

Rassulova S.K.^a, Pazylova Z.S.

Kazakh academy of sport and tourism, Almaty, Kazakhstan

OPTIMIZATION OF SPECIALIST TRAINING TO ENHANCE PERSONNEL MANAGEMENT EFFICIENCY IN THE TOURISM SECTOR

Rassulova Saodat Kasymovna, Pazylova Zarina Serikovna

Optimization of specialist training to enhance personnel management efficiency in the tourism sector

Abstract. The article highlights the relevance of the development and application of rational methods of training personnel management specialists, taking into account the versatility of the specifics and profiles of workers in the tourism industry. The main models of optimizing the education and training of competitive and qualified personnel management specialists in the tourism business are analyzed. The mechanisms of motivation, stimulation of employees, key skills and professional competencies necessary for successful work are considered. Modern training of specialists in the field of tourism in working with personnel, taking into account educational programs, should be focused on an integrated approach to employee motivation and active interaction between management and staff. The results of the survey conducted with the participation of specialists from the tourism industry enterprises will help to form the research problem and develop a model for its solution. The use of rational methods of successful training of specialists in the tourism sector in human resource management is an integral factor of competitiveness and effective functioning of enterprises in the modern economic environment.

Key words: tourism enterprises, management models, professional competencies, employee motivation.

Расулова Саодат Қасымқызы, Пазылова Зарина Сериковна

Туристік салада персоналды басқару тиімділігін арттыру үшін мамандар даярлауды оңтайландыру

Аңдатпа. Мақалада туристік индустрия қызметкерлерінің ерекшеліктері мен профильдерінің жан-жақтылығын ескере отырып, персоналды басқару бойынша мамандарды даярлаудың ұтымды әдістерін әзірлеу мен қолданудың өзектілігі көрсетілген. Туристік бизнесте персоналды басқару бойынша бәсекеге қабілетті және білікті мамандарды оқыту мен даярлауды оңтайландырудың негізгі модельдері талданады. Табысты жұмыс істеу үшін қажетті мотивация тетіктері, қызметкерлерді ынталандыру, негізгі дағдылар мен кәсіби құзыреттер қарастырылады. Білім беру бағдарламаларын ескере отырып, персоналмен жұмыс істеу бойынша туризм саласындағы мамандарды қазіргі заманғы даярлау қызметкерлерді ынталандыруға және басшылықтың персоналмен белсенді өзара іс-қимылына кешенді көзқарасқа бағдарлануы тиіс. Туризм индустриясы кәсіпорындарының мамандарының қатысуымен жүргізілген сауалнаманың нәтижелері зерттеу мәселелерін қалыптастыруға және оны шешудің моделін жасауға мүмкіндік береді. Адам ресурстарын басқару бойынша туристік салада мамандарды табысты даярлаудың ұтымды әдістерін қолдану қазіргі экономикалық ортада кәсіпорындардың бәсекеге қабілеттілігі мен тиімді жұмыс істеуінің ажырамас факторы болып табылады.

Түйінді сөздер: туризм кәсіпорындары, басқару модельдері, кәсіби құзыреттіліктер, қызметкерлерді ынталандыру.

Расулова Саодат Касымовна, Пазылова Зарина Сериковна

Оптимизация подготовки специалистов для повышения эффективности управления персоналом в туристской сфере

Аннотация. В статье освещается актуальность разработок и применение рациональных методов подготовки специалистов по управлению персоналом с учётом многогранности специфики и профилей работников туристской индустрии. Анализируются основные модели оптимизации обучения и подготовки конкурентоспособных и квалифицированных специалистов по управлению персоналом в туристском бизнесе. Рассмотрены механизмы мотивации, стимулирование сотрудников, ключевые навыки и профессиональные компетенции необходимые для успешной работы. Современная подготовка специалистов в сфере туризма по работе с персоналом с учётом образовательных программ должна быть ориентирована на комплексный подход к мотивации сотрудников и активного взаимодействия руководства с персоналом. Результаты проведённого опроса с участием специалистов предприятий индустрии туризма позволят сформировать проблематику исследования и разработать модель её решения. Применение рациональных методов успешной подготовки специалистов в туристской сфере по управлению человеческими ресурсами является неотъемлемым фактором конкурентоспособности и эффективного функционирования предприятий в современной экономической среде.

Ключевые слова: предприятия туризма, модели управления, профессиональные компетенции, мотивация сотрудников.

