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## THE MAIN STRATEGIC DIRECTIONS OF INCREASING THE COMPETITIVENESS OF HOTEL SERVICES IN THE BUKHARA REGION

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### ABSTRACT

The article is devoted to the discussion of the reviewing and studying the problems of improving the quality of services in the hotel industry and developing the quality of services today. The relevance of the topic is that hotels that are currently focused on the client and his needs are among the hotels that will develop sustainably in the future. In addition, it should be taken into account that paying attention to the factors affecting the quality of hotel services plays a major role in increasing the efficiency of production of hotel services and the level of service. The management of the hotel is always faced with the task of constantly improving and managing the quality of service, expanding it, paying attention to the introduction of technologies, and solving problems immediately.

**Keywords:** hotel services, hotel types, quality, quality category, competitiveness, customer needs.

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### INTRODUCTION

The hospitality industry has undergone significant changes in recent years. The continuous development of the tourism business has led to increased competition in this area. This increased competition, in turn, has led to an increase in the requirements for the quality of hospitality.

In 2021, the number of foreign tourists who visited Uzbekistan reached 1,881,345, and the export of tourist services amounted to 422.1 million US dollars. After the pandemic, special attention was paid to the restoration of domestic tourism and the organization of systematic trips for the population. According to statistical data, in 2021, the number of trips of residents outside the region, i.e. regions, Tashkent, and the Republic of Karakalpakstan reached almost 6 million (5,813,900).

One hundred thirty three newly opened hotels (number of rooms 3,384) and 210 hostels (number of rooms 1,946) were launched in the regions. The total number of accommodation facilities was 1,442, and the number of places in them was 71,247. This year, 702 Wi-Fi points were established for connecting to the Internet in tourist facilities, and their number reached 3450 across the country.

In addition, at the beginning of the year, a total of 1,747 tourist road signs were installed, including 437 during 2021. These signs were installed to improve the tourism infrastructure, in particular, to ensure the correct movement of traveling tourists along the intended destination. 1,096 family guesthouses (3,952 rooms) were established, their total number reached 2,458, and the number of beds reached 21,018[7].

A one-sided economy will not be sustainable. Therefore, in our country, measures are being taken to structurally reform the economy and develop it on a large scale. In particular, tourism is defined as one of the driving sectors and the necessary conditions are being created.

For example, issuing visas to tourists has been simplified. Queues and checks at the airports were abolished, and green corridors were created. Currency exchange was easy. Social tax and turnover tax rates for tourism enterprises were set at 1 percent. Land tax and property tax rates were reduced by 90 percent. The number of guest places increased 3 times compared to 2017 and reached 125 thousand. Guests can be registered electronically.

Tourism is recovering after the pandemic. The number of foreign tourists who came to our country increased by three times compared to 2021. Since the beginning of the year, the volume of tourism exports was 926 million dollars. The average trip of the guests who visited us was 4-5 days, and their average spending was 305 dollars.

The number of domestic tourists also increased by 3.5 times compared to last year and reached 7.5 million.

It is not without reason that the President pays special attention to this area and creates conditions for it. 30 percent of the revenue generated by tourism is paid to the people as wages. In other sectors, it does not exceed 10 percent. One job created in the tourism industry leads to the creation of two additional jobs in related industries. That is, tourism is a significant resource for providing employment, increasing income, and increasing the export of services. In general, it was noted that there is a possibility to attract 7 million foreign and 12 million local tourists next year. This would increase tourism exports to 2 billion dollars [8].

Today, customers of any hotel expect a high level of service, and when choosing a hotel, they choose based on the reviews of previous guests. Therefore, the task of ensuring a high standard, i.e., quality service, is at the forefront of the management of many hotels. Also, continuous work on improving the quality of service, timely identification of shortcomings and their elimination, development of a strategy for increasing the level of service quality, and careful implementation of it will lead to an increase in potential customers in the future.

