JMEE

Journal of Marketing and Emerging Economics

| e-ISSN: 2792-4009 | www.openaccessjournals.eu | Volume: 3 Issue: 5

Communication in Modern Organizations towards the Example of the Hotels: Problems and Solutions

Abzalova Nozimakhon Nodirbek qizi
Master's student of Tashkent State University of Economics

Alieva Makhbuba Toychievna
Doctor of Science of Tashkent, State University of Economics

Abstract

To improve the performance of organizations, special attention should be paid to the research of communications - it is known that managers spend most of their working time on communications. The organization's communications system is closely related to the management system, but many organizations are not able to optimally organize the communications system, which negatively affects the organization's activities as a whole. To improve the efficiency of organization management, it is necessary to study the role of communications in the organization.

Communication technologies currently play an important role in the development of hotel business and are among the most actively developing sectors of the hotel industry, which accelerates the dynamics of this sector of tourism in general. The aim of this research paper is to define the essence of communication services of hotels, shortcomings in their work, as well as proposing measures to improve it on the example of the "Marriott" hotels.

Keywords: communication, process, hotel, organization, organizational structure.

---

1. Introduction. The role of information in today's world is becoming increasingly important. It is necessary to be able to present it correctly to potential consumers. Management of an organization cannot be effectively carried out without prompt, timely and reliable information. Information is the basis of the management process and the link between the manager and the environment, in which he is included in the process of his activity. Man's ability to communicate figurative ideas is one of his distinctive capabilities. Communication is the process of exchanging information between people, groups and organizations. The main activity of the manager focuses not so much on the internal state of the organization, as on the development of external relations with partners and the formation of horizontal structures of interest. This reduces the closed nature of the business and the risks. I believe that this is why the role of communication is evident in small organizations, as well as in the largest companies. Not only the future of the organization as a business entity in the market, but also the people working in this organization and, if we think globally, the well-being of the whole country depends on the effectiveness of the communication interactions of employees.

The relevance of this work is due to the fact that in every organization most of the time an employee spends on communication. The problem of communication is a classic for any company. Most managers, especially in large corporations, consider communications as the main obstacle to achieving the effective operation of their organization, because employees must daily use information from various available sources - supervisors, subordinates, customers, suppliers, etc.

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

For managers, communication allows them to do their job effectively and choose the best strategy to achieve their goals.

2. Literature Review.

2.1. The conception of communication.

The word communication comes from the Latin "communico"-to make common, to bind, to communicate. Communication is the connection between functions, subdivisions of the management system, between people. Communications are interactions, two-way efforts, without which joint activity is impossible, it is the first condition for the existence of any organization [1].

Without the process of communication, without the transfer of information from the subject of management to the object of management, and vice versa, without the correct understanding of transmitted and received information, managerial work is impossible. At the everyday level, communication is defined as the transfer of information from person to person. In management, communication is the exchange of information between people, on the basis of which the manager receives the information needed to make decisions, and brings the decision to the employees of the organization. Communication can take place if the people communicating understand each other, i.e., they have a common social experience or speak the same language. Communication is not possible without information, i.e. what is transmitted in the course of the communication process and what people exchange when communicating.

Organizational structures, with their changing sizes, technological intricacies, and a certain degree of comprehensiveness and formalization, are designed to be in or incorporated into the information processing system. The very establishment of an organizational structure is a sign that a special path is provided for communications. Power, leadership and decision-making all rely explicitly or implicitly on the process of communication, since they are meaningless in the absence of information.

Communication is most important in organizations and parts of organizations that deal with uncertainty, are complex, and whose technology does not allow for easy routinization. The central role of communication is influenced by both external and internal characteristics. The more people- and idea-oriented an organization is, the more important communication is to it. There is no doubt that even in a highly mechanized system, communication is at the core of mastering and using machines. Workers are instructed in the use, delivery of orders, etc. At the same time, the routine nature of such operations leads to less variability in the communication process. Clearly established procedures require little additional communication. Although communications occur almost continuously in such environments, their organizational value is limited. This may be the case as long as they do not lead to serious disruption [2].

Managers spend 50 to 90 percent of their time on communications [3]. This seems unbelievable, but becomes understandable when you consider that a manager does it to fulfill his or her roles in interpersonal relationships, information exchange and decision-making processes, not to mention the managerial functions of planning, organizing, motivating and controlling. It is because information exchange is embedded in all major managerial activities that we call communication a linking process.

While it is generally recognized that communication is critical to the success of organizations, surveys have shown that 73% of American, 63% of British and 85% of Japanese managers consider communication to be a major barrier to their organizations' effectiveness [4]. These surveys show that ineffective communication is one of the main areas of problems. The manager has to

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

comprehend large amounts of information, among which is information that does not affect the management process. The exchange of information that influences the management process is called effective communication. An effective manager is one who from the general flow of communications is able to quickly select effective, i.e., useful for the management process.

