

# DOWNLOAD PDF HUMAN RESOURCE MANAGEMENT IN HOTEL INDUSTRY

## Chapter 1 : Problems Faced by HR in the Hospitality Sector | [blog.quintoapp.com](http://blog.quintoapp.com)

*Event planners, bed and breakfast operators, caterers and bistro owners run hospitality establishments that are likely too small to justify hiring a full-time human resources manager.*

Share on Facebook The hospitality industry revolves around people: HR can mitigate many challenging issues through preventative measures. Add leadership and employee appreciation, and you can keep problems in hospitality to a minimum. Step one is knowing what the problems are. Turnover and Retention A poorly managed restaurant or hotel is an invitation for employee turnover. Losing employees for nearly any reason is a costly undertaking because of the time and finances involved for HR to locate, interview, hire and train new staff members. Hospitality is an exciting field with the potential for lots of action. The phrase "never a dull moment" certainly applies. However, for some employees, serving people can be especially taxing work causing high levels of stress, which many employees find they simply cannot tolerate. Non-existent Policies and Procedures In the hospitality field, HR may find itself mired in legal proceedings such as unemployment hearings and employment-related lawsuits. Many hospitality businesses, particularly smaller ones, are fail to maintain accurate and current employee documentation. Without this type of supporting documentation, your HR department, and thus your business, may find itself at the mercy of the courts. HR personnel know that employment law favors employees to ensure they are not being unfairly treated or taken advantage of. Inexperienced Managers Frequently in hospitality, managers are asked to oversee departments with many employees. Just as often, managers are not properly trained to be effective but are rather thrown into a position of authority without the benefit of experience or adequate management skills. Untrained or inexperienced managers can result in an entire department of inefficient, disgruntled employees. Harassment Claims The adverse impact of harassment occurring in your hospitality business can affect your entire staff. In a hotel or restaurant environment, there may be ample opportunity for harassment in all its detrimental forms. Harassment is a situation HR is charged with preventing and, if it occurs, resolving. Employees who are suffering through episodes of harassment become fearful and are unable to properly perform their jobs or concentrate on providing the best service for your guests. HR is charged with investigating and possibly firing or relocating involved employees. Theft Restaurants and hotels usually have a large supply of expensive wine, unlimited food, and high-end equipment. Theft of this type is unfortunately commonplace in the hospitality industry and is extremely costly to your business. Though HR may try to instill a sense of loyalty in employees, it often is not enough to alleviate this cost. Safety Problems Employees in the hospitality industry frequently find themselves in unsafe situations as part of their jobs. HR professionals realize the importance of following occupational safety rules to avoid injuries and lawsuits. However, many HR personnel find that their hotel or restaurant has no safety rules in place, or that rules that are in place are not being followed. With so many opportunities for injury -- on ladders, in the kitchen, with breaking glass, cleaning chemicals, and more -- it becomes a considerable HR worry to ensure safety rules are followed. Internet Use HR personnel in the hospitality field have seen steadily increasing use of the Internet by employees -- not for work-related activities but for personal use such as shopping or viewing adult sites. The cost to your business of this type of activity quickly mounts as hospitality staff wastes time on the clock to surf the Web for hours on end. She is an artist and promotes the arts and other artists through ElegantArtisan.

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## Chapter 2 : Problems Faced by HR in the Hospitality Sector | Your Business

*The human resource managers are able to cover almost every aspect of the hotel; this makes human resource management an integral and significant part of the management in the hospitality industry.*

The use of the existing human resource management HRM practice and theory helps to contextualize it to the industries based on specific employment practices in the industries, such as working in the airline industry or managing tour reps. Nickson, Additionally, there are foreseen and unforeseen challenges and opportunities that should be worked upon to either avert it or achieve it respectively. More so, labor is an essential aspect of the factors of production, therefore, the process of recruiting laborers or employees in the THE industry is changing on a daily basis. More selection methods or approaches are being employed based on criteria that seem to be effective in the THE industries. Based on these major criteria, this paper discusses the reasons behind these major elements and how they are being done. Human Resource Planning Human Resource planning is important to any organization and its success because it forms an integral part of the organization and also ensures that the organization succeed in achieving all its defined goals and targets. The reasons why HR planning is important in an organization will be discussed below. Firstly, HR planning is defined according to Sampurna Majumder as the systematic evaluation of HR needs that makes sure that the accurate number of employees with the most suitable skills are readily available whenever they are required. In the process of HR planning, it is required of the practitioners that the objectives needed to be achieved must be in mind. This is the exact reason why many job seekers keep seeking employment. Furthermore, another important aspect of planning for human resources is the forecasting demand. It is imperative that the practitioners fully have some idea of where the organization is headed with its sales and revenue. The percentage of sales in the current year should be better than the previous year. The new recruiting of new staff to the organization can help to meet this demand. Basically, the need for employees who will help meet some financial demands is necessary here. Otherwise, customers may see the organization not effectively carrying out their business success. Bradley, Additionally, being proactive is another aspect of HR planning. Bearing in mind the idea of being proactive in business will help keep heads-up with what the business process is And thus, build more effective method to create a pipeline of employees that are ready, unforced, and able to help the organization grow and attain its goal. When employees see some excitement in the management on the foreseen success, they will also be excited about the future of the organization and also about the new talent that would be brought on-board, this will make them excited to help the organization reach their goals, hence increasing organization financial bottom line. Bradley, Achieving these reasons are based on employing the right methodologies. These include the following; Workforce analysis: The workforce analysis is considered as one of the methodologies used because the workforce is a very important factor in human resources planning. The current workforce and future workforce, both have their different roles in human resources. The strength of the workforce determines the level of output. Seminars, job fairs and other social functions are ways to advertise the company. Human resources should organize seminars and job fairs to recruit employees in quality and quantity, as qualified employees increases the strength of the workforce which in turns increases productivity. Training programs improve the employee skills, this includes customer service and sales training, or a focus on specific work-related skills. The provision of training and retraining programs will help reduce present and future liability. But human resource planning can help reduce the possibility of employee departure through retention programs. Additionally, the retention program can include advancement, rewards, or growth and even work-life balancing. Firstly, when there is no human resource planning, it will be difficult to know which employee has the required qualifications, knowledge, skills, work experience, and aptitude level for the work at hand. Cartwright, Second, it will be difficult to choose the right personnel to replace the large number of those who retire, grown old, die, or become incapacitated based on physical or mental ailments. Therefore, the work would have to suffer. Cartwright, Third, labor turnover is something that cannot

