



IMPROVEMENT OF MECHANISMS FOR ENSURING ORGANIZATIONAL AND ECONOMIC SECURITY IN THE TOURISM SECTOR

Sultonova Sevara

*Master's Degree Student, Department of Tourism and Marketing,
Faculty of Economics,
Karshi State University
sultonovasevara832@gmail.com*

Shukurov Azamat

*Master's Degree Student, Department of Tourism and Marketing,
Faculty of Economics,
Karshi State University
azamadwukurov@gmail.com*

Abstract

Today, the tourism sector, as one of the most important and rapidly developing areas of the economy, is of great importance in ensuring the economic stability of countries, territorial development and employment of the population. At the same time, global economic instability, pandemics, international conflicts, financial risks and the increase in digital threats make the issue of security in the tourism system even more urgent. This article analyzes the content of organizational and economic security in the tourism sector, its main structural elements and modern mechanisms for ensuring security. During the study, the issues of risk management in tourism activities, maintaining economic stability, ensuring the safety of tourists and developing digital management systems were studied. Also, based on foreign experience, scientific and practical proposals were developed to improve organizational and economic security in the tourism system of Uzbekistan.



Keywords: Tourism, economic security, organizational security, tourism security, risk management, economic stability, tourist security, digital monitoring, tourism infrastructure, management mechanisms, sustainable tourism.

The tourism sector is one of the strategic directions in the global economy, generating high income and inextricably linked to many sectors. According to UN Tourism, tourism services have a significant impact on the development of transport, trade, hotel industry, catering, culture and other service sectors. Therefore, the sustainable operation of tourism is considered one of the important factors in the economic security and territorial development of the country. In recent years, pandemics, economic crises, geopolitical tensions, environmental problems and the rapid development of information technologies in the world have led to the emergence of new risks and threats in the tourism sector. In particular, the sharp decrease in international tourism flows during the COVID-19 pandemic has shown how vulnerable the tourism system is in organizational and economic terms. This has made the issues of ensuring security in tourism activities, risk management and strengthening economic stability even more urgent. In the tourism sector, organizational and economic security is understood as the stable operation of tourism entities, the prevention of financial risks, the protection of the life and health of tourists, the provision of quality services, and the maintenance of the system's rapid adaptability in emergency situations. In this regard, security is not limited only to legal or physical protection, but is also closely related to management efficiency, digital technologies, information security, and economic stability. In Uzbekistan, great attention is paid to the development of tourism as one of the priority sectors of the economy. A number of reforms are being implemented in the country to modernize tourism infrastructure, improve the quality of services, form new tourist destinations, and ensure the safety of tourists. However, there is a need to improve the mechanisms for managing organizational and economic security in the tourism



system based on modern requirements. The purpose of this article is to analyze the theoretical and practical aspects of ensuring organizational and economic security in the tourism sector and develop scientific proposals and recommendations for improving management mechanisms in this area.

The issue of ensuring organizational and economic security in the tourism sector has become one of the scientific areas widely studied by economists, international organizations and tourism researchers in recent years. In particular, the intensification of global risks, pandemics, economic instability and the growth of digital threats have created the need to improve security management mechanisms in the tourism system. The theoretical foundations of the concept of tourism security were initially formed in connection with the concepts of sustainable development of tourism and risk management. Michael Porter, in his theory of competitive advantage, emphasizes that the efficiency and sustainable operation of service industries are inextricably linked with institutional management and a risk management system. In his opinion, infrastructure, management quality and innovative approaches are important factors in ensuring economic security. In international research on tourism security, along with the physical safety of tourists, issues of economic and information security also occupy a special place. UN Tourism reports list security, sanitary control, transport reliability and digital monitoring systems as key factors for the sustainable development of tourism. The organization's experts assess tourism security as a strategic factor related to the country's image and the stability of international tourist flows. Douglass North, who studied economic security issues, argued that institutional governance and effective economic systems are the main conditions for sustainable development. His scientific views serve as an important methodological basis for explaining the role of public administration, the regulatory framework and the institutional environment in ensuring security in the tourism system. Also, World Bank and OECD studies pay special attention to the issues of risk management, cybersecurity and information