Basic provisions. The significant increase in the number of employees in recent years is based on an analysis of the models applied in personnel management and specialist training in the tourism and hospitality industry. The rapid growth of the industry requires the development of effective personnel management methods capable of ensuring stability and the development of enterprises in this dynamic field. The main challenges and needs of employees in tourist enterprises are analyzed, and strategies for motivating and stimulating personnel to achieve high results are identified. The application of rational human resource management methods in the tourism industry is an integral factor of competitiveness and successful operation of enterprises in the modern economic environment.

Introduction. Education and professional training of specialists in the tourism industry has one of the key roles in the formation of effective personnel management in the dynamic context of the tourism industry. Continuous education, training, retraining and professional development are important for both managers and employees. The constantly evolving nature of the tourism sector requires special attention to educational approaches to ensure adaptability and competitiveness.

Educational programs may include tourism management, hospitality management, various courses and modules on personnel management, organizational behavior and strategic management. These courses provide students with basic knowledge and skills in the field of personnel management.

The training of specialists in the tourism industry has one of the key roles in the formation of professionals who are ready to join the world of corporate culture. Tracing the influence of education on the future of students at universities, it can definitely be noticed that the knowledge and training they receive affects their skills, team communication and staff management methods to a greater extent.

The disciplines of the educational program “Tourism” may include the basics of management, guided tours, the basics of tourismology, management of tourism and hospitality organizations, etc. These disciplines allow students to gain basic knowledge and skills in the field of personnel management.

Taking into account academic experience, practical has an equally important role in the training of specialists. To reduce the gap between academic and real-world experience, universities provide internships for students, for example in hotels, travel companies, etc. In practice, students can apply the knowledge gained during their studies, understand clearly how communication between colleagues and management takes place, which will further shape the vision of personnel management.

This eventuality provides students with the application of theoretical experience, including in the field of personnel management.

Academic disciplines, for example, as the foundations of management, are aimed at developing students’ critical thinking, the ability to formulate and solve problems, and leadership qualities. These competencies are necessary for the effective implementation of rational management methods, as they allow professionals to analyze critical situations, make thoughtful and informed decisions and successfully manage staff.

Nowadays, most organizations seek the best way to improve their business performance and achievements by developing and implementing new work methods that enhance sustainable high levels of productivity and job satisfaction. Human resource management is a widely recognized management philosophy that has become a key factor in enhancing organizational competitiveness. Furthermore, personnel management is acknowledged as a crucial tool for enhancing customer satisfaction, loyalty, and retention, which positively impacts organizational efficiency [1].

On the other hand, personnel management is a strategic and systematic approach to managing an organization’s most valuable assets, aligning them with the business’s strategic requirements [2]. An organization’s competitive advantage can be gained through skilled workforce, enabling organizations to compete and thrive in business. The importance of personnel management in creating a thriving organization increases every year [3].

The significance of creating rational methods for effective personnel management in tourism industry enterprises is driven by the dynamic growth in the number of employees in this sector. The number of employees in tourism-related industries amounted to 463.1 thousand people in 2021 [4]. However, over the past two years, the number of employed individuals in the tourism sector in the country has significantly increased, reaching almost 500 thousand people. Forecasts for the coming years indicate a planned increase in the number of employees in the tourism sector to 800 thousand people by 2029, according to the data of the Ministry of Culture and Sports [5].

The purpose of the study is to trace the increasing importance of training and retraining of students and specialists, in their impact on effective personnel management at tourism enterprises.

The objectives of the study include the analysis of the impact of educational programs in the training of specialists, the development and training of professionals, the analysis of management styles, consideration of motivation mechanisms and the development of practical recommendations.

The personnel management system of any tourist organization consists of interrelated subsystems: personnel policy; principles, mechanisms and methods of personnel management; management functions (planning, organization, motivation and control); recruitment and release systems; personnel selection systems; personnel development systems; incentive systems.

In the era of digitization, the role of a manager is dramatically increasing, and his personality, abilities, qualifications and professional skills actually determine the fate of the organization.

A well-defined management style is adequate for each of the established management methods. This means that each method needs individuals with specific qualities to implement it.

For the first time, K. Levin, who distinguished authoritarian, democratic and anarchic styles, which in management practice is called liberal, considered the issue of leadership styles.

1. The authoritarian (autocratic) style is characterized by the centralization of power in the hands of one leader, who requires that all cases be reported only to him. This style is characterized by a focus on administration and limited contacts with subordinates. Such a manager alone makes (or cancels) decisions, without giving subordinates the opportunity to take the initiative. He is categorical, often harsh with people, always orders, orders, instructs, but never asks for anything. In other words, the main content of his managerial activities consists of orders and commands.

