

УПРАВЛЕНИЕ ПЕРСОНАЛОМ В ГОСТИНИЧНОМ БИЗНЕСЕ

Юсупова Г.Н.¹, Чогулдуров М.Д.², Чогулдурова Э.К.³, Тулемышева Б. И.⁴

(1,4) *Международный Университет Кыргызстана, Каф. «Менеджмент и экономика»*

(2,3) *Бишкекский Государственный Университет имени К.Карасаева, Каф. «Менеджмента инновационных технологий»*

Аннотация: *Статья посвящена изучению системы управления персоналом в туристическом бизнесе. Целью данного исследования является разработка рекомендаций по развитию системы управления персоналом в современном бизнесе гостиничного хозяйства и предложение направлений ее совершенствования.*

Ключевые слова: *предпринимательство, система управления персоналом, методы оценки эффективности управления персоналом, гостиничный бизнес.*

HR MANAGEMENT IN THE HOTEL BUSINESS

Yusupova G.N.¹, Choguldurov M.D.², Choguldurova E.K.³, Tulemysheva B.I.⁴

(1,4) *International University of Kyrgyzstan, Kaf. "Management and Economics"*

(2,3) *Bishkek State University named after K. Karasaeva, Faculty. "Management of innovative technologies"*

Abstract: *The article is devoted to the study of the personnel management system in tourism business. The purpose of this study is to develop recommendations for the development of a personnel management system in the modern business of the hotel industry and to suggest directions for its improvement.*

Keywords: *entrepreneurship, personnel management system, methods for assessing the effectiveness of personnel management, hotel business.*

МЕЙМАНКАНА КАДРЛАРДЫ БАШКАРУУ ИШКЕРЧИЛИК

Юсупова Г.Н.¹, Чогулдуров М.Д.², Чогулдурова Э.К.³, Тулемышева Б.И.⁴

(1,4) *Кыргызстан Эл аралык университети, «Менеджмент жана экономика» кафедрасы*

(2,3) *К.Карасаев атындагы Бишкек мамлекеттик университети, кафедра "Инновациялык технологияларды башкаруу"*

Кыскача мүнөздөмө: *Макала туризм бизнесиндеги персоналды башкаруу системасын изилдөөгө арналган. Бул изилдөөнүн максаты - мейманкана индустриясынын заманбап бизнесинде персоналды башкаруу системасын өнүктүрүү боюнча сунуштарды иштеп чыгуу жана аны өркүндөтүү багыттарын сунуштоо.*

Негизги сөздөр: *ишкердик, персоналды башкаруу системасы, персоналды башкаруунун натыйжалуулугун баалоо ыкмалары, мейманкана бизнеси.*

Introduction

The current level of development of entrepreneurship in the field of tourism determines the need to organize the management of collective labor. The effectiveness of the activity of an entrepreneurial organization presupposes knowledge of the laws governing the functioning of labor collectives and their use. Human resources are the main resource of every enterprise,

the quality and efficiency of management of which largely determine the results of entrepreneurial activity and its competitiveness.

Entrepreneurship in the hotel business is “a set of principles, methods, means and forms of influencing the interests, behavior and activities of employees in order to maximize the use of their intellectual and physical capabilities in the performance of labor functions, to ensure the necessary proportions in the level of labor productivity and production volumes to maintain constant compliance preparedness and learning ability of personnel to the requirements of scientific and technological progress» [5, p.114].

The personnel management system, including employees, employers and other owners of the enterprise, consists in establishing organizational, economic, socio-psychological and legal relations between the subject and the object of management. These relations are based on the principles, methods and forms of influence on the interests, behavior and activities of the employees of the enterprise in order to maximize their use.

The objectives of the enterprise personnel management system are:

- increasing the competitiveness of the enterprise;
- increase of labor efficiency and maximum profit;
- ensuring high social efficiency of the team functioning.

Personnel management is based on the following assumptions: the need for a close relationship between personnel planning and the organization's (firm's) development strategy; quantitative assessment of the costs of working with personnel and their impact on the economic performance of production.

Organizational aspects of enterprise management in the hotel business

To implement the service process in the hotel, a minimum set of the following basic services must be provided to ensure the provision of basic hotel services: room management service; administrative service; catering service; commercial service; technical service; ancillary and additional services.

