



## IMPLEMENTATION OF A QUALITY MANAGEMENT SYSTEM IN HOTEL SERVICES IN MODERN CONDITIONS

Zaynab Sayfullayeva

*Tashkent chemical-technological insitute, Uzbekistan*

Makhmud Khamrakulov

*Tashkent chemical-technological insitute, Uzbekistan*

Gofurjon Khamrakulov

*Tashkent chemical-technological insitute, Uzbekistan*

**Abstact:** *This article examines the implementation of a Quality Management System (QMS) in the hotel service industry under modern competitive conditions. The study highlights the importance of service quality as a key factor influencing customer satisfaction and the overall performance of hospitality enterprises. Special attention is given to the specific characteristics of hotel services, such as intangibility, simultaneity of production and consumption, and the significant role of human factors.*

*The paper analyzes the principles of quality management based on the international standard ISO 9001 and outlines the main stages of QMS implementation in hotels, including process analysis, documentation development, staff training, internal audits, and certification. Additionally, statistical data are presented to demonstrate the impact of various service quality factors on customer satisfaction and decision-making.*

**Keywords:** *quality management system, hotel service, hospitality industry, ISO 9001, service quality, customer satisfaction, quality control, hotel management, continuous improvement, service standards*

In today's hospitality industry, ensuring high levels of service quality is of particular importance, as service quality is becoming a key factor in the competitiveness of hotel businesses. Therefore, the implementation of a quality management system (QMS) is considered a strategically important area for the development of hotel services. A quality management system is a set of interrelated processes, methods, and resources aimed at achieving a consistent level of service quality and satisfying customer requirements. The most common basis for developing a QMS is the international standard ISO 9001, which defines quality management requirements for organizations in various industries, including the hotel industry.

Hotel services have a number of specific characteristics that must be considered when implementing a quality management system. First of all, hotel services are intangible, making them difficult for customers to evaluate in advance. Furthermore, service delivery and consumption occur simultaneously, increasing the influence of the human factor. Service quality directly depends on the professionalism, competence, and behavior of staff, as well as the hotel's ability to accommodate the individual needs of each guest.

Modern research shows that customer satisfaction is directly linked to the quality of management processes. For example, the global hotel guest satisfaction index reached



86.7% in 2025, demonstrating rising customer expectations and the need for continuous service improvement. Moreover, a significant portion of guests rely on digital quality indicators: approximately 93% of customers base their booking decisions on online reviews.

For a clearer understanding of the role of individual quality factors in hotel service, we present a table of statistical data.

Table

Key factors of hotel service quality and their impact on customer satisfaction

Показатель качества	Значение / доля (%)	Значение / доля (%)
Satisfaction with quick check-in (up to 5 minutes))	78%	Enhances the overall experience
The Importance of Room Cleanliness	89 %	Key factor in guest return
The Role of Staff (Courtesy and Service)	92%	Increases customer loyalty
The Impact of Wi-Fi Speed	88%	Important for business clients
Satisfaction with Fast Room Service	84%	Improves service ratings
The Impact of Online Reviews on Hotel Choice	93%	Determines booking decisions
Increased Satisfaction with Personalization	+10%	Increases repeat visits
The Percentage of Guests Reading Reviews	72%	Builds pre-arrival expectations

An analysis of the presented data reveals that key quality factors include cleanliness, staff service, speed of service delivery, and digital amenities. This confirms the need to implement a systematic approach to quality management.

Implementing a quality management system at a hotel is based on a number of principles, including a customer focus, management leadership, and employee engagement. A process-based approach allows for viewing hotel operations as a system of interconnected processes, each of which impacts the final result. Continuous improvement based on data analysis and customer feedback is an important element.

The QMS implementation process includes analyzing the current state of the enterprise, developing documentation, training staff, implementing service standards, and conducting an internal audit.

Of particular importance is the use of quality control tools such as customer surveys, complaint analysis, KPIs, and feedback monitoring systems.

Implementing a QMS provides significant benefits to a hotel, including increased customer satisfaction, improved reputation, reduced costs, and increased competitiveness. However, the implementation process can be fraught with challenges, such as staff resistance, lack of resources, and a formalistic approach to the system.

Modern trends in the hotel industry are linked to digitalization, the implementation of CRM systems, the use of artificial intelligence, and the development of personalized services.

All of this enhances the role of quality management systems as a strategic management tool.

Therefore, the implementation of a quality management system in hotel services is a prerequisite for effective business operations.



The use of international standards, modern technologies, and statistical analysis methods allows hotels to improve service levels, customer satisfaction, and ensure sustainable development in a highly competitive environment.

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