Theoretical studies and practice show that the quality of service is largely determined by whether or not the customer will return to the selected hotel. If the first visit was the result of successful advertising (rich interior, tasty menu, etc.), then the loyalty of customers and the choice of subsequent visits will depend on other criteria. Customer satisfaction with the quality of services directly depends on how hospitable and polite the staff was. This will be based on whether the room was comfortable and cozy, whether there were any complaints about cleaning and equipment, etc. In other words, the extent to which the quality expected by the guest met the guest's expectations.

#### **Literature review**

Originally, service quality was defined as the compliance of quality indicators with excellent indicators. This approach would determine the actual level of importance of such indicators and quality assessment methods based on measuring their target maximum importance. Thus, the concept of quality has always been closely related to the concept of quality standards, as well as operational standards of activity. Historically, the assessment of quality indicators in the hotel industry has been measured because of how well the evaluated indicators accurately reflect the maximum value specified in the operational standards of the hotel or hotel chain.

The concept of quality as a means of competition in the hotel industry has gradually developed. The choice of the consumer and his evaluation of the quality of the services of the hotel enterprise were largely based on the technical, technological, cultural and economic development of society at each moment of history [1].

In the national three-factor model of service quality, the quality assessment was influenced by the corporate quality factor - the image and business reputation of a particular hotel. Within the current working conditions of hotels, in the three-factor model, the corporate quality factor has an overwhelmingly strong influence on the customer's choice, not only because of previous experiences and because of brand image but also, primarily, because of consumer evaluation [4].

Hotel service quality is a set of hotel service features, service processes, and conditions. These features are designed to meet the expected or expected needs of customers in their leisure, travel, and other components of tourism consumption. In recent years, many hotel enterprises consider improving the guest service system and improving the quality of services as the key to their prosperity. In the hotel industry, service quality issues are at the forefront, and the future depends on their resolution. Problems arising in the provision of quality hotel services are a constant concern of various hotels for natural reasons [3].

Increasing the level of openness of the service market and increasing competition among the enterprises of the hospitality industry puts before them the task of constantly improving the quality of services and their attractiveness to customers. Quality refers to the features and characteristics of a service that creates a sense of satisfaction or the absence of defects in the consumer. This increases the degree of customer satisfaction. Therefore, quality is primarily the customer's satisfaction with the service, and quality service is a service that satisfies the needs of the guest. The level of quality, in turn, depends on the degree of correspondence between the customer's ideas about the actual and desired service in hospitality enterprises [2].

In recent years, in the conditions of strong competition, first of all, hotel enterprises that strive to satisfy the needs of consumers are the winners. Hotels that want to operate successfully, first, look after their economic interests, provide for social needs and satisfy the wishes of customers. To achieve these goals, the hotel business is implementing cutting-edge information technologies, and developing more effective methods of personnel management and new service packages. Practical experience shows effective and efficient control methods in serving guests. Therefore, the concept of "Service quality" is a whole set of hotel services characterized by various features: quality of hotel rooms, services provided in the restaurant, technical equipment offered for rent; quality of service in direct interaction with employees; politeness, friendliness, the sensitivity of employees to guests [6].

Maintaining and improving the quality of service in a hotel is a challenging and valuable task. However, if all the necessary measures are taken in this direction, the hotel will be able to increase profitability through a correct and accurate approach. In the future, not only the client, but also his friends, colleagues, and relatives who recommend this hotel may become a constant source of income. This is because they are satisfied with the service.

Research has shown that it costs five times more to acquire a new customer than to retain an old one. This difference is primarily due to complex marketing activities. This is an appropriate reason to improve the service. The hotel may need to introduce additional services to improve customer service [5].

### Research Methodology

During the research, scientific studies on international and national experiences related to the improvement and development of the quality of services were studied. Observation and selection, scientific-theoretical, and empirical observation methods were used in the process of creating the article. Foreign and national statistical sources were used in the research, which increases the reliability of the research results.

### Results and discussions

Nowadays, it is very important for every hotel to be able to maintain its position in the competitive market. Therefore, each placement tool should first of all provide high quality and high-quality services. Basically, services should be focused on meeting the needs of customers.

Unfortunately, today there are no strict and clear standards for hotel services in Uzbekistan. This factor distinguishes the entire hospitality system of Uzbekistan from the system of large international hotel chains. The success of Western hotels is mainly determined by the high standards that exist in the West.