The administrative service is responsible for organizing the management of all services of the hotel complex, solves financial issues, personnel issues, creates and maintains the necessary working conditions for hotel staff, monitors compliance with established norms and rules for labor protection, safety, fire and environmental safety.

In the hotel business, it is very important to choose the right employees who meet the requirements of customers. Many employees are in direct contact with customers and are automatically involved in the process of achieving the main goals of the organization. Effective people management is turning into the most important function of personnel management. In the hotel business, the tasks of the personnel services of hotel enterprises include solving the following issues: selection and hiring of personnel; training and retraining of personnel; regulation of labor relations; personnel planning; wages and working

conditions. In the hotel business, these functions are divided between two or more employees. These may include HR, training, recruitment, labor relations and payroll professionals. The organization of labor in personnel services and the duties of employees, as well as the status of each HR specialist, his position in the management structure, may vary in different hotel companies.

In the hotel business, the effectiveness of the business activities of the tourism industry is highly dependent on its staff and the relationship between them. From an organizational point of view, the creation of an effective staff composition depends on:

- setting precise goals and objectives of the company;
- development of an effective organizational structure;
- personnel planning, with the help of which the selection of personnel and personnel policy is carried out [1, p. 1143-1146].

The need for well-trained employees with experience in the hospitality industry and a high level of workforce turnover predetermine the relevance of effective workforce planning. Therefore, in recent times, personnel planning has become as important in the process of enterprise management as the planning of other economic resources, and it should be considered as an integral part of strategic planning. Personnel planning, being related to the overall development of the company, must take into account changes in external factors, such as demographic changes, changes in the level of education and the degree of competition, as well as the level of government intervention in the economy and technological development.

The organization of personnel planning consists of four main stages, where the main thing is the coincidence of supply and demand:

1. analysis of current personnel;
2. assessment of expected changes in the supply of personnel in the planned period of time;
3. forecast of demand for personnel in the planning period;
4. taking measures to ensure the availability of the required personnel at the right time (coincidence of supply and demand) [9, p.35].

Workforce planning is a very important and complex undertaking for the hospitality industry due to its sensitivity to changes in the external environment, as well as changes in consumer tastes.

Different hotel companies here also use different methods of adapting employees to new conditions (for example, they use video material that introduces company employees to new employees, and the latter to the company's work). Other companies publish handbooks containing useful information for staff about the history of the company, about the department of personnel management, about disciplinary rules, about methods of training and education,

about methods of maintaining working capacity and hygiene, about first aid in case of accidents, about wages. and paid holidays and much, much more [10, p.23].

Evaluation of the effectiveness of hotel business

An effective business system of the hotel business should be based on management methods, which are understood as ways of influencing teams or individual employees in order to coordinate their activities in the process of work to achieve the effect of the organization's goals.

In this regard, for an adequate assessment of the effectiveness of the organization's management in the hotel business, the following conditions must be observed:

- having a clear understanding of the ultimate goal;
- having a clear idea of the resources that are needed to optimally achieve this goal;
- the presence of clear criteria for evaluating the effectiveness [10. p.13].

Since, as already mentioned, the management process cannot be completely reduced to a quantitative description, two aspects of performance evaluation can be distinguished: objective and subjective.

The effectiveness of entrepreneurship is expressed through the performance of the organization and the effectiveness of management decisions. The other side of the effectiveness of entrepreneurship is expressed in the perception by the manager, subordinates and other stakeholders of the effectiveness of the efforts of the goals and the solution of problems.

An important characteristic of the effectiveness of entrepreneurship is job satisfaction. Satisfaction is understood as the estimated attitude of the employee, the team as a whole to the content and various aspects of labor activity. The following factors influence the level of job satisfaction:

1. general characteristics of labor activity (severity, mode, working conditions, wage level, etc.);

2. the employee's perception of his labor activity. Different people have different requirements for the same aspects of activity. In the most general form, the attitude to work can be considered at three levels: attitude to work in general, attitude to a specific profession, field of activity and attitude to a specific workplace;

3. the degree of compliance of the qualifications and education of the employee with the requirements of the workplace. If the requirements are higher, this creates complexity and increases the severity of the work. Otherwise, the work becomes monotonous and uninteresting, although there may be elements of ease of performing tasks;

4. duration of labor activity. On the one hand, over time, the employee adapts to the type of activity performed, gaining experience and skill. Consequently, satisfaction is growing. On

the other hand, the duration of the work can reduce satisfaction, since the content is exhausted, the elements of novelty disappear;

5. social-comparative factor, when an employee compares his position (including the remuneration received and the efforts expended) with the position of other employees;

6. level of expectations, etc. It is obvious that the subjective perception of efficiency can be an addition to the overall assessment of management, but objective criteria should play a decisive role.