systems protection in the tourism sector in the context of digital transformation. These studies emphasize that the digitalization of tourism infrastructure, on the one hand, increases the efficiency of services, and on the other hand, creates new security threats. Uzbek economists have also extensively studied the issues of the service sector and tourism development. In particular, A. Vakhobov and A. Olmasov scientifically substantiated the role of the service sector in economic growth and its impact on regional development. In their research, tourism services are assessed as a sector of the economy with a high multiplier effect. They also note that economic security can be strengthened by developing tourism infrastructure, improving the quality of services, and improving the investment climate. Although local studies mainly study the issues of tourism development, improving the quality of services, and effective use of tourism potential, scientific research on the mechanisms of complex management of organizational and economic security in the tourism sector has not been sufficiently developed. Therefore, the development of modern mechanisms for security management in the tourism system and their implementation in practice is one of the scientifically relevant issues.

This study used a comprehensive approach to studying the mechanisms of ensuring organizational and economic security in the tourism sector. Theoretical, analytical and comparative methods were used in the research process. First of all, the scientific works of foreign and domestic scientists on tourism security, economic stability and risk management were studied, and the theoretical foundations of the topic were formed. During the study, statistical and analytical materials published by UN Tourism, the World Bank and the OECD were used. At the same time, official data, regulatory and legal documents and economic indicators related to the tourism sector of Uzbekistan were analyzed. In the practical part of the study, the main risks and threats encountered in the tourism system were divided into groups according to economic, organizational and information security. Their impact on tourism activities was assessed using the analytical comparative method. Also, the



effectiveness of digital monitoring, risk management, emergency management and institutional control systems as modern mechanisms for ensuring security in the tourism sector was studied. The research process used the method of systematic analysis to elucidate the relationship between factors affecting organizational and economic security in the tourism sector. In addition, based on scientific observation and generalization methods, scientific and practical proposals were developed to strengthen security in the tourism system.

During the study, the main factors affecting organizational and economic security in the tourism sector were analyzed, and existing problems in this area and mechanisms for their elimination were studied. The analysis showed that security in the modern tourism system is not limited to the physical protection of tourists, but also includes economic stability, information security, service quality and management efficiency. In recent years, the widespread introduction of digital technologies in the tourism sector, along with increasing service efficiency, has also created new security threats. In particular, the expansion of online booking systems, electronic payment platforms and digital databases has increased the relevance of cybersecurity issues. According to the results of the study, insufficient protection of information systems can lead to financial losses for tourism enterprises and a decrease in tourist confidence. During the analysis, it was found that the main factors negatively affecting organizational and economic security in the tourism system are:

- global economic instability and inflationary processes;
- pandemics and epidemiological risks;
- geopolitical conflicts;
- disruptions in the transport and logistics system;
- threats related to cybersecurity;
- insufficient control over the quality of services;
- weakness of the emergency preparedness system.



The results of the study showed that the introduction of digital monitoring systems in ensuring security in the tourism sector provides significant efficiency. In particular, the ability to monitor the flow of tourists in real time, use electronic security platforms, and predict risks in advance increases management efficiency. At the same time, the use of "smart management" technologies in tourism infrastructure allows for a rapid response to emergencies. The analysis conducted on the example of the Uzbek tourism system showed that significant reforms are being implemented in the country to ensure the safety of tourists, improve the quality of services, and modernize tourism infrastructure. However, in some regions, digital control systems are not sufficiently formed, safety standards at tourism facilities are not uniform, and risk management mechanisms are weak.