**Table-1. Guest reviews from <https://www.booking.com/> (from 10 point)**

<u>Hotel name</u>	<b>Buxoro Malikasi</b>	<b>Hotel Volida Botique</b>	<b>Botique Hotel Minzifa</b>	<b>Lyabi House Hotel</b>	<b>Komil Bukhara Boutique Hotel</b>
<u>Service categories</u>					
<b>Location</b>	4.8	4.8	4.8	4.6	4.6
<b>Cleanliness</b>	4.3	5	4	4.6	4.3
<b>Service</b>	4.3	4.5	4	4.7	4.5
<b>Value</b>	4.2	4.8	4	4.5	4.3
<b>Overall:</b>	<b>4</b>	<b>4.5</b>	<b>4</b>	<b>4.5</b>	<b>4.5</b>

**Table-2. Guest reviews from <https://www.tripadvisor.com/> (from 5 point)**

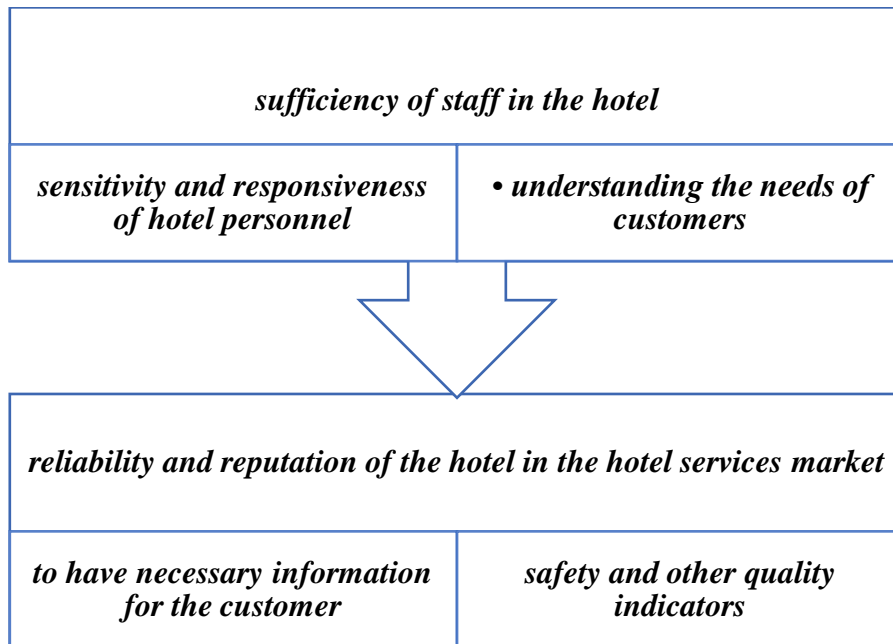
<u>Hotel name</u>	<b>Buxoro Malikasi</b>	<b>Botique Hotel Minzifa</b>	<b>Komil Bukhara Boutique Hotel</b>	<b>Amelia Boutique Hotel</b>	<b>Kukaldosh Boutique Hotel</b>
<u>Service categories</u>					
<b>Cleanliness</b>	9.1	9.6	8.9	9.8	9.1
<b>Staff &amp; service</b>	8.9	9.6	9.2	9.7	8.9

<u>Hotel name</u>	<b>Buxoro Malikasi</b>	<b>Hotel Volida Boutique</b>	<b>Boutique Hotel Minzifa</b>	<b>Lyabi House Hotel</b>	<b>Komil Bukhara Boutique Hotel</b>
<u>Service categories</u>					
<b>Staff</b>	9.5	9.6	9.7	9.3	9.7
<b>Facilities</b>	8.9	9.3	9.4	8.9	9.4
<b>Cleanliness</b>	9.2	9.4	9.5	9.1	9.4
<b>Comfort</b>	9.1	9.4	9.4	9.7	9.4
<b>Value for money</b>	8.9	9.2	9.4	8.9	9.3
<b>Location</b>	9.9	9.7	9.8	9.9	9.8
<b>Free Wi-Fi</b>	9.1	8.9	8.9	8.3	8.9
<b>Overall:</b>	<b>9</b>	<b>9.3</b>	<b>9.4</b>	<b>9</b>	<b>9.5</b>

