

The Management of Staff in Hospitality

*Gofurova Vasila Odiljon qizi*¹

Annotation: There is no doubt that in today's age tourism has been becoming the world's one of strongest economic sector. Because of income which tourists bring to host country, job opportunities, infrastructural developments and others. Now many countries are trying to use their local workforce in hospitality industry. And it will definitely help to increase the GDP of the country by lowering unemployment rate and bringing more investment. Thus organizing the staff and using their workforce effectively is the key factor to succeed in hospitality industry. Because as comparing to other industries like banking, producing hospitality is more depended on human resources. In this article I am going to highlight the importance of managing staff and it's weaknesses in hospitality industry and at the end of course I will provide some workable solutions related with this topic.

Key words: workforce, unemployment, human resources, KPI, employee, employer, manager, human resource management, personal management, human capital.

Today, world tourism is one of the most profitable sectors of the economy. It ensures high employment and socio-economic development indicators of the working population. Because in countries where the hospitality industry is developing, special attention is paid to the effective use of labor resources. In this regard, proper organization of staff activities in hotels and proper use of their potential remains a factor ensuring economic success. Firstly, who is worker? As to the labour law "An employee is a person who has agreed to be employed to work for some form of payment under a contract of employment." In a one word staff is a united people in the company who have same target (related with work) to achieve. Therefor we can also call our staff members as human resource or labour resource. "Human resource management is a new term that deals with the management of employees and should be used by good managers"² Human resource is still urgent in hospitality industry regardless of expansion of new technologies, innovations and automations. We all know that prosperity of any hotel is directly depend on it's staff. Because in hotels staff work with people, they do not produce items or products. Success in the hospitality business depends on people. According to the Gallup survey in Germany, only 13% have eyes light up at work. In other countries, the personnel situation is not much better. This means that in a small hotel (line staff 22-25 people) only 1-2 employees love their job. The same research says that 20% of the hotel employees have already quit in their heads. The rest are working by inertia. So when a guest with two huge suitcases appears on the doorstep, the porter is busy with cleaning instead of holding the door, while the receptionist is inhospitable and glum. External "luxury" does not matter. With such an attitude towards guests, only emptiness will settle in hotel rooms.³ Thus today many scientists consider the human resource management as the backbone of the hospitality industry. Human resource management functions include from selecting suitable applicant till training and motivating the employer. HRM system in hotels is more result-orientated than comparing to personal management. It helps to set friendly atmosphere between company and worker. Hotels perform better when employees are engaged with their work. An engaged workforce leads to higher profits, reduced turnover and happier

¹ Tashkent State University of Economics bachalour's students

² Kuming M.V. The theory and praktike of personel management. Sixth edition, Heinemann, 2000.

³ <https://www.independent.co.uk/independentpremium/world/best-country-world-most-admired-approval-leaders-germany-us-china-russia-uk-a9640911.html#:~:text=The%20annual%20Gallup%20poll%20surveyed,second%20year%20in%20a%20row>



guests. However managing the staff is not an easy thing whether it is in hotels or other company. There might be some problems that HR managers should solve. For example:

- **Battling high turnover rates:** Having a high turnover rate is costly. Replacing an employee is said to cost 6 - 9 months' salary on average. Morale and productivity are also impacted when an employee leaves.
- **Employing a diverse workforce:** hotels employ people from diverse backgrounds and cultures. many speak different languages. managing a culturally diverse team is a bit difficult in terms of communication, understanding and addressing individual needs.
- **Scheduling staff:** creating efficient work schedules that balance employee preferences, labor laws, and hotel occupancy can be complicated. overtime management is also crucial to control labor costs.
- **Training staff:** continuous training and development are essential for maintaining service quality and staff productivity, but finding time and resources for ongoing education can be difficult.
- **Managing occupancy fluctuations:** hotels often experience fluctuations in occupancy, leading to overstaffing during peak seasons and understaffing during slow periods. managing labor costs while maintaining service standards can be a balancing act.
- **Increasing employee engagement:** motivating and engaging a diverse hotel workforce is crucial. Low employee morale can lead to poor customer service, lower productivity and increased turnover.
- **Complying with labor laws and regulations:** staying compliant with labor laws, including minimum wage, overtime, and workplace safety regulations, is essential but can be complex and subject to change.
- **Dealing with declining tips:** fewer and fewer people carry cash today which means tipping is becoming less frequent.⁴

In order to tackle this problems HR managers should work with every employer of the company closely. Because the atmosphere of the working space greatly affect to the performance of staff. If there is friendly atmosphere, employers try to unite with each other and try to achieve the main goal of the company. Especially where the overall progress of the company is depend on the staff. In the further there will be given some solutions which world's famous experts suggest.

