

## FEATURES OF PERSONNEL MANAGEMENT IN NETWORK HOSPITALITY ENTERPRISES ON THE EXAMPLE OF KAZAN CITY

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**Abstract.** In the modern world, when the number of traveling people is steadily increasing, Russia is striving to attract tourists by increasing the number of tourist exhibits. The logical answer to the constant increase in the number of tourists is an increase in the number of accommodation facilities, therefore the hotel business is among the priority areas for the development of the socio-cultural service. Since the geopolitical and economic situation is not conducive to the rest of the Russians in foreign resorts, an increasing number of our fellow citizens are choosing domestic places for recreation. Accordingly, we are witnessing the effect of two trends: the first is an increase in the tourist flow within Russia, the second is an increase in the number of collective accommodation facilities, which leads to increased competition in the hotel services market. In the current conditions of tough competition, those hotel enterprises that are able to satisfy and even anticipate the guests' needs win. At the same time, the struggle goes not only for the guest, but also for highly qualified staff, and the correct selection, evaluation of candidates, the adaptation of a new employee and competent staff training is the key to the success of a modern hotel enterprise. Despite the fact that the vector of modern scientific research has long since turned to the side of practical disciplines and the topic of personnel management has found multiple reflections in scientific works, still not all hotel enterprises in Kazan managed to build a competent personnel management system. The only exception is the international network hotels in the city, in which this problem is given special attention.

Thus, this work can be used as a practical and methodical manual on competent personnel management in hotel enterprises.

**Keywords:** hotel, company, manager, management, hotel enterprise, staff, influence.

**1. INTRODUCTION.** Historically, the management system has received much attention. Then labor relations between the masters and their apprentices were considered. As you know, the work of craft workers, being one of the most primitive types of activity, provided for some kind of labor relations between workers, their own hierarchy system, work schedule, material reward, which, as a rule, was piece-rate and much more.

On the basis of the established schools, new scientific concepts of personnel management are actively developing [1]. One of the modern approaches is "Management without hierarchy" (from it. Management ohne Hierarie). The main objectives for the organization when using this concept are:

- Refusal from the sole management of resources and information;
- The abolition of such concepts as "sanctions" and "remuneration";
- Power is no longer concentrated only in the hands of a director of a firm or enterprise;
- Availability of autonomous groups with the possibility of self-regulation;
- Now not only the economic indicators of the company are taken into account, but values based on humanism are also being approved.

**2. METHODS.** In the hotel industry of the 21st century, more than ever, highly-skilled personnel who can professionally, quickly and effectively solve their tasks are valued [2]. In most cases, the management of the company will want to employ a specialist who has a certain set of knowledge and has experience in a similar position in another company. By doing so, the hotel company saves time for employee training, and the new team member suffers less stress, because he has already mastered many of the responsibilities at the previous place of work. There is a diametrically opposite point of view [3]. Some companies, on the contrary, are of the opinion that it is easier to "grow up an employee by yourself" than to accept an employee with already existing experience in another hotel enterprise. Recruiters of such hotel enterprises declare that when they take an employee without experience to the starting position, they can be sure that the employee acts as a "clean slate": often such employees are very enthusiastic about the information, they are usually ready to act according to the method of work established by this company [4].

That is why one should be extremely attentive to the recruitment at the hotel, invite active, communicative, cheerful people ready for team work to work, because without a team, a hotel is just a building, rooms, a restaurant, etc.

**3. RESULTS AND DISCUSSION.** In the course of the work of the hotel employee, similar situations are expected, the correct exits of which are stated in the hotel standards. Despite this, some employees, because of their inexperience or the fact that they themselves do not attach particular importance to certain aspects of the work, make mistakes, which subsequently cost the hotel reputation and cause damage [5]. Of course, employees learn from mistakes, after they are committed, it is necessary to talk with the unit manager and do "work on the mistakes", but the most important thing is to envisage and minimize their number. For this purpose, in some hotels there is a position "quality manager". The immediate responsibilities of the manager include monitoring the activities of all hotel departments, based on hotel standards, monitoring guest reviews on specialized Internet resources, such as

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TripAdvisor.ru or Booking.com, as well as conducting training with staff, developing ideas to improve quality the service provided.

