

## Factors for Increasing the Efficiency of a Range of Services in the Hotel Industry

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### Abstract

*In this article, the author gives recommendations related to increasing the efficiency, quality and profitability of the range of hotel business services based on an analysis of the systemic approach to management decisions.*

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The dynamic development of the tourism industry involves not only an increase in the number of modern tourist complexes, hotels and other accommodation facilities, but also the improvement of their activities, carried out in the conditions of fierce competition in the tourism market. This requires improving the quality of guest service, developing new organizational and economic approaches and innovative solutions. The effectiveness of hotel management is determined by the availability of qualified labor resources and material and technical base that meets modern standards and consumer requirements, the need to master modern communications and information technologies.

The effectiveness of the complex of services of accommodation facilities, in our opinion, is determined by the ratio of the results of the activities of the service personnel and hotel management, aimed at meeting the needs of guests (tourists) by providing a complex of services of appropriate technical, functional, social, information quality, to the costs of providing and increasing it. In accordance with a systematic approach to the overall assessment of the socio-economic efficiency of hotel services, a set of services that are innovative in nature, high-quality, profitable and support favorable working conditions for staff can be considered effective..

Based on the analysis of guest reviews about the activities of hotels, different attitudes of respondents were revealed (as part of a survey in which the author took part) regarding the quality of the material, technical, functional, social and information components of the quality of the complex of hotel services.

Material and technical quality: convenient layout and high-quality finishing of the hotel premises, equipping its public premises and residential rooms with comfortable furniture and equipment, complete sets of high-quality linen, modern high-performance kitchen equipment, etc. For different categories of hotels and consumer segments, this component of the quality of hotel services will be have varying degrees of significance. The material and technical base of hotels does not meet the requirements of demand (high moral and physical wear and tear). The material component of hotel services in the cities of Uzbekistan is currently, on the one hand, outdated; on the other hand, accommodation facilities are being reconstructed.

Functional quality implies the order and methods of cleaning public premises and residential rooms, registration and settlements with guests, recipes for preparing dishes and drinks in cafes, bars, restaurants, etc. It should be noted the low level of application of progressive service

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technologies, which have advantages over conventional ones and create the most comfortable conditions for guests and staff in the process of service production.

**Social quality:** is of great importance for all categories of accommodation facilities and consumer segments. The sincere desire and ability of the staff to provide quality service to the consumer are becoming decisive factors in competition in the hotel services market. Particular attention is paid to corporate culture and leadership, conditions for training and professional development of staff, the process of creating new values for guests, taking into account their national and ethnic characteristics and preferences, distribution of powers and establishment of areas of responsibility. A big problem is the shortage (especially the acute shortage of line personnel) and low qualifications, inflated demands of graduates and the high turnover of hotel service personnel (in Uzbekistan, unlike foreign countries, there are no reserves of trained workers, as well as training hotels in which short-term training of staff is carried out). The losses from using untrained workers are obvious. Thus, a qualified maid can clean 60% more rooms per day than an inexperienced trainee.

**Information component of quality:** reveals the level of awareness about the technical, functional, social potential of the enterprise, about guests, staff, cultural and historical heritage among hotel market participants, having a positive impact on the dynamics of hotel occupancy and consumer loyalty. Currently, hospitality organizations pay little attention to creating an information comfort system, and the lack of an information base has a negative impact on the perception of service quality and leads to a decrease in profitability. In our opinion, the quality of life of society depends on information and its exploitation, as well as the prospects for social and economic changes that predetermine the development and increase in efficiency, incl. and a range of services in the hotel business. This, in turn, actualizes the need to form an information base for the tourism and hospitality industry. The work examines its formation and elements at the exogenous and endogenous levels.

- In this regard, we consider it appropriate to highlight the following main factors influencing the efficiency of the range of accommodation services:
- level of awareness about the hotel and services (availability of sources for materializing services at the external and internal levels), since the first stage of the service life cycle is the provision of information on the services offered to consumers;
- quality of hotel services, including the state of the material and technical base (material and technical quality), advanced service technologies (functional quality), social quality (professionalism and competence of service personnel, their ability and willingness to serve accurately and quickly);
- professional and general cultural competencies of the personnel who provide the complex of hotel services;
- Managerial potential of the hotel management.

Due to the specifics of hotel services and the relevance of personalization of service, from our point of view, when assessing their quality, it is advisable to use the following methods: to measure the degree of satisfaction of the service consumer, the SERVQUAL research tool, the method of deployment of quality functions (QMF) - to determine the priority of guest service requirements, ABC analysis - to identify the most significant factor that most worries the guest after their stay.

The highest scores for SERVQUAL are observed for indicators related to tangible characteristics, confidence; low scores - for the indicator “reliability” (from 4.35 to 5.2 out of a maximum of seven points), “staff reaction speed” (from 4.35 to 5.2 points). The assessment of the quality of consumer services according to the given factors is measured in the range from 4 to 6 points, i.e. has a significant spread, which indicates the potential of hotels to improve service (quality) and achieve an improvement in the final rating for all indicators at the same time. According to the research results, the priority for guests in terms of making changes are such quality characteristics as “a fully equipped room upon the guest’s arrival”, “high-quality room cleaning”, “timely and correct invoicing”. ABC analysis showed the need to pay attention to the group of A-factors that have the greatest impact on the quality of services of accommodation facilities: the impression of accommodation, the image of the hotel, the behavior of staff towards guests (service culture).

To implement the principles of increasing the efficiency and quality of hotel services, an appropriate mechanism is needed. The mechanism for increasing the efficiency and quality of the complex of hotel services is proposed to be understood as a system that determines the procedure for the activities of hotel management, aimed at improving the quality and efficiency of the complex of services of accommodation facilities.

A necessary component of the mechanism is management, which provides for the responsibility of managers of accommodation facilities for carrying out activities in the field of improving the quality and increasing the efficiency of services and realizing management potential. According to the author, when assessing managerial potential, it is advisable to use European and American experience, analyzing the following characteristics: vectors of personality orientation (for business, for communication, for oneself), level of intelligence, ability to create (creativity), level of aggressiveness, level of subjective control, sociability, ability to be assertive, self-esteem and level of aspirations, extroversion-introversion, anxiety and self-confidence, psychological status, communication and leadership style, organizational skills. For effective implementation of the mechanism, it is necessary to follow management principles, perform special management functions, and use management methods and tools.

In our opinion, it is advisable to include adequate perception of management decisions by service personnel; implementation of the managerial potential of hotel management; full concentration on the requests and needs of guests; maximum achievement of set goals according to all criteria of service effectiveness. Management functions within the framework of the proposed mechanism are reduced to a comprehensive assessment of the activities of hotels; determining the level of development of the management system; assessing the quality of hotel services; identifying problems, choosing areas to improve the efficiency of a range of services and assessing their effectiveness. Management methods - financial, economic, administrative, regulatory and socio-psychological - are described in detail in the dissertation.

We consider it advisable to divide promising directions for increasing the efficiency of the complex of services of accommodation facilities into internal ones, operating within the same hotel, and external ones, for which the accommodation facility is a necessary but integral part. All of these areas are discussed in detail in the dissertation research. The optimal option for accommodation facilities would be the simultaneous use of both “internal” and “external” promising areas for improving the quality and efficiency of the range of hotel services.

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