



**VILOYATDA TURISTIK-REKREATION XIZMATLARNI  
RIVOJLANTIRISHNING TASHKILIY-IQTISODIY MEXANIZMINI  
TAKOMILLASHTIRISH**

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**Annotatsiya.** Ushbu maqolada Xorazm viloyatining rekreatsion salohiyati chuqur tahlil qilingan va ushbu sohaning dolzarb muammolari belgilab berilgan. Bundan tashqari mintaqada turizm xizmatlarini rivojlantirishning takomillashgan iqtisodiy, tashkiliy va innovatsion mexanizmlari taklif etilgan.

**Kalit soʻzlar:** rekreatsiya xizmatlari, iqtisodiy, tashkiliy, innovatsion mexanizmlar, sanatoriyalar.

**СОВЕРШЕНСТВОВАНИЕ ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКОГО МЕХАНИЗМА РАЗВИТИЯ  
ТУРИСТСКО-РЕКРЕАЦИОННЫХ УСЛУГ В РЕГИОНЕ**

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**Аннотация.** В данной статье проанализирован рекреационный потенциал Хорезмской области и определены актуальные проблемы данной сферы. Кроме того, предлагаются экономические, организационные и инновационные механизмы развития туристических услуг в регионе.

**Ключевые слова:** рекреационное обслуживание, экономические, организационные, инновационные механизмы, санатории.

**IMPROVEMENT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF  
DEVELOPMENT OF TOURISTIC AND RECREATIONAL SERVICES IN THE REGION**

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**Abstract.** In this article the recreational potential of Khorezm region is deeply analyzed and the current problems of this field are determined. Furthermore, economical, organizational and innovational mechanisms are suggested for the development of tourism services in the region.

**Key words:** recreational services, economical, organizational, innovation mechanisms, sanatoriums.

**Introduction.** In the process of global economic development, the main strategic goal of any country is to become a full-fledged member of the international community, and in this case, it is an important task to determine the most effective and promising sectors of the economy, because the rapid development of this sector not only helps to increase production, but also helps the country occupy a worthy place in the world market. also shows. Today, one of the sectors with high economic potential, which has the opportunity to meet the material and spiritual needs of people and increase their living standards, is undoubtedly the tourism sector.

Today, the tourism sector has become one of the leading sectors of the world economy. From 2010 to 2019, international tourism has achieved continuous growth for 10 years, in 2019 alone, 1 billion 460 million people traveled around the world for various purposes, and tourism revenue amounted to 1 billion 481 million dollars [1]. In recent years, the tourism industry has achieved significant development at the national level. The

President of our country, Shavkat Mirziyoyev, in his address to the Oliy Majlis regarding the further development of this sector and diversification of tourist services, said, "Our tourism is often limited to our ancient cities, historical and cultural monuments. However, the unique nature of our country, national reserves, and mountainous regions have great potential for tourism development, especially the development of medical tourism, pilgrimage tourism, and ecotourism will stimulate the development of not only the economy, but also the social sphere. also gave instructions on the development of the concept [2].

**Literature review.** The term "recreation" in tourism was first used in the 14 th century, in English-language literature, in the sense of "refreshment or curing of a sick person"[3].

Over time, this term was formed, by the 90s of the XIX century, recreation in the United States began to be used in the scientific literature in the sense of organizing weekends and holidays allocated during fixed working days, and it meant resto-

ring the health lost during the course of a person's daily life [4].

"Recreation" (in Polish, rekreacja means rest, rekreation means restoration) is understood as the restoration of the forces lost by a person during his work. It is mentioned that the type of recreation to be used is chosen based on the socio-economic status of the recreationists[5].

According to V.A. Kwartalnov, "recreation" is the process of restoring a person's physical, intellectual and emotional strength in an expanded way. According to the US National Center for Tourism Policy Research, "recreation" is the process of personal use of people's free time [6].

Webster's Third New International dictionary defines "recreation" as regeneration, renewal or revitalization in a pleasant environment, a diversion from normal daily activities, and in some cases relief from boredom, and a means of refreshing people's spirits [7].

