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A. Omarkozhayeva*, PhD, assoc. professor
A. Zhunusova, PhD, assoc. professor
N. Kurmankulova, PhD, assoc. professor
I. Yardyakova, PhD, assoc. professor
Kazakh university of technology and business,
Astana, Kazakhstan
* – main author (author for correspondence)
e-mail: asya_7510@mail.ru

DEVELOPMENT OF HUMAN RESOURCES OF HOTEL BUSINESS ORGANIZATIONS

The article analyzes the work of human resource development hotels and their impact on the practical component of HR management. The novelty of the scientific research is to identify the tools and mechanisms by which the personnel work of hotels in Kazakhstan can become more effective than before. Within the framework of the study, the features of the personnel work of hotels and the trends observed within it are considered. The main directions of improving the efficiency of the personnel work of hotels, using innovative technologies, are analyzed. Based on the analysis, it was revealed that the main point of personnel opportunities in the organizations of the hotel business is the constant training of employees and the algorithm of the training process of hotel employees is correct. The methodology of the article is based on the application of general scientific, statistical and empirical research methods. The information base of the research was made up of scientific publications published in foreign peer-reviewed journals, as well as data from international organizations and statistical bodies. The findings of the study can be used in the preparation of lecture materials on the relevant discipline, and can also serve as a starting point for deeper research.

Keywords: human resources, hotel business, motivation, human resource development, services, human resource management, employees, strategy, training, professionalism.

Кілт сөздер: адами ресурстар, қонақ үй бизнесі, мотивация, адам ресурстарын дамыту, қызметтер, адам ресурстарын басқару, қызметкерлер, стратегия, оқыту, кәсібилік.

Ключевые слова: человеческие ресурсы, отельный бизнес, мотивация, развитие человеческих ресурсов, услуги, управление человеческими ресурсами, сотрудники, стратегия, обучение, профессионализм.

JEL classification: M 12

Introduction. Currently, the hotel sector is an industry that depends on the work of many people for its successful functioning. These efforts are aimed at providing visitors with a comfortable stay and pleasure, defining the hotel industry as socially significant for both tourists and those who work in it. The need for human resources is recognized in the hotel business; the client's perception of the employee's training and authority, whether positive or negative, is permanently imprinted. As a result, in the hotel business, human resources have become a key factor in the profitability and competitiveness of the organization. Improving the quality of work with human resources, creating a solid scientific base, using the best domestic and international experience accumulated over many years, as well as solving issues of practical application of modern forms of management - all this is given special importance in modern society.

The problem of human resource management at enterprises is interdisciplinary in nature, which necessitates the use of integrated approaches in its resolution, taking into account economic, sociological, psychological and other factors. However, currently there is practically no methodology for the development and creation of an effective human resource management system at the enterprises of the hospitality industry.

In the hospitality industry, a lot depends on the work of the staff – the quality of service, customer satisfaction, reputation, image and, ultimately, profit. In the context of increasing competition in the hotel sector, it is very important for each enterprise to build an effective personnel management system. The success of the world's leading hotels in ensuring the high quality of their rapid recovery, reducing the cost of providing services and integrating the efforts of staff is due to the fact that they have created highly efficient personnel management systems. Investments in human resources and personnel work become a long-term factor of competitiveness and survival of the company. To improve the efficiency of personnel management, it is important to diagnose the current state, identify strengths and weaknesses

The purpose of the study. The main purpose of our article is to study the issues of effective human resource management of the hotel business and develop proposals for its improvement.

Literature review. The availability of highly qualified human resources has recently been the primary determinant of an organization's competitiveness, which has led to an increase in understanding on the management of an organization's human resources. Scientists from different fields study the issues of improving human resource management in modern organizations. Human resource management started to change into the idea of human resource management, which is focused on the development of human capital in business in the 1960s of the last century as a result of a rethinking of the role of man in production.

Human resource management has been the object of close study in the framework of management sociology and management theory since the beginning of the XX century. Both classics (R. Laikert [1], D.McGregor [2], F.W.Taylor[3], A.Fayol [4], etc.) and modern "gurus" of management (K.Argiris [5], P. Drucker [6], G.Mintsberg [7], etc.) have always paid primary attention to strategies and methods of working with personnel.