Currently, in the scientific literature, three groups of methods for managing labor resources are disclosed and applied in practice: administrative (organizational or organizational and administrative), economic and socio-psychological (Table 1).

Table 1. Organizational Human Resource Management Methods [2, p.23-56]

Administrative	Economic	Socio - psychological
1. Formation of the personnel management structure	1. Feasibility study and justification	1. Socio-psychological analysis of the employees of the team
2. Development and approval of administrative norms and regulations	2. Financial incentives and the establishment of material subsidies	2. Participation of employees in management
3. Legal regulation	3. Planning	3. Social planning
4. Issuance of orders and orders	4. Lending	4. Social stimulation of team development
5. Selection, selection and placement of personnel	5. Pricing	5. Meeting the cultural and spiritual needs of the staff
6. Development of regulations, job descriptions, enterprise standards	6. Participation in profits and capital	6. Establishing social norms of behavior
7. Establishment of administrative sanctions and incentives	7. Establishment of economic norms and standards	7. Development of initiative and responsibility among employees
	8. Insurance	8. Establishing moral sanctions and rewards

Compiled by the author on the basis of source data: Bystrov, S. A. Organization of the hotel business: Textbook. – Moscow, 2021.

One of the main methods of human resource management are administrative, which are based on the principle of unity of command, discipline and responsibility. Consequently, they assume that all the activities of the organization are based on the strict subordination of workers and on their unquestioning observance of instructions, often based on coercion.

Administrative methods of labor resources management have a direct direct impact on the managed object (any regulatory and administrative act is subject to mandatory execution)

through orders, orders, operational instructions given in writing or orally, monitoring their implementation, a system of administrative means of maintaining labor discipline. They are necessary to maintain labor discipline and ensure organizational clarity, which is necessary for the effective work of staff. Within the organization, the relationship between managers and their subordinates is regulated by the Labor Code.

Administrative methods are carried out in the form of organizational and administrative influence. Organizational impact is based on the operation of approved internal regulations governing the activities of personnel. These include: the charter of the organization, the organizational structure and staffing, regulations on divisions, the collective agreement, job descriptions, internal regulations. These documents can be drawn up in the form of enterprise standards and are put into effect by the order of the head of the organization. The practical implementation of organizational impact is largely determined by the level of business culture of the organization, the desire of employees to work according to the rules prescribed by the administration. The administrative impact is aimed at achieving the goals of management, compliance with the requirements of internal regulatory documents and maintaining the specified parameters of the management system through direct administrative regulation. Among the administrative influences include: orders, instructions, instructions, instructions, labor rationing, coordination of work and control of execution [3, p.34.].

No less in demand in the modern world are economic methods that involve influencing processes and phenomena through the interests of workers and labor collectives to achieve the best performance at the lowest possible cost.

Economic methods of workforce management are elements of the economic mechanism that ensures the progressive development of the organization. The most important economic methods of personnel management are technical and economic planning, economic incentives, bank lending.

A significant role in the management of human resources is given to socio-psychological methods of influence. In order to effectively influence the team, it is necessary to know the moral and psychological characteristics of individual performers, the socio-psychological characteristics of individual groups and teams, but also to exercise control influence.

Socio-psychological methods of labor resource management involve the study of social and psychological working conditions in production teams, their influence on the state of the individual, and through it - on the results of production activities. These methods are based on the laws of sociology and psychology.

The most effective activity of human resource management can be achieved only with the integrated use of economic, administrative and socio-psychological methods of management. The use of a system of these methods allows you to look at the object of

improvement from all sides, which helps to avoid miscalculations in the activities of the organization.

The organizational and managerial structure of the hotel business is shown in the following figure (1.)

