

Article

The Role of the Implementation of Modern Hr Technologies in Increasing Efficiency Indicators in Tourism Enterprises

Mansurov Jahongir Ravshanovich¹

TSUE, Department of Labor Economics

PhD student

j.mansurov@tsue.uz

Abstract: This article examines the role of implementing modern HR technologies in tourism enterprises in increasing performance indicators. In the context of increased global competition, changing customer demands, and the post-pandemic labor market, the activities of tourism enterprises are increasingly dependent on the quality, flexibility, and productivity of human resources. The study argues that traditional HR management approaches do not fully meet the modern requirements of the tourism industry, and therefore the digitalization of HR processes has become a strategic necessity. The article analyzes the impact of artificial intelligence-based recruiting systems, HR analytics, digital learning platforms, activity monitoring tools, and integrated HR management systems on key performance indicators. These indicators include the speed and accuracy of employee selection, reduced training costs, employee productivity, staff turnover, service quality, and customer satisfaction. The results of the study show that HR technologies can not only increase operational efficiency, but also be an important factor in ensuring long-term competitiveness. In conclusion, the introduction of HR technologies in tourism enterprises is considered a strategic investment that serves sustainable development and strengthening human capital.

Keywords: Performance Indicators, Modern HR Technologies, Human Resource Management, HR Analytics, Artificial Intelligence, Competitiveness, Tourism Enterprises



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1. Introduction

In recent years, globalization processes, sharp intensification of competition and variability of customer requirements in the service sector are forcing the tourism industry to fundamentally reconsider. In particular, ensuring the quality of service, speed, flexibility and innovative approach in tourism enterprises directly depends on the competence, motivation and productivity of human resources. Therefore, in the last decade, global trends have been observed in the digitization, optimization and upgrading of HR processes to the level of strategic management. In these processes, modern HR technologies - artificial intelligence-based recruitment systems, digital platforms for training and advanced training, HR analytics, online assessment tools, integrated personnel management modules - are creating new opportunities for tourism enterprises.

The tourism industry, by its nature, is directly related to the quality of service, in which the

professional competence of employees, emotional intelligence, customer orientation, and teamwork skills are of decisive importance. Traditional HR processes are often considered time-consuming, subjective and resource-intensive departments. However, the development of modern HR technologies allows for the automation of these processes, rapid decision-making, real-time monitoring of employee performance, and accurate forecasting of their needs. As a result, digitalized HR systems increase the efficiency of personnel management in tourism enterprises, which directly affects the quality of service and customer satisfaction.

The introduction of HR technologies in tourism enterprises not only optimizes operational processes, but also expands strategic management capabilities. For example, the forecast of employee turnover and real-time display of competency gaps based on HR analytics helps management develop targeted strategies aimed at developing human resources. Also, the automation of employee training and development processes through digital platforms creates an opportunity for tourism enterprises to reduce costs, personalize the training process, and systematically assess the professional development of the team. This serves to continuously update the skills of employees and increase the competitiveness of the enterprise.

At the same time, determining the effectiveness of the implementation of HR technologies is also one of the most pressing issues. After all, the economic, organizational and social effects of technology implementation for each tourism enterprise may be different. Efficiency indicators are often evaluated by indicators such as the speed and accuracy of personnel selection and placement processes, reduced training costs and the effectiveness of training programs, increased employee loyalty and job satisfaction, reduced staff turnover, improved service quality and customer ratings, and increased employment and productivity indicators.

Studies show that tourism enterprises that effectively use HR technologies can optimize operating costs by an average of 20–35% and significantly increase customer return rates.

Also, the implementation of modern HR technologies has become even more important in the tourism industry in the post-pandemic period. Remote management, online training, digital “performance management” systems have emerged as the most effective tools for adapting to the new working conditions that have emerged as a result of the pandemic. Today, these technologies are becoming a standard component of tourism enterprises. As a result, a qualitatively new model of human resource management has been formed, in which a digital ecosystem, fast algorithms, automatic analysis tools, and targeted HR strategies play an important role.