The most well-known international studies on effective human capital management from the second half of the 20th century include those by D. Nickson, D. Torrington, S. Taylor, L. Hall, and C. Atkinson[8]. Among the Russian and local scientists who have contributed to the advancement of this topic are: Yu.G. Odegova [9], A.Ya. Kibanova [10], M. Kobyak[11], M.V., Satkalieva T.S. [12], Kurmankulova N.Zh., Karbetova Z.R., [13,14], etc. the works, which sufficiently reveal the general theoretical and methodological foundations of effective human resource management in organizations of various activity profiles.

Methodology. The personnel potential is an integral part of the labor potential of the enterprise. In most economic sources, these terms are used as synonyms [5].

The concept of personnel potential includes not only the actual personnel, but also a certain level of joint capabilities of personnel to achieve the set goals. Now organizations are a complex socio-technical system: on the one hand, it is a set of objects and means of labor, and on the other, a set of people united to produce goods or services using these objects or means of labor, which is understood as a labor collective [5].

There are four main approaches to staff development:

The first approach is external hiring, or quantitative staff development.

The second approach is career development.

The third approach is training and professional development.

The fourth approach is self-development, or continuous development of the employee's abilities.

The main part. The global economic, information and communication sector transformations, and the rapid development of Internet technologies require permanent improvement of forms and methods of human resource management, particularly in the field of staff development of hotel business organizations in the latest methods and technologies of high-quality customer service.

In recent years, the main factor of the organization's competitiveness has become the provision of highly qualified human resources, which has prompted the expansion of knowledge about the organization's personnel management. Scientists from different fields study the issues of improving human resource management in modern organizations. We will not go into the controversy of the question of the categorical apparatus about the definitions of «human resources» and «personnel», since this is not part of the objectives of this article. We agree with the authors [1-3], who believe that «human resources» is more capacious, embracing the whole set of social characteristics and personal-psychological properties of people».

Having a common property of all resources, human resources also have quantitative and qualitative limitations. In addition, as scientists note [4,5], human resources are noticeably distinguished by their main feature – people are endowed with intelligence and creativity, and, unlike machines and appliances, their participation in the production process is not mechanical, but conscious and emotional. The analysis of the literature made it possible to identify the main methods for personnel management (table 1).

Table 1

Interpretations of the concept of «human resource management»*

№	Author	Definition
1	2	3
1	Graham X.T., Bennett R.	Personnel management is the human aspect of enterprise management and employee relations with their companies. The goal is to ensure the use of the company's employees, i.e. its human resources, in such a way that the employer can get the maximum possible benefit from their professional skills and abilities.
2	Egorshin A. P.	Human resources management is a purposeful activity of the organization's management (including managers and specialists of departments) and consists of the development of a general concept and strategy of personnel policy, as well as its subsequent detailing in the principles and methods of human resources management

1	2	3
3	Armstrong M.	HR management is a strategic and logical proven asset of the enterprise. When receiving economic benefits, the team contributes to the tasks of the enterprise.
4	Odegov Yu.G.	This is a system technology that reflects an integrated approach to solving personnel problems, integrated into the overall management system of the organization and focused on its development strategy for 10-15 years.
5	Zaitseva T.V.	Human resource management is more of a practical activity that studies how to attract human resources to an organization by maximizing their resources and allowing them to control their production behavior.

* Compiled by the authors based on the source [2,6-9]

Human resource management in the hotel business is more obvious, since the hotel staff is in constant contact with visitors and almost 90% of the services provided by the hotel are the quality work of its employees. It is necessary not just to provide customers with a room for living, a the service sector plays an important role quality of services provided, which are primarily influenced by the hotel staff. The objective of the study is human resources, whose role in the hospitality industry is of great importance, in this regard, the main indicators of the development of human resources in this service sector were studied and analyzed. The pandemic has undoubtedly had a significant influence on the tourist sector; there has been a decline in both the size hotels and employees. In 2021, compared to 2019, staff reduction in the hotel business decreased by 2.7 thousand people. At the same time, the post-pandemic period shows a slight increase of 1.0 thousand people compared to 2020 with 2021.

