

Kyiv National University of Trade and Economics

Department of Hotel and Restaurant Business

FINAL QUALIFYING WORK

on the topic:

“THE HUMAN RESOURCE MANAGEMENT

AT RADISSON BLU HOTEL, KYIV”

Student of the 2th year, group 2am,

Field of study 073 “Management”

Specialization

“Hotel and Restaurant Management”

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TASK
for a final qualifying paper

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1. Topic of a final qualifying paper:

The human resource management at Radisson Blu Hotel, Kyiv.
Approved by the Rector’s order from 17.10.2017 № 3330.

2. Term of submitting by a student his/her terminated paper:

11.01.2018.

3. Initial data of the final qualifying paper

Purpose of the paper: development of improvement measures for HR management in enterprise of hotel industry.

The object: the human resource management process in hotel enterprise.

The subject: the human resource management process in Radisson Blu Hotel, Kyiv.

4. Illustrative material:

The work contains tables: Ways of HR goals definition, The main reservations about the original concept of HRM, Models of HRM, Benefits for the company that follows ISO standards, Categorical structure of Radisson Blu Hotel in 2015-2017, Gender-age and educational structure of Radisson Blu Hotel personnel in 2015-2017, Financial results of economic activity of Radisson Blu Hotel in 2015-2017 years (thou UAH), Elements of cost of sold services in 2015-2017 years (thou UAH), Indicators of economic efficiency of HR management in Radisson Blu Hotel in 2015-2017, Correlation of growth rates of output, labor productivity and average wages, Analysis of workforce movement in Radisson Blu Hotel in 2015-2017, Plan of measures for improving Radisson Blu Hotel HR management, Salary adjustment coefficients for

personnel of Radisson Blu Hotel, Dependence of bonus size on the level of goals achievement, Coefficients of factors significance for assessing positions, Point assessment of posts in Radisson Blu Hotel staff, Ranges of hotel staff grade in Radisson Blu Hotel, Proposed structure of inter-qualification correlations, Monthly salary in Radisson Blu Hotel on the base of grades, Forecasts of experts about income and costs of Radisson Blu Hotel in 2019, Projected effectiveness of Radisson Blu Hotel in 2019.

The work contains figures: Main HRM goals, Stages of HR department work process, Sources of recruitment, Main methods of HR selection, Main factors of influence the adaptation of new employees, Complex system of HR personnel management effectiveness, Categorical structure of Radisson Blu Hotel personnel in 2017, Gender-age structure of Radisson Blu Hotel personnel in 2015-2017, Educational structure of Radisson Blu Hotel personnel in 2015-2017, Stages of grade development

5. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Okhrimenko A. G.		
Part 2	Okhrimenko A. G.		
Part 3	Okhrimenko A. G.		

6. Contents of a final qualifying paper (list of all the sections and subsections)

Introduction

Part 1. Theoretical principles of the human resource management in hotel

- 1.1. Essence of the Human Resource management in the hotel business
- 1.2. Mechanism of the Human Resource management in the hotel business
- 1.3. The effectiveness of the Human Resource management in hotel

Conclusions to part 1

Part 2. Analysis of the system of the human resource management in hotel "Radisson Blu Hotel", Kyiv

- 2.1. The composition and structure of Radisson Blu Hotel
- 2.2. The composition and structure of HR in Radisson Blu Hotel
- 2.3. The effectiveness of HR management at Radisson Blu Hotel

Conclusions to part 2

Part 3. Ways of improvement of the HR management in "Radisson Blu Hotel", Kyiv

- 3.1. Approaches to improving of the HR management in hotel "Radisson Blu Hotel"
- 3.2. Developing the Human Resource Management Program at Radisson Blu Hotel
- 3.3. Effectiveness of the developed proposals for improving the Human Resource management of the hotel "Radisson Blu Hotel"

Conclusions to part 3

Conclusions and suggestions

References

Appendices

7. Time schedule of the paper

№	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1	Choosing and approval of the final qualifying paper topic	01.09.2017 - 31.10.2017	12.10.2017
2	Preparation and approval of task for the final qualifying paper	01.11.2017 - 31.12.2017	17.12.2017
3	Writing of the 1 st part of the final qualifying paper	02.01.2018 - 11.05.2018	29.04.2018
4	Defense of the 1 st part of the final qualifying paper in scientific adviser	14.05.2018 - 18.05.2018	16.05.2018
5	Writing and preparation for publication of a scientific article	Before 18.05.2018	24.04.2018
6	Writing and defense of the 2 nd part of the final qualifying paper in scientific adviser	18.05.2018 - 07.09.2018	02.09.2018
7	Defense of the 2 nd part of the final qualifying paper in scientific adviser	07.09.2018 - 10.09.2018	09.09.2018
8	Writing and defense of the 3 rd part of the final qualifying paper in scientific adviser	11.09.2018 - 28.10.2018	23.10.2018
9	Registration of the final qualifying work and abstract for preliminary protection in commissions	29.10.2018 - 31.10.2018	30.10.2018
10	Presentation of final qualifying paper and abstract on the department	01.11.2018	01.11.2018
11	Presentation of the final qualification work to the Dean's Office for re	05.11.2018	08.11.2018

1	ceivingareferralforanexternalreview	018 - 09.11.2 018	2018
1 2	Preparation of final qualifying paper to defense in the Examination Board	12.11.2 018 - 30.11.2 018	29.11. 2018
1 3	DefendingofthefinalqualifyingpaperintheExaminationBoard	Accord ing to the schedu le	03.12. 2018

8. Date of receiving the task: 28.12.2017.

**Scientific adviser of the final
qualifying work**

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**The task received by the
student**

_____ Rostyslav R. Bazvanov

9. Resume of scientific adviser of final qualifying paper

Student Rostyslav R. Bazvanov performed the final qualifying work in a due time according to the schedule. According to the content, structure and design, the performed work meets requirements. Final qualifying work is performed the actual theme. In the first part was investigated the theoretical background of the Human Resource Management, especially its concepts, essence, strategic approach and the effectiveness evaluation methods.

In the second part of the final qualifying work, the practical aspects of the Human Resource Management at Radisson Blu Hotel were analysed. The business activity of the enterprise and the influential factors on the effectiveness of Human Resource Management of the enterprise were studied, as well as the analysis of the effectiveness of the Human Resources Management process has been conducted.

The third part is dedicated to the idea of development of ways of the Human Resource Management improvement at Radisson Blu Hotel. The forecast of the HR management functioning is considered.

It is necessary to note certain comments; the work needs for a deeper justification of the specific features of the management system in hotel enterprise management and more detailed financial analysis, but it does not significantly affect the quality of scientific work.

The purpose of the final qualifying work was achieved and the scientific tasks were met. The work is recommended for the defence.

(date)

(Sign, surname, initials of scientific adviser)

10. Resume about final qualifying paper research

A final qualifying paper can be admitted to defence in the Examination Board.

Head of educational
and professional program

(sign, surname, initials)

Head of the Department

(sign, surname, initials)

2018

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INTRODUCTION

Actuality of topic. Personnel management is one of the most important areas of hotel enterprise life, which can significantly improve the efficiency of this enterprise. In modern conditions of tough competition in the hospitality services market, any enterprise is forced to adapt to market conditions. But market conditions always change, taking new requirements for business processes of the enterprise. In this regard, the relevance of personnel management, the development of which must be continuous, is growing in order to better understand and own the current market economic situation in the hospitality industry. In this regard, the relevance of personnel management, the development of which must be continuous, is growing in order to better understanding and possession of current market economic situation in the hospitality industry. Personnel management firmly holds leading positions in the overall enterprise management system. In terms of methodology, this area has a specific conceptual apparatus, distinctive performance indicators and characteristics, special procedures and methods.

The market diligently dictates its rules of work to any enterprise of the hotel industry. In the same time, market presents to the staff many new requirements, which were unknown to this day. Hospitality services market requires the competition for consumer, swiftness of reaction to demand and ability to adapt to frequent changes in the structure of functional responsibilities.

High dynamics of commercial activity forces each employee to constantly spend additional efforts to improve their own skills. There has been a significant complication of system of stimulation and motivation of employees, first of all, in cause of recruitment with short-term contracts, advancement of various prerequisites tight linkage of material incentives with profit and other factors.

We can make a confident conclusion, that in situation of absence of a modern organized HR department, management of the hotel enterprise cannot cope with emerging new tasks and problems.

A well-formed and motivated team of specialists-professionals is able to solve the

most difficult tasks and problems. And vice versa, if the team is apathetic, amenable to internal conflicts and unhealthy competition, so it can make unprofitable the activity of even the most luxurious hotel.

Theoretical developments on problems of personnel management in the hotel industry were described in works of many scientists, in particular: Armstrong M. [24], Boxall P. F. [26], Fowler A. [32], Guest D. E. [34], Joshi M. [36], Beer M. [25], Brewster C. [28], Delbridge R. [29], Dyer L [30], Holder G. W. [30], Tichy N. M. [31], Garner E. [33], Keegan A. [37], Legge K. [39], Merlevede P. [42], Noon N. [43], Portolese Dias L. [44], Ramsay H. [45], Schuler R. S. [46], Scholarios D. [45], Storey J. [48], Truss C. [50], Gratton L. [50], Watson T. [51], Willmot H. [52]. In Ukraine, the problem of personnel management is mostly researched by such scholars, as: Balabanova L. V. [13], Nechayuk L. [16], Kaylyuk E. M. [14], Roglev H. Y. [17], Krushelnytska O. V. [15].

The aim of the work: formation of theoretical and methodical principles, scientific, methodological and practical recommendations for improving the management of Radisson Blu Hotel.

On the basis of this, the following tasks were set and solved:

- the essence and content of personnel management of the hotel company are justified;
- methods of assessing of personnel management effectiveness in the hotel enterprise are considered;
- organizational and economic preconditions for formation and functioning of the personnel management system at the Radisson Blu Hotel are justified;
- assessment of the existing personnel management system at Radisson Blu Hotel, Kyiv is implemented;
- study of the economic efficiency of personnel management at the Radisson Blu Hotel is done;
- directions of improving of management in Radisson Blu Hotel are offered;
- improvement measures of staff management at the Radisson Blu Hotel is justified;

- effectiveness of proposed measures for improving the management of staff at Radisson Blu Hotel is calculated.

Object of study: process of personnel management at enterprise of hotel industry.

Subject of study: theoretical and practical aspects of the staff management of Radisson Blu Hotel.

The information base of the study composed by legislative and regulatory acts of Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine, legislative bodies of leading countries of the world; actual financial statements of Radisson Blu Hotel, Kyiv; monographic research and scientific publications of domestic and foreign researchers. The methodological basis of work consists of fundamental provisions of management theories.

Research methods. The following research methods were used to achieve a specific aim and objectives: analysis and synthesis, comparative and statistical analyzes, method of logical generalization, method of theoretical and methodological principles of construction of stages for realization of mechanism of personnel management; comparative analysis; method of expert assessments.

Scientific novelty of final qualifying work. Main scientific results, which determine the degree and nature of the novelty of research work, are in next:

Improved:

- the vision of essence of the personnel management of the hotel enterprise;
- using of methodology for calculating the effectiveness of hotel personnel management.

Got further development:

- personnel management system in hotel enterprise.

The practical value of results. Results of researches can be used to develop certain measures of improving of existing staff management at the Radisson Blu Hotel, Kyiv.

Publications in scientific journals. Main provisions of the final qualification work are published in the article "Theoretical aspects of motivation of work on

enterprises of hotel industry”in “International Hotel Business and Torism: article’s collection of master programs students”.

PART 1. THEORETICAL PRINCIPLES OF THE HUMAN RESOURCE MANAGEMENT IN HOTEL

1.1. Essence of the Human Resource management in the hotel business

The HRM concept. Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers the activities of strategic HRM, human capital management, knowledge management, corporate social responsibility, organization development, resourcing (workforce planning, recruitment and selection and talent management), learning and development, performance and reward management, employee relations, employee well-being and the provision of employee services. It also has an international dimension. HRM is delivered through the HR architecture of systems and structures, the HR function and, importantly, line management.

The practice of referring to people as resources as if they were any other factor of production is often criticized. Osterby and Coster argued that: ‘The term “human resources” reduces people to the same category of value as materials, money and technology – all resources, and resources are only valuable to the extent they can be exploited or leveraged into economic value.’ [23, p. 3] People management is sometimes preferred as an alternative, but in spite of its connotations, HRM is most commonly used.

The development of the HRM concept. The term HRM has largely taken over that of ‘personnel management’, which took over that of ‘labor management’ in the 1940s, which took over that of ‘welfare’ in the 1920s. HRM largely replaced the human relations approach to managing people founded by Elton Mayo (1933) who based his beliefs on the outcome of the research project conducted in the 1920s known as the Hawthorne studies. Members of this school believed that productivity was directly related to job satisfaction and that the output of people would be high if someone they respected took an interest in them. HRM also shifted the emphasis away from

humanism – the belief held by writers such as Likert (1961) and McGregor (1960) that human factors are paramount in the study of organizational behavior and that people should be treated as responsible and progressive beings.

An early reference to human resources was made by Bakke in 1966. Later, Armstrong in 1977 observed that in an enterprise ‘the key resource is people’. But HRM did not emerge in a fully-fledged form until the 1980’s through what might be called its founding fathers. These were the US academics Charles Fombrun and his colleagues in the ‘matching model’, and Michael Beer and his colleagues in the ‘Harvard framework’.

In the UK they were followed by a number of commentators who developed, explained and frequently criticized the concept of human resource management. Legge in 2005 commented that: ‘The term was taken up by both UK managers (for example, Armstrong, 1987; Fowler, 1987) and UK academics’. Hendry and Pettigrew (1990: 18) stated that HRM was ‘heavily normative from the start: it provided a diagnosis and proposed solutions’. They also mentioned that: ‘What HRM did at this point was to provide a label to wrap around some of the observable changes, while providing a focus for challenging deficiencies – in attitudes, scope, coherence, and direction – of existing personnel management’. Armstrong in 1987 argued that: “HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations.”

However, commentators such as Guest in 1987 and Storey in 1995 regarded HRM as a substantially different model built on unitarism (employees share the same interests as employers), individualism, high commitment and strategic alignment (integrating HR strategy with the business strategy). It was also claimed that HRM was more holistic than traditional personnel management and that, importantly, it emphasized the notion that people should be regarded as assets rather than variable costs.

The conceptual framework of HRM. HRM as conceived in the 1980s had a conceptual framework consisting of a philosophy underpinned by a number of theories drawn from the behavioral sciences and from the fields of strategic management, human capital and industrial relations. The HRM philosophy has been heavily criticized by academics as being managerialism and manipulative but this criticism has subsided, perhaps because it became increasingly evident that the term HRM had been adopted as a synonym for what used to be called personnel management. As noted by Storey in 2007: ‘In its generic broad and popular sense it [HRM] simply refers to any system of people management.’ [24, pp 873–98]

HRM practice today. HRM practice is no longer governed by the original philosophy – if it ever was. It is simply what HR people and line managers do. Few references are made to the HRM conceptual framework. This is a pity – an appreciation of the goals, philosophy and underpinning theories of HRM and the various HRM models provides a sound basis for understanding and developing HR practice. But account needs to be taken of the limitations of that philosophy as expressed by the critics of HRM set out later in this chapter.

HRM defined. Human resource management can be defined as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. It was defined by Boxall and Purcell in 2003 as ‘all those activities associated with the management of employment relationships in the firm’. A later comprehensive definition was offered by Watson in 2010: ‘HRM is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future.’

The goals of HRM. Deferent ways of HR goals definition is described in table 1.1.

Table 1.1

Ways of HR goals definition

Scientist	Definition
L. Dyer and G.W. Holder	Analyzed goals under the headings of contribution (what kind of employee behavior is expected?), composition (what headcount, staffing ratio and skill

	mix?), competence (what general level of ability is desired?) and commitment (what level of employee attachment and identification?). [25, pp 765–84]
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Continuation of Table 1.1

Scientist	Definition
D.E. Guest	Suggested that the four goals of HRM were strategic integration, high commitment, high quality and flexibility. [26, p. 254]
P.F. Boxall	Proposed that ‘the mission of HRM is to support the viability of the firm through stabilizing a cost-effective and socially legitimate system of labor management’. [27, pp 53–73]

Finally list of HRM goals is described in figure 1.1.

