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RESOURCE MANAGEMENT – HOTEL ZIRA HUMAN RESOURCE MANAGEMENT DEPARTMENT ANALYSIS

Abstract: The world is changing at a fast pace in a number of different areas, economically, politically technologically and socially. All these facts have strong impact on how managers organize their work. Traditionally they focus on delivering efficiency through large bureaucracies which are hierarchical in nature, very much around process and stability. What this mitigates against perhaps it is innovation and flexibility. A demand is no longer predictable and service has to be equally flexible for demand that exists nowadays. The emergence of post bureaucratic organizations is about being leaner, flatter and being much more network-based. Within that network employees are being empowered to take responsibility for producing innovations themselves. In order to speed up the process it is critical to systematize the process of managing people in the back office. Human Resource Management strategies are being transformed by internal social networks and social human resource technologies to better collaborative, transition into social enterprises, and change the positioning of human resource departments from back office to front office activities. All of these subjects are applied and the case study of hotel Zira human resource department is explained and showed in detail with the specific questionnaire. One of the main challenges that human resource management is also facing is the talent management and the number one responsibility of leadership is how to manage talent, how to attract it, utilize and eventually retain it.

Key words: Human resource, hotel Zira, management, strategies, leadership;

Introduction

The purpose and objective of this paper is to highlight the importance of well-organized human resource department, such as one in hotel Zira and to show how information technologies can help the hotel company to gain competitive advantage by taking care of their employees and demonstrating that to the most valued guests. For today's hotels, using new and modern technologies, such as human capital management software and its features, is very important. This is a way to produce the best quality service and to maintain and recruit the best workforce.

Examples were given of how modern technologies are helping human resource processes and their improvement.

A strategic role of human resources is also highlighted as not only being important for the department itself, but for the overall business as well. A subject of this research is the analysis of hotel Zira's human resource department, what their main stages of business are, how they recruit, select and manage their employees. Also what are the training methods and what it takes for them to improve the optimization of work and make their workforce a strategic tool for placing the hotel in competitive market? All of that can

be possible with the use of modern technologies and their devaluation and development, which are the essential part of our everyday lives. It is especially relevant when it comes to business processes in companies such as hotels in tourism and hospitality industry that are growing really fast. The subject of this research is to show how those modern technologies help us with organizing activities that concern human resource management and their workflow. Human resource department has become an important part of any company, especially in the hotel industry where people, in this case employees, are the most important part of creating and producing a successful service.

Human resource planning and selection in hotel Zira

Human resource planning in hotel Zira represents a very complex job. Currently there are 96 people employed. In the increased period of work, the hotel used to employ additional workforce so that number of temporarily employed people increased up to 10 people in certain periods. Those employees were usually internship students, temporarily unemployed or young people that did not have much experience. With them, contracts were signed on the determined time, most often through some of the youth society. In that way, employee fluctuation rate was 10% in the last year, while leaving organization rate was about 5% mostly because of finding other job or not completing management expectations. Number of those who improved was lower, while on empty work place came the ones with work experience.

Hotel Zira has with its business, before everything marketing activities, succeeded to differentiate and point out in tourist offer of Belgrade city but form Serbia as well and not only as a hotel that is aimed for business people, but for those that come from many other reasons. After marketing activities, importance in business also has the use of information technologies (Micros Fidelio program) and reservation online systems as well.

Comparing to other hotels in Belgrade with the same category, hotel Zira stands out according to reviews, comments, impressions that guests make (Internal documentation, „Hotel Zira Belgrade").

Types of training and orientation process in hotel Zira

Hotel Zira management has from very beginning invested in training of employees through all departments – reservations, reception, sales department, restaurant department and restaurant itself. That is all necessary because this hotel is one of the first that started using modern software package for hotel and restaurant business – *Micros Fidelio*. Therefore, the training for work in Suite of Fidelio and Micros system that lasted for two weeks, four hours daily was necessary before the opening of the hotel so that employees could be empowered for everyday work. For the employees that later started with work and are starting now in this hotel, in case they don't have any previous experience in work with this programs, directors of the department are teaching and introducing them with these systems. In the first year of hotel business, there were short training sessions for employees in reception so that all of them in this department could apply the same procedures in answering the phone, guest check-in and check-out, reservation taking etc.

Trial work period lasts for three months. In case the management expectations realizes, a six month contract is signed and then after a year, an employee is taking the permanent job position. Basic direct manager job is to provide maximum help to every new employee so that he or she could fit

to the work environment and connect with colleagues for the quickest and effective duty performance. Depending on how successful process of socialization and orientation it will determine the effectiveness and efficiency of the new employee job realization (Internal documentation, „Hotel Zira Belgrade").