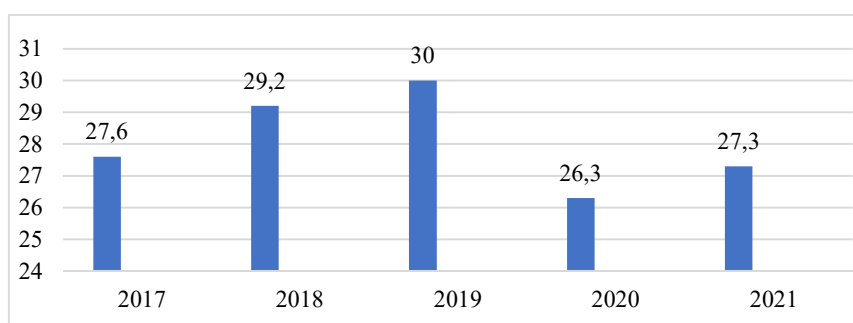


Figure 1. The number of employees employed in the provision of accommodation services, thousand people*

* Compiled by the authors based on the source [10]

The effectiveness of employees' work and their labor productivity in the hotel industry are strongly correlated with pay, working conditions, availability of benefits, material and other incentives. The average monthly salary of employees in the hotel business in 2020 amounted to 176,814 tenge, which was the highest indicator in the entire tourism sector. The average monthly salary of tour operators, travel agents during this period amounted to 132,254 tenge, the average monthly salary of employees of the organization of recreation, entertainment, culture and sports is 137,766 tenge .

The average monthly salary of employees of the hospitality industry will increase by 58,208 tenge in the period from 2018 to 2022.

The wages of public sector employees will have to rise by 37 108 tenge,, a greater increase among employees of other states (Table 2).

Table 2

Average monthly salary of employees working in the hotel business in 2017-2021 (tenge)*

	Total	State	Private	Property of other States, their legal entities and citizens
1	2	3	4	5
2017	118 606	56 659	115 369	168 779
2018	124 217	60 652	123 948	128 697
2019	133 240	66 021	74 556	137 127

1	2	3	4	5
2020	135 957	82 635	122 900	191 205
2021	176 814	93 767	165 184	228 031
+/- 2020 to 2017	58 208	37 108	49 815	59 252

* Compiled by the authors based on the source [10]

Hotel remuneration is a complicated a system of comprehensive and additional benefits.

The administration of the enterprise creates special opportunities, the purpose of which is to convey to employees the principles of remuneration. The remuneration at the hotel is divided into several main types. In America and Europe, hourly pay is a common type of salary for service personnel. The payment itself is based on the supply and demand of labor, as well as on the skills and knowledge that are required at the workplace.

Another type of remuneration does not depend on the number of working hours. In a standard contract between the organization and the staff, payment for a month or a year is fixed. Every week or month, the working staff receives a certain salary. The management staff receives a fixed salary. Sales managers often have a fixed small salary and a certain percentage of sales, which often exceeds their expectations.

As seen in the graph, the highest average monthly salary is typical for significant cities in Kazakhstan, such as Astana, Almaty, and the Atyrau region. The Turkistan, North Kazakhstan, and Kostanay regions had the lowest average monthly salary (Figure 2).

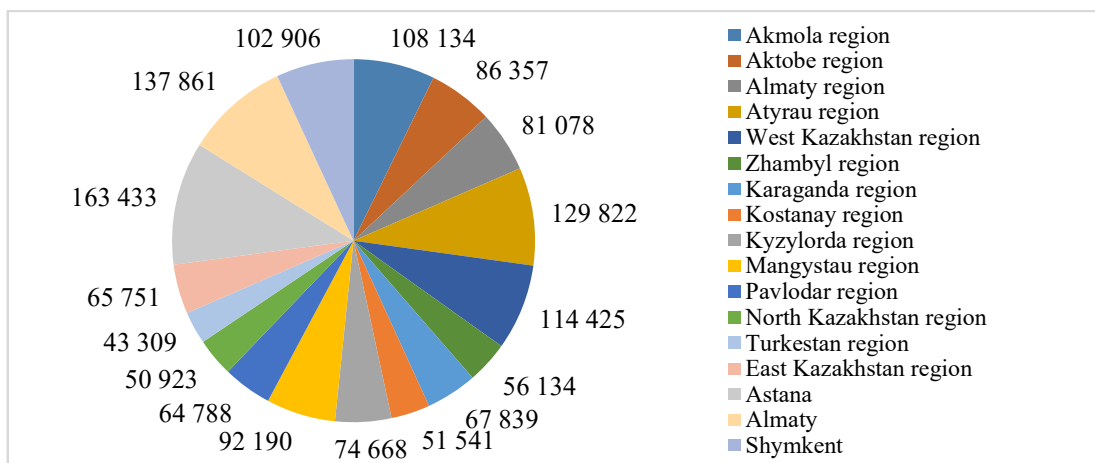


Figure 2. Average monthly salary of employees working in the hotel business by region, tenge*

