

# **HUMAN RESOURCES MANAGEMENT ON THE EFFECTIVENESS OF HOTEL BUSINESSES**

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## **ABSTRACT**

Developments in technology has caused society to reach higher levels of income while working less and producing more. Increases in income levels inevitably lead to increases in demands for tourism. The ability to meet and increase these demands is only possible through quality and world-standards level services. The quality of service in accommodation businesses is directly proportional to itsemployee's skills and talents. This is because accommodation businesses use people to provide services to people. For this reason, the most important factor in success is humans, ergo, workers. Workers in accommodation businesses must be skilled in communicating, gracious, honest and sincere while having proper occupational qualifications. These characteristics play a very important role in customer satisfaction.

## **INTRODUCTION**

The dazzling speed of technological advances effect tourism as well. Developments in transportation has made the concept of "far away" obsolete and created a passion for travelling in people. As a result of technological developments, the tourism sector has been growing quickly throughout the world and this applies to Turkey as well, while also creating opportunities for development in other sectors. While beneficial to Turkey's economy, the developments in tourism sector aren't at the desired level. To reach this desired level, investments must be made to various infrastructures and superstructures along with investments in human resources. Despite the developments in technology, tourism sector is still a labor intensive sector. As a result of this, workforce costs have a large portion within the total costs. Decreasing workforce costs is only possible by making human resources more effective and efficient.

### **1. Definition of Human Resources**

The resources that administrators use to reach organizational goals are money, personnel, material, locations and time. The most important and the hardest to procure resource within these resources are generally personnel, also known as the human resource (Açıklalın, 1994:10). Good production is ensured through good personnel and quality workforce. Therefore, the main goal of human resources function is to properly use and develop this resource (Akyüz, 2001:50).

#### **1.1.Scope of HRM**

Human resources management include many applications including determining the need for personnel, producing job advertisements, selecting proper personnel and introducing them to the corporate culture, ensuring the motivation of the workers, reviewing performance, resolving conflicts, ensuring communication between individuals and groups, restructuring, creating a healthy corporate environment, developing the feeling of "us", training and developing the workers and so on (Fındıkçı, 1999:13).

Human Resources Management affects the working life in all of its aspects, whether in the public sector or the business management sector, and it involves all areas that affect the production of products or services such as, selection of personnel, classification, career management, motivation, promotion, personnel evaluation, in-service training, wage management, discipline, rewarding, penalizing and retirement.

#### **1.2.Definition and Characteristics of HRM**

Since HRM is a newly emerging concept that is going through a transitional period, it is not easy to make a widely accepted definition for it and since there are no common terminologies between transition period scientific disciplines, this fact is bolstered even further. As a result of this, there are various different definitions for HRM. It is possible to list some of these definitions (Tortopvd., 2010:15-16):

- “HRM is ensuring that the human resources are used as efficiently as possible towards organizational goals and ensuring that worker needs are fulfilled and improved in the context of the occupation.”
- “HRM is the management of strategic and operational activities that focus on human resources.”
- “HRM is human resources related activities and tasks that are carried out in the organizational and environmental contexts without discrimination to reach organizational goals as effectively as possible.”
- “HRM is the entirety of activities that involve procuring new human resources and keeping and developing the human resources that is already within the organization to reach organizational goals.”
- “HRM is an organizational function that aims to create a safe and effective harmony between managers and the managed to achieve higher quality and higher efficiency results.”

## **2. The Analysis of Human Resources Management Systems**

Job analyses in the personnel management field are generally used in researches, examinations and applications in the areas given below.

**Occupation Evaluation and Wage Management** Job analyses are mostly used in appraisal of occupation. An occupation appraisal generally aims to examine occupations in detail and reveal every single factor that makes it up, and the difficulty of the occupation and the given responsibility will later be the primary factor in determining the wage (Sabuncuoğlu, 1994: 81). Occupation appraisal involves determining the relative value of occupations and to provide data (Aşkun, 1982: 105).

**Hiring - Positioning, Appointment and Promotion** One of the goals of job analysis is to determine the needs behind selection, positioning, transfer and promotion of workers (Aşkun, 1982: 105). Job analysis helps in developing hiring standards. (Alpugan et al., 1990: 435). The criterion that is used when selecting personnel is suitability. If job analyses are not made and the necessities of the work are unknown, it is impossible to determine what qualities to look for when hiring. Hired worker will be positioned according to data determined by doing job analyses. Job analyses are also used to measure the success of a worker.

**Training and Improvement:** Job analyses are the basis for training and improvement goals (Alpugan et al. 1990: 435). Need for training among workers is caused by the difference between skills of the worker and necessities of the job. A Job analysis determines the characteristics of the job to identify the aspects that the worker is lacking in, making it easier to train to get rid of these deficiencies. (Sabuncuoğlu, 1994:81).

