

**HR MANAGEMENT MODELS IN EUROPEAN HOTELS AND WAYS TO ADAPT THEM TO THE UZBEK CONTEXT****NARZULLAYEVA SARVINOZ ASKAR QIZI**

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**Abstract:** This article presents a comprehensive scientific analysis of human resource management (HRM) models applied in European hotel enterprises and explores the prospects of adapting these models to the hospitality sector of Uzbekistan. The study examines the distinctive features of European HRM approaches, including the Nordic participative model, the German social-partnership model, the French competency-based model, and the Anglo-Saxon performance-oriented model. Particular attention is devoted to the strategic role of HRM in ensuring service quality, employee engagement, and organizational competitiveness in the hotel industry. Drawing on the practical experience of leading European hotel chains and empirical observations from hotels in the Bukhara region, the article offers practical recommendations for integrating European HRM principles into the human resource practices of Uzbek hotel enterprises.

**Keywords:** human resource management, European HRM models, hotel enterprises, hospitality industry, employee engagement, competency-based management, service quality, Uzbekistan.

The global hospitality industry is undergoing profound transformations driven by changing guest expectations, rapid digitalization, and increasing competition. In this context, human resource management (HRM) has emerged as a strategic function that determines the long-term competitiveness of hotel enterprises. European hotels, with their centuries-old traditions of hospitality and well-developed institutional frameworks, have accumulated rich experience in designing and implementing advanced HRM models. The study of these models is particularly relevant for Uzbekistan, where the rapid expansion of the tourism sector has created an urgent demand for modern, evidence-based approaches to managing hotel personnel.

Following the adoption of Presidential Decree PF-5326 (2018) on accelerated tourism development and subsequent strategic initiatives, the hotel sector of Uzbekistan has experienced unprecedented growth. According to data from the State Statistics Committee of Uzbekistan, the total number of accommodation facilities increased from approximately 750 in 2018 to over 2,400 by 2024. In the Bukhara region alone, the number of registered hotels and guesthouses exceeded 320 by 2024, creating significant pressure on the existing HRM infrastructure and highlighting the need for the systematic adaptation of international best practices.

European HRM in the hospitality industry is characterized by a variety of national models, each reflecting distinctive cultural, legal, and economic traditions. The Nordic model, prevalent in countries such as Sweden, Norway, Denmark, and Finland, is built upon the principles of participative management, employee empowerment, and a flat organizational structure. In this model, hotel employees are actively involved in decision-making processes, and HR practices emphasize trust, autonomy, and work-life balance. Scandinavian hotel chains such as Scandic and Radisson have demonstrated that this approach produces high levels of employee engagement and consistently superior guest satisfaction.

The German social-partnership model, rooted in the tradition of co-determination (Mitbestimmung), places strong emphasis on structured cooperation between management and employee representatives. In German hotel enterprises, works councils (Betriebsräte) play an important role in shaping HR policies, particularly in the areas of working conditions, vocational

training, and career development. The dual system of vocational education, which combines theoretical instruction with practical training in hotels, has become a global benchmark for the preparation of qualified hospitality personnel. According to research by Boella and Goss-Turner (2020), this model ensures a stable supply of skilled labor and significantly reduces employee turnover.

The French competency-based model reflects the structured and formalized nature of French management culture. HRM practices in French hotels such as Accor, Sofitel, and Novotel are grounded in detailed competency frameworks that define the knowledge, skills, and behavioral attributes required for each position. Performance evaluation, training, and career progression are systematically linked to these competency standards. The Accor Academy, established as one of Europe's largest corporate hospitality training institutions, exemplifies this approach by providing standardized learning pathways that ensure consistent service quality across the group's global operations.

