

## Article

# Improving The Organizational and Economic Mechanism for The Effective Organization of The Activities of Tourist Complexes

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**Abstract:** In this article, in the organizational and economic mechanism of improving the efficiency of innovative management of the activities of tourist complexes, the focus is on solving the following tasks by local authorities: summarizing information about enterprises engaged in innovative activities in regional networks in the cross-section of the territory; development and coordination of regional programs for the innovative development of tourist enterprises, as well as the creation of sufficient conditions for the innovative development of tourist enterprises (development of innovative infrastructure); search and use of resources internally (maxalli or state budget, funds of non-budgetary target funds) and externally (international donor organizations, foreign investors) to financially support the innovative activities of tourist enterprises.

**Keywords:** Tourism networks, tourism network infrastructures, tourism network management, competitive tourist services, development of innovative infrastructure, organizational and economic mechanism.

## 1. Introduction

Due to the consistent reforms carried out in the years of independence in our country, tremendous success is also achieved in all sectors of the economy, in particular in the tourism industry. It is important that every year a large number of new tourist enterprises specialized in this area are launched, and a new variety of new, high-quality services are created in the different district. The rapid development of the national economy and the provision of high growth rates, the widespread introduction of barrier-free tourism infrastructure in the main tourism cities of the country, increasing the number of residents employed in the tourism sector by 2 times until 2026, The state program for the development of infrastructure of Tourism and cultural heritage facilities and the effective use of more than 8 thousand cultural heritage facilities is highlighted in the development strategy of the president of the Republic of Uzbekistan for the period 2022-2026. The demand for tourist products in our country is extremely large, and in order to meet these needs, a mechanism is being developed to effectively establish the activities of tourist complexes in the regions. With the modernization of service processes, the widespread introduction of the achievements of Science in the organization and management of activities at Network tourist enterprises, it is necessary to create a new generation of service technology in the tourism industry of our country, to accelerate the existing production rates several times earlier.

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The effectiveness of the management mechanism of the activities of tourist enterprises or tourist complexes largely depends on the role of local self-government bodies as well as on the wide involvement of consumers in the decision-making process.

The organizational mechanism of Management combines management functions, organizational structure of management, personnel, management techniques and technology, management decisions, Organization of Labor on a scientific basis, legal basis of management, etc. Organizational elements of management include management goals, principles, functions, methods, techniques, technology and personnel, management structure and information.[1]

Economic mechanisms of management rely on economic laws, principles, methods of management and the purpose of economic activity, profit, ownership relations and other supports. The economic mechanism of management is aimed at solving specific socio-economic, technological, socio-psychological problems arising in the process of activity.[2]

Special importance is paid to increase the number of incoming tourists in the conditions of the establishment of a new Uzbekistan by increasing the efficiency of the use of the tourism potential of the regions, shaping the activities of tourist complexes in the regions. Comprehensive measures are carried out in the directions of ensuring the competitiveness of tourism enterprises, the qualitative and quantitative development of domestic and foreign tourism. "In general, this year 7 million foreign and

There is an opportunity to attract 15 million domestic tourists, bringing the industry's exports to \$ 2.5 billion". In the implementation of these tasks, scientific research is important in the areas of substantiating additional opportunities for the development of the activities of tourist complexes in the regions, improving the distribution of tourism potential and resources taking into account the characteristics of the region, offering specific approaches to assessing the influence of seasonal and territorial factors in the development of tourist complexes.

## 2. Materials and Methods

In an era of increasing globalization and integration of world economy, the correct interpretation of the essence of the concept of Tourism and the correct understanding of its uniqueness are of both theoretical and practical importance. The opinion of foreign and domestic scientists about this is different, there are different views and concepts. Including A.Y.Alexandrova noted that "the sum of relations and phenomena that occur at the time of Arrival and settlement of people in places different from their permanent settlements and work is tourism"[4]. V.Tishukov, on the other hand, said that "tourism is the temporary travel of citizens of the country, foreign citizens and persons who do not have citizenship without being busy with paid activities in their country, temporarily living for health, acquaintance, professional-business, sports, religious and other purposes"[5] - expresses the idea that.

