Verbesserung des qualitätsmanagementsystems der hotelleistungen

Usmanova Nasiba Akbarjanovna

Unabhängiger Forscher am Samarkand Institute of Economics and Service.

Usbekistan.

Zusammenfassung: Die Methodik zur Bewertung der Qualität und Wettbewerbsfähigkeit von Hoteldienstleistungen wurde auf der Grundlage der Anpassung an die Veränderungen des Wettbewerbsumfelds auf dem Dienstleistungsmarkt, der Bildung von Wettbewerbsklassifizierungen und Qualitätsindikatoren, die kundenbezogene Aspekte berücksichtigen, verbessert Zufriedenheit**.**

Schlüsselwörter: Methodik, Wettbewerbsfähigkeit, Wettbewerbsfähigkeit von Hoteldienstleistungen, Qualitätsindikatoren, Bildung der Klassifikation der Wettbewerbsfähigkeit**.**

Improving the quality management system of hotel services

Usmanova Nasiba Akbarjanovna

Independent Researcher at the Samarkand Institute of Economics and Service.

Uzbekistan.

Abstract: The methodology for assessing the quality and competitiveness of hotel services has been improved on the basis of adaptation to changes in the competitive environment in the services market, the formation of classification of competitiveness, and quality indicators that take into account aspects related to customer satisfaction.

Keywords: methodology, competitiveness, competitiveness of hotel services, quality indicators, the formation of a classification of competitiveness.

The rapid development of international, domestic and business tourism is leading to an increase in demand for the quality of hotel services around the world. This is of great importance in making management decisions in the first place. Today,

the hotel industry in Uzbekistan includes 1,051 hotels and similar accommodation facilities, which account for 58.9% of the market of tourist accommodation facilities. The role of the hotel industry in the economy and tourism industry of our country is becoming extremely important.

Today, the hotel industry is moving from large organizational structures to small structures of business organization and small hotels. This is especially true for cities with historical tourist attractions (Tashkent, Bukhara, Samarkand, Khiva). In addition, there is a transformation of hotel farms with tourist and recreational activities. Hotel organizations are being transformed into boarding houses, holiday homes, tourist and wellness centers specializing in treatment.

As a result, in recent years, it has been observed that business and congress activities, which are within the competence of hotel service organizations, are turning into tourist activities, and consumers are not accommodated based on the purpose of the visit. As a result, intra- and inter-sectoral competition is intensifying.

The current situation in the market of tourist services is explained by the growing demand for quality services, the desire to meet it abroad. The processes taking place in the hotel industry require a new approach, effective methods and forms of management in order to increase the attractiveness of hotels for consumers, to attract them more. This increases the need to develop a theoretical and methodological framework for quality management of hotel services.

Although the research work on hotel management is sufficiently covered, the study of the quality of services provided does not pay enough attention to the specifics of the newly introduced innovative services, their role in improving quality. In this context, there is a need to develop new systems and methods of quality management of hotel services. Finding a theoretical, methodological and practical solution to this problem in terms of service quality management will eliminate the problems of improving the hotel management system in Uzbekistan.

In countries with developed market relations and competition, high quality is an imperative and the most important source of national wealth. Therefore, quality

assurance and improvement in the service sector of Uzbekistan should be considered a priority.

Continuous improvement of quality – is a promising investment, which ensures the formation of a steady stream of customers. This was confirmed in the research work, where the cost of attracting a new customer is 10 times higher than the cost of re-attracting a regular customer. Therefore, it is an important task to retain regular customers through quality service.

As a rule, ensuring the intended level of quality is achieved through the introduction of a quality management system that provides for the organization and implementation of measures that directly affect the changes in the quality of services and the environment in which these factors apply.

The modern model of quality management of hotel services in Uzbekistan is implemented within a separate enterprise without external influences. Also, the quality management of the resources entering the system is practically non-existent, and the quality control at the exit of the system is carried out with delays on the basis of feedback.

Of the quality management functions, only control is exercised and emphasis is placed on whether the main placement tools belong to a particular category.

The requirements of the international quality standards ISO 9000 provide for the systematic organization of quality management of goods and services, to meet the interests not only of service providers, but also consumers, suppliers, society and the country.