When building a competent management system in an organization, personnel management plays a dominant role, because the work of the hotel industry as a whole depends on the people who will become part of the organizational structure. Depending on the organizational structure of the hotel, the selection of personnel may be carried out by a third-party personnel agency or, depending on the number of employees, a whole "Personnel Department" is created if the number of employees exceeds 100 people. His responsibilities include the entire "life cycle" of an employee in a company: searching for future employees, appointing and directly conducting interviews with candidates, adapting staff, retaining employees, dismissing and all the documents associated with these processes.

For each stage of work of an employee in a hotel enterprise, he needs a certain level of participation and support from the personnel manager [6].

It is important for line personnel to improve their skills, a well-developed system of motivation, the ability to rotate personnel, to study the work of their colleagues and a better understanding of the activities of the entire organization.

At the same time, the training program should be individually developed for each position and include all the necessary information to fulfill the duties of one or another position in the organization [7].

When hiring, it is necessary to explain to the employee that a successful learning process does not always entail rapid progress along the career ladder, since the number of managerial positions in the company is rather limited, however, there are no barriers for daily professional growth. Provided that employees are motivated and willing to become generalists, know the nuances of their work well, and also have a general understanding of the work of other divisions of the hotel company, the guests' needs will be satisfied in a shorter period of time and the communication process between the departments themselves will be much faster.

An important factor is also the corporate culture, which in turn forms a value system, a model of the relationship of all team members among themselves and in contact with guests.

That is why, at the stage of creating a hotel, you need to think and choose a suitable type of corporate culture, which will later be used in a hotel enterprise.

Developed corporate culture is a strong strategic tool that allows you to form and concentrate on achieving common goals, mobilize enterprising employees, translating their ideas into reality. Thus, the presence of a rich corporate culture makes it possible to achieve a reduction in staff turnover, a cohesive company, as a result, a high level of service at the hotel [8].

It is important for the guest to be greeted with a smile at the front desk, settled in an immaculately clean room, promptly reacted and eliminated any problems, if any, arise during their stay in the room, the restaurant served tasty and varied food in the hotel, and when calculating mistakes. It is nice to recall and tell friends about accommodation in such hotels, I want to come back here again.

This example illustrates the high-quality teamwork of the entire staff of the hotel and each accommodation facility strives to achieve such high quality of service on a daily basis.

However, to meet the ever increasing demands of the guests and to observe the excellent quality of services from day to day is a task that not every hotel can do, which is why the hotel personnel decide if not everything, then a lot. The personnel department at the hotel has a huge responsibility, because it is thanks to their professionalism, sensitivity, ability to select and adapt new employees to work and the existing team, depends on the working environment and quality of service.

Successful work at the hotel involves identifying, meeting and anticipating the needs of guests. A competent leader conducts trainings on a regular basis, because guests can be different in their type of behavior and this should be taken into account and trained staff to work with all types of guests.

At the stage of creating a hotel, management needs to decide on the mission and philosophy of the company in order to competently manage the staff with these two tools. Consider the network hotels in Kazan, selected missions and service philosophy in more detail. In the city of Kazan, there is one hotel of the chain The Rezidor Hotel Group operating under the Park Inn by Radisson brand. The hotel was opened in 2010, the number of rooms include 151 rooms. The type of management is linear, the managers of 7 departments are directly subordinate to the General Manager. The service philosophy at Park Inn by Radisson sounds: "Yes, I can" and is designed to give truly unforgettable impressions to the guests, serve them at the highest level and teach the staff how to handle difficult situations. For heads of divisions, a separate training is held under the name "Leading Yes I Can!", Which helps managers learn how to competently recruit staff and create a productive working environment within the framework of the company's philosophy. Hilton Hotels & Resorts hotels provide hotel services in more than 103 countries and territories of the world in 5,100 hotels in various price segments. The Double Tree by Hilton Hotel Kazan City Center hotel opened in 2015 and consists of 92 rooms. By type of leadership - linear, headed by the hotel General Manager.

