

## METHODS OF MANAGEMENT OF THE HOTEL ENTERPRISE

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**ABSTRACT:** *This article describes the importance of service at the proper level in the hotel industry and introduction of new methods of effective work with personnel. The main reasons of methods usage are given as well.*

**KEYWORDS:** *the hospitality industry, enterprise, administrative methods, economic incentives, social activity.*

### Introduction

At the present time tourism is actively developing along with leading economy, which indicates its availability to various segments of the population. Thus, the role of hotel services is rising, which are tourism services.

An essential role in the economy of modern countries is played by hotel business. It promotes the development of the economy (production and commercial services), and also has an important social significance: the hotel business meets the widest range of needs and wants of tourists, contributing to an increase in the number of jobs. This industry direct impact on the social, educational, cultural and the economic sphere of the state, as well as the interstate economic relations.

The hotel business, according to S.S. Bracket, contains significant potential for the non-manufacturing sector of Russia market, replenishment of consolidated and regional budgets. The hotel business is a system-forming industry that creates a diverse complex of relations between the financial and commercial spectrum between the different subjects and levels [4].

The hotel business should achieve such a level of social efficiency of the organization that its ultimate goals should be customer satisfaction with the quality of the services provided and the degree satisfaction and devotion of employees of the enterprise [5]. This definition fully reflects the essence of effectiveness as achievement final, positive for the company, the result. The purpose of the hotel is to make a profit by meeting the needs of travelers. As for the social component in the hospitality industry, it should be noted, that achievement by the firm of the planned purposes is realized by influence on human resources of employees, increase the productivity of their work, team cohesion and teamwork, as well as the maintenance of pleasant social and psychological climate in the organization.

A good hotel company is created and exists in the first turn for guests. Therefore, the key task of any hotel is keeping regular customers. Perfection of internal factors, affecting the quality of guest services, is one of the main tasks of the hotel. Internal factors include traditions, foundations and the orders of the hotel company, the personal qualities and professionalism of the staff, the condition of the hotel's material and technical base, the use of the latest technologies, strict observance of service standards, perfect quality control of all the hotel's divisions, creating an atmosphere of hospitality that no visitor wants to refuse.

The hospitality industry is a kind of entrepreneurship, consisting of such types of services, which are based on the principles of hospitality, characterized by friendliness towards the guests. Management of hotel structures of all classes and types in the post-crisis economy requires their prompt and flexible adaptation to the constantly changing situation, taking into account the high uncertainty of the environment [3]. In developed foreign markets, business administration mechanisms, as a special field of activity characterized by high-tech management and requiring constant development, and the introduction of innovations, allow hotel enterprises to improve the efficiency and quality of their work in an environment of unstable competitive business environment and dynamic changes in the market. Foreign scientists constantly monitor and study new trends in the development of the hotel business, research and implementation of advanced methods, technologies and management tools in the hotel industry.

The primary objectives of any hotel company - the provision and maintenance of quality services at the proper level, the timely elimination of deficiencies in the provision of services, the development of a strategy for improving service. The quality of performing these tasks directly depends on the level of preparedness of the staff.

High requirements for the skills of specialists, the complex nature of labor, information technology and a variety of forms of motivation dictate today the conditions for reorientation and introduction of new methods of effective work with personnel. It requires reforms at both the state level and the transformation of the old management systems, with their replacement by more progressive ones.

At the present stage, the hospitality industry is developing at a rapid pace, trying to meet the growing needs of the population and, of course, to make a profit. To this end, new and improved old services are being created at the enterprises of the hotel industry. Improvements also require management methods: it is important to be able to correctly and competently combine them to achieve the optimal result. The article examines the various methods that are currently used to manage enterprises in the hospitality industry and to explore how they can most effectively combine these methods to achieve a good result for both the entrepreneur and consumers of services.

Every employee of a hotel company must have certain competencies that enable him to provide an efficient and high-quality service delivery process. In addition, forming a model of business process management in the enterprise, hoteliers need to take into account the competence of personnel, when composing interrelated processes. This is necessary in terms of not only ensuring the effectiveness of various types of work, but also taking into account the socio-psychological qualities necessary to organize the provision of a hotel product to each particular employee. Competencies represent a unity of knowledge, skills, professional experience and ability to act in different situations specific to a particular enterprise [2].

The aim of the management of the hotel enterprise is to find ways to increase the efficiency and quality of the hotel's activity in modern market conditions through professional management.

The tasks of professional management are as follows:

- It is necessary to clearly know the main functions and connecting processes of management of the hotel enterprise;
- to be able to make maximum use of available information in the process of making managerial decisions;
- Possess methods of modeling and optimization of management decisions;
- identify and analyze the risk factors associated with the development and adoption of management decisions in the management of the hotel enterprise;
- make effective decisions in conflict situations;

- Manage staffing for hospitality enterprises based on modern methods of personnel selection and evaluation;
- Develop and implement management solutions based on modern psychological approaches.

The management methods of the hotel enterprise are the most important element in the mechanism of using objective market laws. The quality and effectiveness of managerial activities in the hotel industry largely depend on the management methods used.

In fact, the methods of implementing management activities used to establish and achieve the goals of the hotel organization, act as management methods. When solving a problem, the methods serve the purposes of practical management, providing at its disposal a system of rules for receptions and approaches that reduce the expenditure of time and other resources for setting and realizing goals.