2. A manager who uses a predominantly democratic style strives to solve as many issues as possible collectively, systematically inform subordinates about the state of affairs in the team and responds correctly to criticism. In communicating with subordinates, he is extremely polite and friendly, is in constant contact with them, delegates part of the managerial functions to other specialists, trusts people. He is demanding, but fair. With this leadership style, all members of the team take part in preparing for the implementation of management decisions.

3. A leader with a liberal (non-interventionist) leadership style practically does not interfere in the activities of the team, and employees are given full independence and the opportunity for individual and collective creativity. Such a leader is polite to his subordinates, ready to reverse his earlier decision, especially if it threatens his popularity. Liberals are distinguished by lack of initiative, thoughtless execution of directives from higher government bodies [6].

An analysis of existing personnel management styles in the tourism industry reveals the advantages and disadvantages of each approach. It emphasizes the

importance of flexibility in personnel management in this area and emphasizes the need to adapt management methods to meet the requirements of the organization.

Human resource issues in tourism are multidimensional: the poor image as an employer, the quality and availability of skilled staff, rewards and benefits, labour turnover, working hours and conditions, use of expatriate labour, barriers to employment, and a traditionally low level of training and education.

In the tourist sector there are (many) small firms, that cannot afford any effective on-the-job training for employees, and (few) large firms, that cannot solve the problem of retaining their skilled staff (Peacock and Ladkin, 2002). Thus, educational institutions must be involved in the process of educating and training students. Next, tourism often accounts for a large proportion of GDP (both in developed and developing countries), it shows high (static) potentials, both in economic (increasing size) and social (employment basin) terms, but it also shows high (dynamic) threats, for example about environmental and ethical issues (Dale and Robinson, 2001). Thus, governmental institutions must also be involved in setting the training and education processes [7].

In the field of education and skills, tourism faces the challenge of ensuring the training of future professionals as agents of change, while also ensuring the integration of sustainability into educational and training projects. Finding and validating new ways of developing and certifying new competences is a challenge for the tourism sector, and for all the education and training institutions.

The coming decade will confirm the acceleration of trends that are already clear today, with implications for the profile of skills that we will have to develop. Firstly, digital technology, advanced computing and data will strongly impact the sector, making digital literacy a basic skill.

Secondly, the exponential development of science will require the ability to constantly acquire new knowledge and unlearn that which becomes obsolete, dictating a critical sense, a spirit of curiosity and a willingness to learn throughout life. Thirdly, in a world of disruptive innovation where organizational agility will be the first line of competitive defence, the courage to make decisions and take risks as well as the generosity and emotional intelligence to work in teams and promote diversity will make the difference [8].

Optimizing the training and retraining of specialists raises important issues and affects the future of both students and the entire tourism industry. It is necessary not only to cultivate professionals by passing on knowledge to them as a teacher to a student, but also to take into account the emotional spectrum, develop empathy

and leadership qualities. After all, the tourism sector is primarily about people, with people, for people. For example, disciplines such as accounting, management and marketing are necessary to create technical skills for the management and management of the hotel business and tourism, and more emphatic skills are needed to work with people.

The importance of employee motivation (intrinsic and extrinsic) to perform well in tasks is widely recognized. However, the notion that employee motivation can manifest in different forms is sometimes overlooked in management accounting research. Motivation (both intrinsic and extrinsic) is related to an activity or activities. While performing tasks is an important activity, it is not the only activity at organizations [9].

Let's consider the classical methods of motivation:

- financial measures. It includes salaries, KPIs based on the outcome of work processes, bonuses and bonuses for achieving results, as well as the opportunity to grow up the career ladder.

- non financial and financial measures. Information tours, corporate events, bonus programs, discounts on company services, all this significantly affects the level of employee satisfaction.

- On-the-job development and training. Training's with colleagues of various types strengthen relationships between employees, stimulate further growth and increase the level of motivation.

The above-mentioned methods definitely increase the level of satisfaction, promote employee productivity, reduce the climate of tension, all this directly affects the activities of companies in tourist enterprises.

At the moment, it is definitely impossible to achieve stability and success in tourism enterprises by remaining within the framework of outdated personnel management models. It is no longer possible to use outdated management methods based on one's own beliefs, and to see in the staff only a workforce that executes orders, regardless of their individuality and unique qualities.

Materials and methods. The study of the survey of subjects of the tourism industry, which was conducted from September to November 2023, allowed us to compile not only the problems of the study, but also to develop a model for its solution. Specialists from various tourism enterprises took part in the survey. The total number of survey participants was 50 people. Of these, 40% are Tour agents, 35% are employees of the hotel and restaurant business, 25% are managers in travel companies. The article was translated using the DeepL translator. Translation technology powered by neural networks using the latest innovations in artificial intelligence [10].

