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L.N. GUMILYOV EURASIAN NATIONAL UNIVERSITY**

**«ЖҮЙЕЛІК КӘСПКЕРЛІК: УНИВЕРСИТЕТТЕРДІҢ, БИЗНЕС
ПЕН МЕМЛЕКЕТТІҢ КООПЕРАЦИЯСЫНЫҢ АҒЫМДАҒЫ
ЖАҒДАЙЫ МЕН ПЕРСПЕКТИВАЛАРЫ»**

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СОСТОЯНИЕ И ПЕРСПЕКТИВЫ КООПЕРАЦИИ
УНИВЕРСИТЕТОВ, БИЗНЕСА И ГОСУДАРСТВА»**

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«Жүйелік кәсіпкерлік: университеттердің, бизнес пен мемлекеттің кооперациясының ағымдағы жағдайы мен перспективалары» халықаралық ғылыми-тәжірибелік конференциясының еңбектер жинағы. –Нұр-Сұлтан: Л.Н.Гумилев атындағы Еуразия ұлттық университеті, 2022. -224б.

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курорттық шаруашылықтың еңбек ресурстарын ұтымды және тиімді пайдалануды ұйымдастыру; курорттық қызмет көрсету қызметкерлерінің әлеуметтік қамтамасыз етілуін қамтамасыз ету; демалушылардың емделуге және демалуға деген қажеттіліктерін барынша арттыру үшін тұрғындарды және қызмет көрсететін персоналды ынталандыруға негізделген, жоғарыда аталған барлық міндеттерді қамтитын курорттық аймақтың және курорттық қызметтердің кешенді үйлесімді дамуын қамтамасыз ету.

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HR MANAGEMENT SYSTEM IN THE HOTEL BUSINESS

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Various enterprises function (operate) in the hospitality industry, but it is the hotel service that largely represents the image of the country. The HR management system is designed to attract new guests and increase the number of regular visitors.

In the field of hospitality, a lot depends on the work of the staff - the quality of service, guest satisfaction, reputation, status and, of course, profit. 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 the staff is due to the fact that they have created highly effective personnel management systems.

Personnel in the tourism and hospitality industry is the most important component of the final product, one of the main resources of the organization's competitive advantages, and therefore, the quality of service in organizations depends on the skill and consciousness of employees. Effective people management is turning into one of the most important functions of the organization of the tourism and hotel business - the function of personnel management.

HR management of an organization is a purposeful activity of the management of the organization, managers and specialists of the departments of the personnel management system. It includes the development of the concept and strategy of personnel policy, principles and methods of personnel management [1].

An exemplary hotel is characterized by the presence of a strategic planning system, the desire of management to improve the quality of services, high standards of service, a system for monitoring the provision of services, a system for satisfying guest complaints [2].

The Total Quality Management (TQM) system, focused on customer satisfaction, has become part of the corporate culture.

TQM is based on the following principles:

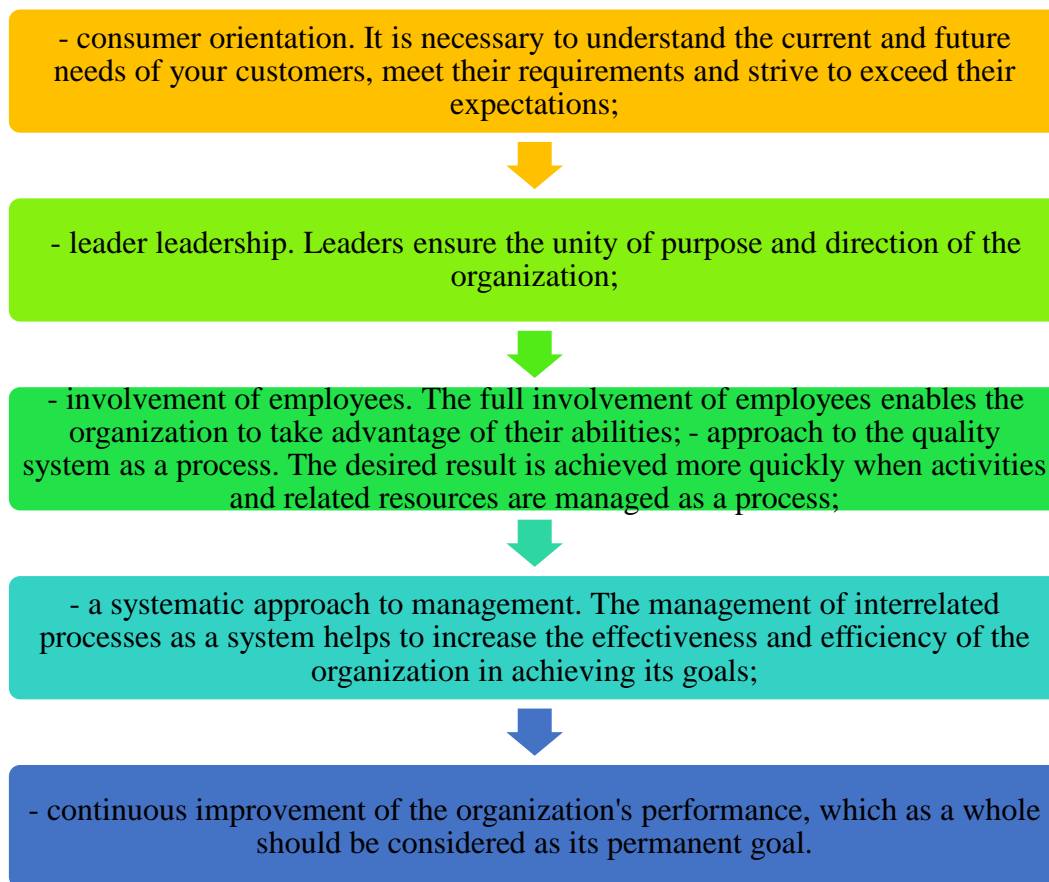


Figure - 1. Basic principles of TQM

Note - Compiled from the source [1]

Personnel management of a modern hotel includes planning the need for personnel, recruiting and selecting personnel, evaluating labor productivity, creating a system of motivation, training, staff development, and ensuring career growth. To assess the effectiveness of the personnel management service, various methods can be used: calculation of coefficients, scoring, questioning.

The personnel management system for effective work needs quality assurance.

- Allocate
- Personnel;

- Technical;
- Informational;
- Legal support of personnel management (Detailed in Table 1) [3].

Table - 1.

Staffing	Technical support	Information Support	Legal support
Only well-trained personnel can effectively solve the numerous and diverse tasks of personnel management. These are, firstly, employees of the personnel service, and secondly, managers of different levels who directly implement managerial functions in work with their subordinates. Employees of the personnel service must be qualified in the field of personnel management, labor economics, labor law.	To quickly solve the problems of personnel management and information processing, modern technical equipment is required. The personnel service needs a sufficient number of personal computers to collect and process information about personnel, store databases, and prepare personnel documentation. Appropriate software must be installed on HR computers. In addition to the usual programs such as Word, Excel, used in the work, there are specialized ones. For example, on the 1C platform, the software "1C. Personnel", which significantly optimizes the work of personnel department employees.	For effective personnel management, it is necessary to have reliable, complete, rapidly changing information about the employees of the organization. Information should be provided in a simple and visual form, be comparable and successive, unambiguous for understanding. The information support of the personnel service includes data on the permanent composition and structure of personnel, staff turnover, loss of working time for various reasons, wages and social benefits.	Under the legal support of the personnel management system is understood the use and development of legal means of influence in relation to employees and employers. Legal support solves two main tasks: protection of the rights and legitimate interests of the parties to labor relations, secured by law; legal regulation of labor relations. Legal support of the personnel management system implies strict observance and enforcement of the norms of the current legislation; development, approval and change of local regulations.
Note - Compiled from the source [3]			

The personnel management system is one of the subsystems of managing the organization as a whole, and the goals of its functioning must correspond to the general goals of the organization. At the same time, the purpose of the personnel management system is to use the personnel as a resource of the organization in such a way as to ensure the best achievement of its goals. The elements of the personnel management system are also different in each organization, however, in the most general form, they include the following:

1. Search and recruitment of personnel (staff formation).

2. Adaptation of personnel.
3. Evaluation and certification of personnel.
4. Motivation and stimulation of personnel (this also includes wages as one of the forms of personnel motivation).
5. Training and development of personnel.

The importance of personnel and the personnel management system in the hotel is due to the fact that hotels belong to the service sector, and therefore the hotel staff has a direct impact on the quality of services provided, on the client's impressions of staying at the hotel. In this regard, it is extremely important for the hotel to make the most efficient use of the available human resources in terms of the quantity and quality of labor resources.

The features of the personnel management system in the hotel are:

- 1) the increased importance of such elements of the personnel management system as stimulation and motivation, training and development of personnel, as well as building a strong corporate culture;
- 2) a necessary element of personnel management is strict observance of subordination;
- 3) porters (or administrators) play a significant role in shaping the quality of service.

For hotels, an extremely important element of the personnel management system is the motivation system, which includes both material and non-material incentive methods. It is advisable to stimulate material incentive methods in the context of structural divisions and the specifics of the functions they perform, while the main goal of non-material incentive methods is to create a single team, build a strong corporate culture of the hotel.

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МЕМЛЕКЕТТІК БАСҚАРУДЫҢ КАДРЛЫҚ ӘЛЕУЕТІ ЖӘНЕ ОНЫ ДАМУДЫҢ НЕГІЗГІ ҮРДІСТЕРІ

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