**Worker Appraisal:** Job analyses make it easier to develop success and performance standards (Alpugan et al., 1990: 435). After the characteristics of a job are identified with a job analysis, it will be easier to determine to what extent that the worker is meeting the necessities of the job. The results will cause rewards or penalties. (Sabuncuoğlu, 1994:81).

**Work Safety:** Ensuring that measures against possible dangers of the occupation are taken (Aşkun, 1982: 105). Possibility of work related accidents are calculated based on the nature of the work and necessary measures are taken. (Sabuncuoğlu, 1994: 81).

**Organizing:** Stating the duties of every office and the relations between offices (Aşkun, 1982:82) and determining their authorities and responsibilities inhibits possible conflicts of authority. If making jobs more efficient through making them easier and clearer is desired, job analyses must be used widely. Giving occupations titles as a result of these analyses is also helpful in organizing (Sabuncuoğlu, 1994:82).

**Union Relations:** If there is a conflict on how a job should be carried out between workers and employers, job analyses are used. (Sabuncuoğlu, 1994: 82).

**Inspection:** The function of inspection investigates how well the results fit the goals. The characteristics of the work to be done are determined using job analyses. According to determined standards, a comparison is made and if there are any deviations, they are detected and regulatory measures are taken (Sabuncuoğlu, 1994: 82).

**Changes in the Contents of a Job:** Job analyses are used to determine the changes in a workers job, whatever the cause for this changes maybe (Ataay, 1990: 137).

**Creating a Basis for Worker Registration and Statistics:** Creating a basis for worker registration and statistics and taking the inventory of workers are done by using job analyses (Genç, Demirdögen, 1994: 100).

**Improving Working Environment and Conditions:** Job analyses are used since the efficiency of a worker will increase if he is working in more comfortable conditions and environments (Barutçugil, 1988: 202).

### **3.Human Resources Management Problems in Hotel Businesses**

The primary reason behind workers quitting is insufficient wages or side incomes. The facts that wages and side incomes have effects on workers support Herzberg's two factors theory. Herzberg's two factors theory is also known as hygiene factors and it purports that one of the factors that has effects on workers is the factor of wages and incomes (Braden, 2002; Riehl 2000; Syptak et al., 1999).

Work satisfaction is defined as contentment or displeasure that the workers feel about their work and positive attitude against the work is equivalent to work satisfaction and negative attitude against the work is named work dissatisfaction (Tütüncü, 2000a). If a person is not satisfied with his work, he is more likely to quit it (Zeffane, 1994). Sources of stress and other negativities in the working environment and conditions cause decreases in worker efficiency and might even cause absenteeism.

It is very important for workers to have work safety and other social rights. Researches on this subject have revealed that workers who have work and social securities are more efficient, they tend to like the work environment better, they are in better harmony with their colleagues and therefore, they are less likely to quit their job (Stein, 2000; Hertneky, 1999).

The characteristics of the individuals who are employed in accommodation businesses are very important. The most important factor that sets a worker who has the necessary demographic characteristics, work related competencies and work experience is qualitative values. The quality of the human resources plays a very important role in a business manager's success (Freemani 2001). The quality of workers in a business is more important than the quantity of the workers. The quality of a work is directly proportional to the experience and quality of the worker. The qualities of the workforce are in a close relationship with the general and occupational education levels of the employed workers.

Teamwork is gaining great importance in the success of businesses. Communication between workers is an important subject in accommodation businesses. Increasing the effectiveness of workers, making jobs easier, ensuring cooperation between workers, the management being able to communicate the topics they are interested into workers are all possible through effective usage of communication techniques (Dennis, 1995). While these communication techniques are developed by the management, the workers need to have natural communication skills as well (Day, 1993).

### **CONCLUSION**

Accommodation businesses are prime examples for labor intensive businesses. Human resources in accommodation businesses are extremely important as they need to adapt to the rapidly changing innovations and advancements while not being able take full advantage of the means of automation. The fact that human resources management, which is human focused and

filled to the brim with complex applications, is viewed as a separate concept from traditional personnel management shows that human resources has a very important place.

Human production factors are far more important in accommodation businesses in comparison to other sectors. The most important factor that shows the difference between two organizations is the human factor. For this reason, it is hard to say that modern technology is directly providing accommodation businesses with competitive advantages. Informing, training and guiding the workforce towards common goals of the businesses is critical. Businesses gain more competitive advantages through human capital as opposed to financial capital. This is the reason behind why investing in human capital has more true value than investing in machines or facilities. Permanency of businesses is possible through developing, properly managing and benefitting in the long term from the employed human resources. For this reason, human resources planning must be made towards organizational goals.

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