

## Fundamental bases and key tools of personnel management within tourism enterprises

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**Abstract.** The article is dedicated to the fundamental bases and key tools of personnel management within tourism enterprises. The authors justify the need for staff development in tourism enterprises, consider the basic elements, goals, functions, roles and factors of personnel management within tourism enterprises, and on this basis constitute the author's model of personnel management at the tourism enterprises. Within the practical part of the study, the developed author's model of personnel management at the tourism enterprises has been applied to "Elegant", LLC, Moscow in 2013-2014.

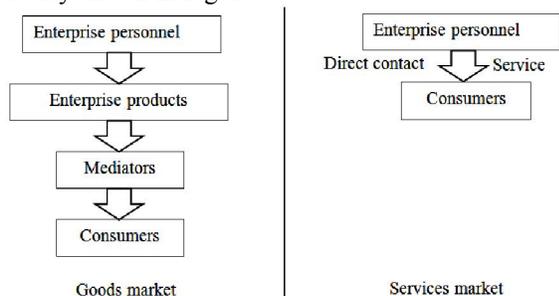
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### Introduction

The main product produced by the tourism enterprises are travel services. Quality and cost of tourist services are provided by the personnel of tourism enterprises. In this regard, there is an objective need for personnel management in tourism enterprises in order to ensure its interest in achieving the objectives and functions of tourism enterprises [1].

Features of the service sector form the specifics of the tourism enterprises work, which consists in the lack of mediators between the enterprise personnel and consumers of its products, as well as their direct contact and interaction in the provision of tourism services. Comparative analysis of the interaction between the enterprise personnel and consumers in the goods and services markets are clearly shown in Fig. 1.



**Figure 1. Comparative analysis of the interaction between the enterprise personnel and consumers in the goods and services markets**

As it can be seen from Fig. 1, in the goods markets there is present a chain mediating between the personnel of the enterprise and consumers of its products. At In the services markets the enterprise personnel interacts directly with consumers in the

provision of services, as it is their inseparable provider. Therefore, for the effective operation of tourism enterprises it is necessary to manage their personnel.

### Materials and methods

Let us consider the key tools of personnel management within tourism enterprises. In order to plan the needs of tourism enterprises in personnel and analyze the development prospects of the labor market, there are used the following tools of personnel management [2]:

1. Managerial judgment. With this tools HR managers make forecasts for the development of the tourism enterprises, tourism industry, and the labor market through their own judgment. This can be an ascending or descending approach and judgments can be made from the perspective of the individual departments, divisions and senior management.

2. Analysis of tendencies. This tool involves the examination of past experience of tourism enterprises and making forecasts of their development. Within the framework of this instrument as a basis there should be taken the statistical data and analytical reports, there should be also applied methods of economic-mathematical modeling and forecasting.

3. Normalization and standardization: In the framework of these instruments there is performed the calculation of the average duration of individual operations and the amount of human resources required for their implementation of these operations. Production budget, followed by standard working hours, productivity, etc can serve as a starting point.

4. Involvement of experts: This technique requires evaluations made by the expert group, summarizes various expert opinions and forms a general idea on the investigated issues. The experts in management planning typically act as intermediaries.

5. Flow modelling: This technique involves analysis of the existing at a tourism enterprise human resources and forecasting for supply and demand of human resources in the labor market. Also, within the framework of this tool, there is held planning of tourism enterprises and the assessment of its capabilities in light of the available human resources.

On the basis of the tourism enterprises demand for personnel planning and analyzing the development prospects of the labor market there is performed the search and selection of personnel. This tool allows you to fill vacant positions at the tourism enterprises with the personnel, which fulfill the requirements for these positions and are competent to perform the functions of these positions [3]. Search and selection is made on the basis of pre-made projections for the labor market and needs analysis of tourism enterprises demand for human resources.

In consequence of interviews there are chosen the best of the candidates for existing vacancies. Some tourism enterprises recruit skilled workers for certain jobs, while others are constantly recruiting new trainees in large quantities, and train them to meet the future needs of tourism enterprises in human resources.

*To retain personnel at tourism enterprises there are used the following tools of personnel management [4]:*

1. Training and Development. Training and development program is mapped to cover the number of trainees, existing personnel, etc. These programs also address the identification of resource personnel to carry out a program of development, the frequency of training and development programs, and budget allocation.

2. Exchange of experiences. This tool facilitates the transfer of experience accumulated on tourism enterprises to new employees. New skills must also be transferred to the existing staff, when the technological changes or production lines are terminated.

3. Personnel retention. This tool involves ensuring of tourism enterprises employees satisfaction with labor at the expense of labor motivation, incentive and adjustment of employees authority with regard to their capabilities and preferences in order to avoid conflict situations and a sharp decline in production possibilities of tourism enterprises.

4. Getting rid of odd personnel. Excess of personnel reduces the effectiveness of tourism enterprises, so it is necessary periodically to monitor and get rid of it.

