

**Bachelor Thesis: Human Resource  
Management Improvements in  
City Hotel 1905, Moscow, Russia**



**Bachelor Thesis 2019**

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Saxion University of Applied Science,  
Spoonstraat 29, 7311 PE Apeldoorn, Netherlands

**Name of the Client's Company:**

City Hotel 1905 in Moscow, Russia  
Shmitovskiy Proyezd 3 (stroenie 3), Moscow, 123100

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## Preface

City Hotel 1905 is a local hotel, which is located in Moscow, Russia. Nowadays the hospitality industry experiences great competition all around the world and City Hotel 1905 is not an exception. The hotel was officially opened in summer 2018 and its main target groups are business and leisure guests. Currently, the hotel has 3 managers and 14 employees of different nationalities. However, the management intends to attract more international employees and improve the satisfaction level of the employees. Moreover, managers of City Hotel 1905 plan to improve the overall performance of the hotel in order to start a strategic business partnership with one of the international hotel chains. They decided that one of the best ways to start the improvement process is to develop a new set of Human Resource Management policies, which will be effective in managing the working team. Human assets are the most important and valuable in the hospitality industry so that a good plan of hiring, managing and developing these assets has all the chances to achieve the goals of the managers. Therefore, Shevchenko Anna Igorevna, an Operations Manager, asked the writer to conduct this research in City Hotel 1905 in order to understand the level of employee satisfaction, the effectiveness of the current HRM policies and, finally, develop a set of recommendations for the future improvements. I would like to thank all the manager and employees of City Hotel 1905 for the cooperation and participation in my thesis project. Furthermore, I am really grateful to Ekaterina Pushkarskaya, Erik Pakkert and Rienk van Marle for their contribution, support, and guidance within the thesis period. I believe that this project helped me to gain a deeper knowledge regarding the Human Resource Management policies, rules and regulations and I can confidently use this experience in my future hospitality industry career.

I hereby confirm that the whole thesis project is my own work and all the references for the information, tables, and definitions, which have been taken from other internet sources or professional books, are mentioned at the end of the report.

17<sup>th</sup> of June, 2019

The Netherlands, Apeldoorn,

Natella Salamova





## Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Natella Salamova

Date: 17.06.2019

Signature:

A handwritten signature in blue ink, appearing to read "Natella", with a long horizontal line underneath.

## Management Summary

City Hotel 1905 is a new developing hotel, which is located in a center of Moscow, Russia and provides both business and leisure guests with hospitality service. However, this hotel doesn't have a well-organized set of Human Resource Management policies in order to manage and develop its employees. Therefore, this thesis report advises the client, **Operations** Manager in City Hotel 1905, on management question, which is related to Human Resource Management implementations. The management question requests the best HRM policies, which can be used in order to attract more international employees and improve the satisfaction level of every working team member. After the implementation of new Human Resource Management policies, the management should expect an increase in employee satisfaction level, **an** increase in **the** number of international workers and improvements in the overall performance of the hotel. The overall performance of the hotel can be visible through the better task performance of the employees, positive reviews of the guests, revenue increase and higher occupancy rates. The objective of this report was to advise a good combination of Human Resource Management policies, which would contribute to these positive changes. The main concept, which was described and emphasized within the whole report is Human Resource Management.

The main idea was to describe 5 Human Resource Management policies and to find a way to effectively apply these policies in City Hotel 1905. The report **started** with a detailed introduction of the company and **the** reasons to start this thesis project. Afterwards, the main concept, which is Human Resource Management, was explained and defined within the theoretical framework. The next step was to describe the research strategy and research methods. Based on the client preferences, the writer decided to choose qualitative research in order to receive open answers and let the employees share their experience during the individual interviews. After the interviews, all the results were analyzed for the final conclusion. **The** validity and reliability of the research part were discussed after the conclusion. It has been proven within the validity and reliability discussion that the biggest issue was a small number of interviews, which could affect the quality of the results. However, all the respondents had different characteristics and all the interviews were conducted in the same conditions. It is important to mention that besides the interviews, the writer uses additional information from the internet sources, which described the best HRM practices of IHG and Hilton international hotel chains. Consequently, there were three main central questions, which were answered in **the** conclusion part: Central question 1: What opinions the employees of City Hotel 1905 in Moscow have regarding the current Human Resource Management policies?

Central question 2: What expectations do the employees of City Hotel 1905 in Moscow have regarding the new Human Resource Management policies?

Central question 3: What are the best Human Resource Management policies of international hotel brands like Hilton and IHG?

Based on the qualitative research and theoretical framework results, the writer came up with the final HRM policies for City Hotel 1905. First of all, possible alternatives were discussed and evaluated. Afterwards, the best alternatives or combination of the alternatives were chosen and used for the final advice. The advice steps were described through the PDCA cycle. City Hotel 1905 was advised to develop five Human Resource Management policies: Recruitment **P**rocess, Performance **M**anagement, Employee Development **P**rogram, Compensation and Benefits **P**rogram, and Employee Duty of Security.

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### **Parts, which have been changed:**

Quick scan: spelling and grammar, guidelines for reporting, names of the chapters, reference list, personal communication

Table of content

Introduction: the reason for the thesis project

Research part: HRM definition, methodology, research strategy, measurement instrument, data analysis, validity

Advisory part: alternative solutions, PDCA cycle

Afterword: value of the thesis

Appendix

## Chapter 1: Introduction, Management problem, Objective of the Research

The purpose of the thesis report is to learn more about the current working conditions of the Russian local hotel– City Hotel 1905 in Moscow and to develop new Human Resource Management policies, which will help to improve the employee satisfaction of the hotel and to build a new strategic partnership with the international hotel brand in a future. The information during the research stage will be gathered via individual interviews with the respondents. The first chapter includes general information about the hotel and introduction to the management question, research objectives and reasons for writing this report.

### 1.1 Introduction

City Hotel 1905 is a new hotel, which was opened in summer 2018 in Moscow, Russia. It is a small local hotel, which is located in the business center of Moscow and the place is suitable for both international tourists and business people. Currently, City Hotel 1905 has 52 rooms of different categories and prices. The hotel promises a great location in a heart of the business center, unique design, comfortable in-room conditions, air conditioning, reasonable prices and an opportunity to stay for a long period of time (City Hotel 1905). However, there are just 3 managers and 14 employees who currently work in a hotel. The management of the hotel includes a General Manager, Operations and Housekeeping Managers. Besides them, there are 14 international employees from Armenia, Georgia, Ukraine, Kyrgyzstan and Russia itself. The working team of the hotel mainly communicates in the Russian language but can maintain a conversation in English if necessary.

City Hotel 1905 was able to gain a good reputation within a year. However, the hotel management wants to improve the performance of the company and attract more international employees. The management believes that it helps to build a strategic partnership with one of the international hotel brands in the future. A higher number of international employees will contribute to the diversity of the team and cultural awareness. The increase of international employees has many advantages. However, it also requires many significant changes in hotel performance and Human Resource Management policies. Nowadays, Russian hotels should have international professionals. The main reason is a significant increase in the number of international tourists in Moscow and Sant Petersburg. In 2017 there were about 24 million international people, who visited Moscow or Sant Petersburg, which shows a significant increase in the inbound tourism of the country– by 1,7% in comparison with 2017 (Tourism Review Media, 2018). International hotel brands are willing to build a partnership only with the companies who have the potential to grow. The reason for the thesis project is to improve the overall performance of one of the local Russian hotels– City Hotel 1905, which will help to attract new international employees and build a strategic partnership with the international well-known hotel brand. The franchise agreement with Hilton or IHG hotel brands is one of the best future options for the Russian local hotel like City Hotel 1905. The hotel intends to research the employee satisfaction level and wants to find the most suitable Human Resource policies to improve the working conditions.

The thesis report will help City Hotel 1905 to recognize what the employees expect from the management team and what HRM practices can be implemented in a small hotel to improve the performance in the future. According to Nikolskaya (2015), the hospitality industry in Russia doesn't have a lot of professionals, rules and regulations and employee training, where they have to improve



their skills and gain additional knowledge about the hotels and the most important trends and developments. Furthermore, people in Russia don't see hospitality industry as an industry, where they can grow, develop themselves, earn enough money and simply enjoy their working time. The hospitality industry in Russia contains many part-time employees, who are interested in earning some money and stay for a short period of time. It leads to the permanent staff turnover and hotel services of low standards (Dzhandzhugazova, Zaitseva, Larionova & Pervunin, 2015). The thesis theme is relevant for the client because City Hotel 1905 is a small hotel and small hotels always encounter more problems when it comes to the HRM department development and acquisition of the professional employees. First of all, young professionals search for the job in big well-known hotels and companies, where there are obvious opportunities to grow. Small hotels are less attractive for people with a bachelor degree or many ambitions (Dragan, 2017). Furthermore, small hotels usually don't have many employees and specific job specialization. Consequently, every team member should be able to help in other departments and professionally perform the tasks. These actions also require permanent learning and gaining extra knowledge. Small hotels rarely include a variety of training programs and HR education (Dragan, 2017). Qualitative Human Resource Management policies increase the overall performance of the small local hotels and raise their chances to join an international hotel brand. Therefore, a new HRM system will be beneficial for City Hotel 1905 and its future goals.

## 1.2 Management problem

City Hotel 1905 is currently searching for the best Human Resource Management policies to attract and retain new international employees and greatly improve the performance of the hotel through the employee satisfaction in order to build a strategic partnership with one of the internationally well-known hotel brands. Therefore, the main management problem is to develop HRM policies, which will help to achieve this goal. There are already people in City Hotel 1905 who came from Asian and Eastern European countries. However, the hotel management plans to expand in the future and so that wants to increase the amount of international employees and improve the working conditions for them in order to convince them to stay in the organization for a long period of time.

A set of new Human Resource Management policies will be the main product, which will be described in the advisory part. First of all, it is essential to conduct the research among the employees of the hotel and gather information about the current level of satisfaction and their expectations regarding future changes. Moreover, new Human Resource Management policies will be based on the examples of the HRM policies of the international hotel chains like Hilton and IHG. These examples will be found via internet sources.

