

# EFFICIENT EMPLOYMENT MANAGEMENT IN THE TOURISM SECTOR: INTERNATIONAL EXPERIENCE

Tukhtaeva K.F.

PhD Student at the Tourism Development, Institute under the Tourism Committee of the  
Republic of Uzbekistan

<https://doi.org/10.5281/zenodo.11650348>

**Abstract.** *This article examines the scientific and theoretical approaches of foreign scholars to ensuring employment in our country in the field of tourism services. The practical activities and results of the development of the market for tourism services in leading countries with a sufficiently developed tourism sector were also analyzed. As a result of the application of these approaches, opportunities for the development of the tourism sector have been identified.*

**Keywords:** *tourism, services, economy, population, employment, tourism resources, purchase, country, transportation, personnel, organization, company, hotel.*

## Introduction

The tourism and hospitality industry is one of the most dynamically evolving sectors of the global economy. It plays a crucial role in job creation and improving the standard of living for the population. Studying the foreign experience in developing labor potential in this industry is an important aspect for understanding and implementing best practices in other countries, including Uzbekistan.

Tourism, as a separate type of service, has many distinctive features. As mentioned earlier, tourism simultaneously performs economic, social, civilizational, cultural, humanitarian, and communication functions.

Tourism, being an important segment of foreign trade, which includes export-import operations with services, has its own peculiarities of export. Unlike other sectors of the economy, where tourism triggers strong migration of people to places where tourist resources accumulate, and their consumption is concentrated at their location. While in other sectors of the economy, when goods are delivered to the consumer, in tourism, on the contrary, the consumer (tourist) can travel to the place where the tourist resource is located. This, along with the almost complete absence of taxes, in many cases ensures high profitability of this type of activity.

Tourism is of great importance for multiplier effects, that is, for the national economy: transportation, trade, communication, household services, consumption of goods, agriculture, and tourism- all contribute to the development of the economy and social impact. [1]

Employment in tourism is an industry where tourism is considered as significant. Due to dense labor contracts and low labor resources, tourism is an industry issue that holds great importance and has numerous peculiarities.

## The analysis of literature on the topic

As Abby Liu and Geoffrey Wall argue, tourism serves as an economic force in providing employment in developed countries, while in developing nations, it is associated with leisure consumption as a primary means of development. This public consumption generates job opportunities, and tourism may be the sole employment option in impoverished and peripheral regions, with employment in tourism representing an opportunity to improve their economic position [2].

M. AgusCholik notes that one of the most effective ways to increase the government budget through tourism is to attract investments in the social sector, which is one of the most promising for the maximum development of tourist areas. These measures to strengthen the tourism industry in Indonesia have accelerated the growth of tourism revenues [3].

N.Y. Goryushkina, D.V. Shkurkin, A.S. Petrenko suggest that organizations involved in the development of hotel and tourism businesses strengthen competition by improving the management of marketing activities, both in the general tourism sector and in industry-specific organizations. To deepen competition among hotels and other hospitality establishments, various strategies are proposed, such as increasing guest service rates, offering new services to attract clients, setting tariffs for different visitor categories, proposing bonuses, and other stimulating activities [4]

Adele Ladkin notes that in the context of tourism, tourists themselves act as workers, the tourism industry as the employer, and tourism research as the researcher. Each of these roles is seen as part of a broad spectrum of scenarios. The ongoing interaction between tourism organizations is viewed as a catalyst for tourism activity between countries [5].

### **Research methods**

In our research, we applied methods of analytical synthesis and analysis, theoretical examination of data. We analyzed the experience of foreign countries in ensuring employment in the tourism sector, identified the prospects for its application in our country. We reviewed available information on tourism, aiming to encompass foreign experience in employment and relevant legal aspects. The object of our study was international tourism. In addition to general economic approaches, we utilized methods of maximal data systematization such as comparative analysis, synthesis of theoretical and practical material, as well as systemic analysis.

### **Analysis and Key Findings**

#### **ChatGPT**

In today's world, the tourism industry is experiencing incredible growth in all corners of the planet. As tourism is a key factor in the economic development of a country, its promotion can be achieved through the active role of governmental and international bodies involved in the development of the tourism sector.

To profit from the tourism business, any civilized country must invest a significant amount of money in studying its territory to assess its tourism potential. Governmental bodies should support the development of the tourism industry, the establishment of tourist centers, the creation and enhancement of necessary infrastructure, as well as the development of advertising and informational support [8].

The development of labor potential in the tourism and hospitality industry varies across different countries. Let's consider the experiences of several countries such as France, Spain, and Turkey, and compare them with Uzbekistan.

**France:** France is one of the leading countries in the tourism industry. One of the key aspects of the success of the French tourism industry is the high quality of education and training for personnel. Special training and qualification enhancement programs for hotel and tourism workers contribute to the development of professional skills and improvement in the quality of tourist services.

**Spain:** Spain also places great emphasis on training personnel for the tourism industry. Professional training programs and governmental support for educational initiatives play an

important role in ensuring a high level of service. Spanish universities and colleges offer a wide range of courses and programs aimed at preparing professionals for work in tourism.

Turkey: Turkey actively develops its tourism potential by attracting foreign investors and implementing government tourism support programs. Training and professional development of personnel are important aspects. Turkey also implements exchange programs and cooperation with other countries to enhance the qualifications of tourism industry workers.

Uzbekistan: Uzbekistan has seen significant growth in the tourism sector, however, there is a need to improve the system of personnel training and education. Introducing international standards and professional training programs can contribute to improving the quality of service and developing the country's tourism potential.

In the presented table, key indicators of the tourism industry and the system of personnel training in the tourism and hospitality sector are compared for countries such as France, Spain, Turkey, and Uzbekistan.

