



## **УСТОЙЧИВ ТУРИЗЪМ - ПЕРСПЕКТИВИ И ПРЕДИЗВИКАТЕЛСТВА**

СБОРНИК ДОКЛАДИ ОТ МЕЖДУНАРОДНА СТУДЕНТСКО-ДОКТОРАНТСКА  
НАУЧНА КОНФЕРЕНЦИЯ, ОРГАНИЗИРАНА ОТ  
КАТЕДРА „ТУРИЗЪМ“ НА СТОПАНСКИЯ ФАКУЛТЕТ НА  
ВЕЛИКОТЪРНОВСКИЯ УНИВЕРСИТЕТ „СВ. СВ. КИРИЛ И МЕТОДИЙ“,  
23 АПРИЛ 2020 ГОДИНА

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ДОКЛАДЫ ОТ МЕЖДУНАРОДНОЙ СТУДЕНЧЕСКО-ДОКТОРНОЙ НАУЧНОЙ  
КОНФЕРЕНЦИИ, ОРГАНИЗОВАННОЙ КАФЕДРОЙ „ТУРИЗМ“,  
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23 АПРЕЛЬ 2020 Г.

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## **SUSTAINABLE TOURISM - PERSPECTIVES AND CHALLENGES**

PROCEEDINGS OF THE INTERNATIONAL STUDENT-DOCTORAL SCIENTIFIC  
CONFERENCE ORGANIZED BY TOURISM DEPARTMENT  
AT FACULTY OF ECONOMICS OF THE  
"ST. CYRIL AND ST. METHODIUS" UNIVERSITY OF VELIKO TARNOVO  
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## TRAINING OF HOTEL EMPLOYEES AS A SIGNIFICANT ACTIVITY OF THE HUMAN RESOURCES SECTOR

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### **Abstract**

*Human resources (HR) are often defined as a firm's most important asset. On their part, employees should successfully develop a valuable product for both their consumers and employer. In order to do so, the staff must be educated, trained, and given a chance to attend various courses. This paper describes the specifics of employee training and development in more detail. These two activities are carried out on all levels of management. Thus, our aim is to determine why it is paramount to include them in the hospitality industry as well. The results show that employee training and development are important activities. As such, a firm must undertake them because of the new changes in the market (e.g. changes in consumers, suppliers, and technology).*

**Keywords:** *training and development, human resources, market changes, hospitality*

## INTRODUCTION

Human resources are the key to business success. Namely, experts believe that this department will bring an increasing competitive advantage in the years to come.<sup>1</sup> In today's business, there is a constant need for employees working on temporary, part-time, and freelance jobs.<sup>2</sup> To properly manage a firm and run a tourist destination, we need to apply what we have learned from human resource management.<sup>3</sup>

This system integrates other resources as a whole within a firm.<sup>4</sup> In fact, human capital involves the competencies, knowledge and creativity of the total number of employees in a company.<sup>5</sup> On that account, we can conclude that it is paramount that HR knows how to perform their duties. And they can achieve that by attending appropriate training and development courses. The training process ensures that an employee is becoming more educated which, in turn, enables a firm to gain a competitive advantage. It goes without saying that the success of a modern travel agency depends on the level of education and knowledge of the staff.<sup>6</sup> To get a competitive advantage in the tourism and hospitality industry, we must have skilled and educated employees (regardless if they are working in the service sector or management).<sup>7</sup>

## THE SPECIFICS OF HUMAN RESOURCE MANAGEMENT IN THE HOSPITALITY INDUSTRY

HR is a firm's extremely important potential. In fact, the term "human resources" actually refers to the "totality of human resources in an enterprise" (p. 109).<sup>8</sup> While managing those human resources, HR should focus on determining the need for employees, their selection and development, then on communicating with, promoting, and motivating them.<sup>9</sup> While managing those human resources, HR should focus on determining the need for

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<sup>1</sup> Čerović, S., Upravljanje ljudskim resursima u hotelijerstvu, Univerzitet Singidunum, Beograd, 2013.

<sup>2</sup> Ubavić, P., Menadžment ljudskih resursa u turizmu, BizInfo (Blace) Journal of Economics, Management and Informatics, 2(2), 11-20, 2011.

<sup>3</sup> Popesku, J., Menadžment turističke destinacije, Univerzitet Singidunum, Beograd, 2016.

<sup>4</sup> Čerović, S., Upravljanje ljudskim resursima u hotelijerstvu, Univerzitet Singidunum, Beograd, 2013.

<sup>5</sup> Dobrijević, G., Boljanović, J. Đ., Đoković, F., Pejanović, R., Škatarić, G., & Damnjanović, I., Bioeconomy-based food industry of Serbia: The role of intellectual capital. *Economics of Agriculture*, 66(1), 51-62, 2019.

<sup>6</sup> Šekarić, M., Milovanović, M., Kostić, M., & Šekarić-Sotirovski, J., Značaj obrazovanja ljudskih resrsa u hotelijerstvu, SITCON 2015 - Singidunum International Tourism Conference, 273-276, 2015.