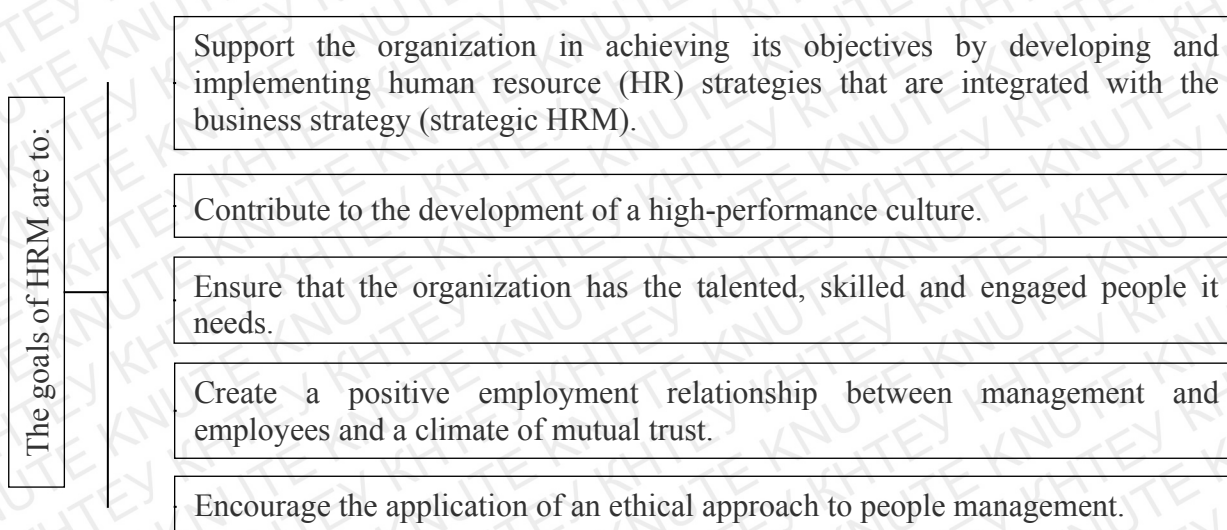


Figure 1.1 Main HRM goals

The philosophy of HRM. Doubts were expressed by Noon (1992) as to whether HRM was a map, a model or a theory. But it is evident that the original concept could be interpreted as a philosophy for managing people in that it contained a number of general principles and beliefs as to how that should be done. The following explanation of HRM philosophy was made by Legge (1989) whose analysis of a number of HRM models identified the following common themes: ‘That human resource policies should be integrated with strategic business planning and used to reinforce an appropriate (or change an inappropriate) organizational culture, that human resources are valuable and a source of competitive advantage, that they may be tapped most effectively by mutually consistent policies that promote commitment and which, as a consequence,

foster a willingness in employees to act flexibly in the interests of the ‘adaptive organization’s’ pursuit of excellence.’ [28, p.412-18]

Storey (2001) noted that the beliefs of HRM included the assumptions that it is the human resource that gives competitive edge, that the aim should be to enhance employee commitment, that HR decisions are of strategic importance and that therefore HR policies should be integrated into the business strategy. [29, pp 149–76]

Reservations about the original concept of HRM. On the face of it, the original concept of HRM as described above had much to offer, at least to management. But for some time, HRM was a controversial topic, especially in academic circles. The main reservations as set out in table 1.2 have been that HRM promises more than it delivers and that its morality is suspect.

Table 1.2

The main reservations about the original concept of HRM

Scientist	Reservation
D.E. Guest	Referred to ‘optimistic but ambiguous label of human resource management’. [30, pp 11-23]
M. Noon	HRM ‘remains an uncertain and imprecise notion’. [31, pp 633–59]
M. Armstrong	‘The HRM rhetoric presents it as an all or nothing process which is ideal for any organization, despite the evidence that different business environments require different approaches’. [32, pp 501–31]
A. Fowler	HRM is simplistic: ‘The HRM message to top management tends to be beguilingly simple. Don’t bother too much about the content or techniques of personnel management, it says. Just manage the context. Get out from behind your desk, bypass the hierarchy, and go and talk to people. That way you will unlock an enormous potential for improved performance.’ [33, 1. pp 515–52]
A. Fowler, H. Ramsay	The unitarist approach to industrial relations implicit in HRM (the belief that management and employees share the same concerns and it is therefore in both their interests to work together) is questionable. Fowler commented that: ‘At the heart of the concept is the complete identification of employees with the aims and values of the business – employee involvement but on the company’s terms. Power in the HRM system remains very firmly in the hands of the employer. Is it really possible to claim full mutuality when at the end of the day the employer can decide unilaterally to close the company or sell it to someone else?’ Later, Ramsey et al questioned the unitarist assumption underlying much mainstream management theory that claims that everyone benefits from managerial innovation. [34, pp214-24, 35, pp 21-22]
K. Legge	HRM is ‘macho-management dressed up as benevolent paternalism’. [36, pp 84-85]
H. Willmott, J. Storey	HRM is manipulative. Willmott asserted that: ‘any (corporate) practice/value is as good as any other so long as it secures the compliance of employees’. HRM was dubbed by the Labour Research Department in 1989 as ‘human resource manipulation’. John Storey referred to ‘the potential manipulative nature of seeking to shape human behaviour at work’. [37, pp 14–32, 38 pp 142-54]

R. Delbridge, T. Keenoy	HRM is managerialist. ‘The analysis of employment management has become increasingly myopic and progressively more irrelevant to the daily experience of being employed. While the reasons for this development are immensely complex... it is primarily a consequence of the adoption. [39, pp 147-50]
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Ending of Table 1.2

A. Keegan, H. Francis	HRM overemphasizes business needs. Keegan and Francis have rightly criticized the increasing focus on the business partnership role of HR at the expense of its function as an employee champion. An illustration of this is provided by the Professional Map produced by the British Chartered Institute of Personnel and Development (CIPD), which as stated by the CIPD: ‘Sets out standards for HR professionals around the world: the activities, knowledge and behaviours needed for success.’ The map refers to ‘business’ 82 times but to ‘ethics’ only once and ‘ethical’ only twice.
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These concerns merit attention, but the more important messages conveyed by the original notion of HRM such as the need for strategic integration, the treatment of employees as assets rather than costs, the desirability of gaining commitment, the virtues of partnership and participation and the key role of line managers are still valid and are now generally accepted, and the underpinning theories are as relevant today as they ever were.

These concerns merit attention, but the more important messages conveyed by the original notion of HRM such as the need for strategic integration, the treatment of employees as assets rather than costs, the desirability of gaining commitment, the virtues of partnership and participation and the key role of line managers are still valid and are now generally accepted, and the underpinning theories are as relevant today as they ever were.

And it should be remembered that these objections, with the exception of the last one, mainly apply to the original concept of HRM. But today, as explained in the final section of this chapter, HRM in action does not necessarily conform to this concept as a whole. The practice of HRM is diverse. Dyer and Holder pointed out that HRM goals vary according to competitive choices, technologies, characteristics of employees (eg could be different for managers) and the state of the labor market. Boxall referred to ‘the profound diversity’ of HRM and observed that: ‘Human resource management covers a vast array of activities and shows a huge range of variations across

occupations, organizational levels, business units, firms, industries and societies.’ There are in fact a number of different models of HRM as described below.

Models of HRM. The most familiar models defining what HRM is and how it operates are in table 1.3.

Table 1.3

Models of HRM

Model and its author	Essence of the model
The matching model (C.J. Fombrun, 1984)	Indicated that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy. This point was made in his classic statement that: ‘The critical management task is to align the formal structure and human resource systems so that they drive the strategic objectives of the organization’. Thus they took the first steps towards the concept of strategic HRM. [40, pp 549-52]
The Harvard model (M. Beer and others, 1984)	They started with the proposition that: ‘Human resource management (HRM) involves all management decisions and actions that affect the nature of the relationship between the organization and employees – its human resources’. They believed that: ‘Today... many pressures are demanding a broader, more comprehensive and more strategic perspective with regard to the organization’s human resources’. They also stressed that it was necessary to adopt ‘a longer-term perspective in managing people and consideration of people as a potential asset rather than merely a variable cost’. Beer and his colleagues were the first to underline the HRM tenet that it belongs to line managers. They suggested that HRM had two characteristic features: 1) line managers accept more responsibility for ensuring the alignment of competitive strategy and HR policies; 2) HR has the mission of setting policies that govern how HR activities are developed and implemented in ways that make them more mutually reinforcing. [41, pp 576–89]
The contextual model (F. Martin-Alcázar and others, 2005)	The contextual model of HRM emphasizes the importance of environmental factors by including variables such as the influence of social, institutional and political forces that have been underestimated in other models. The latter, at best, consider the context as a contingency variable. The contextual approach is broader, integrating the human resource management system in the environment in which it is developed. According to Martin-Alcázar: ‘Context both conditions and is conditioned by the HRM strategy.’ A broader set of stakeholders is involved in the formulation and implementation of human resource strategies that is referred to by Schuler and Jackson as a ‘multiple stakeholder framework’. These stakeholders may be external as well as internal and both influence and are influenced by strategic decisions. [42, pp 361-67]
The 5-P model (R.S. Schuler, 1992)	This model describes how HRM operates under the five headings of: <ol style="list-style-type: none"> 1. HR philosophy – a statement of how the organization regards its human resources, the role they play in the overall success of the business, and how they should be treated and managed. 2. HR policies – these provide guidelines for action on people-related business issues and for the development of HR programmes and practices based on strategic needs. 3. HR programmes – these are shaped by HR policies and consist of coordinated HR efforts intended to initiate and manage organizational change efforts prompted by strategic business needs.

	<p>4. HR practices – these are the activities carried out in implementing HR policies and programmes. They include resourcing, learning and development, performance and reward management, employee relations and administration.</p> <p>5. HR processes – these are the formal procedures and methods used to put HR strategic plans and policies into effect. [43, pp 18-21]</p>
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Ending of Table 1.3

<p>European model (C. Brewster, 1993)</p>	<p>Brewster described a European model of HRM as follows:</p> <ul style="list-style-type: none"> - environment – established legal framework; - objectives – organizational objectives and social concern – people as a key resource; - focus – cost/benefits analysis, also environment; - relationship with employees – union and non-union; - relationship with line managers – specialist/line liaison; - role of HR specialist – specialist managers – tolerance, flexibility. <p>[44, pp 16–32]</p>
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The hard and soft HRM models. Storey distinguished between the ‘hard’ and ‘soft’ versions of HRM. He wrote: ‘The hard one emphasises the quantitative, calculative and business-strategic aspects of managing human resources in as “rational” a way as for any other economic factor. By contrast, the soft version traces its roots to the human-relations school; it emphasizes communication, motivation and leadership.’ [45, pp 421-32]

However, it was pointed out by Keenoy that ‘hard and soft HRM are complementary rather than mutually exclusive practices’. [46, pp 1–16] Research in eight UK organizations by Truss and others indicated that the distinction between hard and soft HRM was not as precise as some commentators have implied. Their conclusions were: ‘Even if the rhetoric of HRM is ‘soft’, the reality is almost always ‘hard’, with the interests of the organization prevailing over those of the individual. In all the organizations, we found a mixture of both hard and soft approaches. The precise ingredients of this mixture were unique to each organization, which implies that factors such as the external and internal environment of the organization, its strategy, culture and structure all have a vital role to play in the way in which HRM operates.’ [47, pp 35-36]

HRM today. As a description of people management activities in organizations the term HRM is here to stay, even if it is applied diversely or only used as a label to describe traditional personnel management practices. Emphasis is now placed on the

need for HR to be strategic and businesslike and to add value, ie to generate extra value (benefit to the business) by the expenditure of effort, time and money on HRM activities. There have been plenty of new interests, concepts and developments, including human capital management, engagement, talent management, competency-based HRM, e-HRM, high performance work systems, and performance and reward management. But these have not been introduced under the banner of the HRM concept as originally defined.

HRM has largely become something that organizations do rather than an aspiration or a philosophy and the term is generally in use as a way of describing the process of managing people. A convincing summary of what HRM means today, which focuses on what HRM is rather than on its philosophy, was provided by Peter Boxall, John Purcell and Patrick Wright, representing the new generation of commentators.

The meaning of HRM according to Boxall, Purcell and Wright: Human resource management (HRM), the management of work and people towards desired ends, is a fundamental activity in any organization in which human beings are employed. It is not something whose existence needs to be radically justified: HRM is an inevitable consequence of starting and growing an organization. While there are a myriad of variations in the ideologies, styles, and managerial resources engaged, HRM happens in some form or other. It is one thing to question the relative performance of particular models of HRM in particular contexts... It is quite another thing to question the necessity of the HRM process itself, as if organizations cannot survive or grow without making a reasonable attempt at organizing work and managing people. [48, pp 124-30]

1.2. Mechanism of the Human Resource management in the hotel business

The main goal of HRM activities is the combination of the available HR, skills and employment potential with the strategy and goals of the company. HR department provides a full cycle of work with personnel from the recruitment process to retirement or dismissal. The main objective of the HRM is not only to search for candidates that

meet the requirements and the creation of positive motivation for the job, but to predict the success of the hired employee on the position.

This figure 1.2 shows how the working process in the HR department goes. It usually consists of 8 – 9 stages but every company has its own additional steps. Further there is a description of every process shown in figure 1.2.

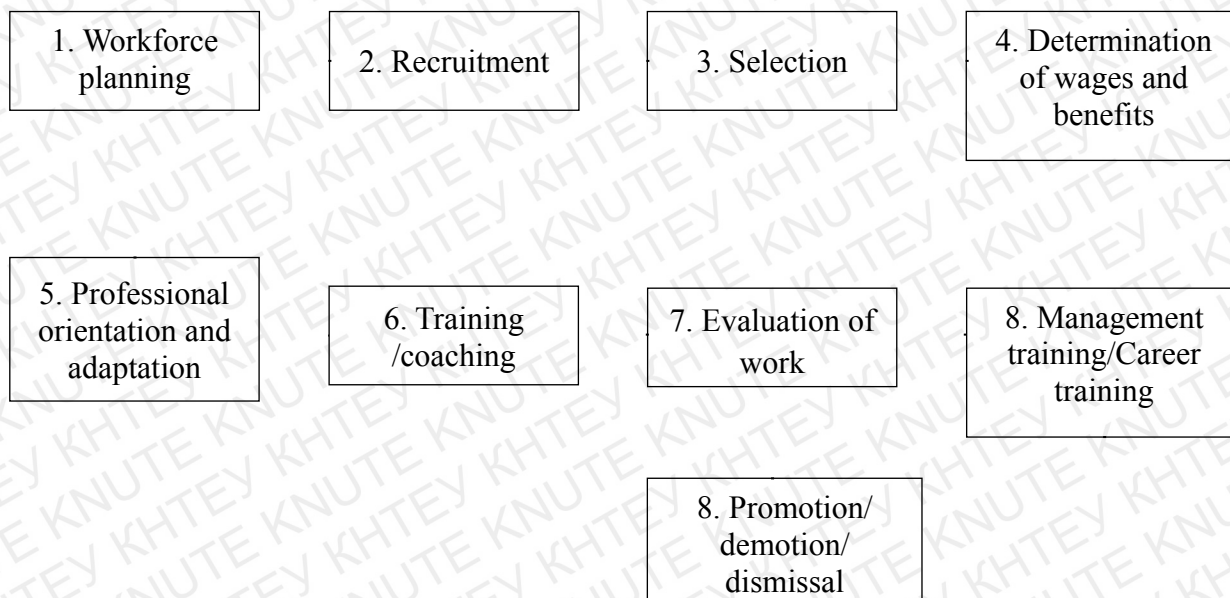


Figure 1.2 Stages of HR department work process

HR department should perform the following functions:

Workforce planning. As it shown in the scheme, first of all, managers of the HR department should make a plan about future needs for qualified personnel. Planning is carried out in three stages.

The first step in planning is the evaluation of existing employees. One needs to find out the amount of work performed by one worker and the quality of this work. And what can be done to change the situation. If it is necessary, managers should make the allocation of duties and powers, they need to optimize the performance of an existing staff. Sometimes HR department can use special systems which record the information regarding the acquisition of new skills of workers in order to assess the quality of their work. In this stage it is also essential to check if all of the existing workers are actually necessary for the company. Sometimes the company can exist without one or two job positions which are held by employees, because those duties can be performed by other

employees on other job positions. In this case the company will save much more money which is good for any company. [49, pp 19–32]

The next important step in planning is forecasting. What kinds of specialists will be needed and when? Based on the goals and objectives of the organization or company managers of HR department can determine the future demand for workers. If an organization is going to open another unit (subsidiary), it is necessary to think about a set of potential candidates beforehand. In addition, it is good to take into account the changes in the external environment because the external environment has an impact on the organization. [50, pp 912-20]

When the requirements are defined, HR managers can develop a plan to meet them. The plan should contain all of the activities necessary for recruitment, hiring, training, promotion to achieve the goals and meeting forecasted needs. And here managers must also take into account such factor as legislation. It specifies the conditions for hiring and dismissing, working conditions (safety), the minimum wage, and so on.

In addition, HR managers need to clearly define the future duties of the employee. Otherwise there is a risk to hire an employee whose personal and professional qualities are not as good as needed or not good at all. Managers need to know in detail what functions an employee will have to perform, what kind of education he or she has to have and what skills he or she needs. The psychological characteristics of a potential employee are also important. To answer all these questions and to find out the details of the vacancy position the managers of HR department can make an analysis and ask an existing employee on this position about his or her duties, what he or she has to do the most and what kinds of skills the work requires. In addition, they can ask how the employee feels about the job. After analyzing the information given by the employee, HR department creates a job description, which sets out the main duties that must be performed and skills that a potential employee needs to have, as well as the rights of the employee. [51, pp 825–41]

Recruitment. Recruitment is a creation of specific provision for the planned job positions from both external and internal sources (shown on the scheme 1.3.). External

sources are recruitment agencies and employment centers which the managers of HR department can contact in order to get potential employees. In addition, they can publish advertisements in the media about their needs for specialists. Often people who are already working in the company recommend their own relatives and friends for the needed job position. This method is not only cheaper but also enables workers to participate in solving the problems of the company.