The information in the advisory part will give a clear explanation on how to develop, implement and maintain proper performance of the HR policies in a hotel. Human Resource Management policies will include such aspects as:

1. Recruitment and selection process, which helps the managers to find professional candidates and check their skills and knowledge. Recruitment instruction should be developed to know how to find, interview and select the employees (CHS Alliance & Bhagat 2015).
2. Performance management is responsible for the communication between the managers and employees of the hotel. All the managers should be able to communicate the goals of the organization to the employees, check their performance, give clear feedback, conduct

meetings and build a good trustworthy relationship with the working collective (CHS Alliance & Bhagat 2015).

3. Employee development and career opportunities let the employees feel valuable in the organization. The hotel needs a clear instruction for the management, which explains how to control the overall performance of the company. Moreover, training opportunities always **increase employee loyalty**. Furthermore, **training programs** let them acquire new knowledge and skills and learn more about the culture and values of every individual (CHS Alliance & Bhagat 2015).
4. Compensation and benefits, which will be the additional incentives to motivate the employees. Benefits can include higher salaries, gifts and rewards and family or medical benefits (CHS Alliance, & Bhagat 2015).
5. Staff Duty of Care is a very important aspect when it comes to the safety and wellbeing of every individual. It is mandatory for the hotels to have health and safety policies, which protect the employees from unnecessary illnesses, stress and dangerous environment (CHS Alliance, Bhagat 2015).

Human Resource Management policies have a direct connection with the reasons **for the** thesis. City Hotel 1905 intends to gain more international employees to the company and improve the overall hotel performance. Proper HR policies have a positive influence on the company performance. HR practices influence the financial results of the company and increase the motivation and loyalty of the working team. HRM policies influence HRM and Business outcomes and final financial performance (O’Riordan, 2017). A small hotel with good business performance has better chances to attract the attention of International hotel chains and start a partnership with them.

### 1.3 Objective for the Advice

**The** objective for the advisory part is to develop the Human Resource Management policies in a small local Russian hotel – City Hotel 1905 in order to attract new international employees and improve the employee satisfaction, **which** will contribute to the overall performance of the hotel and partnership opportunities in a future.

#### ***Management question***

What Human Resource Management Policies City Hotel 1905 should implement in order to be able to attract new international employees and increase the employee satisfaction level?

Proper advice should be formulated based on the detailed information regarding the effective Human Resource Management and **the** results of the research among the employees and managers of City Hotel 1905. Human Resource Management practices and policies of the international hotel chains like Hilton and IHG will play a significant role in the development of the HRM policies for City Hotel 1905. The best HR policies of these hotel chains will be carefully selected and used for the creation of the final advice. Furthermore, all the additional information regarding the definition and HRM policies will be taken from reliable internet sources and academic articles.

## 1.4 Objective of the research

The objective of the research is to determine the extent of the employee satisfaction regarding current Human Resource policies of City Hotel 1905 in Moscow and what changes they would like to have in the future.

This objective will help to gain opinions of the employees about the HR policies in the hotel, better understand their current conditions and come up with the advice, which will improve the situation.

## 1.5 Research Questions

1. What opinion the employees of City Hotel 1905 in Moscow have regarding the current Human Resource Management policies?

- a. What opinion the employees of City Hotel 1905 in Moscow have regarding the recruitment process? (CHS Alliance, Bhagat 2015).
- b. What opinion the employees of City Hotel 1905 in Moscow have regarding performance management? (CHS Alliance, Bhagat 2015).
- c. What opinion the employees of City Hotel 1905 in Moscow have regarding the employee development program? (CHS Alliance, Bhagat 2015).
- d. What opinion the employees of City Hotel 1905 in Moscow have regarding the compensation and benefits program? ((CHS Alliance, Bhagat 2015).
- e. What opinion the employees of City Hotel 1905 in Moscow have regarding the staff duty of security? (CHS Alliance, Bhagat 2015).

2. What expectations do the employees of City Hotel 1905 in Moscow have regarding the new Human Recourse Management policies?

- a. What expectations do the employees of City Hotel 1905 in Moscow have regarding the recruitment process? (CHS Alliance, Bhagat 2015).
- b. What expectations do the employees of City Hotel 1905 in Moscow have regarding performance management? (CHS Alliance, Bhagat 2015).
- c. What expectations do the employees of City Hotel 1905 in Moscow have regarding the employee development program? (CHS Alliance, Radhika Bhagat 2015).
- d. What expectations do the employees of City Hotel 1905 in Moscow have regarding the compensation and benefits program? (CHS Alliance, Bhagat 2015).
- e. What expectations do the employees of City Hotel 1905 in Moscow have regarding the staff duty of security? (CHS Alliance, Bhagat 2015).

3. What are the best Human Resource Management policies of international hotel brands like Hilton and IHG?

## Chapter 2: Theoretical Framework

The first chapter gave a detailed introduction to the client's hotel– City Hotel 1905 and reasons for the thesis projects. The main management problem was described and supported by reliable internet sources. Furthermore, the first chapter included the research objective and questions of the research. The second chapter includes a Theoretical Framework and a Research part.

## 2.1 Introduction to the research questions

The objective of the research is to determine the extent of the employee satisfaction regarding the current Human Resource policies of City Hotel 1905 in Moscow and what expectations do they have regarding the new HRM system. There are five research sub-questions concerning different HRM policies like the recruitment process, performance management, employee development program, compensation and benefits program and staff duty of security process. These questions are answered via individual interviews with the employees and help to understand the current situation of the hotel. Furthermore, the respondents share their own ideas regarding the new HRM policies, which can be used for the final advisory part.

## 2.2 Theoretical Framework: Literature Review

Human Resource Management is a core concept of the thesis. Human Resource Management consists of many aspects, which are important for the performance of the organization. The best and the most efficient way to find all the detailed and relevant information about the Human Resource Management and come up with proper advice is to find information generally about the HRM and about all its aspects. Furthermore, the reasons for the thesis report are to attract more international employees to the small hotel, increase the employee satisfaction level and improve the overall performance of the organization. Therefore, there are three questions, which are developed to receive a deeper understanding of the Human Resource Management concept:

- Human Resource Management Definition
- HRM policies
- HRM and the overall company's performance

The questions are answered by using search engines such as Google Scholar and all the reliable and relevant academic articles from the internet. The additional information is used from the books. All the sources are assessed by using the AAOCC criteria, which can be found at the end of the report (Appendix 1).

The results are operationalized and used as a basis for the interview guidelines and for gathering the information from the respondents. The Operationalization model can be found in Appendix 2.

### 2.2.1 Human Resource Management Definition

According to Storey (1995), Human Resource Management is a unique cultural and structural approach to the management of the organization's workforce, which was developed to gain a competitive advantage. Byars and Rue (2004) defined HRM as a set of activities, which were developed to control and adjust the human resources of the company. Furthermore, Boxall and Purcell (2000) added that HRM deals with everything, what has a direct and indirect connection with an employment relationship and issues in the company. The word "everything" in the last definition stands for all the employment agreements, their participation, communication and responsibilities in the company. Human Resource Management is an innovative and strategic model that directs the employees and their actions and contributes to the better and more efficient communication between the management and its employees (Burma, 2014). HRM consists of the practices, which help the organization to attract potential employees, improve their skills, keep them in the company and make every individual work

hard and efficient to make the organization stay competitive (Schuler & Jackson, 1987). According to Truss (2001), Human Resource Management department is responsible for:

- Personnel policies, which are in charge of attraction, development, motivation, and encouragement of the employees.
- The welfare part is in charge of extra benefits and services for the working collective.
- Industrial relations part stands for the interaction between the workers, adjustment of their communication and development of the conflict resolution options.

According to Guest (1987), there are four the most important dimensions of HRM such as:

- Commitment: an ability of the employees to keep in mind all the goals, mission and future plans of the company and their willingness to achieve these goals.
- Flexibility: the ability of the employees to adapt to the new system and all the changes within the company and perform all the new tasks in good faith
- Quality: the presence of the experienced professionals in the company, who can easily manage the tasks of different complexity level
- Integration: this term is about the combination of Business and HRM strategies (Guest, 1987).

Human Capital Management is one of the four the most essential assets within the company, which are vital for achieving the goals. The other three assets are human, physical and intangible. Human assets are working people, who can provide a great service. Physical assets are all the tangible and visible things. Intangible assets include the design, general atmosphere and even flavors in the company. All these assets are crucial for the successful performance of the organization. However, human assets are always in priority, since humans manage, guide and control all the physical assets (Mathis & Jackson, 2006). Human Capital is a shared combination of the knowledge experience, skills, and professionalism of the working team of the organization (Robert & Elizabeth, 2003).

There can be many roles and purposes of HRM in organizations. Torrington (1992) emphasized four different activities of HR practitioners:

1. Human Bureaucrat is someone who develops a precise and structured system of recruitment, selection and evaluation system and complaint handling.
2. Consensus Negotiator is the one who communicates with the individuals and comes up with the participation system.
3. A manpower analyst is a person who creates a long-term plan for the career, development, and opportunities of the employees.
4. Organization Man has a strategic connection with the top managers in order to develop a management development system and keep the organization in a specific structured way (Torrington, 1992).

Furthermore, these responsibilities can be abbreviated into three other types: administrative role, strategic role and employee advocate role (Mathis & Jackson, 2006).

- Administrative role of HR is mainly about the records keeping and dealing with the administrative documents. Nowadays, technology and outsourcing trends changed the idea of the administrative role and added a few more responsibilities to it. Outsourcing is an innovation for many organizations. Outsourcing has advantages like reducing the number of employees and time (Mathis & Jackson, 2006).

- Employee advocate role of the HR. Big international organizations normally have a specific HR department and managers, who check all the activities and changes and communicate these changes to the directors. Human Resource manager in these big organizations also deals with policy-making procedures. **This manager creates** a safe environment for the employees and therefore, **this person is important** for the companies of different departments and sizes (Mathis & Jackson, 2006).
- **A** strategic HR role gives the HR managers more important and complicated tasks. The managers have to be ready to devote their time and energy **to** the development and growth of the organization. They have to bring a tangible value **to** the company. **The** Strategic business approach requires the HR managers to be able to come up with new effective policies (Mathis & Jackson, 2006).

