

Staff Management at International Hotel Chains

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Abstract: *The article is devoted to the development of innovative approaches to staff management at international hotel chains. The article describes personnel as a driving force to solve problems related to the competitiveness, economic growth, and efficiency of international hotel chains. It is proved that staff management is the key component of the management system at modern hotels, as all targets of a hotel are achieved due to personnel ideas, approaches, and energy. It is determined that the staff management system requires improvement of methods of work with personnel and application of achievements of foreign science and practical experience, and this requires fundamental changes in the vision of the staff role in the development of international hotel chains and understanding the importance of career growth, which becomes the strategic task of both a hotel and a worker.*

Keywords: *innovations, management, personnel, international hotel chain, competitiveness, career growth, hotel business.*

I. INTRODUCTION

The innovative activity of international hotel chains is determined, first of all, by personnel quality and qualification as well as creativity. Complicated requirements of employers to human resources cannot automatically ensure higher hotel competitiveness. It is a complex process and depends on many factors. However, the leading role of innovative personnel is undisputed. A simple combination of other resources or performance by personnel of traditional tasks do not provide the necessary acceleration of innovative activity of international hotel chains.

All of it makes relevant the application by international hotel chains of new approaches to staff management in the light of developing personnel skills and motivation to search for nonstandard approaches with the purpose of solving the problems. In this context, personnel, as a limitless resource, becomes the key source of innovative competitive advantages in the market.

International hotel chains, mainly, have obsolete approaches to management supplemented with problems of deficiency of management culture and desire to form it among the owners. That is why, search for and implementation of modern, innovative approaches to staff management is a key and urgent task. At the same time, it should be noted that there is a problem with the formation of an effective staff management system at international hotel chains at the level of scientific and organizational-methodological research.

Approaches to the development of international hotel chains are studied by Dukhovnaya [1], Machalkin [2], Mukasheva [3], Safronova [4], Tarasenko [5], Ushakov [6], Nikolskaya [7] and others. However, the analysis of recent research and publications shows the insufficient study of innovative approaches to staff management at international hotel chains. Besides, scientists study personnel as human capital and staff management as a system ensuring attraction, development, and motivation of personnel to innovative work under different conditions.

II. METHODS

The theoretical and methodological basis for the research is as follows: the abstract-logical method, induction, deduction, analysis, synthesis, systematization – to justify the approach to the identification of tendencies in the development of the staff management system at international hotel chains; the statistical-economical method and graphical methods – to study the level and tendencies in personnel management at international hotel chains and their visual image.

The informational basis of the article is made of statistic data of the state agencies, legislative and statutory documents regulating aspects of the development of international hotel chains, evaluation of hotel efficiency under current conditions, and research results.

In the course of the research, it is planned to systematize aspects of the development of international hotel chains, to work out measures referred to the coordination of activities among main participants in the hotel business, to justify economic provisions on innovative staff management at international hotel chains under modern conditions.

III. RESULTS

Experience has shown that it is human capital that advances business objectives of international hotel chains. At that, personnel development is the complex of internal successive stages and tools elaborated and implemented at international hotel chains.

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Innovative Approaches to Staff Management at International Hotel Chains

However, human resource management under current conditions should be studied as the policy and philosophy focused on attraction, development, motivation and keeping of employees ensuring the efficiency and survivability of international hotel chains.

In compliance with the modern concept of staff management, the key activities, which should be considered in the practice of functioning of international hotel chains, are as follows: the staff management methods, according to which staff as the object of management is critical for development and should be considered as intellectual capital requiring implementation of effective development tools; formation of efficient staff management systems that is impossible without system organizational changes focused on the achievement of strategic goals of development of international hotel chains; search for efficient technologies for headhunting, hiring, promotion and creation of conditions for staff balanced growth.

As the international hotel business becomes more and more unstable, the importance of forming innovation-based competitive advantages in hotels is increasing. It requires the application of new innovative methods of staff management – ways of impact on collectives and employees separately with the purpose of coordinating their activities in the process of functioning of international hotel chains.

Traditional staff management methods at international hotel chains have the following groups: administrative, economic, and socio-psychological. They are still practically used and form the basis of relations between employers and

employees. However, in the modern innovative world, these methods are not so effective, as they used to be before. Besides, the efficiency of their application depends on many factors, namely: socio-economic relations, national economic development, household income, hotel life-cycle stage, strategic goals.

