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IMAGE ASPECTS OF THE FORMATION OF HUMAN RESOURCES OF ENTERPRISES IN THE HOTEL AND RESTAURANT SECTOR

ІМІДЖЕВІ АСПЕКТИ ФОРМУВАННЯ КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ ГОТЕЛЬНО-РЕСТОРАННОЇ СФЕРИ

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The image of hotel and restaurant enterprises is, first of all, the image of this organization and the attitude of society to its activities and products based on the established values. The image of enterprises in this area is influenced by many factors. It is necessary to take into account the philosophy of the image, the sociology of the image, the economics of the image, the philological problems of the image, the design of the image, the psychology of the image, the image image, the image image, etc. Human resources occupy an important place in the activities of hotel and recreation enterprises. In today's conditions, such activity requires from the enterprises of the restaurant and recreation industry to intensify entrepreneurship, increase the efficiency of production, the competitiveness of its products and services on the basis of effective forms of management and production management, as well as the introduction of achievements of scientific and technological progress. Accordingly, in order to form a proper attitude to work, it is necessary to create such conditions that the staff perceives their work as a conscious activity, which is a source of self-improvement, the basis for professional and professional growth. The effectiveness of the hotel and recreation enterprise is significantly influenced by the economic aspect in personnel management. It is related to the organization of remuneration, the formation of the number of personnel, their professional and qualification composition (related to the use of equipment, technology, organization of production and labor), the effective use of personnel by qualification, level of education, etc. To study and consider the problems of managing the human resources of hotel and restaurant business enterprises, the following tasks were set: the characteristics of the personnel potential of hotel and restaurant enterprises are considered; The methods of planning human resources at the enterprises of the hotel and restaurant industry are considered; the number and composition of personnel at enterprises of this type are analyzed; an analysis of the effectiveness of the use of human resources was carried out and the process of managing the human resources of Zlata LLC was evaluated; The problems of human resources management have been identified, as well as recommendations for its management have been provided.

Keywords: management, enterprise, personnel, human resources, business, hotel and restaurant complex.

Імідж підприємств готельно-ресторанної сфери – це перш за все образ даної організації та ставлення суспільства до її діяльності та продукту на основі сформованих цінностей. На імідж підприємств даної сфери має вплив чимало чинників. Необхідно враховувати філософію іміджу, соціологію іміджу, економіку іміджу, філологічні проблеми іміджу, дизайн іміджу, психологію іміджу, імідж персоналу тощо. Імідж персоналу

виступає основою формування кадрів на підприємствах ресторанно-відпочинкового комплексу. Вона являє собою цілісну кадрову стратегію, яка об'єднує в собі різні форми кадрової роботи, її напрям, сукупність принципів, методів, стиль проведення кадрової роботи на підприємстві, а також плани щодо використання робочої сили. Кадровий потенціал займає велике значення в діяльності підприємств готельно-відпочинкового бізнесу. В умовах сьогодення така діяльність вимагає від підприємств ресторанно-відпочинкового господарства активізації підприємництва, підвищення ефективності виробництва, конкурентоздатності його продукції і послуг на основі ведення ефективних форм господарювання і управління виробництвом та впровадження досягнень науково-технічного прогресу. Відповідно для формування належного ставлення до праці необхідно створювати такі умови, щоб персонал сприймав свою працю як свідому діяльність, що є джерелом самовдосконалення, основою професійного та службового зростання. Відповідне ставлення до праці та свідоме поведінка визначаються системою цінностей працівника, умовами праці й застосовуваними стимулами. Система винагородження повинна розвивати почуття належності до конкретної організації. Враховуючи перехід країни на ринкові відносини змінив концепцію управління персоналом, вибір засобів і методів практичної реалізації задач управління персоналом з метою підвищення ефективності виробництва як умови конкурентоздатності підприємства. На результативність діяльності підприємства, звичайно, визначальний вплив продовжує робити економічний аспект в управлінні персоналом. Саме з ним і пов'язана організація винагородження, формування чисельності персоналу, його професійно-кваліфікаційного складу (пов'язаного із застосуванням техніки, технології, організації виробництва і праці), ефективне використання персоналу за кваліфікацією, рівнем освіти тощо. Для дослідження і розгляду проблем управління кадровим потенціалом підприємств готельно-ресторанного та відпочинкового бізнесу були поставлені наступні завдання: розглянуто характеристику кадрового потенціалу підприємств готельно-ресторанного та відпочинкового господарства; розглянуто методику планування кадрового потенціалу на підприємствах готельно-ресторанного та відпочинкового господарства; проаналізовано чисельність та склад кадрового персоналу на підприємствах такого типу; проведено аналіз ефективності використання кадрового потенціалу та оцінено процес управління кадровим потенціалом ТзОВ «Злата»; виявлено проблеми управління кадровим потенціалом, а також подано рекомендації щодо його управління».

