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DIRECTIONS FOR IMPROVING THE EFFICIENCY OF THE LABOR COLLECTIVE MANAGEMENT SYSTEM

НАПРЯМИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ СИСТЕМИ УПРАВЛІННЯ ТРУДОВИМ КОЛЕКТИВОМ

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The article considers the effectiveness of the hotel enterprise management system, which depends on the quality of labor collective management. In our opinion, today the most important strategic resource is staff. This is due to its ability to create new ideas and innovations, which are currently becoming a crucial condition for the success of all areas of activity and the effective functioning of enterprises. Human Resource Management is a special type of management activity that requires the performance of specific functions and the presence of special qualities in people engaged in this activity. HR management includes the development of HR policy concepts and strategies, management methods and principles. In order for the personnel Management System to work effectively, it is necessary that the heads of organizations successfully use levers of influence on the employees of the enterprise, that is, management methods. Personnel Management methods are ways to influence individual employees and the team as a whole, in order to coordinate their activities in the production process. These methods can be divided into three groups: administrative, economic, and socio-psychological.

Keywords: enterprise staff, labor motivation system, effective personnel management system, hotel business, hotel «Radisson Blu Resort Bukovel».

У статті розглянуто ефективність системи управління готелем, яка залежить від якості управління трудовим колективом. На сьогодні найважливішим стратегічним ресурсом, на нашу думку, є кадри. Це пояснюється його здатністю до нових ідей, інновацій, які сьогодні стають вирішальною умовою успіху всієї діяльності та ефективного функціонування підприємств. Управління персоналом включає розробку концепцій і стратегій кадрової політики, методів і принципів управління. Для того, щоб система управління персоналом працювала ефективно, необхідно, щоб керівники організацій успішно використовували важелі впливу на працівників підприємства, тобто методи управління. Таким чином, методи управління персоналом – це способи впливу на окремих працівників і колектив в цілому, з метою координації їх діяльності у виробничому процесі. Умовно ці методи можна розділити на три групи: адміністративні, економічні та соціально-психологічні. Адміністративні методи управління персоналом характеризуються прямим централізованим впливом, який впливає на такі мотиви поведінки, як дисциплінованість, відповідальність, почуття обов'язку, лояльність до компанії та

прагнення дотримуватися корпоративної культури. Таким чином, вони реалізуються у формі організаційно-регулюючого впливу і найчастіше використовуються у великих організаціях. Соціально-психологічні методи базуються на теоріях соціальної психології та соціології, впливають на особистість, групу чи колектив через особисті інтереси. Тому психологічні методи використовуються для впливу на особистість, соціологічні – для впливу на групу та колектив. Ці методи впливу спрямовані на те, щоб створити працівникам умови, які підвищать їх результативність, а отже, підвищать успішність компанії. Основи психологічного методу включають мінімізацію конфліктів, управління кар'єрою кожного працівника, забезпечення здорового клімату в колективі та сприятливих умов праці. Зазвичай на підприємстві використовується комбінація всіх цих методів управління персоналом, але їх ефективність буде залежати, зазначимо, від специфіки виробничої діяльності. Таким чином, адміністративні методи управління персоналом більш ефективні для тих організацій, де управління здійснюється на авторитарній основі. У державних організаціях доцільно використовувати як адміністративні, так і соціально-психологічні методи управління персоналом. Економічні методи управління персоналом особливо ефективні там, де акцент робиться на матеріальному стимулюванні.

Ключові слова: персонал підприємства, система мотивації праці, ефективна система управління персоналом, готельний бізнес, готель «Radisson Blu Resort Bukovel».

Introduction. In today's economic conditions, the issue of managing the labor potential of the enterprise is becoming increasingly important. This dynamic is due to the fact that the labor potential of the enterprise is its most dynamic component, and therefore today achieving the desired level of efficiency of its management requires more and more effort. In order to maintain their position in the market, be competitive and achieve their goals, enterprises need to correctly assess their capabilities and effectively manage them.