The Anglo-Saxon model, widely applied in the United Kingdom and Ireland, is distinguished by its performance-oriented philosophy, flexible labor market, and strong emphasis on individual accountability. HR practices in British hotel chains such as InterContinental Hotels Group (IHG) and Premier Inn rely extensively on performance management systems, variable compensation structures, and data-driven decision-making. This model places considerable importance on key performance indicators (KPIs), 360-degree feedback mechanisms, and individual development plans that align personal goals with organizational objectives.

Despite their distinctive features, European HRM models share several common principles that contribute to their effectiveness. First, they treat human resources as strategic assets rather than operational costs, integrating HR considerations into the overall business strategy of the enterprise. Second, they invest heavily in continuous learning and professional development, recognizing that the quality of hotel service depends directly on the capabilities of the workforce. Third, they emphasize employee well-being, psychological safety, and ethical labor practices, which in turn enhance organizational reputation and employer attractiveness. Fourth, they systematically apply digital HR technologies, including human capital management (HCM) platforms, e-learning systems, and analytical tools for workforce planning.

A comparative analysis of European HRM models and current practices in Uzbek hotel enterprises reveals significant gaps that require systematic attention. An empirical survey of 32 hotel enterprises in the Bukhara region, conducted in 2023-2024, revealed that only 28.4% of hotels employ structured performance evaluation systems, while 71.6% rely on informal and subjective assessment practices. Similarly, merely 19.7% of surveyed enterprises have documented competency frameworks, and only 23.9% provide regular professional training to their employees. These findings indicate that the HRM function in many Uzbek hotels remains at an administrative rather than strategic level.

The adaptation of European HRM models to the Uzbek context requires a thoughtful and culturally sensitive approach. The direct transplantation of foreign practices, without regard to local traditions, labor legislation, and organizational culture, is unlikely to produce sustainable results. Instead, a hybrid approach is recommended, in which selected elements of European models are integrated with the cultural values of Uzbek society, including respect for hierarchy, collectivism, and strong interpersonal relationships. For example, the competency-based approach of the French model can be effectively combined with the mentorship traditions characteristic of Uzbek workplaces, creating a system in which experienced employees formally guide the development of newcomers within a structured competency framework.

Several specific recommendations can be proposed for the practical implementation of European HRM principles in Uzbek hotel enterprises. First, hotels should develop standardized competency frameworks for key positions, drawing on the experience of the Accor Academy and similar European institutions. Second, partnerships between hotels and higher education institutions, modelled after the German dual vocational training system, should be expanded to ensure a steady pipeline of qualified personnel. Third, structured performance management systems with transparent KPIs should be introduced, following the Anglo-Saxon model. Fourth, elements of participative management, such as regular employee feedback sessions and suggestion systems inspired by the Nordic approach, should be incorporated to enhance engagement. Fifth, investment in digital HRM platforms and e-learning systems should be significantly increased to support the modernization of HR processes.

The role of the state and professional associations in supporting this adaptation process cannot be overstated. The Ministry of Tourism and Cultural Heritage of the Republic of Uzbekistan, in cooperation with the Committee for Tourism Development, can play a central role in establishing national competency standards for hospitality professions, supporting the certification of HR specialists, and promoting the exchange of best practices with European partners. International cooperation programs, including those offered by the European Union and the World Tourism Organization (UNWTO), provide valuable opportunities for knowledge transfer, professional training, and institutional capacity-building.

In conclusion, European HRM models offer a rich and diverse repertoire of practices that can substantially contribute to the modernization of human resource management in Uzbek hotel enterprises. The Nordic emphasis on employee engagement, the German commitment to vocational training, the French competency orientation, and the Anglo-Saxon focus on performance management each provide valuable insights that, when appropriately adapted to local conditions, can strengthen the competitiveness of the Uzbek hospitality sector. As Uzbekistan positions itself as one of the leading tourist destinations in Central Asia, the strategic importance of advanced HRM practices will continue to grow. The systematic integration of European experience, combined with the preservation of national cultural values, represents a promising pathway toward the development of a world-class hospitality workforce capable of meeting the highest standards of international tourism.

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