these factors on the work of staff in hospitality industry. This article discusses the actual needs of the work with staff in the departments of HR (human resources), and, in present conditions, the demand for the following approaches: remote employment, flexibility in competence and professionalism, continuing education, fast adaptation and the staff involvement in the company work process.

KEYWORDS: *Hospitality Industry, Competitive Staff, Current Requirements to Personnel In The Industry, Strategic Functions Of The Sphere Of Hr, New Directions In Human Resource Management.*

INTRODUCTION

The sphere of hospitality in modern society is a powerful industry that combines various fields of activity, such as recreation (beach and educational), tourism in any form, hotel business, which includes all possible types of accommodation (from hostels to luxury hotels), restaurant business, all types of catering (since it is impossible to imagine any type of tourism or recreation without providing consumers with food services), excursion activities, organization of exhibitions and various scientific and social conferences.

In order for any hotel or tourist center to become attractive and competitive, it is necessary to ensure many different factors, the most important of which is the attraction of qualified personnel. Only qualified personnel and high-quality management can provide a high level of service, a comfortable atmosphere in recreation areas, etc.

The concepts of managing organizations have changed over time. In this regard, as a rule, approaches to personnel management also change. It is a well-known fact that it is the personnel who play a particularly important role in the success of the company.

The period of existence of this concept lasted until the mid-sixties of the last century. At this time, only the work of a person was considered, which was measured by the cost of working time and wages. Abroad, this concept was interpreted as the use of only labor resources and had an exclusively production orientation: all workers were subject to consideration only from the point of view of impersonal resources, which were evaluated practically at the same level and from the same positions as financial and material resources.

During this period, personnel management was carried out through various administrative mechanisms. This is the time of passive management, since it did not have any effect on the results of activities, but only solved clerical tasks, which led to the active development of bureaucratic organizations and enterprises. The role of the employee is viewed exclusively from a formal position and his formal role in the activities of the organization is determined. During this period, the most important and determining factor is only the position held. The leading role in personnel management was played by the methods and principles of management adopted in this organization. Within the framework of this concept, the delegation of powers was carried out, and the functions of each employee were clearly defined. At this time, the enterprises are developing personnel services, which were engaged only in solving various clerical tasks and kept records of the actual use of staff. This stage of development is characterized as a stage of passive management of employees of the enterprise.

In this period, a person is already defined as the main subject of the organization. This is due to the fact that the structure and strategy of the organization began to be built in accordance with the desires and abilities of a person. The role of ordinary employees in this system is defined in the "employee-employer" link. Here there is an opportunity for the development of the creative process among the workers themselves, as well as high labor motivation [4, p. 28-33]. This concept was formed as market requirements changed, and a number of factors arose, which determined new approaches to personnel management. There is a need for the concentration of intellectual potential in organizations in order to ensure the active development of activities in the main areas of a particular enterprise. There was also a need to change the role of personnel management, and at all levels. In the current conditions, it becomes necessary to provide

enterprises highly qualified personnel in personnel management, who, in addition to the main professional, had to have special psychological training. There is a lot of research by psychologists in which it determines the dependence of the development of an employee's creative activity on his high motivation. One of the main factors is the formation of staff interest in the results of the work that he performs, in addition, the results of labor should also be directed to the interests of the enterprise, that is, the interests of the employee and the enterprise must coincide. Due to the fact that nowadays you have to work in conditions of economic instability, and the hotel industry is not going through the best period of its development, any enterprise needs employees who are able to fulfill their duties in a constantly changing environment. There is often a need for so-called crisis managers who can help get through the company's difficult times. In this situation, it is possible to create external personnel reserve for top management positions. However, the question arises of how you can stimulate your talented employees.

In modern conditions, all managers and owners of companies want to see 100% employee involvement in the company's work process. This is possible only if the employee shares the values that are declared by the organization, and, fulfilling the assigned tasks with pleasure, gets satisfaction from this. It is the interest of the staff in achieving a common goal that can make the process of involving employees complete.

It is necessary to consider the existing main trends in personnel management, relevant today. The table shows the rating of tasks that come to the fore in the period when there are changes in the processes of personnel management. In practice, specific training often takes place, i.e. Development of a completely new system of staff motivation and remuneration, as well as the removal of so-called "extra", "unclaimed" employees from the company as seen from presented in the data table, the minimum separation from the leader is in the search for employees in the external environment. This is followed by indicators such as the search for leaders within the company itself and the possibility of using universal learning. This allows us to conclude that in the period when some organizational changes occur in the company, personnel management must be concentrated on a specific individual. It is more profitable for the company to find personnel, train them in all the necessary skills, pay these personnel, in a word, and make the personnel work.

Analyzing the results of the research carried out, the following clusters can be distinguished. In pairs of selected clusters, it is possible to track existing connections, and between all elements:

- Conducting personnel certification, identifying ineffective employees and removing them from the company, developing fundamentally new employee motivation systems;
- Search for new employees in the external environment; -implementation of universal learning.

Among all the above-mentioned clusters, one can single out the main methods that are a connecting element for everyone - these are "Identifying ineffective employees and removing them from the company" and "Developing fundamentally new employee motivation systems." Around these two axes, all other tasks that need to be solved in a given organization can be combined. In terms of its content, such a group of clusters can be defined as oriented towards recruiting and material motivation of the company's personnel.

Thus, it can be stated that for Russian companies during the period of organizational changes in personnel management, it is necessary to apply a highly individualized approach, and it must be quite tough.

From all of the above, we can draw the following conclusion that today there are new directions in personnel management, which will optimize and without significant costs improve the quality of personnel, and, consequently, the entire organization.

LIST OF USED LITERATURE

1. Bogolyubov. S. A., Bogolyubov V.S., Kryga A.V. Tourism as a large socio-economic system of the region: development management: methodological aspects: monograph. - SPb.: SPbGIEU, 2013. -- 230 p.
2. Bogolyubov V.S., Ruglova L.V. Analysis and structuring of modern problems of tourism education // Modern problems of economics and management in the field of tourism: collection of articles. Scientific. - SPb.: SPbGIEU, 2014. - Issue. 3.
3. Vardanyan I.S. Foreign and Russian experience in personnel motivation management // Management in Russia and abroad. -2013. - No. 1. - S. 129-132.
4. Egorshin A.P. Crisis and personnel management: monograph - N. Novgorod: NIMB, 2010.