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### ШЛЯХИ ВДОСКОНАЛЕННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ НА ТУРИСТИЧНОМУ ПІДПРИЄМСТВІ «ГАЛА-ГОТЕЛЬ» (м. Кам'янець-Подільський)

*Мета статті* полягає у вивченні існуючої системи управління персоналом на туристичному підприємстві «Гала-готель» у м. Кам'янець-Подільський та пошуку шляхів її вдосконалення.

*Методика дослідження* базується на використанні загальнонаукових та спеціальних методів дослідження. Загальнонаукові методи включають описовий метод, метод аналізу та синтезу, узагальнення та абстрагування, порівняння та аналогії. Усі ці методи дали змогу виявити, описати та оцінити існуючу систему управління персоналом на прикладі одного з готелів м. Кам'янець-Подільський.

*Результати.* З'ясовано, що за умов конкурентного ринкового середовища результат діяльності підприємства значною мірою залежить від якісних характеристик персоналу та вміння управлінського апарату ефективно використовувати цей виробничий ресурс. «Гала-готель» у Кам'янці-Подільському є типовим закладом розміщення, на прикладі якого можна простежити здобутки та прорахунки підприємства у системі управління персоналом на туристичному підприємстві. У своїй діяльності туристичне підприємство «Гала-готель» використовує майже усі наявні механізми управління персоналом для отримання максимального економічного ефекту. Робота з персоналом розпочинається з процесу найму, визначення посадових обов'язків, встановлення правил трудової дисципліни та рис корпоративної етики. На підприємстві створено умови для професійного навчання та кар'єрного зростання. Використовуються методи матеріального та морального заохочення працівників. Водночас для підвищення ефективності роботи підприємства доцільно було б ширше застосовувати сучасні технології, які змінили ситуацію в управлінні повсякденними HR-процесами, надаючи зручне програмне забезпечення для HR менеджерів та співробітників компаній. Також доцільним та корисним буде налагодження зворотного зв'язку у спілкуванні керівництва з персоналом. Загалом можна констатувати великий потенціал «Гала-готелю», у тому числі і в людських ресурсах, а вже його реалізація залежить від грамотної, виваженої політики управління персоналом з боку керівництва цього закладу.

*Наукова новизна* полягає у тому, що було з'ясовано умови розвитку закладів розміщення та їх роль у розвитку туристичної сфери, визначено чинники, які впливають на ефективність управління персоналом на туристичному підприємстві, виявлено нові тенденції та методики у системі управління персоналом, визначено роль зворотного зв'язку у комунікації керівництва та персоналу.

*Практична значимість* полягає у виявленні сильних та слабких сторін у системі управління персоналом на прикладі конкретного закладу розміщення. Це може бути використано працівниками як цього закладу, так і інших, котрі працюють у цій сфері. Також важливим є популяризація м. Кам'янця-Подільського як туристичного центру.

*Ключові слова:* готель, туристична галузь, управління персоналом, людський ресурс.

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### WAYS OF IMPROVING THE PERSONNEL MANAGEMENT SYSTEM AT THE TOURIST ENTERPRISE "HALA-HOTEL" (KAMIANETS-PODILSKYI)

*The purpose of the article* is to study the existing personnel management system at the tourist enterprise "Gala-Hotel" in the city of Kamianets-Podilskyi and search for ways to improve it.

*Methods.* The research methodology is based on the use of general scientific and special research methods. General scientific methods include the descriptive method, the method of analysis and synthesis, generalization and abstraction, comparison and analogy. All these methods made it possible to identify, describe and evaluate the existing personnel management system in the example of one of the hotels in the city of Kamianets-Podilskyi.

*Results.* It was found that under the conditions of a competitive market environment, the result of the company's activity largely depends on the quality characteristics of the staff and the ability of the management apparatus to effectively use this production resource. "Gala-Hotel" in Kamianets-Podilskyi is a typical accommodation facility, on the example of which you can trace the gains and miscalculations of the enterprise in the personnel management system of the tourist enterprise. In its activities, the tourist enterprise "Gala-Hotel" uses almost all available personnel management mechanisms to obtain the maximum economic effect. Work with personnel begins with the hiring process, the definition of job duties, the establishment of rules of labor discipline, and features of corporate ethics. The company has created conditions for professional training and career growth. Methods of material and moral protection of employees are used. At the same time, in order to increase the efficiency of the company's

work, it would be advisable to use modern technologies more widely, which have changed the situation in the management of everyday HR processes, providing convenient software for HR managers and employees of companies. It will also be appropriate and useful to establish feedback in communication between management and staff. In general, it is possible to state the great potential of the "Gala-Hotel", including in human resources, and its implementation depends on a competent, balanced personnel management policy on the part of the management of this institution.