5. Career planning. It is a process or action proposed by the people to identify their strengths and weaknesses, identify their goals and the jobs that they would like to take. Career as a concept is a lifelong professional sequence of events associated with the development, which projects a person through his work. This is a sequence of positions occupied by a person during his employment. Within the career planning, organization is concerned with strategic problems of professional development. Career planning provides a picture of staff succession plan according to organizational needs. Career planning is the process of combining the needs and aspirations of employees with organizational requirements. Career planning is important because it helps people to explore, choose and seek satisfaction of their own career goals.

## Results

Management of personnel in tourism enterprises is a function of management, which helps managers to select, recruit, train and develop staff for tourism enterprises. The main elements of the management of personnel in tourism enterprises are the following [5]:

– People. We are talking about people who staff and manage tourism enterprises, as well as the personnel of tourism enterprises.

– Management. Personnel management involves the application of management functions and principles for the development, maintenance and remuneration of tourism enterprises personnel.

– Integration and sequence. Decisions regarding personnel of tourism enterprises should be systemic and consistent, have strategic nature, and assume the responsibility of a person, taking such decisions, for their consequences.

– Impact. Decisions taken during the process of personnel management should influence the effectiveness of tourism enterprises and lead to improve the quality of tourism services to consumers in the form and shape of their reasonable cost.

*Personnel management of tourism enterprises has the following objectives [6]:*

1. Social goals. This is to be ethically and socially responsible tourism enterprise, to meet the needs and problems of society, to minimize the negative society impact on tourism enterprises.

2. Organizational goals. This is to ensure the effectiveness of tourism enterprises.

Personnel management is a tool for achieving the goals of tourism enterprises.

3. Functional goals. Tourism enterprises enforce their roles in the economy, expressed in providing tourism services consumers with high quality at a reasonable price.

4. Personal goals. This is to assist the staff of tourism enterprises in achieving personal goals, at least as these goals enhance individual's contribution to the organization. This is to support personal activity and ensure its satisfaction with work in order to save and motivate the tourism enterprises personnel.

*Personnel management of tourism enterprises is carried out in the following major areas [7]:*

1. Search and selection of personnel for tourism enterprises;

2. Planning working time for tourism enterprises personnel;

3. Training and development of tourism enterprises personnel;

4. Evaluation of work performed by the tourism enterprises personnel;

5. Motivation and incitement of tourism enterprises personnel;

6. Managing relationships and building communications of tourism enterprises personnel.

*Personnel management of tourism enterprises fulfills the following roles [8]:*

– Consultative role: personnel management consults management of tourism enterprises on issues related to human resources. These questions may relate to prospects for expansion of enterprise's business, entrance into new markets, creation of the new structural units of the company divisions, changes or new obligations introduction for employees of tourism enterprises.

– Communicative role: personnel management is engaged in building communications in the tourism enterprises, which include the construction of the organizational structure, ensuring that enterprise fulfillment of its social responsibility, compliance with labor contracts, career management of tourism enterprises employees, promotion, training and development of personnel, management of relationships between employers and employees of tourism enterprises.

– Procedural role: personnel management enforces certain procedures for tourism enterprises related to human resources, such as: planning, recruitment and selection, training, development, evaluation, salaries, bonuses and compensations, as well as procedures to ensure safety and health of tourism enterprises personnel.

– Functional role: personnel management interprets and helps to inform the policy of the tourism enterprises to their staff. This gives an idea of tourism enterprise strategy to its managers and other employees that ensure the implementation of agreed policies on tourism enterprises. This is the way to ensure the compliance of its functions by the departments of tourism enterprises.

– Maintenance role: personnel management provides services that must be performed on tourism enterprises. These services constitute the main activities carried out by HR departments, and ensure compliance with policies and procedures described above.

*Due to personnel management in tourism enterprises there is provided the following [9]:*

– Protection of human resources;

– Finding the best ways to use tourism enterprises personnel for achievement of organizational goals;

– Improving organizational work of tourism enterprises;

– Integration of information technology methods to human resources;

– Coordination of the interests of owners and employees of tourism enterprises;

– Increasing organizational effectiveness of tourism enterprises, etc.

*Personnel management of tourism enterprises should be based on the efficient use of available resources (including budgeting) and on the long-term plans for the development of tourism enterprises. The human resource management of tourism enterprises is affected by the following factors [10]:*

1. Internal factors:

– Strategy, goals and objectives of tourism enterprises;

– Budget constraints in tourism enterprises;

– Production levels of tourism enterprises;

– New products and services of tourism enterprises;

– The organizational structure of tourism enterprises, etc.