Kh.M.Mamatkulov in his explanatory dictionary "Terms and expressions related to the service sector" emphasizes "recreational tourism" as a type of mass tourism aimed at health, treatment and rest, recovery of mental and emotional strength, physical development, and convenient means of "recreational services" useful action produced for payment, performed by an enterprise organized in a unique way, and considered as a process aimed at the goals of a person temporarily changing his place of residence for the purpose of regaining his lost strength, having fun, getting new impressions and knowledge[8].

In the studies of Z.Usmonova, the concept of "recreation" is interpreted as the restoration of health and labor force through recreation outside the home, for example, on tourist trips to nature, sanatoriums, health resorts [9].

According to A.Mirzaev, tourism and recreation services are the means for people to restore their health and ability to work in recreation facilities, to go to various places of nature on a tourist route, to visit architectural and historical monuments, to restore health in health resorts and other similar facilities, as a tourist route. including going to beautiful corners of nature (river, lake, forest, mountain, cave, waterfall, etc.), playing sports, and getting to know unique historical and architectural monuments [10].

The term "recreation" has been given various definitions by researchers who have conducted scientific research, and Z.T. Abdulkhakimov summarized them as follows: "Recreation is a place where a person can restore his working ability and rest in a natural environment, for example, scenic places of nature, high social (including mountain and sub-mountain areas, waterfalls, reservoirs, streams, natural monuments and reserves, sanatoriums,

tourist bases for treatment and recreation, historical monuments, museums, various exhibitions, theaters, various cultural evenings and events) "is an economic process", the definition was developed[11].

**Research Methodology.** The methodology used by this study was based on the study and analysis of the literature on the topic. We used the method of integrated literature review. As well as new literature on the subject and promising project information were studied, and methods such as analysis, critical thinking, generalization, interview and survey methods were used.

**Analysis and results.** As a result of the implemented practical works, changes have occurred in the internal and external tourist services of the country in recent years. In particular, we can see that recreational tourism, which is the basis of our research work, is becoming one of the promising areas of this field, and the indicators of the development of touristic recreational services are in a trend of growth. Today, sanatorium-resort facilities form the basis of tourist and recreation services in the territories of the Republic of Uzbekistan, we can see the main indicators of these tourist recreation facilities from table 1. As can be seen from the table, the total number of sanatoriums and recreation facilities was 323 in 2011, and reached 514 in 2020. We can see that there has been an increase in the number of all objects during the analyzed years. In particular, the number of republican sanatoriums increased to 33 during the 10 years under review, the number of sanatorium-prophyloctories also increased, from 56 in 2011 to 77 in 2020, and in turn, the number of places increased more than 2 times. The number of holiday homes, holiday bases and boarding houses has increased more than 3 times and reached 105 in 2020, and the number of places has also increased more than 2 times.

In our research work, based on the data of the Statistics Committee of the Republic of Uzbekistan, the development dynamics of sanatorium-resort facilities in 2011-2020 were analyzed in the region of the Republic of Karakalpakstan and regions (table 2). According to the data of table 2, in 2011, the total number of sanatoriums-resorts operating in our country was 149, and in 2020, their number was 203, an increase of more than 30 percent. Also, during the past period, the number of rooms in sanatorium-resort institutions increased to 3,859, and 11,110 new places were built in them.

The number of serviced recreationists has increased by more than 1.5 times. If we take a look at the cross-section of the regions, during the analyzed ten years, the largest indicators of growth of sanatoriums-resorts were observed in the regions of Samarkand, Tashkent, Kashkadarya and Fergana.

Table 1

The main indicators of tourism-recreational services of Republic of Uzbekistan

№	Indicators of tourist and recreational activity	Years									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.	Number of sanatoriums and recreation facilities - total	323	351	370	387	392	434	460	484	509	514
	places (seats) in them, a thousand	53,1	52,5	52,4	56,8	58,2	57,3	57,1	59,2	61,6	62,1
From this:											
2.	Number of sanatoriums	93	94	98	103	111	116	119	128	126	126
	places (seats) in them, a thousand	13,2	13,2	13,2	15,6	16,8	16,6	17	19,4	19,0	19,0
3.	Sanatorium - the number of prophylactics	56	51	55	59	56	62	63	73	76	77
	places (seats) in them, a thousand	3,8	4,0	4,9	5,5	5,2	5,4	5,2	6,7	7,9	8,1
4.	The number of holiday homes, holiday bases and boarding houses	31	40	49	53	53	52	59	84	103	105
	places (seats) in them, a thousand	4,5	5,1	5,3	5,3	5,1	4,9	5	5,5	8,4	8,5
5.	The number of tourist bases and other recreation facilities	143	166	168	172	172	204	219	199	204	206
	places (seats) in them, a thousand	31,6	30,3	29	30,5	31,1	30,5	29,9	27,7	26,2	26,5

Source: Table data are prepared on the basis of data of the State Statistics Committee of the Republic of Uzbekistan.