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be avoided, but beneficial, lack of human resource planning will not help understand how such labor turnover arises from factors such as discharges, voluntary quits, promotions or marriage; or even factors such as cyclical fluctuations in the business which could lead to the constant ebb and flow in the organization. Cartwright, Ignoring HRP will not allow an organization meet the needs of expansion programs, which is very important because of the high increase in the demand for goods and services by a developing population, increase in the standing of living " which results in larger quantities of similar goods and services for new goods. Cartwright, Finally, when HRP is taken into effective consideration, it will help identify areas in which there are surplus employee or areas where there is a shortage of employee. Because, if there is a surplus quantity, it can be redeployed; and if there is a possibility of shortage, it can be made good. Cartwright, Finally, it is agreeable to note that the above are key factors as to why human resource planning is so central to the successful running of any business. Human resource planning is a must for every business, no matter how much it is ignored within an organization, the vacuum would be left. As a matter of fact, human resources planning has to be linked to the entire strategic direction of an organization, and the human resource practitioners need to have a strategic table and seats to define this strategic direction and to also have information about the organization corporate strategy. It gives the opportunity to list the skills necessary for the new hire in order to fulfill their duties. An evaluation of the roles of recruitment is explained below. Recruitment performs the roles of analyzing the job. In every organization, before recruiting exercise is carried out for a new or existing position, it is relatively important that some time is invested in gathering information about what the job entails. This should form the basis of the job description. Recruitment describes the job. After the job analysis, writing the job description is the next phase. This clearly explains the job to the intending employees, and assists the recruitment process by offering a clear guide for everyone involved, about what is required in the job. It gives the required person specification or job profile. A person specification states the imperative and desirable criteria for selection. Such kind of specifications depend on a set of competencies identified as needful in the performance of the job. This method helps the employees access the recruitment information more clearly and they will be sure they do not miss out any details expected of them for the position or job they intend to fit in. Employment agencies are professionals in the human resource industries and this method gives the THE industry a confidence that these agencies have the knowledge of the market, the agencies are getting the right candidates, they are also building the THE company brand, allowing the agencies to gain short term access to their key strategic skills, and agencies are usually on good budget or resource. Dinnen, Newspaper advertising: This method allows the companies in the THE industry to increase their brand recognition, new foot traffic, product sales, and repeat business. Stakeholder, such as local councils: The use of local government for recruiting is employed by the THE industry confirms that the company had been given legal power and grant to operate in their community and they are being supported. Utilizing community groups help to gain increased diversity through various community groups. Recruiting is changing in the THE industries based on some factors, such as legal and policy changes. Also, since there has been the removal of the DRA, older workers are now being provided with the right to remain in their employment as long as they choose in the hospitality sector in the UK. Hospitality Sector, Therefore, causing a relative change within organizations in this section. In addition, the changing economic conditions are another aspect that is impacting this sector negatively. All employees in this sector have been given the right to flexible working, thereby bringing a shift in the approach to how things are done in this sector. Furthermore, the current trends and issues in the events sector cause more change in the recruitment process. The growth of the THE industry has been retarded based on the economic issues in the country. According to the labor market review of the events industry , it was seen that the size of the THE workforce can only grow after the recession at the time. This implies that there are possibilities that the fear of possible recession can give rise to consciousness in the recruitment process. Moreover, such downturn in recession could lead to a public perception. Due to the unfavorable events that could have occurred in the past in the THE industry, many organizations will be cutting back, and would not want to recruit as many