Human resource management transformation

Best practice from a company does not work, what is needed is the best system and if one practice is pulled out of that system without managing it in whole, the practice may not be implemented well. The same is with the HR (human resource) transformation. It is important to know the roadmap of what a good HR transformation looks like. It could be divided into four phases (David Ulrich, 2009):

1. The purpose of transformation (why?)

    HR transformation is done to better respond to a business context. The context has general, environmental conditions (political, social, economic, demographic, and global) that change the world that we live in. Context also has specific stakeholders – investors, customers, union groups, suppliers, regulators. These stakeholders and the general conditions give the rational of why HR transformation should be done.

2. The result of the transformation (so what?)

    Question „so what?" begins to define the outcomes, and what the benefits of transformation are. The benefits are the capabilities that a company needs to compete and win and by capabilities it is meant – what the company is good at doing. Whatever the organization needs to be good at or known for becomes the outcome of HR transformation.

3. The way of how the transformation is done (how?)

    There are three parts and three ways of how it is done. Firstly, it is regarding a way in which HR department could be changed. HR department needs a structure and a strategy so that it can deliver against the expectations. HR also means the set of HR practices – the hired people, the existing performance management systems, the communication systems and the structured organization. When doing the transformation the accent is on the well-organized and focused on right things department, that the practices are aligned, integrated and innovated and that the people have competences for the future.

4. Providers of the transformation (who?)

    Who has what responsibilities, between the line managers or often the owners, HR professionals and employees (the recipients)?

    When all of these phases come together the successful HR transformation begins to effectuate in the company.

Social networking and human resources

In business today, social interaction and collaboration have transformed from face-to-face culture, to a virtual culture. Through simple engaging tools employees can harness the collective intelligence of workforce and seek ideas from network, as they communicate and work together. Sharing content and knowledge in real time has never been easier because now it is possible using different solutions to collaborate globally, anytime, anywhere and with any device. The thing that attracts researchers and what the area of growing popularity is the use of social media by businesses. A report from 2012 predicted that there were approximately 1.43 billion social media users which is increase

of 19.2% compared to 2011. Businesses are clearly concerned by this massive usage of social media, since there are still lack of knowledge and perception about the usage of social media especially in context of service innovations. However, some of the businesses such as Facebook, Twitter or You Tube are being represented through the social media, and they see the usage of it as an improvement of communication with their customers through receiving valuable feedback on improving business performance (Eric Ng, 2015).

Some survey results proved literature affirming that employers should acknowledge social networks as an applicable recruitment tool, particularly between Generation Y and more known as the „Millennials". While all participants commonly preferred electronic methods of job application and recruitment, results indicated Generation Y respondents use social networking websites more often than non-Generation Y respondents. Generation Y is mostly known for their technological savvy (Eric Ng, 2015). According to a research where 575 students from 76 schools were questioned, 59% of generation Y students answered that they use social networking and internet daily. Most of them (85%), used Facebook in the last month and 99% is looking for a job through internet and about 85% of them use internet for communication on daily basis other than internet (Sky Brown, 2009).

The focus should be on „so what?" question, for how to take what the trends are and put them into practical action. The thing is actually about social, because it is human resource's business. Before all the trends started to take action there was a lot of apprehension seen in the market and among the human resource professionals, for example

blocking of sites so that employees could not get on Facebook and other social networks. But now what more and more professionals and leaders are finding is that people collaborate in multiple different venues to get things done and social is a way for that to happen. The internal strategies for social networking need to start mirroring the external strategies pertaining to social networking. Social can help us to unify the employee profile or talent profile through social data, it can help get work done and there is also possibility for managers to gain a more complete view of employee performance through social feedback (Sky Brown, 2009).

Department analysis – Hotel Zira Human Resource Management

Hotel systems are characterized by many, different and complex activities. Many of those activities are taking place almost every day and with approximately same chronology. Exactly day to day management is dealing with the realization of everyday activities problem of the systems in hotel Zira. Basically, daily management represents daily work planning and daily organization of manager's work while doing the settled activities, through its thoughtful understanding and operative treatment (work engagement) and through manager's relationship with co-workers in external and internal surroundings. Qualitative daily management importantly brings stability to the business processes and the efficiency of this hotel company (Internal documentation, „Hotel Zira Belgrade").