* Compiled by the authors based on the source [10]

Human resource development implies a continuous process of professional development of employees of hotel business organizations, with the aim of deepening, expanding and supplementing on the basis of previously acquired competencies, qualifications and skills.

The development of human resources of hotel business organizations is due to a variety of factors, in addition to external influences, such as business integration, the introduction of innovative cashing technologies, there are also internal factors, which include organizational changes, changes in the development strategy of the organization, changes in corporate governance, personal factors of employees and others (Figure 3).

Objective factors that lead to the need for the development of human resources are crucial, but we believe it is also important to pay attention to personal factors that can manifest themselves in their own way in each organization, and they are usually associated with the growth of objective requirements for personnel qualification, enrichment of work, professional advancement of employees, their personal needs for self-realization, etc. As noted by [14], in order to work in a modern hotel, in addition to technological training, you need theoretical and practical skills and abilities in the field of hospitality, stress resistance, flexibility in communication and tactful behavior are required. As a result, the personal qualities of employees - intuition, experience, the ability to see the situation from different sides and the ability to manage its development - are becoming increasingly important.

The hotel product, having a number of features, is largely evaluated from the point of view of the staff implementing it. Hotel employees should be sufficiently trained, motivated and focused on the realization of the main goal – customer satisfaction with the quality of services provided.

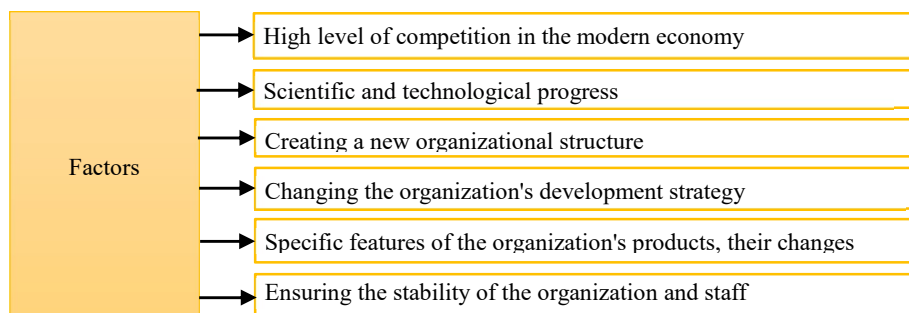


Figure 3. **Factors causing the need for the development of human resources of the hotel business***

* Compiled by the authors based on the source [11-13]

The strategy, goals and objectives in the field of human resources development should be closely interrelated with the activities of the hotel business organization itself, its goals, objectives and development strategy of the hotel enterprise. The importance of forming a personnel development strategy for the success of a modern hotel business organization is manifested in the following. Firstly, with the global dynamic changes in the external environment, the level of its uncertainty increases and its predictability decreases, which affects the workload of hotel business organizations. Secondly, the strategy of human resources development in the system of an individual enterprise ensures the implementation of long-term and high-quality directions in working with the staff of hotel enterprises.

This influence should be formed taking into account the shortage of personnel and qualification skills of the organization's personnel.

There are indicators that indicate the need and expediency

of developing a strategy for the development of human resources of the company:

- the inability to predict the future
- of the organization's employees, which is manifested in the low motivation of their work;
- low contribution of each employee to the achievement of organizational goals,
- low efficiency of the system of work with the personnel reserve and potential

specialists. The human resources development strategy creates the necessary conditions for making decisions in the strategic plan that eliminate the contradictions of the organization interests and its personnel. It is important to understand how feasible the strategy is in practice and what changes are required in the work of the organization. The formation of a strategy for the development of human resources is an important part of the personnel management system of a hotel business organization, the basis for making managerial decisions. The implementation of a human resource management strategy is a complex, multi-stage process and almost entirely depends on the qualifications of the staff, since it is the employees who implement the strategy.

