

Personnel management as a key outline of the architecture of international cooperation in the hotel business: the case of the Krasnodar region and the Republic of Turkey

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Abstract. The article investigates the theoretical and methodological aspects of personal management in tourism, which are characterized by the criteria of quality of tourist services. Also, the authors analyze the duties of the staff in a number of hotels in the Republic of Turkey and the Krasnodar region, describing the features of the wage systems for workers of the Krasnodar region and Turkey in the field of tourism in 2018. The issues of sustainable development of this issue are also discussed by the authors.

Keywords: management, tourism, business, hotel, hotel business, service

1. Introduction

In the field of tourism services, the cooperation between the Krasnodar region and Turkey is dynamically developing. The travel companies of Krasnodar region, particularly the LLC “Igab,” JSC “Kuban’turist,” KTC, LLC “Kom-Intur,” have a number of charter program in Istanbul, Trabzon, Antalya. The Turkish Institute, TSE (Ankara) every year gives one the opportunity to undergo training for professionals of the hotel business from the Krasnodar region [5], [8]. Educational institutions of the Krasnodar region (Sochi State University of Tourism and Resort Business and Kuban State University) provide training for students in the following cities of Turkey: Antalya, Kemer, Alanya, etc. [7]. Returning again to the Turkish experience, we note that today the hotel management is aware that the most important link in achieving the highest quality of services remains the staff. Hotel management focuses on the “triangle of satisfaction,” which consists of three components – “employee,” “reviews,” and “management” [4]. Hotels in Turkey interpret social responsibility as an important part of their corporate culture and maintain the sustainability of their business principles. They effectively integrate environmental protection, education, and social projects into their business processes, which is why we, living and working in the Kuban region, are interested in the range of the issues being raised.

2. Materials and Methods

Modernization of the methodological platform of personnel management associated with the need to ensure a higher quality of tourist services is due to a number of factors:

- Not always high enough quality of service in many sectors of the tourism industry;
- Underdevelopment of tourist infrastructure;

- A mismatch of price and quality in the hospitality industry;
- Weak guarantees of financial security of this market.

Fig. 1 presents the categories of quality of tourist services in order to understand internal dynamics. Consequently, solutions to the problems of the national quality system should be sought in: (a) cooperation of suppliers, producers and consumers of tourism services; (b) determining the causes of nonconforming quality regardless of the stage of detection; (c) preparing and implementing those measures aimed at eliminating the identified causes.

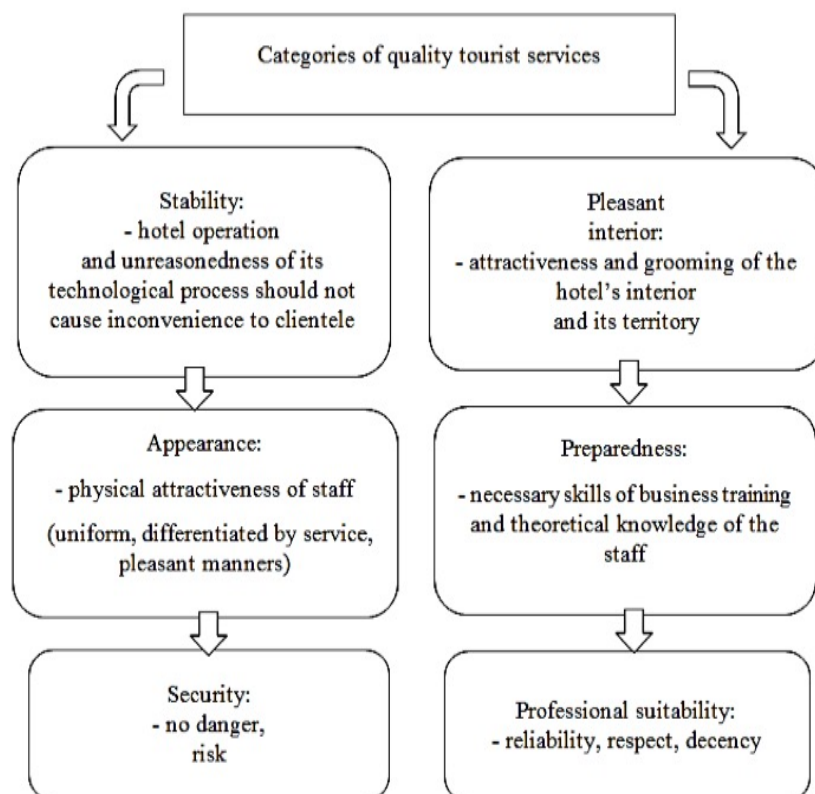


Figure 1. Categories of quality of tourist services [4].

Tourism remains the most successful sector of the Turkish economy and contributes to the country's integration into the world economy. In the period from 2008 to 2012, the number of tourists who entered the Republic of Turkey tripled. Russia ranks second after Germany in the number of tourists sent to Turkey. The main expenses of tourists are accommodation, food, and shopping [2], [11]. In high-class hotel complexes, equipped with the necessary equipment and able to interest and attract a wealthy clientele, guests are offered health and beauty treatments that are not included in the total cost. In the health resorts of the Krasnodar region, accommodation, food, and treatment are included in the total cost, into the so-called "weighting" package. Medical trips become more popular in the off-season. If tourists were able to pay separately for food, accommodation, and treatment, there would be a situation where low demand for treatment and high competition with the supply of food can lead to certain difficulties in loading the sanatorium offer in the Kuban.