Internal sources are the people who are already working in a certain position but they also have a great ability to work and are willing to show it. Promotion motivates the employee significantly to work well and at the same time the organization does not have to train new specialists. The risk of the internal personnel policy is that there are no new people in the organization with fresh views and ideas, and it can lead to stagnation. To make a clear picture about external and internal recruitment let us apply it to the simple figure 1.3 which explains the basic separation. It will help us understand the system of recruitment. [52, pp 14-16]

The main problem of the recruitment on a vacant job position is the disparity between the expectations of the candidate and actual work that a new employee has to do. Managers should familiarize the potential employee as close as possible with his/her future work, and describe its positive and negative aspects. As a result of such clear instructions the company will decrease the turnover of employees. It means that the company will not change new employees very often, so it will save money and also will increase employees' job satisfaction.

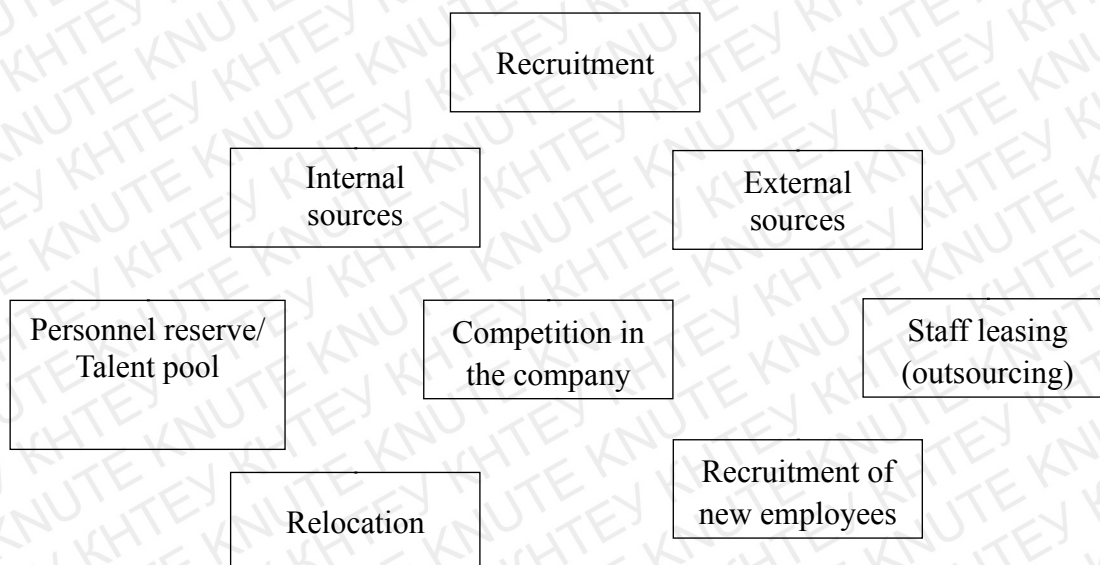


Figure 1.3 Sources of recruitment

Selection. In the selection stage the HRM selects the best candidates who suit to the work position in the organization from people who were found in the recruitment stage. Main methods of selection are showed in figure 1.4.

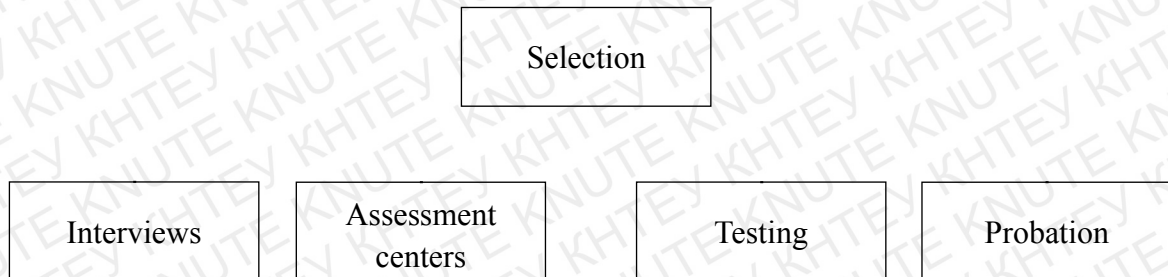


Figure 1.4 Main methods of HR selection

A job interview is a conversation which occurs between a potential employer and a job applicant. During the job interview, the employer hopes to determine whether or not the applicant is suitable for the job, while the applicant tries to learn more about the position while also impressing the employer. As a general rule, a job interview is an important part of the process of applying for a job, and it may range in formality from a casual conversation to a series of serious discussions with an assortment of people working within the company.

Employment testing is written, oral or on-the-job testing to determine whether a job applicant is suitable for a position. Employers using employment testing believe certain test scores indicate the level of job performance an individual would provide as an employee.

Probation is a situation or period of time in which a person who is starting a new job is tested to see if that person is able to do the job properly. This period can be from 2 weeks up to half a year, it depends on the company and job position. In addition, the company can decide whether or not to pay to the candidate. In some countries, for instance in Russia the trial period for a candidate can be unpaid or if it is too long period (3-6 months) then the candidate will get salary but less than a permanent worker.

Assessment centers are created to model the specific situations for the potential employee. In such centers candidates are tested by using games. HRM offer a specific situation that can happen during work in this company in order to identify candidates' abilities to decision-making and so on. An assessment center is an expensive method of selection so it is usually used only in big organizations.

The most common method for companies is the interview. Nevertheless the interview holds a significant risk of an incorrect assessment of the candidate. The HR managers who are assessing the candidate may understate or overstate the candidates' abilities to work. They also may evaluate the potential employee at first sight or compare the candidates' qualities with their own. To minimize the risk of incorrect assessment HR managers should prepare for a job interview. Such interviews are called structured and bring more accurate results.

Determination of wages and benefits. Wage is the employee's remuneration for the work performed. Salaries have a major impact on the performance of duties that workers have to do. The salary is an important factor for a candidate when he or she is applying for a job. It affects the satisfaction with their work, staff turnover in the organization, absenteeism and productivity. The payment for the work of employees should be competitive and contain various bonuses for achievements of workers. The amount of money should be determined not only by the work performed by the worker but also should encourage the employee to improve the quality of work that he or she is doing. Salary to management personnel has a more complex structure; it consists of sharing various schemes of profit, payments in shares and so on.

Additional benefits include sick pay, vacations, insurance, kindergartens, loans to employees at small percentages, and other services. In other words those benefits can be called a social package. The social package is developed by the Department of HRM and agreed with the top management of the company. There are several approaches to the formation of a social package. The first approach is when the number and nature of benefits depend on the merits of the employee: as more experienced the employee is as many different benefits he or she gets. Thus, top managers can get more benefits from the company than, for instance, a new employee. All employees of the company are

divided into categories for which a certain set of benefits is fixed. The second approach is when benefits that are included in the social package are ranked, so they are divided into primary and secondary ones. [38, p. 120]

However, the primary benefits are provided to all employees (health insurance, life insurance and pension payments). The secondary benefits can be used only by certain categories of workers such as managers, top managers or employees who have worked for the company for several years. The third approach is when social package is formed on the principle of employee needs. There is a fixed number of benefits that a particular employee can take. Thus, he or she can decide what is the most important to him or her this year.

Professional orientation and adaptation. A worker who comes into the organization has already gained some work experience, beliefs and vision of the work of the organization. At the beginning of his/her career in the company the employee is gradually adapting to the new environment. Thus, the HR managers have to inform the employee of the accepted norms of behavior in the company, both formal and non-formal. During communication and cooperation with the new work team, worker can see the work of colleagues, informal communication between them and influences to each other. Thus, the new employee gradually adopts the system of norms of the company, starts to understand what the organization expects from him or her and what his or her role in the company is. During the period of adaptation of the employees in the new environment, the main duty of the HR managers is to help workers to adapt to a new place, to train or coach the new employees, and also to explain how to work effectively. [34, pp 478-86]

Main factors influencing the adaptation of new employees are showed in figure 1.5.

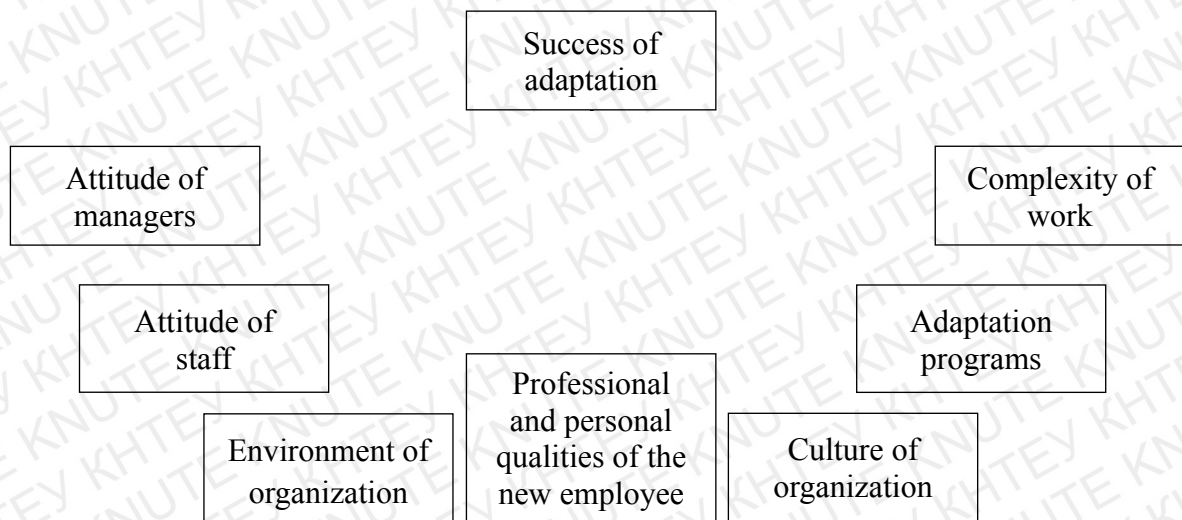


Figure 1.5 Main factors of influence the adaptation of new employees

Training/coaching. Training is organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Thus, before starting the work in the company a new employee has to participate in special training to get the skills needed to work more effectively and to improve productivity in order to achieve the organization's objectives. The value of training is widely recognized. Training is needed not only for the new workers in the organization, but also for employees who are being promoted. Similarly, it is important to be trained during one's work in the organization. After some time of working employees have to improve their skills, become more efficient and to keep up with the times. When the staff of the company is qualified then the productivity of the performance of this company is higher. [50, pp 723]

If the company wants the training to bring good results, employees should be motivated. They have to understand what they have been taught, and how it will affect their future work. The organization, in turn, should create favorable conditions for the trainees (bonuses support). Training should consist of not only theory but also practice, which is very helpful for the employee at a particular position in the organization.

Evaluation of work. When the employee has already begun to work, has adapted to the team and working environment and has received the proper training, it is necessary from time to time to assess the effectiveness of his or her work. The best way to do the assessment is to do it individually with each employee through an interview.

At first the HR managers need to notify the employee what the organization is expecting from him or her. Then they need to determine how the employee is behaving, and how he or she is following the standards set in the organization. HR managers have to determine as specific as possible the work done by the employee in the organization.

Management training/Career management. One of the duties of HR department in any company is management training of employees. Generally training means learning skills that the employee can use in the future. Management training is carried out to promote the employee to a management position. In management training as well as in other trainings a very important role is played by the analysis and planning. Before starting leadership training the HRM need to analyze the abilities and opportunities of exciting managers, and what skills a person should have to get a particular management position in the organization. In addition, it is necessary to create a proper job description for each management position. Then managers of HR department can select candidates from the staff of the company who can participate the management training. The management training include lectures, discussions in small groups, analysis of specific business situations, reading business literature, business games, simulation, and so on.

In many companies HR department is developing a career management program. These programs contribute to the disclosure of the employees' skills, abilities and talents, and also help to use the potential of workers more efficiently. Career management programs are also important for the workers themselves. Those programs lead to a greater commitment to the organization, because the employee has an opportunity to grow, to develop, and to get higher positions in the company. So the employee gets everything that he or she needs in one company.

Standardization and documentation. It is always a great advantage for any organization to follow the standards. What is a standard? A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose.

The standard can be applied in the selection and placement of personnel and in the planning and regulation of labor. In addition, it can be used to meet the challenges

of the development of HRM systems and to create a system of certification of personnel and to assess the level of qualification of employees.

The most popular standards known all over the world are the international standards developed by International Organization for Standardization (ISO). There is a wide range of benefits for the companies which follow the ISO standards (Table 1.4).

Table 1.4

Benefits for the company that follows ISO standards

Benefits	Creation of an effective HRM system based on objective indicators.
	Provision of necessary skills of workers.
	Objective evaluation of the qualification level of the employees.
	Formation of corporate training and professional development of employees.
	Reduction of the cost for personnel selection and adaptation.

Continuation of Table 1.4

	Reduction of staff turnover due to higher levels of personal motivation.
	An opportunity for the employees to assess their skills and build a strategy for personal development within the company, and so on.

In addition, there are Investors in People (IiP) Standards which are highly recommended to follow if the company wants to have a good image. IiP certificate is considered as one of the most prestigious in the world, its presence increases the attractiveness of any company, both for investors and employees. The international standard IiP is also an objective way to confirm that the work with the staff is really a priority in the company which is adding value to the company as well. Thus, the task of HR department of any company is to follow those standards above in order to perform duties as competently as possible.

1.3. The effectiveness of the Human Resource management in hotel

Effectiveness of the integrated system of enterprise personnel management is rightly considered as part of the enterprise effectiveness as a whole. However, there is currently no single approach to assessing this efficiency. The difficulty lies in the fact that the process of employees work is closely linked to the production process, with its final results, and with the social development of the enterprise. Accordingly, the methodology of evaluation is based on the choice of criteria for the effectiveness of the

organizational, economic and social subsystems of the complex system. As such criteria may serve the purpose of these subsystems.

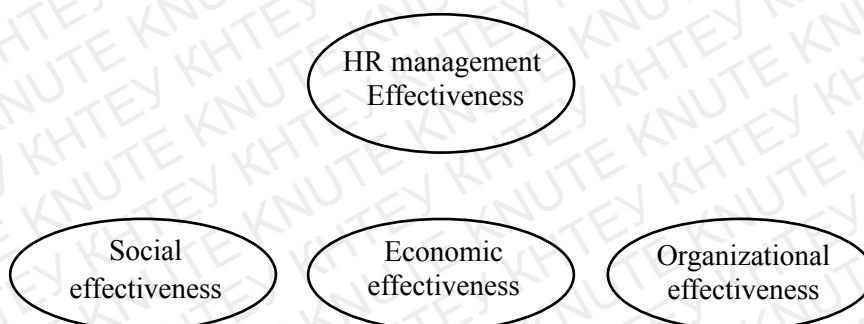


Figure 1.6 Complex system of HR personnel management effectiveness

The task of assessing the effectiveness of enterprise personnel management is to determine (Figure 1.6):

1) Economic efficiency (characterizes the achievement of the goals of the enterprise through better use of labor potential);

Criteria for assessing the economic efficiency of personnel management of an enterprise should reflect the effectiveness of HR or work of employees.

2) Social efficiency (expresses the satisfaction of expectations and satisfaction of needs and interests of employees of the enterprise);

Social efficiency of personnel management of the enterprise is largely determined by the organization and motivation of labor, the state of socio-psychological climate in the labor force that is more depends on the forms and methods of working with each employee.

3) Organizational efficiency (evaluates the integrity and organizational design of the enterprise).

This approach is based on the fact that employees of the enterprise act as a cumulative social worker, which directly influences the course of his activity. Therefore, the end results of such activities and should serve as criteria for assessing the organizational effectiveness of personnel management.

Composition of indicators comprehensively reflects the efficiency of personnel management of the enterprise in economic, social and organizational aspects. In order to

identify some of them, it is necessary to gather additional operational information on the basis of specific sociological research. In enterprises with a low level of mechanization and automation of labor, as well as in small enterprises, the approach of an employee to a production resource prevails without understanding the importance of social management, which complicates the introduction of advanced methods and the use of social reserves. [42, pp 328-35]

Quantitative assessment of the economic efficiency of personnel management of an enterprise involves determining the costs necessary for the implementation of personnel policy of the enterprise.

Indicators for assessing the economic efficiency of personnel management of the enterprise:

1. Cost assessment of differences in the effectiveness of labor (determined by the difference in estimates of the results of the work of the best and middle employees performing the same job).
2. The ratio of costs necessary to provide the company with skilled personnel, and the results derived from their activities.
3. The ratio of the budget unit of the enterprise to the number of staff of this unit.