Ключові слова: управління, підприємство, персонал, кадровий потенціал, бізнес, готельно-ресторанна сфера.

Staging problems. The purpose of this article is to study the management of personnel potential of the hotel and leisure business. Distinguishing the organization of remuneration and the formation of the number of personnel, taking into account its effective use by qualification, level of education, competences, skills, etc. Emphasizing the problems of human resource management at enterprises of this sector, determining competitive positions in today's conditions and providing recommendations on the effectiveness of human resource management of hotel and resort enterprises.

Analysis of the latest research and publications. Many scientists have studied the important aspects of the problem of personnel provision of the country's economy. According to them, investing in a person is a prerequisite for the growth of the country's well-being. According to A. V. Bessonova [1], changes in the external environment, the development of technical means of production and technologies, the introduction of new principles, methods, methods, techniques of production organization form high requirements for the development of the professionalism of employees. Research by M. A. Minenko, D. I. Alyokhina [2], O. I. Oleksyuk, V. V. Lukyanov prove that labor resources are the most important factor in the growth of national

income. V. V. Lukyanova, T. O. Sazonova [3] consider the totality of employees of different professional and qualification groups, employed in the production of various types of services, which are included in the list of enterprises of the hotel and restaurant business. According to V. V. Panchenko [4] through the labor process, all means of production are united, and that the result of the enterprise depends on the competence of the staff. S. B. Ivanytska [5] emphasizes that the personnel potential of the enterprise is the main component of the resource potential of the enterprise, the quality of which depends on the organizational culture of the enterprise, which should ensure the disclosure of the potential opportunities of personnel.

Highlighting previously unresolved parts of the general problem. Among the important problems of personnel policy, in particular the management of personnel potential in today's conditions, it is important to focus on management functions, taking into account the competencies, professional knowledge and skills that an employee should have. The personnel policy of enterprises should be aimed at regulating the conditions that will contribute to it: take into account the demographic situation, improve the system of education and career guidance at all levels of management,

ensure social development (expansion of the non-productive sphere, improvement of medical care, organization of the use of free time, implementation of housing programs), carry out professional selection, organization of retraining, take into account modernization of production processes, staffing, evaluation, organization of professional adaptation, internal mobility.

Formulation of the goals of the article (statement of the task). The purpose of the study is to highlight the management of personnel potential – the qualified composition of employees, namely the set of abilities and capabilities of personnel to effectively ensure the achievement of the goals of long-term (perspective) development of the hotel and recreation enterprise.

Presentation of the main material of the research. Taking into account the fact that the human resources of any enterprise is a microsystem, or rather a dynamically changing system that interacts with the macrosystem and is subject to a number of both external and internal factors. It is the influence of such indicators that determines the quantitative and qualitative characteristics of the personnel potential of the enterprise.

Among the main economic indicators that characterize the activities of a hotel and recreation enterprise are income, profit, capital, cost. On (Figures 1–5) we will consider the activities of Zlata LLC.