A decrease was observed in the Republic of Karakalpakstan, Bukhara region and Tashkent cities, while no change occurred in Syrdarya and Khorezm regions. In 2020, Fergana region received the most clients in our Republic, 129,629, while the lowest figure was recorded in Syrdarya region, 764. As of 2020, Tashkent region is considered to have the largest capacity, with a total of 3,009 rooms and 6,256 beds in them.

Khorezm region, which is the object of our research work, is one of the main 4 tourist regions of our country. However, the historical and cultural type of tourism is well developed in the region. As can be seen from the above tables, the region is far behind among the regions of our country in terms of recreational tourism, more precisely, in the organization of activities of sanatorium-resort institutions, which serve as the main resources of this type of tourism.

Table 2

Development dynamics of sanatorium-resort organizations in the regions of the Republic of Uzbekistan in 2011-2020

	Number of sanatoriums		Fund of numbers				Number of placed recreationists	
	2011	2020	Number of rooms		Number of seats		2011	2020
			2011	2020	2011	2020		
Republic of Uzbekistan	149	203	7149	11008	16999	28109	255096	448583
Republic of Karakalpakstan	12	7	311	293	855	568	6380	5802
Provinces								
Andijan	10	11	314	380	855	837	8858	8319
Bukhara	5	4	224	313	470	624	6881	7914
Jizzakh	4	9	267	644	672	1272	10558	20748
Kashkadarya	9	17	433	583	885	2312	7653	11224
Navoi	5	7	301	357	582	756	7911	10761
Namangan	13	18	1067	1442	2458	2915	38661	60217
Samarkand	11	29	272	831	862	2837	12416	19398
Surkhandarya	7	11	125	319	430	1293	3051	12180
Syr Darya	2	2	54	69	112	264	522	764
Tashkent	24	34	1539	3009	3500	6256	65280	113755
Ferghana	25	36	1210	1679	2898	4183	47877	129629
Khorezm	5	5	115	109	445	606	3022	4683
Tashkent sh	17	13	917	980	1975	3376	36020	43189

Source: Table data are prepared on the basis of data of the State Statistics Committee of the Republic of Uzbekistan.

## REKREATSIYA VA TURIZM

Of course, any type of tourism leads to the economic development of a region, provides employment to the economically active population, and increases the flow of foreign currency to the country. A certain area may have a high level of tourism potential, but in order to fully use this opportunity, organizational and economic mechanisms will have to fulfill their role in time. Therefore, in our research, attention was paid to the issues of effective use of the recreation potential of the Khorezm region by improving the organizational and economic mechanisms necessary for the effective use of recreational facilities.

Before improving the existing mechanisms, we considered the theoretical aspects of the concepts of organizational and economic mechanisms.

Organizational-economic mechanism is a set of means and methods of economic development, organization of efficiency improvement processes and economic provision and creative management decision-making, organization and management of production relations corresponding to production forces and their potential. Mechanisms do not exist in the abstract, and they are implemented according to human life processes at all levels of national economic development. Organizational and economic mechanisms are effective means of creative management at all levels of economic activity and business, and also a necessary condition for its systematic operation[12].