These indicators target the employees for the implementation of planned tasks, the rational use of working time, improvement of labor and executive discipline and, mainly, aimed at improving the organization of work.

In addition, in a market economy, the following economic indicators are important:

- Revenue;
- Productivity;
- Sales volume;
- Productivity;
- Labor productivity of workers;
- The ratio of growth rates of labor productivity to growth rate of average wages;
- Payroll fund;
- Management costs.

To analyze the dynamics and the movement of labor it is necessary to analyze the dynamics and movement of frames using the following indicators: coefficient of fluidity of personnel, coefficient of turnover on acceptance, the coefficient of turnover on the outflow, the ratio of total turnover, the coefficient of dynamics of the numerical composition, the coefficient of constancy. After that we will be able to make some conclusions.

Coefficient of hiring turnover (C_h) - ratio of the number of hired employees (N_h) to the average number of employees (A_e). (Formula 2.2)

$$(2.2)$$

Coefficient of firing turnover (C_f) – ratio of the number of fired employees (N_f) to the average number of employees (A_e). (Formula 2.3)

$$(2.3)$$

Coefficient of employees' turnover (C_i) - ratio of workers fired on their own decision and for violation of labor discipline (N_{fdv}) to the average number of employees (A_e). (Formula 2.4)

$$(2.4)$$

Coefficient of total turnover (C_{tt}) – ratio of hired and fired workers (N_{hr}) to the average number of employees (A_e). (Formula 2.5)

$$(2.5)$$

Coefficient of quantity dynamic (C_{qd}) – ratio of fluctuation of the average number of employees (N_{h-f}) to the average number of employees (A_e). (Formula 2.6)

$$(2.6)$$

Coefficient of constancy (C_c) – ratio of employees number that worked for all year (N_{ce}) to the average number of employees (A_e). (Formula 2.7)

(2.7)

Indicators for assessing the social effectiveness of enterprise management:

1. The state of the moral and psychological climate in the labor collective. This is a very important social indicator, which allows you to judge the motivation, needs and conflict in the work team.
2. Indicators characterizing the impact of social programs on the performance of employees and the enterprise as a whole (increasing productivity, improving product quality, saving resources).
3. The degree of staff satisfaction with work (estimated on the basis of the analysis of thoughts and reactions of employees to the personnel policy of the enterprise and its individual directions).

Such thoughts are manifested through surveys by questionnaires or interviewing. Surveys can cover a wide range of issues: overall satisfaction with work; satisfaction with the competitiveness of the workforce; labor organization; its productivity and payment, etc.

4. Average personnel costs per employee: average costs per worker, average cost of training one employee.

Obviously, the composition of the indicators should be variable, it should be specified and supplemented in the proportional conditions of dynamic development of the enterprise.

Organizational efficiency of personnel management of the enterprise or its deficiency is described in terms such as: employee satisfaction, long absence or absenteeism, labor turnover, the number of acute conflicts, the number of complaints, as well as accidents, etc. For an enterprise to work efficiently, it is important to take into account each of these components; each of them must achieve a certain goal.

Indicators for assessing the organizational effectiveness of enterprise personnel management:

1. Fluidity of staff (indicates the level of stability of the labor collective of the enterprise).
2. The ratio of the number of managerial staff and other categories of employees.
3. Reliability of the personnel (determined by the magnitude of possible failures in the work of all units of the enterprise due to late provision of information, errors in calculations, violations of labor discipline).
4. Uniformity of loading of personnel (characterizes a specific weight of losses due to overload of workers).
5. The level of labor discipline (reflects the ratio of the number of cases of violation of labor and executive discipline to the total number of employees of the enterprise).
6. Complexity of personnel.

It is rated:

- quantitatively - by comparing the actual number of personnel with the required amount (calculated on the labor intensity of operations) or with the planned number provided by the staff list);
- qualitatively - according to the professional qualification level, education, practical experience of the personnel requirements of occupied jobs (positions).

The given structure of indicators allows to estimate such basic parameters of organization of work of the personnel of the enterprise, as: economy, reliability, uniformity and quality. Together they describe the organizational efficiency of the work of the company's employees.

Conclusions to part 1

1. Human Resources Management is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or

more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future.

2. HRM main goals are:

- support the organization in achieving its objectives by developing and implementing human resource (HR) strategies that are integrated with the business strategy (strategic HRM);
- contribute to the development of a high-performance culture;
- ensure that the organization has the talented, skilled and engaged people it needs; create a positive employment relationship between management and employees and a climate of mutual trust;
- encourage the application of an ethical approach to people management.

The beliefs of HRM included the assumptions that it is the human resource that gives competitive edge, that the aim should be to enhance employee commitment, that HR decisions are of strategic importance and that therefore HR policies should be integrated into the business strategy.

3. HRM exists in many models, and practices within different organizations are diverse, often only corresponding to the conceptual version of HRM in a few respects.

But, the concept of HRM has much to offer, at least to management. But reservations have been expressed about it. There may be something in these criticisms, but the fact remains that as a description of people management activities in organizations HRM is here to stay, even if it is applied diversely or only used as a label to describe traditional personnel management practices.

4. The working process in the HR department goes in 8-9 stages. Those stages are the main, but every company has its own additional steps to get the maximum efficiency. All steps are followed by determined standards, principles and norms.

In turn, the notion of 'efficiency' is not relative at all. It has three main dimensions: economic, social and organizational. Each of these measurements has its own indicators. Those indicators can be used to determine whether enough attention is done to all aspects of management activity at the hotel business enterprise.

PART 2. ANALYSIS OF THE SYSTEM OF THE HUMAN RESOURCE MANAGEMENT IN HOTEL "RADISSON BLU HOTEL", KYIV

2.1. The composition and structure of Radisson Blu Hotel

Hotel Radisson Blu Hotel it is a 4-stars hotel, the first hotel of Radisson Blu Hotels & Resorts chain in Ukraine. It is situated in the central part of the city. It will take only 15 minutes to get to the central street.

Radisson Blu Hotel is oriented more on business travelers and can satisfy all their needs. For those aims it has 5 conference-halls with summarized square about 407 sq. m on the first floor and additional conference-zones on others floors. Conference-part can be easily adapted to any event of any type and size. Event will be followed by hi-speed Internet-connection by Wi-Fi, delicious dishes or individual-developed menus that match with Brain Food conception, smiley and professional coordinator of events, hi-quality standards.

Number of rooms is 255 comfortable rooms of different categories. There are cheap rooms with basic list of services, more developed middle-class rooms with some additional services and bigger square, hi-class rooms with full packet of existed services and equipment, great square and street view. Now hotel is on full reconstruction and restyling of rooms. Two floors are done and it needs not more than half of the year to finish on other floors. New style of rooms is diversified and modern. Main categories of rooms and their number are next: superior - 75 rooms, premium new style – 62 rooms, junior suite – 42 rooms, suite – 22 rooms, family – 52 rooms, presidential suite – 2 rooms. Hotel has special accessible rooms and amenities for people with poor health.

For satisfying of food needs of guests hotel has bistro CÔTÉ EST that is available for private banquets, buffets and receptions and also hosts the incredible Super Breakfast Buffet each morning. Also, it has Mille Miglia restaurant with Italian cuisine that is on control of Italian Chef Fabrizio Righetti and his team. Except Italian cuisine guests can taste dishes from other regional and country cuisines. For wishers of

cocktails and other drinks hotel has K-Largo Lounge Bar. It is a lobby-bar with different snacks, cocktails and beverages. Except of those traditional services and names, bar has special service – Grab & Read. This service gives you an opportunity to take aperitif and read your favorite book in comfortable atmosphere that is ideal for casual business-meetings, after-dinner drinks with friends or a relaxing evening accompanied by a good book.

For full satisfying of guests needs there are also:

- Currency exchange office;
- 24h room service;
- ATM machine;
- Cradle and furniture for babies;
- Electric car charging in the underground parking;
- Express laundry;
- Underground parking on site for and parking near hotel upon availability;
- Transfer from/to the airport;
- Organization of excursion tours;
- Luggage storage;
- Mobile application - Radisson One Touch app.

For some relax and rest aside of business-deals guests can use services of gym, sauna, steam bath, beauty salon and massage room. In those institutions guests can prepare themselves for different events and meetings, get rest after those events and follow their regular training program.

Organizational structure of Radisson Blu Hotel.

The organizational structure of the hotel is a reflection of the powers and responsibilities that are assigned to each worker.

Radisson Blu Hotel has 8 departments. Every department implement its functions according to provisions on departments. Forms of functions realizations on enterprise are next:

1. Administrative – General Manager, Executive Assistant Manager – decide next questions: determination of general directions of enterprise policy in the framework of the set goals and objectives; decision-making, aimed at satisfying the needs of consumers; solving issues related to financial policy and economic management.
2. Operational – Rooms Division, F&B Department, Conference Department, Fitness and Spa Department – provide creation and realization of main and additional hotel services.
3. Safety – Security Service – provide protection of guests and save material wellness of the hotel.
4. Logistic – Material Department - engaged in the purchase of equipment, equipment, consumables and other materials necessary for the operation of the hotel.
5. Marketing – Sales & Marketing Department - analyzes the market of hotel services, controls the competitiveness of the enterprise and the implementation of its services.
6. Human Resources management – HR Department - develops motivation projects for workers, organizes trainings, training courses for staff, defines the need for employees and hires them.
7. Accounting and financial stability– Financial Department - accounting of all business operations of the enterprise, economic forecasting and money actives control.
8. Investments – Chairman, Board of Directors - determining the volume of investments for the future period, forms of investment, the main investors of the formation of the investment portfolio, control over the effective use of investments.
9. Innovation – Sales and Marketing Department – development and improving of service providing process.
10. Automation, computerization, information, software, technical support – Engineering Subdivision – provision of effective and stable function of hotel equipment.
11. Foreign economic - Sales and Marketing Department - establishing cooperation with foreign subjects.

Organizational structure of managerial personnel of RadissonBlu Hotel is showed in Addition B. There is also showed areas of responsibility and functions.

The total volume of work performed at this enterprise is distributed among separate units. This distribution is based on the distribution of labor, namely, on the relative separation of various activities of the enterprise. The main types of division of labor in this enterprise are functional, technological and qualification.

In accordance with the staffing of the Radisson Blu Hotel, the functional distribution of labor is carried out in the context of the main categories of staff - the management apparatus, the production staff of the hotel industry and the production staff of the restaurant industry.

Technological distribution of labor is carried out, as a rule, according to the categories of production personnel of the hotel industry and the production personnel of the restaurant industry institutions. The division of these categories of staff in terms of posts is determined by the volume of individual operations of the corresponding technological processes.

Qualifying distribution of labor is determined by the division of work performed in the enterprise, according to their complexity.

There was implemented SWOT-analysis of Radisson Blu Hotel results of which are presented in Appendix E.

2.2. The composition and structure of HR in Radisson Blu Hotel

The structure of the hotel personnel is a set of separate groups of workers, united on a number of features and categories.

Depending on participation in manufactural process divide:

- Industrial-manufactural personnel (IMP) – workers which are participants of manufactural process;
- Non-industrial personnel – workers which are not directly connected with manufacturing and its servicing and workers of social enterprise infrastructure

(workers of childish and medical intuitions that are on the balance of enterprise).

Hotel staff is fully industrial-manufacturing personnel and can be divided on 4 main categories:

- Workers - workers directly engaged in the creation of material assets or the provision of production and transport services. Workers are divided into: the main workers, directly related to the production of products; auxiliary workers involved in servicing the production;
- Specialists - employees who carry out economic, engineering, legal, administrative and other functions. These include economists, engineers, technologists, lawyers, human resources inspectors, accountants, and others;
- Employees (technical executors) - employees who carry out financial and accounting functions, preparation and execution of documents, economic service and other functions. These include secretaries, recorders, cashiers, forwarders, etc.;
- Managers carry out the functions of enterprise managing. Managers can be divided into three levels: the higher (enterprises in general - the director, the general director, the manager and their deputies); average (managers of the main structural subdivisions - shops, departments, departments, and also chief specialists); grassroots (working with executives - heads of bureaus, sectors, and masters).

Categorical division of Radisson Blu Hotel personnel is in table 2.1.

Table 2.1

Categorical structure of Radisson Blu Hotel in 2015-2017

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
1. Total number of employees:	270	270	278	0	8	0	2,88
1.1. Workers	220	221	228	1	7	0,45	3,07
1.1.1. Main	155	153	157	-2	3	-1,31	1,92
1.1.2. Auxiliary	65	68	71	3	4	4,41	5,56
1.2. Workers (technical executives)	18	17	18	-1	1	-5,88	5,56
1.3. Specialists	11	11	11	0	0	0	0,00

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
1.4. Managers	21	21	21	0	0	0	0,00

First of all, as we can see, the number of enterprise employees changes in reason of permanent hire of new workers and fire of existed workers. But this correlation is positive. So in 2017, the number of staff increased for 8 people (2,96%) and amounted to 278 employees.

Number of managers and specialists on the end of both years is the same. Changes happened in number of main workers (plus 3 employees), auxiliary workers (4 employees more) and technical executives (plus 1 employee). Graphically showing of categorical structure of Radisson Blu Hotel personnel is showed in figure 2.1.

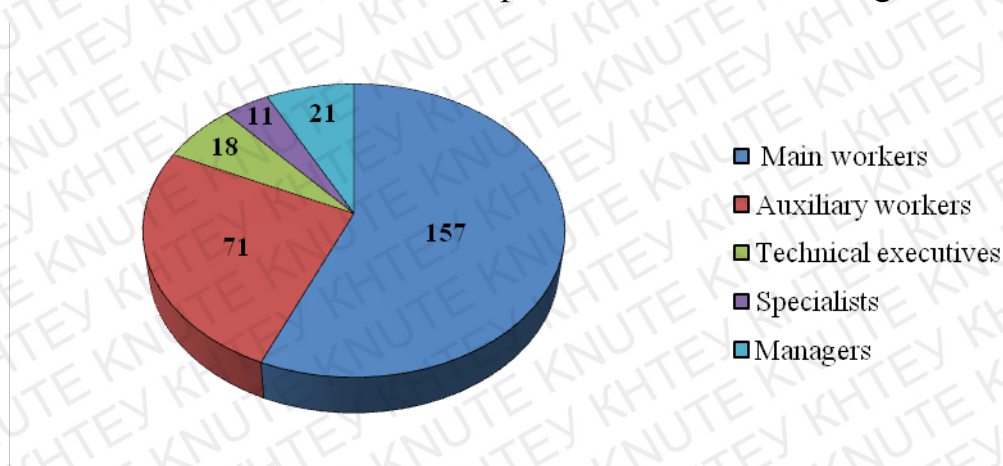


Figure 2.1 Categorical structure of Radisson Blu Hotel personnel in 2017

Gender-age and educational structure of Radisson Blu Hotel personnel is showed in table 2.2.

Table 2.2

Gender-age and educational structure

of Radisson Blu Hotel personnel in 2015-2017

Indicator	Year			Absolutedeviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
1. Number of employees of the hotel complex	270	270	278	0	8	0	2,96

Indicator	Year			Absolutedeviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
1.1. By gender							
Women	174	175	177	1	2	0,57	1,14
Men	96	95	101	-1	6	-1,05	6,32
1.2. By age							
15-28 years	78	77	79	-1	2	-1,30	2,6
29-49 years	169	172	185	3	13	1,74	7,56
50-59 years	23	21	14	-2	-7	-9,52	-31,43
1.3. By education							
Higher education	58	62	45	4	-18	6,45	-28,21
Basic higher education	125	125	145	0	20	0,00	16,03
Incomplete higher education	57	51	63	-6	12	-11,76	23,44

Continuation of Table 2.2

Indicator	Year			Absolutedeviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
Secondary education	30	32	25	2	-7	6,25	-21,88

One of the relatively stable qualitative parameters that affect the efficiency of the use of labor resources is the gender-age structure of the company's employees. Gender-age structure of enterprise personnel is the part of social personnel structure and the ratio of groups of personnel by gender (men, women) and age.

The age structure is characterized by the proportion of persons of the corresponding age groups in the total number of personnel. We grouped all employees in three main age-categories: 12-28, 29-49 and 50—59 years.

At present, in the hospitality sector, the bulk of workers (81%) are women. In this case, young workers under the age of 30 years occupy one third of the total.