With the development of the production of Zlata LLP, the requirements for personnel

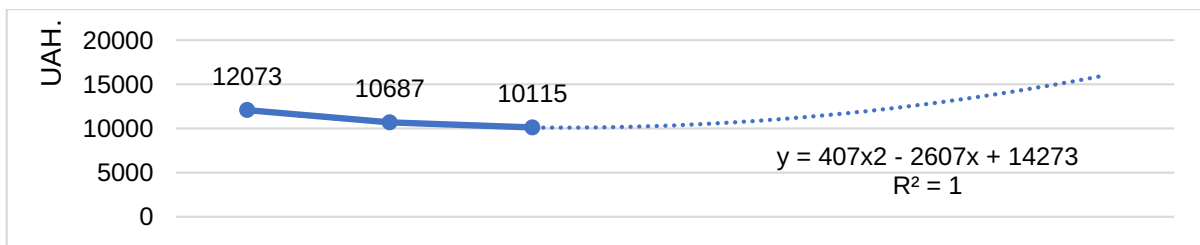


Figure 1. Results of forecasting net income from the provision of services LLC "Zlata" as of 2024

Notes: created by the authors according to the data of Zlata LLP

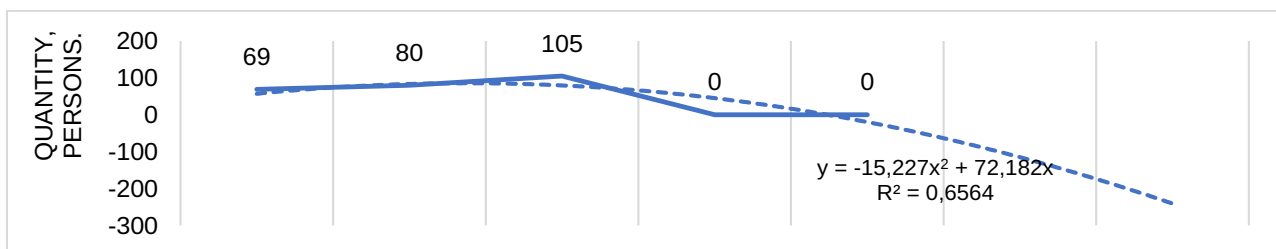


Figure 2. The results of forecasting the average number of full-time employees of the accounting staff of Zlata LLC as of 2024.

Notes: created by the authors according to the data of Zlata LLP

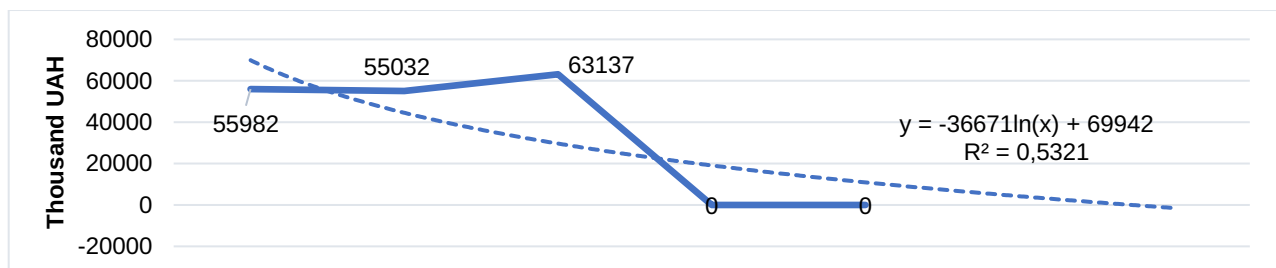


Figure 3. The results of forecasting the cost of the provided services of Zlata LLC as of 2024