### Strategic Fit

Strategic Fit is a connection between HRM policies and competitive strategy of the organization (Paauwe, & Boon, 2009). Strategic fit proves that proper HR policies and regulations contribute to the organization's competitive strategy and consequently to the competitive advantage (Paauwe & Boon, 2009). Porter (1985) and Miles suggested that strategic HRM models should be developed according to the outside-in approach, **which** means that final strategic choices have to be made in accordance with the external trends and developments. However, researchers in 90<sup>th</sup> offered a new approach and introduced a new resource-based view (RBV). RBV was an innovative inside-out approach, which recommended to come up with the strategic choices by considering **the** organization's internal resources (available financial support, systems, technologies, physical and human assets). The Resource-Based View assumes that human assets are exactly the most important internal resources that can become **the** strongest competitive advantage (Paauwe & Boon, 2009).

### **2.2.2 HRM policies**

Human Resource policies are the guidelines, which control the management and employee performance and behavior (Chron, 2018). Every organization has its own unique points and its own set of HR policies and practices. The most common and popular HR policies include recruitment processes, health and safety, employee compensation, reward system and development procedures (Chron, 2018). The most important HR practices are Recruitment Selection and Induction, Performance Management, Staff Development, Compensation and Benefits and Staff Duty of Care (CHS Alliance & Bhagat, 2015).

#### 1. Recruitment or Selection Process

Recruitment **or** Selection Process is considered to be one of the most essential phases of the HR department. This policy also can be defined as a "staffing function" and it consists of three phases like Job analysis, Manpower planning and Recruitment and Selection (Chungyalpa & Karishma, 2016). **The** job analyzing phase is responsible for the evaluation of the job duties and requirements and how it will contribute to the overall performance of the company. Job analysis **estimates** the reasons, place, time and quality of the task performance (Chungyalpa & Karishma, 2016). Man power planning phase is responsible for the calculation of the number of employees for the specific tasks. The main goal of this phase is to ensure that there is a **sufficient** number of people with the right skills and values for the specific workplace. **The** manpower planning phase also deals with the potential future turnover of the employees and the managers have to come up with the possible solutions regarding the shortages or

surplus of the working staff. Recruitment and Selection phase is the actual phase, where people are selected and hired (Chungyalpa & Karishma, 2016). The quality of the organizational performance and outcomes greatly depends on the recruitment and selection methods (Gamage, 2014). Ofori and Aryeetey (2011) stated that the difficult part of this policy is to choose the right people among a pool of professional individuals. Larger organizations are more enthusiastic to implement a structured set of recruitment procedures than smaller organizations (Bacon & Hoque, 2005). The hiring process for every new candidate also requires a lot of time and money. Therefore, the companies don't want to make a mistake and give the job opportunity for someone, who is not appropriate and who can compromise the reputation of the employer (Henry & Temtime, 2009). A process of the recruitment policy:

- **Approval to commence recruitment**

HR managers often need to get the approval letter from the director or higher management line, before they open the vacancy for a new candidate (CHS Alliance & Bhagat, 2015).

- **Preparing a role profile**

The management of the company must create a document, which describes all the necessary skills and qualities for the potential job candidates. It helps the HR managers to select and hire the right people (CHS Alliance & Bhagat, 2015).

- **Candidate attraction**

There are many ways of attracting candidates. It can be done via the internet, social media or even newspapers. The internal advertising method is when HR managers post the vacancies on the organization's website or share it via emails. Internet advertisements, job boards, and referrals are additional methods of finding the right person (CHS Alliance & Bhagat, 2015).

- **Candidate assessment**

Candidate assessment can be done via individual interviews or by video or phone calls. However, the interviews help the employer to better evaluate the qualities of the candidate (CHS Alliance & Bhagat, 2015). There is a variety of evaluation procedures, which can be used to check the skills of the potential employee. These procedures include face-to-face interviews, presentations, questionnaires, written tasks, role plays or different exercises. All these small challenges help the interviewer to find out to what extent the person fits values of the organization (CHS Alliance & Bhagat, 2015).

- **Candidate offers**

When the candidates are chosen, they have to receive the confirmation letter directly or via the agency. After a chosen candidate accepts the offer, HR managers should send all the documents, which describe the conditions. If the candidate rejects the offer, HR managers must come up with additional incentives like offering a higher salary. Sometimes, HR managers need to start a new recruitment process and search for other people (CHS Alliance & Bhagat, 2015).

HR managers always have to keep all the documents, which support their selection decisions. Recruitment documents consist of application CV letter, decision notes, interview notes, feedback forms and test results (in case of any tests or exams) (CHS Alliance & Bhagat, 2015).

## 2. Performance Management policy

Performance Management policy is responsible for the internal communication between the management and all the employees. Managers have to know how to evaluate the performance, guide the employees, conduct the individual meetings and communicate the objectives to the working team (CHS Alliance & Bhagat, 2015). Performance management includes five stages like Planning,

Monitoring, Developing, Rating and Rewarding. The Figure, which was made by CHS Alliance and Bhagat (2015) presents these stages and can be found in Appendix 3.

Performance management policy determines the culture of the organization, whether it is a “performance-based culture” or “value-driven culture”. In both cases, it is mandatory for the management to clearly identify the culture and communicate it to the employees. Performance management policy includes:

- A specific philosophy and goals for the organizational culture.
- A structured plan of action with the timelines and descriptions of the tasks (who, when and where should perform the task).
- A connection between PMS policy and other HR processes.
- Possible solutions in case of poor performance (CHS Alliance & Bhagat, 2015).

Performance management process:

a. Planning

Planning includes a detailed job description for the working team of different departments for a specific period of time. This stage is responsible for setting the goals and objectives, job description, timetables, and interaction between the managers and employees (CHS Alliance & Bhagat, 2015).

b. Development

During this stage, the management has to find out what support and further explanations are needed for the individuals in order to deliver the tasks. The management should be ready to provide the support, training and learning programs for the employees and evaluate the resources of the organization (CHS Alliance & Bhagat, 2015).

c. Review

The majority of the organizations have the procedure of conducting the evaluation meetings. These meetings are normally individual meetings, which happen once or twice a year. During the discussion, the employer and employee should look back and point out what tasks were performed correctly and what are the attention points for the future. It can be done via formal review, interviews or by the usage of the success scale (CHS Alliance & Bhagat, 2015).

Nowadays, a Performance Management strategy requires some changes and shifts from traditional towards innovative approaches. These changes have to deliver a simple and flexible system. For example, the management of the organization should offer checklists for the employees instead of extensive detailed documentation (Alonso, Dorsey, Mueller-Hanson, Ghosh, Long & Murphy, 2017). Many organizations are afraid of making significant changes in a system, because of the potential costs or difficulties in the implementation of these changes. However, the costs of poor management and lack of proper communication can be even higher. Improvements in the system require a lot of time and effort. Employees often prefer to avoid possible risks and are not always willing to greatly contribute to the success of the company. Innovative and flexible approaches, which let employees fail and make some mistakes encourage them to become braver and settle a higher goal (Alonso et al., 2017). A Traditional Approach to Performance Management requires complex systems, strict evaluations, and ratings. Flexible innovative approaches provide the employees with freedom and opportunities to make small changes themselves. Innovative and ideal elements include the following characteristics:

- A simplified system with the main goal of improving the performance, rather than have multiple purposes and decisions.



- Flexible goals development that lets the formats and timing be adjusted to specific situations.
- Elimination of the unimportant documentation for the performance measurement.
- Existence of training and accountability for qualitative feedback and discussions.
- Different decisions are evaluated by different criteria, rather than have one basic evaluation approach for all the decisions (Alonso et al., 2017)

### 3. Staff Development Policy

Staff Development policy has to be developed to support the working team and constantly improve their skills, competencies, and knowledge (CHS Alliance & Bhagat, 2015). The Staff development cycle consists of 5 steps, which are: identification of the development needs, planning, put the plan into action, evaluation, and review of the possible improvements, sharing the results and skills with each other.

There are many approaches to a learning process. These approaches can be formal and informal, individual or group-oriented. Shadowing a colleague, for example, is a very easy and very effective way of learning, when the individual shows the initiative and repeats some steps after another professional. Delegation to a complex project is another good way of learning, where the employee can be given a task, which requires a deeper understanding, analyzing or creative approach. Learning from books, internet materials, academic articles, and journals is a very good way of gathering additional information. Eventually, seminars, external and internal training programs, which are usually offered by the employer is another common approach to skills improvement. The management should ensure that all the training programs have specific dates and time. A good example of a training plan includes the development needs, development activities, measures of success and timelines (CHS Alliance & Bhagat, 2015).

### 4. Compensations and Benefits policy

Compensation and Benefits policy has to exist in a company for motivation and encouraging purposes. It is crucial for companies of different sizes to lead a transparent and fair system of encouraging the employees (CHS Alliance & Bhagat, 2015). Total Reward System is a Compensation and Benefits system, which can include both financial and non-financial benefits. The impact of the Total Rewards System on the organization and its employees can be found in Appendix 4. According to CHS Alliance and Bhagat (2015), Total Reward System consists of 4 elements:

- Compensation, salaries and payment part is one of the most important aspects of the reward system. The organization always should check the availability of funds and finances and send it to all the employees on time via a payroll system. Every employee has to receive a salary in accordance with their experience and skills. Therefore, the higher the qualification, the higher the salary. There are many ways of the job and salary match analyzing. However, there are two basic steps, which are normally taken by the organizations. The first step is conduction of annual surveys among different organizations of the same industry and a comparison of the salaries level of these organizations. Second step is a consideration of the legal salary requirements for the specific job position (CHS Alliance & Bhagat, 2015). Besides a monthly mandatory payment, the employee can be rewarded by the additional monetary rewards like bonus payments, hardship allowance or dividends. Absar stated that compensation is one of the most important functions and attention points of the HR department. Ray and Ray mentioned that compensation is the main reason for people to work in the organization.

