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HR risk management in the hotel business in Kazakhstan: innovation and practice

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Abstract. The hotel business in Kazakhstan is one of the fastest growing sectors that has a significant impact on the economy and society. Personnel risks are among the most complex and have a wide classification. The management of these risks includes the identification, assessment, and control of all internal and external factors that may negatively affect the company's activities. To analyze human resource management in the hotel sector, taking into account personnel risks, 131 employees of various management levels were interviewed. The conclusions obtained by the authors demonstrate that strategic human resource management in the reviewed hotel organizations is at a low level of development. To improve the situation, the authors consider the possibility of implementing a human resource management system, including a mechanism for managing personnel risks.

Based on the findings, the authors hypothesized that it is possible to solve these problems by creating and implementing a typical personnel risk profile. Despite the recommendatory nature of this proposal, they are undoubtedly able to have an impact, reduce the number of personnel risks, and stop the negative impact of their onset on the dynamics of the development of organizations in this area.

Keywords: risk management; personnel risk; hotel business; human resource management; personnel risk profile.

Introduction

The complexity, dynamism, and uncertainty of the Kazakh economy form a significant number of risks that threaten the effective functioning and development of any organization. At the same time, factors of the internal environment of the organization are of particular importance, the fundamental influence of which is related to the quality of personnel and the

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effectiveness of the personnel management system of the enterprise. The conceptual basis of risk management proceeds from the fact that the goal of any organization is to create value for the parties interested in its activities. Uncertainty is based on risk; therefore, any organization, namely management, when faced with it, must develop management decisions that will allow this risk of uncertainty to be leveled, and at best used to increase the value of the organization [1]. Today, a risk-based approach should be the basis for the management of Kazakhstani companies, which was especially emphasized by Head of State Kassym-Jomart Tokayev in his Message to the People of Kazakhstan dated September 1, 2022, "A just state. A united nation. A prosperous society" [2]. The negative consequences of personnel risks are manifested in contradictions in working relations at the enterprise, as well as in the appearance of dysfunction of motivational processes that lead to contradictions that destroy the organization in the process of social and labor relations of organizations in any field. The main contradiction in the system of creation and functioning of the personnel policy of enterprises lies in the insufficient and ineffective development of personnel strategies from the point of view of a unified organized personnel management system and taking into account the specifics of the issues being resolved, and in the fact that in the personnel policy of more enterprises there is no necessary strategy for managing personnel risks of the enterprise, which will really solve issues of personnel security. Therefore, the issue of creating and effectively managing personnel risks in organizations arises before the managers of any enterprise.

The purpose of the study. The main purpose of the current study is to analyze and determine the current level of management of the personnel risk system in hotel-type organizations in the Republic of Kazakhstan.

The formulation of the problem for this work is to work out the distinctive features of the personnel management risk management system in the facilities of the hotel sector of the Republic of Kazakhstan.

As a result, it will be possible to develop and propose for use a unified profile of personnel risks for organizations of the hotel business contained, and theoretical provisions and practical recommendations can be widely used in the activities of organizations of the hotel business and aimed at solving problems of personnel security of organizations, and can also be used in the preparation of local documents to solve problems in the above-mentioned area.

HR risk management, as we adhere to the position expressed by Mitrofanova A.E. [3], is a process that involves the diagnosis, quantitative and qualitative assessment of all human resources risk factors that may negatively affect a company's operations, in addition to consistent monitoring.

This definition reveals the key aspects of risk management in an organization, which:

- is a continuous process that covers the entire organization;
- carried out by employees at all levels of the organization;
- used in the development and formation of a strategy;
- It is used throughout the organization, at every level and in every department;
- aims to identify events that may affect the organization and risk management in such a way that they do not exceed the organization's willingness to take risks (risk appetite);
- gives the management of the organization a reasonable guarantee of achieving the goals;
- is associated with the achievement of goals in one or more overlapping categories. [4, p.5]

The need to create effective personnel risk management systems lies in the fact that:

- This is a complex control object.
- This is a threat of financial and reputational losses due to the lack of necessary employees or their temporary oversupply, poor-quality staff planning, inefficient job replacement schemes, and untimely staff reduction.
- Professionalization of activities requires a lot of capital intensity for professionals.
- A labor-intensive process that requires a certain level of qualification and knowledge of the characteristics of companies.

Modern managers put entrepreneurial (financial) risks at the forefront, and personnel risks and their management are fragmentary and episodic. In addition, personnel risk management as an independent function of personnel management is not distinguished either in theory or in practice. In our opinion, this reduces the effectiveness of the human resource management process as a whole, which can be ensured only in conditions of systematicity, continuity, integration, and scientific effectiveness.

The importance of personnel risk management is shown in Figure 1.