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employees as possible. And because companies are also being watchful on going on various trips in order to cut expenses, it affects the industry negatively, hence, a level of redundancy. The increase in competition is another factor that affects the recruitment process in the THE industry. There will always exist competition in every sector, as long as it is business-related. The THE industry is filled with various job opportunities and it is growing and developing at a fast pace with hard work and high turnover. Since the recession has gradually come to an end, employment trends have been positive. While, there are also opportunities with developing businesses, such as independent restaurants, exhibition venues and event management companies, bars, and hotels. Generally, restaurants, hotels, and bars offer more opportunities for various skills. However, work experience is needed in the THE industry in the recruitment process. The role of selection is crucial for some reasons. First, the performance of work depends on the individuals. The most advisable way to enhance performance is to hire people who are competent and willing to work. From an employee viewpoint, inappropriate or bad choice of selection can demoralize the individual concerned especially, those who found themselves in the wrong job and also demotivating the remaining parts of the workforce. Thus, effective section provides greater relevance. Furthermore, the cost incurred in recruiting and hiring an individual speaks largely about the role of selection. This is because recruiting has become relatively expensive. When a wrong selection is made, the costs are much greater. Moreover, selection should not be made based on predicted success, otherwise, may result into failure results. The costs incurred include, the cost of while the individual is employed resulting into profit losses, accidents due to negligence, damaged company image or reputation, absenteeism, and more. Other costs include the one associated with training, and possible transfer, or termination of the services of such employee. The cost of replacing that employee comes in, cost of hiring, training, and building a fresh one constitute the kind of costs in selection. This includes interviews, practical tests, assessment centres, and psychological tests. This method of selection helps to determine the communication or social skills of the applicant. Additionally, it can be used to check for other general skills such as analytical, interpersonal, and organizational skills. Assessment Centres These are designed to evaluate the various types of job related abilities and skills to assess job applicants. It also checks for communication, interpersonal, analytical, as well as planning and organizing skills. Psychological Tests This is the use of questions or problems to assess, measure, or evaluate the ability of the candidates to learn quickly, reasoning, logic, reading comprehension and any related enduring mental abilities that are the basis for the success in various jobs in the THE industry. The Effectiveness of these Selection Methods in Differing Job Roles Interviews Well-designed interviews are effective because of the use of a standard set of questions to evaluate skills, abilities, knowledge, and other qualities required for the particular position relative to a candidate in the THE industry. The THE industry requires a high level of competence in the role of event organization, tourism management, hotel management, and other sensitive position. SIOP, Practical Tests The effectiveness of practical tests in differing roles is seen in how best a candidate can perform some tasks that are similar or same to those they would perform while they secure their job. This gives the employer s conviction that a candidate possesses a level of skill or competence in the THE industry.

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## Chapter 3 : The Role of the Human Resources Department in a Hospitality Organization | [blog.quintoapp.com](http://blog.quintoapp.com)

*Human Resource Management in Hotel Industry 1. HR PLANNING systematic analysis of HR needs in order to Ensure that the Right number and Right kind of people are available at the Right time, at the Right place to do the Right job & to do the job Right Human Resource Planning In Hotel Industry.*

There have been researches conducted on the importance of the human resource management and as the business environment has transformed into more competitive world, the importance of having an adequate and appropriate Human Resource Management cannot be neglected. The most important factor by which the HRM contributes towards the organizational success is to realize the differences between cultures while the business tends to experience internationalization. There have been many researches already being conducted in order to realize the different cultures, people having different attitudes towards the similar issues. Due to several factors like globalization and internalization of the businesses, this has increased the focus of many authors to write about importance of culture and realize that removing the cultural difference will enable the company to improve the performance. In order for the business to prosper in the international market it is necessary to realize the difference in the local culture and realize the different norms and values in the local market, and this can easily be done by having proper Human Resource Management in the organization. Having HR department to support the organization, through intense communication across the company and also providing the required training and developing the needed skills in the employees can enable the company to become more competitive in the new market. The difference in the culture and the importance of realizing the difference is very crucial in every sector of the business including the Hospitality industry. This industry is unique in kind since this is the only business in which the consumer is being brought to the product instead of taking the product to the consumer. Hospitality industry across the globe has experienced boost due to globalization concept, this research report is based on the book written by an author named Ulrike Ditzel, and the name of the book is Cultural difference in business life, understanding German and American Business Culture. This research study is being based on the importance of Culture in business related to the necessity of having appropriate HRM in hospitality industry. This report discusses the various issues that are being discussed by the author and the evaluation of the work is also being conducted which can be found during the research report many times, although this book makes it sure that realizing cultural difference is essential for hospitality industry. In order to first realize that how HRM has grown to a more important role in the business especially in the tourism industry, it is first necessary to realize the current situation of the industry. After the industrialization of the globe the concept of viewing the world as a single market was introduced known as globalization; in other and simpler words, one country stop selling and other quits buying. Some places can be observed for having natural uniqueness providing those some benefits over other places, where people will love to spend their vacations, some places are very attractive for having historic background like Taj Mahal in India, or Moenjo Daro in Pakistan, people having interest in viewing the historic stuff love to visit this place. It can be therefore easily be said that the Hospitality industry has increased as compared to past years and tourism also played its role in the development of the industry, but still there are other factors like business which has more influenced the entire industry. For instance, Dubai one of the major financial hub before recession was the main country for many multinational companies to work and set their head office there, as the recession period is being over the state has again capture the sight of many businesses. Through the above discussion it can be observed that the main factor influencing the business sector is the globalization and therefore people travelling for business purpose has provided the fuel for the hospitality industry Olsen, Zhao, This can be considered that travelling for business purpose has also increased the people to travel for pleasure as well; there are many countries which are now connecting both industries in one form like Malaysia which is the most benefitted country amongst all, generating much revenue from this sector, since this country is being the technological hub for many countries and god has gifted this country with great many scenarios the