Payment has a direct impact on the satisfaction level of the employees. The growing living costs motivate people to search for job opportunities with a higher income or just good salaries (Qasim). Greenberg and Baron emphasized that low salaries greatly increase staff turnover in the company. The management of the organization should be willing to offer higher salaries than their competitors and all other local companies of the same industry to become an attractive working place for the new workers (Mabaso & Dlamini, 2017).

- **The** Working benefit is another effective tool to attract, retain or encourage the employees. If the organization doesn't have an opportunity to present monetary rewards, it can offer alternatives. Extra benefits include medical cover for employees and their relatives, retirement contribution, flexible working time, team events and celebrations, accommodation or traveling costs coverage (CHS Alliance & Bhagat, 2015).
- Learning and Development **are** about opportunities to growth. In the case of international chains, this part also **lets** employees work in another company of the same chain, become acquainted with a new working collective, gain additional knowledge and simply differentiate their working routine (CHS Alliance & Bhagat, 2015).
- **The** work environment is one more part of the Reward System. For example, job security can be considered as an additional benefit, since it provides a safe working environment. Furthermore, employee recognition is another extra benefit, which enhances **the** self-esteem of the individual and makes them feel valuable (CHS Alliance & Bhagat, 2015).

#### 5. Staff Duty of Care policy

Staff Duty of Care policy is responsible for the wellbeing and safety of the employees. A lot of emergency situations and risks can happen within the working hours in the organizations of different industries and HR managers have to make sure that all the employees know how to cope with it. **The** HR department should come up with a set of Health and Safety rules and policies and properly communicate it to the working team. These procedures support both national and international employees and make them feel protected (CHS Alliance & Bhagat, 2015). According to CHS Alliance and Bhagat (2015), there are many benefits of the Health and Safety policy in the organizations. Benefits for the working team are: Increase in job satisfaction, Reduction of the diseases and possible mortality risks, Employees have less stress and psychological problems, Employees have a feeling of protection and high moral principles of the managers and Improve a workplace environment adaptation. Benefits for the organization are Improvement of the staff responsibility and commitment to the organization, Employee absenteeism reduction, Improvement of the overall organizational performance and Decrease in legal claims against the employer.

A qualitative and structured Health and Safety policy should contain, at least, basic aspects like:

- **The** procedure of risk appraisal, which includes documentation and guidelines
- Mechanisms or tools, which let an individual warn the working staff about the emergency situation
- A set of legal requirements for a safe working environment
- Internal communication process, which includes the existence of the first aid kit, emergency contacts and experienced first aiders.

The policy has to be created in accordance with the local legal rules and requirements.

Health and Safety policy includes both physical and mental protection. Nowadays employees can feel uncomfortable, sad or desperate in a new international environment and they always should know whom they can refer to and discuss these situations. The best practices suggest to have:

1. Employee Assistance Program, which provides support for the employees by helping them with their personal issues, financial questions or other work-related difficult doubts and situations.
2. Mindfulness and wellness initiatives, which offer a short meditation, where employees can simply have a break, relax and come back to their tasks.
3. A personal meeting between the HR or another departmental manager and employee. These meetings let the employee share their concerns and possible work-related issues.
4. Training programs for the managers, which are organized specifically to teach them how to recognize first signs of stress or conflicts (CHS Alliance and Bhagat & 2015).

### 2.2.3 HRM and the overall performance of the company

Human Resource Management is the most valuable player when it comes to the creation of a productive and effective workforce in the organization (LEPAK, 2006). HRM policies, which motivate the employees, improve their knowledge and properly lead them towards the goals' achievement, contribute to the development of effective internal resources in the organization. These internal resources help to get a competitive advantage among other organizations with similar services (WRIGHT, MCMAHAN, MCWILLIAMS, 1994, & HUSELID, 1995). The set of HRM practices has been named as a high-performance work system (HPWS) (Huselid, 1995).

The heterogeneity of the company's performance may be described by the unique, important and non-imitable internal resources (Barney, 1995). Human Resources can provide the company with a long-term competitive advantage and can create a group of high-skilled professionals with explicit and tacit knowledge, which will be difficult to imitate in the future (Crook, 2001). The process of building an experienced working team always requires time and money. However, a qualified working team can be considered as a very effective human asset (Coff, 1997). HRM has the potential to positively influence the overall organizational performance if the directors know how to deal with strategic management of human resources. (Becker & Gerhart, 1996 & Colbert, 2004).

Organizational performance is a concept, which can be measured by the ability of the organization to reach its goals and future plans, established by all the shareholders within a certain period of time (Richard, 2009). There is an assumption that the organizational performance consists of three dimensions, which support and complement each other (Venkatraman & Ramanjam, 1986). The biggest dimension is organization effectiveness, which combines economic and social goals and it is responsible for the interrelation between the organization's shareholders and society. This dimension is about the image and reputation of the organization. Both big and small companies of any industry can greatly benefit if they create a good image and convince the society in their good intentions. Employees are always more interested in the companies, which already have positive reviews, well-known name or good recommendations because everyone wants to have a feeling that their work positively influences the society and external environment in general. The second dimension is an operational dimension. The operational dimension shows the relation between the resources of the company, innovative technologies and approaches, fresh ideas, services, products, and financial performance. This dimension shows if the company's innovations and fresh ideas for the improvement

and profit generation really work. The financial dimension is a third dimension, which is specifically focused on the revenue, costs and financial growth of the organization (Combs, Crook & Shook, 2005; Venkatraman & Ramanujam, 1986). All these three dimensions help to evaluate the organization from different perspectives and can be improved by the proper implementation of HRM practices. HRM is a basic concept of organizational performance. If the management knows how to deal with the employees and clearly explains their tasks and responsibilities, make them feel valuable and important in the organization, they will deliver a better service to the customers, which consequently leads to the performance's improvement.

Byars and Rue (2004) suggested that performance of the organization can be improved in any company by increasing productivity. Productivity is usage of all the production items in order to receive a larger output for the smallest effort (Peter Drucker). HR policies combine different employees-related procedures such as benefit and compensation management, improvement of the manager-employee interaction, communication, lack of discrimination, additional events, employee encouragement, and engagement. All these procedures motivate the employees to work harder and raise their commitment and interest in the organization's success. Consequently, this hard work enhances the productivity of every individual, which leads to a better performance of the organization (Osibanjo & Adeniji, 2012). Employees enter a new workplace with certain hopes and expectations regarding their working conditions, future opportunities, salaries, working collective and benefits they can get (Mabaso & Dlamini, 2017). The organization's performance and objectives achievement directly depend on the managers' talent to lead the employees and meet their expectations as well. Human Resource practices can be used as a tool to make the organization an attractive working place for current and future employees and increase job satisfaction (Mabaso & Dlamini, 2017). Noordin and Jusoff stated that job satisfaction directly influences the high commitment, employees' performance, employees' turnover, absenteeism, productivity, and motivation. Lack of HRM policies decreases job satisfaction of the employees and brings a huge number of the negative consequences to the organization, while a well-organized set of HRM rules and procedures increases their enthusiasm towards the organization's goals achievement and improves the overall performance of this organization (Mabaso & Dlamini, 2017).

The better the implementation of the HR policies, the better the development of the education and development system in the hotel. The education system positively affects the satisfaction level of the employees and increases their engagement in the decision-making process (Bakker & Demerouti, 2007). Employee loyalty is another essential aspect of the organizational performance. Therefore, retention programs require extra attention and effort from the management side. HRM practices, which include supervisor's support, education programs, rewards, and benefits increase the work engagement of the employees, especially of the younger representatives of the working team and decrease absenteeism (Park & Gursoy, 2012). Eventually, HRM policies contribute to the HRM performance and financial outcomes of the organization. Motivation and interaction between the employees and their managers are influenced by actual (education programs) and perceived (implementation of the training activities and reward system) HRM policies (Ruzic, 2015).

## Chapter 3: Methodology

The following part describes the research strategy, methods of data collection and measurement instruments, which are used for gathering and evaluation of the information. Moreover, this part gives information about the respondents, which are interviewed in order to clearly understand the situation in City Hotel 1905 and their current HRM policies and procedures. The purpose of the research methods is to create a detailed plan of data collection in order to finally come up with the recommendations and advice for the client.

### 3.1 Research strategy

Qualitative research seems like the most suitable and effective for collecting the data in City Hotel 1905 since the hotel has a small number of employees. Qualitative research in this specific case helps to have closer contact with the respondents and have an individual conversation with each of them.

The case study is a research strategy, which will be used for the report. The main principle of the case study is to combine different data collection methods and it is one of the best options when it comes to qualitative research (Verhoeven, 2015). According to Verhoeven (2015), a case study is a qualitative research strategy, which combines different data collection methods such as observation, open individual interviews, literature research and academic articles analyzing. Case studies are often used for the exploration of specific information and a deeper understanding of unknown phenomena (Gammelgaard, 2017). Ketokivi and Choi (2014) also assumed that theory analyzing is a part of the case study research strategy. A single case study can be chosen for the purpose of emphasizing a special situation with a certain and clear issue (Gammelgaard, 2017). The main case study for this report is City Hotel 1905. The reason for choosing qualitative research is the fact that Human Resource Management is a complex and extensive theme and this research type helps to gather deeper knowledge and useful facts. Quantitative research doesn't allow the respondents to describe the situation with their own words and they often can share limited information or answer a set of closed structured questions. Human Resource Management can be differently defined and understood by every individual and qualitative research allows the respondents to share their personal unbiased views.

