

THE REPUBLIC OF AZERBAIJAN

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ABSTRACT

of the dissertation submitted for receiving
the Doctor of Philosophy degree

WAYS OF IMPROVING OF PERSONNEL TRAINING IN THE FIELD OF TOURISM

Specialty: 5312.01 – Economy of field

Field of science: Economic sciences

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GENERAL CHARACTERISTICS OF THE WORK

Relevance of the topic and degree of elaboration. In the 80s of the last century, a new trend of global development began to manifest itself clearly. That trend demonstrated that the place and role of any country in the international division of labor, the competitiveness of processing industries and advanced technologies in international markets, above all, depends on two factors that determine each other mutually: from the level of training of specialists; from the conditions created by the country (or the socio-economic system) in order to realize the intellectual potential that scientists and specialists have. The demand for intellectual potential is an extremely important and significant incentive for the development of society in terms of its mobilization and actualization.

Improving the qualifications of tourism workers is a necessary condition for ensuring the competitiveness of the tourism industry in any country. There is a directly proportional relationship between the amount of income from tourism in a country and the amount of demand for tourism services of that country. The main factor affecting the volume of demand for tourism services is the existing tourism potential of each country. On this basis, it is necessary to enrich the tourism potential with a high level of qualification of the personnel and turn it into a quality tourism service. It is at this point that the increasing importance of qualified personnel in the field of tourism draws attention. Otherwise, the income from the international tourism market will never reach the desired level. Thus, tourism products that are not presented in a quality manner by qualified tourism personnel may not win the favor of consumers and, indirectly, the competitiveness of this product may be reduced.

The success of the oil strategy in the rapidly developing Republic of Azerbaijan is already reflected in the non-oil sector. The income from tourism in Azerbaijan is capable of providing a significant part of the state budget. From this point of view, it is necessary to develop tourism and turn it into the most stable and competitive sector of the economy. Azerbaijan is one of the countries with a very high tourism potential. However, the current problem of lack of professional staff is

one of the reasons that hinders the development of the tourism sector with great prospects in our country. For this reason, one of the four goals in the “Strategic Road Map for the Development of the Specialized Tourism Industry in the Republic of Azerbaijan” approved by the decree of the President of the country dated December 6, 2016 dedicated to “improving the standardization and certification system to implement investment in education programs in the field of tourism and increase the satisfaction of tourists”. Also, in the "Strategic Roadmap for the Development of Vocational Education and Training in the Republic of Azerbaijan” approved by that decree, the development of the vocational education system that prepares qualified personnel based on educational programs in accordance with the requirements of the labor market was taken as the main goal.

The rapidly expanding tourism sector requires more qualified and professional specialists. From this point of view, the implementation of the training of personnel with tourism education according to international standards is an important issue. For almost 40 years in the world, qualified personnel for the tourism and hospitality sector have been trained in higher schools. Although tourism education was partially available in the higher and secondary educational institutions of our country before, there is no doubt that the serious approach to this work began in 2006 with the organization of the Azerbaijan Tourism Institute, which was established by the order of the President of the country, Mr. Ilham Aliyev. Currently, significant steps are being taken in the direction of staff training in the field of tourism in the Republic of Azerbaijan. However, there are still problems related to efficient and professional management of the tourism sector, training of qualified personnel, quality education in the field of tourism, and the existence of a number of non-professional personnel currently working in this field. At the same time, a comprehensive solution to the issues such as constant analysis of local and foreign experience in the field of tourism personnel training, examination of educational, vocational-training, teaching programs in the field of tourism in developed countries, evaluation of the effectiveness of the personnel training policy implemented in this field in the market economy, formation and development of personnel potential of

tourism enterprises are necessary. One of the 5 national priorities provided for in "Azerbaijan 2030: National Priorities for socio-economic development" approved by the decree of the President of the Republic of Azerbaijan dated February 2, 2021, envisages a major return to the territories liberated from occupation. Among the economic opportunities of the liberated territories, tourism is of particular importance. That's why, on the basis of a comprehensive analysis of individual stages of personnel training in the field of tourism, it is of great theoretical and practical importance to determine the possibilities of personnel training in this field at the international and regional level and to examine the issues of ensuring the effective connection of the perspective development trajectory with the personnel potential.

The changes occurring in the world and domestic tourism market require an in-depth study of the economic role of the tourism sector, its staffing, and the interaction between internal and external factors affecting the formation and development of personnel potential. In our opinion, the analysis of the fundamental-theoretical and practical aspects of the issues of improving the personnel training system in the development of the tourism sector will determine the increase of its economic importance at the global level. The objective necessity of developing tourism in the territories freed from occupation, as well as in the conditions of modern realities in the Republic of Azerbaijan, requires the implementation of serious reforms in the direction of personnel training in this field, the improvement of its resource potential and management mechanisms, and the implementation of radical changes in the existing approaches to financial and personnel issues. The relevance of the topic of our research was determined by these factors.

Regarding the development of the topic, we can note that the development of the tourism field, at the same time, the problems observed in the management of the process of staffing and training of highly qualified personnel have been the object of research of the scientific works of Z.A. Samadzada, A.G. Alirzayev, F.P. Rahmanov, H.B. Soltanova, B.A. Bilalov, S.T. Yeganlı, J.A. Mammadov, K.G. Agamaliyev, U.K. Alakbarov, M.A. Aliyev, H.İ. Hamidov,

A.S.Farajov, Sh.M.Muradov, A.T.Nagiyev, E.A.Guliyev,
A.N.Hasanov, V.S.Dargahov, İ.H.İbrahimov, N.J.Gafarov,
R.M.Kasumov, A.A.Azizov and others.