But firstly, let's review the workforce in Zira hotel from demographic perspective:

Chart 1. Demographic information about employees in hotel Zira
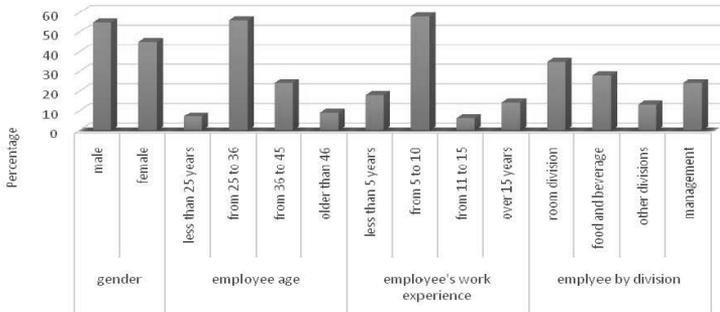
Considered a small-middle sized, independent hotel, a wide workforce spectrum does not apply to the hotel Zira. Number of employees is 96. Despite hospitality industry being characterized with a high turnover rate, Human resource department claims differently. They've lowered their turnover rate, by keeping the best people and treating them properly. Through developing employee's career, listening to them, and controlling the compensation and benefits, they've created a pleasant organization culture inside the hotel, which makes employees moving forward and being satisfied with their accomplishments in everyday work obligations.

As it could be seen from chart 1, most of the employees are male gender, age from 25 to 36, have work experience from 5 to 10 years and most of them work in room and food and beverage division. There is only one manager inside the human resource department of hotel Zira and the only one employed within it, covering all basic aspects of human resource activities such as planning of the needed workforce, recruiting and selecting them, taking care of their time and absence, ensuring that they are paid on time and retaining and training the right people for a certain needed or desired position.

A short questionnaire was made to check and see how a manager in middle-sized hotel such as Zira is organizing the staff, dealing with potential issues and what the level of work satisfaction is.

1. On what level does human resource management in hotel Zira create decisions?

Chart 2. Decision level of human resource management

An essential part of everyday planning for a human resource manager in Zira hotel would simply have to be a notebook. It is a tool for an effective working processes and an everyday reminder for filling out the needed obligations. Sometimes decisions are not structured and have to be made instantly in the same day, and sometimes they are structured and are constantly repeated. It is important for decisions of human resource management to be strategically planned.

Since a human resource manager in a Zira hotel is working beside a director of a hotel in the office, job tasks may consider helping the director or keeping a record on almost all the meetings specially the ones that concerns budget and profit at beginning of every month.

2. How do you realize recruiting for hotel Zira?

Chart 3. *Realizing of recruiting in hotel Zira*

As for recruiting there are three ways of choosing the right employee for the specific job in hotel Zira:

1) *Recommendation* – It is the most common way of employment. It considers interviewing the people who have been sent from anybody in the business circle of hotel industry in Serbia, and it's the most trustable way of recruiting according to the current situation in our country. If a trustworthy person sends a good recommendation to a human resource hotel manager it doesn't necessarily has to mean that the person got the job. There are two or more circles that need to be passed. Firstly there is an interview with the human resource manager and an evaluation of a potential hotel employee, and then there is either a Head of department or a Director depending on a job position and how responsible is it.

2) *Job practice fair* – Another way of low cost selecting and recruiting a workforce. There is a 3-4 month long of practice within a hotel and if the practitioner showed well and there is an opening, an employment would be like a reward, plus it simple from an orientation and training perspective since the person is already familiar with the hotel organization, people, culture and work itself.

3) *Job advertisement* – This is the last option for hotel Zira human resource department for recruiting, since it demands a lot of time to look at all the job applications, to select the right ones and interview them.

Since hotel Zira had some bad experiences with the respondents and spending a lot of time talking with non-accurate ones that applied for the job even if they did not have what the job add ask them for, they are not publish them anymore, only if it is the last option.

3. How high is the level of satisfaction for you as a human resource manager and your employees?

Chart 4. The level of work satisfaction of HR manager and employees

Main reason why there is high level of work satisfaction is the good communication. According to words of human resource manager in hotel Zira, the key in employee's satisfaction lays in maintaining the good and constant communication, especially if there is a problem with other employees or the given tasks and instructions for something are not clear enough. Developing the strong connection between a manager and their main resources – employees, can bring you competitive advantage, and boost effectiveness of everyday job activities. What particularly characterize the employees at hotel Zira are courtesy, professionalism and communication skills of employees. Every employee has a plate with their name (name tag) at all times ready to assist guests and to inform him about everything that interested him. Employees are characterized by exceptional patience; they are helpful, with general culture and education, but also the level of information that is essential in this business. All staff members speak good English, and a few have even one foreign language.