The purpose of the development of human resources of hotel business organizations is to increase the competitiveness of the organization and improve the quality of services provided by mastering new competencies, knowledge, equipment and technology in the hotel business. At the same time, it is necessary, taking into account the new requirements and standards of hotel service, and the personal inclinations of employees. In this regard, we believe it is critical that one of the directions of hotel human resource growth is staff training.

The process of training the human resources of the hotel business should be a complex continuous process consisting of several stages (Figure 4).

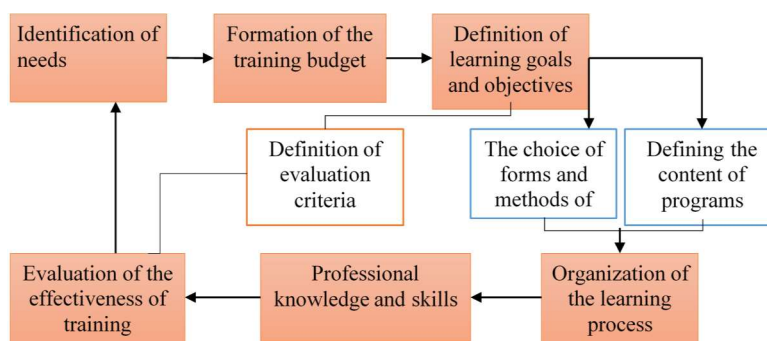


Figure 4. **Stages of the process of training hotel business employees***

* Compiled by the authors based on the source [13-15]

The first stage is the definition of needs. This stage is formed on the basis of the development needs of the hotel staff, a structural unit or a certain employee. Information about training needs can be obtained through surveys of managers and specialists, analysis of the results of the work of a hotel company or a structural unit, personnel testing, application processing.

The second stage is the formation of the training budget. The size of the generated budget is influenced by two factors: the organization's training needs and the financial condition of the hotel. When forming a budget, it is necessary to determine whether its size corresponds to the identified needs. To do this, it is necessary to set priorities in training programs.

The content of the training programs, forms and methods of training are also determined. The main criterion is the effectiveness of the impact of the form and method of teaching on a group of students. There is no one universal method of teaching. Each has its advantages and disadvantages. Therefore, it is most appropriate to provide a combination of different teaching methods within a specific program. At this stage, it is necessary to determine the criteria for evaluating the effectiveness of training. Managers should be aware of the expected effects of training, which can be in the form of improving the efficiency of the organization and providing additional profit. Quantitative and qualitative changes in knowledge in certain areas of those who have completed the training program can also be a criterion for the effectiveness of training.

The fifth stage is the organization of the learning process. At this stage, there are three main options for organizing the learning process: the learning process is implemented by the educational structure of the organization; the learning process is implemented by a specialized training center (educational institution); the learning process is implemented by the educational structure of the organization with the involvement of external consultants, teachers or specialists. When deciding how to organize the learning process, the «cost-benefits analysis» is the most important component to consider. The sixth stage is the evaluation of the effectiveness of training. The evaluation of the effectiveness of the program can be given by the students themselves in the process of a special questionnaire or during an open discussion. It is useful to re-evaluate the effectiveness of the training program by analyzing changes in the performance of past employees after a certain period of time, which makes it possible to assess the long-term effect of the program. Therefore, the purpose of the hotel industry's organization of training human resources should be to develop a system of ongoing education for staff based on an optimal combination of different types of training for new hires, retraining, and training for second careers, improving their qualifications and knowledge level, taking into account dynamic changes in technology, production organization, in close connection with their individual professional goals.

Conclusion. 1. The industry is currently characterized by the awareness of the rising relevance the human factor and the creation of definitely new forms and techniques of personnel management. The main potential of the hotel business enterprises lies in human resources. The implementation of the fundamental principles of the hotel business is impossible without the continuous improvement of human resource management methods of hotels, travel agencies and other enterprises in this industry.

2. In the hotel business, human resource management is a complex process of activity of managers of all levels and categories, the object of management of which are all employees, hotel guests, their interests and needs. Human resource management system -this is part of the overall socio-economic system consists of two independent but closely interrelated subsystems: managing (subject of management).and managed (object of management).