The direction of tourist complexes is considered a locomotive that develops the economy of the regions. Through the rapid development of this network, the investment attractiveness of the territory increases. Since the participants in this mechanism are limited by resources, their participation in economic relations will be unique.[6]

Problems of the formation and development of tourist complexes and their identification F.Capone, T.Lonikova, YE.G.Kropinova, H.Goodwin, D.A.Kosheyeva and O.Y. It has been covered in the works of isopesculus and other economists. It is worth noting that today there are a number of approaches to the study of tourist complexes. Western scientists often approach the study of this problem in terms of ensuring the competitiveness of the tourist area. F.Capone argues that tourist complexes are a

localized group of tourism market entities united by a value chain, the interaction of which is a competitive cooperative.[7]

M. According to the tariff of kachniyevskaya, a tourist complex is a complex organizational structure consisting of various systems, each of which has its own information infrastructure, and at the same time each member of the complex participates in a flexible integration process, maintaining its independence.[8]

A number of foreign researchers consider tourist complexes as a form of interaction of tourist business within the boundaries of a particular territory. For Example, J.Ferreiro and S.It is noted that the yestevao tourist complex is primarily a geographical concentration of tourist enterprises and institutions associated with tourism activities.[9] it should be noted that not every concentration of business entities in tourism in a particular geographical area can be considered a complex. A certain geographical concentration of tourist enterprises can be considered a tourist complex only if they are in active contact with each other about the formation of additional qualities or attributes of a tourist product that can arouse the interest of a tourist.

Russian scientists D.A. Kosheyev and O.Y. Isopeskul represents the tourist complexes as an agglomeration of the most important attractions where the main tourist flows in the area and organizations involved in the tourist service process are concentrated.[10]

B.X.Turayev believes that in the effective use of the tourist potential of the Republic of Uzbekistan, proposals have been developed on the combination of activity level of tourist flow, hotel work, competitiveness, quality customer service issues.[11]

At the same time Kim Ok Kyung analyzed in his research the formulation and evaluation of marketing management mechanisms in tourism services and their application in practice.[12]

In the process of managing the activities of tourist complexes, as well as general functions such as marketing, planning, organization, coordination, promotion, accounting and control functions, the implementation of specific functions such as basic activity management, additional service management, quality of Service Management and labor and wage management is ensured.[13]

In our opinion, a tourist complex is an innovative form of Organization of economic activities, taking into account the geographical and industrial - thematic proximity of individual tourist enterprises, firms and organizations in the areas of production, non-production and scientific education, which allows the effective use of available resources, reducing costs for all main activities and determining the competitive advantages of the complex itself and

In the process of writing a scientific article, systematic analysis, historicity and logicism, induction and deduction, analysis and synthesis, comparative and selective selective research, monographic analysis and grouping methods of carrying out scientific research were used.

### 3. Results and Discussions

Economic We offer an organizational and economic mechanism for improving the efficiency of innovative management of the activities of tourist complexes in the regions (Figure 1). In the development of this mechanism, the activities of tourist complexes were based on the practice of progressive countries for the development of innovative management. In this case, we believe that it is advisable to establish the activities of innovative development centers under local government bodies (district, regional authorities) in the cross section of the regions of the Republic and ensure their interaction with the associations of tourist enterprises in the regions.