***Table. Comparative Analysis of Countries for the Year 2023 [10]***

Country	TouristArrivals (million)	TourismRevenue (billion \$)	TourismJobs (thousands)	TrainingPrograms
France	89	60	3000	High
Spain	82	70	2500	High
Turkey	45	34	1500	Moderate
Uzbekistan	5.1	1.2	170	Low

**TouristArrivals:**

- France: 89 million tourists annually, making France one of the most visited countries in the world.
- Spain: With 82 million tourists, Spain ranks second in Europe in terms of visitor numbers.
- Turkey: 45 million tourists, a significant figure for a developing tourism sector.
- Uzbekistan: 5.1 million tourists, significantly lower compared to leading tourist destinations.

**Tourism Revenue:**

- France: \$60 billion in tourism revenue, reflecting high levels of tourist activity and developed infrastructure.
- Spain: With \$70 billion, Spain earns significant tourism revenue due to the diversity of tourist offerings.
- Turkey: \$34 billion, indicating the importance of tourism to the country's economy.
- Uzbekistan: \$1.2 billion, highlighting the potential for growth in tourism revenue with improved infrastructure and services.

**Tourism Jobs:**

- France: 3,000 thousand jobs in the tourism industry, confirming its importance to the labor market.
- Spain: 2,500 thousand jobs, Spain actively develops its labor potential in this sector.
- Turkey: 1,500 thousand jobs, indicating the significant contribution of tourism to employment.

- Uzbekistan: 170 thousand jobs, highlighting the need for further development of this sector to create new job opportunities.

Training Programs:

- France: High level of training programs and personnel preparation. France offers a wide range of educational programs in tourism and hospitality, including courses at leading universities and specialized institutions.

- Spain: High level of training programs. Spanish educational institutions offer various courses and qualification enhancement programs for tourism workers.

- Turkey: Moderate level of training programs. Turkey actively develops professional training systems, but there is still room for improvement.

- Uzbekistan: Low level of training programs. Uzbekistan needs the implementation of international standards and the expansion of educational programs to train qualified personnel in tourism.

### **Conclusions and Recommendations**

The comparative analysis shows that France and Spain are leaders in terms of tourist arrivals, tourism revenue, and the number of jobs in this sector. This can be attributed not only to their rich cultural heritage and developed tourism infrastructure but also to the high level of training programs and personnel preparation. Turkey also demonstrates significant progress in the development of the tourism industry, particularly due to government support programs and investments in educational initiatives.

Uzbekistan, despite its considerable potential for tourism development, lags behind in these indicators. To reach the level of leading tourist destinations, it is necessary to focus on improving the quality of education and professional training, as well as creating favorable conditions to attract tourists and investors.

Applying successful international practices and adapting them to the specifics of Uzbekistan could significantly increase the country's competitiveness in the global tourism market, create new jobs, and boost tourism revenue.

In our country, tourism services undergo changes from year to year, with investments increasing and the level of infrastructure improving. However, ensuring the well-being of our population remains one of the main tasks, especially considering the high standards of our people.

Our country has its own rich history and examples to follow. Therefore, in our research resulting from analyzing the foreign experience and increasing tourism, we have formulated the following suggestions and proposals:

- Propose state incentives to develop tourism by highlighting cultural advantages;
- Attract tourists by providing facilities for young people to work in the tourism sector;
- Arrange for state-sponsored advertising on national television channels to promote tourism for free;
- Introduce bus routes in tourist areas of our republic to develop domestic tourism;
- Develop and implement a tourism strategy and action plan;
- Expand the activities of the "Uzbek Tourism" agency and open tourism departments in foreign embassies.

### **REFERENCES**

1. F.C. Kutlimurotov. TourismInfrastructure: Study Guide. - Tashkent: TDIU, 2007. - 105 p.
2. Liu A., Wall G. Planning tourismemployment: a developing country perspective //Tourismmanagement. – 2006. – T. 27. – №. 1. – C. 159-170.
3. Cholik M. A., Se M. M. The development of tourismindustry in Indonesia: Current problems and challenges //European Journal of Research and Reflection in Management Sciences. – 2017. – T. 5. – №. 1.
4. Goryushkina N. Y. et al. Marketing management in the sphere of hotel and tourist services //International Review of Management and Marketing. – 2016. – T. 6. – №. 6. – C. 207-213.
5. Ladkin A. Exploring tourism labor //Annals of Tourism Research. – 2011. – T. 38. – №. 3. – C. 1135-1155.
6. Aykac A. Tourismemployment: Towards an integrated policy approach //Anatolia. – 2010. – T. 21. – №. 1. – C. 11-27.
7. Sharpley R., Forster G. The implications of hotel employee attitudes for the development of quality tourism: the case of Cyprus //Tourismmanagement. – 2003. – T. 24. – №. 6. – C. 687-697.
8. Ruziev Sh. Development of Tourism in Uzbekistan (Based on Foreign Experience) "Economy and Innovation Technologies" Scientific Electronic Journal. No. 6, November-December, 2020.
9. Khoshimov P.Z., To'rayev Z.N. Developing the Tourism Industry as an Important Aspect of National Economy // Economy and Finance (Uzbekistan). 2012. No.7. URL: <https://cyberleninka.ru/article/n/turizm-so-asi-milliy-i-tisodiyotni-rivozhlantirishning-mu-im-omili-sifatida>
10. [http://council.gov.ru/activity/analytics/analytical\\_bulletins/63023/](http://council.gov.ru/activity/analytics/analytical_bulletins/63023/)
11. <https://stat.uz/uz/matbuot-markazi/qo-mita-yangiliklar/10164-2021-yilda-o-zbekiston-respublikasida-turizm>
12. <https://uzbekistan.travel/en/uzbekistan-tourist-arrivals/>