**Table 3**

**Socio-economic indicators of sanatorium-resort institutions of Khorezm region**

Indicators	2019 year	2020 year	2021 year
<b>Number of rooms available in institutions</b>			
"Shavot Obi-Hayat"	20	25	25
"Khonka"	40	40	40
"Urganch"	35	37	37
"Green Grand Garden"	20	26	26
"Gurlan"	40	40	44
<b>Number of places available in institutions</b>			
"Shavot Obi-Hayat"	40	50	50
"Khonka"	80	80	80
"Urganch"	64	70	70
"Green Grand Garden"	50	56	56
"Gurlan"	82	82	90
<b>Basic and additional types of services offered in institutions</b>			
"Shavot Obi-Hayat"	3/3	5/4	5/4
"Khonka"	5/4	5/5	5/5
"Urganch"	4/2	4/3	4/3
"Green Grand Garden"	4/3	4/5	4/6
"Gurlan"	3/4	5/6	6/8
<b>Number of recreationists visiting the facilities</b>			
"Shavot Obi-Hayat"	953	602	789
"Khonka"	1816	635	1727
"Urganch"	-	1215	2031
"Green Grand Garden"	-	789	1385
"Gurlan"	-	970	1675
<b>Volume of services provided (in mln soums)</b>			
"Shavot Obi-Hayat"	810,6	632,1	820,5
"Khonka"	1,888	673,1	1,865
"Urganch"	-	1,138	1,827
"Green Grand Garden"	-	1,578	2,908
"Gurlan"	-	1,018	1,758
<b>Total expenses (in million soums)</b>			
"Shavot Obi-Hayat"	750,5	593,7	759,1
"Khonka"	1,698	641,2	1,702
"Urganch"	-	1,027	1,691
"Green Grand Garden"	-	1,311	2,677
"Gurlan"	-	901,2	1,513
<b>Net profit (in million soums)</b>			
"Shavot Obi-Hayat"	60,1	38,4	61,4
"Khonka"	190,0	31,9	163,0
"Urganch"	-	111,0	136,0
"Green Grand Garden"	-	267,0	231,0
"Gurlan"	-	116,8	245,0

*Source: Based on Sanatory reports Author's Development*

The organizational and economic mechanism of the tourism industry strengthens the principles of partnership and cooperation between local and state authorities, business entities. In addition, by increasing the relationship between scientific agencies, public organizations, international organizations, creating favorable conditions for attracting investments in tourism, supporting the producers of tourist products, improving the financial situation of tourism enterprises, attracting modern technologies to the field and developing international cooperation, etc. serves priority purposes [13]. In order to compare the volume of services provided in the tourist and recreation facilities of the Khorezm region and their resource potential, the main socio-economic indicators of the Shavot Obi-Hayot, Khanka, Urganch, Green Grand Garden and Gurlan resorts operating in the region in 2019-2021 were analyzed (table 3).

As can be seen from the data in the table, the economic indicators of sanatoriums operating in the region have partially decreased due to the pandemic in 2020. As of 2021, Gurlan (44) and Khonka (40) have the largest capacity among sanatoriums. In 2021, Urganch sanatorium (2031) took the lead in terms of receiving vacationers. In terms of the volume of services provided, Green Grand Garden Sanatorium took the first place with a net profit of 2.9 billion soums in 2021, and Gurlan with 245.0 million soums. At first glance, these indicators have a growing tendency, but there is an opportunity to further increase the efficiency of this type of activity by effectively using the available opportunities and other tourist resources of the region.

In particular, from the results of questionnaires conducted during our research work, it was found that the types of services offered by sanatorium-resort institutions are mainly intended for the population of 40 years and older, which in turn means that the number of recreationists is limited. Other types, including short-term excursions to places of interest, that is, without interrupting the healing process, have not been established in any of the sanatoriums of the region. There are no Internet websites, mobile applications, or videos that provide complete information about sanatorium-resort facilities, which are the main objects of recreational tourism. From the experience of foreign countries, we know that tourists have the opportunity to express their impressions about each place they visit in the form of "feedback", that is, their opinions, shortcomings and achievements. By analyzing the opinions expressed in time, organizations engaged in tourism activities have the opportunity to further develop their activities, increase their competitiveness, and eliminate shortcomings, and of course, this process should be implemented with the help of information technologies, with the effective use of innovative innovations.

Summarizing the results of the observations and questionnaires conducted during our research work, the shortcomings of the regional sanatorium-resort institutions were identified and most of them were related to organizational, economic and innovative mechanisms. and divided into innovative groups (table 4).