Regarding this topic, we can mention the scientific works of foreign researchers such as A. Ladkin, M. Riley, V. Amoah, T. Baum, E. Salas, P. Nischithae, Thanika D. Juwaheer, S. H. Quartey, S. Wagner, P. Lyons, J.L. Mullins, Y.G. Odegova, G.V. Shekin, A. Kozak, and H. Yazit.

Without diminishing the importance of the scientific research conducted in this field, it should be noted that in modern times, in the conditions of entering the stage of sustainable development of tourism in our country, it is necessary to systematically investigate the problems related to personnel training and improvement of existing personnel. The above indicated the relevance of the problem and conditioned the selection of the research topic and the determination of its goals and objectives.

The object and subject of the research. The object of the research is a collection of tourism farms operating in the Republic of Azerbaijan. The subject of the research is the relations, regularities, methods and tools that appear in the economic subjects and between them during the training of personnel in the field of tourism.

The goals and objectives of the research. The purpose of the study is to study the theoretical foundations of the problems of personnel training in the field of tourism, to analyze and evaluate the current situation, and on the basis of these, to determine the directions for the improvement of the personnel training system for tourism in Azerbaijan. In order to achieve this goal, the following tasks have been set and fulfilled:

- research of the theoretical and methodological bases of formation and development of personnel potential in the field of tourism;
- investigation of the characteristics of professional personnel training for the field of tourism;
- study of international experience in the field of training of tourism personnel;
- Analysis of the dynamics of development of the tourism sector in Azerbaijan;

- assessment of the current state of human resources of the tourism sector in the country;
- carrying out an econometric analysis of the personnel potential in the tourism field;
- determination of prospects for the development of personnel potential in the field of tourism of the national economy;
- determining directions for the improvement of specialists in the field of tourism in Azerbaijan;
- providing scientifically and practically based suggestions and recommendations on improving tourism personnel training in the country and increasing the qualification levels of tourism specialists.

Methods of research. The methodological bases of the dissertation work are classical and modern theories related to personnel training and development in the field of tourism, scientific and experimental studies of local and foreign economists dedicated to the problems of personnel training and development in the field of tourism, and so on. The Law on Tourism of the Republic of Azerbaijan, decrees and orders of the President of the Republic of Azerbaijan in the field of tourism and other legal normative documents were widely used in writing the dissertation. Research methods such as systematic approach, logical generalization, statistical analysis, expert assessments, observations, survey, mathematical-economic modeling, analysis and synthesis were used during the research. The information base of the research is made up of the annual reports and indicators of the State Statistics Committee of the Republic of Azerbaijan, the State Tourism Agency (former Ministry of Culture and Tourism of the Republic of Azerbaijan), the Ministry of Science and Education, and the World Tourism Organization.

The main provisions defended:

- systematization of the conceptual bases of issues of personnel potential in the field of tourism should be carried out and the structure of the personnel potential of the region, the enterprise and individual employees and the factors influencing it should be revealed;
- there is a serious need to determine the requirements for

professional personnel in accordance with the current conditions in tourism and to determine the methodological principles of personnel training in the field of tourism based on these new requirements;

- on the basis of researching the experience of different countries, revealing the national characteristics of personnel training in the field of tourism and determining the possibilities of its application in our country should be the focus of attention;
- Analyzing the current state of the development of Azerbaijan's tourism sector, identifying problems and trends in personnel training, and establishing the correct tourism service are considered to be one of the basic conditions;
- inquiries should be made in the structures operating in this field regarding staff training in the field of tourism and its current situation should be evaluated based on empirical analyses;
- based on the econometric analysis of the data on the personnel potential in the field of tourism in Azerbaijan, the share of tourism in the country's GDP, and the number of tourists coming to our republic for the purpose of tourism, it is required to apply economic-mathematical methods and construct forecast models;
- determination of the priority directions of increasing the personnel potential in the field of tourism of the country's economy;
- determination of the plan of measures for the improvement of specialists in tourism personnel training and the evaluation of the qualification levels of tourism specialists are of particular importance;
- The development of relevant proposals and recommendations for improving the effective mechanisms of the professional personnel training system in the field of tourism in Azerbaijan is considered the main priority;

Scientific novelty of the research. The scientific novelty of the research consists of the following:

- the conceptual bases of issues of formation and development of personnel potential in the field of tourism have been systematized;

- the characteristics of professional personnel training for the field of tourism have been revealed and methodological principles have been determined;
- on the basis of the analysis of the experience of the countries of the world, the unique characteristics of the training of tourism personnel in individual countries were revealed;
- Based on the analysis of the development dynamics of the tourism sector in Azerbaijan, its development trends have been determined;
- based on surveys and statistical analyzes on the issues of personnel training in the field of tourism, an assessment of its current situation in our country was carried out;
- It was determined that there is a correlation between the staff potential in the field of tourism in our country, the share of the added value created in the characteristic fields of tourism in the GDP, and the number of tourists coming to our republic for the purpose of tourism;
- ways of increasing the personnel potential in the field of tourism of the national economy have been studied;
- In Azerbaijan, proposals and recommendations were put forward regarding the measures for the improvement of specialists in the field of tourism and the directions for raising the qualification levels of tourism specialists;
- In our country, effective mechanisms for the organization of personnel training in the field of tourism have been developed.