<sup>7</sup> Galičić, V., & Laškarin, M., Principi i praksa turizma i hotelijerstva, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 2016.

<sup>8</sup> Čerović, S., Upravljanje ljudskim resursima u hotelijerstvu, Univerzitet Singidunum, Beograd, 2013.

<sup>9</sup> Pavia, N., Organiziranje u hotelijerstvu kao funkcija menadžmenta, *Tourism and hospitality management*, 12(1), 131-136, 2006.

employees, their selection and development, then on communicating with, promoting, and motivating them.<sup>10</sup>

As such, human resource management process is defined as “an approach to the management that focuses on an organization’s most valuable assets – the people working there who individually and collectively contribute to the achievement of its objectives” (p. 24).<sup>11</sup> Thus, HR management is one of the key factors affecting competitiveness in the tourism and hospitality industry.<sup>12</sup> The quantity, quality, and costs of human resources are essential to develop a destination’s competitiveness.<sup>13</sup>

HR has varying characteristics in different sectors. For instance, HR in the hospitality industry performs the following roles:<sup>14</sup>

- It takes a firm’s potentials and places them under one specific function (e.g. mental, physical, etc.),
- The department produces better results by motivating both the employees and their superiors, i.e. the managers,
- It also develops the vision,
- Impacts the long-term business of a company,
- The HR organization relationship is of multiple importance to the organization,
- HR have the capacity to develop,
- HR are associated with all business functions,
- Investing in HR is the most profitable move.

Human resource managers are, thus, in charge of overseeing all of these characteristics and adjusting them to the events and abilities of their working environment. Aside from this, they must deal with other employees’ issues. Here are some of the major problems which should be resolved in the hospitality industry:<sup>15</sup>

- Employees’ perception of the industry,
- Workplace burnout,
- Employees’ education, opportunities for the employees
- Competencies and skill development,
- Working environment and compensation,

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<sup>10</sup> Pavlović, N., Nove uloge menadžmenta ljudskih resursa, Srednja škola “Đura Jakšić”, Rača, 2014.

<sup>11</sup> Čerović, S., Upravljanje ljudskim resursima u hotelijerstvu, Univerzitet Singidunum, Beograd, 2013.

<sup>12</sup> Milićević, S., & Petrović, J., Human resource management as a factor of competitiveness in tourism and hospitality, TISC - Tourism International Scientific Conference Vrnjačka Banja, 4(1), 237-253, 2019.

<sup>13</sup> Popesku, J., Menadžment turističke destinacije, Univerzitet Singidunum, Beograd, 2016.

<sup>14</sup> Čerović, S., Upravljanje ljudskim resursima u hotelijerstvu, Univerzitet Singidunum, Beograd, 2013.

<sup>15</sup> Jauhari, V., & Manaktola, K., Managing workforce issues in the hospitality industry in India, Worldwide Hospitality and Tourism Themes, 1(1), 19-24, 2009.

- Opening up different opportunities for the workforce.

In today's business, HR management usually encounters a difficult task. Specifically, it needs to keep up with all changes and adjust them to the organization's current needs. Additionally, it must predict all events and changes which will happen in the foreseeable future.<sup>16</sup> HR management is a basic part of managing an organization as a whole and it has seven functions:<sup>17</sup>

- Workforce planning,
- Recruitment,
- Selection,
- Induction training,
- Training and development,
- Performance review,
- Employee placement.

What's more, numerous authors have differently expressed the importance of these seven functions. They mention the significance of human resource planning as it creates essential prerequisites that help a company react to changes in a timely manner.<sup>18</sup> The activity of choosing candidates (the selection process) is important because of the employee turnover in the hospitality industry.<sup>19</sup> We can conclude that all seven processes are of significant importance for a company. For instance, without a good plan, we cannot have an appropriate employee placement within an organization. Therefore, it is essential that HR management understands the importance of these activities and carry them out accordingly.

## **HUMAN RESOURCES TRAINING AND DEVELOPMENT PROCESS IN THE HOSPITALITY INDUSTRY**

After completing workforce planning, recruitment, selection, and induction training, the next step would be to provide training and development. The term "training" is a more narrowly defined concept than "education" and it presents one part of employee's total

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<sup>16</sup> Pavlović, N., Nove uloge menadžmenta ljudskih resursa, Srednja škola "Đura Jakšić", Rača, 2014.

<sup>17</sup> Milićević, S., & Štetić, S., Menadžment u turizmu, Fakultet za hotelijerstvo i turizam, Vrnjačka Banja, 2017.

<sup>18</sup> Milić, Z., Menadžment ljudskih resursa, Visoka strukovna škola za preduzetništvo, Beograd, 2011.