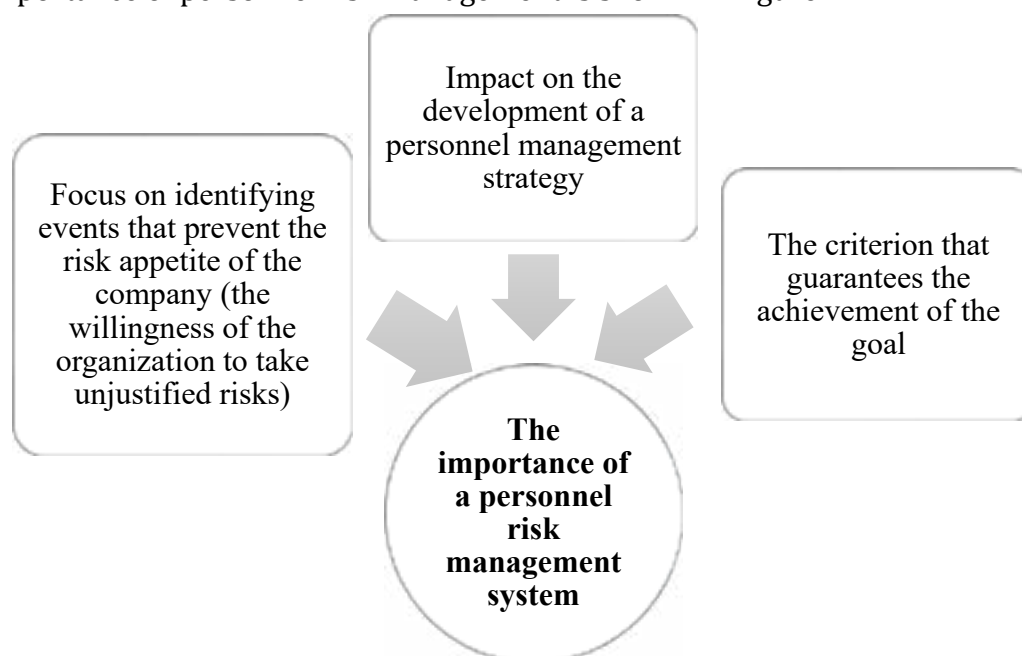


Figure 1 The importance of the HR risk management system

Note: compiled based on data [5]

To ensure the safety of personnel, the company uses various methods aimed at assessing and preventing potential threats. HR risk management is an integral part of the company's overall HR strategy.

This is a strategic approach to managing the company's most valuable resource - its employees, who make a significant contribution to achieving its goals. In this regard, according to the authors, each organization, and especially those offering their services in the hospitality sector, should have an effective personnel risk management system with a high level of response and protection to emerging shock events in the personnel management process. The hotel business is a complex socio-economic system that is actively developing in Kazakhstan and has a significant impact on society.

The peculiarities of the functioning of hotel enterprises include the characteristics of the hotel products market as a whole, as well as specific features such as:

- The definition of hotel products as accommodation services at the state level, which play an important role in the tourism industry.
- The priority of inbound tourism in the state policy in the field of tourism and hotel management.
- Taking into account socio-economic instability, income, and employment of the population of partner countries in the formation of tourism and hotel products, as well as international cooperation.
- The need for operational adaptation to changes in demand for tourism and the hotel industry. In 2019, the Industry Qualifications Framework for the "Hospitality Industry" was developed, which describes the levels of qualifications recognized in the industry and ensures their comparability, as well as serves as the basis for the development of professional standards and a system for confirming compliance and assigning qualifications to specialists in the "Hospitality Industry" [5].

This point is quite important within the framework of the problem under study. Since the issue of the quality of work of hotel organizations is strategic for the tourism potential of the Republic of Kazakhstan, and has been raised more than once at the state level. And the necessary quality is achieved solely due to effective management and personnel management policies in these organizations, including the existing personnel risks and threats to the personnel security of enterprises in this field. Based on this, the authors of the study will analyze and assess the level of personnel risk management in the organizations of the hotel business of the Republic of Kazakhstan. Since there is a special interest in the methods of personnel management and personnel risks used in leading organizations, not only at the domestic level but also at the foreign level. It is also necessary to assess the level of employee satisfaction with working conditions in this area and the potential for development and staying in the hotel services sector as a whole.

Literature Review

The issues of personnel risk management and ensuring staff sustainability are the subject of wide scientific and practical interest. In modern conditions, personnel security is considered as an integral element of strategic management of organizations, especially in socially oriented areas such as the hotel business.

So, Kazakova E.D. focuses on the need for a systematic approach to personnel risk management and identifies key tools that ensure personnel security [3]. Current theoretical and applied aspects of organizational risk management, including personnel, are described in detail in the training manual by Nizamutdinova I.K. and Malaeva V.V. [4]. In the context of the hotel sector, the compliance of personnel competencies with industry requirements plays an important role. In this regard, the industry qualifications framework in the direction of "Hotel management" serves as a valuable tool, regulating professional standards and skill levels, as well as serving as a guideline in the formation of a system of professional training and evaluation of personnel [5].

Current trends in the development of the creative economy, described by R. Florida, emphasize the growing role of human capital and its involvement as critical factors of competitiveness [6]. The problems of assessing and reducing personnel risks are elaborated in detail in the study

of Mitrofanova A.E., Zakharova D.K. and Ashurbekov R.A., where methods of identification, qualitative and quantitative assessment of risks, as well as approaches to their ranking and minimization are proposed [7].

Of particular value is the approach to HR audit as a risk diagnostic tool proposed by S.D. Reznik and O.V. Kholkina. The authors consider audit as a preventive mechanism that helps identify weak links in the personnel management system and take corrective measures [8].

An important aspect of HR management is the formation of sustainable staff loyalty. In their work, Reicheld and Markey emphasize the strategic importance of sincere employee loyalty, which directly affects staff retention, service quality and financial results of the company [9]. In turn, N.A. Grishenko, in a study on the staff satisfaction index, focuses on its importance as an indicator of employee engagement and dedication [10].

Thus, the analysis of modern literature indicates the high importance of integrating HR risk assessment and management systems into the strategic management of an organization. Taking into account personal loyalty indicators, risk audit and compliance with industry qualifications make it possible to form a stable and effective personnel system.

Methodology

As part of the current study, information from publicly available sources, including regulatory acts, government resources and state statistics services, was reviewed and analyzed. The authors resorted to using both foreign and domestic scientific literature to study the topic under consideration and the stated problems. In the course of the research, sociological methods such as questionnaires and surveys were used to determine the strategic level of personnel risk management in hotel business organizations.

Within the framework of the work carried out, methods of questioning and interviewing, analysis and synthesis, methods of deduction and induction, logical interpretation, methods of logical reasoning, graphical representation of the results of analysis and evaluation were used.