3. Results

The results of the study of theoretical and methodological aspects of personal management in the tourism business are visualized with the help of cognitive graphics. In this regard, we illustrate the responsibilities of the hotel staff with the help of Fig. 2.

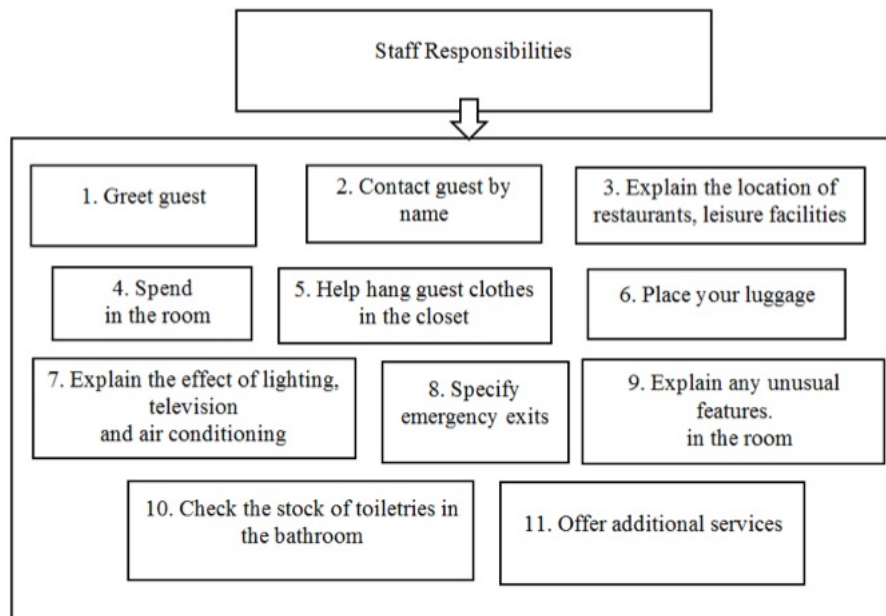


Figure 2. Duties of hotel staff [2].

4. Discussion

Most of the domestic luminaries of personal management [12], [10], [3] believe that in the implementation of HR-policy in the hospitality industry, it is advisable to be based on the following priorities:

- Taking into account future needs that may arise, offering candidates equal opportunities to choose during recruitment;
- Implementation of a system designed to improve the productivity and efficiency of career planning of hotel staff;
- Providing employees with jobs corresponding to their qualifications and skills;
- Developing effective approaches to strengthen the team based on the proposals and expectations of employees.

We agree with the previous research [12], [9], [6], according to which the output in the service sector can be calculated as the ratio of the cost of services (excluding the cost of materials for a certain period of time) to the average number of personnel of the service industry (for the same period). The main accounting indicator is the average annual output.

$$B = V / N \quad (1)$$

where, B – an average annual output; V – a cost of services rendered per year; N – an average number of employees.

Given the Formula (1), let's consider the remuneration of workers in the tourism sector of the Krasnodar region and Turkey in 2018 (Tables 1, 2) (calculated from [4]).

Table 1. Remuneration of workers in the tourism sector in the Krasnodar region.

Position	Size z/p (US\$) per month)
The maid at the hotel	265-312
Reception Desk at the hotel	265-343
A hotel administrator	265-467
A hotel receptionist	390-421
A tourism manager	280-281

Table 2. The remuneration of employees in tourism in Turkey.

Position	Size z/p (us\$) per month)
The maid at the hotel	255-296
Reception Desk at the hotel	207-267
A hotel administrator	178-207
A hotel receptionist	385
A tourism manager	341-511

Note also that in the Republic of Turkey, for the staff working at the reception in the hotel, the monthly salary is \$450. Higher wages are for cleaners (\$500) and tour guides (\$600).

Let's consider in Fig. 3 dynamics of the contribution of tourism to the employment of the population.

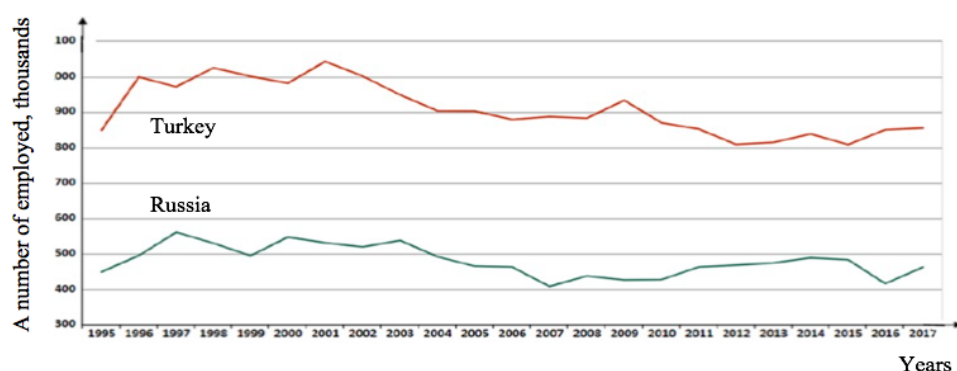


Figure 3. Dynamics of the direct contribution of tourism to employment on the example of the Russian Federation and Turkey from 1995 to 2017 [1].

5. Conclusion

Recently, the staff in the field of tourism has received more attention. In the Krasnodar region and the Republic of Turkey, the hotel businesses are actively introducing new methods of personnel management. As a feature of the hotel business is the maximum satisfaction of the customers' needs, and the contact time of employees with them is almost 24 hours a day. At the same time, the selection, recruitment, and hiring of employees remain the driver of the personnel management system.

6. Acknowledgements

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