Results and discussion. Within the framework of this study, the key issues can be considered questions about management models, employee motivation, questions about the workplace climate and corporate culture. To one of the important questions, "Which model of personnel management, in your opinion, is mainly practiced in your workplace?" 52.9% answered that the traditional management model is used at their workplace, 29.4% of respondents noted that the management currently employs a network model, 11.8% identified the matrix model, and 5.9% indicated a hybrid management model (Figure 1).

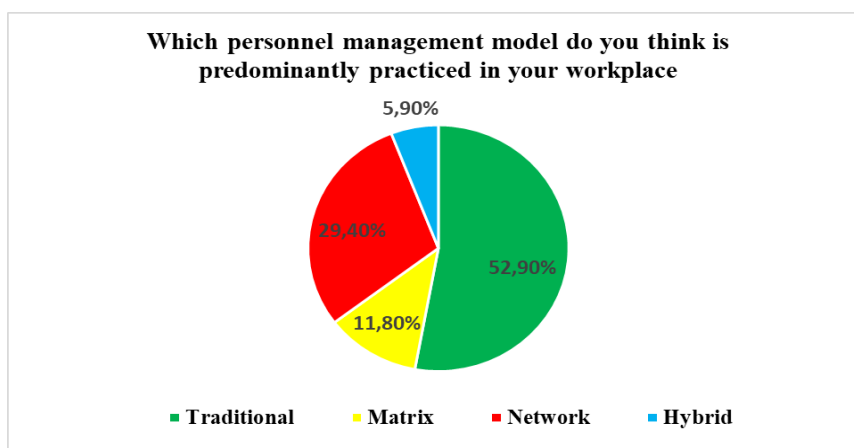


Figure 1 – Response to the question “Which personnel management model do you think is predominantly practiced at your workplace?”

This question provides an understanding of the management methods used in the tourism industry

enterprises, which, in turn, influence other aspects of interaction between employees and management.

The survey also revealed a wide range of employee motivation methods in tourism industry organizations. Among them, the most frequently mentioned were bonuses, material incentives, reward, and training systems, as well as various non-material incentives. However, even with a variety of motivation methods,

only 40% of respondents believe that their management attempts to meet the requests of employees, while 35% claim the opposite. 20% indicated that managers listen to their opinions, and only 5% mentioned that management not only listens but also tries to fulfill requests (Figure 2).

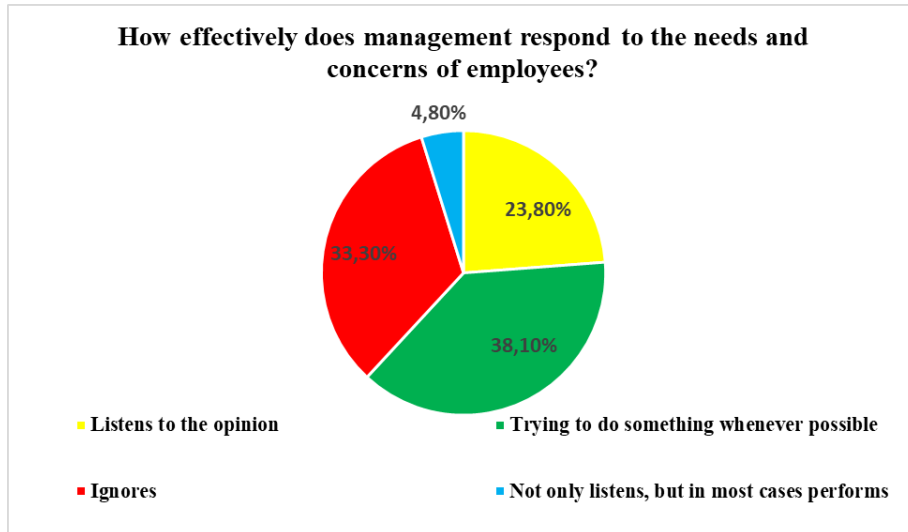


Figure 2 - Response to the question “How effectively does management respond to the needs and concerns of employees?”

In response to the question “Which factors, in your opinion, contribute the most to employee satisfaction?”

most respondents highlighted financial motivation (Figure 3).