The philosophy of the company for hotels Hilton formed in 1947 [15, p. 17], the founder of the chain, Conrad Hilton: "Each hotel of the chain must differ from another hotel depending on which city and country it is located in."

The mission of the hotel chain is to become the most hospitable company in the world, which will be able to give its guests sincere service, real opportunities for employees, great value to the owners and benefit local communities. The "Double Tree by Hilton" brand is known for its service culture called "CARE" ("Create A Rewarding Experience"), which includes: caring for guests, staff, and locals. In the reception area of each guest,

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“Double Treeby Hilton” is greeted with chocolate cookies, which symbolize the comfortable and friendly atmosphere that surrounds the guests throughout their stay at the hotel.

The hotel chain Wyndham hotel group is represented by more than 55 different brands, in 71 countries of the world, the number of hotels exceeds the mark of 7900 units, in Kazan there is the only hotel called “Ramada Kazan City Centre”. The hotel opened its doors in 2013 and has 157 rooms. The management adheres to a linear management structure; managers are direct subordinates of the General Manager.

The philosophy of the Wyndham hotel group company is to provide a guest of any number of rooms of any type, whether it be a hotel of the highest category in Shanghai or a private villa in Tuscany. With its mission, Wyndham Worldwide proclaims that there is a wide variation when choosing a place to rest so that people can travel the way they want [9].

3700 hotels of the Accor Hotels group welcome guests in more than 92 countries of the world and cover the whole spectrum: from economy class to exclusive.

The philosophy of the Accor Hotels group is “Feel welcome”, which means “Feel hospitality”, this idea unites 250,000 employees in 100 countries of the world.

In Kazan, there is the only hotel of the Accor Hotels group, it has been operating under the Ibis brand since 2009. “Ibis Kazan” includes 155 rooms of various categories. The hotel adheres to a linear management structure, operates under the direction of the General Manager.

In the course of the research, we conducted interviews with HR specialists of the international hotel chains department in Kazan. The choice of this research method is explained by the small number of respondents (4 people) and the need to obtain accurate, reliable and as objective as possible data. A list of questions was compiled by the interviewee, the results of the interview were processed and tabulated. This table is located on the next page. According to the results of generalization and analysis of the obtained data, it became obvious that the personnel management systems are similar in different parameters. There is only one specialist in the staff; he is responsible for the whole process of staff recruitment, hiring employees, organizing and conducting certain trainings. Depending on the position, the company in the first place strongly supports the “cultivation of its own staff”, if it is impossible to find an employee in this way, then they use the headhunter online recruitment company by posting a vacancy on the site. An HR specialist discusses with the head of the department what personal and professional competencies a candidate needs to possess in order to form a competent “candidate portfolio”.

Based on the formed portfolio, a vacancy is compiled and posted on the site. After the initial remote selection, candidates are invited to the hotel for a personal interview. The applicant fills out a form, indicating information about himself, his education, work experience. This is done to ensure that the interview was more substantive and that the personnel department specialist was able to ask questions based on the information provided by the candidate himself. Then, if the candidate passes the previous stage successfully, the chief of the unit in which the employee is required joins the interview. The final stage is the interview with the General Manager [10].

Additionally, international hotel chains use the tariff called “Friends & Family Rate”, as the name implies, this rate is intended for friends and family members of the employee, the price per room will be slightly higher than the rate for the employee, however, upon checking in any documents confirming what you are settled at a reduced price, no need to present. Creating special rates for hotel employees, their friends and family members, the management of international networks keeps the staff in their network, makes them feel the benefits of working in the company, allows them to become a guest for a relatively small amount, and also brings together colleagues from one network around the world. It is very important to convey to our employees’ information that there are no trifles in the hotel industry. Every smile, every word, any action can play a crucial role in the attitude of the guest to the company. One such striking example was described in the book by John Shoul, an American expert in the field of service culture. During one of his trips, he stopped at the famous hotel of the international chain Marriott, his father-in-law had a seizure, but the staff forgot to bring this information, and they didn’t wake him the next morning, as he asked. The writer published this story in his book, which was sold in thousands of copies and reprinted to the present. It would seem that there are 2 standard requests, but what consequences did they entail, how many people around the world have learned about this story and will think when, when booking, they will have the opportunity to stay at the Courtyard by Marriott.