Analysis of recent research and publications. Many domestic and foreign scientists are engaged in research on the issue of managing the labor potential of an enterprise, which once again confirms the relevance of this issue. In particular, we can pay attention to such scientists as: Olena Arefieva, Igor Bazhan, Natalya Verkhoglyadova, Valentine Grinyova, Marina Novikova, Volodymyr Ponomarenko, other.

The aim of the article. The aim of the article is to study the theoretical provisions, methodological approaches and scientific and practical recommendations for the formation and evaluation of the effectiveness of labor potential of the enterprise and their use to analyze, evaluation and development of measures to improve the efficiency of labor potential of the hotel «Radisson Blu Resort Bukovel».

Results. The activity of the staff is directly proportional to the results of the hotel business. In order to motivate the staff of the hotel business should develop an effective system of motivation (bonuses), there are two ways:

1. Development of a motivation system based on key performance indicators for each department, each employee – KPI (Key Performance Indicators) system.

2. Development of a general system of remuneration of personnel depending on the results

of the hotel enterprise's work – the coefficient of labor participation.

Both the first and second motivational systems have the right to life, but with the KPI system, the general manager clearly sees and evaluates the contribution of each employee to achieving the company's goals, and accordingly, the one who works receives high material remuneration. As for the second system, we can say that in this case, regardless of whether the employee participated in achieving the hotel's goals or not, he still receives the same remuneration as those who gave their best in the customer service process.

Today, for many hotels, key performance indicators are a practical assessment and motivational tool, and they help to outline strategic and tactical (operational) goals, assess the state of the enterprise, and monitor divisions and the organization as a whole [6].

Therefore, KPIs are key performance indicators. They allow us to evaluate the effectiveness of the actions performed. We can use KPI to evaluate the performance of the entire company, its individual divisions, or for specific employees. Using the KPI system, we can not only monitor and evaluate the effectiveness of actions performed, but also build an effective remuneration system. The main condition for the indicator to work is the ability to measure it [4].

The system of forming a variable part of monetary remuneration based on KPIs encourages employees to achieve high individual results, as well as to increase their contribution to collective results and achievements, to the fulfillment of strategic goals of the company. At the same time, KPI indicators in the system of forming a variable part of wages based on KPIs should be quite simple and understandable to employees, and the size of the variable part of the compensation package should be economically justified.

The KPI indicator system is a practical tool for measuring an organization's goals. Motivation (monetary incentives) of personnel based on KPIs, in contrast to the basic salary, is focused on achieving the long-term and short-term goals of the company, "motivating the employee to perform official duties".

The main function of KPI indicators is to identify patterns of business development as a whole or individual business processes. In addition, KPIs perform other functions, for example: they allow us to evaluate the work of each employee or group; they help motivate staff to achieve results, and so on.

KPIs and staff motivation have become inseparable concepts, as these indicators (KPIs) can be used to create a perfect and effective system for motivating and stimulating the company's employees.

The above-described motivation system, which works very successfully in practice, once again confirms the significant advantage of the "gingerbread". Instead of waging psychological and financial wars in the form of penalties, it is more reasonable to take a more rational approach to assessing the tasks of the enterprise as a whole and each individual employee in particular, and correctly motivate the staff. Oddly enough, this allows us to save real money and make real profits.

In order for the motivation system at the hotel «Radisson Blu Resort Bukovel» to be truly effective, it is necessary that it meets several simple principles [2; 3]:

- the employee needs to be motivated by the indicators that they influence;
- the motivation system for one employee includes no more than 1-3 indicators that do not conflict with each other;
- the employee knows how these metrics can be achieved;
- an employee can increase their personal income when they reach their KPIs (at the same time, when introducing a new motivation system, they should not lose their usual monthly income – it should remain unchanged).

The system of motivation based on key performance indicators allows us to monitor the business activity of staff and the hotel as a whole in real time, since KPI indicators can be calculated daily or weekly. But, despite the many positive experiences of implementing such a system in enterprises, in general, the implementation of a system of key performance indicators is not an easy task. Therefore, before making a decision on the introduction of such a motivation system, it is advisable

to conduct a balanced analysis of the situation in the hotel and the tasks assigned to the staff.