Hypothesis:

In conditions of a low level of strategic personnel management and high staff turnover in the hotel sector of Kazakhstan, the introduction of a personnel risk management system based on a typical risk profile and modern HR practices will increase the stability of personnel, improve employee motivation and minimize the negative effects of internal and external risks affecting the activities of organizations.

Research question:

How does the development and implementation of a personnel risk management system, including a typical risk profile, affect the sustainability of personnel and the effectiveness of human resource management in the hotel business in Kazakhstan?

Stages of research:

Within the framework of this study, the work was carried out in stages. At the first stage, the analysis of scientific, regulatory and statistical literature on human resource management and personnel risks in the hotel industry was carried out, and modern approaches to HR management in both domestic and foreign practice were studied. The second stage included the development of a research methodology: the definition of methods for data collection and processing, the formation of questionnaires and the selection of respondents. At the third

stage, a survey of employees of hotel organizations in the cities of Astana and Karaganda was conducted, as a result of which 131 valid questionnaire responses were received from representatives of various management levels. The fourth stage consisted in analyzing the collected data, identifying key problems in personnel management, as well as assessing the level of development of the personnel risk management system. Finally, at the fifth stage, the main conclusions of the study were formulated and practical recommendations were given for improving strategic HR management and personnel policy in the hotel sector of Kazakhstan.

Discussion and results

There is a shortage of personnel in the hospitality industry of our country, as well as the problem of the quality of their training. These factors can currently be considered one of the most significant obstacles to the sustainable development of this industry in Kazakhstan.

The dynamics of the number of hotel enterprises in Kazakhstan tends to grow, as shown in Figure 2.

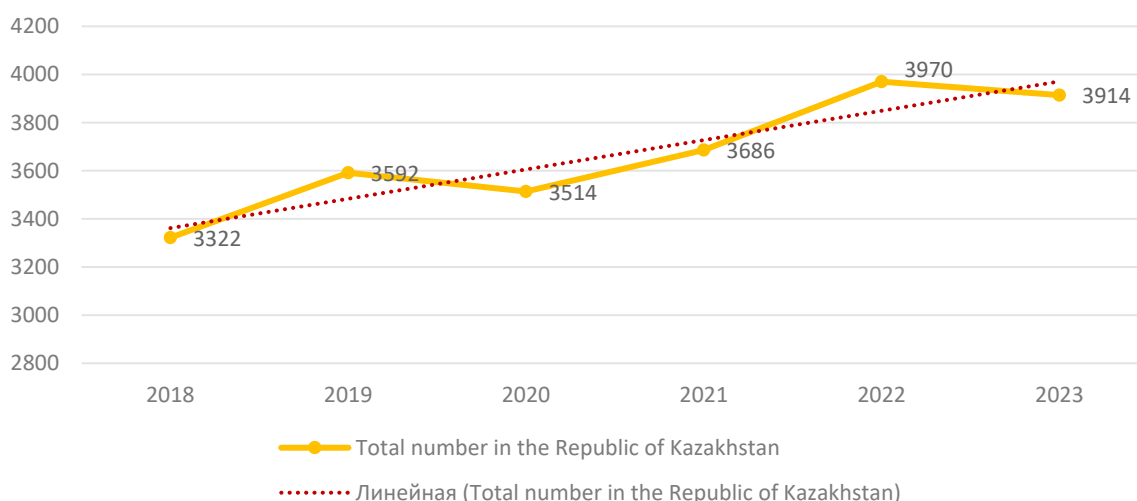


Figure 2 Total number of hotels in Republic of Kazakhstan

Note: compiled on the basis of data [11]

The increase in the hotel sector facilities in 2023 in relation to 2020 amounted to 10.22%. However, the trend is not typical for all regions.

There is an increase in hotel enterprises in Akmola, Atyrau, Zhambyl, Kyzylorda, Pavlodar, Turkestan regions. In other regions, there is a decrease in dynamics, which is associated with the allocation of new areas. Of course, the sphere is actively developing, as evidenced by the positive dynamics of the opening of new accommodation and the annual growth of tourists and visitors.

However, in our opinion, the presence of a large number of hotels of the highest categories is a fundamental factor in the development of the entire sphere due to the fact that they set a high bar for the development of material and technical equipment, the level of service, the qualifications of employees, the development of a high human resource potential of the sphere, the number of staff turnover.

As a rule, such organizations demonstrate the presence of a high-level personnel management system. It should also be noted that they actively analyze and apply in practice the most modern and relevant methods of personnel management and personnel risks. Accordingly, there is a special interest in the methods of personnel management and personnel risks used in leading organizations not only at the domestic but also at the foreign level.

It is worth understanding the importance of regularly assessing the level of satisfaction of specialists of all ranks with the presented working conditions in this industry and the potential for their career growth in the hotel industry.

To analyze the strategic analysis of human resource management in hotel business organizations through the prism of personnel risks identified in this process, we conducted interviews with employees of various managerial levels, their extended survey in the aspect of conducting administrative and economic activities, which allowed us to identify the main categories of personnel risks at enterprises providing services in the hotel industry and assess the proportion of personnel risks and ensuring the safety of the human resources potential of typical subjects in this field.

The forms with questionnaires were sent by the authors to the working emails of the largest representatives of the hotel industry in Astana, Karaganda and the region. According to the results of the survey, the number of employees who took part in the anonymous interview was 131 employees of various management levels of organizations in the hospitality industry.