The experience of service quality management in the hospitality industry in foreign countries shows that the main focus is not on the development of functional services, but on the development of regional management systems.

The study argues that the attractiveness of hotel services should be considered not only at the level of hotels, but also integrated across the region. The main focus of the work is on the analysis of the activities of 146 hotels with 15.7 thousand beds in Samarkand until 2020, and the study of the use of rooms during the year.

According to the level of comfort, most hotels, ie 23% are 3-star, 10% are 2-star hotels, 4-star hotels are 4%. The remaining 61% belong to other categories. These hotels and uncategorized accommodation facilities are small hotels in private form (Figure 1).
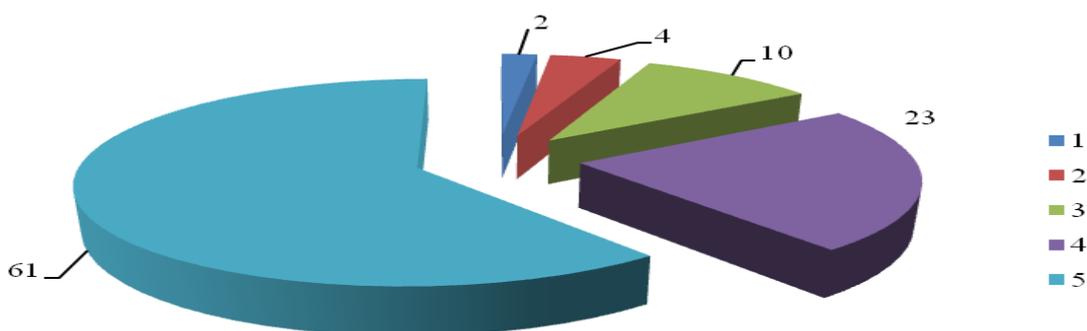
1. Categories of hotels and related accommodation in Samarkand[1]

Private small hotels and their "guest house" form have a number of advantages (flexible tariff policy, high level of individual service, compatibility of quality and price of services) and disadvantages (tax evasion, non-payment of utility bills and fees on a regular basis, violations of civil registration, non-compliance of the services provided with the standard and the established minimum requirements). This, of course, requires the development of a mechanism for the legalization of this type of activity and the creation of an effective management system.

In order to stimulate the demand of the population for tourism, most tourist and resort services companies offer non-specific services to consumers. Hotels in cities of historical significance (Tashkent, Bukhara, Samarkand and Khiva) are moving from tourist services to entertainment services. However, a reasonable approach to the issue of optimizing the type of activity of hotels is required. Some hotels offer excursions, in addition to medical treatment, others - cooking (Uzbek cuisine), and others - scientific and business forums.

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[1] Calculated based on the author's research

When analyzing the activities of hotels in Samarkand, it was concluded that most of them artificially increase the cost of services in order to reduce costs associated with economic activities. This does not serve to ensure price and quality matching of services. The profit-oriented focus of stimulating the relationship between producer and consumer leads to a loss of consumer attractiveness and a decline in the competitiveness of the hotel industry.

As a result, there is an incomplete system of quality management in hotels, which operates on various deviations. Due to the inseparable nature of production and consumption of hotel services, it leads to the formation in consumers of the idea of irreparable unreliability and poor quality of service in the future.

The analysis conducted in hotels allowed to divide the factors affecting the quality of services into two groups. The first group is a group of factors related to the internal environment of a particular hotel, the second is a group of factors related to the influence of the external environment.

Analysis of domestic and foreign economic literature and generalization of the results allowed to develop an author's tariff for the quality of hotel services.

The following features of quality were highlighted in the study: quality is a normative category, which is reflected in the standards; quality - properly understood needs of customers; quality - services provided and provided correctly; quality is determined in terms of socio-economic parameters of consumers and reflects their personal behavioral attitudes.

Quality management should be continuous, systematic and forward-looking. the analysis of the development trends of hotel enterprises allowed to develop a model of the quality management system of hotel services (Figure 2). Considering the quality management system of hotel services as a complex, complex and dynamic system requires thinking of the overall management of the hotel organization as an integrated system.