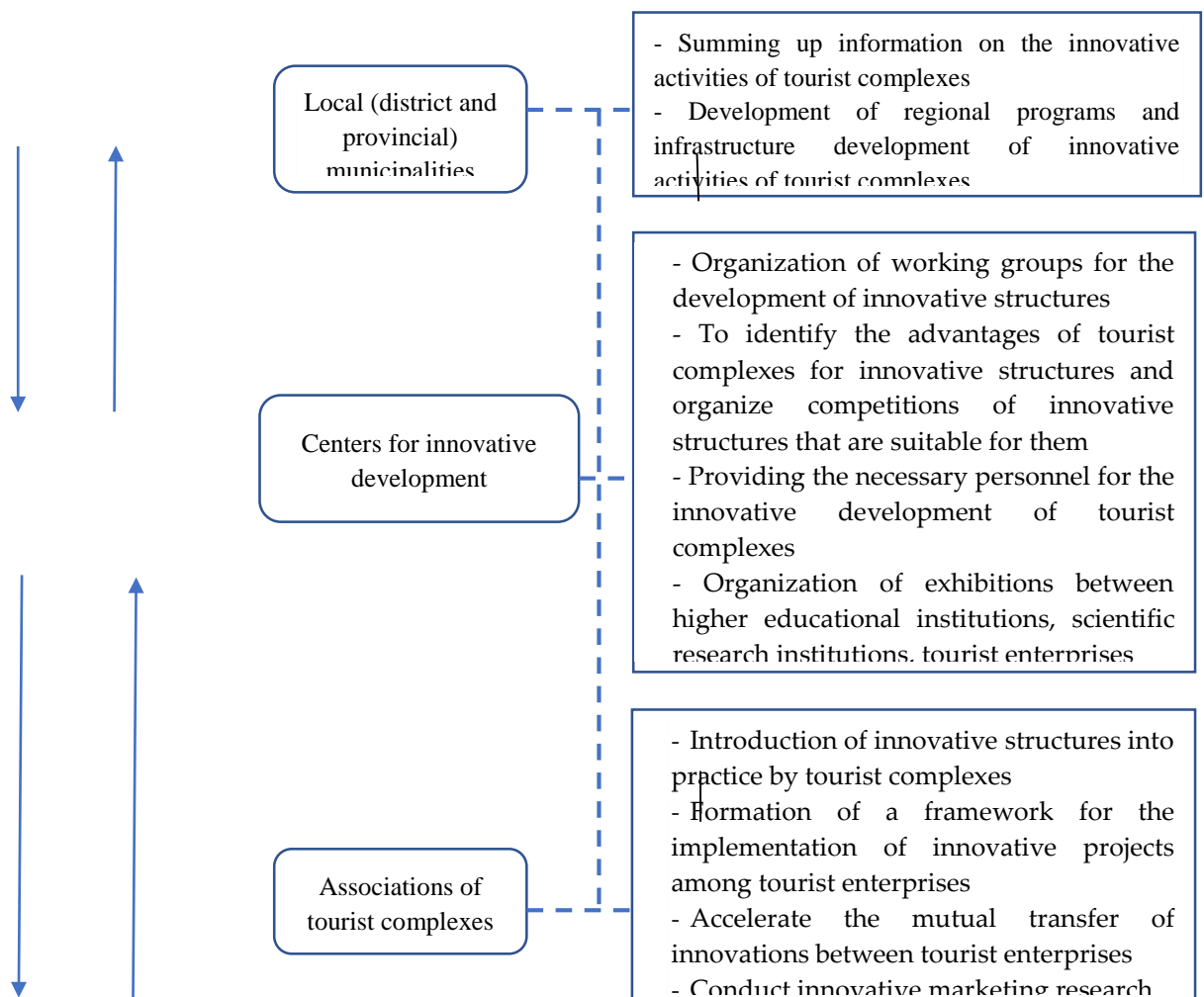
We believe that in the organizational and economic mechanism of improving the efficiency of innovative management of the activities of the proposed tourist complexes, it is advisable to solve the following tasks by local authorities:

- summing up information about enterprises engaged in innovative activities in regional networks in the cross-section of the territory;
- development and coordination of regional programs for the innovative development of tourist enterprises, as well as the creation of sufficient conditions for the innovative development of tourist enterprises (development of innovative infrastructure);
- the search and use of domestic (Max or state budget, funds of non-budgetary target funds) and foreign (international donor organizations, foreign investors) resources to financially support the innovative activities of tourist enterprises.

The effectiveness of the management mechanism in enterprises producing tourist services largely depends on the role of local self-government bodies, as well as on the wide involvement of consumers in the decision-making process.