Notes: created by the authors according to the data of Zlata LLP

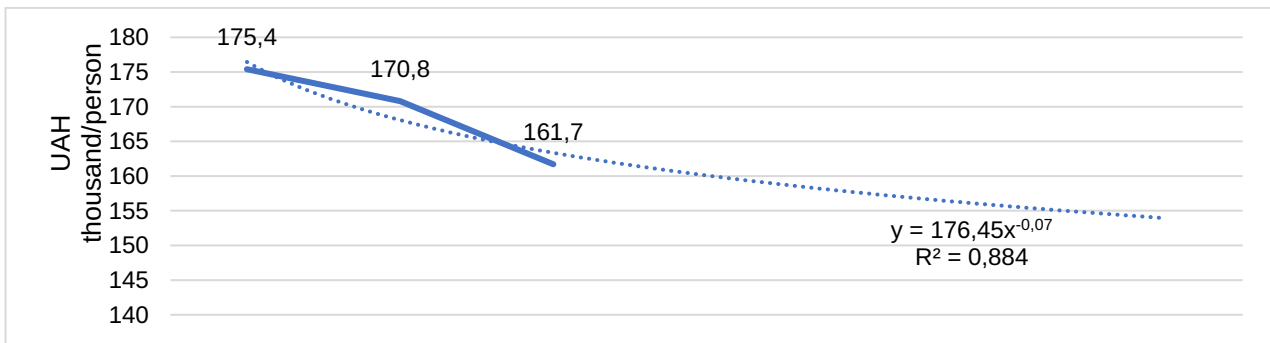


Figure 4. The results of labor productivity forecasting of Zlata LLC as of 2024

Notes: created by the authors according to the data of Zlata LLP

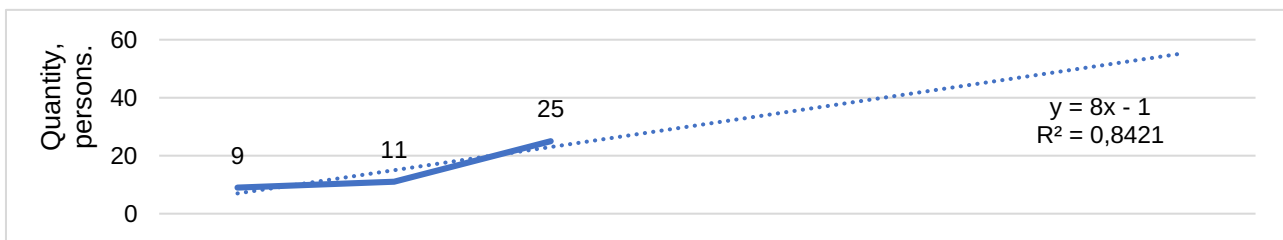


Figure 5. Results of forecasting of employees hired at Zlata LLC as of 2024

Notes: created by the authors according to the data of Zlata LLP

potential change accordingly. The requirements for the general educational, economic, technical, and technological training of the employees of this enterprise are increasing, as well as for the level of their qualifications. There are issues of rational use of labor resources, optimal assessment of staff performance. Figure 6 shows the HR management functions of Zlata LLP.

As we mentioned earlier, the human resources of a given enterprise are largely influenced by political events; financial, informational, organizational and socio-economic support. It is necessary to take into account the state of the labor market, state regulation, the quality of life of people, the educational level of the population, culture, etc. On the part of the enterprise, these are the principles of management and personnel policy, production and labor discipline, organizational culture, employee incentive system, etc. At the same time, the main goal of the personnel management system at enterprises is to create favorable conditions for the formation of quantitative and qualitative components of human resources for its most effective use. Of particular importance in the system of personnel management is the motivation of personnel, which is the main means of ensuring the optimal use of resources and mobilizing the

available human resources. The main purpose of personnel motivation in the personnel management system is to get the maximum return from the use of the available personnel potential, which allows to increase the overall effectiveness and profitability of the enterprise. To assess the personnel management system of Zlata LLC, we analyzed the personnel management system of this enterprise, using the questions given in Table 1.

The analysis of the use of working time showed that the results of the company's activities would be much better if the implementation of reserves for its effective use was taken into account. To do this, more attention should be paid to increasing labor productivity by reducing unproductive losses of working time, violations of labor discipline, labor turnover, and rational personnel structure. It is the growth of labor productivity that is primarily due to an increase in average daily output and a decrease in the number of working days worked. It is also necessary to take into account the methods of motivation and reward systems that ensure the commitment of the team to the implementation of the strategy. The organizational structure of the management of Zlata LLC provides for the possibility of applying a number of the following motivating factors: involvement of employees