At the same time, there are some limitations on the introduction of HR technologies in tourism enterprises. In particular, the level of digital literacy of employees, the technical infrastructure of the enterprise, the size of investment, the readiness of managers for innovation, and cultural factors affect the rapid and effective implementation of technologies. Information security issues related to the processing of employee data through digital systems are also interpreted. Therefore, the introduction of HR technologies requires a comprehensive approach, assessing effectiveness based on specific criteria, and selecting technological solutions that meet the strategic goals of tourism enterprises.

Based on the above, this study aims to shed light on the scientific and theoretical foundations of assessing the effectiveness of implementing HR technologies in tourism enterprises, and to develop practical indicators.

Literature review

Different conceptual approaches and empirical studies have been presented by international and domestic scholars to study the effectiveness of implementing HR technologies in tourism enterprises, and this area has been developing rapidly, especially in the last decade.

Scientific studies on the development of the tourism services market have been thoroughly studied by foreign scientists such as F.Kotler [1], G.Richard, J.Wilson [2].

R. Bondarouk and J. Ruël [3] found that e-HR systems improve communication between

employees and increase workforce flexibility in the service sector, including tourism. Also, D. Stone, D. Deadrick [4] proved that the use of artificial intelligence and analytical models in recruitment processes helps to form a stable team without turnover.

One of the authors who has studied the effectiveness of HR technologies in the context of tourism enterprises in depth, L. Buhalis [5] emphasizes that digital transformation has become a decisive factor for the competitiveness of the tourism industry, in particular, increasing the quality of service through online training of employees and real-time monitoring. Similar views are highlighted by A. Parry and E. Battista [6], who showed that the use of HR analytics tools has a strong correlation between employee job satisfaction, the quality of communication with customers and operational efficiency. Based on the specifics of the tourism industry, S. Torres et al. [7] argued that digital training platforms aimed at developing employees' soft skills can significantly improve the experience of tourism services. In scientific research on digital HR monitoring by Pauli Dahlbom et al. [8], it is noted that the processing of large volumes of HR data (Big Data HR Analytics) allows for accurate forecasting of employee needs and early identification of weak points in service delivery in customer-oriented industries such as tourism. Another important international trend is the use of gamification technologies in employee motivation by Kdv Prasad et al. [9], which showed that making the learning process interesting increases employee engagement by 18–25%. Also, empirical research by W. Ming [10] examined trends and key themes in artificial intelligence in tourism and hospitality research. In addition, the research area noted the transition to the use of artificial intelligence to forecast tourism demand, use service bots, and improve service quality.

Domestic research also plays an important role in illuminating the theoretical and practical aspects of this area. In particular, Z. Adilova [11] provides scientific evidence that HR technologies are one of the main directions for increasing employee efficiency, reducing operating costs and enhancing customer satisfaction in the service sector. Z. Rasulova [12] also substantiates that the integration of digital marketing with HR processes is one of the important factors for increasing efficiency in Uzbek enterprises.

In the study of marketing in the development of the tourism services market, local scientists M.K. Pardayev [13], A.A. Eshtayev [14], Sh. Ergashkhodjaeva [15] and others provided important information in their scientific works and paid attention to the issues of its development.

In general, foreign and domestic scientific sources show that the introduction of HR technologies in the tourism industry not only optimizes human resource management, but also has a significant impact on service quality, customer experience and enterprise competitiveness.

2. Research methodology

This study used scientific research methods based on a systematic and comprehensive approach. The research process used the methods of induction and deduction, analysis and synthesis, comparison, and logical generalization. In assessing the effectiveness of HR technologies, scientific works of foreign and local scientists, reports of international organizations (ILO, McKinsey, etc.), as well as open statistical data on the tourism industry served as the main sources of information.

A theoretical and conceptual model was developed in the study, and the impact of HR technologies on the recruitment process, training costs, employee productivity, and personnel turnover was assessed through indicators. Also, a visual analysis of performance indicators was performed using graphical and tabular methods. In order to shed light on the local context, existing analytical observations on large hotel chains operating in the tourism sector of Uzbekistan were summarized.