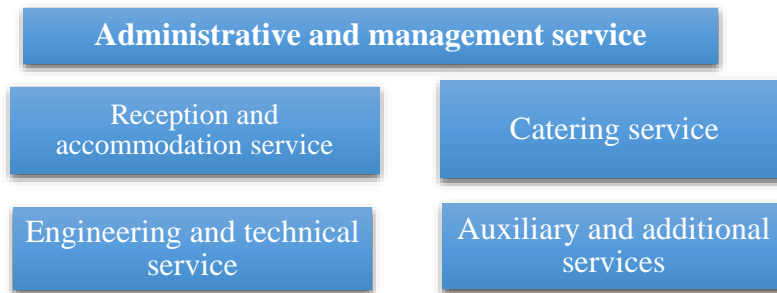


Figure 1. Organizational structure of management hotel staff [10, p.19]

The organization-managed staff includes the duties of a porter, maid and services providing additional services.

The volume of organization of additional services in the hotel is reflected as follows, behind each object that the hotel staff stands for: conference rooms with appropriate equipment; restaurants and bars; beauty saloon; business center equipped with computers, office equipment, internet, telephone and facsimile; health complex (saunas with swimming pools, gym and massage room); parking, luggage storage, laundry and gift shop; room for business meetings; dental office; Travel Company; parking rental - garage service; Banking services.

However, it should be noted that most companies are still at the stage of finding ways to improve the human resource management system.

In accordance with the point of view of G.Kh. Arslanova, assessment of workforce management is carried out to assess the compliance of an employee with a vacant vacant position, which is carried out by three measures:

First, by definition: assessing the potential of employees. When working in a vacant workplace, it is important to establish the professional skills, knowledge, work experience, business qualities of the applicant, his professional qualities and worldview features.

Secondly, it is an assessment of the individual contribution. Using specially developed methodologies, it is possible to establish the quality, complexity and productivity of a particular employee, which helps to draw a conclusion about his position.

Third, by definition, personnel certification. This method is a kind of comprehensive assessment that takes into account both the potential business opportunities of the applicant and the real opportunities, as well as his actual contribution to the final result. [1, p. 1145].

Also, the management of the company, along with a well-organized system of recruiting qualified employees who can lead the company to prosperity in the future, should first of all

take care of their employees, making working conditions comfortable, which positively affects the fruits of labor of the whole company. Therefore, the selection of personnel and the formation of employees of any company is of paramount importance, since the future of the enterprise depends on how effectively this work will be carried out.

Consider the qualification requirements for the modern hotel business, depending on the recommended position: higher and secondary education of a manager, knowledge of a foreign language (preferably English) at the oral level, experience in the hotel industry and age no older than 35 years.

Analysis of the requirements for the competence of future hotel employees is one of the important factors in assessing the effectiveness and quality of the work of hotel business personnel and highlighting conclusions and recommendations based on it.

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Based on the analysis of the structure of the labor collective of hotels, organized by the personnel department, the qualifications of each individual are assessed, which are usually systematized according to the following requirements:

- a highly qualified employee;
- qualified employee;
- employees with additional skills and higher education;
- unskilled employees.

Consider the data of their qualification by qualification:

- highly qualified employees - these are employees who graduated from a university or a special educational institution with a training period of 2-4 years;

- qualified employees - these are employees who have secondary specialized education (educational institutions, technical schools) or have undergone industrial training in companies for 6-24 months;

- employees with additional higher specialized education - these are employees with a second higher education manager;
- low-skilled employees - these are employees who have been instructed at the workplace from 2 to 5 months;
- unskilled employees are employees who have been instructed at work in a few weeks.

It follows that the initial stage of human resources management is the selection and formation of personnel. The workforce management process depends on how the selection of labor resources is organized and which employees are selected to cooperate in the hotel business. In order to let the required workers go to work, it is necessary to know in detail what functions will be performed during the work period. These skills are obtained as a result of the analysis of the characteristics of the work, the absence of which is difficult to fulfill all other management responsibilities. In essence, the corresponding criterion is subject to special principles of hotel business management and the needs of the enterprise in organizing the activities of senior staff in the recruitment of personnel for work in the structural divisions of the hotel service as a whole. The efficient operation of the workforce, especially the management team, is a prerequisite for the success of the hotel business.

The selection of labor resources from internal forms of selection of labor resources largely depends on the policy of the company's management on recruitment. The use of rationalization of the functioning workforce often eliminates the need for a new selection of labor resources.

