

## FEATURES OF HUMAN RESOURCE MANAGEMENT IN UKRAINIAN HOTELS

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**Introduction.** Modern hotel complexes play an important role in social sphere of the country and help tourists to satisfy their paramount needs of accommodation. It is definitely impossible to create a modern tourism industry without hotels.

**The research aim** is affirmed by the fact that hotel industry is a leading area of economic and social development. It forms economy of many states and regions, and becomes one of the most important factors in the stable development of hospitality industry.

**Methods of the research:** literature analysis, comparative method, SWOT analysis method and method of structural analysis.

Tourism itself together with hospitality and food&beverage businesses have the highest potential for development economic activities in Ukraine.

While the research, we have identified weak and strong aspects of the hotel business development in Ukraine using the SWOT analysis method.

Weak sides	Strengths
1. Lack (insufficiency) of financial and investment support.	1. Rich historical past.
2. High cost of technology and difficulty in obtaining.	2. Favorable geographical location.
3. The deterioration of human resources, the lack of necessary skills for the establishment and implementation of entrepreneurial activities.	3. Presence of historical monuments of architecture and great cultural and natural places to visit.
4. Lack of highly qualified staff.	4. High increase in business flows due to EU joining and demand for hotel services.
5. Administrative «pressure» on business.	5. Growth of income level of the population.
6. High level of competition.	6. Resource availability for the hotel complexes establishment.
7. Unstable political situation in the country.	7. Friendly nation – hospitable people.
8. Insufficient economic and psychological incentives for business development.	

At the same time, we have identified capabilities and threats of the hospitality development.

Threats	Capabilities
<ol style="list-style-type: none"> <li>1. Unstable political situation.</li> <li>2. Technological accidents.</li> <li>3. The complexity of investment climate.</li> <li>4. Insufficient capabilities of receiving external financial assistance (lack of knowledge, experience and institutional capacity).</li> <li>5. Growth of tourism enterprises in the informal sector.</li> <li>6. Price increase in price of vacation and holidays.</li> <li>7. Undeveloped legislative framework for business start-up and its conducting in Ukraine.</li> <li>8. High level of competition.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of hotel infrastructure.</li> <li>2. Service level improvement.</li> <li>3. Improvement of the ecological situation.</li> <li>4. Expansion of provided services.</li> <li>5. Creating an image of the country as a stable and secure.</li> <li>6. Leading-up of innovative educational programs of hospitality and F&amp;B businesses in educational institutions.</li> <li>7. Creating new vacancies for human resources.</li> <li>8. High level of competition, which helps to improve the level of service.</li> </ol>

There should be followed the set of factors in the employee management while organizing the hotel service:

1. Planning of requirement is divided into several stages: assessment of available labor resources, assessment of future needs, and development of a program to meet the needs.

2. Training of the employee should begin from the moment he starts working.

3. Internal discipline and employees duties. The basics of internal regulations are included into the “Staff Regulations” developed by the company. It lists the norms of behavior, operating procedure, discipline, grooming and standards of uniform.

4. It is possible to achieve the maximum efficiency from the employees with the motivational approach, including a set of material incentives (salary, bonuses, paid leaves, medical leaves, salary increase) and non-material ones (job prestige, opportunity for career, training, respect from colleagues, the possibility of self-improvement).

5. Evaluation of the working activity results determines whether employees honestly perform their duties, and the efficiency level of their work.

**Conclusions.** Thus, the effective human resource management in the hotel complex is the key to success, popularity and profitability of the enterprise. Also, the higher culture and quality of services for guests, the more attractive

it is for customers. Human resource management is a complex and multistage process. If the manager succeeds in creating a healthy, efficient team oriented on teamwork, it will incur material prosperity, as well as an increase in the image and demand for the services of this enterprise.

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