As a result of the survey, the focus group included: 3 employees from the board of directors and founders, 25 employees of the administrative and management staff and 103 employees of the maintenance staff. For the questionnaire, the categorization of questions using the coding procedure was used, i.e. by assigning each question a quantitative information value. We have identified categories of questions that characterize respondents by age, work experience, exciting and motivating factors at work, and the effectiveness of the human resources management system in the organizations of the hotel sector. Let's present the answers to the first 6 questions of the respondents in the form of a table 1:

Table 1. Answers to the questionnaire questions

№	Question	Answer options	Number	% ratio
1	«Please indicate your age»	From 18 to 25	21	16%
		From 25 to 30	41	31%
		From 30 to 40	50	38%
		From 40 to 50	13	10%
		50+	6	5%
2	«Which category of employees do you belong to»	Directors and founders	3	2,3%
		Administrative and managerial staff	25	19,1%
		Maintenance staff	103	78,6%
3	«How long have you been working in this company»	up to 6 months	38	29%
		from 6 months to 12 months	48	37%
		from one to two years	23	18%

		From two years to 5 years	13	10%
		More than 5 years	9	7%
4	«Are you satisfied with your work in the current organization»	Yes, completely	19	15%
		Rather, yes	35	27%
		I find it difficult to answer	8	6%
		Rather, no	43	33%
		Absolutely not	26	20%
5	«Could you please choose a definition appropriate to your current situation? »	I am completely satisfied with my job and have no plans to change jobs in the near future.	16	12%
		I am generally satisfied with my work in the organization, but would consider alternative job offers.	18	14%
		I am rather not satisfied with my position in the organization, but the option of changing jobs is not available at the moment	51	39%
		I am completely dissatisfied with the conditions of my work in the current organization and am actively looking for another place	37	28%
		I did not think (did not think) about this question	9	7%
6	«Are modern methods used in human resources management in your organization?»	Yes	26	20%
		Not	94	72%
		It is difficult to answer	11	8%

Note: compiled based on a survey

Analyzing the answers, it can be concluded that among the surveyed employees, most of the representatives of the middle age group are between 30 to 40 years old, which is 38% of all respondents who took part in the survey. The smallest age group consists of respondents aged 50 and over.

The average age of the surveyed employees of the hotel industry was 34.5 years. According to the survey data, the service personnel in the survey were represented by 103 employees or 78.6% of the total number of participating respondents. Administrative and managerial staff - 25 people (19.1%), directors and founders – 3 people (2.3%).

The predominance among the surveyed service personnel is logical and natural, since the absolute majority of employees of any hotel are service personnel. Most of the answers come down to the fact that the working experience of employees is mainly from 6 to 12 months (48 people), and only 9 people have been working for more than 5 years, which is 7% of the total number of respondents.

Since the significant majority of employees have less than a year of work experience, loyalty to the place of work is not fully formed, respectively, based on statistics, it can also be concluded that most employers whose employees passed the survey face staff turnover in one way or another, and the average working life of an employee of the service personnel category is from 6 up to 12 months.

According to the results of the survey, on average, a representative of the administrative staff holds their position in the current organization for one to two years. This primarily indicates a good foundation of loyalty to the organization, since the motivation to work and develop in one organization depends largely on how much the primary needs are closed (here we are certainly talking about the material component) and the secondary needs of the employee - his individual development, high social status, recognition and self-realization.

In general, based on the answers, the trend of satisfaction with the current place of work is not comforting, since most employees belonging to both the AMS category and service personnel doubt their work, namely 34 and 9 employees, and 20 and 6 of the surveyed employees are not at all satisfied with the current organization in which they work.

The process of the emergence and steady formation of an employee's attachment to their place of work is not sudden, but proceeds progressively and usually takes a year and a half to 12 months. Nevertheless, the foundation of such an attitude to work begins to form only after full immersion in the processes and structure of the organization, the minimum period of which is more than three months, and may take all six, since the duration of the process may depend on completely different factors.

Based on the survey, the majority of employees, namely 43% of all surveyed representatives of the service staff and 36% of employees from the administrative and managerial staff, although they are not satisfied with the current situation, have no plans to change their jobs. In some ways, this is due to the great groundwork of trust among its employees. The top management of an organization, before people think about changing jobs, can afford to make mistakes and make a number of erroneous decisions. And if the reputation of hotels among the target audience is also high, the staff in most cases tries to wait it out in the hope of improving conditions and optimizing quickly and, accordingly, continues to perform their duties.

To identify which approach is used in the enterprise of the hotel sector, question 6 was proposed: "Are modern methods used in personnel management in your organization?"

The answers of the respondents are shown in Table 1. 72% of the respondents replied that modern management methods are not used in the organization. At the same time, 80% of the AMS respondents answered this way.

Figure 2 shows the responses of the respondents.

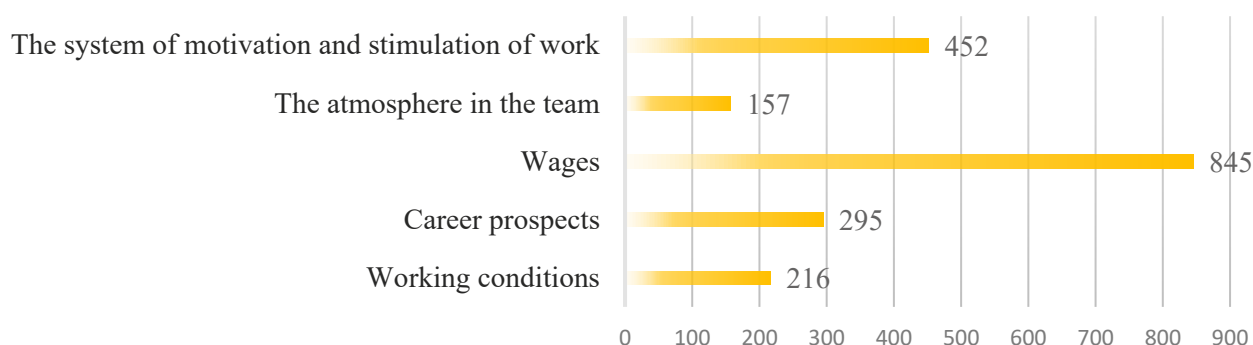


Figure 3 Respondents' answers to the question "Evaluate the factors that directly affect the stability of the hotel staff"

Note: compiled based on a survey

In this regard, the respondents assessed the factors directly affecting the stability of the hotel staff. It was necessary to rank the factors that are presented below on the Likert scale from up to 5 points according to the degree of significance.