2.2. Communication Process

The communication process is the exchange of information between two or more people. The main purpose of the communication process is to ensure understanding of the information that is the subject of the exchange, i.e., the messages. However, the mere fact of information exchange does not guarantee the effectiveness of the communication of the people involved in the exchange. Surely you yourself have encountered cases of ineffective information exchange with friends, family, employees at work. To better understand the process of information exchange and the conditions of its effectiveness, you should have an idea of the stages of the process, in which two or more people are involved [5].

In an organizational setting, feedback can be accomplished in many ways. In face-to-face communication, the administrator can achieve direct (direct) feedback through a verbal exchange with the receiver(s) or through more delicate means, such as facial expressions of disagreement or misunderstanding. Alternatively, the administrator will be forced to turn to indirect (indirect) means of feedback. For example, a drop in productivity, an increase in absenteeism (absenteeism) and labor turnover, or a lack of coordination (consistency) between departments may indicate a communication breakdown. An effective manager strives to be aware of the results of his or her communications and to appreciate the importance of communication in achieving organizational goals [6].

When exchanging information, the sender and receiver go through several interrelated steps. Their task is to compose the message and use the channel to convey it in such a way that both parties understand and share the original message. This is difficult, for each stage is both a point at which meaning can be distorted or completely lost.

2.3. Planning the communication process in the hotel

Professional equipment (telephone, PC, fax, etc.) is necessary to organize effective communication process in the work of hotel reservation service.

A personal computer and the new reservation system installed on it allow to automate the collection, storage, accumulation and processing of various kinds of information about the customers. Also, on the computer you create a database, there is the formation and printing of necessary documents. Using personal computers at the hotel staff workplaces makes servicing guests as easy as possible.

Modern booking systems make it possible to increase the speed of information processing, which in turn helps to attract more customers.

An important point is a well-developed telephone network of the hotel, which provides a quick connection between departments. Many hotels today use mini-PABX, which has a number of advantages specifically for the work of such an organization. Of great importance here is the presence of a local computer network that unites all the automated workplaces of the hotel and has a common database.

The local computer network facilitates interaction between departments and ensures their smooth operation, thereby speeding up and improving the guest service process. This greatly reduces the

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

amount of time to ensure successful communications and allows the entire hotel to run more efficiently.

The hotel must have access to the Internet, which gives almost unlimited possibilities for advertising, promotion of services, searching for potential clients, business partners, setting up partnerships, etc. Planning means deciding what goals should guide the organization and what its members should do to achieve them.

Planning of the communication process in the hotel is a continuous process of setting and specifying the goals of development of the hotel and all its structural subdivisions.

In order to organize effective communication planning, for example, in the work of the reservation service, the manager must:

- set the final goal;
- set intermediate objectives;
- define the deadlines for achieving these goals;
- determine the performers of these tasks and those responsible for their implementation;
- determine the necessary resources (information, financial, human, technological);
- to adjust the process of solving the tasks as necessary and monitor their implementation [7].

The goal of reservation service employees is to ensure uninterrupted, fast and high-quality room reservations.

This requires an effective system of internal communications (between departments) and a system of external communications (between the hotel and its customers).

For effective operation of the reservation service, it is necessary to ensure a constant exchange of information between the following units:

- reservation service;
- room service
- food service; - catering service
- additional services (transport, leisure, business conferences, etc.) [8].

We should take a closer look at these departments. The main function of room service is to maintain the necessary level of comfort and sanitary condition of the hotel rooms and public areas. This service receives information about what rooms are booked and by what time they must be ready for occupancy. The catering service regularly receives requests to organize banquets, as well as certain information about guests' taste preferences.

The transport sector plays an extremely important role, since it is the sector that provides guests with the opportunity to use the transfer service, as well as to book and purchase travel documents for all types of transport.

The leisure sector is of great importance for the public infrastructure of the hospitality industry and helps to solve a variety of tasks related to recreation, entertainment, adult and children's animation, culture.

Hotels nowadays pay much attention to the convention business as a source of high and stable income. Sometimes such a hotel is called a congress hotel, which attracts a large business clientele.

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

To start the booking service, it is necessary to organize a clear well-established system of external communications, i.e., to provide an opportunity for potential guests to book a room at the hotel [9].

2.4. Analysis of the corporate culture of the international hotel chain Marriot

The most famous hotel chain is Marriott Int. It has 2,600 hotels located in more than 60 countries, being the largest hotel chain in the world. The company manages and franchises the largest number of brands in the world in the hotel business - Marriott Hotels and Resorts, Renaissance Hotels and Resorts, Ritz-Carlton and others.

The Marriott's corporate culture was founded in 1927 and is still relevant today: "The better the company treats its employees, the better the employees will treat their clients" - the company's motto, which has not been neglected for over 80 years.

