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STRATEGIC APPROACHES TO MINIMIZING STAFF TURNOVER IN THE HOTEL AND RESTAURANT BUSINESS IN THE DIGITAL AGE

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In the contemporary management system of hospitality enterprises, personnel management should be regarded not as an auxiliary administrative function but as a full-fledged subsystem that directly influences service quality, labor productivity, the stability of operational processes, and the competitiveness of an establishment. This is especially relevant to the hotel and restaurant sector, where a significant share of customer value is created through direct interaction between employees and guests. Recent works on human resource management emphasize that the integration of personnel decisions with an organization's business objectives creates the foundation for long-term performance and the development of human capital [1; 2].

The purpose of this paper is to substantiate the role of the personnel management system as a management subsystem in the hotel and restaurant sector, with an emphasis on work schedule planning, workload optimization, motivation, staff turnover minimization, and the use of digital HR tools. To achieve this purpose, structural-logical analysis, generalization of scholarly publications, a process approach to organizing the HR function, and the interpretation of current approaches to HR analytics were applied.

The first key element of the subsystem under study is the management of employee competencies. In the hospitality sector, this involves the systematic reskilling of frontline employees and the continuous development of their service-related soft skills and digital capabilities. This makes it possible to introduce new service standards promptly, mitigate personnel risks in a timely manner, and maintain a high-quality customer experience in line with the enterprise's strategic objectives [2; 3].

The second element is work schedule planning and workload optimization. For accommodation facilities and restaurant establishments, this issue is of dual significance because it affects both the continuity of business processes and employee satisfaction with working conditions. Uneven shifts, excessive workload, and insufficient managerial support are directly associated with work-life balance disruptions, professional burnout, and a higher risk of resignations in the hotel sector

[4; 6]. Consequently, there is a need for analytical shift planning that takes into account peak workloads, demand seasonality, employee qualification levels, and compliance with labor legislation.

The third block is staff motivation. An effective motivation model in hospitality is not limited to material remuneration; it combines financial incentives with career development, recognition, schedule flexibility, and the quality of the working environment. Such an approach is fundamentally important for service enterprises because high employee engagement affects not only internal productivity but also the guest's overall service experience. Studies in the hotel business indicate that compensation, development opportunities, and a sense of organizational support remain the core factors of motivation and retention, especially under unstable market conditions [4; 5].

Particular attention should be paid to the analysis and minimization of staff turnover. For hospitality enterprises, this indicator has strategic significance because high turnover is accompanied by recruitment, adaptation, and training costs, as well as reduced service stability. Practical management tools in this area include exit interviews, monitoring the reasons for resignations, personnel breakdowns by departments, retention programs, and flexible professional development trajectories. Recent studies in the hotel sector demonstrate that HR practices aimed at retention become more effective when they are combined with targeted employee support and take into account the external instability of the labor market [4; 5].

The fourth component is the automation of HR processes. The use of specialized HRM, ATS, and Workforce Management (WFM) systems integrated with hotel PMS or restaurant POS platforms makes it possible to centralize personnel data, automate routine operations, improve shift planning, employee evaluation, and analytical reporting. Researchers of HRM digital transformation note that the digitalization of personnel processes contributes to higher productivity, cost optimization, stronger employee loyalty, and the transition of the HR function from administrative support to strategic partnership [2; 3]. For the hotel and restaurant sector, this means the ability to respond more quickly to changes in demand, plan the workforce more accurately, and improve the quality of managerial decisions.

Therefore, the personnel management system as a management subsystem plays a strategic role in the hotel and restaurant sector. Its effectiveness is determined by the ability to combine competency management, work schedule planning, workload optimization, motivation, staff turnover control, and digital automation within a single managerial logic. The practical value of this approach lies in its capacity to increase labor productivity, service stability, employee satisfaction, and the resilience of an enterprise to changes in the external environment. A promising area for further research is the development of applied HR analytics models for hotels and restaurant establishments, taking into account seasonality, labor mobility, and the digital transformation of service processes.

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