Theoretical and practical significance of research.

The results of the research work and the implementation of the proposals and recommendations based on them will help the development of personnel training in the field of tourism of the country and the further increase of the economic efficiency of tourism. The proposals can be used in the practical implementation of methodical work on the system of effective interaction between tourism institutions and educational institutions, and improvement of state education standards in the tourism education system. The obtained results are aimed at stimulating the realization of the transition to the new policy of education management based on the

system of improving the quality of education in higher education institutions specializing in tourism education. The theoretical and methodological provisions, methodical and practical suggestions developed in the dissertation can be used in the process of organizing personnel training in both educational and tourism institutions.

Approval and application. The main scientific-theoretical claims, results and proposals of the dissertation were published in 12 articles and 5 theses, including 2 articles and 3 theses abroad, in total 17 prestigious journals and conference materials recommended by the Supreme Attestation Commission under the President of the Republic of Azerbaijan. Among the conference materials, the theses titled “Education and employment cooperation assessment in Azerbaijan tourism industry” (Свищов, 2017), “Contemporary trends in tourism system” (Chisinau, 2018), “Evaluation of the efficiency of the effectiveness of educational systems in Azerbaijan” (Baku, 2018), “The importance of personnel training issues in terms of shaping the competitiveness of the tourism sector” (Baku, 2019), “Analysis and evaluation of the current state of tourist preparation in Azerbaijan” (Sofia, 2020) can be mentioned.

During the study the author’s articles entitled “The personnel planning of the tourism sector in Azerbaijan and the educational situation of the personnel reserve” (Baku, 2017), “Directions for increasing efficiency in the investment of the education sector” (Baku, 2017), “Effectiveness of education and industrial cooperation in tourism” (Baku, 2017), “Vocational education problems in tourism sphere of Azerbaijan” (Kyiv, 2017), “Quality Assurance of Education in Higher Education Institutions” (Baku, 2018), “Econometric analysis of Dynamics of Personnel Training in Tourism Sphere” (Turkey, 2021) were published.

The name of the institution where the dissertation work was performed. Azerbaijan Tourism and Management University.

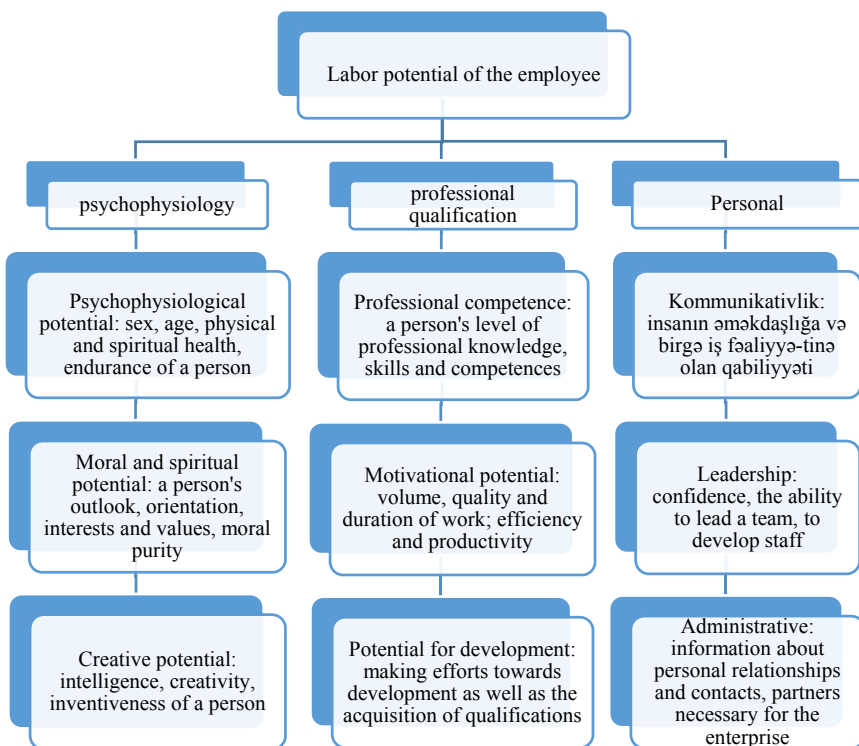
The total volume of the dissertation with a mark, with the volume of the structural sections of the dissertation being noted separately. The dissertation consists of an introduction, 3 chapters, 9 paragraphs, a conclusion and a list of references. The total volume of the introduction (14781 characters), chapter I (82837 characters),

chapter II (37794 characters), chapter III (71506 characters), conclusion (6654 characters) and bibliography (18618 characters) is 244953 characters. The mark number of the dissertation is 213572, excluding tables, figures, the list of used literature and the list of abbreviations.

THE MAIN SUBJECT OF THE WORK

In the introductory part of the thesis, the relevance of the topic is substantiated, the goals and tasks of the research, methods are characterized, the main propositions defended are explained, the scientific innovations, theoretical-practical significance and approval of the work are reflected.

In the first chapter of the **thesis called “Conceptual foundations of personnel training in the field of tourism”**, systematization of the conceptual bases of personnel potential issues in the field of tourism, the requirements imposed on professional personnel in the field of tourism were determined, and the methodological principles of personnel training in the field of tourism were determined on the basis of these requirements. Also, based on the study of the experience of different countries, the national characteristics of personnel training in the field of tourism were revealed. The author revealed the structure of the personnel potential of the region, the enterprise, and individual employees, as well as the factors influencing it. Various factors, resources and other approaches to the formation of personnel potential in the field of tourism were analyzed and the attitude towards these approaches was expressed in the research work. Here, the personnel potential of the enterprise, the personnel potential of the employee, and the personnel potential of the region, the complex of factors influencing its formation are revealed. Here, both internal and external factors were revealed, and the structural elements of the management system of the personnel potential of the enterprise were also determined based on the internal factors.