Large corporations such as Marriott provide a high level of service in many countries around the world. The company has clear service standards, uniform in all countries. They were developed by their founder, Willard Marriott.

According to Marriott's policy, quality service starts with employees. "The better the company treats its employees, the better they will treat the customers. For all employees, regardless of nationality and level of education to meet the high standards of the corporation, it is necessary to train them and improve their skills. It is this element of the corporate culture of an organization that has been the foundation of its success over the years.

The key to the effectiveness of training at Marriott lies in the fact that it is a corporate value and is in line with the main strategy of the company. Continuous process of training is an opportunity to guarantee high quality service, to comply with the company's strict standards, to motivate and retain employees, thus creating a personnel reserve. Continuous training is also the only way to keep abreast of the changes taking place today and to be prepared for them to increase in the future. A learning organization is one that can relate to the words "to learn is to evolve." Marriott's philosophy is, "To be and to be recognized as a thriving international top-class hotel that is dedicated to its guests and employees, and to provide the highest-class service in the hospitality market."

Above all, Marriott is dedicated to the careful selection of staff for its hotels. For example, when hiring at the Ritz Carlton (Marriott Int.) hotels, each applicant is asked 55 general questions to identify the applicant's abilities, ability to work in a team, whether he has the ability to learn, whether he pays attention to detail or sees the whole picture, and so on.

The training system at Marriott includes several areas. The first is an orientation session for new employees, which takes three days. People are introduced to the company and its history, the basics of corporate culture, safety, etc. In addition, during the first three months there is an adaptation program for newcomers.

Secondly, employees are constantly being trained on the job. Those who are engaged directly in guest service are taught technologies of work in hospitality sphere, stress-management, telephone etiquette etc. And managers are taught the basics of management.

Training programs are standard, although not rigid - each franchisee can adapt them and add something of their own. In addition to training, Marriott employees have another important standard - a little book with mottos. These are rules of conduct towards guests and the hotel, developed at the headquarters. The mottos change every day and there are 20 of them - one for every working day of the month (there are no mottos for Saturday and Sunday). Each day at

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

Marriott hotels begins with a 15-minute meeting where employees are reminded of the day's motto, and on weekends there is a review of the past week. Here are some of the Marriott mottos: "I am proud to represent the Marriott Hotel," "I welcome every customer," "I know how to work as a team," and "I anticipate the desires of the guest."

To deal with difficult situations, Marriott has its own technology for handling complaints. The algorithm is simple and easy to remember and is called LEARN: Listen, Empathize, Apologize, React and finally Notify. Even if the complaint is unfounded, the employee should still listen to the guest, apologize and politely explain the situation.

Thus, the peculiarities of corporate culture are very often determined by the sphere of activity of the enterprise. For example, the financial environment in this respect is more conservative, strict, the behavior of employees is subject to certain rules, and the style of communication is formal [10].

2.5. Barriers to effective organizational communication.

Message Distortion. As an organization's information flows, the meaning of messages becomes somewhat distorted, for a number of reasons. Messages can be distorted unintentionally because of barriers in interpersonal communication. If a particular manager disagrees with the message, the information may be distorted deliberately. In this case, the manager modifies the message to reflect his or her biases and views.

Communication problems also arise because of filtering - distortion of messages as they move up or down or at one level of the organization (from department to department). Organizations are forced to filter information so that only the messages that are relevant to one level are sent from one level to another. In addition, information must be summarized and summarized before it is sent to other departments at the same level in order to speed up the flow of information or to make the message clearer. Because the messages for communication are selected by managers, different barriers in interpersonal communications often result in them sifting out the right information or over-compressing the messages.

As a result, important information may not reach another part of the organization or may arrive in a highly distorted form. Studies have shown that of the information content sent by the board of directors, only 63% of that content reaches vice presidents, 40% reaches plant directors, and 20% reaches workers [11].

Messages moving upward are often distorted because of the difference in status between organizational levels. Top-level managers have a higher status, so there is a tendency for lower levels to provide them with only positive information. The subordinate does not inform the supervisor of problems because he "doesn't want to give him bad news." People tend to seek their supervisor's approval and often tell him only what he wants to hear. Studies have shown that differences in status strongly affect the quality of organizational communications. Another limitation to effective bottom-up communications is that middle managers often pay more attention to messages from upper levels than to information from subordinates. Other reasons why workers do not present this or that information to management are fear of punishment and a sense of futility in doing so.

Communication Overload

Communication overload often becomes a barrier to organizational communication. E. Toffler says in Future Shock: "Managers forced to make difficult and time-sensitive decisions all the time are likely to find their ability to do so impaired by the overload of information bombarding their

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

senses. A manager inundated with information is unlikely to respond effectively. He must be able to sift out the less important information and leave the most important; the same applies to communication. Unfortunately, a manager's perception in this area is often different from that of other workers in the organization [12].