- **Clear communication.** According to a study by Brunel University London, internal communications strategies lead to an increase in employee trust and engagement. Managers should provide open communication channels for employers. They should listen and give constant feedbacks to them. Then there will be reliable and free information circle within the hotels.
- **Training the staff properly.** According to the Gallup research, managers account for 70% of an employee's engagement. Training the leaders is a great way to ensure good leadership strategies across the board. Comprehensive training will help to retain staff and improve the hotel's performance.
- **Support your team.** Empowerment boosts morale and enhances problem-solving skills. Trust hotel staff to make decisions within their authority to resolve guest issues or handle routine tasks. Managers should delegate responsibilities as to the worker's positions then of course they should encourage them to be initiative for this given task.
- **Scheduling staff efficiently.** Overstaffing and understaffing are the main problems in hospitality industry. HR managers should overtake this problems as well as they can. Because these problems can be costly to the hotels. To tackle this managers should Use historical data and occupancy forecasts to predict busy periods and adjust staffing levels accordingly. In additions managers implement flexible scheduling options to accommodate employees' preferences and needs, such as part-time, split shifts, or compressed workweeks.

⁴ <https://www.canarytechnologies.com/post/managing-hotel-staff-guide>



- **Recognizing and rewarding the active workers.** Workhuman found that organizations can save up to \$16.1 million in annual turnover when they prioritize recognition. Recognizing and rewarding hotel staff for their outstanding performance boosts morale and productivity. For example hotels may establish *Employer Of The Month* program. They should choose and publicly recognize the recipient with a certificate, plaque, or trophy. Again hotels may offer monetary bonuses, incentives for accomplishing specific achievement.
- **Implementation of technologies and automations.** Technology allows hotels to automate tedious processes, free up time for staff, and provide exceptional customer service. It makes the working process easier. Staff scheduling systems, time and attendance tracking, training and eLearning platforms, and communication tools are just a few solutions to create an efficient and productive hotel workforce. For example, in many hotels Canary Contactless Checkout notifies housekeeping when rooms become available.
- **Building conflict resolution skills.** It is natural that in any organizations there would be some conflicts among staff. And of course, it will definitely affect the overall growth of the company. To tackle these problems everyone in the company should develop empathy by putting themselves in others' shoes to understand their perspectives and feelings during conflicts.
- The implementation of these suggested solutions at the hotel will boost the average monthly income while increasing the efficiency of human resources. Most importantly, customer loyalty increases without additional marketing and advertising costs. Profit grows due to several factors:
- **Boosting of sales of additional hotel services;** To sell the additional services it's crucial to optimise hotel's listings. This includes providing high-quality photos, detailed and engaging descriptions, and up-to-date information about your hotel's amenities and services.
- **Reduction of the number of check-outs without payment for services;** Chargebee enables you to allow your customers to complete their checkout without adding any payment method to their subscription. This functionality is built in order to offer a smooth checkout experience for your customers who are skeptical about adding a payment method to their subscription before trying the product/service.
- **Increasing the number of regular guests due to satisfied customers and word of mouth;** Sometimes the simplest actions can be the most effective. A confirmation email sent to a guest's inbox immediately after booking can ease buyers remorse and excite travelers for their stay. Using language to convey how much your hotel looking forward to their visit and confirm the details of their hotel stay as a reassurance.
- **Reduction of hotel costs for paper products (letterheads, bills, Forms, etc.) and printed materials for the hotel.** According to a recent survey, the average hotel spends anywhere from 2 to 5 percent of its total operating budget on printing. This may not seem like much, but when you consider the sheer size of the hotel industry, these costs can add up to millions of dollars annually. However, hotels can reduce their printing costs by adopting new technologies which promote eco-friendly options to save on energy consumptions that are sustainable and contribute to saving at least 15 to 20 percent overall costs.

To conclude, structured and well-organized workforce affect the development of hotels positively. This includes increased revenue, happier guests, increased customer loyalty and lower staff turnover. Continuously monitoring and updating hotel staff management strategy help to track progress and identify strategies that aren't working.

BIBLIOGRAPGHY

1. Kuming M.V. The theory and praktike of personel management. Sixth edition, Heinemann, 2000.
2. Tourism law
3. "Xalqaro mehmondo'stlik menejmenti" R. H. Shodiyev, D.S. UMmirova, D.T.Xudoybrganov, Z. Dj. Adilova. O'quv qo'llanma Toshkent-2021



4. <https://www.independent.co.uk/independentpremium/world/best-country-world-most-admired-approval-leaders-germany-us-china-russia-uk-a9640911.html#:~:text=The%20annual%20Gallup%20poll%20surveyed,second%20year%20in%20a%20row>
5. <https://www.canarytechnologies.com/post/managing-hotel-staff-guide>
6. <https://satisfy.travel/blog/detail/effective-hotel-staff-management/>