International hotel chains pay great attention to the processes that occur in the hotel, standardize the work of each employee and are constantly working to improve the level of service, investing a lot of money in it. However, after studying specialized literature and conducting in-depth interviews, it seems to us possible to make a number of recommendations for improving the management system of a hotel enterprise.

From the point of view of the authors, the delegation of the function of personnel selection to external (outsourcing) agencies is not rational, since the staff of agencies do not have specific information about the hotel, and therefore may be ineffective in the selection of personnel.

A good source of qualified personnel are higher educational institutions of the city. It is recommended to maintain and increase cooperation with the departments of universities that produce specialists in the field of “hotel business” and “tourism”, because often talented graduates are interested in finding employment in international hotel chains. In the 21st century, more and more people search for jobs using Internet resources, so HR professionals need to post vacancies on all available recruitment sites on the Internet (hh.ru, career.ru, avito. rabot, etc.), which will increase the coverage of vacancy views and allow you to find employees faster.

The personnel department specialist should take as a rule a clear study of the “candidate's portfolio”. At the same time, it is important to note that this document should be prepared jointly with the head of the unit in which an employee is required, because he fully possesses the knowledge of which personal and professional competencies a staff member must have, and which are not mandatory qualities for future employee.

It is necessary to understand that the adaptation period of work in the company largely depends on whether the new employee wants to stay in the company. The adaptation period should be taken very seriously, a daily plan will be written in which it will be written what to tell about the company, what to teach and what day so that it does not cause panic and aversion to the work of the new team member. A responsible officer should be appointed to supervise the new employee during the adaptation phase. This could be an HR specialist, the head of the unit in which the employee or deputy head of the unit will work (supervisor). Thanks to this approach, the employee will not develop uncomfortable feelings, there will be no suppressed mood and feeling of loneliness, he will be sure that there is always someone to turn to on any matter. It is necessary to understand that employees feel how much employers are interested in them, so you should not save energy when training, you should try to tell the information in doses, based on the plan, alternating the theoretical part of work with practice. It is necessary to lucidly explain to an employee what his mission is philosophy, its core values, to explain the main processes of which his work consists, what exactly is expected of him.

The management of the hotel enterprise should be open to discuss work issues and private problems of its employees, each team member should have the opportunity to contact the General Manager, if necessary. It is important to regularly collect and process information, arrange meetings of line staff with the General Manager.

As an additional incentive measure, it is recommended to introduce the “Employee Rate” tariff, which allows network hotel employees to stay in the hotels of their network in other cities at a reduced rate.

**SUMMARY.** In the course of the study, we were able to study existing practices in personnel management of a hotel enterprise.

It turned out that this topic needs further scientific study, and there is no specialized literature on this topic. Fundamentally new methods have been identified in the motivation of hotel employees — the introduction of special rates for hotel employees, their family members and friends, and the widespread use of the Shadowing method in training employees of the hospitality industry.

As of March 2018, the city of Kazan has 4 international network hotels, which is a rather modest result for a million-plus city with an annual increase in tourist flow. The management systems in these hotel enterprises are similar, streamlined and efficient. This is explained by the fact that all of them were formed in the West, under the influence of the American personnel management system.

**CONCLUSION.** Hotel companies of Kazan should pay close attention to the experience of foreign hotel chains, in accordance with the needs of the hotel, you need to take note of one or another personnel management technique. This will help improve communication among Kazan hoteliers, allow hotels to adapt foreign experience to Russian realities and to bring the quality of the service to the best performance.

The theoretical significance of the work done is that this work is the first of its kind, it allows you to compare the management methods of international chain hotels represented in the city of Kazan. In practice, this research work helps to identify methods that are currently used to manage employees of a hotel enterprise only in international chain hotels, and apply them to other means of accommodation.

**Acknowledgements.** The work is performed according to the Russian Government Program of Competitive Growth of Kazan Federal University.

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