The organizational mechanism of Management combines management functions, organizational structure of management, personnel, management techniques and technology, management decisions, Organization of Labor on a scientific basis, legal basis of management, etc. Organizational elements of management include management goals, principles, functions, methods, techniques, technology and personnel, management structure and information.[14]

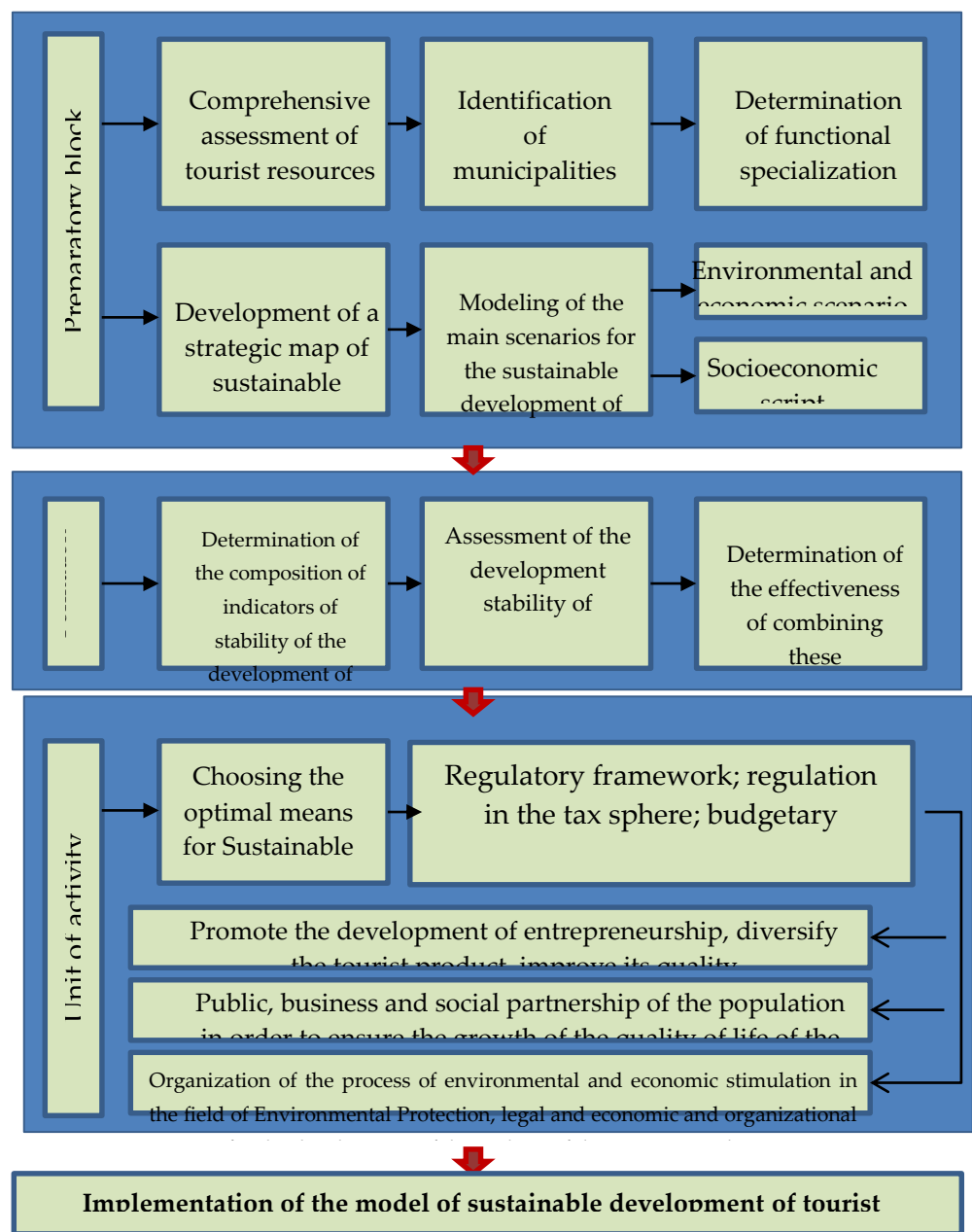
**Figure 1. Organizational and economic mechanics of improving the efficiency of innovative management of the activities of tourist complexes**



Economic mechanisms of management rely on economic laws, principles, methods of management and the purpose of economic activity, profit, ownership relations and other supports. The economic mechanism of management is aimed at solving specific socio-economic, technological, socio-psychological problems arising in the process of activity.[15]

Within the framework of the preparatory block, a comprehensive assessment of the tourist resources of territorial entities is carried out and is based on the data obtained, identifying the municipalities that can be included in the formed tourist complex, and then determining its functional specialization.