The complexity, variability of the control object determines the variety of methods used. There are general and special management methods in the sphere of hotel business, which are realized through the study of the object of management in time and space, in close interconnection and interdependence with other objects, taking into account the ethno psychology of the population. In connection with the introduction of computers, electronic computers, the need for objective and rapid justification of decisions in the sphere of services, special methods of economic modeling are increasingly being used.

The management method of a hotel enterprise is a method of purposeful influence on the service of the service and the consumer with the aim of possibly more complete and effective satisfaction of the growing demands of people. [1].

The management methods of the hotel enterprise are the most important element in the mechanism of using objective market laws. The quality and effectiveness of management activities in this area largely depend on the management methods used.

The method of management of a hotel enterprise is a method of purposeful influence on the service of the service and the consumer with the aim of possibly more complete and effective satisfaction of the growing demands of people.

The methods of management of a hotel enterprise can be classified as follows:

- organizational and administrative, based on direct directives;
- economic, driven by economic incentives;
- socio-psychological, used to increase the social activity of employees.

An objective basis for the use of organizational and administrative management methods is the organizational relations that form part of the management mechanism. The management of the hotel enterprise is impossible without the reasonable application of administrative methods (which are often called organizational-administrative or organizational-administrative). With their help, the basic management systems in the sphere of services are formed in the form of its stable relationships and relations, provisions that provide for the rights and responsibilities of the units of the management apparatus and individual employees.

Administrative methods in the sphere of hotel economy are realized by direct influence of managers, owners on subordinates. Such impact can be carried out on the basis of concluded contracts, through administrative orders and orders, various regulations, rules, regulations and other documents that regulate the activity of subordinates, their clear work, ensuring proper discipline and responsibility. Organizational and administrative methods are mainly based on the authority of the leader, his rights. The manager is represented here as an administrator, a subject of power, relying on the right granted to him. However, administrative methods should not be identified with strong-willed and subjective methods of leadership.

The fundamental question of the collective organization of labor in the firm is the mastery of economic management methods, which, in relation to the management of an organization, constitute a combination of economic levers with the help of which an effect satisfying the requirements of the collective as a whole and the individual in particular is achieved. In other words, the goal is achieved by influencing the economic interests of the managed object.

The need for economic management practices in the sphere of services is naturally and significantly increasing, since in the conditions of denationalization of enterprises of the hotel industry and the development of private entrepreneurship with the help of directive influence, it is not always possible and reasonable to solve a complex set of tasks to meet the growing needs of the population for services. Economic management methods should occupy and inevitably occupy a dominant position in the hospitality industry. This is necessary to ensure normal operating conditions in the new business environment, and steps are being taken at the enterprise under consideration to implement this provision.

It is necessary to note that administrative and economic methods of management of hotel enterprises have, along with characteristic differences and much in common. In management practice, they complement each other. It is important to emphasize that administrative decisions are not just directives, but decisions that are justified from the point of view of their economic feasibility.

With regard directly to economic management methods, their features and advantages can be reduced to the following:

- They are based on some general rules of behavior that allow maneuvering resources, whereas administrative ones are characterized by specific tasks targeted at achieving the goals of the managed system by forming a clear structure, creating conditions for the preparation, adoption and implementation of decisions;
- Have an indirect impact on producers and consumers of services, through the system of relations take into account the interests of the collective and individual employees; administrative methods by their nature are not able to so completely and directly focus on the economic interests of management objects;
- Necessarily assume the independence of the service sector at all levels, while at the same time assigning responsibility for the decisions and their consequences to it.

Administrative methods assume a significant share of the responsibility of higher decision-making bodies; addressed to the internal activities of the service sector, economic methods encourage executors to prepare alternative solutions and choose the ones most appropriate to the interests of the collective, while administrative orders are mostly unambiguous, require mandatory exact execution.

The results of labor largely depend on a number of psychological factors. Ability to take into account these factors and with their help to purposefully influence individual employees can help the leader to form a team with common goals and objectives. Insufficient attention to the social and psychological aspects of management of the hotel enterprise causes unhealthy relationships, which reduces the productivity of labor. Socio-psychological methods of leadership require that at the head of the team there are people who are flexible enough to use various aspects of management. The success of the activity of a leader in this direction depends on how correctly he applies various forms of socio-psychological influence, which, in the final analysis, will form healthy interpersonal relationships.

The main purpose of applying these methods in the management of the enterprise under consideration is the formation of a positive social and psychological climate in the team, due to which, to a large extent, educational, organizational and economic tasks will be solved. In other words, the goals set for the team can be achieved with the help of one of the most important

criteria of efficiency and quality of work - the human factor. Ability to take into account this circumstance allows the head to purposefully influence the collective, create favorable conditions for work and, ultimately, form a team with common goals and objectives.

In conclusion, it should be noted that in the service sector a huge role is played by the relationships in the team; it is important to create a pleasant atmosphere, to provide all conditions for high-quality uninterrupted operation. And for this, in turn, socio-psychological methods of enterprise management are widely used. Thus, for the most efficient operation of the enterprise, administrative and socio-psychological methods are used as an annex to the main used - economic management methods.

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