2. External factors:

– The market environment and the nature of competition in the travel services market;

– External situation of the country;

– Touristic attraction of the country/region, in which tourism enterprises operate;

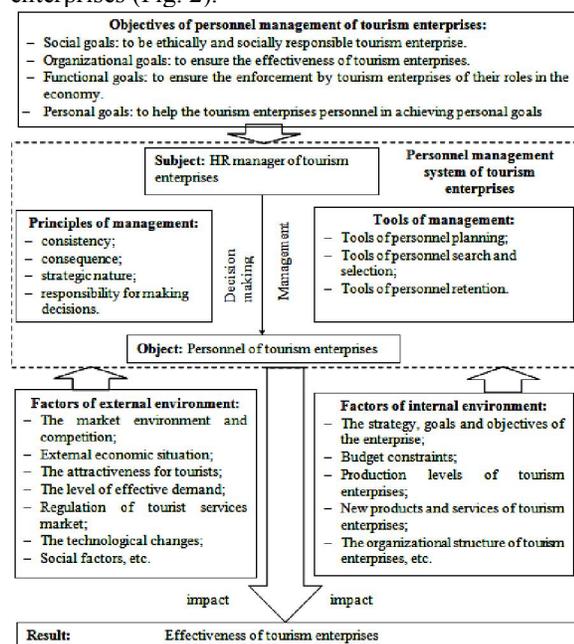
– Level of effective demand for tourist services;

- Laws and legal regulation of the market of tourist services;
- Technological changes in the tourism market;
- Social factors of tourism market, etc.

Certain factors are known to catalyze the changes of personnel management process in tourism enterprises.

### Conclusion

Based on the performed investigation of fundamentals and key tools of personnel management in tourism enterprises, there is compiled an author's model of personnel management within tourism enterprises (Fig. 2).



**Figure 2. Model of personnel management within tourism enterprises**

As it can be seen from Fig. 2, the system of personnel management within tourism enterprises is open and is in contact with the external environment. It is also influenced by the internal factors of the tourism enterprise functioning. Inside the system there are built the subject-object relations on the principles of management.

### Summary

In consequence of the study of fundamentals and key tools of personnel management of tourism enterprises there was revealed the fact that tourism enterprises should pay more attention to the personnel management. You must use the standard and specific tools, as there is a direct correlation

between the quality of the labor force and the quality and cost of services provided to consumers of tourism services [11].

The degree of personalization increases as the economy and services sphere develop. In today's world the concept of "labor resources" is replaced by the concept of "human resources", which implies a transition from the selective use of labor, as an inseparable from workers production factor, to the usage of people themselves - their knowledge, skills, experience and personal search for approaches to the management of each tourism enterprises employee.

Using effective tools of personnel management of tourism enterprises allows to maximize productivity and ensure the competitiveness of tourism enterprises and the development of services in general. In these conditions, the main reason for the low competitiveness of individual tourism enterprises is suboptimal practices of personnel management [12].

Within the framework of the practical part of this study, the developed by the author model of personnel management at the tourism enterprises has been applied to the "Elegant", LLC in Moscow. In January 2013 there was set a strategic goal for the year to increase the company's share in the tourist market of Moscow from 4.5 to 6%. Within the framework of this strategic goal there were set the following tactical objectives:

- The social objective: to be an ethically and socially responsible tourism enterprise;
- Organizational objective: to ensure efficiency of the company by 10%;
- Functional objective: to improve the quality of customer service by 15%;
- Personal objective: to ensure the promotion of leading specialists of the company.

For this purpose the following measures have been taken:

- Within the framework of implementing the tool for personnel incentives planning, there was formed a system of analysis for each company's employee;
- Within the framework of implementing the tool for search and selection of personnel to the staff, there were taken two young professionals to the positions of consumer servicing managers;
- Within the framework of implementing the tool for personnel retention, the leading specialists of the company were focused on training and development of competence, there were also applied the methods of time management to plan working hours of employees.

In consequence of the usage of fresh and creative look obtained by the newly adopted to the staff two young engineers, there were developed the two new products that were put into production at the expense of training the most experienced members of the organization that developed the innovative technology of customer service. Introduction of the time management system for planning workday of employees, the system of penalties for violation of executive discipline, the reward system for best employees of the organization, and the development of clear job descriptions for employees of the organization, all these led to improved performance discipline of employees and increased productivity and quality of tourist services.

Implementation of the personnel management model in the enterprise led to the increase in tourism earnings by 15%. Part of the additional revenue was used to pay incentive bonuses to employees, their training and innovation implementing. The task was completed as scheduled in January 2014; the enterprise share in the tourism market in Moscow constituted 6%.

These data indicate that the developed by the authors model of personnel management in the tourist enterprises stimulates the strategic development of enterprises and allows them to significantly increase profits and market share. Presented model is flexible and adaptive, so it can be used in any organization, but the success of its implementation directly depends on the adequacy of the taken measures to the organization's goals, so special attention should be given to the establishment of the relationship of strategic planning and operational management of the organization. For today's organizations the developed model certainly is of relevant and of practical interest, since it helps to improve the efficiency of their operations and achieve their goals.

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