**Figure 2. Functional and logical model of sustainable development of tourist complexes**



The preparation of the action plan for the development and implementation of the concept of sustainable development in the tourist complex under consideration is carried out in the process of forming a strategic map and modeling on its basis the main scenarios of sustainable development.

The content of the formation block in the functional and logical model of sustainable development consists in determining the composition of the indicators of the stability of the development of municipalities, which are part of tourist complexes, assessing them and determining these municipalities based on the obtained data of the effectiveness of their unification into a single tourist complex.

The consideration of the sustainable development of tourist complexes as a system, as well as the peculiarities of its organization, necessitated the development of a functional and logical model, which includes: preparatory block; formation block; activity block (Figure 2).

The implementation of the activity block is carried out by choosing optimal tools for Sustainable Development, the development of regulatory assistance:

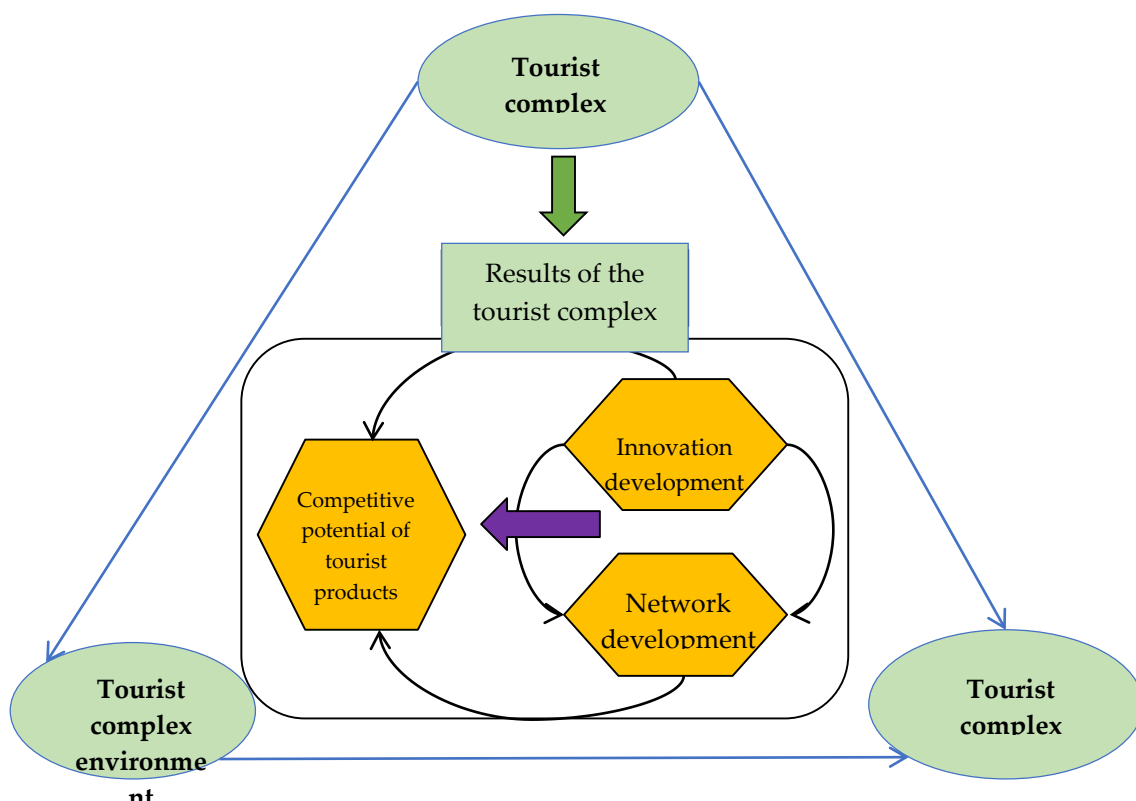
- development of entrepreneurship, diversification of tourist products, promotion of its quality;
- expansion of social cooperation between state and business structures and the population in order to ensure the growth of the quality of life of the population;
- environmental and economic stimulation of environmental protection activities, legal and organizational support of environmental activities in tourist complexes.