*The scientific novelty* is in the fact that the conditions for the development of accommodation establishments and their role in the development of the tourism sector were clarified. The factors affecting the effectiveness of personnel management at the tourist enterprise were determined, new trends and methods in the personnel management system were identified, the role of feedback was determined to link in management and staff communication.

*The practical significance* lies in the identification of strengths and weaknesses in the personnel management system in the example of a specific accommodation facility. It can be used by anyone employees who work in this field. It is also important to popularize the city of Kamianets-Podilskyi as a tourist center.

*Key words:* hotel, tourism industry, personnel management, human resource.

*Introduction.* Effective personnel management involves the maximum full use of the wide range of resources available to the organization. Today, it is obvious that of all the company's resources, people are the most important. At the same time, the personnel of the enterprise is the most difficult object of management in the organization, because people, unlike objective factors, have the ability to make decisions on their own, critically evaluate the demands placed on them, act, have subjective interests, and also be sensitive to managerial influence [2, p. 30].

For this reason, the issue of personnel management at a tourist enterprise plays an important role in increasing the efficiency of its activity, and the study of this issue has not only theoretical but also significant practical significance. In particular, such authors as M. Malska, I. Pandyak [7], G. Krul [6], O. Arkanova [1], O. Dyakiv, V. Ostroverkhov [3], and others highlighted the theoretical aspects of this issue. At the same time, it is important to find out how certain theoretical calculations, assumptions, and recommendations are implemented in the example of a specific tourist enterprise.

Therefore, the purpose of our article is to study the existing personnel management system at the tourist enterprise "Gala-Hotel" in the city of Kamianets-Podilskyi and search for ways to improve it.

*Material & methods.* The research methodology is based on the use of general scientific and special research methods. General scientific methods include the descriptive method, the method of analysis and synthesis, generalization and abstraction, comparison and analogy. All these methods made it possible to identify, describe and evaluate the existing personnel management system in the example of one of the hotels in the city of Kamianets-Podilskyi.

*Results.* "Gala-Hotel" is quite famous among tourists and guests of the city of Kamianets-Podilskyi. Comfortable rooms, affordable prices, and good reviews among visitors of the institution are the factors of its growing popularity [13]. In today's extremely difficult conditions of competition and a difficult economic situation, it is extremely important for a tourist enterprise to have a team of qualified employees who can satisfy all the needs of the guest. All personnel management work of the "Gala-Hotel" enterprise is concentrated in the hands of the personnel department (senior administrators of the hotel and restaurant). When performing their direct duties, they are under the control and accountability of the general director of the enterprise and his deputy.

The senior administrators and the deputy director, who perform the duties of the personnel department, are entrusted with a number of functions that require their optimal performance. Effective personnel management of the enterprise is impossible without objective information, therefore the personnel department regularly tries to collect data characterizing various aspects of personnel work and conduct a detailed analysis.

At the same time, the effective planning of the work of the company's personnel has a positive effect on the performance of the accommodation facility, thanks to such factors as optimization of the use of personnel, improvement of the hiring process, organization of professional training, reduction of total labor costs due to a consistent policy on the labor market [4].

A widespread method of attracting candidates at the company is the method of selecting future employees using recommendations from their own employees. This method is optimal from the point of view of low costs for attracting the necessary workforce. However, it also has its drawbacks, as employment under patronage leads to the leveling of the candidates' professional qualities. Because of this, "Gala-Hotel" has some employees who are not well versed in the tourism industry.

"Gala-Hotel" also uses other sources of attracting candidates, namely, placing ads in the mass media, and social networks, and attracting students from higher education institutions in the city of Kamianets-Podilskyi. It is worth noting that there are quite a lot of people who want to work in the field of service in general and in the "Gala-Hotel" in particular. However, students who come to work quite often consider such vacancies as an opportunity for temporary or seasonal income. For this reason, there is a high staff turnover at the enterprise, which complicates the process of training highly qualified specialists. Since there is no optimal method of attracting potential candidates, the human resources department uses all methods of recruiting personnel for vacant positions.

The staff plays an important role in the successful development of the enterprise, therefore it is necessary to clearly approach the choice of methods of its management. The quality of work organization at the enterprise depends on the choice of certain management methods, which leads to the strengthening of ties in the work team, which is an important element of effective personnel management [5, p. 15].

The main directions of the strategy for the development of labor organization and its effectiveness at the enterprise are:

- division and cooperation of labor, which consist of the scientifically based distribution of workers according to certain labor functions, and workplaces, as well as combining them into production teams;
- organization and maintenance of workplaces, which contribute to the rational use of working time;
- standardization of labor, which involves determining the norms of labor costs for the production of products and the provision of services as a basis for organizing labor and determining the efficiency of production;
- organization of personnel selection and its development, including planning, career guidance, professional selection, hiring of personnel, improvement of their qualifications, career planning, etc.;
- optimization of work and rest regimes, which provide for the establishment of the most rational alternation of work and rest time during a work shift, week, or month;
- rationalization of labor processes, techniques, and work methods based on the generalization of progressive experience;
- improvement of working conditions, which involves minimizing the harmfulness of production, and heavy physical and psychological stress, as well as the formation of a system of labor protection and safety;
- strengthening labor discipline, increasing the creative activity of employees;
- motivation and remuneration [8].