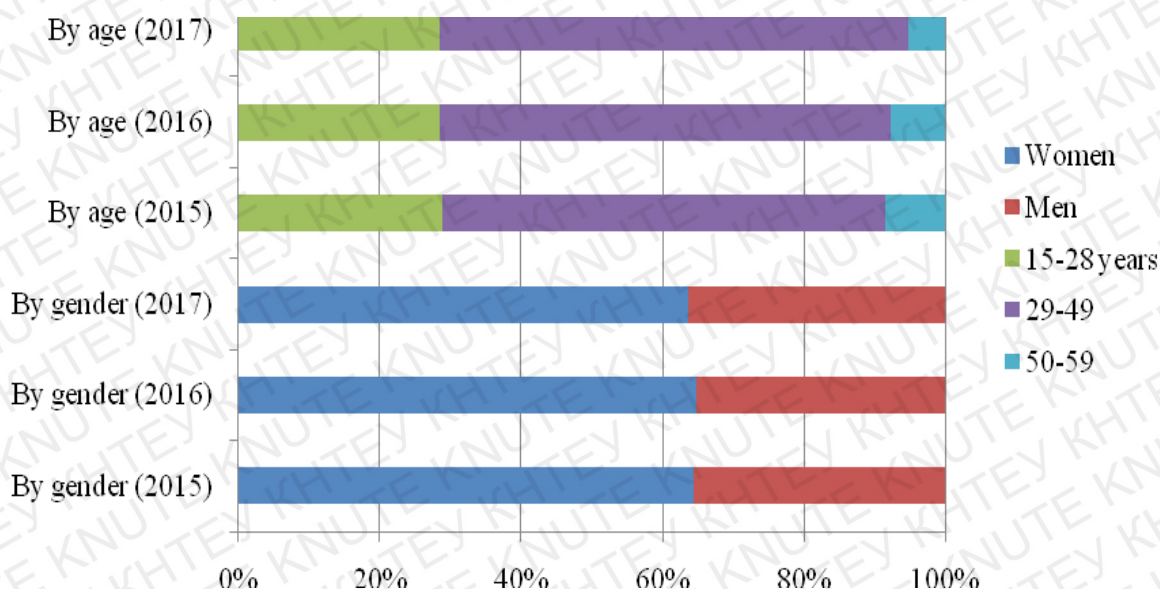


Figure 2.2 Gender-age structure of Radisson Blu Hotel personnel in 2015-2017

Gender-age structure of Radisson Blu Hotel staff is showed in figure 2.2. Women account for 63.67% of the total number of staff, and men - 36.33%. Workers under the age of 28 years were 28.47% in 2017, at the age of 50-59 – 5.13%. The positive changes in the company for 2016-2017 can include reducing the share in the total number of workers aged 50 to 59 years and increasing the proportion of young employees under the age of 28 years. For efficient use of labor resources in the hotel complex it is necessary to increase the number of young professionals who can quickly switch to new methods of work, adhering to world standards of service.

Educational structure of personnel in 2016-2017 years showed in figure 2.3. Enterprise had 45 (16,19%) persons with higher education in 2017, basic higher education - 145 persons (52,09%), incomplete higher education - 63 persons (22,73%), other education - 25 persons (8,99%).

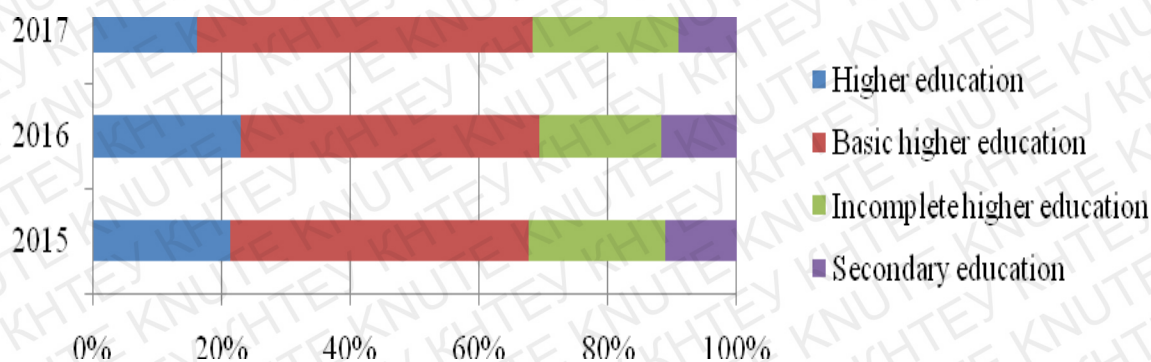


Figure 2.3 Educational structure of Radisson Blu Hotel personnel in 2015-2017

Not all employees of a hotel company need to have higher education, its availability is an additional preference, as a person has more developed abilities to organize their work and adhere to the established course of action.

2.3. The effectiveness of HR management at Radisson Blu Hotel

All main financial results of economic activity of Radisson Blu Hotel are present in table 2.3.

Table 2.3

Financial results of economic activity of Radisson Blu Hotel

in 2015-2017 years (thou UAH)

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
Net income from operational activity	53076	54159	46565	1083	-7594	2,00	-14,02
Operational costs	40115	40093	30145	-22	-9948	-0,05	-24,81
Gross profit	12961	14066	16420	1105	2354	7,85	16,74

Continuation of Table 2.4

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
Other operational income	10676	10153	8184	-523	-1969	-5,15	-19,39
Administrative costs	7820	7981	6868	161	-1113	2,02	-13,95
Selling costs	1030	1025	227	-5	-798	-0,50	-77,85
Other operational costs	9818	10122	9445	304	-677	3,00	-6,69
Financial result of operational activities: profit	4968	5091	8064	123	2973	2,41	58,4
Other financial income	321	329	64	8	-265	2,54	-80,55
Financial result before tax: profit	5289	5420	8128	131	2708	2,42	49,96
Taxes	-52	-54	-2073	-2	-2019	3,00	3738,89
Clear financial result: profit	5237	5366	6055	129	689	2,41	12,84

Elements of cost of sold services are showed in table 2.4.

Table 2.4

Elements of cost of sold services in 2015-2017 years (thou UAH)

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
Material costs	19287	19798	13318	511	-6480	2,58	-32,7
Salary costs	13184	13285	12302	101	-983	0,76	-7,4
Social activities costs	452	429	413	-23	-16	-5,32	-3,73
Amortization	7192	6581	4112	-611	-2469	-9,29	-37,52
Summarily	40115	40093	30145	-22	-9948	-0,05	-24,81

As we can see, clear financial result of Radisson Blu Hotel activity is for 12,84% bigger in 2017 year than in previous. At first look it seems strange, because net income from sells of services decreased for 14,02%, and other operating income – for 19.39%. And, also, hotel needed to pay 37-times more taxes in 2017 year. But, increasing of clear financial result became possible by decreasing of operational costs for 24,81%, administration costs – 13.95%, selling costs – 77,85%, and other operating costs – 6,69%.

Operational costs were decreased by reducing of all its elements. Material costs were reduced for 32,7%, salary costs – 7,4%, social activities costs – 3,73%, amortization – 37,52%.

As an effective indicator characterizing the economic efficiency of personnel management, the average labor profitability for 1 employee (Pr_{1empl}) is taken as the ratio of the average annual volume of unit sales to the average personnel number (Formula 2.1). In favor of his choice, the fact that this indicator of productivity of labor can be used for all enterprises and the method of its calculation is generally acknowledged.

$$Pr_{1empl} = AQ_{us} \div AQ_p \quad (2.1)$$

Results of calculations of this and other economic indicator are in table 2.5.

Table 2.5

**Indicators of economic efficiency of HR management
in Radisson Blu Hotel in 2015-2017**

Indicator	Unit of meas.	Year			Absolute deviation		Increase rate, %	
		2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
Total income	thou UAH	64072	64641	54813	569	-9828	0,88	-15,2
Total costs	thou UAH	58783	59221	46685	438	-12536	0,74	-21,17
Total net profit	thou UAH	5237	5366	6055	129	689	2,41	12,84
Number of employees	person	270	270	278	0	8	0,00	2,96
- workers	person	220	221	229	1	8	0,45	3,62
Costs on 1 UAH of TI	UAH	0,92	0,92	0,85	0,00	-0,07	0,28	-7,61
Labor payment fund	thou UAH	13184	13285	12302	100,97	-983	0,76	-7,4
Average annual salary of one employee	UAH	4069	4100	3680	31	-420	0,75	-10,24
Profitability of costs	%	9,00	9,1	12,97	0,10	3,87	1,13	42,53
Labor productivity for 1 employee	UAH	237,3	239,4	197,2	2,1	-42,24	0,88	-17,64
Labor prod. for 1 worker	UAH	291,2	292,5	239,4	1,3	-53,14	0,43	-18,17

Increasing of profit (12,84%) became possible in reason of decreasing of total costs (21,17). Consequence of that was the decreasing of costs on 1 UAH of TI and increasing of costs profitability. So, enterprise realizes its main function (increasing of profit) stable.

But, as we can see, labor productivity decreased pretty much (17,64%). One of possible reasons of lower profitability can be smaller labor payment fund (-7,40 in comparison with 2016). Middle monthly salary for one employee decreased on 17,64% to the level of 3680 UAH. But, in fact of labor payment fund decreasing, enterprise hired 8 more employees that made the situation with salary more negative.

As you know, the company must adhere to certain ratios on the growth rates of production, productivity and average wages. The first priority is the pace of growth in labor productivity, then output and average wages. The situation with those indicators in Radisson Blu Hotel described in table 2.6.

Table 2.6

Correlation of growth rates of output, labor productivity and average wages

Indicator	Increase rates in 2017 to 2016 ,%
Labor productivity for 1 employee	-17,64
Total income	-15,20
Average annual salary of one employee	-10,24

As we can see, correlation is not implemented. Hotel has smaller income but, in the same time, hire more personnel. As derivative problem, in reason of bigger personnel size and smaller payment fund employees get smaller salary.

But Radisson Blu Hotel is a service enterprise, where the realization of income is fully owned to employees. Maybe, employees will be tolerating to bad salary, but after some time it will effect on their moral statement. The main result of low moral stability – non-motivated implementation of tasks with many mistakes and additional costs.

The most responsible stage of analysis of organizational and social effectiveness is the study of labor movement.

The staffing structure is constantly changing with state redundancy, voluntary dismissal, retirement of workers, moving them into positions within structural subdivisions and recruiting new workers instead of retiring or in connection with the expansion of production. Excessive turnover of the labor force entails additional costs for the training and retraining of new workers, reduces the productivity of labor not only for new workers who master new working conditions, but also for those who are fired and who need some time to find new jobs.

The turnover of labor is divided into needed turnover which is needed in objective reasons, which are independent from the enterprise administration, and excessive - which includes the dismissal of workers for violations of labor discipline, absenteeism, due to lack of high qualifications, in reason of the decision of judicial authorities.

But, there, also, may be a shortage of workforce turnover, when, for whatever reason, the necessary upgrading of the company's staff is slowing down. This is evidenced by the growth of the number of retired employees.

Analysis of workforce movement in Radisson Blu Hotel in 2015-2017 is presented in table 2.7.

Table 2.7

Analysis of workforce movement in Radisson Blu Hotel in 2015-2017

Indicator	Year			Absolute deviation		Increase rate, %	
	2015	2016	2017	2015-2016	2016-2017	2015-2016	2016-2017
1. Average number of persons	270	270	278	0	8	0,00	2,88
2. Hired for work during the year	25	23	31	-2	8	-8,00	25,81
3. Number of fired workers:	25	20	23	-5	3	-20,00	13,04
- for valid reasons	1	3	2	2	-1	200,00	-50
- voluntarily	20	15	18	-5	3	-25,00	16,67
- for violation of labor discipline	4	2	3	-2	1	-50,00	33,33
4. Coefficient of turnover:							
- of hiring, %	9,26	8,52	11,15	-0,74	2,63	-7,98	23,61
- of firing, %	9,26	7,41	8,27	-1,85	0,87	-19,97	10,47
5. Coefficient of employees turnover, %	8,89	6,3	7,55	-2,59	1,26	-29,13	16,65
6. Coefficient of total turnover,%	18,52	15,93	19,42	-2,59	3,5	-13,98	18,01
7. Coefficient of quantity dynamic, %	0,00	1,11	2,88	1,11	1,77	100,00	61,39
8. Coefficient of constancy, %	90,74	91,48	88,85	0,74	-2,63	0,81	-2,96

Coefficient of employees turnover in 2017 is 7,55%. Natural turnover (3-5% per year) contributes to the timely renewal of the team and does not require special measures from management and personnel service. But 7,55 is excessive turnover that causes significant economic losses, and also creates organizational, personnel, technological, and psychological difficulties. Excessive staff turnover, according to sociological research, has a negative effect on the morale of the remaining employees, on their work motivation and dedication to the organization.

In this way:

- Staff turnover affects the productivity of not only those workers who intend to leave, but also those who continue to work, i.e. on the life of the whole organization;
- Staff turnover defects you from creating an efficiently working team, negatively affects the corporate culture of the organization.

Describing the indicators of labor movement at the enterprise, it should be noted that the indicators of labor potential use do not give an exhaustive description of its use and cannot be considered as factors that directly affect the volume of output. The volume of production depends not only on the number of employees, but also on the amount spent on labor.

Also, the situation with increased number of voluntarily firings needs to be analyzed additionally. Because, the reason of it can be in non-effective system of motivation that doesn't encourage people to stay for fork in Radisson Blu Hotel.

There are, also, other ways to identify and analyze social and organizational effectiveness of HR management. One of them is universal table with different indicators that reflect that or another aspect of organization process in hotel.

It is on-line assessment tool that is provided by Authenticity Consulting, LLC and has been adapted from a tool developed by the Greater Twin Cities United Way. It can be used to get a reasonable impression of the quality of the most important practices in human resources and supervision for business.

We could use results of this assessment tool to:

- 1) Ensure a strong foundation from which to add a product or undertake a major change effort;
- 2) Do an internal analysis as part of an overall strategic planning activity;
- 3) Develop a common understanding among leaders regarding what needs to be done in your business;
- 4) Assess how the operations in your business compare to various "best practices".

Each indicator is marked as Essential ("E"), Recommended ("R"), or Additional ("A") practices for the typical business. Next to each specific indicator are choices, including "Met," "Needs Work," "Not Applicable," and "Don't Know." After reading each indicator, we need to place a check mark under the appropriate choice as to how business performs to that indicator.

After completing the assessment we can notice which areas need work, especially those marked "E".

Completing of this assessment became possible thanks to number of documents that were provided by HR-department of Radisson Blu Hotel. Content of those documents were analyzed, availability of every type of requested by the table document also. Table with answers is presented in addition C.

Conclusions are next. From available documents it is known that hotel does not have any problems with documentary dealing of HR account and description of existing posts. All aspects of posts such as qualifications, duties, reporting relationships and key indicators are respected. Lists of employees are actual and it updates periodically. Enterprise cares about employees and their career development on their posts.

Interaction between different posts in different departments are ruled and ordered. All employees are responsible and accountable in face of senior employees. Employees can make an influence on decision-making process in boards of their responsibilities.

But there are some negative aspects. Employees have not the opportunity to provide input to their appraisals easily. There are some subjective barriers from the side of HR-department. It looks like they think that they know how to evaluate employees work and they do not need recommendations or opinions exactly of those employees which are evaluated.

There is pretty strong problem with conduction of benefits and periodic reviewing of compensation plans. It reflects in small salary of some posts, low value of compensation fund (that was showed also in statistic before). Values of salary are non-actual often and lag behind for 3-5 years.

The process of assessing of new employees is defected. They don't have enough time for adaptation sometimes. Also orientation and training process about the company and its personnel policies is not so effective when it goes hurrying.

Those new employees accept to job very fast. Because hotel has not an effective process for filling vacant positions to prevent an disruption to organization operations.

In table 2.8 we will determine the degree of satisfaction of the needs of the employees of Radisson Blu Hotel. This table addresses to main needs according to Maslow's Hierarchy of Needs which are follows: physical needs, need for safety, need for love and belonging to a social group, need for esteem, needs for self-actualization.

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. Physiological needs are considered the main physical requirements for human survival. Once a person's physiological needs are relatively satisfied, their safety needs take precedence and dominate behavior. After physiological and safety needs are fulfilled, the third level of human needs is seen to be interpersonal and involves feelings of belongingness. This need is especially strong in childhood and it can override the need for safety as witnessed in children who cling to abusive parents. Esteem needs are ego needs or status needs. Self-actualization level of need refers to what a person's full potential is and the realization of that potential.

For that process 10 respondents were asked to paste “+” if the level of satisfaction of this need is tolerable, “-” – unsatisfied, “+/-” – lenient, for all five main needs.

Table 2.8

Level of satisfaction of main needs of Radisson Blu Hotel personnel

Respondent	Satisfaction of needs				
	Physical	Need for safety	Need for love and belonging	Need for esteem	Self-actualization
1	-	+/-	+/-	-/+	-/+
2	-	+/-	+	+	-
3	+	+/-	+	+	-/+
4	+/-	+/-	+	-/+	+

Continuation of Table 2.8

Respondent	Satisfaction of needs				
	Physical	Need for safety	Need for love and belonging	Need for esteem	Self-actualization
5	+	+	+/-	-/+	+
6	-	+/-	+/-	+	-/+
7	+/-	+	+	+	+
8	+	+/-	-/+	-/+	-/+
9	+/-	+/-	+	+	-/+
10	+	+	+	-/+	-

As we can see, physical needs and need for safety, which are fundamental needs, are not satisfied enough. It do not gives an opportunity for employees to realize their next-level needs like actualization and realization of themselves. Possible reason of impossibility to satisfy basic needs can be in low salary of certain employees.

