

8. Front house robots, work with guests. Back of the house robots, work in the kitchen. Such technologies allow to achieve the best quality of the product in network institutions.

9. Self-service ATM. Usage for fast food and fast food formats.

10. Online restaurants-the restaurant should be available on the Internet or a special site with a menu optimized for mobile phones, mobile applications and pages of the institution in social networks with an employee who quickly answers questions [2].

Thus, the use of foreign trends will allow domestic restaurateurs to ensure the sustainable functioning of the restaurant business in the selected market segment by reducing the cost of finding new ideas and concepts and attracting new consumers, as well as increasing its profitability and competitiveness in the market of restaurant services.

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## STAFF TURNOVER AND RETENTION IN THE HOTELS

Hotels often face human resources management problems that should be quickly solved or minimized. The main ones are staff turnover and retention. *Staff turnover* is one of the most common problems at a hotel. Firstly, the specificity of the hotel business is characterized by such factor as seasonality. It affects not only hotel congestion, but also staff mobility. Peaks of layoffs most often occur at the beginning or end of the high season. Firstly, the linear hotel staff is more susceptible to changes in their personal and professional directions, and the approach of the next season (no matter low or high) often becomes a reason for changing work or lifestyle. For example, with the beginning of summer, young employees sometimes change their place of residence, go to other cities or countries, travel. Older employees often move in the summer countryside with the beginning of the summer season. Secondly, the departure of employees also at the end of the high season is associated with a possible expected reduction in wages. In the low season, the volume of hotel activity decreases, which affects not only its income, but also the income of employees. Some hotels during the low season reduce the working hours for employees of certain services and

positions in order to optimize costs, in other cases, employees lose part of their wages due to the lack of a bonus part during the low season. This factor is especially acute for linear staff — waiters, reception desk administrators. Motivational programs and optimization of the staffing of the hotel can influence the solution of the problem of “seasonality” of staff.

Another difficulty affecting hotel staff turnover is the *problem of retaining new employees*. This question relates to personnel who have been hired relatively recently and who decide to quit during the first year. This trend is especially prone to employees with no work experience (university graduates) and employees who do not have experience in the hotel industry. They call the reason for their dismissal improperly organized adaptation programs in hotels in which they did not have the desire to stay for a long time, much less build a career. The lack of competent procedures for introducing a new employee not only into the position, but also in the specifics of the hotel company and its corporate culture, the lack of a professional mentor and the necessary development program lead to the final result of the young employee leaving the company.

Graduates of specialized educational institutions planning to build a career in the hotel industry often make the decision to change their specialization due to unjustified expectations from working in hotels. This trend is associated with low salaries in linear positions and the stressful nature of work, as well as a lack of understanding of the possibilities of growth and development in the hotel. This is especially often seen at starting positions in independent hotels. The young employee is not informed how and under what conditions it is possible to upgrade, what training and professional development programs are provided for in the enterprise, what period of work is required for career growth in the future. Multilateral cooperation with educational institutions, thoughtful programs of adaptation, training and staff development will allow hotels to grow their own necessary staff. In addition, such a measure will increase the attractiveness of the hotel industry as a whole, making it a promising environment for the professional and personal development of young specialists.

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