<b>Amenities</b>	8.8	9.3	7.5	9.5	7
<b>Property conditions &amp; facilities</b>	8.8	9.4	8.4	9.6	8.5
<b>Eco-friendliness</b>	8.4	9.1	8.7	9.4	9
<b>Overall:</b>	<b>8.8</b>	<b>9.4</b>	<b>8.8</b>	<b>9.8</b>	<b>8.6</b>

**Table-3. Guest reviews from <https://www.expedia.com/> (from 10 point)**

The conducted research showed that, as a result of comparing and calculating the reviews of tourists on Booking.com, Expedia.com and TripAdvisor, as well as other websites specializing in hotel reservations, it was found that the most important criteria for the quality of hotel services for a tourist are the following:



**Table-4. Criteria for improving quality of hotel services**

In order to evaluate the competitiveness of the quality of hotel services, we have studied the international experience and proposed an expert system for evaluating the quality of hotel services below. Table 5 shows the selected criteria for the competitiveness of services. Their evaluation is determined by the multiplication of the points assigned by experts for this criterion (based on customer satisfaction) and the importance (coefficient of importance) of each criterion in the total volume of criteria, the sum of which is equal to one or 100%. For ease of evaluation, each criterion has different evaluation options (point scale from 0 to 10 points) and the significance coefficient is determined from 0 to 1.

Criteria of competitiveness of hotel services	Importance coefficient of the indicator for the tourist (0-1)	Indicator value options	Score (1–10)
Availability of hotel staff	0,16	Partially	7
		Full	9
Accuracy of hotel services	0,12	Great	9
		Average	5
		Bad	3
Reliability, reputation of the hotel	0,12	Reliable	8
		Doubtful	4
		Bad	0
Communication	0,04	Yes	8
		No	2
Timely provision of hotel services	0,11	On time	8
		With a delay	5
Responsiveness (willingness to help and satisfy all the wishes of customers)	0,12	Permanent	9
		From time to time	4
		Helpless	0
The speed of providing hotel services	0,06	Quick	9
		Medium	7
		Low	3
Safety	0,17	Safe	9

		A sense of awareness	3
		A sense of danger	0
Courtesy and attitude of the staff	0,06	Gentle	8
		Medium	7
		Unbearable	0
Manifestation of the individual approach of the company's employees to their customers	0,02	It will be displayed	8
		In rare cases	4
		Abstract	0
Understanding customers	0,04	Focusing on the needs of their customers	8
		Focusing on the needs of selective customers	6
		Not paying attention to the needs of their customers	2

**Table-4. Criteria of competitiveness of services in hotels**

Thus, the most important criteria for a tourist are: responsiveness of employees, its availability, timeliness, reputation, safety and accuracy of hotel services. and success in the hotel is achieved when there is a desire to meet all the needs of the customers. The high quality of services is the main indicator of the hotel's successful operation. Currently, tourists are very demanding and attentive to everything, every little thing in the service, and they always want all the basic services from the hotel - comfortable accommodation, quality food, security, courtesy and attention of the staff [6].

#### **Factors affecting the quality of hotel service**

Hospitality cannot be quantified, but the satisfaction of guests can be assessed qualitatively. It consists of the following factors:

- the condition of the material and technical base of the hotel is a factor that combines everything related to equipment, location and lighting: location and interior of the premises, availability of the necessary household appliances in the premises, convenience, quality of furniture, etc.,
- The general impression of the service is the frequency and quality of cleaning the premises, the convenience of registration and deregistration, payment methods, etc.
- professionalism and qualification of personnel - speed of service, kindness, readiness for assistance, level of communication culture.

In modern hospitality enterprises, the most important factor is service quality management, which includes the development and implementation of quality standards, personnel training, control, configuration and improvement of service in all nuances of the hotel.