Conclusions to part 2

In the second part of the graduating qualification work on the base of comprehensive sources, statistical data on the object of research, and the results of the questionnaire of the company's employees on specific issues, an analysis of the current state of Radisson Blu Hotel was carried out and revealed its main characteristics in aspect of HR. The analysis of factors of the environment of direct influence and internal environment of the hotel enterprise is implemented.

1. Research showed that the non-standard organizational structure of the hotel is due to the functional features and specifics of the organization's management. The main forms of implementing the functions of management in the enterprise are: administrative, operational, security, logistics, marketing, personnel, financial, investment, innovation, automation, foreign economic.

The main types of division of labor in this enterprise are functional, technological and qualification.

2. According to the results of the analysis of the number and composition of the employees, we concluded that these indicators are constantly changing due to the fact that the company carries out frequent hiring and dismissal of employees. Women (63.7%) occupy a significant part of the staff of Radisson Blu Hotel personnel.

The positive changes in the company for 2015-2017 can include reducing the share in the total number of workers aged 50 to 59 years and increasing the proportion of young employees under the age of 28 years. For efficient use of labor resources in the hotel complex it is necessary to increase the number of young professionals who can quickly switch to new methods of work, adhering to world standards of service.

Enterprise had 78% persons with higher education or basic higher education. Not all employees of a hotel company need to have higher education, its availability is an additional preference, as a person has more developed abilities to organize their work and adhere to the established course of action.

3. Profit increased. It became possible in reason of decreasing of total costs. Consequence of that was the decreasing of costs on 1 UAH of TI and increasing of costs profitability. So, enterprise realizes its main function (increasing of profit) stable.

But, as we can see, labor productivity decreased pretty much. One of possible reasons of lower profitability can be smaller labor payment fund. Middle monthly salary for one employee decreased of 3680 UAH. But, in fact of labor payment fund decreasing, enterprise hired 8 more employees that made the situation with salary more negative.

The company must adhere to certain ratios on the growth rates of production, productivity and average wages. The first priority is the pace of growth in labor productivity, then output and average wages.

4. Correlation is not implemented in Radisson Blu Hotel. It has smaller income but, in the same time, hire more personnel. As derivative problem, in reason of bigger personnel size and smaller payment fund employees get smaller salary. But Radisson Blu Hotel is a service enterprise, where the realization of income is fully owned to employees. Maybe, employees will be tolerating to bad salary, but after some time it will effect on their moral statement. The main result of low moral stability – non-motivated implementation of tasks with many mistakes and additional costs.

5. Coefficient of employees turnover in 2017 is higher than level of natural turnover (3-5% per year). Turnover is excessive and causes significant economic losses, and also creates organizational, personnel, technological, and psychological difficulties. Excessive staff turnover, according to sociological research, has a negative effect on the morale of the remaining employees, on their work motivation and dedication to the organization.

Also, the situation with increased number of voluntarily firings needs to be analyzed additionally. Because, the reason of it can be in non-effective system of motivation that doesn't encourage people to stay for fork in Radisson Blu Hotel.

6. From available documents it is known that hotel does not have any problems with documentary dealing of HR account and description of existing posts. All aspects of posts such as qualifications, duties, reporting relationships and key

indicators are respected. Lists of employees are actual and it updates periodically. Enterprise cares about employees and their career development on their posts.

There is pretty strong problem with conduction of benefits and periodic reviewing of compensation plans. It reflects in small salary of some posts, low value of compensation fund (that was showed also in statistic before). Values of salary are non-actual often and lag behind for 3-5 years.

The process of assessing of new employees is defected. They don't have enough time for adaptation sometimes. Also orientation and training process about the company and its personnel policies is not so effective when it goes hurrying.

Those new employees accept to job very fast. Because hotel has not an effective process for filling vacant positions to prevent an disruption to organization operations.

7. In reason of lower salary employees do not fell themselves in safety and their basic physical needs are not satisfied fully. It can cause impossibility of self-realization, decreasing of productivity level, corporate culture degradation and outflow of high-quality workforce.

In the next part of graduating work there will be proposals of solving of existing problems, stabilization of situation and improving it.

PART 3. WAYS OF IMPROVEMENT OF THE HR MANAGEMENT IN "RADISSON BLU HOTEL", KYIV

3.1. Approaches to improving of the HR management in hotel "Radisson Blu Hotel"

In order to improve the efficiency of personnel management in Radisson Blu Hotel was developed a plan of measures, presented in table 3.1.

Table 3.1

Plan of measures for improving Radisson Blu Hotel HR management

#	The name of measure	Respons. person	Terms of execution
1	Construction of the personnel department of the hotel as the basis of the personnel management system	E.Henrichsen, GM	Constantly
2	Conduct certification for the most efficient use of specialists	A.Mihnovskaya, HR manager	One time per year
3	Identification of employees capable for more responsible work. Providing them with the opportunity to realize their own potential.	A. Homa, Training Manager	Constantly
4	Creation of reserves for the promotion of personnel to management positions, carrying out scheduled work with them (individual plans for preparation, rotation, internship in relevant posts, training courses, delegation of duties).	A.Mihnovskaya, HR manager	Fourth quarter
5	Carrying out work to improve the qualification of staff.	A. Homa, Training Manager	Constantly
6	Organization of training and improving of effectiveness of its conduct.	A. Homa, Training Manager	Constantly
7	Increasing the role of wages to ensure staff interest in improving service quality.	E.Henrichsen, GM	Constantly
8	Increasing employee interest in quality development through motivation.	A. Mihnovskaya, HR manager	Constantly
9	Provision, creation and execution of social program.	A. Mihnovskaya, HR manager	Constantly
10	Assistance to workers, taking into account their needs; driving them to professional growth. Support for creativity, innovation.	A. Mihnovskaya, HR manager	Constantly
11	Establishment and control of rules of the labor discipline.	A. Homa, Training Manager	Constantly
12	Increasing the role of "corporate culture" in the	A. Mihnovskaya,	Third

personnel work system: awarding valuable gifts, honors, etc.	HR manager	quarter
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The training program is designed to ensure effective staffing through systematic training and continuous improvement of their qualifications. The main objectives of the program are to provide the necessary organization of the internal learning process, control acquired skills of the employees as a result of training and planning.

During the educational process of Radisson Blu Hotel, we will need to apply a variety of training, such as:

- training in the workplace:
 - obligatory training of a trainee beginner within one week;
 - assembling a mentor (supervisor) for him;
 - delegation of authority;
 - cross-training, like cross-learning-rotation;
 - use of teaching methods, instructions.
- internal training outside the workplace:
 - a business or active game consisting of examining a case study, in which the employees get roles of the game and the business situation and consider the consequences of decisions taken;
 - educational situation, that is, real or imaginary situation with questions for analysis;
 - role-playing of role-based behavior, during which the employee gets practical experience and confirmation of his correct behavior;
 - socio-psychological training - participation in group to increase human perception and improve the ability to communicate with others;
 - part-time training for managers in the form of a self-study system, aimed at improving the master's skills (analytical testing, personnel audit, crediting).
- external study outside the workplace - studying with others or studying abroad.

The personnel training program should also provide possibility for individual training of personnel using multimedia tools, which will allow maintaining constant feedback and adjusting the learning process, which greatly increases its effectiveness.

To improve the effectiveness of personnel management it needs to be complexed with next main postulates:

- Teaching at the workplace. To organize training directly at the workplace, it is necessary to introduce modern methods of training and retraining in the workplace for all, including management personnel. Particular attention should be paid to the use of opportunities for each employee;
- Eliminate fear. Employees of enterprises work much more effectively, if coercion and fear play a minor role among motive motives;
- Eliminate barriers. This means removing barriers between divisions and groups of staff. Shots should be perceived as the only team;
- Avoid empty slogans and calls. Do not call for quality improvement, not including ways to achieve it. Empty slogans, however attractive they were, have a definite effect for a short time and then are forgotten.
- Give the opportunity to be proud of belonging to the company. Eliminate the barriers before feeling pride for work. It is very difficult to have a sense of pride in their work, if products are produced or services made do not enjoy a good reputation, or the worker cannot influence the working situation.
- Encourage education and self-improvement. Promotion on the stage steps should be determined by the level of knowledge.
- To involve each employee in the activity to improve the work of the enterprise. One of the main prerequisites for success in the process of achieving quality is the conviction of senior management in the need for this engagement. Management should participate in the process of improving quality and productivity every day. Only on condition that the manager believes in the need for quality assurance and accepts direct and active participation in this work, possibly continuous improvement of quality.

To increase the productivity of hotel staff it is expedient to use a new, more efficient system of remuneration. There are two variants of the new system of salary calculation.

First variant of new basic salary calculation system. It is aimed at increasing the interest of employees in results of their work. The proposed system of remuneration is based on results of certification. It means that wages should be directly dependent on the nature of the work and the degree of their duties effectiveness for every employee in all enterprise

The level of efficiency, performance and quality of work can be different for the same tasks. In this regard, it is logical to differentiate wages depending on the level of performance of work. A worker who performs work at a higher quality level must receive a higher salary compared to an employee who only fulfills the standard requirements and often makes mistakes.

An assessment of work quality of the employees we propose to conduct on the basis of the developed system of key activity indicators - CRI, which will reflect the achievement of the goals set before the employee, unit and enterprise as a whole. The assessment of personnel should be understood as the process of comparing the characteristics of a person with the established standard, on the basis of which determines the compliance of the employee with the position occupied, and his ability to solve the tasks. The standard can be either the work of the best worker, or the sum of the best results of individual components of the work of different workers.

We propose to determine the amount of wages in this way: when hiring a worker, set a salary, which will be the point of reference for the progressive system. The first month he will receive a salary equal to the salary. However, in the following months, he will receive salary equivalent to the salary multiplied by the adjustment coefficient (table 3.2).

Table 3.2

Salary adjustment coefficients for personnel of Radisson Blu Hotel

Unsatisfactory status	Work that meets requirements at the	Work that meet requirements	Periodically, results of work are higher than requirements	Results of work are constantly higher than	Best results of work
-----------------------	-------------------------------------	-----------------------------	--	--	----------------------

	minimum level			requirements	
0,8	0,9	1,0	1,1	1,2	1,3

An assessment of work done on this scale is carried out by the senior inspector of the personnel department. Assessment based on developed criteria, and based on the own achievements of each employee. In order to avoid an inadequate assessment by the senior inspector of the personnel department of the hotel staff, it is proposed to conduct, from time to time, checking its results by the manager.

According to annual results, the senior inspector of the personnel department calculates the annual adjustment factor calculated as the sum of monthly coefficients received by the employee divided by 12. The annual coefficient is multiplied by the salary of the employee and, thus, receives the salary of the same employee for the following year. This salary will be the basis for calculation of wages in the next year.

This system of remuneration will help identify effective and ineffective workers. It will encourage professional growth, career development (gradual transition from lower-level employee hierarchy to higher).

Second variant of new basic salary calculation system. Currently, basic salaries are determined on the basis of subjective views of managers about the necessary and sufficient amount of compensation for the performance of a job. Subjectivism and the absence of a system for determining the basic salary leads to demotivation of the staff.

At the same time, it is quite difficult to find such a universal method of remuneration, which would take into account interests of both, the employer and the employee. An enterprise always strives to pay, taking into account its goals, but not so much that the employee does not retire, and the latter, in turn, seeks to receive as much as possible. To link salary payments and entrepreneurship logic, as well as solving problems associated with personnel motivation, allows the system of grades - a system of accrual of salaries based on the factorial method and matrix-mathematical models. The mechanism of material incentives for employees, based on the use of the system of grades, deserves special practical interest. At the same time, each position is assigned its grade, according to which the salary level is calculated.

Each position assigns a certain number of points, according to factors identified as the most important and most relevant for the enterprise. Depending on the assessment, positions are credited to a certain grade, which guarantees the receipt of a corresponding salary or social package (preferential food, medical insurance, etc.).

The wage line is usually formed on the basis of the market value of leading specialists: first determine the level of wages of the most valuable workers, and then, as the level of post is reduced, the remaining employees. However, even if they fall into one and the same grade, employees will not have exactly the same salary, because each tariff level sets limits that will change the amount of material payments to employees. In this case, it is possible to adjust the amount of remuneration based on special coefficients within a certain category. Thus, due to the experience gained and professionalism, it is possible to earn more by remaining at the same time in its position. The variable part of the salary is expressed in bonuses (5-20% of the salary) and can be tied to the results of annual certifications, to perform scheduled tasks and other indicators. The stages of development of the grading are detailed in figure 3.1.

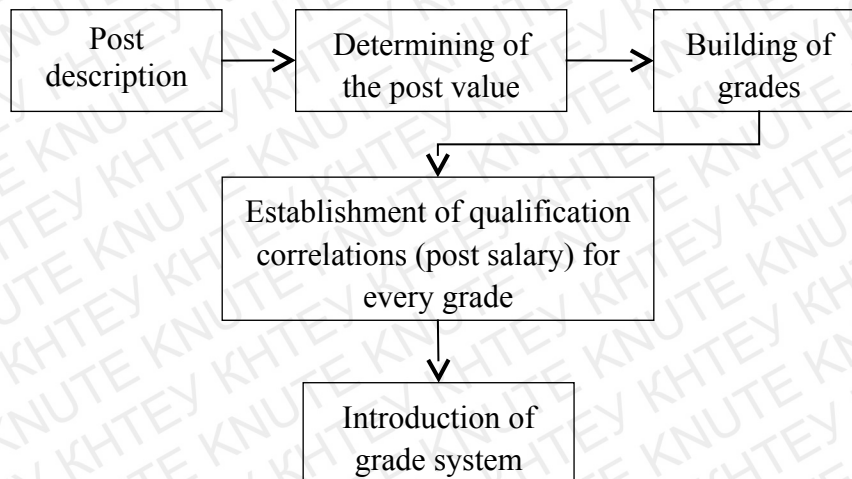


Figure 3.1 Stages of grade development

Except basic salary payments employees need to get some additional payments for good implementation of work responsibilities and its higher effectiveness. They need to be interested to do more and better.

It is advisable to form the size of bonus from two components. The first part, which is paid for the successful performance of the official duties, which leads to the

achievement of high collective performance, determines the salary of the employee and the net profit of the Radisson Blu Hotel. The second part, which has important stimuli of value, relates the level of remuneration with the overall performance of the enterprise and the results of the worker himself. A prerequisite for the payment of both components of the bonus is the achievement by the enterprise of the planned profit value and its over-implementation.

The size of the funds, which is directed from revenue of the enterprise to bonuses of employees, it is expedient to divide into two parts: one (20%) - for payment of the first, second (80%) - for payment of the second component of the bonus.

The proposed additional payments calculation systems can be supplemented with some dependence. This dependence is about that bonus payments are based on a study of the implementation of goals for each Radisson Blu Hotel unit. In this direction one of the methods of management and motivation of the personnel can be used. For example, method that called "Management by Objectives".

This method is based on the fact that at the beginning of the period (month, quarter) for the organization, subdivisions, departments, employees clear objectives are defined. Their bonuses depend on these objectives.

The number of objectives does need to be great, only about 3-5 objectives, that is enough.

After the end of the period, it is calculated how the goals are fulfilled, and the bonus part depends on it. Also, in determining the mechanism of calculation of variable part, attention needs to be payed to ensuring that its size depends not only on the results of the work of the particular employee, but also on the unit and enterprise as a whole.

It can be done by providing the matrix of the dependence of the bonus structure on the level of goals and position of the employee (Table 3.3).

Table 3.3

Dependence of bonus size on the level of goals achievement, %

Post	Personal goals	Department goals	Hotel goals
General manager	-	-	100
Head of the department	-	60	40
Employee	60	30	10

The implementation of this stage will enable the personnel to motivate the achievement of certain indicators and thus more efficiently manage the process of generating enterprise profit.

3.2. Developing the Human Resource Management Program at Radisson Blu Hotel

In order to improve the system of Human Resources management we need to improve personnel motivation of Radisson Blu Hotel in the context of corporate culture. For this aim I propose the following methods of non-material motivation that can be used in the hotel:

- setting up clearly defined and achievable goals for employees;
- systematic analysis of goals successfully achieved by the employees;
- involvement of employees in different educational and training programs;
- creation of the most transparent system of assessment and payment of their labor;
- delegation managerial responsibilities to employees;
- increase personal responsibility of each employee with the right to choose methods of solving tasks;
- public recognition of the success of employees in the work, confirmation of their value for the enterprise by various ways available for management;
- the focus of direct managers to employees' thoughts;
- creating of atmosphere of open competition with regular summing up of results;
- empowering employees with non-productive measures;
- involve employees in solving problems that require a non-standard approach;
- taking into account workers' representations of equity in the distribution of responsibilities and remuneration methods.

In order to improve the efficiency of the management of the internal environment, first of all, in the hotel complex it is necessary to further restructure staffing in accordance with the qualification requirements and productivity of labor by the separate categories of workers.

The system of measures envisages, in particular, the gradual transition to part-time employment (part-time week or part-time day), as well as certain changes in the payment of an employee who does not meet the requirements.