The implementation of the developed model of sustainable development of tourist complexes allows you to purposefully influence the internal environment of territorial elements, the organization of tourist and related activities aimed at achieving the desired result in the process of effective interaction of territorial elements with the external environment (with contractors, employees, the state within the framework of the current legal regulation).

Analysis of the opportunities for the formation and development of the activities of tourist complexes in the regions is usually based on the development of the business environment, the presence of a successful tourism industry and service industries in the region, the level of diversification of the service and production structure, the innovative activities of tourist organizations, the provision of entrepreneurs with infrastructure. Schematically, we present in Figure 3 such a model of the formation and development of the activities of tourist complexes.

When developing the above positions, we can develop an analysis of the necessary conditions and factors for the formation and development of innovative oriented tourist complexes. The necessary conditions for the formation and development of the activities of innovative tourist complexes include scientific and educational, institutional, political and legal, production, organizational and managerial, technical and technological conditions. The development of tourist complexes requires the fulfillment of a number of conditions:

- compliance of tourist complexes with state tourism and commercial policies adopted by the regional innovation community;
- active and effective use of technical and technological conditions by organizations of the tourist complex;
- necessary and sufficient availability of innovation, information and other infrastructure;
- communication policy of organizations participating in the tourism market;
- perception of innovation by all participants in tourist complexes, etc.