That is why international hotel chains focused on sustainable development find new ways to improve personnel efficiency that in future will ensure the formation of system competitive advantages. At the same time, although workforce productivity is the basic factor for studying the efficiency of utilization of labor resources, modern theories go on to investigate the nature of this parameter, but in relation to labor resource management systems.

Investigations prove that under modern conditions the basis for higher performance is the management system, but only due to its transformation into an integral and balanced labor resource management system aimed at improving the organizational environment, developing organizational culture, and coordinating corporate and public values. Only due to the unique combination of the mentioned components, each hotel can form competitive advantages, which should be difficult to understand by other competitors.

The study of staff management at leading international hotel chains makes it possible to state that innovative methods are implemented on the stages of staff selection, efficiency evaluation, training, probation, application of the reward system, and career management (Figure 1).

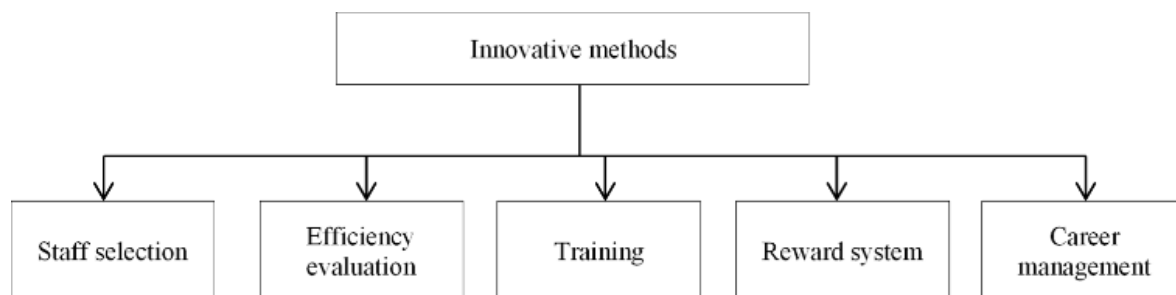


Fig. 1. Main areas of application of innovative staff management approaches at international hotel chains.

Thus, to ensure high staff motivation under modern conditions, international hotel chains shall: accelerate processes for improvement and modification of traditional management methods in the context of ensuring utmost efforts in the new business environment; implement innovative approaches and tools, which give rise to the staff creative potential.

At the same time, the terms of the application of any method, which could be more efficient in the hotel business, can be basically defined by their comparative analysis as to advantages and disadvantages. Thus, innovative staff management methods are more effective in the light of comparing their advantages and disadvantages. Innovative management methods comply with the competence-based approach that provides for a focus on personnel training and a thorough selection of candidates by competence criteria. It will be of benefit in the future both to the employee and to international hotel chains.

It is known that leading hotel chains are continuously searching for ways of improvement of their services in order

to keep their market positions. To make an improved innovative product, a driving force is needed, that is, innovative personnel. Such personnel does not hesitate to challenge, be creative, make new things, offer ideas to the management as for hotel development and be client-oriented. The international hotel chain shall promote it by different methods, motivate, but not suppress the initiative. The results of the study of the application of traditional and innovative staff management methods at leading hotel chains are shown in Table 1.

International hotel chains are mainly focused on the use of innovative approaches as the potential of traditional approaches is exhausted. Some large hotel facilities, guided by the experience of successful corporations and having understood a formula for success, get to a new effectiveness level due to the successful staff management.

Table 1. Experience of using traditional and innovative staff management methods at international hotel chains.