It should be noted that a method of dismissal partially continues to apply to a particular employee, even after his firing. From time to time a former employee is invited to the company as a consultant, expert to solve emerging production problems, to participate in various meetings. Retirees, for example, can be involved in their company as an instructor to participate in the training of staff, management of adaptation of new employees, briefing.

The duration of students' practice in a hotel should be at least 1-2 months. During this time, student will need to master a profession, specialty, to study production functions. During the period of practice, student will be able to thoroughly study the mechanism of work in this workplace, and in the process of learning to consolidate this knowledge. Thus, the management will be able to identify and recruit young professionals to occupy them in future vacancies.

Implementation of this proposal will undoubtedly increase the effectiveness of personnel management at Radisson Blu Hotel. At the same time, the management will know both the hotel's capabilities and the capabilities of future and existing employees, which will enable the creation of its own bank of staff with a large proportion of young professionals for the rapid and qualitative replacement of vacancies.

About remuneration, we think that grade system is more effective from proposed two new systems of basic salary calculation. Grade system takes in attention more aspects of job, it takes not only achievements of every employee but also level of difficulty of certain post, level of needed educational and professional skills, influence of employee on finish results of enterprise activity.

After we chose the best variant of basic salary calculation we need to form the program which will include all needed processes of grade system providing and time progression according to which the process needs to be implemented.

In order to get a description of the positions, we used the job description of the enterprise. To evaluate positions we use following factors: employee management; working conditions; experience; level of special knowledge (qualification); level of influence on the work of enterprise; complexity of work. Each of key factors in the assessment of the post was divided into six levels. Each level is assigned points, depending on the degree of complexity and the level of revelation: A – 1 point, B – 2 points, C – 3 points, D – 4 points, E – 5 points, F – 6 points (Addition D).

Weighting should be done by a group of experts, which may include managers of different levels, leading professionals. Experts evaluated importance of factors on the proposed cores scale. The weight of each factor is determined by the sum of points put forward by the experts for each factor (Formula 3.1):

$$\alpha = \frac{\alpha_i}{\sum_{i=1}^n \alpha_i} \quad (3.1)$$

Where,

α_i – number of points of n-factor;

$\sum_{i=1}^n \alpha_i$ – sum of points of all factors;

Experts estimate the coefficients of significance of factors, which are given in table 3.4.

Table 3.4

Coefficients of factors significance for assessing positions

of Radisson Blu Hotel staff, %

Evaluation factor	Coefficient of significance
Employees management	13,73
Responsibility	15,28
Work experience	18,13
Qualification	18,65
Price of mistake	17,88
Complexity of work	16,32
Totally	100,0

Table 3.5

Point assessment of posts in Radisson Blu Hotel staff

Post	Factors					
	Employees management (1)	Responsibility (2)	Work experience (3)	Qualification (4)	Price of Mistake (5)	Complexity of work (6)
General manager	6	6	6	6	6	6
Accouter	4	6	4	4	4	4
Unit manager	5	6	5	5	5	4

Continuation of Table 3.5

Post	Factors					
	(1)	(2)	(3)	(4)	(5)	(6)
Cook	5	4	3	4	3	4
Bartender	1	1	3	4	3	5
Housekeeper	1	3	3	4	3	4
Waiter	3	3	2	3	3	2
Maid	1	1	1	1	1	1

According to table 3.5, factors such as employee management and the impact on the work of the enterprise are of greatest importance. With the help of managers and specialists of the company, we conducted a ballroom assessment of positions (Table 3.5). For next step we need to calculate the amount of points in the post of general manager:

$$C = 6 \times 13,73 + 6 \times 15,28 + 6 \times 18,13 + 6 \times 18,65 + \\ + 6 \times 17,88 + 6 \times 16,32 = 600$$

On the basis of received score, we combined all posts in six grades. First grade consists of posts that got less than 100 points, second grade – 101-200 grade, third grade – 201-300, fourth grade – 301-400, fifth grade – 401-500, sixth grade – 501-600 (Table 3.6).

Table 3.6

Ranges of hotel staff grade in Radisson Blu Hotel

Post	Sum of points	Grade
General manager	600	6
Accouter	500	5
Unit manager	500	5

Cook	385	4
Bartender	310	4
Housekeeper	290	3
Waiter	275	3
Maid	100	1

As we can see, to sixth grade we can include general manager of the hotel, to fifth grade – accouter, unit managers, chef of kitchen, to fourth grade – cook, bartender, to third grade – housekeeper, waiter, to first grade – maid, gardener.

Flexibility in the construction of inter-qualification relations, the possibility of maneuvering coefficients (their changes) within the range create additional opportunities for creating conditions for career growth of employees due to limited opportunities for job promotion.

According to data in table 3.7, the ratio between the average coefficient of the lowest grade and the average coefficient of the highest is 1,25 : 3,55, minimal – 1,0 : 3.2, maximal – 1,5 : 3.9. In this variant mixed type of growth of average coefficients in range: to third and fourth grades – progressive, from fourth – regressive. Width of range veer from 0,5 (first grade), 0,6 (second, third and fourth grades) to 0,7 (fifth and sixth grade). Overlapping ranges for all grades is 0.4. Taking into account personal achievements of employees, results and length of their work at the enterprise, these coefficients may either increase or decrease, but within the range of the corresponding qualification group.

Table 3.7

Proposed structure of inter-qualification correlations in Radisson Blu Hotel

Grade	Minimal value	Maximum value	Average value of range	Absolute growthC mid	Relative growth, % Cmid	Range width	Overlap in range
6	3,2	3,9	3,55	0,6	16,9	0,7	0,1
5	2,6	3,3	2,95	0,55	18,6	0,7	0,1
4	2,1	2,7	2,4	0,4	16,7	0,6	0,2
3	1,7	2,3	2	0,4	20,0	0,6	0,2
2	1,3	1,9	1,6	0,35	21,9	0,6	0,2
1	1	1,5	1,25	-	-	0,5	-

Table 3.8

Monthly salary in Radisson Blu Hotel, calculated on the base of grades

Grade	Minimal salary	Maximum salary	Average salary
6	11914	14520	13217
5	9680	12286	10983
4	7818	10052	8935
3	6329	8563	7446
2	4840	7074	5957
1	3723	5585	4654

Developed intervals of coefficients are converted into the salary plane by multiplying the minimum and maximum coefficients by the established minimum wage. Developed salary for employees of Radisson Blu Hotel presented in table 3.8. It was developed considering to the level of minimal salary (3723 UAH according to National Budget of Ukraine from 12.07.2017). Under this system, for newly-recruited workers, it is possible to obtain a minimum salary from the specified limits. The average salary area implies the remuneration of most workers who have already proven themselves as skilled workers. The maximum level of the official rate reflects the maximum qualifications and experience of the employee.

About premium payments, we propose to pay it for quarter and to fix its size on the level – 25% of monthly basic salary size. For some additional situations or events there will be one more additional type of premium payments – one-time payment in size of 15% of monthly basic salary size.

Quarter premium payments have advantages compared with thirteenth salary, for example. As good as, if employee will make his work results higher of planned level for all four quarters, he will receive the thirteenth salary. But if he will have some problems with productivity or discipline in some quarters he will just get some part of this thirteenth salary, for effective quarters only. In the situation with usual thirteenth salary, employee will not get it if there were some problems with his work during the year.

We have chosen quarter premium payments in cause that monthly payments at the level of 25% of basic salary are too big and it will heart our budget too strong. If we will decrease the percentage size of payments to make it monthly it will be not sensibly for employees with small basic salary, in comparison with general manager salary.

Basic premium payment is for situations like:

- Good performance in work (implementation of plan, lack of disciplinary punishments, positive comments from guests);
- Fully worked time without extra vacations and unreasonable absence on workplace.

Possible causes for additional premium payments can be:

- Different hotel holidays (anniversary of functioning and like that);
- Getting of different awards and certificates that confirm high level of service provided by hotel;
- Employee birthday, kid birth, marriage.

But, also, there are reasons of premium payments withdrawal for certain employees/units. It can be:

- Absence on work place from not working reasons (extra vacations, studying and others);
- Obtaining a disciplinary action (rebuke or fault);
- Disregard of labor protection standards;
- Failure or improper performance of labor functions (not making a plan, receiving complaints from customers);
- Dismissal earlier than the date of premium payment.

In situations of rebukes, disregards and faults penalties of payments are fixed in employment contract and collective agreement of the company. To determine the size of quarter premium payment in situations with absence on work place for some time it is expedient to use formula 3.2.

$$V_{PP} = \frac{V_{BS} \times V_{PP\%}}{Q_{DS} \times Q_{DF}} \quad (3.1)$$

Where,

V_{PP} – value of premium payment;

V_{BS} – value of basic monthly salary;

$V_{PP\%}$ - value of premium payment in %;

Q_{DS} – quantity of working days according to schedule;

Q_{DF} – quantity of actually worked days

For example, waiter salary is on the level of 5957 UAH, manager wants to give him premium payment for quarter (25% of basic monthly salary), but waiter has 3 days for quarter of absence on work place in cause of non-working factors. His premium payment size will be next:

$$V_{PP} = \frac{5957 \times 25}{\frac{100}{66 \times 63}} = 1422 \text{ UAH}$$

So, waiter will get 1422 UAH instead of 1490 UAH in cause of absence on work place for 3 days.

Documentary base. About Article 13 of the Labor Code of Ukraine states that detailed information on the payment of allowances or bonuses must be indicated in the collective agreement of the company. And if not, in one of these documents:

- Special provision agreed with the primary trade union organization;
- One of the sections of the current wage regulation;
- Employment agreement or contract.

The process of charging of premium payments consists of next stages:

- the criteria for which the funds are paid are selected, and for this purpose the financial condition of the company and the profit for the period are taken into account;
- a corresponding memo is issued;
- the grounds used for listing incentives are fixed;
- the employees who receive the funds are determined, and the amount of the payment is determined;
- the amount of remuneration is consistent with the financial department;
- the Head forms and signs the order on the basis of the received data;
- funds are paid by the accounting department.

The implementation of this phase will enable to motivate the achievement of responsible indicators by material stimulation of employees, and, thus, more effectively manage the process of generating enterprise profits.

There needs to be non-material stimulation also. A recent survey from the human resources firm “TriNet” from Dublin, California, USA found that more employers see

corporate culture as motivating as compensation packages. The research showed that companies should strive to create a great place for great people to do great work.

Money should not be the only tool used to motivate people, because different things motivate different people. Here are a few other simple, inexpensive choices to consider:

1. Hotel management needs to recognize great work. One of the most important factors in employee motivation is how often their hard work is recognized. If an employee continues to expend discretionary effort to produce exceptional results, and that effort isn't recognized, it will stop pretty soon.

It's not just important to recognize great work — how managers recognize team's contributions has a significant impact. An annual bonus at the end of the year isn't likely to do the trick. Money is appropriate much of the time, but it's not the only — or even the most effective — motivator. Hotel needs to treat employees as valued team members, not as numbers. Good tools to recognize great work are: certificates, plaques, trophies and ribbons, personal notes to employees. As personal note it can be a message to one of employees, recognizing him or her for better performance on the job, or a thank note to an employee for putting in extra time in the workplace. Use your personal stationery.

2. Setting of small, measurable goals. It can be incredibly demoralizing to work on process that seems like it will never end. Visible progress not only feels good, it's also a clear indicator that work is making a difference. Setting clear, achievable goals provides a real boost of motivation each time one is conquered. Managers can magnify that effect by taking the next step, and celebrating those achievements.

3. Applaud results. Part of what makes setting small and measurable goals so important is that it provides plenty of opportunities to applaud the results of team's hard work. It doesn't mean managers need to give a standing ovation to every employee who made it to work on time, but it is crucial to let everyone know exactly how (and how much) much each of their contributions move the enterprise forward.

4. Managers need to stay positive. Nobody likes having a conversation about how poorly they've done. Expecting nothing but rainbows and sunshine all day every day is a

bit unrealistic, but even those of employees with "thick skin" have a tolerance threshold for negativity.

The good news is that it's just as easy, perhaps even easier to provide direction via positive reinforcement. Instead of telling a teammate where they went wrong, focus on the things they did right.

It is easier to work in the way of to get to the goal by being happy and positive, than to get to the goal - to be happy. It applies to both of levels, managers and employees.

5. Let employees to be fueled and rested. It's hard to stay focused and driven when worker is low on fuel. That's why it's so important for everyone to stay fed. Unfortunately, it's common for employees to become so busy engrossed in their work that they either forget or forego breakfast, and even lunch. That's not great for their health, and even worse for their productivity.

Managers need to keep an eye on employees, did they get a meal and do they have enough water. The cost of providing them will likely be offset by the team's increased productivity.

About rest, sitting or staying all day isn't good for employees, and neither is working nonstop. Taking even a five minute break every hour or two can have a positive effect on both mind and body.

6. Managers need to see and share the big picture. A large part of understanding the purpose behind work is seeing how it fits into the larger picture, and managers can help boost motivation in the workplace by ensuring team understands how each of their efforts impacts the larger goals of hotel.

Completing one task provides a sense of accomplishment that generally boosts motivation, but seeing how that work helped the company grow can multiply the effect.

7. Management needs to be transparent. Every relationship, including any work relationship, is built on trust. Defaulting to transparency is one of the best ways to encourage an atmosphere of trust amongst managers and their team, and a team that trusts will be more motivated.

Trust isn't the only benefit of transparency though. It also helps ensure that everyone is working with the same information. That in itself can benefit the team.

8. Clarity is obligated. It's crucial to understand the goals after in order to be motivated to achieve them. For many employees that understanding starts with transparency, and ends with clarity. Without clarity, transparency begins to lose its effectiveness and motivational power.

Managers need to make sure they are giving everyone a very clear and concise mission they can get motivated about in the first place, because it's nearly impossible to invest genuine motivation into something employees unaware of, or confused about.

9. Prevision and sharing positive outcomes. It's easier to achieve success when you can envision it. Professionals of all types, from athletes to musicians and CEOs, all practice this technique to improve their motivation.

Team needs to understand what it would mean to achieve that objective. When someone makes real progress toward that objective or outcome, share that progress as a source of motivation for everyone.

10. Permanent searching of purpose. Although it's commonly stated that employees are motivated by purposeful work, that's really true of most employees.

Increasing employee engagement consistently ranks as a top priority, and instilling a sense of fulfillment is a key factor in doing just that. Purposeful work to the workplace is important. People who experience fulfillment in their work:

- Have a better work-life balance;
- Are healthier inside and outside of work;
- Are more active members of society;
- Are more involved in their communities.

11. Encouraging teamwork. Teamwork is one of the greatest motivators out there. Pulling together, seeing everyone's hard work and yours coming together is an amazing feeling. When your motivation is flagging, your teammate is right there to help carry you past that point into your next piece of great work.

There are many ways you can improve peer relationships — one of which is peer-to-peer recognition and rewards.

Peer to peer employee recognition is exactly at it sounds; employees recognizing each other for their great work. This, in turn, increases employee engagement, reduces employee turnover and increases customer retention and satisfaction.

Peer employee recognition differs from manager to employee recognition, because it is typically someone the employee works alongside, who has more frequent interpersonal contact, than their manager.

Manager to employee recognition can sometimes be seen as a ‘chore’ or task that the manager is completing, versus a more authentic approach of an employee letting their colleague know they are doing great work.

It can be as simple as saying ‘thank you’ in a team meeting or during a break, to a more formal approach, such as a weekly or monthly stand up meeting, or survey and recognition software, specifically built for the purpose.

According to Miles Burke, his researches and statistical data from other sources:

- 82% of employees don't think they're recognized for their work as often as they deserve;
- 86% of values-based recognition programs show an increase in worker happiness;
- 42% of companies have a Peer-to-peer recognition program in place;
- 82% of employees don't think they're recognized for their work as often as they deserve;
- Peer-to-peer recognition is 35.7% more likely to have a positive impact on financial results than manager-only recognition;
- 90% of companies surveyed say their employee recognition program positively impacted their employee engagement;
- 68% of companies surveyed say their employee recognition program positively impacted their employee retention;
- Organizations with the most sophisticated recognition practices are 12 times more likely to have strong business outcomes.

12. There needs to be enough fun. Not every task at work is going to feel like a day at Wall Street. That's OK. What's not OK is having a team that feels like every day

is a slog. Personnel don't need a ping pong table or a kegerator in your office to make work fun. Help to personnel to find little bits of fun in everyday activities, and focus on what it is that makes working in hotel great.

So, by providing new better system of remunerations we cover problems connected with not satisfied first and second levels in Maslow Pyramid – physical and security needs. Also, this level is covered by more attentive oversight for employees' status of fuel and rest. Love and belonging are provided by non-material tools of motivation, like encouraged teamwork, whole picture presentation by managers and others. Fourth and fifth levels (esteem and self-actualization) satisfied by recognizing of good resulted work, setting of small touchable goals and purposes, providing of transparency and clarity.