The study of the essential components of the system into subsystems establishes the principle of effective feedback, which allows a good study of the

elements, the rational organization of communication and relationships between subsystems, as well as ensuring the effectiveness of management processes.

In order to effectively organize the impact of management in the proposed quality management system of hotel services, a corresponding management mechanism is required.

In accordance with the quality management system, such a mechanism can be considered as a set of methodological tools, management functions and forms and methods aimed at improving the process of creating hotel and resort services.

The rational connection of the elements of the quality management system of hotel services ensures that they are clearly and rationally organized in the direction of their activities, aimed at achieving a high level of quality management of hotel services.
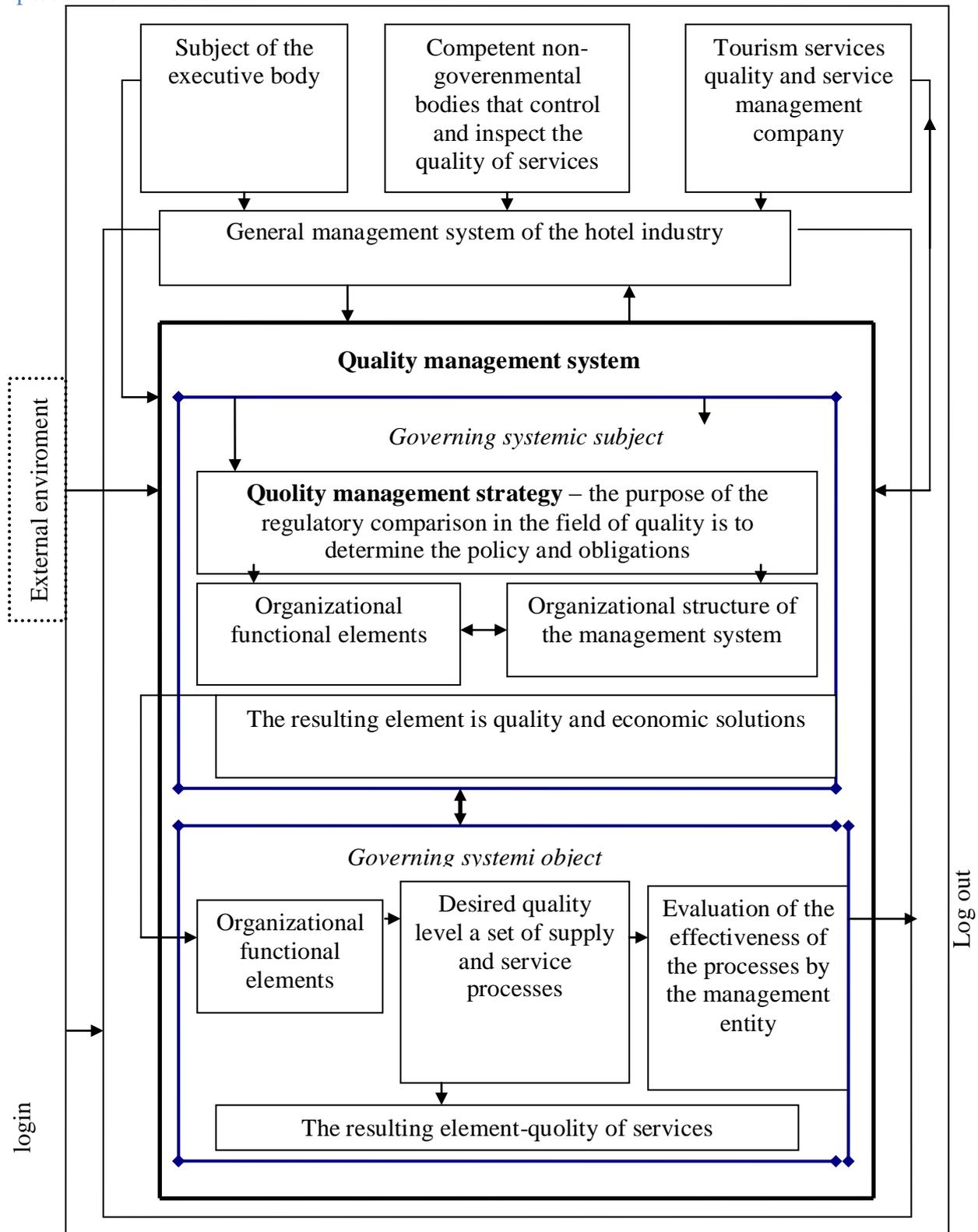
2. Model of hotel services quality management system [2]

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[2] Calculated based on the author's research

To develop and implement a quality management system based on a process approach, it is necessary to develop a rational model of system functions, planning, budgeting, optimization of the structure of departments, the state of registration in the system, labor relations.