Table 4

**Classification of existing problems in sanatorium-resort institutions of Khorezm region**

Existing problems		
Organizational	Economical	Information deficit and introduction of innovations
-lack of integration with other types of tourism; -diversification of service types; -catering services; -fitness and gyms; -additional services; -affects the environment; -cooperation with the local population;	-infrastructure; -lack of investment attractiveness; -seasonal discounts; - tax benefits; -various bonuses and benefits; -improvement of staff qualifications; -financing sources; -public-private partnership relations; -insurance;	-lack of complete information about sanatorium-resort facilities; -to know the opinion of recreationists after the healing process; -lack of statistical data; -booking, making payments; -innovative technologies

Source: Author's development

Solving these problems will certainly open up the possibility of further development of recreational tourism in the region and the flow of tourists not only to the population of the region, but also from the neighboring regions of the Republic of Karakalpakstan and Bukhara, because the activities of sanatorium-resort institutions in these regions have not been able to achieve growth figures during the past period.

Innovation is the implementation of science and technology innovations in service, production and other sectors of the economy. Considering that there are main factors that determine innovative development in each field, they include:

- market conditions and competition;
- level of development of science and technology, legislation, political and economic stability;



- dignitaries, scientists, specialists, politicians, civil servants;

- natural, scientific-technical, financial, infrastructure resources

In turn, innovations are classified as follows:

1. According to the field of application: scientific-technical, organizational-economic, social-cultural;

2. According to the level of implementation: global, national, regional, local;

3. In terms of character: evolutionary and radical [14];

In the course of our research work, visits were made to the main sanatorium-resort institutions operating in the region, questions were answered

in the form of interviews with recreationists and experts, and economic indicators of sanatoriums-resorts, demand and supply structure were analyzed, the studied problems were taken into account, the geographical location, climate, and tourism of the region were taken into account. the organizational, economic and innovative mechanisms of the sanatorium-resort facilities were improved. If we look at the organizational mechanisms, it was found that most of the problems are the lack of integration between the organizational work, including the poorly organized organization of recreationists' free time during the treatment (Figure 1).