Scheme 1. Individual labor potential of the employee

Scheme 1. Individual labor potential of the employee

The vast majority of scientists mean the set of employees working in the enterprise by the concept of “personnel”. “*Q.V. Shekin refers to the staff of the organization's staff as “personnel”, which he further divides into two groups: the management staff group and the worker (worker) staff group.*”¹ Other authors refer to the concept of "personnel" only to employees of the enterprise who perform functions that require special professional training.

The characteristics of professional staff training in the field of tourism have been revealed and methodological principles have been determined. Thus, the wide variety of services provided in the

¹ Shekin, B.G. Fundamentals of personnel management: textbook. – Kyiv: MAUP, – 2009. – 288 p.

tourism sphere requires the universality of knowledge of specialists working in this field, as well as management competence, abilities and skills at different levels - starting from the animator of the hotel complex to the head. Therefore, the greatest demand observed with the development of the tourism business, at least during the last decade, arises in the field of training specialists in economics and management for the tourism sector. Lyons points out in his research that training and improvement of their personnel is inevitable for enterprises that want to win and withstand competition in the business environment. The main way for enterprises to maintain their competitiveness is training and improvement of personnel. The success of training and development can depend on a number of factors. The external environment, which includes legislation and technological change, has a high impact on the education system.²

The efficiency of activities of enterprises in the field of tourism depends on the number of employees and their professional training. *“With the change of requirements related to the volume and quality of tourist services, the emergence of new types and forms of tourism activity, the field is always in the process of improvement and cannot be considered a finished process. Accordingly, the improvement of personnel in this field is also constantly relevant. It is considered that the effective and professional management of the tourism sector is the main condition for the development of tourism.”*

Despite the fact that different educational systems in different countries have special features, it is observed that in all states, including the Republic of Azerbaijan, it basically has a common structure:

1. Primary education.
2. Secondary education: general and special specialization education.
3. Higher education.
4. Training after higher school.

² Lyons, P. Training for Template Creation: A Performance Improvement Method // Journal of European Industrial Training, – 2008.32(6), – 472 – 489 p.

5. Increasing the qualification level and retraining of specialists, both in the work process and with the condition of leaving production.

The examination of the mentioned features showed that the quality of tourism education and training of specialists for tourism activities was reflected in the documents of prestigious organizations such as UNESCO, WTO, as well as other international acts. Among them, the documents of the Rome Conference of the UN on tourism and travel (1963), the documents of the Manila conference dedicated to world tourism, and the documents of the Inter-Parliamentary Conference held in The Hague (1989), Documents of the World Conference of Ministers on Tourism held in Osaka (1994), as well as the "Tourism Charter" (1985) occupy a special place among them.

These documents, which we have listed, reflect the extensive requirements for the professional training of the personnel operating in the tourism sphere. For example, the Tourism charter states: *"In order to contribute to the humanistic nature of tourism, tourism industry workers and tourism service providers must strictly comply with any obligations they undertake within the framework of their professional activities and guarantee the high quality of the tourism product presented."*³.

Reception of guests (hospitality) and tourism management are considered to be business educations in tourism staff training. In Switzerland, which is not so big from the point of view of territory, there are dozens of educational institutions that teach hotel and tourism management. All institutions work as private educational institutions. It is not required to obtain any special approval from the government to open this type of enterprises. In theory, an educational institution does not need special accreditation to operate: the owner of the institution determines the program, the level and quality of the educational process. Based on experience, we can say that the recognition and good image of the educational

³ Bilalov, B.A. History of tourism. Textbook. / B.A. Bilalov. - Baku: Translator, - 2008. - 328 p.

institution is an important and decisive condition. In Switzerland, professional associations mainly establish educational institutions for tourism and hospitality.

Training of personnel for the tourism industry is given a lot of attention all over the world. According to the WTO, at the beginning of the 90s of the 20th century, there were 105 higher and 139 vocational educational institutions in Europe, 6 and 17 in America, and 13 and 35 in Asia and the Pacific respectively. The largest number of enterprises providing personnel training for the tourism industry is located in the United Kingdom - 37.

In the second chapter called “Analysis and assessment of the modern state of tourism personnel training”, the modern trends of the development of the tourism sector in Azerbaijan have been revealed and the dynamics have been shown, and the current situation has been evaluated based on the surveys conducted in the structures operating in the tourism sector and empirical analyses. *“The patterns of tourism development across countries as part of the distribution and redistribution of macroeconomic growth and gross domestic product differentiate them from each other. The potential indicator of tourism in the country can be determined from the number of the population of Azerbaijan, the number of its contingent that can use tourism services, the amount of funds available for the organization of the material and technical base of tourism”.*⁴

If we look at the statistical data on the characteristic fields for tourism in Azerbaijan, we can observe an increase in the number of workers working in the field of tourism between 2013 and 2021. An interesting point is that the number of employees working in the field reached its maximum in 2019. It can be seen that this indicator decreased during the Covid-19 pandemic and the Second Karabakh War.