Improving the quality of hotel services under the above system will not only increase the competitiveness of the enterprise, but also its services.

It is necessary to analyze and evaluate the services market to make management decisions. One of the difficulties in assessing the quality and competitiveness of services, as well as the organization of quality management system is the lack of information about the products of competitors, the lack of organizational and methodological support for such tasks in the enterprise. The competitiveness of hotel services is inextricably linked with the competitiveness of the enterprise, and it should be considered as an aspect of the hotels in terms of adapting to the changing competitive environment in the market, meeting consumer demand and needs for products and services.

As part of this research, a methodology is proposed to address these shortcomings. In addition, this methodology is designed to assess the competitiveness of the enterprise in terms of service quality indicators, shows the existing relationship between service quality indicators and their competitiveness in the services market and consists of several stages:

Step 1. Assess the competitiveness of the hotel business and its competitors and identify strategic factors.

1.1. Assessment of the complex indicator of competitiveness of the organization:

$$K = \sum_{i=1}^{N} K_I, \qquad (3)$$

Here: Ki - the value of the direction of the organization, the value of internal environmental factors in the scoring system (finance, marketing, production, etc.)

N is the total numnber of factors.

1.2. Assessing the level of competitiveness of the hotel:

$$K_y = \frac{K_o}{K_\kappa}, \qquad (4)$$

Here: Ko, Kk is a complex indicator of the competitiveness of hotels and competitors, respectively. When Ky> 1, the organization is competitive.

Step 2. Identify the main competitors of the hotel business based on the strategic group of competitors and the creation of a competitive map.

2.1. Selection of important aspects for the purpose of stratification of organizations (e.g. average rating, quality, location, politeness, participation in various exhibitions). The level of service quality is assessed on a 100-point scale through expert evaluation of important aspects such as nutrition, accommodation and the like. Organizations are then classified as belonging to selected groups.

2.2. A two-dimensional position card is created for the strategic groups of competitors.

Quality of service is one of the most important factors in the overall competitiveness of hotels, along with price, and is the primary factor influencing its competitiveness.

Step 3. A map of the strategic group of services will be created based on the identification of competing services.

3.1. Selecting their important features to categorize the services offered. The quality of service is rated on a 100-point scale by an expert assessment based on indicators of importance such as standard, quality of living in deluxe rooms, rent of halls and equipment. Price is based on the price list. Organizations are then classified according to the group and characteristics selected.

3.2. Creating a competitive map of competing hotels. Map all competitors.

Step 4. The competitiveness of hotel organizations is based on the position of the organizations based on the competitive map of the market. The competitive map of the market reflects the dynamics of the position of competitors in terms of the position of competitors in the market, i.e. market share and market share.

4.1. Determining the market share and market share dynamics of hotels.

4.2. Creating a competition map matrix in the hotel services market.

Assessing the competitive position of hotels to determine the specifics of the competitive situation; determine the level of leadership of the enterprise in the market of hotel services; identification of key competitors; to address issues such as determining the relative position of participating enterprises.

Step 5. Determining the level of service quality on the scale of customer satisfaction and admiration for hotel services.

This indicator is determined on the basis of the method of expert assessment.

Based on the actual data obtained, a list of indicators reflecting the level of service in hotels on the selected scale is formed.

5.1. compiling internal preference indicators of hotel product based on data actually collected on all hotels. Indicators that are not available and are not specific to all hotels will be removed from this list. Then, for evaluation purposes, a list of indicators that do not change for all hotels is re-formed (for example, service, availability of a private beach, hotel image, reputation, reputation, staff qualifications, quality of additional paid services).