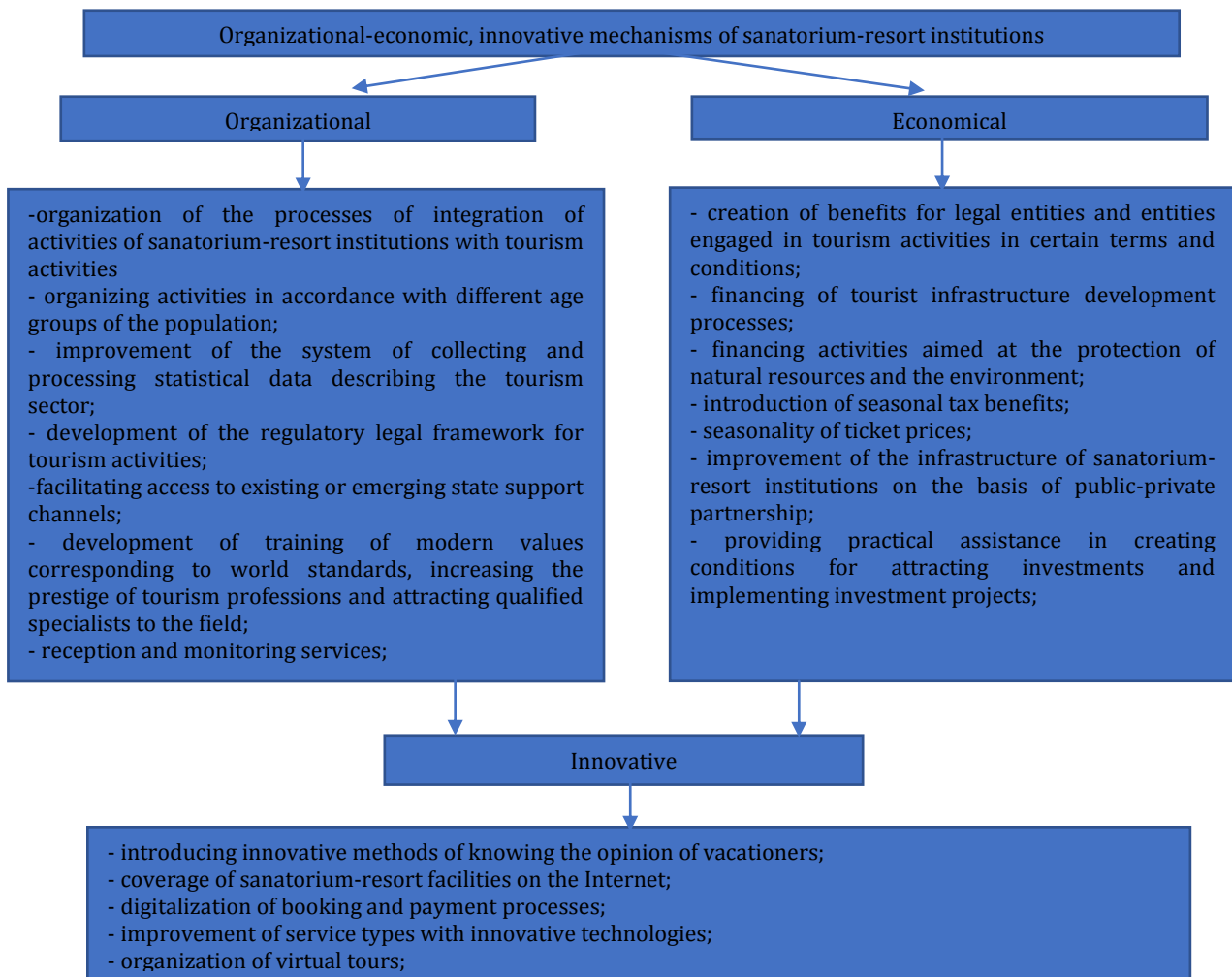


Figure 1. Organizational-economic and innovative mechanisms of sanatorium-resort institutions

Source: author's development

In all sanatoriums that have been studied, only musical events and short performances are planned to spend leisure time of vacationers. It should be noted that the region's tourism resources with great potential are not fully utilized. In addition, the price policy is not perfectly developed from the economic mechanisms and the industry lags far behind in attracting innovative technologies

to service activities. This, in turn, leads to dissatisfaction with the quality of the provided service and a decrease in the level of competitiveness. It is possible to achieve the following results by improving and putting into practice the organizational, economic and innovative mechanisms mentioned above.

**Conclusion/Recommendations.** In conclusion if the mechanisms above are carried out by

recreational tourism stakeholders the following results could be achieved:

1. Practical results achieved by improving organizational mechanisms.

- by organizing the processes of integration of activities of sanatorium-resort institutions with tourism activities, the types of services are diversified by offering recreational and health services at the same time;

- the current level of coverage will at least increase with the offer of services suitable for different strata of the population, so it will be possible to establish the visit of consumers under 20-40 years of age to sanatorium spa facilities;

- on the basis of improvement of the system of statistical data collection of sanatorium spa facilities, an opportunity will be created to find solutions to existing problems in the field based on research;

- the level of satisfaction of vacationers with sanatorium-resort services increases;

- inclusion of sanatorium-resort services in tour packages, that is, daily services are organized;

2. Practical results achieved by improving economic mechanisms.

- seasonal financial problems in sanatorium-resort institutions will be eliminated by creating incentives for legal entities and entities engaged in tourism activities in certain terms and conditions;

- an opportunity to develop the existing infrastructure will be created;

-seasonalization of ticket prices by providing bonuses to group visitors ensures maximum occupancy during all seasons of the year;

- contacts with foreign experts of this field will be established and opportunities for attracting investments will increase;

3. Practical results achieved by improving innovative mechanisms.

- through the introduction of modern methods of knowing the opinion of vacationers, the problems observed in the service will be identified in a short period of time and an opportunity will be created to eliminate them before the next steps;

- by creating profiles of sanatorium-resort institutions on social networks such as Instagram, Facebook, Telegram and highlighting their activities through internet platforms, it is possible to inform and distribute the services of the sanatorium-resort to its participants with a large capacity;

- the involvement of innovative technologies in the provided services, including the organization of virtual tours during health care for recreationists, ensures effective spending of their free time;

- vacationers will have the opportunity to see their available options virtually before visiting sanatorium-resort facilities;

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