⁴ Alirzayev A.G., Aslanova S.I., Socio-economic problems of the development of tourism, Baku: Adiloglu publishing house, 2006, 164 pages.

Table 1.**The dynamics of the main indicators in the areas characteristic of tourism in Azerbaijan**

	2015	2022	+;- in 2022 compared to 2015
The number of employees working in areas typical for tourism, people	49449	63109	+13660
The amount of added value created in areas typical for tourism, million manats	2437,3	3917,8	+1480,5
The specific weight of added value created in areas characteristic for tourism in the gross domestic product of the country, in percentage	4,5	2,9	-1,6
The amount of investments made in areas characteristic for tourism, million manats	1063,9	99,3	-964,6

Source: Prepared by the author based on stat.gov.az
<https://stat.gov.az/source/tourism/>

Similarly, there is an increase in the amount of added value created in areas characteristic for tourism between 2013 and 2022. So, while this indicator was 2 million in 2013, it has already exceeded 3 million in 2019, 3464.3 in 2018, and 3704.9 in 2019, reaching its maximum level. However, in 2020, a decrease was observed in this indicator.

Table 2.**Dynamics of added value created in the field of tourism**

Years	Volume of additional value created in areas typical for tourism, million manats	The specific weight of added value created in areas characteristic for tourism in the gross domestic product of the country, in percentage
2013	2 080,2	3,6
2022	3 917,8	2,9
+;- in 2022 compared to 2013	+1837,6	- 0,7

Source: Prepared by the author based on stat.gov.az
<https://stat.gov.az/source/tourism/>

The coronavirus pandemic represents an unprecedented crisis for the tourism economy. This crisis has very tangible impacts for many people, areas, and businesses, especially in countries, cities, and regions where tourism is a significant part of the economy.

Work has also been done in Azerbaijan to support the economy in the pandemic situation. Thus, in 2021 (10 months), up to 250 million manats were paid as support to more than 243 thousand hired workers, and more than 113 million manats were provided to up to 108 thousand individual micro entrepreneurs.

60 percent of newly granted bank loans to entrepreneurs were guaranteed by the state guarantee, as well as their existing loans to banks were subsidized.⁵

During the course of the research, a survey was conducted among 145 respondents in Baku city in 2018 in order to analyze the current situation of personnel operating in tourism industry enterprises. It is clear from the results of the conducted survey that currently the biggest problem in the tourism sector in the republic is the weak knowledge of foreign languages and lack of experience of the employees. It is clear from the answers of the respondents that it is not enough to know a foreign language, it is enough only in some fields. For example, the problem of experienced cooks and waiters in the food sector is very acute.

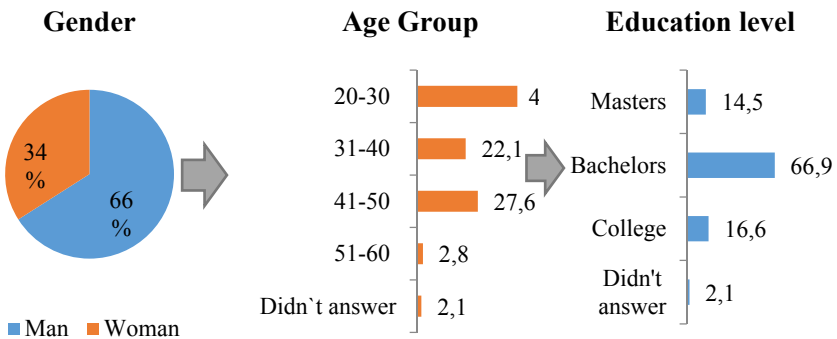


Diagram 1. Demographic characteristics of the respondents who participated in the survey

⁵ Samadzada, Z. A. Economy of Garabagh in 100 years. Volume V / Z.A. Samadzada. - Baku, 2022. - 856 p.

Based on the econometric analysis of the data on the personnel potential in the field of tourism in Azerbaijan, the share of the added value created in the fields typical for tourism in the country's GDP, and the number of tourists coming to our republic for the purpose of tourism, forecast models were built by applying economic-mathematical modeling methods. As already mentioned, tourism is not limited to presenting the cultural, historical and natural resources of the country to the visitors of the country, but also revives the economic activity. From the point of view of the research, opening several questions would have increased the coherence of the research. These questions are mainly to determine the impact of every tourist coming to the country on the training of personnel in the field of tourism and the effect of training of personnel in the field of tourism on the gross domestic product created in tourism.

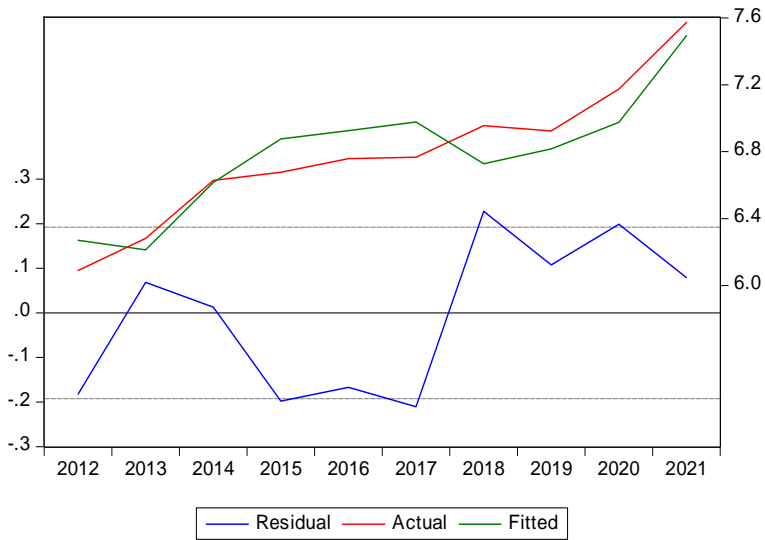
Based on the given data, forecasting models were determined by applying the economic mathematical modeling capabilities. The results of the evaluation in the Eviews application were as follows:

Table 3.