<sup>19</sup> Čačić, K., Poslovanje hotelskih preduzeća, Univerzitet Singidunum, Beograd, 2013.

knowledge.<sup>20</sup> Skills development and training are singled out as the most important activities of human resource management.<sup>21</sup>

When it comes to the process of training, it is available to the new and existing employees, as well as to those working in higher positions.<sup>22</sup> HR provides training to achieve different goals. For example, it wants to improve employees' knowledge and assist them in acquiring new skills. In the end, HR's ultimate goal is to create a more effective and successful business.<sup>23</sup>

Furthermore, employee training is actually an organized program system which includes certain physical exercises or some intellectual activity. However, it can also offer a development of mental traits.<sup>24</sup> Training is a fundamental instrument which can increase employee productivity, improve workplace relations, and develop staff's skills and abilities.<sup>25</sup> Training and development are key performance instrument of modern organization.<sup>26</sup> When a company invests in training, it elevates its service, reduces spending, and it can also attract new guests and maintain a good relationship with the existing ones.<sup>27</sup>

The act of identifying whether employee training and education are required presents a process which, in turn, shows if there is a need for the development of HR.<sup>28</sup> Specifically, the demand for training arises for following reasons:<sup>29</sup>

- Changing technology,
- Demanding customers,
- The desire for increased productivity,
- The need for committed workforce,
- Greater safety,
- Better management.

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<sup>20</sup> Galičić, V., & Laškarin, M., Principi i praksa turizma i hotelijerstva, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 2016.

<sup>21</sup> Aleksić, A., Analogija obuke zaposlenih i zadovoljstva korisnika u hotelijerstvu, Synthesis 2015 - International Scientific Conference of IT and Business-Related Research, 504-507, 2015.

<sup>22</sup> Milićević, S., & Štetić, S., Menadžment u turizmu, Fakultet za hotelijerstvo i turizam, Vrnjačka Banja, 2017.

<sup>23</sup> Martinović, M., & Tanasković, Z., Menadžment ljudskih resursa, Visoka poslovno-tehnička škola strukovnih studija, Užice, 2014.

<sup>24</sup> Galičić, V., & Laškarin, M., Principi i praksa turizma i hotelijerstva, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 2016.

<sup>25</sup> Aboyassin, N. A., & Sultan, M. A., The Role of Human Resources Training in Improving the Employee's Performance: Applied Study in the Five Stars Hotels in Jordan, International Journal of Business Administration, 8(5), 46-56, 2017.

<sup>26</sup> Slavković, A., & Slavković, V., The importance of training in contemporary organizations. Hotel and Tourism Management, 7(2), 115 – 125, 2019.

<sup>27</sup> Gagić, S., Kalenjuk, B., & Erđaji, I., Intelktualni kapital kao preduslov konkurentnosti u ugostiteljstvu, The International Scientific Conference "New Knowledge for the New People" in Ohrid, 733-738, 2014.

<sup>28</sup> Milić, Z., Menadžment ljudskih resursa, Visoka strukovna škola za preduzetništvo, Beograd, 2011.

<sup>29</sup> Sharma, F. C., Human Resource Management, SBPD Publications, Agra, India, 2016.



However, we must keep up with global trends if we want our staff to become more skilled.<sup>30</sup> The needs for training in the hospitality industry depend on different changes:<sup>31</sup>

- For instance, guests can alter their motives, habits and needs,
- Changes can also happen in the workplace environment (because of the competition),
  - Due to the development of science and technology and their adoption,
  - This need for training can arise because information is selected and transferred using the modern means of communication (the Internet),
  - Due to the changes in management.

Usually, the trainer is responsible for the success of training and development. If we want to provide the best training, then we need to employ a suitable trainer who will believe in the process, communicate with people, be energetic, and possess a strong work ethic.<sup>32</sup> In other words, we must have the right person who will know how to execute the planned program and achieve positive results.

Employee training is necessary for hotels and travel agencies so that they can survive in a competitive market. Aside from training, it is paramount that HR management thinks about and offers the opportunity for career development. This refers to a process which involves more complex jobs that allow those employees to acquire new knowledge, skills, and competencies. Here, an individual is trained how to react to activities which might happen in the future.<sup>33</sup>

## CONCLUSION

In conclusion, employees are a valuable asset – one which can single out a company in the market. Our literature overview highlights numerous characteristics of HR and two important activities – training and development. HR management carries out different activities whose aim is to ensure that this significant resource is properly operating within and outside of a company.

As the goal of this paper was to determine why a hotel should undertake these activities, we can say that the answer lies in changes. They can happen among consumers, in

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<sup>30</sup> Kordić, N., & Milićević, S., Human resources in the hotel industry of Serbia, *Hotel and Tourism Management*, 6(1), 93-103, 2018.

<sup>31</sup> Galičić, V., & Laškarin, M., *Principi i praksa turizma i hotelijerstva*, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 2016.

<sup>32</sup> Rakićević, G., *Obrazovanje-investicija u ljudski kapital*, *TURIZAM*, 4, 41-43, 2000.

<sup>33</sup> Galičić, V., & Laškarin, M., *Principi i praksa turizma i hotelijerstva*, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 2016.

technology, competition, communication, and suppliers. Therefore, global trends encourage us to improve our staff and invest in their training and development.

The contribution of this paper is that it shows in which directions employee training and development should be carried out. So, they should be aimed at the new market changes in the different areas of the hospitality industry.

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11. Milić, Z., Menadžment ljudskih resursa, Visoka strukovna škola za preduzetništvo, Beograd, 2011.
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