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management has able to maintain make it useful for the country. Therefore it can be said that the Hospitality industry has increased a lot and recently there are many factors which have played an important role in the development of this industry Pizam, By reading the research work conducted by the authors, the importance of Human Resource Management was observed and realized that the HR personal should always be present in the any business especially in the tourism industry. The following part of the report includes the various critical aspects of organization managing the adequate human resource management in working in the tourism industry Tanke, Importance of Human Resource in Hospitality Industry: Likewise many businesses and industry, the hospitality industry has also realized the fact that employees are the most important asset of the organization. Especially in hotel business, having a good, qualified and hardworking workforce can distinguish between which hotel is good and which is bad. The human resource managers are able to cover almost every aspect of the hotel; this makes human resource management an integral and significant part of the management in the hospitality industry. After going through the document it is being realized that since hospitality industry is about providing better services to the consumers, therefore the quality of the hotel depends upon the labor force working in the hotels Chon, Mair, There are many different areas, improving them is the duty of human resource manager resulting in the overall better performance by the entire organization. The HRM department is responsible for hiring new employees, the newly hired employees can seriously affect the performance of the hotel which makes it necessary for the managers to hire the best and qualified workers present in the market by following appropriate hiring process, in which every candidate is critically evaluated and only those with the spark are being hired. The most important task for the HR manager is to get the most appropriate people for particular task, since in hotel industry, many workers tend to just participate in the work, as they think that there is nothing else to do, whereas hotel services require proactive employees which can make decision on the spot and can satisfy the customer query in time Brotherton, This report will also discuss the issues that are related with the HR manager in terms of managing the different tasks in the hospitality industry, but the most important task of the HR manager is to retain the highest quality employees, the main problem in doing this duty is the fact that many of the people do not want use this industry as the ending career, therefore the employee turnover in the hospitality industry is relatively much higher than other industry Albercht, After analyzing the document that is being also discussed in the start of the report, reading the document helped to realize that HR manager has to more strategic in terms of handling HRM issues in the industry Aswathappa, Therefore the importance of Human Resource Management cannot be neglected in this industry, having customers coming from different cultures do have separate living standards and also the expectation varies. Moreover, when any company wants to open a hotel in the international market, or in other words a hotel which needs to go beyond the boundaries, it has to face some difficult issues in terms of managing the cultural factors Browaey, There are many examples of huge companies facing failure when entering into different countries. HR department has to play a significant role in this regard while maintaining the significant corporate culture and also to cope up the issues regarding the external environment McManus, Moreover in the global context in terms of hospitality industry, the HR manager also has to be more strategic in terms of rewarding and motivating the employees through different processes. Hotels which are able to provide appropriate training to the employees resulting in the enhancements of the skills and abilities of the employees make it possible for them to go upward in the career Dash, Having appropriate HR department in the hotel provides the employees a gateway by which they can have proper guidance regarding any issue related to the performance or with the daily operational activities. Moreover this provides with the sense of security to the employees that they do have someone who can look after them whenever they commit a mistake Edwards, The above discussed importance of having appropriate HR manager and department is being extracted from the document that was supposed to lead. In that particular document, it was analyzed that having human resource management in the hospitality industry is must Ferraro, Importance of Culture in International Hospitality Industry: There are many cultural factors that prevent the company, in this case hotel to operate in the other regions, this was observed during the analyses of the