Conduction of the qualitative research among the employees is needed in order to fully understand the current situation and come up with effective advice and recommendation for the future. The case study is always a type of intensive research, which includes individual approach and private conversation with every respondent. Interaction with the respondents is a significant advantage when it comes to data collection (Verhoeven, 2015). Pedrosa (2012) stated that case-based research has to be verified not only on final results but on the research approach and process, which should be understandable and visible for the public. It means that all the actions made by the researcher must be similar for all the respondents and transparent to the public. These actions include similar conditions for all the respondents during the interview, similar questions and conversation style, proper communication skills, positive attitude and the ability of the researcher to make their respondents feel comfortable in sharing the information. Fawcett (2014) mentioned that it is important to refer to the interview quotes in the results analyzing part in order to prove the findings with real respondents' answers. Ahlstrom (2007) also added that the connection between the theoretical statements and respondents' data is mandatory in order to convince the public and prove the quality of the whole report.

The reason for choosing a case study is an opportunity to gather more information from every respondent in order to get a deeper understanding of a certain phenomenon in the hotel. City Hotel 1905 has a small number of employees, therefore case study looked like the most effective and convenient research strategy for collecting the data. The third central question is answered by using the online search strategy. "Translating research question to the keywords" is a search type, which is used. It suggests the results based on every separate word of the research question (Grewal, Kataria & Dhawan, 2016). Information about Hilton and IHG brands is found via google, google scholar and other academic search engines. The most important information is chosen, evaluated and added to the final research results.

### 3.2 Method of data collection

Conduction of the Individual interviews is chosen as a data collection method for the research. The reason for choosing this method is to gain more valuable information regarding the HRM policies in City Hotel 1905. Interviews help to gather more data about the theme and let the respondents share their honest opinions about the current situation in the hotel. According to Shazia Jamshed (2014), the conduction of the interviews is the most popular method of gathering the information in the qualitative research and interviews can be semi-structured, lightly structured or in-depth. The interviews for the specific case of City Hotel 1905 are semi-structured, which means that despite the precise list of questions, the interviewer can also ask additional questions to direct the respondent if necessary. Semi-structured interviews are often open-ended questions and these interviews take approximately 30-60 minutes per respondent. The best way for this research is to record the interviews, rather than make notes during the process, otherwise, important information can be missed (Jamshed, 2014). The interviews are conducted individually with every respondent in the same conditions-via Skype video call. The reason for this is the fact that the hotel is located in Moscow, Russia and the researcher stays in the Netherland during the research period. However, the interviews are conducted in the same conditions and trustworthy relationships are built between the researcher and respondents. All the respondents are asked absolutely the same questions with a proper explanation. These questions are about recruitment processes, working conditions, additional benefits and compensation for the employees, security system and reward programs (Appendix 2: Operationalization). Furthermore, the HRM policies of Hilton and IHG hotel chains are taken from the internet sources for the final advice. The most important and relevant facts are used and analyzed.

### 3.3 Measurement Instrument

As has been mentioned before, the conduction of the interviews is the method of data collection from the respondents. Therefore, the measurement instrument is an Interview guide, which can be really useful for the person, who decides to conduct semi-structured interviews and get more detailed information (Knight, 2013). The interview guide for this specific research is semi-structured, which means that it includes 5 main questions regarding the HRM policies and sub-questions in order to direct the respondent. The interview guide questions are based on the last aspects of the operationalization and theoretical framework results. An interview guide starts from the introduction to the topic, which explains the length, conditions, and purpose of the interview. There are 5 open questions regarding the HRM policies of City Hotel 1905, the satisfaction level of the employees and their ideas for improvement. There are additional questions for the "escape box" which are useful for

the awkward silence. Small talk is not included in the interview guide, but it is conducted before the interview starts. The interview guide can be found at the end of the report (Appendix 5).

### 3.4 Data Analysis

As has been mentioned before, a case study is chosen as a research strategy in order to gather more detailed information from the respondents via Skype interviews and provide the client with the proper recommendations. City Hotel 1905 is a small company, which currently has 17 employees. It was important to conduct the interviews with most of the workers in order to gain better results. However, it was possible to interview only 4 people, which is, definitely, insufficient for this project, because it is almost impossible to evaluate and analyze the current satisfaction level of the whole working collective based on the answers of four respondents. A positive point is that the chosen respondents have different characteristics, nationalities, gender, ages, and job positions. First of all, there were 3 men and 1 woman, who participated in the interviews. Secondly, a list of respondents consists of Georgian, Russian and Armenian people. There were two receptionists, one manager and one barman. On the one hand, the fact that two respondents have the same job positions can decrease the validity of the research. On the other hand, these respondents have different nationalities and experience in the hospitality industry, which can be useful for this specific case. One receptionist worked only in Russian hotels, while another one worked in the hotels of Russia and Georgia. The decision to talk to people of different nationalities were made because it helped to understand how people of different cultures evaluate the working environment, what values and expectation do they have when it comes to working in the hospitality industry. All the respondents were contacted via the internet, Skype call and all the interviews were conducted via video conversations and recorded. The interviews were conducted in two languages: 2 interviews in Russian language and 2 interviews in English. The reason for this was a fact that not all the respondents had good English skills and didn't feel comfortable to have a conversation in the foreign language. The interviewer could get more detailed, precise and important information by letting them talk in their mother tongue. It is important to mention that poor English skills of the respondents could also reduce the quality of the final results.

According to Jane Sutton and Zubin Austin (2015), all the interviews should be recorded and transcribed. First of all, because the future researchers understand how difficult and time-consuming the qualitative research can be and will consider it before asking other people to deal with the same research type. Secondly, the transcribed interviews help the researchers to focus on the specific information and come up with better analyzing. Furthermore, the interviews should be numbered (Sutton and Austin, 2015). All the interviews were transcribed (Appendix 6). The axial coding table was used for the final analysis (Appendix 7).

### 3.5 List of respondents

| Name                     | Job position       | Gender | Nationality | Experience in the hospitality industry |
|--------------------------|--------------------|--------|-------------|--|
| Shevchenko Anna Igorevna | Operations Manager | Female | Russian     | Yes, more than 2 years                 |



|                |              |      |          |                        |
|----------------|--------------|------|----------|------------------------|
| Egor Gusev     | Barman       | Male | Russian  | Yes, more than 2 years |
| Petre Eristavi | Receptionist | Male | Georgian | Yes, more than 2 years |
| Amik Malhasyan | Receptionist | Male | Armenian | Yes, more than 2 years |

Generally, a list of respondents should contain more people for better results. However, not all the employees were available for the interviews and some people couldn't properly speak in English or Russian languages, because they came from Central Asian countries. These four people seemed like the best respondents with different characteristics and experience in the hospitality industry, who could share some useful information. It is difficult to estimate the working conditions of the hotel because 13 people could have completely different ideas and opinions.

## Chapter 4: Research Results, HRM Policies of the International Hotel Brands and Conclusion

This chapter presents the final results of the qualitative research in City Hotel 1905 in Moscow. The core concept, which is Human Resource Management policies, is analyzed by using the interview answers of the respondents. All four interviews are coded in order to easier work with the information and search for the necessary proves and facts. Moreover, the main concept–Human Resource Management is divided into 5 other sub–aspects, which are discussed within the interviews. These sub–aspects are recruitment process, performance management, employee development programs, compensation and benefits programs and duty of security. These sub–concepts are divided into smaller more specific parts in order to gain more details about the main theme. Furthermore, the best HRM policies of Hilton and IHG international hotel groups are described in order to choose the most appropriate policies for City Hotel 1905.

### 4.1 Interview Results

#### 4.1.1 Recruitment Process

Currently, managers of City Hotel 1905 don't have a lot of experience in searching and hiring people, since, according to the interview results, almost all the employees had already known each other, before they started to work together in the hotel. They were either friends or good colleagues. General Manager of City Hotel 1905 knew their basic skills and knowledge and therefore, the employees didn't go through the long interviews and assessment procedures.

The selection process was chosen as the first aspect of the recruitment policy in order to understand how the employees were found by the managers. In the Interview 1, the respondent said: "He was, he was a... supplier of the manager of Garden Embassy. After I fired from this job and, they invited from City Hotel, they invited to pm General Manager and he invite me to work as an administrator" (respondent 1, receptionist, male). It shows that the employee was advised to contact a General Manager by the third person, who knew both of them and the manager offered him a job position straight away. Furthermore, the respondent said: "We worked together in other hotel. That's why he



didn't need to ask me about this, he saw everything himself" (respondent 1, receptionist, male). It proves that the manager considered him as a good candidate because he had already known his abilities and skills. It was much easier to keep a well-known person than to start searching for new employees. However, when the hotel needs more employees, the management searches for the candidates via the website, which calls HeadHunter and chooses the most suitable people. Within the second interview, the respondent mentioned: "Well, if there is a necessity, then initially we have a recruitment website– HeadHunter (...)" (respondent 2, Operations Manager, female).

The candidate assessment process, according to the words of the respondents, wasn't conducted by the General Manager with people, who he already worked with in another hotel. In the third interview, the respondent stated: "Yeah, interview, we have just one interview. He talked to me and the hotel at that time, it was not open" (respondent 3, receptionist, male). In the first interview, the employee also said: "With everybody, with everybody on this position, he talks with us...ah, before the work we studied two weeks before studying, because it was new hotel. So, we opened it together" (respondent 1, receptionist, male). Another respondent, who works as an Operations manager in the hotel stated: "Yes, the interview takes place one time. Initially, we consider a curriculum vitae. If the candidate is suitable for us by theses and CV, if some of his skills and experience can be useful for us, we already start a personal conversation (...)" (respondent 2, Operations Manager, female). The final decision is communicated directly after the interview, but if there are any changes within a trial period, the manager will say it to the employees.

When it comes to the discussion of the possible changes in the recruitment process, the respondent mentioned that: "I would maybe check their skills, then, of course, desirable to find out where did they work before (...), necessarily–career growth, otherwise employees will not stay in their position forever" (respondent 4, barman, male). Generally, most of the employees were hired, because the manager knew them and worked with them in a previous hotel. They found this way of hiring and evaluation as an appropriate method for the new hotel. They don't consider the recruitment process as a perfect one but also understand that their manager needs additional financial support to make significant changes. One of the respondents said: "Of course, I would change a lot of things, if I will be a general manager, general manager, I will do this in a future, but I understand my general manager too, because he don't have a lot of... he can't use a lot of money (...)" (respondent 1, receptionist, male).