In today's competitive environment, it is difficult to differ from a competitor, because all resources are almost equally available in the tourist market. Therefore, recently there is an actively developing trend aimed at the professional development of personnel. After all, its success in the market, quality of goods or services, brand image, and popularity among customers depend on the people who work in the company. For a more effective organization of the personnel management system at the enterprise, a personnel management concept is developed, which details the directions of the personnel policy contained in the strategic plan of the enterprise's development.

The purpose of developing the concept of personnel management is to create a system based on economic incentives and social guarantees, focused on converging the interests of the employee with the interests of the enterprise in achieving high labor productivity, increasing production efficiency, obtaining the highest economic results of the enterprise [9, p. 188].

Based on the study of the state of personnel management of "Gala-Hotel", we can conclude that, in general, the personnel management system corresponds to modern economic conditions and allows the implementation of the company's strategic tasks. However, it is possible to propose steps aimed at improving personnel management. The work of any organization is inevitably connected with the need for staffing. The selection of new employees not only ensures the normal functioning of the organization but also lays the foundation for future success. The quality of human resources, their contribution to the achievement of the organization's goals, and the quality of manufactured products or services largely depend on how effectively the work of personnel selection is carried out.

An important issue in the field of personnel management of the "Gala-Hotel", as well as other establishments providing accommodation services, concerns personnel turnover. After all, the arrival of new employees entails the need for their adaptation to a new environment, the study of working conditions, job duties, etc. All this requires time and effort from both staff and management. Therefore, the management of the hotel is trying to reduce the turnover of its employees, although it cannot completely stop it. After all, the dismissal of employees is due to both objective and subjective reasons. The first

includes the reduction of production, employees reaching retirement age, conscription for military service, and admission to an educational institution. The second can include switching to another job that better meets the employee's needs, and personal or family circumstances.

The use of personnel is a set of measures aimed at ensuring the conditions for the effective realization of the creative, physical, and labor potential of employees. Effective use of personnel involves compliance with the goals of the organization, taking into account the interests of employees, as well as compliance with labor laws. The introduction of a contract system of labor remuneration has a positive effect, which also begins to bring results already in the early stages of implementation.

It is also necessary to improve the control system for recording working hours, to increase the efficiency of its use. For this purpose, it would be advisable to introduce an automated time control system at the enterprise. Positive results can also be achieved by informing the workforce about the state of affairs at the enterprise, the main economic indicators, successes, and miscalculations.

In addition, it will be appropriate to organize psychological training for the company's employees in order to identify ways to solve existing problems and unite the team. Appropriate events are held for "Gala-Hotel" employees but in insufficient numbers.

It is also worth paying more attention to intangible motivation at the enterprise, namely to revive the practice of contests for the title of "Best Employee of the Month", etc., which will create a "spirit of healthy competition" at the enterprise. It is appropriate to hold corporate congratulations to employees on holidays, including personal ones (birthdays, anniversaries, etc.) [3].

For better efficiency of the hotel, it is necessary to develop a system of encouraging employees for offering new work ideas, including financially encouraging creative employees. This practice already exists at the enterprise, but it is episodic in nature, therefore it is advisable to introduce similar surcharges for a specific contribution on a permanent basis. The proposed measures and recommendations will ensure the improvement of personnel management efficiency of "Gala-Hotel", as well as create more comfortable working conditions for both managers and employees of the enterprise, which as a result can attract new customers.

Improving the efficiency of the personnel management system remains a priority for the institution's management. Therefore, studies are constantly being conducted, which generally demonstrate good results in assessing the existing management style. However, there is always room for growth and improvement in this matter. Therefore, it is important to constantly work on mistakes and resort to methods and means of improving the management of the behavior and discipline of personnel.

In addition, to improve the quality of personnel management, it is possible to form certain communication recommendations. The main factor on which communication recommendations are based is feedback. In a broad sense, feedback or feedback is a reaction in the form of a verbal or non-verbal response to another person's message. Established feedback at the level of the company's team can help overcome certain negative phenomena in the labor discipline of the company's employees and in its activities in general with the help of information that comes to the manager from subordinates and vice versa. In its essence, a manager and a subordinate participate in this ordinary communication. When such communication takes place on a constant and regular basis, the work of the team is carried out much more productively and effectively [12].