And yet, if there is a shortage of labor resources of the required level, it is necessary for candidates for vacant positions, promoting labor resources up the career ladder. Applying the method of informing the entire labor force of resources in the hotel about vacancies by sending out newsletters, posting ads, etc.

In the practical activities of the hotel business, the process of selecting labor resources requires the use of recruitment agencies, thanks to which it is essential to identify more qualified workers.

Thus, it should be noted that the organizational and managerial structure of labor management activities consists of stages of management activities that are carried out in strict sequence. Nevertheless, it should be noted that there are often facts of recruitment of labor resources according to personal parameters (relatives, friends, acquaintances, etc.)

According to the point of view of the authors, both P.P. Chuvatkin and S.A. Gorbatov, executive and managerial employees (managers) should function according to the labor resources management system, which consists of the following main elements: we will reflect them in Figure 2:

Table 2. Elements of personnel management technology [7, p.68].

The main elements of personnel management technology		
Personnel planning recruitment process and subsequent selection		Evaluation and control of activities
Payroll preparation		Career guidance and adaptation
Job promotion, transfer	Training (if necessary)	Reserve training, personnel development

The workforce planning policy identifies trends in the development of the workforce in the enterprise, i.e. in the personnel service department, which allows you to quickly establish quantitative and qualitative requirements for the labor force. In the course of planning (determining the need for a workforce), several factors must be taken into account, consider the following table.

Table 3. Factors in determining staffing needs

№	Within the organization	External factors
1.	Organizational goals (strategic objectives, business plan)	The state of the economy (economic growth rates of the industry, inflation and unemployment)
2.	Labor force movement (staff turnover, dismissal, retirement, maternity leave, temporary disability)	Development of state policy technologies (changes in labor legislation, tax regime, social insurance systems)
3.	Financial condition, traditions, etc.	Competition and Market Dynamics

Compiled by the author based on source data: [4, p.77.]

The analysis of the table allows us to note that the factors for determining the need for staff include the preference for the goals of recruiting the hotel labor collective (to bring the season closer to the hotel conditions, modifying the situation on the tourist services market), collecting and systematizing data on future employees for vacant places, and qualitative analysis, evaluation the essence of forecasting (time, quantity).

The employment resources of an applicant for a vacant position in a hotel are internal and external.

The essence of the internal resource (transfer from one specialty to another): the administration has real information about all the strengths and weaknesses of the labor resource in the process of reducing the costs of hiring the composition of the labor collective. There are also disadvantages: a kind of threat to the accumulation of complex personal relationships in the workforce, not the best attitude towards a person from his former colleagues.

The essence of the external resource (staff coming from employment agencies): the choice of a large number of applicants for the composition of the labor collective, the possibility of new ideas in the work. The negative side is a long period of adaptation of the composition of the workforce, unreliable personal characteristics of applicants.

The administration of the company must take into account the positive and negative possibilities and making a decision to use depending on the forecasts of research data. In the selection process, applicants are screened out according to objective information data of the requirement (lack of experience, knowledge, education), declared experience. At the same time, in the hotel business, practical experience in the hotel business plays a significant role, since the staff always has to deal with clients of the tourism business and constantly with hotel guests.

The next stage of the workforce management system is its adaptation, orientation and getting used to the conditions of the team and work. The administration in the process of adaptation applies all the factors (subtleties) of the work of a new person. All rules, regulations, benefits for him, as well as stimulation of the labor activity of personnel are considered [9, p. 24].

Thus, it should be noted that the stage of adaptation and career guidance in a hotel means a set of measures that are collectively interconnected economically, socially and psychologically and are focused on the formation of professional experience for each hotel employee individually.

Summing up the study, as well as in order to develop recommendations for improving the management system in the hotel business, it should be noted that the problems of personnel management in all hotel businesses stem from the management style.

Another problem in the hotel business is the claims and complaints of hotel guests, based on the study of complaints and suggestions, it is possible to determine the possibilities for their elimination. According to T.A. Jum and N.I. Denisova, among the reasons for customer dissatisfaction in the hotel business, the following occupy a significant place: insufficient attention to the client (there were cases when employees were busy with their cell phones at work); not the ability to listen and not try to solve the problem yourself when a hotel guest contacts (kicking or shifting the problem to another employee).