Among the survey, the expected leading factors that, in the opinion of the respondents participating in the survey, contribute to the stability of the hotel's personnel potential and the minimization of personnel risks were the volume and stability of wages 1168 points, as well as the availability of a motivation and incentive system 1069 points, working conditions 933 points.

Not critically tangible factors, but taken into account by the employees themselves, are the atmosphere in the team, relations with management, irrational work and rest regimes, the prospect of career growth, as well as the presence of conflicts and labor disputes between employees and the employer, the results of which totaled from 628 points to 763 points. In the opinion of respondents, improving professionalism and job content do not sufficiently contribute to the impact on job stability.

It is worth noting that not only methods that stimulate the activities of employees, but also disciplinary measures are taken as incentive tools. Among which are the reduction or complete abolition of bonuses and allowances, reduction of salaries for violations of the performance of their functional duties and damage to the reputation of the company. When interviewing the eighth question, respondents were asked to assess the factors that, in their opinion, directly hinder the formation of a stable team and ensuring personnel security in hotel business organizations



Figure 4 Respondents' answers to the question "Assess the factors preventing the formation of a stable team in the organizations of the hotel business"

Note: compiled based on a survey

As can be seen from Figure 4, the most points were scored by such survey response options as:

- absence or inefficiency of the personnel management system – 526 points;
- high degree of personnel risks in the organization – 465 points;
- non-involvement of the "top management" in the personnel stability of the organization – 383 points.

It is expected that the position "absence or inefficiency of the personnel management system" scored a large number of points among the respondents – 526 points, which indicates the low efficiency of HR management and work with human resources of organizations. HR risk management begins with the HR strategy development stage and covers the entire HR management system in the organization.

This process includes the identification, assessment and control of all internal and external factors that may negatively affect the activities of the organization and its employees. Let's turn to the dynamics of the average estimates of respondents by presenting them in the diagram of Figure 4.

The average estimates of respondents to the question also indicate as the most significant factor hindering the formation of stable personnel in the organizations of the hotel sector "The absence or inefficiency of a personnel management strategy" – 4.02 points, "A high degree of personnel risks in the organization" – 3.55 points, "non-involvement" of top management in the personnel stability of the organization" – 2.92 points.

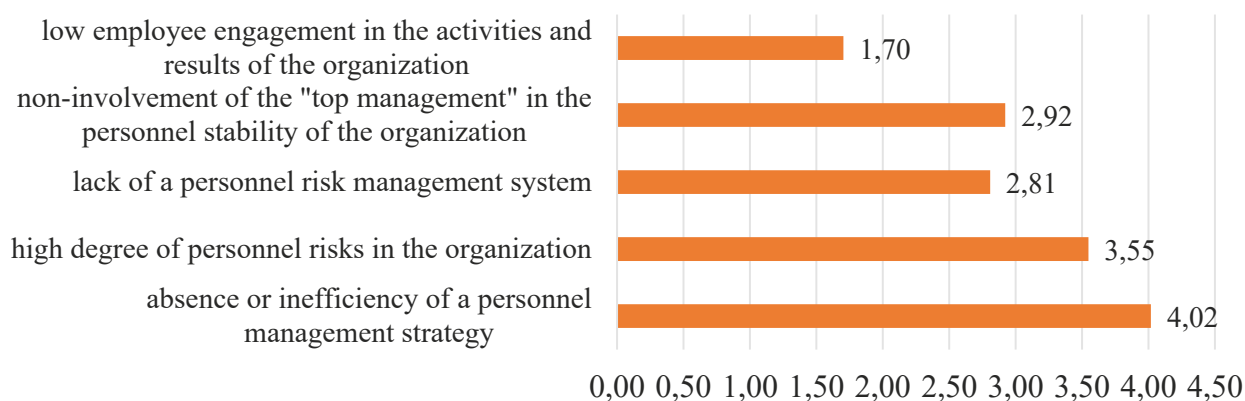


Figure 5 Average responses of respondents to the question "Assess the factors preventing the formation of a stable team in the organizations of the hotel business"

Note: compiled on the basis of a survey

When interviewing the ninth question, the respondents were asked to assess the factors contributing to the formation of a stable staff in the organizations of the hotel business. The authors have formed the result presented in Figure 5 in terms of responses to managerial positions, and it is possible to notice certain correspondences with previous results.