5.2. Assign a corresponding value to each indicator on the selected scale.

The evaluation is determined by calculating the average value:

$$Y = \sum \frac{R}{a}, \qquad (5)$$

Here: Y - assessment of the quality of service in a particular hotel;

R is the sum of the values of all indicators;

a - the number of indicators that represent the quality of service in a particular hotel.

This method allows to determine the consumer attractiveness of a hotel product and draws conclusions about the various features that serve to determine its competitiveness.

Step 6. Segmentation of the hotel business market by the needs and capabilities of consumers of hotel services.

The main feature of segmentation is the high level of service and the value of the services offered. Based on these important indicators, we can divide the hotel services market in Samarkand into 4 segments:

I – maximum comfort, II – high comfort, III – moderate comfort, IV – insignificant comfort.

Step 7. Evaluation of the financial performance of the hotel business.

In assessing the financial condition, the indicators of balance sheet liquidity and financial stability, business activity and profitability are expressed in absolute terms.

Step 8. Determining the relationship between competitiveness indicators and quality indicators.

8.1. determine the relative value of consumer prices and quality indicators. To do this, the quality and price indicators of the service under study are compared with those indicators of the services of a competing enterprise and the basic service indicators. The basic service is understood as the ideal consumption model of the service, i.e. the perfect parameters that the consumer wants to purchase.

$$K_{н(к)} = \left(\sum_{i=1}^{N} \frac{\overline{X_i}}{ЦП} \right)_{н(к)}, \qquad (6),$$

Kn (k) - the competitiveness of the service of the hotel under study (Kn) and the competing enterprise (Kk); TsP - consumer price; Xi – N is a relative index of quality.

8.2. Determining the calculated values of consumer price and quality indicators. It is also important to consider the importance of these indicators. The value of quality indicators is multiplied by their significance value, as well as their relative value obtained in relation to the ideal service.

8.3. The value of quality indicators calculated on the basis of the relative value obtained in relation to the ideal service of the service under study and the competitor, as well as otsenki konkurentosposobnosti method (Kn) and the competitiveness of the service of the competing enterprise (Kk).

$$K_y = \frac{K_n}{K_k}, \qquad (7)$$

If Ku> 1, the service under study is competitive. This method can also be used to research new services.

Step 9. Comparison of the quality of services of the hotel business on limited indicators.

9.1. Determining relative quality.

From the point of view of consumers, the most important criteria that lead to the purchase of services (safety, location, quality of food, staff qualifications) are evaluated by an expert method (5-10 point system). In this case, the price should not be taken into account.

9.2. Evaluate the criteria in a 5-10 point system and compare them with the most important competitors. These evaluations are tabulated and summarized by comparing the hotel to a competing enterprise (Table 1).

Step 10. Determining a complex indicator of the quality of hotel services (by the number of limited indicators)

10.1. Determination of a complex indicator of quality by the weighted method.

$$K = \sum_{i=1}^{N} W_i L_i, \qquad (8)$$

Here Li is an indicator of service quality; N − total number of services; Wi. - Significance indicator of i-quality indicator. Significance and value of quality indicators are determined by an expert assessment on a 5-point scale

<div align="right">**Table 1**</div>

<div align="center">**The average value of determining relative quality**[3]</div>

№	indicator	Hotels			
1.	location	5,0	3,5	4,5	3,0
2.	Food quality	4,0	3,5	4,0	4,5
3.	security	4,5	5,0	5,0	3,5
4.	Staff qualifications	4,0	3,5	3,5	4,0
5.	Offer additional services	5,0	5,0	4,5	3,5
6.	The cleanliness of the bathrooms in the rooms	4,0	3,5	3,0	5,0
7.	The politeness and kindness of the staff	5,0	4,0	4,5	3,5
8.	The level of performance of television, Video, audio devices	4,0	4,0	3,5	4,5
9.	Silence and demeanor of the guests in the adjacent room	5,0	4,5	4,0	3,5
10.	The level of furniture in the room	4,5	4,0	4,5	3,5

$K_{к1}$ = 0,25 x 3,5 + 0,25 x 3,5 + 0,20 x 5 + 0,15 x 3,5 + 0,05 x 4 + 0,1x3,5 = 3,825;

$K_{к2}$ = 0,25 x 4,5 + 0,25 x 3 + 0,20 x 4 + 0,15 x 3 + 0,05 x 4,5 + + 0,1x3 = 3,65;

$K_{к3}$ = 0,25 x 3 + 0,25 x 4,5 + 0,20 x 3,5 + 0,15 x 4 + 0,05 x 3,5 + + 0,1x5 = 3,85.