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document that was required to consider, these issues become more critical when they are not properly treated, and for the providing the appropriate treatment organization needs to have appropriate human resource management. In order to manage the different factors, it is first essential to identify these factors and then the role of the HR manager in order to cope up with the issues, some important elements are Hellibrand, This is very important for the hotels that are planning to open a new business unit in any other country. The social structure here represents the way people live in different countries, this is important to realize since, HR manager needs to hire the employees and train them accordingly. In different regions people do have different perspectives and different living standards, resulting in diversified population to target and attract, and also to hire people that are also from different social structure. HR manager in the hospitality industry can enable the organization to understand the basic difference in the social structure of the country from the country of origin Keegan, This comprises of the most difficulties from all the different factors in culture, a hotel going international or entering into a new country needs to face this issues, there are many examples like Coca Cola entering China and changing the pronunciation, as first it did not mean what was expected from it, moreover like many other businesses the importance of employees is also being realized by the hospitality industry and now businesses considers employees the most important asset of the organization, therefore HR manager needs to be proactive in dealing with the issues related to language problem in the new country. Even if the business is not international, hotel needs to accommodate people from different nations having different languages and act in their language can mean harmful whereas can also mean very normal in the local language in which the hotel is being working. Here comes the strategic role of the Human Resource Manager who needs to fill the gap that is being created by the language issues by holding appropriate session related to training the employees and also telling the management about the language differences Paul, Here the education means the level of literacy rate in the country, this has become a critical issue for the HR management because, organizations working in the country having low literacy rate will make it hard for the organization to find the most appropriate employee for the position. Moreover sometimes hiring less educated people will harm the services provided by the hotels, since hiring inappropriate employee in hotel can alter the services at very rapid pace, since in hotels direct customer interaction is being conducted, hence affecting the image of the entire organization Poole, HR manager has to realize that what elements are different in terms of interests in the new country, it is also possible that one thing which is given the most value in the country of origin means nothing in the new country, hence resulting in the failure of the entire business. Therefore the Human Resource Management needs to realize the difference between the interests and values of the culture and try to pose the hotel in an acceptable manner and decorate it in the similar way, so that potential customers can feel that they are in their own culture. Different currency rate, different factors driving the economy, varying financial sector, these issues are less related to the HR manager, but international hospitality industry needs to cope up with these issues that occur when management decides to internationalize the entire business. Effects of Culture on Hospitality Industry: After analyzing the hospitality industry in the context of the human resource management and cultural affects, it has been noted that the there are various elements that effect the cultures for the hospitality industry. Some of the key elements are discussed below; Consumer Behavior: One of the main important elements that has noted is that the consumer behavior is hospitality industry is changing with significant rates. As compared to the last couple of decades the behaviors of the customers have been changed and the main reason behind this change is the mode of globalization. As discussed in the above report that the since the business world has entered into globalization mode, the hospitality industry has managed to grow faster than ever before because the visitors now find this easy to move from one region to another easily and with many facilities Mondy, And since the customers have now visited many places across the world, the roles of human resource personnel have become more critical. Today, the human resource personnel have to ensure that they design the organizational policies and regulations according to the consumer behavior. But the changing behaviors of the consumers are restricting the human resource personnel to do so. Many of the companies and their HR departments are now planning and redesigning their strategies to ensure that the

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consumer behaviors are properly understood. As compared to the past few years, the HR personnel in hospitality industry have become more responsible to understand the needs and requirements of the customers and act accordingly. A part from the above critical factors of changes in consumer behavior, the local and regional demand of the customers has also noted to be changed. The HR department of hospitality industry again has to ensure that it clearly understands the local demand and design the organizational strategies accordingly to attract the potential customers and increase the sales and profitability. As this is the only way which is remained to adopt otherwise sustaining in hospitality industry is not an easy task to perform. Maintaining the brand image is also one of the critical jobs for the organizations and HR departments are one of the responsible departments to do so. The regional culture also creates many complications for the hospitality industrial companies to ensure that the brand image is saved from any harm. Today it is noted that many of the companies are operating efficiently and successful across the world and it is because of the regional culture Rae, Human Resource Issues in the Hospitality Industry: Different levels of hotels big and small in the hospitality industry face difficulty in order to manage the human resource and also the relationships with the employees in any country or countries they operate in. There have been increase in the employees issue regarding the organizational culture; the cases for sexual harassments have increased which ultimately costs the organization to give from its profit Wvans, There are many cases observed in which hotels are not following the health and safety issues regarding the employees or the customers and even different services provided to them in different phases. Many hotels are observed to have high employee turnover or highly staffed labor, which means the organization is having more employees than required. This is because of the lack of appropriate HR manager and department which are not fulfilling the different needs of the organization, as now days the HR department should be playing more strategic role instead of only restricted to traditional ways. There are few major issues regarding the HR personals in the hospitality industry which was observed during the reading of the document presented by the author Price, Moreover the HR manager needs to deal with different laws and regulations depending upon the country or the countries they are working in. These policies must incorporate the different operational issues like sexual harassments and other problems that the employees are facing in their duties. The entire induction process of the company should be strategically followed by HR manager Wierzbicka, As the business environment is getting more competitive, organizations in different industries need to gain some access to those resources in which they have gain the competitive advantage to increase the profitability. The above report is being constructed in this similar regard, in which it was required to select an author which has written on the topic of culture and then the concepts earned through that book was being incorporated in this research report which is based on the importance of Human Resource Management in the international industry. Therefore the report is constructed in a logical manner followed from the evolution of the Hospitality industry, in this part the different factors have been discussed which has resulted in the boost of the entire industry; the main factor which has influenced is the globalization. Then the importance of culture is being discussed and how the realization of the culture is important in the international business environment and also different factors of the culture are being discussed. In the end part of the report, the importance of Human resource management is being discussed and how human resource manager can play its role in the development of the organizational performance. There are few issues also discussed in which the basic emphasis was on to have an appropriate inductions system by which the organization will be able to hire best employees.

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## Chapter 4 : The Role of the Human Resource Department in a Hospitality Organization | Your Business

*HUMAN RESOURCE MANAGEMENT IN HOSPITALITY INDUSTRY* College of Hotel, Restaurant, and Tourism Management CHAPTER 1: HUMAN RESOURCE MANAGEMENT Mr. Crystal Abram P. Parrilla HRM 2. College of Hotel, Restaurant, and Tourism Management Over the past three decades the term 'human resource management' (HRM) has gradually entered the language.