3. The development of human resources of hotel business organizations is caused by a variety of factors, in addition to external influences, such as business integration, the introduction of innovative technologies of casing, there are also internal factors, which include organizational changes, changes in the development strategy of the organization, changes in corporate governance, personal factors of employees and others. The hotel staff must be sufficiently trained, motivated and focused on the realization of the main goal – customer satisfaction with the quality of services provided.

4. The development of human resources creates conditions for making decisions in a long-term strategic plan that eliminate the contradictions of the interests of the organization and its personnel. It is necessary to understand how this strategy is implemented in practice and what changes are required in the work of the hotel company.

5. The main task of the personnel service of the hotel enterprise is to implement a system of consistent improvement of the level of professional skills of each employee. The goal of human resource development is to provide hotel companies with well-trained employees in accordance with its goals and development strategy.

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Омарқожаева Ә.Н., Жунусова Ә.А., Құрманқұлова Н.Ж., Ярдякова И.В.

ҚОНАҚ ҮЙ БИЗНЕСІ ҰЙЫМДАРЫНЫҢ АДАМИ РЕСУРСТАРЫН ДАМУЫ

Андатпа

Мақалада заманауи қонақүйлерде адам ресурстарын дамыту мәселелері қарастырылады. Мақалада "адам ресурстарын басқару" ұғымына теориялық талдау жасалады, авторлар НРС (адам ресурстарын басқару) мәнін көрсететін әртүрлі анықтамалар береді. Мақаланың әдістемесі жалпы ғылыми, статистикалық және эмпирикалық зерттеу әдістерін қолдануға негізделген. Зерттеудің ақпараттық базасын шетелдік рефераттық журналдарда жарияланған ғылыми жарияланымдар, сондай-ақ халықаралық ұйымдардың, статистикалық органдардың деректері құрайды. Қазақстан өңірлері бөлінісінде тұру және жалақы беру жөніндегі қызметтер саласында жұмыс істейтін қызметкерлер санының өсу үрдістері анықталды. Мақалада тенденциялар талданады тұрғын үй қызметтері саласында жұмыс істейтін қызметкерлер саны және олардың орташа айлық жалақысы, қонақ үй ұйымдарының Адами ресурстарын дамытуға бағытталған факторлар көрсетілген. Талдау негізінде қонақ үй бизнесі ұйымдарында адами ресурстарды дамытудың негізгі сәті персоналды тұрақты оқыту және қонақ үй персоналын оқыту процесінің алгоритмі әділ екендігі анықталды. Зерттеу нәтижелерін тиісті пән бойынша дәріс материалдарын дайындауда қолдануға болады, сонымен қатар тереңірек зерттеулер жүргізудің бастапқы нүктесі бола алады.

Омаркожаева А.Н., Жунусова А.А., Курманкулова Н.Ж., Ярдякова И.В.

РАЗВИТИЕ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ ОРГАНИЗАЦИЙ ОТЕЛЬНОГО БИЗНЕСА

Аннотация

В статье рассмотрены вопросы развития человеческих ресурсов в современных отелях. В статье проводится теоретический анализ понятия «управление человеческими ресурсами», авторы приводят многообразные определения, отражающие суть УЧР (управления человеческими ресурсами). Методология статьи основана на применении общенаучных, статистических и эмпирических методах исследования. Информационную базу исследования составили научные публикации, опубликованные в зарубежных реферируемых журналах, а также данные международных организаций, статистических органов. Выявлены тенденции роста численности работников, занятых в сфере услуг предоставления проживания и их заработной платы в разрезе регионов Казахстана. В статье проанализированы тенденции численности сотрудников, занятых в сфере услуг предоставления проживания и их среднемесячная заработная плата, обозначены факторы, направленные на развитие человеческих ресурсов отельных организаций. На основе проведенного анализа выявлено, что основным моментом развития человеческих ресурсов в организациях отельного бизнеса является постоянное обучение сотрудников и проведен алгоритм процесса обучения работников отелей. Результаты исследования могут быть использованы при подготовке лекционных материалов по соответствующей дисциплине, а также могут служить отправной точкой для проведения более глубоких исследований.