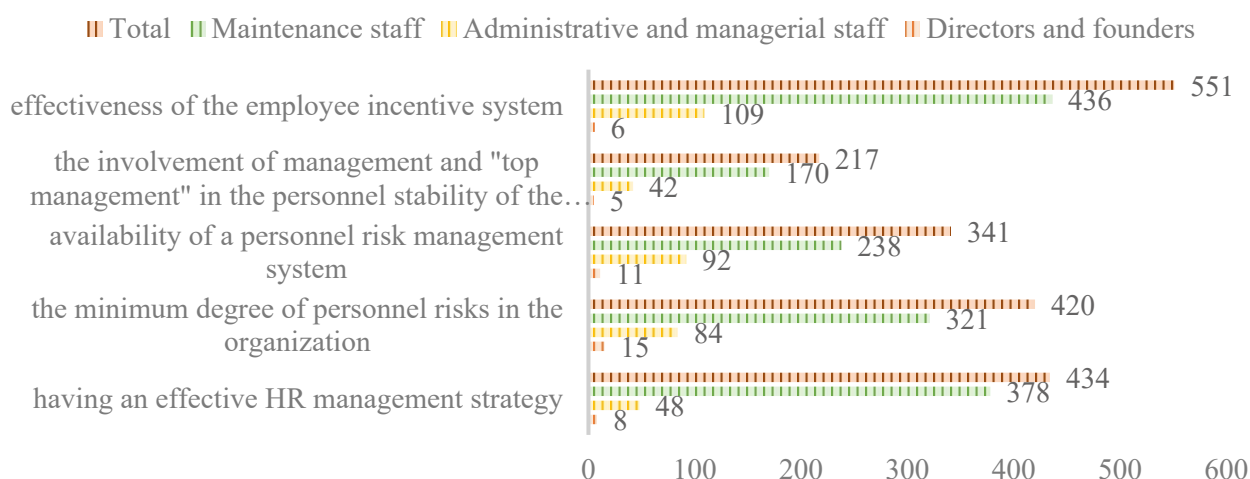


Figure 6 Respondents' answers to the question "Evaluate the factors contributing to the formation of a stable team in the organizations of the hotel business"

Note: compiled based on a survey

It is interesting to analyze the fact that the opinions of management personnel and service personnel differ, since the factor "effectiveness of the employee incentive system" is dominant among the employees of the Administrative and managerial staff and service personnel, 109 and 436 points were scored, respectively, whereas the position presented by the directors and founders considers the minimum degree of personnel risks to be fundamental factors with a result of 15 points out of 15 possible.

This indicates the intention to form a permanent working team in the organization, minimizing potential and obvious personnel risks. Let's turn to the dynamics of the average estimates of respondents by presenting them in the diagram of Figure 6. Based on the results of the survey on this issue, the factor "effectiveness of the employee incentive system" received the maximum average score of 4.21 points due to the predominant number of service personnel interviewed, followed by the factor "availability of an effective personnel management strategy" with a result of 3.31 points.

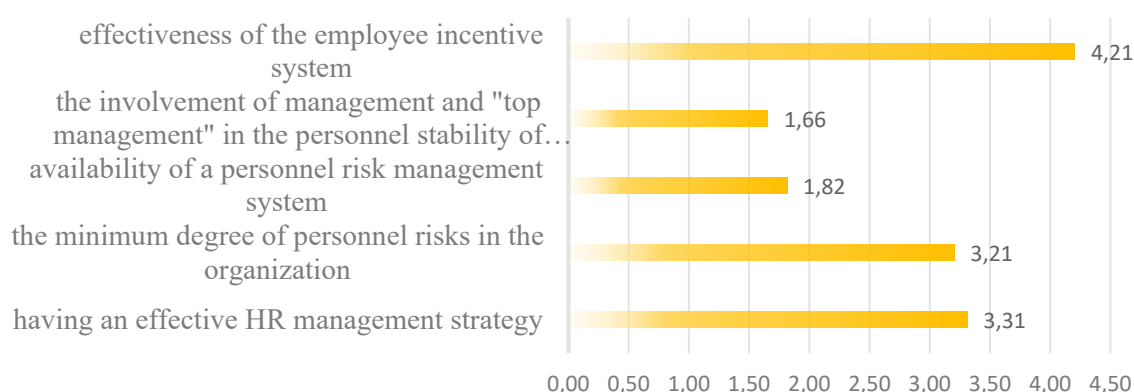


Figure 7 Average responses of respondents to the question "Evaluate the factors contributing to the formation of a stable team in the organizations of the hotel business"

Note: compiled based on a survey

When interviewing, the tenth question, respondents were asked about the need for advanced HR risk management methods to ensure stable human resources potential and successful company operations.

The analysis of the diagram in Figure 6 shows the identity of opinion in the answer to the question of 66%, consisting of 64 employees of the service personnel category, 19 employees of the administrative and managerial staff, and 3 representatives of the directors and founders' category.

Thus, the majority of respondents agree and consider it necessary to implement and put into practice advanced methods of personnel risk management.

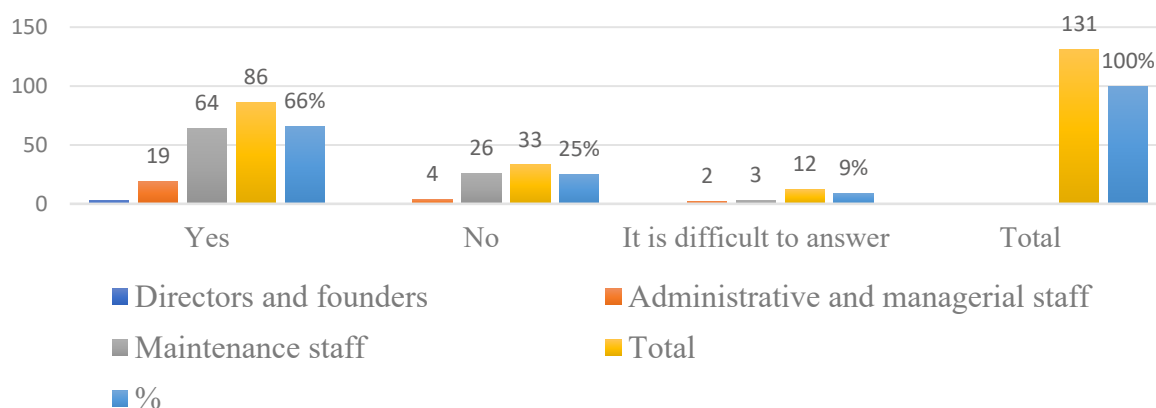


Figure 8 Respondents' answers to the question "Are advanced HR risk management methods necessary to ensure stable human resources potential and successful operation of the company?" in terms of managerial positions

Note: compiled based on a survey

The way we manage people is changing. We are moving towards a knowledge-based society. The people who do this are called the "creative class." They are changing not only the methods of doing business, but also the appearance of cities and the way people think.