#### **4.1.2 Performance Management**

According to the respondents, managers of City Hotel 1905 didn't come up with the fixed dates for the meetings. However, the respondents also mentioned that generally they have a good working environment and their General Manager is a responsible and empathetic person who is always willing to help.

Communication of the job objectives happen in the hotel, but it is important to mention that the respondents gave different answers. For example, when it comes to the discussion of the desired rate for the hotel on booking.com, one respondent stated: "It's not bad, but I want to go up at the nine, because in my latest hotel it was 9.3, it's very good mark. So, and my General Manager want to make 9.4 (...)" (respondent 1, receptionist, male). Another respondent mentioned other objectives, he said: "...), the restaurant must be opened soon on our rooftop and according to the plan, only to raise the revenue of the hotel and attitude to the customers. Consequently, raise the rating of the hotel on

booking.com. (...) 9,5, at the moment the rating is maybe 8.9" (respondent 4, barman, male). The third respondent stated: " (...) but Head manager of the hotel, like he said that he will maybe open new hotel in the center of Moscow and our manager said us, if he will open it, we will maybe move there and have another position there, more high positions" (respondent 3, receptionist, male). The second respondent, who is also a manager in the hotel shared other objectives, she said: "(...) the goal was to increase the occupancy to 100% within the exhibition season, the exhibitions are close to us, in the EXPO-center, to make people know about us. (...) to reach the rating of 9.0 or higher on booking.com" (respondent 2, Operations Manager, female). Generally, all the objectives have similar aspects, but one person mentioned a new hotel, while another was talking about a new restaurant. It is a good sign that a new hotel already has future plans and employees have some ideas about these plans, but not all the employees have similar ideas about the hotel's objectives, which negatively affects the overall performance of the hotel. When it comes to group meetings, they normally happen in the hotel after some conflicts or problems. The respondent stated: "he makes some small meetings sometimes on the work and usually because of, you know, some problems in a collective, in... between employees between employees and guests, maybe the mark on a booking.com is going down and he do some meetings with us and talk how to, how can we resolve this problem" (respondent 1, receptionist, male). It is important to mention, that according to the words of the hotel's manager, they do organize meetings from time to time. The manager said: "Yes, of course, there individual meetings and general meetings (...)" (respondent 2, Operations Manager, female). There are different types of meetings in the hotel, but managers and employees don't have a proper level of communication between each other in order to reduce the risk of conflicts. When it comes to the evaluation of the employees' results, the manager said: "We don't have a certain schedule (...). It can happen at any time" (respondent 2, Operations Manager, female), which means that the manager pays attention to the employees, but didn't come up with a proper plan of the performance evaluation.

#### 4.1.3 Employee development program

City Hotel 1905 is a new hotel and, therefore, the research shows that there are no fixed training or improvement programs in a company. However, according to the words of some respondents, this situation will be fixed in the future.

Currently, there are no training programs in the hotel, since the working staff had "only two weeks of preparation of some kind of study, to study to work with a program, so, not more" (respondent 1, receptionist, male). Another respondent also shared: "Trainings, we don't have a lot of trainings unfortunately, because all receptionists are with...worked in other hotels already. Unfortunately, like trainings like this we don't have, we have at the start of the working of the hotel. Big training to our program- Fidelia, because nobody worked in this program (...)" (respondent 3, receptionist, male). When it comes to the discussion of the training, the manager of the hotel mentioned: "(...) but I think we will work out this moment and we will definitely have something like this in the future. (...) it is hotel etiquette or it is specifically receptionist-oriented and their work with the reviews, as I have already mentioned, to increase the rating, also Housekeeping department" (respondent 2, Operations Manager, female). It means, that the managers have some ideas in mind regarding future training programs.

Besides the training programs, knowledge sharing between the managers and employees can play an important role. One of the respondents described the General Manager as a very disciplined person and said: "(...) his holidays he came to the work, so very organized person and he always can help us

with other questions (...)” (respondent 1, receptionist, male). It is a small, but very important advantage of the hotel’s management, that a General Manager is interested in a daily working process. Another respondent stated that his colleagues are always ready to help, when it is necessary: “If I suddenly have any language barrier with the guests, the reception always helps me (...)” (respondent 4, barman, male).

When it comes to the discussion of the possible changes in the development program, the employee mentioned: “Maybe I would just make more group meetings just to talk about what we have like, maybe once in two months. Maybe just meet all who is working in the hotel, just talk about problems, discuss it and solve them together” (respondent 3, receptionist, male).

#### 4.1.4 Compensation and benefits programs

City Hotel 1905 has some small monetary rewards and working conditions, which can be considered as a good start for the new hotel. However, there are still many things, which should be implemented in the future. First of all, it was important to recognize if the employees receive their standard salaries on time. According to the manager of the hotel: “(...), there is some kind of direct monthly payment, which is paid twice a month and absolutely without any delays” (respondent 2, Operations Manager, female). Moreover, there are some bonuses, which are written in the official contract and according to the respondent: “We have 30% discount for the hotel and restaurant services directly for all the employees. We can have a free meal once a day and moreover, there is a 30% discount for the someone, who wants to eat in the restaurant, 30% discount we have for the accommodation and for some kind of drinks (...)” (respondent 2, Operations Manager, female). The hotel already developed small benefits for the working collective and provided them with an appropriate discount for the accommodation, food and drinks. However, it is important to say that some of the employees stated that there are no additional monetary rewards for good job performance. According to the first interview: “No, no, no for up sales, no...no advantages for up sales, no advantages for upgrades of the rooms. Nothing, no” (respondent 1, receptionist, male). There are no benefits for the good employees’ performance. When it comes to the medical cover and holiday allowance, one respondent said: “So, we don’t have medical cover, but we have discount in a medical center, if something happen, we can make something with discount” (respondent 3, receptionist, male). The manager of the hotel also mentioned: “Yes, it is all paid, 28 calendar days are paid in accordance with the law of Russian Federation” (respondent 2, Operations Manager, female). Different answers made the impression, that there is a problem with the communication. All the respondents emphasized that there are no team events in the hotel at the moment. The respondent proved that by saying: “Unfortunately no, we don’t have team events, but like just, we can just see each other only if we make it like ourselves” (respondent 3, receptionist, male). Opportunities to grow is another part of the benefits program and every respondent has a different opinion about it. One respondent shared: “If we talk about opportunities, I think 10% of real chances to grow up, 10%, maybe 5–10%” (respondent 1, receptionist, male). Another respondent said: “Unfortunately, I don’t know like a lot of about this. I know that opportunities will be, because the hotel will be bigger. So, I think there will be more places to work” (respondent 3, receptionist, male). It is visible, that the employees don’t have a clear image about their future opportunities and don’t know if they can get promotion in the future.

During the discussion of the possible changes in the Compensation and Benefit program, one respondent said: "Ah, it's better to have percent from general income of the comp...of the hotel, so maybe 2% , it will be very good for me, 2% from maybe...our hotel makes 6 millions, from 6 to 9 millions in one month, so..." (respondent 1, receptionist, male). Therefore, the employees are more interested in the financial benefits. One respondent also pointed out: " (...) if we compare our hotel with Europe, in my opinion, it doesn't have 4 stars, it is approximately 3 stars" (respondent 4, barman, male).

#### 4.1.5 Duty of Security

The Duty of Security policy exists in City Hotel 1905 but requires extra attention and further implementations in the future. First of all, it is important that all the employees know how to behave themselves in case of emergency situations. According to the respondents, the hotel provides all the employees with the documentation of the risk appraisal, which they need to read and sign. However, not all the employees know what exactly are these papers about and just sign it without careful reading. When one respondent had been asked about the content of the documents he signed, he said: "(...) about Safety...yes... program, but they don't even let me read this, so" (respondent 1, receptionist, male). Manager of the hotel also pointed out that all the kitchen workers had additional training with all the explanation and "(...) Everyone was fully trained to work with all the equipment and every employee signed the paper to prove that they are familiar with all the rules" (respondent 2, Operations Manager, female).

The existence of the first aid tools is an essential aspect of the Duty and Security policy. Some respondents mentioned that the first aid box should contain more medicine. The manager gave a more specific answer regarding the first aid tools by saying: "We have some medical...Well there is a medicine for the first aid provision. There are medications, bandages, different masks, everything we can use for the initial help. In the case of more serious situations, we will wait for the doctors" (respondent 2, Operations Manager, female). The hotel has standard tools for emergency situations, but there are no training programs and extra explanations regarding the medicine and safety procedures.

The overall safety level is another aspect of the Duty and Security policy, which has been covered during the conversations. The respondents mentioned the button under the reception table, which exists for dangerous situations. The hotel doesn't have enough security guards. One respondent mentioned: "Yes, we have button under the table (...). When somebody come to be drunk, start to speak with me, try to harm me (...) I can't use this button in this case, no. I will solve this problem by myself" (respondent 1, receptionist, male). Lack of professional security guards can be one of the reasons for the absence of female receptionists in the hotel: "that's why we don't take on the work girls" (respondent 1, receptionist, male). Another respondent said: "For the City Hotel it's like our security is on the first floor, the hotel is on the fourth floor, so there is no security in the hotel, there is security only downstairs" (respondent 3, receptionist, male). The main problem is that security guards always stay on the first floor and cannot know what happens upstairs. The manager of the hotel described a safety level by saying: "We also have security guards on the first floor (...). Furthermore, the guys themselves also work. As has been mentioned before, we don't have girls at the reception, there are only guys, who work in there. When it comes to the fire alarm system...there are also emergency exits, which are always open and a hotel evacuation plan in every room (...)" (respondent 2, Operations

Manager, female). It proves one more time that sometimes it can be dangerous for the girls to deal with the customers.

When it comes to the discussion of the desired changes, one respondent mentioned one more time: “So our hotel has first floor and fourth floor and security is on the first floor. So, maybe I just took one guy to be there” (respondent 3, receptionist, male).

## 4.2 The best practices of HRM policies in the International hotel chains

This part describes the best and the most appropriate HRM policies, which are used by IHG and Hilton international hotel chains and can be appropriate for the future recommendations for City Hotel 1905.