In order to improve the management of the behavior and discipline of the personnel at the "Gala-Hotel", one or a combination of several of the following methods can be used:

- personal communication – a method that is especially often used by enterprises with a small number of employees to monitor or evaluate activities;
- questionnaires and testing – the most popular method among managers who aim to find out the opinion of the staff on a specific issue or innovation;
- team meetings – this type of feedback is used when teamwork takes place, with the aim of developing and generating one common opinion or idea;
- special measures – an important feature of this method is regularity. There are can be round tables or interest clubs that unite employees with a common theme.

Establishing feedback in "Gala-Hotel" can significantly improve the management of staff behavior and discipline due to the growth of the role of staff in the life and activities of the enterprise. In other words, employees should feel that their opinion is important, and that their suggestions find a response from the management. Thus, employees will get a sense of their own importance, which will undoubtedly have a positive effect on the work of the enterprise.

Summing up, we can highlight several key points that are the key to comfortable relations between employees and proper labor discipline at the enterprise:

- openness and sincerity in all types of relations between employees and management at the enterprise;
- avoidance of familiarity between the administration and the staff in order to maintain fairness in the manager's treatment of all subordinates without exception;
- rejection of various types of conventions in all spheres of the enterprise's functioning, which can significantly burden communication within the team of a unit or organization.

During the operation of any enterprise, the effectiveness of its functioning is influenced by factors, both external and internal environment, which are the result of the adoption of one or another management decision. The nature and purpose of the activity of any organization determine its main information system and automation of its information technology, as well as the type of information product, based on which all-optimal management decisions are made. Human Resource Management (HRM) or Human Resources Information System (HRIS) can help in this process. This system helps you work not with customers, but with your own staff. It includes the processes of automating recruitment, selection, attracting personnel, providing orientation, training, and development, evaluating their work, determining remuneration and providing benefits, and motivation, maintaining proper relations with each team member, and ensuring job security through the use of programs for HR and HR analysts.

Choosing a program for HR managers and the right system for personnel management is an important process for the company. Today, almost all successful companies, regardless of industry, use HR automation programs. It is no longer enough to have lists of employees and their salaries, as well as Excel tables with vacations and sick days. A more complex system is needed in which you can see information on each candidate, employee, department, or unit, evaluate engagement, collect feedback from employees for analysis satisfaction, and keep track of working hours, vacations and sick days within the framework of one system. Modern technologies have changed the situation in the management of everyday HR processes, providing convenient software for HR managers and company employees. HRM/HRIS systems help to get rid of bureaucracy and to simplify many organizational aspects. Both factors, in turn, improve the HR brand [11].

The introduction of information technologies in the management of a tourist enterprise acts as a tool for increasing the efficiency of personnel management. After analyzing the information technologies (HRM system) used in the personnel management of "Gala-Hotel", it is possible to conclude that the management at this enterprise is carried out properly. The hotel has relatively low staff turnover, and management is interested in training and developing employees, motivating and maintaining good relationships with each team member.

For the further development and improvement of the functioning of the "Gala-Hotel", the main attention should be paid to not only the qualification and training of employees in the field of tourism but also in the field of information technologies, because the company has an insufficient level of training of employees in information technologies and insufficiently high information literacy. Despite the fact that the company has effectively functioning information systems that greatly facilitate the work of all employees, save time, change business processes, and allow the company to maintain its competitiveness, it is necessary to constantly develop directions for the further development of the company and not stop at what has been achieved.

In the modern practice of personnel management, personnel technologies such as coaching, personnel leasing, outsourcing, downshifting, recruiting, personnel consulting, and personnel audit are quite actively used [10, p. 146]. All of the above personnel technologies are used to a greater or lesser extent in the activities of the "Gala-Hotel".

*Conclusions.* It was found that under the conditions of a competitive market environment, the result of the company's activity largely depends on the quality characteristics of the staff and the ability of the management apparatus to effectively use this production resource. "Gala-Hotel" in Kamianets-Podilskyi is a typical accommodation facility, on the example of which you can trace the gains and miscalculations of the enterprise in the personnel management system of the tourist enterprise. In its activities, the tourist enterprise "Gala-Hotel" uses almost all available personnel management mechanisms to obtain the maximum economic effect. Work with personnel begins with the hiring process, the definition of job duties, the establishment of rules of labor discipline, and features of corporate ethics. The company has created conditions for professional training and career growth. Methods of material and moral protection of employees are used. At the same time, in order to increase the efficiency of the company's work, it would be advisable to use modern technologies more widely, which have changed the situation in the management of everyday HR processes, providing convenient software for HR managers and employees of companies. It will also be appropriate and useful to establish feedback in communication between management and

staff. In general, it is possible to state the great potential of the "Gala-Hotel", including in human resources, and its implementation depends on a competent, balanced personnel management policy on the part of the management of this institution.

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Надійшла до редколегії 31.01.2023  
Прийнята до друку 21.02.2023