**Negative factors.** While any factor has a positive effect on the level of customer satisfaction, one should not forget the negative factors that prevent creating a positive impression. One of these factors is the conservatism inherent in the management of the entire hotel business. This leads to a decrease in the quality of service and causes the following problems:

- lack of a uniform standard of services provided - each employee serves guests in different ways, which does not affect customer satisfaction;
- lack of two-way communication between employees and management (as a rule, communication is one-way - "from top to bottom"). Employee feedback is rarely considered. In addition, management often does not have information about specific problems "on the ground" and therefore does not take measures to eliminate these problems. Checklists can be



an effective solution here. Checklists make it easier to monitor compliance with service standards and identify deficiencies, simplify the work of managers and employees;

- lack of understanding of the real causes of problems is another negative factor. If the root cause of the lack of quality service is not identified, it is impossible to effectively eliminate this deficiency "on the trail" (for example, the rudeness of an employee may be the result of deficiencies in their training);
- lack of appropriate response to guests' complaints - when complaints appear, the management strategy often turns into finding the culprits, rather than analyzing causes and consequences and improving the service process;
- a successful business has a management system that is not tied to a specific leader, through which it is implemented by managing employees, not the entire organization. Today, this problem is mainly solved by using corporate information networks that can be accessed from any device. Such a network contains up-to-date and constantly updated information on service standards, and any employee has the right to access it. Many companies also use special mobile applications to organize data and manage processes.

The creation of a unified management scheme will make it possible to get rid of the connection with the personality of the manager by creating independent objective standards.

The above negative factors are the result of conservative governance policies and are not effective. To prevent problems with quality service and eliminate financial motivation risks, it is necessary to always act together with time and strive to maximize customer satisfaction - only in this case profitability plays an important role.

**How can service standards be improved?** Improving the quality of service is based on the following factors:

- to know the "weak points" in the service and to study them in advance in order to prevent dissatisfaction of the guests with the service;
- increase the level of customer satisfaction;
- proper motivation of employees;
- increase the efficiency of enterprise management;
- reducing the number of internal and external failures: negative opinion about the hotel, lack of confidence in the quality of services provided, elimination of accidents (unplanned expenses for equipment repair, etc.).

The ability to anticipate and understand customer needs is the most important component of success. Increasing customer loyalty is a difficult and difficult task, but successfully solving it becomes the key to the profitability of the hotel business.

In recent years, the hotel business is completely focused on customer satisfaction and providing quality service that exceeds customer expectations. To achieve this goal, continuous improvement of the organization's activities, involving all employees in solving common hotel problems, analyzing data and making decisions based on facts will help. Currently, mobile audit services, which are mainly used in developed countries of the hotel business, help to identify problems that lead to a decrease in customer loyalty and positively solve them.

### **Training of employees**

It is known that poor quality service causes a stronger emotional reaction in the customer than good service. A customer is more willing to give a negative review than praise. Taking into account these criteria, the improvement of the skills of employees and their training should occupy one of the first places in the list of actions taken to improve the quality of service.

Hotel staff should have professional training (ideally - professional education), have all the information necessary for the client and be able to convey it clearly and correctly, as well as there they must know their duties clearly and master them thoroughly. In addition, especially the hospitality of the staff plays an important role - that is, the ability to be attentive to the needs of the client and take care of them adequately.

### **Maintaining cleanliness and order**

The visual component is another key element in maintaining customer loyalty. The neater the hotel rooms, corridors and foyers are, the better the tourist will have a good impression of the hotel.

Unfortunately, the management does not have the ability to control the quality of cleaning in all rooms every minute. However, it is possible to solve problems here through modern technologies. Mobile audit services provide a full cycle of work on identifying and eliminating problems in the hotel, which allows you to quickly monitor the quality of work of employees and important deficiencies. Thanks to the quick transfer of data and a convenient checklist through the mobile application, it allows to reduce the monitoring time, clearly identify problem areas and eliminate deficiencies.

**Conducting internal audits.** Regular surveys and internal surveys are another useful way to improve service quality. Being able to correctly identify weak points and immediately analyze them will certainly improve service delivery and at the same time increase customer loyalty.