### 4.2.1 HRM policies in IHG hotels group

InterContinental Hotel group is one of the leading hotel organizations because its main purpose is to provide both the customers and the employees with an excellent service and positive emotions (IHG, 2019). They interact with the employees via virtual learning summits, where both IHG and external leaders share their experience. (IHG annual report and Form, 2018). They have a variety of programs for the employees’ development like “Excom potential”, “Number 2 potential” and “Leading Others”. Furthermore, they came up with a “Recognition event” and their own procedures of dealing with confidential information of the guests (IHG Annual Report and Form, 2018).

### 4.2.2 HRM policies in Hilton hotels

The main functions of Human Resource management in Hilton hotels are planning, training and development of the employees and control of the recruitment process (Kim and Sung–Choon, 2013). Line managers are the main people, who train, check and provide the employee with feedback (Townsend, 2013). Compensation and Benefits programs are divided into financial and non–financial (Mason & Watts, 2010). Finally, there is an organized set of Separation process actions, which includes 6 steps (Yin–Fah, 2010). (The detailed information about both hotel brands can be found in Appendix 8).

## 4.3 Conclusion

At the beginning of the report, there were three main research questions. The first question was: “What opinion the employees of City Hotel 1905 in Moscow have regarding the current Human Resource Management policies?”. The second research question was: “What expectations do the employees of City Hotel 1905 in Moscow have regarding the new Human Resource Management policies?”. The third one was: “What are the best Human Resource Management policies of the international hotel brands like Hilton and IHG?” Two main questions also had some sub–questions. All of them will be answered and discussed below.

“What opinion the employees of City Hotel 1905 in Moscow have regarding the current Human Resource Management policies?”.

All the respondents mentioned that the working environment in the hotel is very positive, they like the way their managers treat them and the type of their communication. All the employees also mentioned that they don’t have any reasons to quit their job or to come working without any motivation. However,

some of the respondents believe that team events, training programs, and extra benefits are for the big hotel chains and their small hotel doesn't have a lot of opportunities to implement the same actions. The respondents like City Hotel 1905 and want to continue to work in there. However, according to the opinions of some respondents, currently, the hotel can have **only** three stars instead of four.

What opinion the employees of City Hotel 1905 in Moscow have regarding the recruitment process?

Generally, the employees are satisfied with the recruitment process. Most of the employees were familiar with a General Manager and worked with him in **the** past. This fact could greatly affect their overall opinions about this process in the hotel. The respondents mentioned that they were invited for the short interviews and offered a job straight away after the interviews. According to the respondents, the interviews were conducted in a friendly way and they felt quite comfortable during the conversations.

What opinion the employees of City Hotel 1905 in Moscow have regarding performance management?

All the respondents mentioned that they are satisfied with **the** fact that they have very pleasant relationships between the managers and employees. They liked the fact that it is always possible to approach the managers in real life or via WhatsApp to discuss any possible issues. However, according to the interviews, there are some points, which should be improved. First of all, a few respondents mentioned that there are no organized group or individual meetings. These meetings are organized in order to solve the problem, rather than prevent it. Moreover, all the respondents mentioned different goals and objectives **of the hotel, so that there is no** proper discussion of the hotel's future plans and actions.

What opinion the employees of City Hotel 1905 in Moscow have regarding the employee development programs? Currently, all the respondents mentioned that there are no **training programs** or other development programs in the hotel. The Operations Manager shared that they have in mind some ideas **for future training programs**, but it will take some time. The respondents also mentioned that for the whole working period they have only one introduction training, which has been conducted before the hotel opening. However, it is important to mention, that the respondents have positive opinions regarding the knowledge sharing between the managers and employees. They notice that everyone is always willing to help if it is necessary.

What opinion the employees of City Hotel 1905 in Moscow have regarding the compensation and benefits program? First of all, not all the employees are aware of possible bonuses and benefits, which the hotel offers them. Part of the respondents didn't remember any bonuses. The respondents mentioned that there are no team events in the hotel and they believe that team events normally happen only in big hotel chains, but not in small local hotels. One of the employees also said that when it comes to the opportunities to grow, the employees of the hotel have a chance to grow, which is equal to 10%.

What opinion the employees of City Hotel 1905 in Moscow have regarding the Staff Duty of Security?

All the respondents mentioned that the hotel provides the employees with the basic safety and offer them special documentation to read and sign. During the interviews, it has been mentioned a few

times that there are no females in the hotel, who work at the reception or in the bar because sometimes it can be dangerous for them. There should be more security guards.

The second main research question was: "What expectations do the employees of City Hotel 1905 in Moscow have regarding the new Human Resource Management policies?" Generally, the respondents stated that they know that the hotel should have many changes in the Human Resource management policies, but they also understand that it will be difficult for the General Manager to fix it in a short period of time. These actions, in their opinion, require extra time and money. The employees expect the managers to **implement** more official meetings and would like to have additional financial benefits in the future.

What expectations do the employees of City Hotel 1905 in Moscow have regarding the recruitment process? As has been mentioned before, the respondents expect the managers to pay extra attention to the skills and past experience of the employees. They think that the best option can be to have long conversations with potential candidates in order to find out what knowledge do they have and why did they leave a previous place.

What expectations do the employees of City Hotel 1905 in Moscow have regarding performance management? When it comes to the changes in performance management, the respondents shared that they don't have many ideas. One respondent mentioned that could be nice to have official meetings more often to discuss the problems on time. However, they don't experience **a** lack of attention from the General Manager, mainly because they always can easily approach him or contact via WhatsApp group.

What expectations do the employees of City Hotel 1905 in Moscow have regarding the employee development programs? Currently, the only advice, which has been mentioned by the employees was to increase the number of meetings in order to discuss all the possible issues and let the employees share their opinion. However, they don't see any possible chances for **a** variety of training **programs** or other development programs in a small local hotel. The manager of the hotel shared that they expect to develop some training **programs** in the future for the Housekeeping and Reception departments. Moreover, there should be some development programs, which include hotel etiquette rules.

What expectations do the employees have regarding the compensation and benefits program? Most of the respondents are not aware of the possible opportunities to grow in the hotel, because it is a new place, which currently doesn't have a lot of job positions for the employees. However, some of the respondents mentioned that could be nice **to** have a small percentage from the general income of the hotel.

What expectations do the employees of City Hotel 1905 in Moscow have regarding the staff duty of security? The respondents shared that **it** could be nice to have additional security guards in the hotel, especially on the fourth floor, closer to the reception. They think that it can be dangerous sometimes to stay at the reception floor without extra protection, especially within the night hours. When it comes to the general documentation of the risk appraisal, they believe that they were sufficiently informed.



What are the best Human Resource Management policies of international hotel brands like Hilton and IHG? Both hotel chains have their own unique ways and approaches to HRM policies. Within the research, only the most important policies have been selected from the hotel chains and added to the report. It has been noticed that the IHG hotels group pays a lot of attention to the Training and Development programs because the employees have a lot of opportunities to grow and there are a lot of professional programs, which teach the individuals how to become a leader in a future. These professional programs were developed for the people of different professional levels. Moreover, the management intends to interact more with the employee through individual meetings and summits, where everyone can improve their hospitality skills and share their own ideas. Information Safety training is another unique point of the Human Resource Management of IHG hotels group, which should be used in every company of the hospitality industry.

Hilton hotels have another approach to the HRM policies. They emphasize that employees need to have a variety of benefits in order to stay motivated and goal-oriented. They offer financial and non-financial benefits. Line managers have to not only discuss with employees their personal problems but also be able to develop goals and objectives in a SMART way and share it with every team member. Generally, there are a lot of similarities between two hotel chains, but the InterContinental Hotels group pays more attention to the employees' development, while Hilton is more benefits-oriented.

#### 4.4 Discussion

One of the important parts of the qualitative research is the assessment of the validity and reliability of the research to find out how precise and valuable the results of the research and recognize if these results can be used by other people in the future. According to Verhoeven (2015), validity measures the percentage of possible systematic mistakes in terms of measurement instruments and respondents, who were approached within the research. Reliability is responsible for the probability of repeating the same research (Verhoeven, 2015). It is essential to critically assess both validity and reliability in order to give a clear image of the quality of the research results. This discussion is useful for the perception of the results and final advice of the project. It helps to understand why some results miss important points or don't correctly describe all the HRM policies. Moreover, it explains why the advice is mainly based on the theoretical framework instead on the answers of the respondents. The respondents didn't share a lot of ideas for the improvement.

##### 4.4.1 Validity

Validity assesses the relevance and accuracy of the research instruments and population, which has been approached. It helps to understand if the research instruments and methodology are valid and appropriate to gain proper results and if the final results and conclusions are actual for the specific case (Bollen, 1989). Validity can be divided into 4 different types like internal, external, construct and statistical (Ellen Drost). When it comes to the evaluation of the qualitative research, internal, external and construct types of validity are the most useful. Construct validity has a direct relation with the operationalization and general concept of the research, which is "Human Resource Management policies" and it can help to improve the employees' satisfaction in City Hotel 1905 in Moscow and its overall performance". Human Resource Management policies have been divided into sub-concepts in order to make the final questions for the respondents more understandable and receive more detailed and precise information. Afterwards, the tree diagram has been made, which includes the core concept and sub-concepts. All the concepts were made based on the literature from the relevant internet



sources. A tree diagram has been added to the Appendix part. However, after the interview conduction, it has been noticed that the operationalization was not detailed enough and sub-concepts had to be divided into smaller parts because some questions were not fully understood by the respondents and they couldn't come up with the answers. There are approximately 17 employees in City Hotel 1905 and it was possible to interview only 4 people, which could affect the final results and construct validity, because 4 people can share only their experience, but the other 13 people can have different opinions. A bigger part of the employees was not interviewed. Therefore, there is a huge chance that the other 13 people had an absolutely different perception of the working conditions, which could greatly influence the final results and final recommendations.