Unfortunately, in many companies, despite all the new ways of checking employees, not enough attention is paid to their risks. We believe that if you do not care about the safety of people, big problems can arise in your business, such as theft, espionage or fraud.

To ensure the safety of employees, the company uses many ways to identify and prevent negative consequences that can happen to people. HR risk management is part of the company's concern for its employees. This is important because people are the most important thing in a company. Every company needs a good way to take care of people. We asked hotels in Astana and Karaganda about how they do it. To find out, we asked questions and talked to people.

These documents are official. They are reliable and true to reality. They contain the right solutions. The hotel needs good employees. Good employees make the hotel good. A good hotel is good for guests and for money. Guests and money are good for the hotel. Money is not everything. Money and wages are not enough to become a good employee. No one in the hotel is important. Everyone helps the hotel to be good.

This also includes identifying indicators that signal potential risks or pre-risk situations. Personnel risks, in general terms, can include any actions or omissions on the part of employees, that is, human resources. The study and analysis of the above allowed us to identify the causes of personnel risks in the strategic human resource management system and to characterize personnel risks within the framework of personnel management functions. This is systematized in Table 2.

Table 2 – Personnel risks in the strategic management of hotel complexes

The function of personnel management	The reasons why risks arise	Description of personnel risks
Search for employees	Long duration, lack of structuring and consistency,	The risk of employment of specialists with insufficient qualifications for the

	crisis in the market of highly qualified and motivated specialists	requirements and responsibilities set
Employee integration	Low level of staff integration into work processes and a lack of an adaptation system	The risk of premature departure or purposeful dismissal of a specialist during the adaptation period
Development of professional skills and competencies	Lack of a personnel development strategy Low motivation among employees caused by fear of changes and increased functional requirements	Loss of competitiveness of employees Loss of interest in work, which will lead to a decrease in the level of engagement Loss of employee loyalty due to management's unwillingness to invest in them
Staff turnover management	Lack of tangible and intangible incentives Insufficient support from senior management Imposing additional work and functionality	
Employee incentive policy	Lagging behind the market level of wages; lack of KPIs and motivational indicators	Reputational and image risks The risk of hunting by direct competitors Staff concerns
Qualification analysis and competence diagnostics	Lack of tools for assessing professional skills The lack of a system for monitoring the performance of work discipline and the performance of functional tasks	Risk of loss of valuable personnel Demotivation and reduction of work engagement The risk of incorrect interpretation of the results of the assessment and certification of employees

Note: compiled based on research [10]

In the modern personnel management system, the personality of an employee is given a primary role. The development of key motivational attitudes, the ability to set the right vector of actions to achieve strategic goals and tasks set by the owners of the organization, seems to be the key to the success of the personnel management system. At the same time, it is important to have a stable internal corporate culture that correlates with the increasing loyalty of consumers to the hotel organization.

Based on the results of the assessment and analysis of strategic personnel risk management in the organizations of the hotel business, the main problems of the personnel policy system and potential threats to personnel security were formulated. The strategic management level of the organization:

- Inefficiency of the personnel policy and personnel management strategy of the organization, or failure to communicate their content to the staff;
- Lack of budget financing of such management functions as development, training and certification of employees, search and qualitative selection of specialists, adaptation and increase of loyalty and motivation of the team;

- Ignoring the optimization of the personnel management system both in terms of the organization and the functional;
- Disinterest in strategic and operational personnel decisions of administrative and managerial personnel;
- The lack of a personnel risk management system and a personnel risk profile.

Conclusion

The hotel business is a complex socio-economic system, which is one of the dynamically developing sectors of Kazakhstan, and has a fairly strong impact on the development of society. Of course, the sphere is actively developing, as evidenced by the positive dynamics of the opening of new accommodation and the annual growth of tourists and visitors.

We firmly believe that the operation of more highly rated hotels plays a crucial role in the development of the entire hotel industry. Such hotel complexes form a high reference standard not only in material and technical equipment, but also in the level of services provided, as well as a high level of staff qualification. In turn, this contributes to the active involvement of talented specialists, future idea generators and industry development. Their commitment to their place of work has a direct impact on the dynamics of the current staff and the formation of personnel risks.

Such a level of organizations, for the most part, demonstrate an appropriate approach to personnel management. The active introduction of advanced and innovative methods of working with personnel helps to minimize possible risks arising from the workforce.

The interest of the community, not only among managers and managers, but also practicing researchers in this field, in how advanced domestic and foreign hotel chains and individual enterprises regulate personnel management and personnel risks, continues to grow steadily. It is worth having an idea how employees of various levels assess their working conditions in this field, as well as whether they have the opportunities and prerequisites for career growth, whether they have sufficient potential for professional growth and long-term development in the hotel business.

Thus, as it was presented, the conducted research is aimed at studying the level of strategic management of personnel risks in hotel organizations of the Republic of Kazakhstan. The survey results obtained and analyzed prove that there are gaps in human resource management that need to be worked out in more detail. This negatively affects the work climate in teams, limits the career prospects of employees and makes it difficult to achieve long-term goals of organizations.

More than 50% of employees are not satisfied with their current place of work. 72% of the respondents replied that modern management methods are not used in the organization. At the same time, 80% of respondents from among the administrative and managerial staff answered this way.