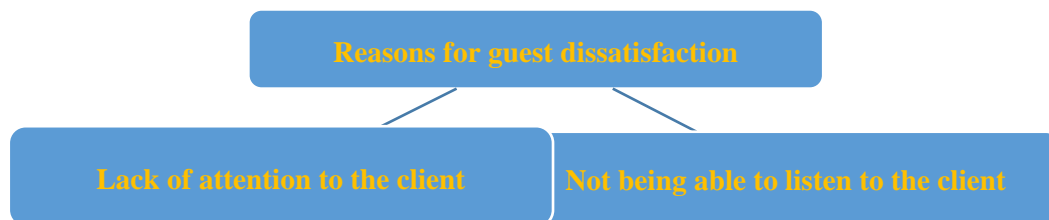


Figure 2. Frequently repeated causes of dissatisfaction hotel clients [4, c.58].

Based on the analysis of complaints from hotel customers, it is possible to identify areas and areas of activity where employees lack qualifications and skills. Consider the important standards of requirements for hotel business workers, which regularly manifest themselves as problems (complaints and recommendations) as a lack of qualifications and skills:

- skills of restraint, patience, ability to avoid conflict situations, good manners and culture of speech, ability to control oneself, readiness to quickly respond to hotel client's comments;

- skills of resistance to stress, politeness, goodwill, calmness, politeness and cordiality;

In the hospitality industry, solving a problem requires not getting into a showdown with the client. It should be borne in mind that foreign guests not only get acquainted with the culture of the country, but also become a live advertisement for other potential customers, informing them about the conditions of their stay in this hotel. Ultimately, this boomerang affects the image of the entire state and, especially, the development of the hotel business in general, as well as the development of international tourism in the whole country.

From the point of view of E. Yu. Nikolskaya and L. V. Semenova [6, p. 108], the requirements not only for professional, but also for personal qualities of the composition of the company's workforce play an important role in the hotel business. Therefore, the authors systematize hotel services into two levels according to the level:

- 1) services that are in close contact with the client;
- 2) services whose employees rarely contact the client.

At the same time, definitely, the service has its own characteristics of requirements for each employee in the hotel business.

Let us consider in more detail the requirements for the first level of services. And so, in order to get into the first-level service sector, it is necessary that the employee meets the following requirements.

Table 4. Personal requirements for the first level of hotel service

№	Name of requirements
1.	Be tactful, polite and considerate
2.	Know the ethics and psychology of communication
3.	Be sociable and active
4.	Know at least one foreign language
5.	Be neat and attractive
6.	meet age requirements

Compiled by the author based on source data: [9, p.68].

It should also be noted that in addition to the noted personal requirements for an employee to enter the first group of the hotel service sector, it is necessary to have special education and work experience in this area. In order to establish the potential of an applicant for a certain position, a special form of testing is used.

Conclusion

Entrepreneurial activity of an organization is unthinkable without a quality personnel policy, which determines specific actions to manage the workforce. In accordance with the

study, we have identified recommendations on the main areas for improving human resource management:

1. Resource planning - developing a plan to meet future human resource needs.
2. Recruitment - creation of a reserve of potential candidates for all positions.
3. Selection - evaluation of candidates for jobs and selection of the best from the reserve created during the recruitment.
4. Determination of wages and benefits - development of a salary and benefits structure in order to attract, hire and retain employees.
5. Career guidance and adaptation - the introduction of hired workers into the organization and its divisions, the development of an understanding among employees of what the organization expects from it and what kind of work in it receives a well-deserved assessment.
6. Training - the development of programs for teaching the work skills required for the effective performance of work.
7. Assessment of labor activity - development of methods for assessing labor activity and bringing it to the attention of the employee.
8. Promotion, demotion, transfer, dismissal - development of methods for moving employees to positions with greater or lesser responsibility, developing their professional experience by moving to other positions or areas of work, as well as procedures for terminating an employment contract.
9. Training of management personnel, promotion management - development of programs aimed at developing the abilities and improving the efficiency of work of management personnel.

Thus, in addition to professionalism in the hotel business industry, the principle of attentive attitude towards hotel guests is necessary. It is important not only the ability to correctly and effectively build relationships in everyday communication, but also in work. At the same time, such qualities as sociability, endurance, a high level of culture, neatness, accuracy, charm, and good diction are important here. It is also very important to know foreign languages.

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