The way Human Resource Department in hotel Zira sorts out and manages their employee's documents is by putting them in a storage specially designed for employee's data. It consists of four parts:

1) *The blue colored folder:* Collects all the basic data of an employee. For example: Signed job application by employee with the picture attached, basic information about them, their address, phone number in needed case, CV, copy of an identification card, copy of bank card, copy of a graduation diploma, certification that

they've not been convicted, work book, and etc.

2) *The yellow colored folder:* Agreements and annexes to the agreement and everything else that has to do with the agreements.

3) *The green colored folder:* Employment and deployment documents and all the ones attached to the pension, health and social assurance.

4) *The red colored one:* Copy of diplomas, commendation, punishments, sick leave verification and all the other things that does not concern the other folder's content.

4. Need for automation of the business processes in human resource management for easier organization:

Chart 5. *A need for automation of work processes in human resource department*
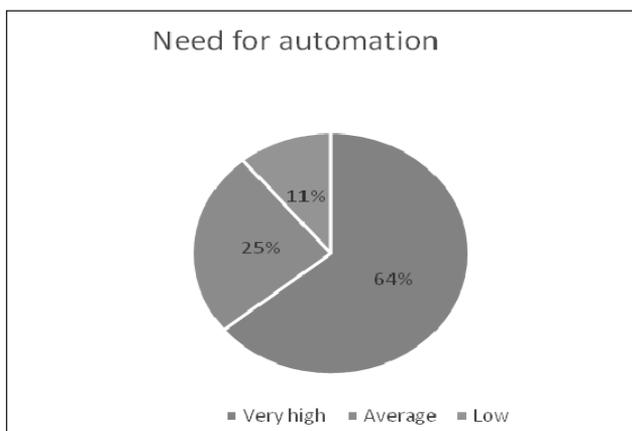
Although HR department in hotel Zira has established a good system that is coordinating work in the most simple way possible, there are still some of the challenges that manager is facing with. First of all the update of important information attached to the employee's file, when is the contract expiring, whether they need any benefits, how are they improving, when is their birthday as a more personal data, and so on. According to the words of human resource manager, it is important to make a hotel place where people are feeling comfortable, and the place where they want to be. Selecting the right people is critical for driving business results, but human resource managers often struggle to get the right candidate.

Therefore, there is a need for having a quality modern solutions that provide quick feedback from interviewers, have a checklist of skills to interview for, nowadays, candidates can even submit feedback on a smartphone or tablet so the manager gets it fresh and on time. The fact is that an employee face challenges, such as too many paperwork, poor communication and busy managers – all hurting time related to productivity and retention. Therefore there is also needed some kind of modern solution that would guide, connect and develop and help the new hires get engaged and productive fast. Laying a great foundation for a successful career is about making a new employee feel connected and useful as quickly as possible.

Closing opinion on the research

Even though human resource department in hotel Zira operates well for now, what is crucial to mention is that business processes in contemporary world are constantly changing and as a robust growing business such as hotel it is important to have a human resource management system with guiding technology that will lead manager trough employee's lifecycle. Today's human resource departments are struggling to find the technology to help them work faster. Therefore another main characteristic of modern techniques would be something like social networking, as an easy way of connecting people through the company. In that way employees could help themselves, ask for a concerning question and get a quick answer, talk to a mentor or even find out for some new services and programs that company is ready to launch, set meetings etc. Maybe these are all characteristics of a large hotel chain, but some of the applications could be applied to the smaller, middle-sized hotels, such as Zira hotel in Belgrade for better work optimization of human resource department. Guess it is just a matter of time, when our hotels are going to not only implement a qualitative solution to make faster, better and accurate decisions, but to even develop the human resource department itself.

Conclusion

Companies want a unified experience for their leaders and a big part of that is – mobile. So it is not about that unified experience on their lap top, but the fact that they could be at their desk and in the same time all the data is on their tablet when they go to a meeting. In the end everything is about the employee and about anticipating when an employee is going to make a choice about the next step in their career. The company should be able secure that point in time and be able to move them ahead in the organization. The thing is that if the company can predict the evolution of their high performers and if they are likely going to leave the company, to give them convenience instead and keep them longer within the organization. What all of that actually means is that the human resource management is completely transformed to the fully talent pipeline, from sourcing to succession. Global view stands in processes of hiring, on boarding, time tracking, compensation, performance, goals, development, succession, talent reviews, payroll and the only way to do that is to have the unified experience for the people and the unified experience of information for the leaders. A work is no longer an office, but a mindset.

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