The international hotel chain	Traditional methods	Focus	Description
	Innovative methods		
InterContinental Hotels Group	Innovative methods	Training	Attention is focused on the development of employee’s skills and directing them to the relevant career path.
Marriott	Innovative methods	Training	Continuous training is delivered mainly for self-development, as well as skill training that can be used in other areas.
Accor	Innovative methods	Activity evaluation	The international hotel chain uses an independent reporting system. It means that employees meet their heads as needed.
Hilton Hotels Corp.	Innovative methods	Training	The hotel chain conducts human resource management programs focused on manager training. During training, the managers study the innovative staff management methods, in particular, the staff selection system, the remuneration system, training and definition of goals and efficiency assessment.
Best Western Int.	Innovative methods	Activity evaluation	The international hotel chain created 4 applications for employees. It helps to arrange work. Employees independently fill out a profile, choose training courses, programs, and the vacation period. Managers can use the staff selection application to publish vacancies, look through applications and expenses incurred by the chain to fill the position.
Starwood Hotels & Resorts Worldwide	Traditional methods	Economic incentives	First of all, the basis is made by staff motivation, both financial and nonfinancial.
Carlson Hospitality Worldwide	Innovative methods	Career management	Staff development and career growth. The company promotes know-how implementation and development.
Hilton Group plc.	Innovative methods	Activity evaluation	The international hotel chain evaluates the efficiency of each employee annually. Such evaluation results in salary revision and annual bonus identification. Besides, the hotel chain has a system of additional incentives and social guarantees.
Hyatt Hotels	Innovative methods	Staff selection	Unique staff selection system consisting of three-four rounds.
Sol Meli SA	Innovative methods	Training	Establishment of leadership centers to develop staff potential. Besides, assistance to the specialists in professional issues, such as marketing, planning, telecommunication, and finance.

Only understanding of the importance of investments in staff development can take international hotel chains to the next level. Motivated and willing employees with a new useful bundle of knowledge, as a rule, bring profit and prosperity.

IV. DISCUSSION

The reliability of the above approaches is proved by the fact that currently, HR at international hotel chains shall solve such problems, as human resource planning; creation of the staff pool; selection of candidates; definition of the candidate pool; staff selection from the candidate pool; conclusion of labor contracts; evaluation of labor of each employee; position change, promotion, retirement depending on work results; carrier guidance and orientation – introduction of new employees to the personnel, service processes.

The research shows that with the purpose of successful development, international hotel chains shall manage

selection, training, evaluation, and remuneration, that is, be able to create, apply and improve special methods, procedures, and programs for arranging such processes. Under these conditions, innovative staff management makes it possible to use a new angle on professional success, and in the face of it, the special system of selection, retraining and social integration of employees is formed.

Nevertheless, innovative staff management approaches deviate more and more from the priorities of monetary incentives. There is no need any more to prove that a promised reward promotes the concentration of mechanical efforts and assists in succeeding in such spheres of the hotel business, where employees’ attention is focused on the achievement of a specific goal. However, if it is necessary to apply a no-standard solution, a promised reward is a factor leading to negative results – lower performance.



Now, the innovative staff technologies based on HR processes are the most popular and can be used in personnel management: personnel formation technologies; the differentiated remuneration system, including the achievement public recognition system; assessment of personal contribution based on competence models; career and personal development planning technology based on the personnel competence assessment system; personnel evaluation and qualification technology; personnel displacement technologies.

The staff selection system ranks among the most important innovative approaches to staff management at international hotel chains as the hotel business places additional demands on the potential employee. Apart from traditional qualities (skills, experience, work ethic, theoretical knowledge), a manager shall have creative potential, mental flexibility, adaptability under quick-changing conditions, and capacity for learning and re-skilling. In addition to standard ways of employee potential assessment, a manager shall use quality assessment, which includes personal creative qualities.

Besides, innovative staff management at international hotel chains ensures a high level of implementation of innovations and shall be supported by personnel creative abilities and achievements. While assessing personnel qualities, it is important to combine typical quantitative methods with qualitative criteria. As personnel information refers to past achievements of candidates, it is difficult to evaluate a candidate's adequacy to future working conditions.

V. CONCLUSION

Summarizing the above, it should be noted that personnel is considered as a driving force to solve problems related to the competitiveness, economic growth, and efficiency of international hotel chains. Under these conditions, staff management becomes the key component of the management system at modern hotels, as all targets of a hotel are achieved due to personnel ideas, approaches, and energy. At the same time, the staff management system requires improvement of methods of work with personnel and application of achievements of foreign science and practical experience.

All of it requires fundamental changes in the vision of the staff role in the development of international hotel chains and understanding the importance of career growth, which becomes the strategic task of both a hotel and a worker. It actually requires changing the philosophy of relations between employers and employees in the hotel business. Thus, a balance between traditional organizational-economic, socio-psychological, and legal management methods, and search for new mechanisms and innovative staff management methods become of strategic importance.

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