The results of the calculation show that the Orient Star Hotel is one step ahead of the first competitor Tumaris Hotel (Kk1 = 3.65) and two points ahead of the rival Samarkand Hotel (Kk2 = 3.85) in terms of complex quality of services (Kk1 = 3.825). located below.

10.2. The normalized coefficients of factor significance are calculated by dividing the factors into coefficients of general significance on a 5-point scale.

10.3. The competitiveness of the hotel business in relation to the first (Kprk1) and second (Kprk2) competitors is calculated by the following formula:

$$K_{пр к1} = \frac{K_{пр}}{K_{к1}}; \quad K_{пр к2} = \frac{K_{пр}}{K_{к2}}, \qquad (9)$$

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[3] Calculated based on the author's research

We can determine the competitiveness of Orient Star Hotel compared to the first (Kprk1) and second (Kprk2) competitors:

$К_{прк1} = К_{пр}: К_{к1}, = 3,825: 3,65 = 1,05;$
$К_{прк2} = К_{пр}: К_{к2} = 3,825:3,85 = 0,99.$

Step 11. Based on the importance and value of quality indicators, it is possible to determine a complex indicator of the quality of services.

Step 12. Assessing the competitiveness of a hotel based on the criteria of the classification system of hotels and other accommodation facilities.

According to the classification system of hotels and other accommodation facilities, the classification is carried out in three stages:

12.1. Carrying out an initial assessment of the means of placement in accordance with the established requirements;

12.2. Evaluation of points on the criteria of the classification system of means of placement and calculation of their total;

12.3. Based on the above, a final assessment of the suitability of placement tools for a particular category is conducted.

As a result, a hotel or any accommodation facility can quantify its performance, as well as compare it to its competitors. This can be done through a competitiveness assessment formula:

$$K_y = \frac{K_o}{K_k}, \qquad (10)$$

Where Ko, Kk are the hotel (accommodation vehicle) and the competitor hotel (the competitiveness of the competing accommodation vehicle, respectively). The hotel (accommodation vehicle) is rated when Ku> 1.

Evaluation of the effectiveness of the quality management system is carried out by determining the quality of services and the overall competitiveness of the hotel. The group and composition of indicators will be selected in relation to the current forecast period.

In order to objectively assess economic performance and assess the effectiveness of a quality management system, it is necessary to plan, analyze and account for the costs of quality assurance.

Quality management should be focused on the future economic efficiency and profitability of the enterprise, as well as increasing the reputation of the firm. The evaluation of the effectiveness of the management system is determined using the efficiency indicator:

$$Э = \frac{B_1 - B_o}{I \times 100\%}, \qquad (11)$$

Here: E - quality management system efficiency indicator,

V1-V.0 - the amount of annual sales revenue before and after the introduction of the quality management system of the enterprise,

I − the amount of costs for the implementation of quality management systems.

The stable operation of the elements of the quality management system in the hotel business, the effective implementation of goals and strategies to ensure unrestricted exchange of information between them, will increase the level of competitiveness in the services market. It is necessary to establish cooperation with organizations that provide standardization of services outside the enterprise.

Its functions include standardization of private small enterprises in accordance with applicable law, selection, recruitment and training of highly qualified personnel, certification and standardization of services, quality awards and competitions among hotels, quality control and inspection with the help of independent experts , services consumer analysis, collection and processing of questionnaire data, ensuring effective information exchange across the system, and more. For this purpose, a company to manage the quality and service of tourist services will be established.

In general, the methodology and approaches to quality management developed in the dissertation form the basis for the development of a quality management system for hotel services. The tools proposed in the study ensure the development of hotel

services in a competitive environment, taking into account the socio-economic

conditions in individual organizations and regions.

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