Basic statistical characteristics of model (1).

Dependent Variable: LOG(TSMS)				
Method: Least Squares				
Date: 12/13/23 Time: 18:30				
Sample (adjusted): 2012 2021				
Included observations: 10 after adjustments				
Convergence achieved after 51 iterations				
MA Backcast: 2011				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-27.91038	11.58950	-2.408247	0.0469
LOG(OGTS(-4))	2.378294	0.792580	3.000698	0.0199
MA(1)	0.939774	0.122069	7.698722	0.0001
R-squared	0.837942	Mean dependent var	6.783108	
Adjusted R-squared	0.791639	S.D. dependent var	0.421051	
S.E. of regression	0.192195	Akaike info criterion	-0.217284	
Sum squared resid	0.258573	Schwarz criterion	-0.126509	
Log likelihood	4.086421	Hannan-Quinn criter.	-0.316865	
F-statistic	18.09715	Durbin-Watson stat	1.321529	
Prob(F-statistic)	0.001713			
Inverted MA Roots	-.94			

Graph 1 shows the statistical actual values (Actual), the values obtained from the model (Fitted) and the dynamics of the differences between them (Residual) of the number of tourism graduates (TSMS). As can be seen from the graph, the values obtained from the model are quite close to the actual values.



Graph 1. Statistical actual values of the number of graduates in tourism (Actual), values obtained from the model (Fitted) and the difference between them

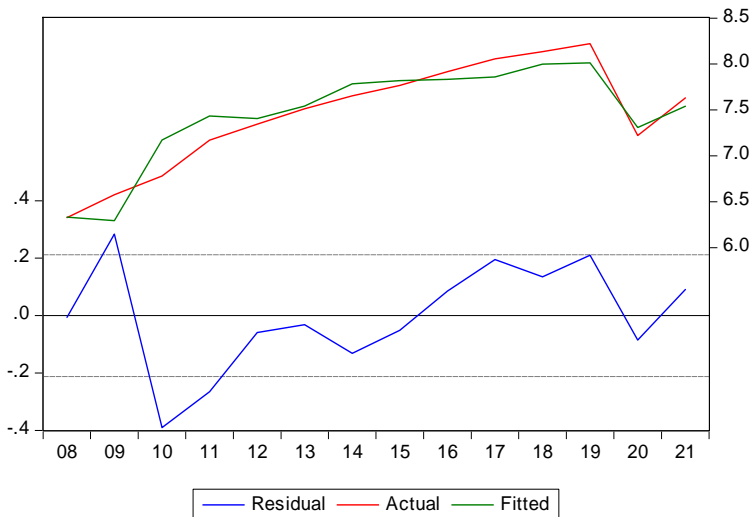
It follows from the model (2) that in order to improve the quality of personnel working in the field of tourism, a 1% increase in the number of people who came to the country for the purpose of tourism 4 years ago increases the number of graduates studying tourism by 2.37%.

Another point of interest of the study is the determination of the economic efficiency that the increase in the number of graduates studying tourism brings to this sector. For this, the relationship between the number of graduates studying tourism and the share of added value created in tourism-specific fields in the country's GDP was determined.

Table 4.

Main statistical characteristics of model (2).

Dependent Variable: LOG(TUEDH)				
Method: Least Squares				
Date: 12/13/23 Time: 19:26				
Sample: 2008 2021				
Included observations: 14				
Convergence achieved after 39 iterations				
MA Backcast: 2006 2007				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	4.282759	0.665036	6.439890	0.0001
LOG(TSMS)	0.530774	0.104684	5.070270	0.0005
COVID19	-0.820148	0.189165	-4.335614	0.0015
MA(2)	0.280004	9.19E-05	3045.236	0.0000
R-squared	0.898281	Mean dependent var	7.451369	
Adjusted R-squared	0.867765	S.D. dependent var	0.583946	
S.E. of regression	0.212347	Akaike info criterion	-0.026235	
Sum squared resid	0.450912	Schwarz criterion	0.156353	
Log likelihood	4.183644	Hannan-Quinn criter.	-0.043137	
F-statistic	29.43657	Durbin-Watson stat	1.712874	
Prob(F-statistic)	0.000028			



Graph 2. Statistical actual values of the number of graduates in tourism (Actual), values obtained from the model (Fitted) and the difference between them

It follows from the model (4) that a 1% increase in the number of people studying and graduating in the field of tourism in order to improve the quality of personnel working in the field of tourism increases the GDP of tourism by 0.53% after 1 year. Model (4) also shows that the COVID19 pandemic significantly reduced the share of the added value of the tourism sector in GDP by 82 percent.