The modern management paradigm requires the use of new effective management methods and tools, since currently up to 50% of the difference in profitability of companies depends primarily on the effectiveness of entrepreneurial and managerial skills. Personnel becomes not just a labor force, but a valuable capital, as well as the most important factor in the development of the organization and its competitiveness. In modern conditions in our country, there is a significant reserve of employees with high internal motivation for constant professional development and self-development, as well as high motivation for creative work. Basically, these are the younger generation and people of other generations who have a higher education, medium or high income [4].

Modern domestic managers are constantly improving their professional level through training, and they are ready to create conditions for training their employees, realizing that this is really an effective investment.

In the domestic management practice, the main disadvantage of the wage phenomenon is a decrease in its motivating function, which is manifested in the existence of objective restrictions associated with the unwillingness of employees to sacrifice their free time (as well as time for family, leisure and the realization of other important life values) in favor of work, regardless of the level of wages. Also, in recent years, a significant increase in the material well-being of certain categories of the population has become increasingly important.

There are many ways to improve the efficiency of Personnel activities. To do this, we can choose different ways and methods of improvement, but, as we know, innovations in the organization are often accompanied by quite large expenditures of resources, but they do not give any guarantees. Therefore, in the context of crisis trends and limited both material and time resources, it is necessary to determine the directions for achieving the greatest results in the shortest possible time with optimal costs.

Research in recent years shows that tools that allow us to work with employee motivation as flexibly and adaptively as possible, and ideally individually, best cope with such uncertainty of human systems. One of these tools is coaching technology, which allows us to create individual conditions for increasing motivation and work efficiency for each employee.

Recently, coaching has become increasingly popular as a management style, when coaching

technologies are included in the daily management activities of a manager. This allows us to create an environment in which the potential of the staff is maximized and their internal motivation to work increases.

Coaching can also be considered as a method of personal development, since it encourages the development of awareness in relation not only to goals, but also to all employees. In Figure 1 a step-by-step integration of coaching into the system of motivation and incentives for employees of the hotel "Radisson Blu Resort Bukovel" is presented [2; 3].

So, coaching employees allows you to unlock their internal potential and helps build a program for their individual development, as well as significantly increases the quality and size of their contribution to the overall result of the company.

In the context of the dynamic development of the hotel business, the need to improve the efficiency of using the Labor potential of hotels is sharply increasing.

Having considered the basics of modern views on the motivation of human activity, it is clear that the true motives that make you give maximum effort to work are difficult to determine, and they are extremely complex. Only by mastering modern models of motivation, the head of

a hotel enterprise can significantly expand his opportunities in attracting an educated, well-off employee of today to perform tasks aimed at achieving the goals of the organization.

The success of any hotel largely depends on how fully and accurately the real state of affairs in the field of hotel management has been analyzed. Economic reforms involve the establishment of economic conditions in which managers receive conditions that would arouse their interest in more efficient work. You can't save on wages for good employees and equipping their workplaces. It is also necessary to develop a system of non-material incentives. Improve relations in the labor collective. Today, the need to solve the problems of each person's interest in high-quality and creative work for the benefit of the enterprise and society is becoming more acute [1].

A deep understanding of employee behavior and its proper impact requires hotel managers to fully master the theory and methods of motivation, be able to identify the causes of low labor productivity and effectively motivate employees to improve it.

The behavior of people in the process of activity is increasingly influenced by Labor motivation, which is generated by the work itself, that is, its content, conditions, Organization of the labor process, working regime, and so on.