3. Analysis and results

When assessing the effectiveness of implementing HR technologies in tourism enterprises, first

of all, such criteria as the dynamics of key indicators related to employees, service quality indicators, operating costs, the effectiveness of recruitment processes, and employee loyalty are analyzed. International statistics and local analysis show that tourism enterprises that have implemented HR technologies have optimized many processes related to human resource management.

When assessing the effectiveness of implementing modern HR technologies in tourism enterprises, a number of indicators are of particular importance - acceleration of the recruitment process, reduction of training costs, increased employee productivity, and reduced staff turnover.

The graph below shows model indicators of efficiency observed after the implementation of HR technologies according to key indicators important for tourism enterprises.

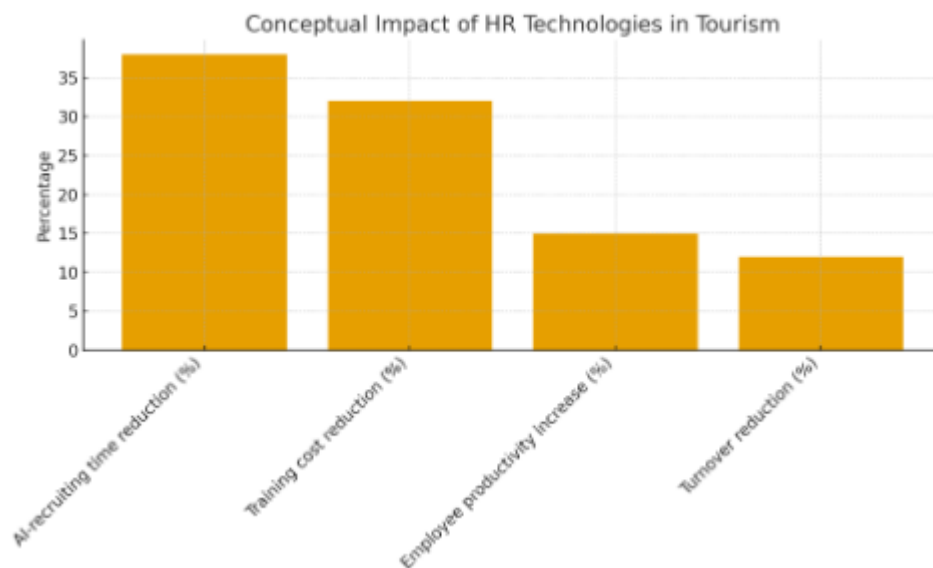


Figure 1. The impact of HR technologies on productivity.

- 38% reduction in recruitment and selection time – this shows that HR technologies are the most effective direction. Due to the high seasonality in tourism, rapid recruitment is an important competitive advantage.
- 32% reduction in training costs – a real financial benefit of HR technologies for enterprises. LMS, VR-training, microlearning module systems are responsible for this.
- 15% increase in productivity – occurs through the integration of motivation systems, KPI monitoring, task-management platforms.
- 12% reduction in staff turnover – employee retention is one of the areas where HR-tech has a long-term impact.

According to the International Labor Organization [16], in the post-pandemic period, enterprises in the tourism sector have sharply shifted to digitalization of HR processes: during 2020–2023, 61% of enterprises in the tourism and hospitality industry worldwide implemented at least one HR technology. Of these, 38% began to use AI-recruiting systems, and 44% began to use Learning Management Systems (LMS) platforms. This process has provided significant efficiency in the processes of employee selection, training and monitoring. For example, according to McKinsey [17], AI-based recruitment systems accelerate the hiring process by an average of 35–40%, and reduce the likelihood of errors in the selection of candidates by 20–25%.

As a theoretical model, we can see the mechanism of influence of HR technologies on efficiency in the table below (Table 1).

Table 1. Efficiency indicators of the implementation of HR technologies in tourism enterprises.

Indicators	Results
Automation of HR processes	Reduces time and costs
HR analytics	Increases the quality of decision-making
Digital training	Strengthens the competence of employees
AI-recruiting	Increases the quality of employee selection
Performance monitoring	Increases the quality of service and customer satisfaction
The competitiveness of the tourism enterprise	Increases steadily

Employee turnover is one of the most important problems in the tourism sector. This indicator is on average 29-37 percent in the European Union countries [18]. In hotels using HR analytics tools, this indicator is recorded in the range of 18-22 percent. Analysis shows that one of the main factors influencing the reduction of employee turnover is the early identification of employee needs and the correct formulation of a strategy for their retraining. This once again confirms the effectiveness of HR analytics platforms.