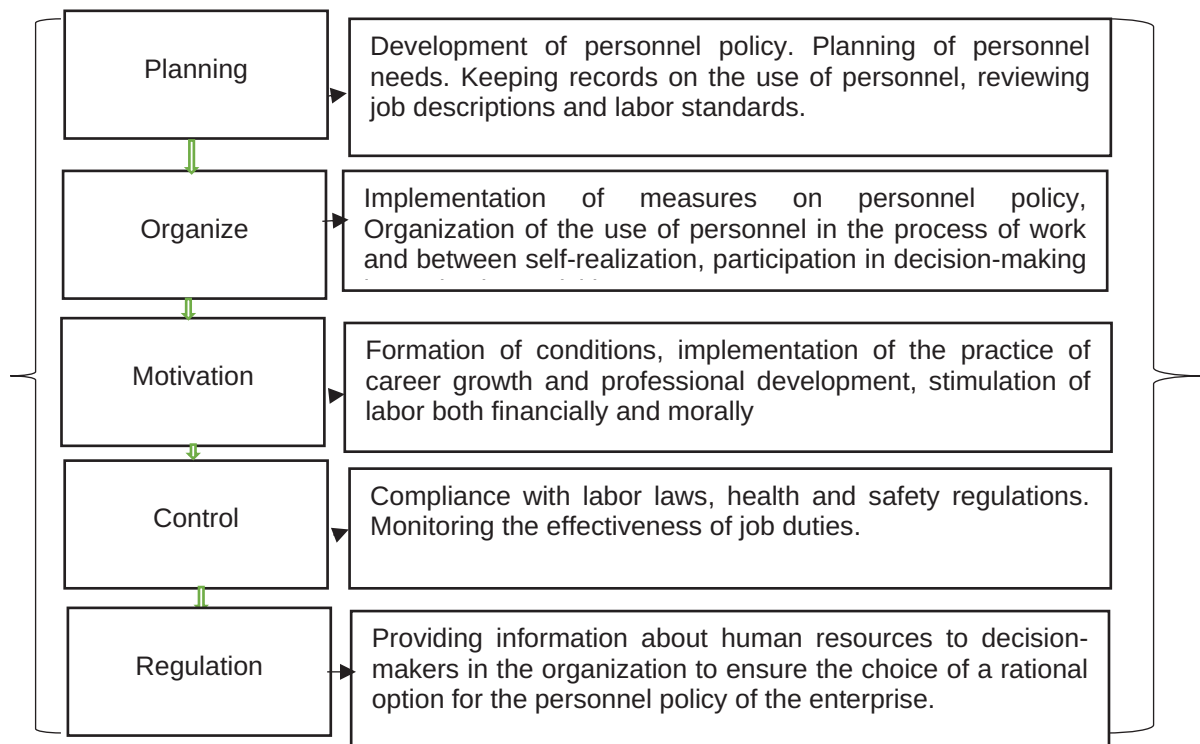


Figure 6. The process of managing the personnel potential of Zlata LLP

Notes: formed by autographs

Table 1

Express diagnostics of the human resources management system of "Zlata" LLP

Question	Answers
Are the staff aware of the firm's plans?	Very little knows the organization's plans
Are the firm's staff involved in receiving a portion of the profits?	No
How the firm distributes authority and establishes responsibility through the drafting of work instructions?	Comparatively good
How the company determines the need for personnel for the future?	Poorly defines
How many employees are doing the same job as they were 5 years ago? (%)	45
What is the company's policy on employee promotion and financial incentives?	"There are no irreplaceable people" "For every place and for the same salary, there is a dozen"
What is the hiring procedure?	Taking into account education and previous place of work
Which part of the staff has not been trained in the last 2 years?	27
How the level of injuries and absences due to illness has changed?	Increased
How is the work in the regulation of remuneration in the company evaluated?	Poorly rated
What is the level of understanding of the firm's legal obligations?	Mediocre

Notes: created by the authors according to the data of Zlata LLP

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of functional departments in decision-making within the project group regarding the choice of ways to achieve the goal; the presence of

the creative nature of production tasks; a high probability of changing the position from a project manager to an ordinary member of the

target group when moving from one project to another increases the level of objectivity of the management process; opportunity for career and professional growth. Imperfect system of motivation and stimulation of personnel at Zlata LLC is a problematic issue. In the course of the analysis of this problem, it was proposed to develop a system of bonuses for employees, which will not only increase the productivity of personnel, but also reduce labor costs by 1 UAH. service provided or products sold.