Share on Facebook Businesses in the hospitality industry succeed or fail on the satisfaction of their customers. The hospitality industry comprises three major segments: Businesses within those segments can be as diverse as a mom and pop bed-and-breakfast, an upscale bistro and club, and a family-friendly theme park. Employees are on the front line of creating satisfied customers. Despite their differences, hospitality businesses all share the same need for top-notch employees who are trained and empowered to provide outstanding customer service. With success hanging on the quality of its employees, a hospitality organization needs effective human resource management. Whether an employee deals directly with the customers or provides a support function for those who do, their performance is what makes your business stand out above and beyond its competitors. The best way to hone your competitive edge is to recruit, develop and retain employees who are competent, accountable and passionate about their work. Just hiring a good worker is not enough. These tasks fall within the mission of human resource management. A hospitality business needs a comprehensive HRM strategy to create a businesswide culture that emphasizes employee development, high performance and commitment to delivering quality customer service. However, small and medium-sized firms often lack the resources and staffing to develop such a system. Human resources functions are often divided among existing staff. For example, the business owner or manager may conduct most of the hiring and firing, leaving recruitment up to word-of-mouth from other employees. Consequently, some small and medium-sized business in the hospitality sector suffer from a host of problems, including noncompetitive salaries and benefits, poor morale, lowered quality of staff, disciplinary problems and high turnover rate, especially among younger employees. These deficiencies should be addressed through HR management. However, setting up a good HR system is in itself a challenge, due to lack of resources on the part of the business as well as difficulty finding and hiring qualified HR personnel for a small business. Planning should begin by analyzing the current service capacity of your existing staff, creating job descriptions and qualification requirements, and projecting current and future HR needs. It may pay to hire a specialized manager to oversee the HR workload and address problems such as absenteeism, poor morale and high turnover rates. Employee recruitment is typically a weak area for many small hospitality businesses, which often use low-budget recruitment techniques. One option is to take advantage of recruitment opportunities offered through colleges and universities, especially if they have a hospitality major. Recruitment costs are relatively low, and the pool of prospective employees is likely to be better educated and more enthusiastic than walk-in hires. Training and employee development can also benefit from association with a college or university. Look for continuing education courses and support your employees by reimbursing all or part of the course fee. Business associations within the hospitality industry may offer conferences, seminars and online instruction that can be a valuable source of employee development opportunities. Most business owners in the hospitality sector have an appreciation for the role of HRM but lack the specialized knowledge to apply best practices and determine impacts of HRM on the business itself. Training and development should extend to the owner and upper-level managers of the business. Having a well-rounded knowledge of current management practices enables the owner and managers to apply updated procedures and techniques, both in HR and other aspects of the business. The results should pay a dividend in terms of more efficient operations and heightened employee performance, leading to greater customer satisfaction and repeat customers.

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## Chapter 5 : Sample Assignment on Human Resource Management for service

*Risk Management. The hospitality industry employs young, inexperienced and uneducated hourly workers, and experiences high turnover, ingredients that the Association of Human Resource Managers in the Hospitality Industry says lead to a steady stream of litigation.*

Human Resource Management For Service Introduction to Human Resource Management Human resource is the primary resource of any industry without which other resources such as physical and financial resources cannot be put into use. Moreover, to manage human resources in the organization, a separate department of human resource management is established so that job description can be made, recruitment and selection of candidates can be done, training and development can be provided as well as succession and career planning can be done Aladwan, The proper implementation of human resource management in an organization ensures the progress of employees and enables the control mechanism. In present business scenario, HRM is required in each and every type of industry irrespective of the fact that whether the industry is a manufacturing or service based. This report has been focused on human resource management in a service industry and for that purpose, Hilton Hotel has been selected. Furthermore, the report describes the analysis of roles and purpose of human resource management and the justification of HR planning in the hotel. Moreover, the report covers the assessment on the current state of employment relations and effect of employment law on the management of human resources Bramham, Role and purpose of human resource management In general terms, human resource management can be denoted as HRM. It is a function in an organization which is designed to maximize the performance of employees in service sector against the strategic objectives. HRM has to play several roles in a company in order to manage workforce Budhwar, Further, HRM has not been evolved for a sole purpose of managing human resource but also there are many purposes to be fulfilled by the HR manager. Planning, Resourcing and Retention: The foremost function or role of HRM is to make plan for the employment of workforce. For instance, the number of employees required in the hotel, supply is more than demand or not Charles and et. Planning of these aspects has to be done by the HR manager of Hilton Hotel. Further, after doing planning, recruitment and selection of employees are done and they are allotted job profile as per their qualification and experience. Housekeeping employees, chef, waiting staff, etc. Moreover, when resourcing has been done than employees are motivated and retained in the organization so as to reduce the rate of attrition and absenteeism. You share your Assignment Ideas We write it for you! HRM also aims to provide training and development to the workforce who are appointed. It is provided in order to acquaint people to the hotel and its rules, provide knowledge about the work profile and train them about how to carry out work Christopher and et. Further, development activities are provided to the hotel staff in order to develop their career as well as also to develop their personality and professionalism. HRM also performs the role to remunerate human resource of the hotel. Further, manager also gives rewards to the people for their best performance in order to motivate them for getting more effective performance. These are some of the roles which a Human Resource Manager plays in order to manage complete workforce of an organization. Similarly, the main purpose of the evolution of HRM in Hotel Hilton is to manage human resource so that physical and financial resources can be optimally utilized Darrag and et. It also has an aim to create such environment in which teamwork and flexibility can flourish. Justification of human resource plan based on an analysis of supply and demand Planning for human resource is done in order to recognize the existing and future need of the human resources in Hilton Hotel. After analyzing the supply and demand of human resource, planning for them is done. This plan should determine the relationship between human resources of the hotel and the overall strategic plans of the enterprise Felstead and et. For instance, Hilton Hotel is building its new premises at Stratford and for that, it has planned to provide numerous service and for that purpose, many new staff members are required to fill those jobs. Thus, planning should be done accordingly. There are different types of services including baggage storage, barber shop, foreign currency exchange, gift shop,