Mobile audit applications allow you to significantly reduce the time of conducting an audit with the help of convenient control questionnaires. Mobile audit allows you to completely abandon documents and focus on really important business processes. The library of control questionnaires is constantly updated, and the control sheets themselves correspond to the current standards of service in the hotel business.

**Motivating employees.** Employees who work directly in the field, that is, "inside", have invaluable information about the quality of hotel service. They can offer a lot of valuable advice based on experience, so it's important to listen to employees. Today, many companies actively monitor not only customer satisfaction, but also employee satisfaction. This indicator reflects the success of their work. Experienced, professional employees are a valuable asset, so it is important to motivate responsible and hardworking employees in the right way.

Today, many local companies welcome the transition to the European model, according to which conscientious employees are encouraged - bonuses, vacation vouchers, diplomas, etc. To see those who work honestly and effectively for the benefit of the hotel is the task of a far-sighted leader who strives for the development of his business.

**Use of modern technologies.** The introduction of IT can be called a new trend in hotel business development. Today, technology and smart machines act as human assistants, taking over many simple tasks.

Nowadays, almost all hotels offer free Wi-Fi in the rooms. Also, through IT technologies, providing hotel services by introducing online registration, virtual travel, ordering additional services via the Internet, round-the-clock information and other additional functions quality can be improved [9].

### **Conclusion**

Today, providing modern and high-quality service is a clear understanding of the client's wishes and requirements, and full satisfaction of his needs. Modern technologies help to clearly understand the needs of the guest and at the same time simplify the work of employees. The provision of online services mainly allows for more effective interaction between the client and employees and operational work. Hotel management will be able to solve all problems as soon as possible.

### **Suggestions**

1. Implementation of the practical experience of conducting a questionnaire-survey for customers who used the guest questionnaire in hotels. This proposal helps in the process of adequate and objective assessment of the quality of hotel services provided in the hotel. The peculiarity of the opinion given by the guest is that he is not an expert in the field of hotel management, so he evaluates the quality of service based on his views and impressions. Therefore, the guest questionnaire is primarily aimed at reflecting the impressions received from the service in many hotel complexes. The peculiarity of this survey is that the hotel customer not only answers "yes" or "no" questions, but also comments on his opinion or makes suggestions, as well as focuses on the benefits of the service. possible The customers of the hotel complex will express their opinion about the hotel, help to identify the strengths and weaknesses of the hotel's work, and this will be a

direct guide for the hotel to try to eliminate these problems in the future and carry out the relevant activities. With the help of this innovation, customers will have the opportunity to control their relations with hotel employees who are direct representatives of the hotel;

2. Monitoring and evaluation of the results of research conducted in determining the quality of hotel services. It is important for the hotel to communicate with customers, which allows updating information based on the evaluation of the responses received. The results of the study of the guest questionnaire form the basis of professional training programs for employees of the service department. Internal control monitoring mainly helps the hotel to focus on improving quality by looking at these problems from the perspective of meeting the needs of guests. On the other hand, the quality control program helps to improve the interaction between hotel departments.

3. Improving the quality of hotel services also plays a big role in personnel qualification. Nowadays, many guests also pay attention to the professional ethics and level of professionalism of the clients. Therefore, the organization of training or advanced training courses for personnel by hotel managers plays an important role in further improving the quality of services.

4. Mainly, it is important to pay attention to the level of language skills for hotel employees working in reception and accommodation services. Because the quality of the service is primarily realized by the customers through these employees. Employees must be fluent in at least one foreign language, which is not the case in many hotels. Knowledge of a second (and even more so, a third) foreign language, unfortunately, is not a question, because even if one knows a foreign language other than English, then the knowledge is at the elementary level. In this case, it is appropriate for the hotel to start learning additional foreign languages.

5. Using all possible ways to promote the hotel. In order to succeed in the competitive market, special attention should be paid to cooperation with online travel agencies and booking sites. Here, the hotel should pay special attention to its website and conduct professional work with serious partners. In addition, the hotel should pay attention to the details of the text given on its website. Web intermediaries have hundreds of standard hotel descriptions on their pages. Therefore, hotels can offer themselves to new partners using bright text and illustrations. These small efforts create certain competitive advantages for the hotel complex.

### List of references

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