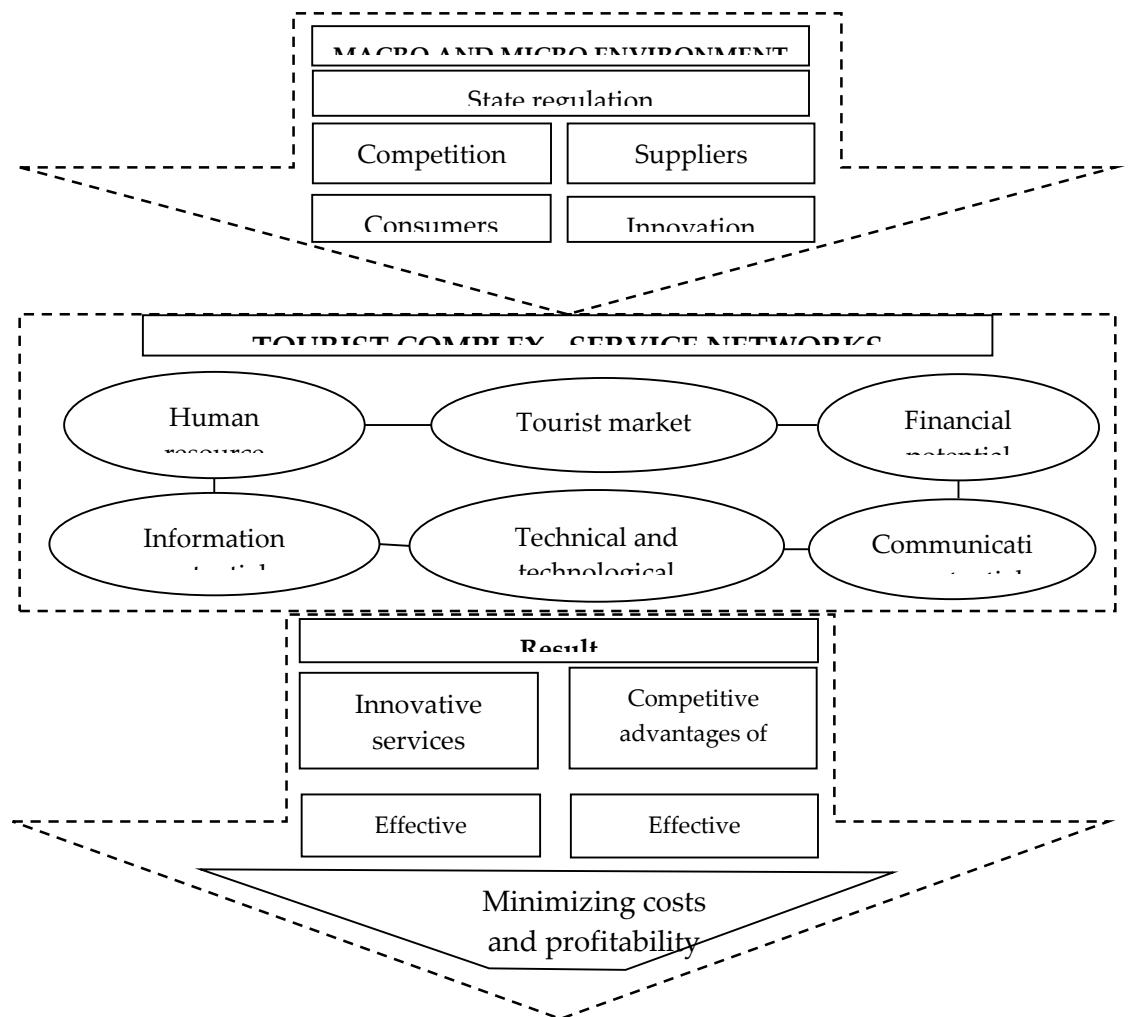


### 3-rasm. Turistik majmualar faoliyatini rivojlantirishning siklik modeli

When coordinating the movement of information flow in the activities of tourist enterprises within regional tourist complexes, it is proposed to establish a structure for managing information flows operating on the basis of a single information base within the structure of tourist business processes. The information supply is envisaged by the structure to carry out the following functions: providing information and analytical information for the activities of the regional development center of tourist complexes; creating a unified information base for areas of activity; coordination of management processes based on data analysis in a single information base.

Analyzing the current state of development of tourism in the world and in the Republic, it is possible to highlight the need to ensure the sustainable development of tourism in the regions, seek fundamentally new approaches to shaping and improving the efficiency of tourist complexes in the regions in order to achieve the set goals, and this assumes the formation of an organizational and economic mechanism of

The developed mechanism forms the basis of targeted programs, which, after the approval of the Basic Rules, is brought to the attention of all management structures and economic entities, local self-government bodies and areas of activity related to tourism. By decision of the Regional Tourism Management Authority, the agency responsible for monitoring the implementation of the program is appointed (as a rule, this is the customer of the program). In our opinion, for the development of tourist complexes, it will be advisable to create an innovation and Investment Support Fund, the role of which will be primarily to activate the activities of each element of my developed organizational and economic mechanics, as well as the entire system. The main tasks of the foundation will consist in controlling the implementation of strategic plans and programs for the development of tourism in the region, partially or completely financing them, developing new directions in the tourism business, supporting existing tourism



and tourism-related enterprises in the region and supporting touristic enterprises within tourist complexes. The organizational and legal form of the foundation can take the form of a state non-profit partnership of all stakeholders.

Such a conceptual approach to the formation of an organizational and economic mechanism for transforming scientific knowledge into innovative solutions is based solely on the study and consideration of the interests of all interacting elements of the tourist complex system (tourists, tourist enterprises, tourism management bodies in the region, local state authorities and public organizations), influencing the significant development of investors, financial institutions, entrepreneurs, suppliers, contractors, as a result, it creates conditions for the sustainable and effective development of tourism in the region.

Macro and micro factors usually serve as an "input" factor in the development of the activities of tourist complexes, and their range is very wide – from the level of political and legal regulation to the policy of innovation, information and competition. The basis of all factors is to meet the innovative needs of the participants of the tourist complex. And at the "exit" it is advisable to present the advantages and results that allow the creation and development of tourist complexes. The most important results are the minimization of production costs, the profitability of the tourist business and the achievement of a competitive tourist product advantage by the organizations of the tourist complex, and all this is due to the specific needs of organizations and consumers of the tourist complex services associated with the innovative component (Figure 4).

The most difficult aspect of using a programmatic-targeted approach in the conditions of the development of the tourism industry in the activities of tourist complexes is the direct development of programs for the development of the activities of

tourist complexes at the level of these regions. There are also a huge number of models and approaches to the design of such programs. As a result of our research, we have developed a comprehensive approach to the development of programs for the development of the activities of tourist complexes at the regional level.