3.3. Effectiveness of the developed proposals for improving the Human Resource management of the hotel "Radisson Blu Hotel"

To evaluate possible profit of developing of proposed decisions we need to calculate all indicators that were used in part 2.1 contingently for 2019. The number of employees totally and in every group of employees we did not change. Value of labor payment fund was calculated on basis of staff list and proposed sizes of average salary according to grade system. Forecasted total costs and in every part separately, income were formed on the basis of average value. For this value we asked experts about their forecasts about economic success of Radisson Blu Hotel in 2019 with realized changes that we proposed before. There were seven experts. All their forecasts and average value you can see in the table 3.9.

Table 3.9

Forecasts of experts about income and costs of Radisson Blu Hotel in 2019

№	Indicator	Expert							Average value
		1	2	3	4	5	6	7	
1.	Total income	59682	57245	56688	57974	60210	58731	63487	59171
2.	Total costs:	56937	58372	59203	58263	55545	58218	54406	58931

3.	- Material costs	11645	11954	12550	11657	10982	12023	10570	11653
4.	- Salary payments (labor payment fund)	24592							24592
5.	- Social activities costs	385	451	487	460	410	437	379	402
6.	- Amortization	3821	4286	4258	4256	3856	4359	3728	4075
7.	- Administrative costs	8257	8471	8425	8903	7802	8255	7419	8241
8.	- Selling costs	256	273	271	295	278	283	267	275

Continuation of Table 3.9

№	Indicator	Expert							Average value
		1	2	3	4	5	6	7	
9.	- Other operational costs	7981	8345	8620	8100	7625	8269	7451	8028
10.	Total net profit	2745	-1127	-2515	-289	4665	513	9081	1905

As we can see, experts have different opinions about results of realization of our proposals. Some experts predict good values of income and decreasing of parts of costs, except of salary payments, of course, that will give us some profit. It will not be so big amount like in 2017, but hotel will not get into losses. Other experts are not so positive, they doubt about effectiveness of proposals and predict less-visible changes or, even, decreasing of profit to zero and that it will become wastage.

After receiving forecasts about basic indicators value we can calculate main indicators of possible effectiveness of offered proposals.

Table 3.10

Projected effectiveness of Radisson Blu Hotel in 2019

Indicator	Unit of measur.	Year		Absolute deviation	Increase rate, %
		2017	2019		
Total income	thou UAH	54813	59171	4358	7,95
Total costs:	thou UAH	46685	57266	10581	22,66
- Material costs	thou UAH	13318	11653	-1665	-14,29
- Salary payments (labor payment fund)	thou UAH	12302	24592	12290	49,98
- Social activities costs	thou UAH	413	402	-11	-2,74
- Amortization	thou UAH	4112	4075	-37	-0,91

Indicator	Unit of measur.	Year		Absolute deviation	Increase rate, %
		2017	2019		
- Administrative costs	thou UAH	6868	8241	1373	19,99
- Selling costs	thou UAH	227	275	48	17,45
- Other operational costs	thou UAH	9445	8028	-1417	-17,65
Total net profit	thou UAH	6055	1905	-4150	-68,54
Number of employees	person	278	278	0	0,00
- Workers	person	229	229	0	0,00
Costs on 1 UAH of TI	UAH	0,85	0,97	0,11781	14,12
Labor payment fund	thou UAH	12302	24592	12290	99,90
Average annual salary of one employee	UAH	3680	7372	3692	100,33
Profitability of costs	%	12,97	3,33	-9,6434	-74,35
Labor productivity for 1 employee	UAH	197,2	212,8	15,6453	7,35
Labor productivity for 1 worker	UAH	239,4	258,4	18,9886	7,35

In table 3.10 shown calculations of main indicators of effectiveness. There shown that according to higher income value our labor productivity will increase on 7,35% if quantity of employees will not change.

Average salary will be two-times bigger than in 2017 according to two-times bigger labor payment fund. But, total amount of costs will increase for 22,66% that will decrease our profit for 68,54%. It means that our profitability of costs will decrease for 74.35 to the level of 3,33% and increase amount of costs for 1 UAH of income for 14,12%.

Also, experts said that those losses are now very tangible in cause of big difference between labor payment funds of two years. When hotel will increase salary and improve non-material motivation, situation with personnel productivity will be better every year.

Some workers will left hotel and when hotel will say to labor market that it needs new people, candidates with better education, work experience and productivity will be

interested in Radisson in cause of competitive salary size and good staff microclimate. Those new candidates after charging staff of the hotel will improve work efficiency that will be described in bigger revenue and less expenditure, so profit will increase. Or, as for possible scenario, by employing of new better people hotel can reduce staff size. Those new people will implement more functions, implementation will be faster and more correctly, so some posts will not need so much staff.

Conclusions to part 3

In the third section of the diploma qualifying work, the main directions of improvement of personnel management efficiency in Radisson Blu Hotel were developed. Was offered to improve efficiency by: introduction of a new system for calculating wages and premium payments, non-material motivation of employees that affects all aspects of the relationship within a team and the relationship of a couple manager-subordinate, especially; and, also, intensive education on the workplace. Influence of proposed decisions on financial results of hotel activity was researched.

We proposed a basic plan of measures to ensure effective staffing through systematic training and continuous improvement of their qualifications.

1. A new system of remuneration is formulated, based on the grouping of employees in six separate levels (grades), each of which is characterized by a certain range of possible monthly salary. Grades were determined on the basis of factors that shape the complexity and importance of performing certain work in a particular workplace. Depending on the complexity of the work, each grade was assigned coefficients that are taken into account in the calculation of wages. For the initial amount, the minimum statutory wage is always taken. A certain coefficient from a range within a single grade is chosen based on the employee's performance, his experience and abilities.

2. About additional payments, role of premium payments needs to be reinforced. Employees will get some money bonuses for high productivity and full-time work without any extra-needed holidays or days-off. On the end of every quarter efficiency of

every employee will be researched by his chief and accordingly to results of these researches will be added decision about charging of premium payments and its size. Also, payments can be charged for the purpose of moral status improvement. Here we are talking about congratulations of employee with birthdays or different important personal holidays.

3. Except material motivation, non-material will be also improved by new methods and steps in the course of creating of friendly soft productive atmosphere. The edge of high formality in staff will be decreased and relations between managers and subordinates will be based more on respect and experience than on frivolity and skeptical position to work of subordinates.

4. On the base of proposed measures of efficiency improvement economic and financial forecast for 2019 was done. According to it, hotel will has decreasing of profit in cause of serious increasing of labor payment fund and not so big increasing of incomes as it is needed. So, there will be small profit. But, those expenditures are investment into work productivity improvement that will show its results after few years of functioning.

CONCLUSIONS AND SUGGESTIONS

Human Resources Management is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future.

Main goals of HR management are:

- support the organization in achieving its objectives by developing and implementing human resource (HR) strategies that are integrated with the business strategy (strategic HRM);
- contribute to the development of a high-performance culture;
- ensure that the organization has the talented, skilled and engaged people it needs; create a positive employment relationship between management and employees and a climate of mutual trust;
- encourage the application of an ethical approach to people management.

The beliefs of HRM included the assumptions that it is the human resource that gives competitive edge, that the aim should be to enhance employee commitment, that HR decisions are of strategic importance and that therefore HR policies should be integrated into the business strategy.

The working process in the HR department goes in 8-9 stages. Those stages are the main, but every company has its own additional steps to get the maximum efficiency. All steps are followed by determined standards, principles and norms.

The notion of 'efficiency' in the situation with HR management is not relative at all. It has three main dimensions: economic, social and organizational. Each of these measurements has its own indicators. Those indicators can be used to determine whether enough attention is done to all aspects of management activity at the hotel business enterprise.

On the base of comprehensive sources, statistical data on the object of research, and the results of the questionnaire of the company's employees on specific issues, an analysis of the current state of Radisson Blu Hotel was carried out and revealed its main characteristics in aspect of HR. The analysis of factors of the environment of direct influence and internal environment of the hotel enterprise is implemented.

Research showed that the non-standard organizational structure of the hotel is due to the functional features and specifics of the organization's management. The main forms of implementing the functions of management in the enterprise are: administrative, operational, security, logistics, marketing, personnel, financial, investment, innovation, automation, foreign economic.

Labor productivity decreased pretty much in previous years. One of possible reasons of lower profitability can be smaller labor payment fund. Middle monthly salary for one employee decreased to 3680 UAH. But, in fact of labor payment fund decreasing, enterprise hired 8 more employees that made the situation with salary more negative.

Correlation is not implemented in Radisson Blu Hotel. It has smaller income but, in the same time, hire more personnel. As derivative problem, in reason of bigger personnel size and smaller payment fund employees get smaller salary. But Radisson Blu Hotel is a service enterprise, where the realization of income is fully owned to employees. Maybe, employees will be tolerating to bad salary, but after some time it will effect on their moral statement. The main result of low moral stability – non-motivated implementation of tasks with many mistakes and additional costs.

Coefficient of employees turnover in 2017 is higher than level of natural turnover (3-5% per year). Turnover is excessive and causes significant economic losses, and also creates organizational, personnel, technological, and psychological difficulties. Excessive staff turnover, according to sociological research, has a negative effect on the morale of the remaining employees, on their work motivation and dedication to the organization.

There is pretty strong problem with conduction of benefits and periodic reviewing of compensation plans. It reflects in small salary of some posts, low value of

compensation fund (that was showed also in statistic before). Values of salary are non-actual often and lag behind for 3-5 years.

The process of assessing of new employees is defected. They don't have enough time for adaptation sometimes. Also orientation and training process about the company and its personnel policies is not so effective when it goes hurrying.

Those new employees accept to job very fast. Because hotel has not an effective process for filling vacant positions to prevent an disruption to organization operations.

In reason of lower salary employees do not fell themselves in safety and their basic physical needs are not satisfied fully. It can cause impossibility of self-realization, decreasing of productivity level, corporate culture degradation and outflow of high-quality workforce.

The main directions of improvement of personnel management efficiency in Radisson Blu Hotel were developed in the third part. Was offered to improve efficiency by: introduction of a new system for calculating wages and premium payments, non-material motivation of employees that affects all aspects of the relationship within a team and the relationship of a couple manager-subordinate, especially; and, also, intensive education on the workplace. Influence of proposed decisions on financial results of hotel activity was researched.

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About additional payments, role of premium payments needs to be reinforced. Employees will get some money bonuses for high productivity and full-time work

without any extra-needed holidays or days-off. On the end of every quarter efficiency of every employee will be researched by his chief and accordingly to results of these researches will be added decision about charging of premium payments and its size. Also, payments can be charged for the purpose of moral status improvement. Here we are talking about congratulations of employee with birthdays or different important personal holidays.

Except material motivation, non-material will be also improved by new methods and steps in the course of creating of friendly soft productive atmosphere. The edge of high formality in staff will be decreased and relations between managers and subordinates will be based more on respect and experience than on frivolity and skeptical position to work of subordinates.

On the base of proposed measures of efficiency improvement economic and financial forecast for 2019 was done. According to it, hotel will has decreasing of profit in cause of serious increasing of labor payment fund and not so big increasing of incomes as it is needed. So, there will be small profit. But, those expenditures are investment into work productivity improvement that will show its results after few years of functioning.

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APPENDICES

APPENDIX B



APPENDIX C

**Authenticity Consulting tool for organizational and social effectiveness
analysis of HR management in Radisson Blu Hotel**

(V- marked choice, (E) – essential indicator, (R) – recommended, (A) – additional)

Indicator	Choice			
	Met	Needs work	Not Applic.	Don't Know
A) The organization has a written personnel handbook/policy that is regularly reviewed by an expert on employment laws and updated to describe procedures for: a) staffing, b) performance management, c) compensation, d) compliance with government employment laws and regulations, and e) other work rules as needed. (E)	V			
B) The organization follows nondiscriminatory hiring practices. (R)	V			
C) The organization provides a copy of or access to the written personnel policy to the Chief Executive Officer and all employees. All employees acknowledge in writing that they have read and have access to the personnel handbook/policies. (R)	V			
D) The organization has job descriptions including qualifications, duties, reporting relationships and key indicators. All employees have the opportunity to provide input to the content of their job descriptions. (R)	V			
E) The organization's General Manager conducts an annual review/evaluation of its managers in relationship to a previously determined set of expectations. (R)	V			
F) The Chief Executive Officer's salary is set by the Board of Directors in a reasonable process and is in compliance with the organization's compensation plan. (R)	V			
G) The organization requires employee performance appraisals to be conducted and documented at least annually. Employees have the opportunity to provide input to their appraisals. (E)		V		
H) The organization has a compensation plan and a periodic review of salary ranges and benefits is conducted. (A)			V	
I) The organization has a timely process for filling vacant positions to prevent an interruption of products services or disruption to organization operations. (A)		V		

Continue of Appendix C

Indicator	Choice			
	Met	Needs work	Not Applic.	Don't Know
J) New employees receive an effective orientation and training process about the company and its personnel policies. (E)		V		
K) The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from all employees. (A)	V			
L) The organization provides opportunities for employees' professional development and training with their job skill area and also in such areas as cultural sensitivity and personal development. (A)	V			
M) Supervisors receive training about setting goals with employees, effective delegating, monitoring performance, and addressing performance issues, in conformance with the personnel policies. (R)	V			
N) Morale is high throughout the organization as evidenced by strong mutual respect among employees and sustained motivation to work toward the organization's mission. (R)		V		

APPENDIX D

Main factors of Radisson Blu Hotel employee valuation

Factor	Level	Level description
Employee management	A	Lack of subordinates, that is, there is no need to manage the staff
	B	Absence of direct subordinates, periodic coordination of work of other employees within the set task
	C	Coordination of actions of the working group (2-3 persons)
	D	Manage a group of subordinates for regular execution of functional tasks
	E	Unit management. The need for both horizontal and vertical interaction
	F	Management of a group of subdivisions, mainly vertical interaction
Responsibility	A	Responsibility for his work only, there is no responsibility for financial result of his activity
	B	Responsibility for financial results of individual actions under control of direct manager
	C	Responsibility for financial results of individual actions within the functional responsibilities
	D	Development of decisions that affect financial result of working group, the coordination of decisions with direct manager
	E	Full responsibility for financial results of unit, organizational costs within the budget unit
	F	Full responsibility for financial results of whole area of work (group of units)
Work experience	A	Work experience is not needed
	B	Work experience is needed, not necessarily in this area
	C	Experience of in this sphere for 1-2 years is needed in
	D	Work experience in this sphere for 3 years and more is needed
	E	Serious experience not only this sphere is needed, but also in contiguous
	F	Except professional experience, experience of big personnel number management is needed

Factor	Level	Level description
Qualification level	A	Secondary or basic higher education is enough, special knowledges are not needed
	B	Higher education is needed, special is not necessary, the presence of a basic level of possession of special technologies and techniques
	C	Higher education in a specialty is desired, free possession of special techniques and technologies
	D	Higher education in the specialty, requires in-depth special knowledge and basic in related fields
	E	Higher education in specialty, specialist knowledge in the field of development
	F	Higher education in specialty and additional in the field of management of the organization and personnel
Price of mistake	A	Mistakes affect personal work and work within the working group
	B	Mistakes lead to a violation of the work of employees within the entire unit
	C	Mistakes can lead to financial losses in the scale of the unit
	D	Mistakes can lead to significant financial costs
	E	A mistake can lead not only to significant losses, but also to disrupt the work of a number of units
	F	Mistakes can lead to financial losses throughout the enterprise
Complexity of work	A	One-kind work, constant execution of individual operations
	B	The work is more diverse, performing several functions that do not require much effort
	C	A variety of work that requires the use of elements of analysis and the choice of ways to solve problems
	D	Work requires detailed analysis, the choice of how to solve various problems
	E	Work is connected with the creative approach to the search and systematic analysis of information, problem solving
	F	Work is connected with the strategic vision of the development of the direction of work, integration of approaches to solving problems of different units

APPENDIX E

SWOT analysis of human resource management in Radisson Blu Hotel, Kyiv

Strengths
<ul style="list-style-type: none"> - Located in the center of Kyiv that is business, economic and cultural center of Ukraine; - Complete fundamental and main additional facilities; - Hotel is a part of big international chain; - High level of security provision; - Rooms of all main categories for different number of guests and size of wallet; - 24-hour Room Service; - Has a 24-hour Business Centre; - High-quality conference services; - High-quality restaurant and bar; - Years of experience in customer service; - Has a high position in the tourism market; - Has a loyalty system for customers and employees; - Is a participant of different ecological programs.
Weaknesses
<ul style="list-style-type: none"> - High rotation of employees, staff is irregular; - Unmotivated employees; - Not all room fund is renovated (only 2 floors); - Weak cost structure.
Opportunities
<ul style="list-style-type: none"> - Hotel can take experience and employees from other hotels that are part of Radisson Blu Hotels & Resorts; - Country is oriented to Europe, law barriers are decreasing, international movement is easier; - Increasing of different international and national events.
Threats
<ul style="list-style-type: none"> - Political and economic instability; - Instability in system of taxes and entrepreneur activity regulation; - Opening of new hotels oriented to business-segment of guests (Mercure Kyiv Congress Hotel, as for example); - Impoverishment of potential Ukrainian guests; - Lack of governmental support.