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parking facility, room service, Spa, Fitness room, etc. For providing all these services,, manager has to appoint several employees. Through this, demand forecasting has been done and as per the demand, supply forecasting should be done. In supply forecasting, availability of HR is estimated in the market from where human resources can be availed. HRM do planning that from which sources, workforce can be supplied as they can either appoint people from the Institute of Hospitality or from other renowned institutes or form placement agencies or from web advertising Hernandez, Prior to that, company should analyze that human resource is available in that sources. While doing HR planning, manager assesses the whole organization and finds out the requirement of number of employees for each department and service. Further, 8 employees are needed for spa services and so on. For that purpose, supply forecasting is done as per the skills and qualification requirements of employees. Internal and external supply forecasting are also done. Internally, employees can be shifted from other branch of hotel to this newly launched branch. For instance, executive housekeeper can be transferred from London branch to the Stratford branch. Externally, fresher candidates can be appointed form renowned institutes. Placement from institutes involves lengthy time but it will provide efficient employees to the Hotel Innocenti, Profili and Sammarra, Further, web advertising source involves least cost and time. Further, internal supply involves some difficulties as changes have to be implemented and a well established employee have to be moved to new place. But, this is the best source through which vacancy can be filled. Thus, it can be said that plan which has been stated is highly effective and HRM can meet its requirement in an easier manner. Assessment of current state of employment relations Employment relation basically refers to as the industrial relations and it is concerned with the contractual, emotional, practical and physical relationship among employee and employer. The employment relation is formed when employee sign the contract with the employer at the time of joining a job. That contract consist each and every aspect of the organizational activity. On this aspect, job of HR manager is to coordinate all these activities and make the employee efficient enough to perform all these activities Jackson, The employment relations in the hotel industry is different that from other industries. It is because the working culture, nature of job, pay scale is entirely different. Due to which the employment relation in this industry always remain good. In order to make the good relation with the employees, HR manager make regular contact with the hotel staff so that attrition rate and absenteeism can be removed. Order Now We are here to help Take a quick look at our trusted writing services to learn more about our quality and hassle-free services. In existing situation employment relations have been highly modified. Mainly, in hotel industry the firm has to maintain good relations with the employees. Moreover, they have to timely motivate their employees by providing monetary as well as non-monetary incentives so as to enhance the performance. Employees empowerment and participation: Participation is somewhat when employees are involved in decision making processes. The higher level of management of Hilton Hotel allows managers to take their own decisions which are tactical in natures. An engaged employee is one who is fully involved and enthusiastic about work. To engage people, Hilton uses one-to-one interaction with all their employees every month in order to assess their issues and also to resolve them on the spot. In a similar aspect, a HR manager has to establish a separate department of training and development in the Hotel so that proper and timely training about the job and grooming can be provided. Further, the HRM has to provide excellent working condition and other recreational activities in order to make them feel relax. In addition to this, work time limit should be established so that none of the employee feel pressurized Lewis, These are some of the current policies through that effective employment relation can be maintained in Hotel Hilton. There are three major things that are to be focused on while focusing on employee relations: Affect of employment law on the management of human resource Employment law is that law which encompasses all the areas of the employee and employer relationship. The employment relation can be defined through the employment law. While signing the employment contract, the employment law only defines all the policies which has been included in that contract. That employment contract make the employment relationship between employer and employee McGunnigle and Jameson, Further, the employment law is consist of the rights and duties of employer and employee such as the wage rate, working