#### **4-rasm. Innovatsion turistik majmualarning jarayonga yo'naltirilgan mexanizmi**

When assessing the possible socio-economic consequences of the development of the activities of tourist complexes in the regions is carried out on the basis of the analysis of tourist flows and the system of tourist products and services offered on the market, it is assumed to analyze external influences and their consequences.

When choosing one or another optimal options for the program for the development of tourist complexes, the following methodology should be used. First, it is necessary to combine several draft programs in order to choose the most effective program or form the final version. Secondly, to assess the final result of the implementation of the selected project of the program for the development of tourist complexes. Thirdly, to ensure and calculate the exact financial and other costs for the implementation of the program, indicating the groups of resources used in this case (financial, material, personnel, etc.). Fourth, in order to achieve the intermediate and final results of the implementation of the project of the program for the development of tourist complexes, it is necessary to determine the approximate time interval.

The integrated organizational and economic mechanism of management of tourist majmu is a set of entities and management objects interconnected using tourist factors, principles, tools and management functions on the basis of information supply.

The composition of the subjects of the organizational and economic mechanism for the complex management of tourist complexes is determined mainly at two levels-at the level of the internal tourist complex and at the territorial level. The management level of the domestic tourist complex includes the Council of the tourist complex coordinating material and financial flows and a group of coordinating tourist enterprises, which unite all participants of the tourist complex and their tourist services units within a single organizational structure and ensure the development strategy of the tourist complex and management of financial and economic and information flows.

#### **4. Conclusion**

The The activities of the coordinating tourist group should be carried out on the basis of the need to achieve the following goals:

1. The formation of stable tourist service relations between the participants of the tourist complex, the creation of conditions for optimizing the processes of tourist service.
2. Improving socio-economic indicators of the activities of tourist complexes on the basis of expanding economic ties between tourist enterprises.
3. To ensure the development of contractor enterprises in the form of specialized and innovative tourist enterprises on the basis of attracting new participants to the structure of regional tourist complexes, optimizing the system of external integrative relations, not only within the structure of the tourist complex, but also outside the tourist complex.

As the main tasks of the coordinating tourist group in the direction of shaping tourist complexes, the following can be indicated:

- formation and optimization of ties between participating tourist enterprises in the structure of tourist complexes;
- design and evaluation of tourist complexes;

- ensure the balance and proportionality of total incoming and outgoing material flows;
- control over the operational activities of Service units of tourist enterprises with participants of the tourist complex;
- ensuring proportionality in the activities of the regional development center of tourist complexes and the Council of the tourist complex coordinating material and financial flows;
- assessment of the results and effectiveness of the activities of developed and introduced tourist complexes.

The effective operation of the organizational and economic mechanism of integrated tourist enterprises in the activities of management entities in the three-level linkage of the structure of tourist complexes is also associated with the effective use of information, methodological, financial and mayoric legal support tools of management.

The use of the above proposed organizational and economic mechanism has a number of advantages in the overall development of the tourist complex and in the optimization of tourist enterprises within the tourist complex. Including:

*In the general development of the tourist complex:*

- ensures the strengthening of the integration of the subcontract function not only within the clusterturistic complex, but also inter-complex, territorial and inter-territorial;
- ensures the development of the mechanism of "export of Innovative Tourist Services", an increase in the innovative activity of the tourist complex;
- forms Inter-Sector tourist enterprises, which are considered important in the activities of tourist complexes.

*In the optimization of tourist enterprises within the tourist complex:*

- ensuring comprehensive methodological, financial and legal support at the level of the tourist complex and territory;
- the creation of conditions for the effective application of tools for the optimization of tourist enterprises through the management of information flows;
- elimination of possible negative effects (participation of many entities, complexity and volatility of financial and economic flows)in the activities of tourist complexes.

Thus, the integrated organizational and economic mechanism of the comprehensive management of tourist enterprises in the activities of regional tourist complexes serves as an organizational and Information basis for the creation of quality tourist services and the optimization of tourist enterprises in the management of material and information flows by creating a single coordination space.

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