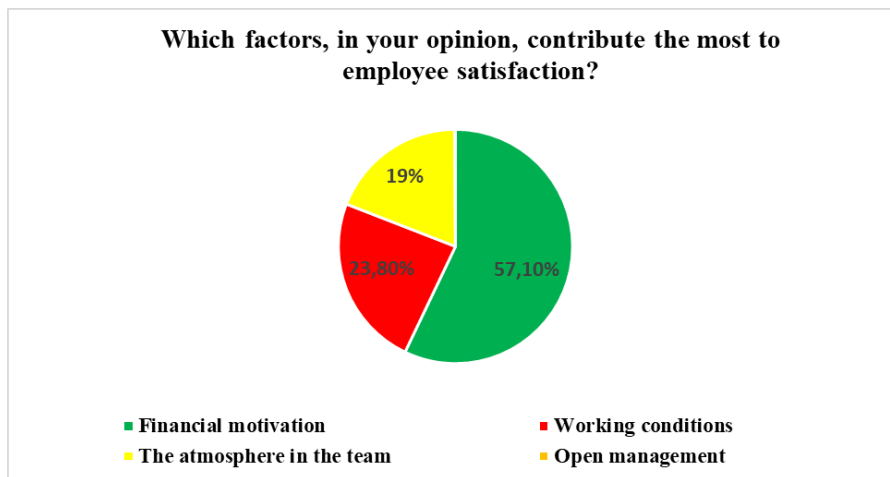


Figure 3 - “Which factors, in your opinion, contribute the most to employee satisfaction?”

The respondents’ answers indicate the predominance of the traditional management model, although the use of the network, matrix, and hybrid models is also observed. It is necessary to conduct a more in-depth analysis of the effectiveness of each model, identify

their strengths and weaknesses for further improvement of personnel management. In response to the question “Rate on a scale of 1 to 5 how flexible management strategies are in terms of adapting to market changes,” 40.9% of respondents rated the flexibility of management

strategies at level 3, 27.3% highlighted level 1, 18.2% of participants indicated level 4, 9.2% chose level 5, while 4.5% of respondents preferred level 2.

Conclusions: Based on the results of the survey, it can be noted that the classical methods of motivation used in the corporate culture of enterprises, such as bonuses and bonuses, employee development, various kinds of intangible rewards are widespread. But despite this, only a quarter of the survey participants believe that their management satisfies them sufficiently. It is possible to trace the problem of interaction between management and subordinates. Open communications and a feedback system will help to eliminate this problem. Each company has its own established corporate culture and rules of interaction between colleagues, for example, in many foreign companies, managers of different levels and statuses can address each other informally, to you. By adopting foreign experience, it may be possible to improve relations between management and subordinates.

The majority of respondents identify financial motivation as a key factor in their satisfaction with the company and working conditions. However, this is not the only factor that can increase both the productivity and the mood of the staff towards the company. After all, the possibility of continuous training, professional development and career growth also play

an important role. According to the results of the survey, it can be noted that only a small percentage of the survey participants highlight the active role of management in their corporate life. Indeed, this is an urgent problem, because the opportunity to be heard and understood by the management increases the level of satisfaction with the company to a significant extent. Managers also need constant training.

Not the least factor is the influence of education on the professional competencies of specialists. It is important to create a comprehensive approach to the training and retraining of students. Given their individuality, teaching is not just as a teacher to a student, but as a professional to a professional. After all, the specifics of the tourism industry, with its rapidly developing trends, require the education of qualified personnel who will be mobile in their work.

In addition to formal training, it is also important to provide employees with access to various sources of self-education and professional retraining, such as seminars, online courses and conferences.

Thus, effective personnel management in the tourism industry requires not only a comprehensive motivation system, but also constant attention to the training and development of employees so that they can successfully adapt to changing market conditions and provide a high level of customer service.

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<p>Хат-хабарларға арналған автор (бірінші автор) Расулова Саодат Қасымқызы - экономика ғылымдарының кандидаты, доцент; Қазақ спорт және туризм академиясы, Алматы қ., Қазақстан, e-mail: 777resort@gmail.com, ORCID ID https://orcid.org/0000-0001-5759-8435</p>	<p>Автор для корреспонденции (первый автор) Расулова Саодат Касымовна - кандидат экономических наук, ассоциированный профессор; Казахская академия спорта и туризма, г. Алматы, Казахстан, e-mail: 777resort@gmail.com, ORCID ID: https://orcid.org/0000-0001-5759-8435</p>	<p>The Author for Correspondence (The First Author) Rassulova Saodat Kasymovna - PhD, Associate professor; Kazakh Academy of Sport and Tourism; Almaty, Kazakhstan, e-mail: 777resort@gmail.com, ORCID ID: https://orcid.org/0000-0001-5759-8435</p>
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