During the study, the following priority mechanisms for ensuring organizational and economic security in the tourism sector were proposed:

1. Introduction of a single digital monitoring system at tourism facilities;
2. Establishment of risk management and emergency management centers;
3. Strengthening cybersecurity standards in tourism infrastructure;
4. Improving institutional systems for monitoring tourist safety;
5. Monitoring the quality of services based on international standards;
6. Expanding insurance and financial protection mechanisms in the activities of tourism enterprises.

The results show that the introduction of integrated management mechanisms for organizational and economic security in the tourism system not only ensures the safety of tourists, but also serves to increase the stability of the tourism services market, enhance investment attractiveness, and expand international tourist flows.

The results of the study showed that the issue of ensuring organizational and economic security in the tourism sector is becoming one of the most important strategic directions of the modern tourism system. Today, tourism is considered not only as a source of economic income, but also as a factor determining the



international image of the country, investment attractiveness and territorial stability. Therefore, the issue of effective security management in this sector is one of the priority tasks at the state policy level. The analysis showed that although most of the risks arising in the tourism system are associated with external factors, their negative impact is often exacerbated by the insufficiently formed internal management system. In particular, the rapid development of digital technologies has simplified tourism services, but also creates new problems related to cybersecurity, data protection and the security of electronic payments. This requires an approach to security in tourism enterprises not only as a technical or legal issue, but as a comprehensive management system. Analysis of foreign experience shows that in developed tourism countries, digital monitoring, "smart tourism" technologies and risk management systems are widely used to ensure security. For example, in some countries, control of tourist flows, provision of rapid information about emergencies and monitoring of dangerous areas are carried out through digital platforms. Such systems, in addition to increasing tourist confidence, also serve the sustainable operation of tourism infrastructure.

Although important reforms are being implemented in Uzbekistan to develop the tourism sector, it is observed that security management systems are not yet fully integrated in some regions. In particular, the lack of a single digital control system at tourism facilities, discrepancies in service standards, and the weakness of operational management mechanisms in emergency situations are among the existing problems. In this regard, it is important to strengthen cooperation between the public and private sectors to ensure organizational and economic security in the tourism sector. Modernizing tourism infrastructure, introducing digital security platforms, monitoring the quality of services based on international standards, and developing a system for training qualified personnel will increase efficiency in this area. In addition, introducing mechanisms for predicting and assessing risks in the tourism system will help prevent future economic losses. The formation of flexible



management systems, especially in the context of pandemics, natural disasters, and global economic crises, is an important factor in the sustainable development of tourism. In general, the results of the study showed that ensuring organizational and economic security in the tourism sector requires an integrated approach. The introduction of modern management mechanisms in this area will improve the quality of tourism services, ensure the safety of tourists, and strengthen the country's competitiveness in the international tourism market.

The results of this study showed that ensuring organizational and economic security in the tourism sector is one of the important strategic directions of the modern tourism system. In today's conditions of globalization and digitalization, the increase in economic, organizational, epidemiological and information risks affecting tourism activities increases the need to improve security management mechanisms. During the study, the main factors affecting security in the tourism system were analyzed, and it was found that ensuring security is not limited only to the physical protection of tourists, but is also inextricably linked to economic stability, service quality, information security and management efficiency. In particular, the widespread introduction of digital technologies and electronic services, while creating new opportunities in the tourism sector, also creates risks associated with cybersecurity and data protection. Based on the analysis, the need to develop digital monitoring systems, introduce risk management mechanisms, improve the emergency management system, and widely implement international security standards in practice was substantiated as priority areas for strengthening organizational and economic security in the tourism sector. It was also found that the economic sustainability of the tourism system can be strengthened by modernizing tourism infrastructure, constantly monitoring the quality of services, and developing public-private sector cooperation. The introduction of unified information and control platforms at tourism facilities will ensure the safety of tourists and increase management efficiency. The scientific and practical proposals



developed as a result of the study can serve to ensure the sustainable development of the tourism sector in Uzbekistan, increase competitiveness in the international tourism market, and create a safe and modern tourist environment for tourists.

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