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hours, overtime payment, non-discriminatory behaviour at the organization based on caste, race, age, gender, color, religion, etc. Moreover, safety should be provided at the working place that is mental and physical harassment should not be practiced. The equity act is designed to reduce socioeconomic inequalities; as well as to harmonize equality law while eliminating discrimination and other prohibited conduct related to certain personal characteristics. From an effect of such law, Hilton hotels provide equal chance to eligible candidates to be selected at the vacant post Equality Act. Manager has to ensure that mental or physical harassment is not conducting for carrying out the work in each department. This will impact positively upon the minds of employees and also on the organization. As this will make a positive image for the prospective employees and pool of talented employees will get attracted towards this organization. Further, the management of human resource will become easy because this will reduce the number of conflicts as employees are already satisfied with the pay scale and working environment. Savage, Fottler and Khatri, The pay scale offered to the employee should be equal for all the employees as per the employment law irrespective of their caste, religion and nationality. The selected candidate should be informed about all the policies, procedures, term and conditions in order to avoid ambiguity in future course of time. Recent amendment has been made in The Employment Act c 24 which includes different provisions of UK labour law. From a major act, If employers not follow the procedure before dismissing their employees it would be deemed unfair. The effect of employment law is positive as well as negative while managing the human resource at Hotel Hilton. While managing the human resource, manager has to keep in mind all the points and policies listed in this law Salaman and et. During the recruitment and selection process, employer has to see that discrimination is not one with any candidate, unbiased selection of employee is done that is based on their qualification and skills possessed. This law sometimes affect the management of human resource in a negative manner. It is not easy for the employer to follow each and every point in every situation. Sometimes, they have to miss any point in order to carry out the operational activity in a smooth manner. But this practice may dissatisfy the employees and due to which the brand image of Hilton Hotel may get deteriorated and customer may avoid to visit this Hotel which will directly impact its profitability. If the employment law is not followed properly than the legal action might be taken against this hotel which will reduce the corporate image of this hotel in the whole world. Thus, it is advised that Hotel Hilton should follow the employment law in a proper manner in order to avoid unfortunate circumstances Sims, Contribution of training and development activities for the effective operation The word training in a general manner can be described as an action of teaching an employee a particular kind of skill or behaviour. In an organizational context, training means instructing a newly appointed candidate a particular type of skill which is required to carry out a particular job Hernandez,

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## Chapter 6 : The Role of a Human Resource Manager in the Hospitality Industry | Career Trend

*Human resources management and performance in the hotel industry: The role of the commitment and satisfaction of managers versus supervisors Author(s): Carmen DomÍnguez-Falc3n, (Department of Economics and Business Management, University of Las Palmas de Gran Canaria, Las Palmas de Gran Canaria, Spain).*

Even non-franchised restaurants and motels might not have an in-house HR expert to handle employment issues. But the risks to small businesses in the hospitality industry, from disgruntled patrons to high employee turnover, can be costly and warrant help from an HR professional. The ISHC report, "Top Ten Issues in the Hospitality Industry for ," also notes that more people are exiting than entering the hospitality workforce, leaving hotels, restaurants and other hospitality businesses short-handed. The report identifies substandard wages as a deterrent to attracting and retaining skilled workers. Long hours, including nights and weekends, make jobs in the industry undesirable career choices for college-educated Gen-Xers, Gen-Yers and millennials, who want more flexibility and higher-quality work opportunities. A lack of focus on employee satisfaction and training also has hurt the industry. Recruiters can hire guest workers for seasonal employment under the H-2B visa program to help rectify shortages, according to the ISHC. Also, HR routinely runs background checks on job candidates. This practice might help reduce the high theft rate of wine, food and equipment in the industry, which Philip Lye, director of Biz Momentum Pty Ltd. HR can ensure that every position is described in detail so that new hires and veteran workers are clear about their duties and responsibilities. Retention The hospitality industry is expected to grow by 17 percent through , based on U. Bureau of Labor Statistics. This growth is above the 14 percent average for all other industries. But high turnover remains a problem for the hospitality industry. The ISHC recommends in-house professional development programs that present hospitality jobs as viable careers. This enables recruiters to show veterans and new hires how successful people in the industry have advanced. Compensation HR helps businesses in the labor-intensive hospitality industry set wages and salaries based on regional market rates. Hospitality employees earn much of their extra income through tips. According to the ISHC, offering workers shared cash bonuses for raising productivity has been successful in this labor-intensive industry. Liability An HR manager or consultant ensures that businesses understand and abide by state and federal employment laws. Noncompliant employers risk facing crippling penalties, fines or lawsuits. As public places where jobs are often hazardous, restaurants, hotels and hospitality establishments in general must follow safety codes. Lye reports in his article that sexual misconduct is up in the industry. HR investigates misconduct claims and recommends disciplinary action or dismissal, if necessary. HR drafts zero-tolerance policies on discrimination and harassment, and helps managers and employees understand their rights and obligations under the law. Labor Hospitality workers are often union members. The act prevents employers from barring workers from joining unions or taking part in union activities while off duty. HR has a chief role in union-contract negotiations between bargaining unit leaders and management over pay, benefits, hours and working conditions.

## Chapter 7 : Strategic Role of HRM in Tourism and Hospitality Industry

*Hospitality managers now need to be familiar with rising labor costs, increasing competition for quality staff, changing employees' attitudes, evolving guest expectations and a proliferation of new laws that impact human resources policies and activities.*

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*Employees in the hospitality industry are key to the development of satisfied customers and to success of the business itself. Effective HR management is essential to recruiting and developing quality employees and a motivated workforce.*

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## Chapter 9 : Human Resources Hotel Jobs | Hospitality Online

*The hospitality industry is often ripe with employee issues, and those working in human resources are left with the responsibility of fixing them. Turnover is a problem in the hospitality sector.*