The success of the production activity of the enterprise largely depends on the personnel policy at the enterprise. The main task of which is to provide each workplace, each position with personnel of appropriate qualifications.

The realization of this ultimate goal involves the performance of many functions that constitute the system of basic elements of personnel management of enterprises. It includes: providing the enterprise with appropriate professional personnel; ensuring the rational placement of personnel, their professional and qualification growth and possible job growth; effective use of human resources of enterprises; education, training and retraining of employees; conditions of employment; remuneration system; creation of normal working conditions and an appropriate psychological climate; motivation to comply

with the order and discipline established at the enterprise; ensuring safe working conditions at the enterprise; organization of appropriate relations between representatives of the team and the management of the enterprise; implementation of social functions related to the production activities of the enterprise.

Provision of the enterprise with personnel is associated with both internal and external sources of recruitment and reception of workers.

Internal sources of qualified personnel include: training of employees through training at the enterprise; retraining of employees and their promotion, which contributes to a better moral climate at the enterprise; direct appeal to employees for recommendations for hiring their friends and acquaintances; regular informing of the company's staff about emerging vacancies and prospects for production development; testing, according to the results of which they are enrolled on a competitive basis.

External sources include sources that provide replenishment of personnel: state employment structures, regional labor exchanges; commercial organizations; conclusion of contracts of enterprises with higher, secondary specialized and vocational educational institutions; announcements of vacancies in the press, on radio, television, posting posters, etc.

Table 2

Problems of managing personnel potential of "Zlata" LLP and recommended ways to solve them

Problems	Solutions
Planning and use of personnel potential	Development of a plan for future personnel needs and creation of a reserve of potential candidates for all positions. Develop programs to meet future needs by drawing up a specific schedule and measures for attracting, hiring, training and promoting employees required to realize the organization's goals.
The level of wages at the enterprise in comparison with the level of wages in the country. Supplying the enterprise with personnel	Develop a salary and benefits structure. Review wages and adjust them relative to the market minimize arrears from salary payments.
Staffing of the enterprise	Conduct: employee training through training at the enterprise; – direct appeal to employees regarding recommendations for hiring their friends and acquaintances; – regular informing of the company's staff about vacancies that arise and the prospect of production development; – testing, the results of which are used to recruit for a position on a competitive basis.
Ensuring a moral climate at the enterprise	Conduct training of employees through training at the enterprise and ensure rational placement of personnel, taking into account their competences and professional skills and abilities.

Notes: created by the authors according to [2–4] and data from Zlata LLC

The ratio of individual forms of recruitment depends, first of all, on the specifics of a particular category of personnel, as well as the interaction between the state and enterprises in the field of training, retraining and advanced training of personnel.

The efficiency of the enterprise directly depends on the management of human resources. We consider the following to be the priority measures of this work: to introduce systematic planning of work with personnel; pay attention to the quality of the top management, on the professionalism and skill of which the company's ability to maintain a competitive position in the market depends; review the amount of remuneration and regulate it in relation to market rates; minimize wage arrears.

Table 2 we will present the problems of managing the human resources of Zlata LLC and suggest ways to solve them.

Conclusions. The basis for the formation of personnel potential in hotel and recreation enterprises, as in any other, is the personnel policy, which is a holistic personnel strategy, and also combines various forms of personnel work, the style of its implementation at enterprises of a hotel and recreation nature, and plans regarding the use of labor force. The personnel potential of such an enterprise is a complex socio-economic and dynamic system that demonstrates the set of abilities and capabilities of the enterprise's personnel, which have the quantitative and qualitative characteristics necessary for this enterprise for sustainable development.

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