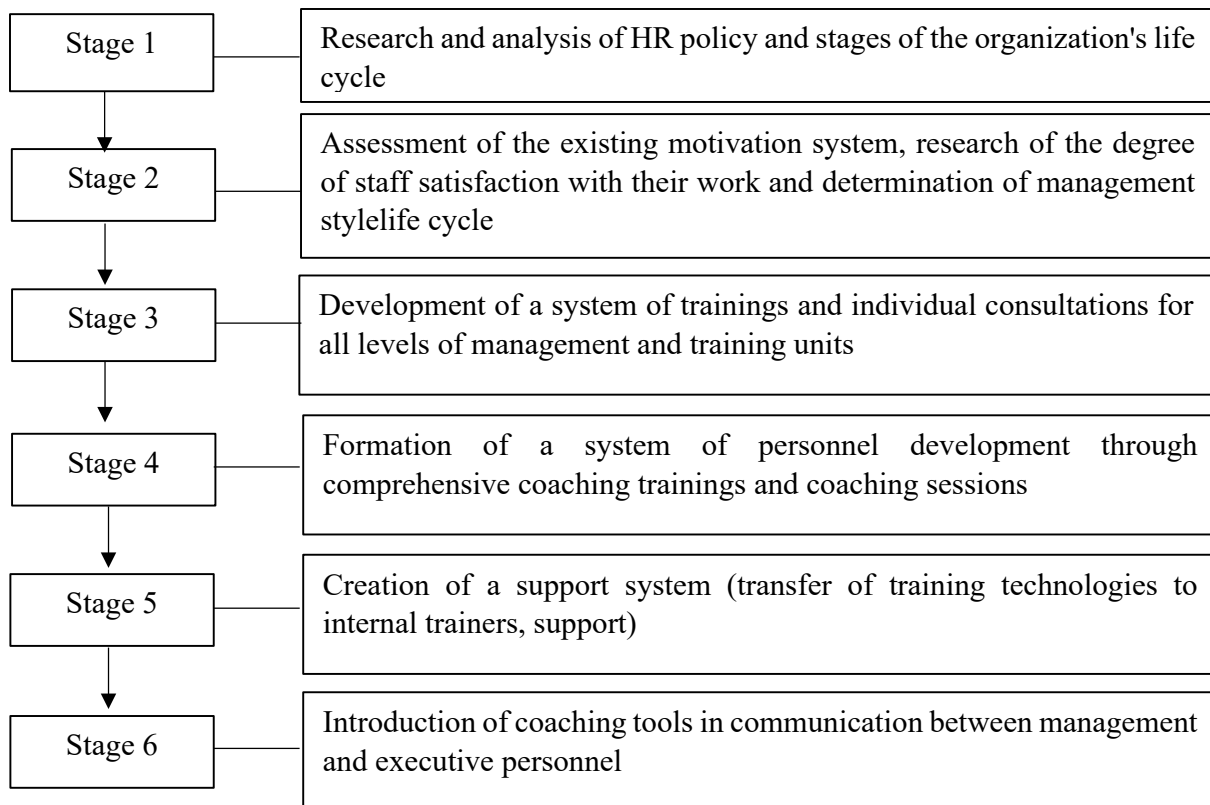


Figure 1. Integration of coaching into the staff motivation and incentive system of the hotel "Radisson Blu Resort"

Everyone needs meaningful, interesting, useful work, and decent working conditions. It strives for certainty of its growth prospects. A qualified employee feels self-esteem, self-affirmation, when the results of his work are highly appreciated both by himself and by society.

The incentive system is constantly undergoing changes and adjustments. But the main factor in improving its effectiveness is the compliance of the provided motives and incentives with the expectations, preferences and needs that have developed for employees in the process of forming their personal, professional qualities, knowledge, as well as in the process of working in the hotel [5].

Motives play an important role in a person's work. Without them, labor activity cannot be carried out expediently at all. But the motives are different and can affect with different forces, causing directed activity of a person. Labor incentives are primarily an external incentive, an element of the labor situation that affects human behavior in the field of work, and the material shell of personnel motivation. At the same time, it also carries an intangible burden

that allows the employee to realize himself as a person and an employee at the same time.

In our opinion, in order to encourage employees to work better, it is necessary to be able to interest them not only in material terms, but also to hold various conferences and interesting seminars for professional development. All this will allow employees to show their best side and increase their incentive and motivation to work.

Therefore, effective personnel management is of great importance for the company's development strategy. Personnel management at the enterprise provides a favorable environment in which the creative capabilities of employees are realized, their personal abilities develop. Therefore, as a result, employees get pleasure from the work performed. Thus, we note that a personnel manager cannot achieve success in managing a team without knowledge and application of methods of influencing personnel. Therefore, we believe that the basis for improving the efficiency of personnel management of enterprises is the use of the above methods in a single complex.

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