

ENSURING REMOTE EMPLOYMENT IN TOURISM ENTERPRISES AND ITS IMPORTANCE

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Abstract: *The rapid expansion of the digital economy has significantly transformed labor market structures, particularly within the tourism sector. This article examines the role and importance of remote employment in tourism enterprises under conditions of digital transformation. Drawing on international and national research, the study analyzes how information and communication technologies enable tourism organizations to implement flexible work models across key operational functions, including marketing, booking, customer relations, analytics, and content management. The findings indicate that remote employment contributes to cost reduction, increased labor productivity, enhanced service continuity, and improved access to global human capital. Remote employment promotes labor market inclusiveness by expanding job opportunities for women, youth, and residents of remote regions. The study concludes that the systematic and scientifically grounded integration of remote employment is a strategic priority for enhancing competitiveness and sustainability in tourism enterprises.*

Keywords: *Remote employment; Digital economy; Tourism enterprises; Labor market flexibility; Human resource management; Service sector*

Profound transformations occurring in the labor market under the conditions of the digital economy are directly influencing the tourism sector as well. The rapid advancement of information and communication technologies, together with the widespread use of the internet and digital platforms, has led to the growing popularity of remote employment alongside traditional forms of work. In particular, within the tourism industry as part of the service sector, an increasing number of functions - such as marketing activities, booking and reservation services, customer communication, content creation, online consulting, and data analysis - can now be effectively performed remotely. This shift enables tourism enterprises to reduce operational costs, improve labor productivity, and access global human resources.

International experience demonstrates that digitally enabled remote work arrangements have become a key factor in enhancing the resilience and sustainability of the tourism industry. In his studies, G. Standing emphasizes that flexible forms of employment, including remote work, play a crucial role in ensuring employment opportunities within the digital economy. According to his perspective,

remote work models in the service sector contribute to greater labor market inclusiveness and the creation of new employment opportunities.

T. Baum, analyzing human resource management in tourism, highlights that digital technologies are reshaping approaches to workforce organization. His research suggests that remote employment helps mitigate seasonality challenges in tourism, facilitates the attraction of skilled professionals, and supports the consistent delivery of service quality. Particularly during global crises and pandemics, remote work has served as a vital mechanism for maintaining the continuity of tourism enterprises.

R. Buhalis examines the impact of digital transformation on the tourism industry and argues that online platforms and digital ecosystems are fundamentally changing not only consumer behavior but also the nature of employment. He notes that in a digital tourism environment, remote employees play a significant role in ensuring service efficiency and personalized customer experiences.

Studies conducted by S. K. Agarwal and A. D. Shaw analyze the economic efficiency and productivity effects of remote employment. The authors conclude that remote work under digital economic conditions removes time and location constraints for employees, thereby enabling tourism enterprises to adopt more flexible labor models.

Additionally, J. Urry conceptualizes tourism as a “system of mobilities” and demonstrates that digital technologies are turning remote labor into an essential component of this system. In his view, the expansion of digitally mediated service provision reduces dependence on employees’ physical location within the tourism sector.

In Uzbekistan, issues related to remote employment in tourism, tourism development, and effective tourism management have been explored by national scholars such as Y. Golisheva, B. N. Navruzzoda, N. S. Ibragimov, R. O. Rakhimov, B. B. Sobirov, and Y. D. Bekjanov.

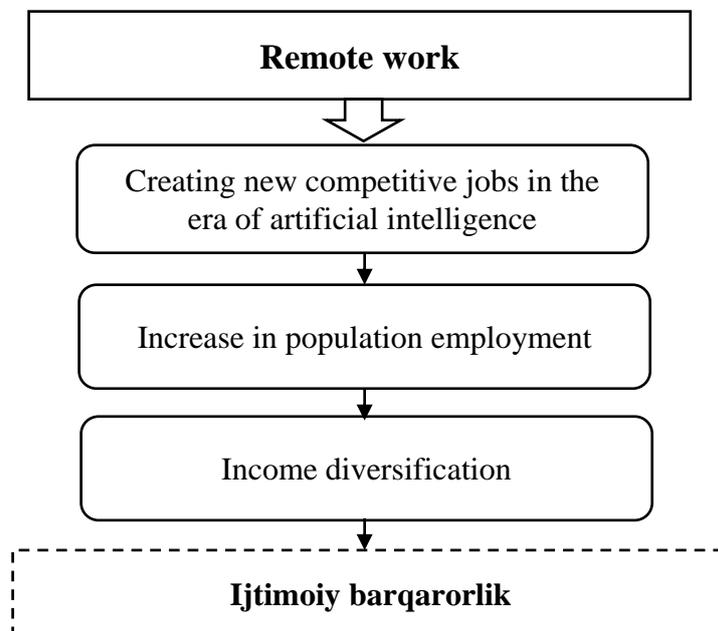
Overall, the synthesis of international and domestic research indicates that promoting remote employment in the tourism sector within the digital economy not only enhances labor market flexibility but also improves service quality, strengthens enterprise competitiveness, and supports employment growth. Therefore, the systematic implementation and scientifically grounded development of remote work models in tourism constitute a pressing and strategic priority.

Table 1**The impact of remote work on the activities of tourism enterprises**

Indicator	Traditional employment	Remote employment
Labor costs	High	Relatively low
Working time flexibility	Low	High
Geography of employee engagement	Limited	Global
Labor productivity	Average	High
Operational risks	High	Relatively low

The results of the analysis show that the remote employment model allows tourism enterprises to reduce costs by 15-30%, reduce employee turnover, and ensure continuity of services. This model creates a significant strategic advantage, especially in regions with high seasonality.

The development of remote employment in the tourism sector is shaped by a combination of institutional, technological, and socio-economic factors. Analytical findings suggest that while not all tourism-related jobs can be transferred to a remote format, a substantial segment of the service value chain - such as marketing, reservations, customer relations, analytics, and content management - can be efficiently carried out remotely.

**Figure 1. Socio-economic consequences of remote employment**

Therefore, the introduction of remote employment will bring positive results not only for businesses, but also for the population. In particular, it will expand employment opportunities in the tourism sector for women, young people, and people living in remote areas.

The study demonstrates that remote employment has become a strategically significant labor model for tourism enterprises operating in the digital economy. The analysis confirms that digital technologies enable a substantial share of tourism-related activities to be performed remotely, resulting in lower labor costs, higher productivity, and reduced operational risks. Remote employment also supports service continuity during periods of crisis and helps address structural challenges such as seasonality and workforce shortages. Importantly, the expansion of remote work enhances labor market inclusiveness by creating employment opportunities for women, young people, and individuals living in geographically remote areas. While not all tourism jobs can be fully transferred to a remote format, the findings suggest that the effective integration of remote employment into the tourism value chain strengthens enterprise competitiveness and sectoral resilience. Therefore, the development of institutional, technological, and regulatory frameworks to support remote employment should be considered a key priority for sustainable tourism development.

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