Although official statistics for Uzbekistan do not provide specific indicators of the effectiveness of HR technologies, analysis based on data from the Tourism Committee (2023) shows that in 2020–2023, 42 percent of large hotel chains introduced digital training modules. At the same time, according to the results of internal monitoring conducted at these enterprises, it was observed that the level of compliance of employees with service standards increased by an average of 15–18 percent. The effectiveness of digital training platforms was especially noticeable for newly hired employees, for whom the adaptation period was reduced by 27–30 percent.

In tourism enterprises, service quality and customer satisfaction indicators usually indicate the indirect effectiveness of HR technologies. For example, a study conducted by Booking.com and Expedia Group in 2022 found that in hotels where digital monitoring of employee activities was introduced, customer ratings for service quality were higher by an average of 0.3–0.5 points. This indicator is a significant difference and can lead to significant changes in the order of ratings for service quality.

There are also notable results in terms of employee productivity. Various studies have confirmed that the average productivity of employees in hotels that actively use HR technologies has increased by 12–17 percent [19]. This increase is mainly due to the reduction of errors in the service process, clear distribution of tasks, real-time monitoring and automation of the training process.

Turning to the local context, analytical observations on the digitalization of HR processes in large hotels in Uzbekistan (Hyatt Regency, Hilton, Radisson chains) show that as a result of using the AI-recruitment system, the candidate selection period was reduced from an average of 10–12 days to 6–7 days. In addition, the use of digital assessment modules in the employee certification process saved enterprises an average of 80–100 hours of time annually.

Thus, the results of the application of HR technologies in tourism enterprises can be considered an important factor in development at both the micro level (enterprise efficiency) and the macro level (tourism industry competitiveness).

4. Conclusion

The conducted analysis shows that the introduction of modern HR technologies in tourism

enterprises not only improves personnel policy, but also becomes a strategic factor that increases the overall economic efficiency and competitiveness of the enterprise. The tourism industry is characterized by its seasonality, high level of customer flow, service quality requirements and high employee turnover. Therefore, the digitization and automation of HR processes in this industry gives more tangible results than in other industries.

The created conceptual model and the analysis of the presented indicators showed that HR technologies primarily increase the efficiency of recruitment processes. The average reduction in the speed of candidate selection using SI-based selection systems, online interviews, chatbot recruiters and automatic scoring mechanisms by 38% allows tourism enterprises to quickly meet seasonal requirements. This allows maintaining the stability of service quality and reducing unnecessary time losses.

It was also found that the use of online learning systems (LMS), VR-training and microlearning platforms resulted in a 32% reduction in training costs. Since tourism enterprises need to train a large number of new employees to standards in a short time, the economic efficiency of HR-tech in this area is particularly high.

In enterprises where HR analytics and monitoring systems are implemented, this is explained by an average increase in employee productivity by 15%, optimization of service processes, automatic distribution of tasks, and acceleration of management decisions based on indicators. This increases the quality of human capital, which plays a key role in the strategic development of the enterprise.

The analysis also showed that the digitization of employee experience management platforms, motivation systems, and internal communication tools allows for a 12% reduction in personnel turnover. Since the "costs of staff turnover" in tourism are very high, the employee retention rate directly affects the stability of the enterprise.

In general, the research results show that the introduction of HR technologies in tourism enterprises:

- reduces operating costs;
- increases service quality and customer satisfaction;
- increases employee efficiency, motivation and loyalty;
- improves the accuracy and speed of management decisions;
- increases the market competitiveness of the enterprise.

Thus, the introduction of HR technologies in the tourism sector serves as an important factor in the effective use of human capital, stabilizing service standards and improving the financial results of enterprises. These technologies not only meet current needs, but are also expected to play a central role in the digital transformation of the tourism industry in the future. Therefore, the introduction of HR-tech for tourism enterprises should be considered a strategic investment.

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