It is quite expected that the respondents participating in the survey considered that the key factors influencing the stability of the staff at the hotel and reducing personnel risks are the volume and stability of wages (1168 points), the availability of a motivation and incentive system (1069 points), as well as working conditions (933 points). During the interview, the respondents were asked to assess the factors that, in their opinion, interfere with the formation of a stable team and ensuring personnel security in the hotel business. The survey results

showed that the following problems scored the highest number of points: the absence or inefficiency of the personnel management system (526 points), a high degree of personnel risks in the organization (465 points) and insufficient involvement of top management in issues of personnel stability (383 points). It is not surprising that the respondents gave the highest number of points to the position "absence or inefficiency of the personnel management system", which indicates the insufficient effectiveness of HR management in these organizations.

This is also confirmed by the high number of points received for the position "high degree of personnel risks in the organization". It is important to understand that ensuring personnel security directly depends on how well the organization understands and manages personnel risks. To solve the problems that have arisen, additional attention is required from the direct heads of organizations. The authors put forward the idea of the need to develop and implement a personnel management system, a separate place in which a mechanism for managing possible threats related to human resources and a detailed profile of personnel risks will be presented.

Such a mechanism is designed to achieve monitoring on a systematic basis with a detailed assessment of the main risks to reduce the effect of their occurrence. In conclusion, we add that the work focuses on the importance of eliminating the identified problems and implementing a strategy to develop methodological and practical recommendations for personnel risk management. Practical recommendations aimed at solving these problems and improving the personnel risk management system will help prevent and minimize personnel risks in the hotel business.

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The contribution of the authors:

Legostaeva A.A. – initiating research, developing a methodology and plan, conducting data analysis and writing the main part of the article. Coordination of the actions of the authors of the work. **Stepanov M.S.** – Conducting a survey, collecting data, analyzing and interpreting data and results **Jazykbaeva B.K.** – Work on the structure of the article, preparation of the work and in accordance with the requirements of the journal, discussion of the results.

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Қазақстанның қонақ үй бизнесіндегі кадрлық тәуекел-менеджмент: инновация және практика

Аңдатпа. Қазақстандағы қонақ үй бизнесі экономика мен қоғамға айтарлықтай әсер ететін ең жылдам дамып келе жатқан секторлардың бірі болып табылады. Кадрлық тәуекелдер ең күрделі қатарға жатады және кең жіктеуге ие. Бұл тәуекелдерді басқару компанияның қызметіне теріс әсер етуі мүмкін барлық ішкі және сыртқы факторларды анықтауды, бағалауды және бақылауды қамтиды. Кадрлық тәуекелдерді ескере отырып, қонақ үй секторындағы адам ресурстарын басқаруды талдау үшін басқарудың әртүрлі деңгейлеріндегі 131 қызметкерден сұхбат алынды. Авторлар алған тұжырымдар қарастырылған қонақ үй ұйымдарындағы адам ресурстарын стратегиялық басқару дамудың төмен деңгейінде екенін көрсетеді. Бұл өз кезегінде еңбек жағдайларына, мансаптық күтулерге және қызметкерлердің жетістіктеріне теріс әсер етеді. Жағдайды жақсарту үшін авторлар Кадрлық тәуекелдерді басқару механизмін қамтитын адам ресурстарын басқару жүйесін енгізуді қарастыруда. Мақалада анықталған проблемалар мен кемшіліктерді шешудің маңыздылығы атап өтіледі, олардың бірі зерттелетін саланың кәсіпорындарында кадрлық тәуекелдерді басқару стратегиясын енгізу болып табылады. Алынған нәтижелерге сүйене отырып, авторлар бұл мәселелерді Кадрлық тәуекелдің типтік профилін құру және енгізу арқылы шешуге болады деген болжам жасады. Бұл ұсыныстың ұсынымдық сипатына қарамастан, олар сөзсіз әсер ете алады, Кадрлық тәуекелдердің санын азайтады және олардың осы саладағы ұйымдардың даму динамикасына теріс әсерін тоқтатады.

Түйін сөздер: тәуекелдерді басқару; Кадрлық тәуекел; қонақ үй бизнесі; адами ресурстарды басқару; Кадрлық тәуекел профілі.

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Кадровый риск-менеджмент в гостиничном бизнесе Казахстана: инновации и практика

Аннотация. Гостиничный бизнес в Казахстане является одним из самых быстрорастущих секторов, который оказывает значительное влияние на экономику и общество. Кадровые риски относятся к числу наиболее сложных и имеют широкую классификацию. Управление этими рисками включает в себя выявление, оценку и контроль всех внутренних и внешних факторов, которые могут негативно повлиять на деятельность компании. Для анализа управления человеческими ресурсами в гостиничном секторе с учетом кадровых рисков был опрошен 131 сотрудник различных уровней управления. Выводы, полученные авторами, демонстрируют, что стратегическое управление человеческими ресурсами в рассмотренных гостиничных организациях находится на низком уровне развития. Это, в свою очередь, негативно сказывается на условиях труда, карьерных ожиданиях сотрудников и достижений. В целях улучшения ситуации авторы рассматривают возможность внедрения системы управления человеческими ресурсами, включающую механизм управления кадровыми рисками. В статье подчеркивается важность разработки решений выявленных проблем и недостатков, одним из которых является внедрение стратегии управления кадровыми рисками на предприятиях исследуемой отрасли. Основываясь на полученных выводах, авторы выдвинули гипотезу о возможности решения этих проблем путем создания и внедрения типичного профиля кадровых рисков. Несмотря на рекомендательный характер данных предложений, они способны оказать влияние, снизить количество кадровых рисков и остановить негативное влияние их наступления на динамику развития организаций в этой сфере.

Ключевые слова: управление рисками; кадровый риск; гостиничный бизнес; управление человеческими ресурсами; профиль кадровых рисков.

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