The **third chapter of the dissertation work** is called “Directions for improving the personnel training system in the field of tourism in Azerbaijan”. The priority directions of increasing the personnel potential in the field of tourism of the country's economy have been indicated. A complex of measures for improving the personnel training system for the field of tourism has been developed:

The implementation processes of the Strategic Roadmaps for the prospective directions of our economy, approved by the Decree of the **President of the country dated December 6, 2016**, showed that the resources in the regions are not used at their full value, and it is important to form and develop the personnel potential. Unfortunately, the possibilities of a number of service-oriented areas and the tourism sector in our economic regions are being used in retail. In this direction, using the high potential of the tourism sector and turning this promising economic sector into one of the main economic sectors of our country, creating more new jobs and forming additional value opportunities, and increasing the share of the tourism sector in the structure of the economy are among the important requirements.⁶

In order to modernize the personnel training system for the field of tourism, a set of measures is proposed for all subjects of the personnel training system, for state organizations, educational institutions, public-professional associations and unions, and for enterprises and organizations of the tourism field.

Effective mechanisms of the professional personnel training system in the field of tourism have been developed in Azerbaijan. It is impossible to ensure the efficient development of the tourism field

⁶ Guliyev E.A. The role of Karabakh and Eastern Zangezur economic regions in the sustainable development of Azerbaijan / Monograph. - Baku: “Cooperation” publishing house, - 2023. - 320 p.

complex without implementing appropriate measures in the direction of improving the system of training personnel and increasing the level of qualifications.

In connection with the development of the tourism sector, it is necessary to carry out important measures for the modernization of the content and structure of professional education in full accordance with the requirements of the tourism complex. So, taking into account that the methods and technologies of the training and teaching process are developing at a high rate, and knowledge is rapidly becoming outdated, we can confidently say that it is necessary to carry out regular retraining and upgrading of the qualification levels of the workers working in the field of tourism, as well as the teachers working in specialized educational institutions. In order to improve the quality of the educational process, it is necessary to re-evaluate the process of creation, publication and application of new teaching-methodical materials developed with the participation of specialists working in the tourism field.

Development of programs to be applied in the direction of retraining and increasing qualification levels of specialists working in the tourism field complex, in our opinion, for the fulfillment of the duties of tourism services employees, it should be carried out under the condition of taking into account the requirements of specialization, as well as professional standards, where the relevant requirements for the knowledge, skills and competences of specialists in the main areas of activity of the tourism enterprise should be expressed briefly and honestly.

Globalization, computerization, technical equipment of many hotel establishments, application of modern automated management systems in all services of hotels, connection to international reservation systems, implementation of marketing, quality system, entry into the World Tourism Organization - all of them require the employee working in the tourism complex to be constantly involved in retraining and professional development, updating knowledge, developing practical competence and skills.

The process of determining the requirements for the personnel involves the formation of its quality characteristics, taking into

account the professional standards and the technology of the work performed.

Table 5.

Professional profile of the employee based on occupational parameters

Parameters	Contents of parameters
Labor productivity	The quality and duration of the work, the efficient use of resources, the reliability of the results
Abilities	The level of education obtained; necessary knowledge (basic and additional); practical skills in a certain sphere of professional activity; work experience in certain positions; habits of cooperation and mutual assistance
Personal qualities	Personal qualities that are necessary for a certain type of activity; the ability to master the professional workload; communicability, external appearance; the ability of the brain, the ability to concentrate, the ability to learn
Motivation of the employee	Sphere of professional interests; Efforts towards self-expression and self-actualization; Ability to learn; To be interested in the work on the determination of the position, determination of professional perspectives

Source: compiled by the author.

The Karabakh region, freed from occupation, is one of the most important regions of Azerbaijan in terms of tourism potential. The tourism potential of Karabakh is considered multifaceted. Here, there are all opportunities for many types of tourism, such as health, leisure tourism, winter tourism, mountain tourism, hunting tourism. Therefore, the development of tourism in our territories freed from occupation is considered a very urgent issue today.

As we mentioned, one of the 5 national priorities stipulated in the decree “Azerbaijan 2030: National Priorities for socio-economic development” envisages a great return to the territories freed from occupation. And among the economic opportunities that these areas have, the tourism sector is particularly distinguished. From this point of view, the tourism development strategy of the territories freed from

occupation was prepared according to the instructions of President Ilham Aliyev.

In order to develop the tourism potential of the Karabakh region in the current conditions, it is important to carry out measures to train and improve qualified personnel in the field of tourism.

Among the objectives of the “I State Program on the Great Return to the Territories Freed from Occupation of the Republic of Azerbaijan” is the development of human capital in the direction of ensuring sustainable settlement of the population in paragraph 5.1.9.⁷

For this purpose, the President of the Republic of Azerbaijan, Ilham Aliyev, signed the Order “on the establishment of the Karabakh University”. According to the decree, in order to meet the demand for highly qualified personnel in accordance with the socio-economic needs of the region and to preserve the historically existing educational traditions, a public legal entity “Karabakh University” is established under the Ministry of Science and Education of the Republic of Azerbaijan on the basis of the higher educational institution located in the city of Khankandi. In the first stage, 24 specialties will be taught at the educational institution. Among them are the specializations of tourism management and tourism guiding.

At the end of the research, we can show the following main conclusions and suggestions based on the revealed problems in the personnel training system in the field of tourism:

1. The personnel potential of the enterprise consists of a set of separate groups of workers united on the basis of gender and age, the level of qualification, the duration of work in an enterprise, the professional competences (specialization potential), cognitive ability (educational potential) and physical condition of the employees working in the enterprise. From a scientific theoretical point of view, the worker's labor potential means the collective ability of the worker's physical and moral characteristics applied in the direction of achieving certain results of production activity in specific conditions,

⁷ Decree of the President of the Republic of Azerbaijan on the approval of the “I State Program on the Great Return to the Territories Freed from Occupation of the Republic of Azerbaijan” // Approved by the Decree of the President of the Republic of Azerbaijan No. 3587 of November 16, 2022. - Baku, - 2022.

on the other hand, it reflects the ability to solve new issues that arise as a result of changes in production.