Poor Organizational Structure

Organizational structure is the logical relationships between management levels and functional areas that allow an organization to achieve its goals as effectively as possible. If it is poorly designed, the manager's ability to plan and achieve the intended goals is impaired. In an organization with multiple levels of management, communication is more likely to be distorted because information can change and be filtered at each level.

Other aspects of structure that contribute to communication problems are inappropriate approaches to the composition and use of committees, work groups, and personnel, as well as power relationships and work assignment policies. In addition, problems can arise from conflicts between different groups or departments within an organization. It is also clear that a poor information system is not at all conducive to effective communication.

3. Methodology. All the measurement items used in the study have been adopted from previous studies. Then, these items were adapted to fix the content of this research. The organizational structure of the “Marriott” hotel was also measured using data from previous validated studies. During research 5 articles related to this theme were read to find authentic and last information about communication in modern organizations. All articles can be find in references.

4. Discussion. To summarize, we can say with certainty that for the operational functioning of all parts of the reservation service it is necessary to organize the system of external and internal communications of the hotel. It depends on how quickly and qualitatively the process of booking a room, depends on the client's opinion of the hotel as a whole.

Without the mutual assistance and cooperation of management and staff it is impossible to provide quality service to hotel customers. That is why it is very important to achieve effective work of internal communications of the hotel.

In the hotels should be an organizational structure in which information is transmitted quickly and is not delayed at management levels. With the development of local and global information networks and systems, it is possible to increase the reliability, speed, volume and timeliness of information transfer. In the hands of experienced managers, information systems allow for operational observation, guidance, and timely response to unforeseen situations.

In order for internal horizontal communications to encounter less interference, the hotel should have an internal telephone and computer network. Then messages within the hotel will be transmitted, to the direct recipient, much faster than through intermediaries (employees). Consequently, this will improve communication between the manager and the work group. This will increase the efficiency of the working groups and contribute to a better information exchange.

It is very important to make the right choice of means of communication. It should not be limited to the choice of a single channel. It is often desirable to use a combination of two or more means of communication. The simultaneous use of oral and written means of communication is usually more effective than the use of one of these means.

Within the hotel, employees can be interviewed to find out: whether their goals are clearly communicated to them, whether they are informed; what potential and real problems are or may be

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

faced by strategies for upcoming changes; whether their manager receives suggestions from employees.

To ensure effective bottom-up communications, the hotel can organize working groups that meet regularly once a week to discuss and solve certain problems that arise during the implementation of services. These groups will carry out bottom-up communications in the form of reports, suggestions and explanatory notes. Guests can be invited to fill out a questionnaire with questions about the reservation service, take into account their suggestions and draw attention to named shortcomings.

Moreover, the manager must be an excellent psychologist who can anticipate the slightest change in the mood of the team. The psychological factor is one of the most important factors in successful communications.

5. Conclusion. Summarizing the results of the research, we can confidently say that the success of the hotel enterprise depends on how the communication is organized. The guest's acquaintance with the hotel begins with the booking department. The more clearly and smoothly organized will be the process of processing the request, the higher will be the hotel's image in the eyes of the client and his commitment to this particular brand of the hotel. It should be noted that well-organized process of work with customers increases their loyalty and significantly increases the value of business, because regular customers - the basis of sustainable development of any company. Properly built relationships based on a personal approach to each client, allow hotels to attract new customers and help to retain old ones.

6. References

1. What is Communication? https://www.skillsyouneed.com/ips/what-is-communication.html.
2. Organizational Communication, research by Andrew Muba https://www.academia.edu/6852842/Organizational_Communication_edit_ChapterObjectives
3. Are Your Communication Habits Good Enough? https://www.projectmanagement.com/blog/blogPostingView.cfm?blogPostingID=18979&thisPageURL=/blog-post/18979/Are-Your-Communication-Habits-Good-Enough--#_=_
4. Workplace communication statistics (2022) https://pumble.com/learn/communication/communication-statistics/
5. Communication: meaning and definition. https://bcastudyguide.com/unit-1means-of-communication/
6. Introducing Organizational Communication. https://granite.pressbooks.pub/organizationalcommunication/chapter/chapter-1/
7. Sorokina A.A. "Organization of service in hotels and tourist complexes", p. 178
8. Introduction to hotel industry and the growth of hotel industry in India. https://www.uou.ac.in/sites/default/files/slm/HM-202.pdf
9. Official site of the hotel chain “Marriott” www.marriott.com
10. Organization and control of the current activities of the employees of the hotel product reservations and sales service O.N. Gumennaya, 2021
11. A.P. Sadokhin “Intercultural communication”, 2004, p. 203

Published under an exclusive license by open access journals under Volume: 3 Issue: 5 in May-2023
Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/