2. It is clear from the requirements for specialists operating in the tourism sphere that there is no single concept of management in the tourism services sector.

The characteristics of the management labor organization in the field of tourism impose certain requirements on the formation of the characteristic personal characteristics of the head. They may include the following: 1) Adaptive mobility - tendencies towards creative forms of activity, depth of knowledge, initiative, desire for qualitative changes in the organization and content of activity, initiatives towards innovations, etc. 2) Communicativeness - the ability to be sociable, the ability to communicate, to show interest in people, to attract people to oneself, to gain sympathy, the ability to resolve conflict situations; 3) Resistance to stress - intellectual and emotional protection in problematic situations; 4) Dynamism, dominance, ambition, striving for leadership. The mentioned requirements reflect the principles of personnel training in tourism.

3. In contrast to the situation observed in foreign countries, the structure of professional specialization in this field of Azerbaijani tourism and interethnic communication is still far from fullness and completeness. In addition, the lack of trained specialists is one of the main reasons for the slow development of the local tourism sector. Because the availability of resource guarantees is not enough for investment. Also, it is a necessary factor to have professional-specialization guarantees, especially specialists of the appropriate category. In the direction of solving this issue, the educational standard for tourism activity (operational management sector of exchange and tourism activity) should have an important role.

4. Research and facts show that, excluding the period of the Covid-19 pandemic and the Second Karabakh War, there is mainly an increase in the indicators of the characteristic fields for tourism in Azerbaijan between 2013 and 2022. Taking into account the importance of the tourism sector in the country's economy and increasing the employment level, the development of the tourism sector has been the focus of the country's leader.

5. On the basis of surveys conducted in the structures operating in the field of tourism and empirical analysis, the problem of the lack of professional personnel and directions for their elimination were determined. Thus, according to the opinion of employees and persons working in companies, the main issue is the lack of tourism specialty education of the majority of employees in the field of tourism.

6. Forecast models were built based on the econometric analysis of data on the potential of personnel in the field of tourism in Azerbaijan, the share of added value created in the characteristic fields of tourism in the country's GDP, and the number of tourists coming to our republic for the purpose of tourism. Based on the assessment, it was determined that in order to increase the quality of personnel working in the field of tourism, a 1% increase in the number of people coming to the country for the purpose of tourism allows to increase the number of graduates studying tourism by 2.33% after 4 years. In order to increase the quality of personnel working in the field of tourism, a 1% increase in the number of graduates in the field of tourism increases the contribution of the added value created in the characteristic fields of tourism to the country's GDP by 0.53% after 1 year.

7. The priority directions of increasing the personnel potential in the field of tourism of the country's economy have been determined. It is suggested that it is necessary to apply the evening education form for tourism education services marketing, personnel marketing and other field specialists. Manpower planning is an important element for tourism. In other words, national, state and regional workforce planning should be coordinated from a single system from a field and legal point of view. There is a gap between employment and skills in tourism and hospitality in major cities and regions. For this, it is required to have a workforce map in the field of tourism. Financial support of higher schools. The equipment or software used in tourism enterprises can be given to higher education institutions. This allows educational institutions to use the newest equipment in the teaching process, to familiarize those students with the technology used in the work process of the students' specialty. Such a form of interaction can be interesting for tourism enterprises to

constantly choose among the graduates of higher education institutions with a tourism profile.

8. Effective mechanisms of the professional personnel training system in the field of tourism have been developed in Azerbaijan. Thus, the following can be included in the complex of measures for improving the system of personnel training: formation of an order for personnel training; establishment of field employment service; creation of a wide network of various educational institutions that carry out initial training and retraining (improvement) programs of specialists for the field of tourism; creation of the necessary conditions for the annual participation of staff working in tourism-related enterprises and organizations in professional development programs; development and application of various modern teaching technologies in the direction of training personnel for the field of tourism; promotion of the role and stimulation of the activity of the pedagogic-training and management staff of the personnel training system based on the evaluation of the final result of the work in the preparation of a competitive specialist for the tourism field; creation of educational-production bases for the purpose of conducting practical trainings and production experiments; organization of employment of young specialists of the field with the help of regional, field service of employment; organization of obtaining opinions about the graduates of educational institutions-young specialists by enterprises and organizations operating in the field of tourism; ensuring the participation of enterprises in the process of acquiring practical skills during the training of personnel through the implementation of projects and research works on commissioned topics, and so on.

The main content of the research is reflected in the following published scientific works of the author:

1. I.Sh. Aliyeva. The effectiveness of education and industry cooperation in tourism. // – Baku: “Azerbaijan Agrarian Science” scientific-theoretical magazine, 2017, No. 1. – p. 146-150.

2. I.Sh. Aliyeva. The importance of education in the development of tourism. // – Baku: “Tourism and hospitality studies”, 2017, Year 6, Number 1. - p. 76-85.

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17. I.Sh.Aliyeva, A.N.Eminov, A.Mirzayev, N.Hajiyev Econometric analysis of Dynamics of Personnel Training in Tourism Sphere. Turkish Journal of Computer and Mathematics Education, 2021, Vol. 12, № 6. – p. 1389-1396.



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