According to the Verhoeven (2015), internal validity is responsible for the appropriate and honest results, which contribute to the conclusion. On the one hand, all the conclusions have been proven by the information and arguments from the interviews and all the interviews are open and transparent for the audience. All four interviews were conducted in the same conditions. The respondents shared their experience via Skype video conversations so that it is more complicated to build trustworthy relationships and provide them with comfortable conditions. The respondents were asked the same questions. On the other hand, it is important to mention that two respondents were interviewed in English, which could negatively affect the results because they didn't have proper English language skills to correctly interpret the questions and give the desired answers.

External validity is more applicable for quantitative research and generally deals with the sample evaluation (Verhoeven 2015). External validity checks if a chosen sample correctly represents the population. When it comes to the respondents for this specific case, the researcher approached people with different characteristics. As has been mentioned before, 4 respondents were not sufficient for the proper evaluation and the other 13 people can have absolutely different opinions about the HRM policies of the hotel. However, it was possible to approach only these 4 people within the research period. All the respondents were people of different ages, nationalities, gender and job positions. There were two receptionists, one barman, and one manager and it helped to evaluate the situation from different perspectives. The respondents belong to Russian, Armenian and Georgian cultures. Another important thing that should be mentioned is the fact that three out of four respondents were males, because of the small number of female workers in the hotel, especially when it comes to the positions of barmen and receptionists.

#### **4.4.2 Reliability**

Reliability measures the consistency and accuracy of the results and if these results can be visualized under the same methodology in the future (Joppe, 2000). Generally, reliability checks if the results of the research are stable and remain the same over a period of time. When it comes to this specific research, it cannot be called absolutely reliable, because the results can be different in the future. The interview answers are based on the real opinions of the respondents, which can be changed. As has been mentioned before, most of the employees worked with a General Manager in the past and they were able to build trustworthy and good relationships between each other. The respondents could not notice some mistakes or shortcomings of the organization because of these close relations. Therefore, in case of any unexpected troubles or conflicts between the manager and employees, the answers can be different. Furthermore, the hotel was opened less than a year ago and there are still many changes

can happen inside the company. A good point is that the respondents have different job positions and therefore, it was possible to gain different opinions and observe the situation from different perspectives. Furthermore, the recorded interviews and transcripts increase the reliability, because these results are open for the audience and can be used later for the reanalysis. All the interviews were conducted under the same conditions and all the respondents were in a good mood and it can slightly increase the reliability. However, as has been mentioned before, a small number of respondents also decreases the reliability of the results. Despite the fact, that all the respondents were given enough time to share their experience and ideas regarding changes in Human Resource Management policies, the results may not be absolutely precise. Reliability also measures if the results contain any random mistakes and misunderstandings (Bollen, 1990). In this specific research, part of the respondents shared their experience in foreign language. The respondents occasionally could have some difficulties and didn't know how to properly formulate the sentences. This fact also can decrease the reliability of the results, because the respondents could have some restrictions on their reasoning and ideas sharing. If the respondents improve their language skills in the future, they will give another answers, which will directly affect the final results.

## Chapter 5: Advice

This part suggests the final recommendations for City Hotel 1905 in Moscow. The main purpose of the report is to find out what Human Resource Management policies can help to increase the satisfaction level of the working collective in City Hotel 1905 and attract new international employee. Furthermore, new Human Resource policies should improve the overall performance of the hotel to make this place attractive for international hotel chains. Advice is divided into two parts. There are several alternative solutions for 5 HRM policies, which will be described in the first part. The second part of the advice includes the final critical plan of action for City Hotel 1905. The advice is based on the information from the theoretical framework and qualitative research results.

### 5.2 Alternative solutions

First of all, it is important to consider all the possible alternative solutions for every policy of Human Resource Management: Recruitment process, Performance Management, Employee Development Program, Compensation and Benefits program and Employee Duty of Security. The alternative options are based on the research results, best IHG and Hilton hotel brands practices and additional information from the internet. The research results show that City Hotel 1905 doesn't have a stable and well-organized plan of action for every HRM policy, especially when it comes to the development and motivation of the employees. Consequently, the hotel's management needs to make many changes in order to improve the overall performance. This phase of the advisory part consists of the separate tables with alternative solutions for every HRM policy. Moreover, every policy will be evaluated from different perspectives: impact on the management team of City Hotel 1905, impact on the employees' satisfaction, impact on the international employees' attraction and impact on the overall performance of City Hotel 1905. These four assessment parts look like the most appropriate in this specific case because they have a logical connection with a management question and help to evaluate the effectiveness of different alternative solutions and choose the best options for the client. Every alternative solution has its advantages and disadvantages and, therefore, will be checked by the assessment parts. Every alternative solution can score a maximum of 20 points and, therefore, every

assessment part can score a maximum of 5 points. The system of the evaluation process will be comprehensible and visible below.

| Recruitment process                               |   |
|---|---|
| Assessment parts                                  | Alternative Options   |
|   | <p>Alternative Option 1: Collaborative hiring is an innovative method, which allows a few employees from different departments to interview a potential candidate together with a manager (TalentLyft, 2018). The management can search for the employees by using the online job websites and afterwards, the candidate should be invited for only one interview with a few employees and a General Manager. First of all, the General Manager should interview the candidate, ask about his past experience, skills and future ambitions. Other employees will get a chance to communicate with the candidate and participate in the evaluation process of this person. (Total: 12)</p> <p>Alternative Option 2: The management can search for the employees by using online job websites or by asking the workers for their references. This approach can expand the search and let the management consider more people. The management invites all the potential candidates individually and assesses them within 2 interviews. The first interview will be conducted by the hotel's manager and will consist of the small introduction, written test, and a few open questions to check the candidate's knowledge, skills and creative approaches to the corporate problems. If the manager decides that this candidate is suitable for the hotel, he or she will invite them for the second interview with a General Manager. The final decision will be communicated after one week by a phone call. (Total: 17)</p> |
| Impact on the management team of City Hotel 1905  | <p>Alternative Option 1: The first option seems to be more innovative than a traditional recruitment process, but the managers of the conservative Russian culture can consider this option as a loss of their authority (3).</p> <p>Alternative Option 2: These options give more opportunities for the management to individually evaluate the candidates and come up with a final decision (5).</p>  |
| Impact on the employees' satisfaction             | <p>Alternative Option 1: Employees will feel that their opinions are valuable for the management team (5).</p> <p>Alternative Option 2: This option will not have a great impact on the employees' satisfaction level, because they don't need to experience the recruitment process anymore. (4).</p>  |
| Impact on the international employees' attraction | <p>Alternative Option 1: The impact can be different and the results depend on the background of the employee. Some people will like this innovative idea, other people may not like the idea of being evaluated by a big group of people (2).</p> <p>Alternative Option 2: Some people may not like a long period of the evaluation process and waiting time for the final decision, especially, if consider, that the recruitment process may be different in other countries (3).</p>  |
| Impact on the overall performance                 | <p>Alternative Option 1: A big number of the assessors may distract a General Manager and the candidate will not be properly evaluated. Eventually, the candidate's skills may not be suitable for the hotel and decrease the performance (2).</p>  |

|                    |  |
|--------------------|--|
| of City Hotel 1905 | Alternative Option 2: This idea will include more individual communication and the management has extra time to evaluate the candidates and choose the right people and it will positively affect the reputation of City Hotel 1905 in the future (5). |
|--------------------|--|

| Performance Management                            |   |
|---|---|
| Assessment parts                                  | Alternative Options   |
|   | <p>Alternative Option 1: Development of the mission, vision and shared values for City Hotel 1905 can be a good start for a new hotel because it will make the goals of the company clear for the employees and create a good corporate culture. General Manager should come up with a mission, vision and shared values and communicate these ideas to all the employees within their group meetings. Group meetings should happen once a month and include all the departments. Individual meetings should be conducted once in 2 months. All the meetings have to be planned in advance. (Total: 14 points)</p> <p>Alternative Option 2: Development of the mission, vision and shared values should be done by all the managers of the hotel. Individual and group meetings are always conducted according to the well-organized plan. Individual meetings happen once a month, while group meetings happen every Monday morning and include all the departments. (Total:20 points)</p> |
| impact on the management team of City Hotel 1905  | <p>Alternative Option 1: Management of the hotel intends to grow and expand in the future. The existence of the mission, vision and shared values can be a great contribution to this purpose. Proper hotel's objectives positively influence the organizational culture and motivate the employees. However, if there are more international employees, having group meetings only once a month will not be enough. Individual meetings should be conducted more often as well (3)</p> <p>Alternative Option 2: A good well-organized plan and participation of all three managers in the development of the shared values, mission and vision can be a good start for the hotel, which wants to grow and improve the reputation (5)</p>   |
| Impact on the employees' satisfaction             | <p>Alternative Option 1: Employees will gain a feeling of shared values and purposes, but the frequency of the individual meetings may not be good enough if they want to discuss something with a manager (3)</p> <p>Alternative Option 2: Well-organized individual meetings together with shared values, mission and vision provide the employees with a sense of significance. Monday group meetings provide the employees with an opportunity to ask questions and receive the last updates (5)</p>  |
| Impact on the international employees' attraction | Alternative Option 1 and 2: These options have approximately equal chances for the new international employees' attraction, because both options contain shared values, mission and vision and well-organized meetings, what shows that a company has a serious approach to the work culture and communication between the managers and employees (5 for both options)  |
| Impact on the overall performance                 | Alternative Option 1: It positively influences the overall performance of the hotel. However, the individual and group meetings frequency may not be good enough. The   |

|                           |   |
|---------------------------|---|
| <b>of City Hotel 1905</b> | <p>hotel management doesn't have a lot of opportunities to discuss a problem and fix it on time (3)</p> <p>Alternative Option 2: It looks like the most appropriate option for the small local hotel and well-organized plan together with the hotel's values will positively influence the performance and reputation of the company (5)</p> |
|---------------------------|---|

| <b>Employee Development Program</b>                         |  |
|---|--|
| <b>Assessment parts</b>                                     | <b>Alternative Options</b>   |
|   | <p>Alternative Option 1: Development of the employee training <b>programs</b> and future growth programs within the hotel. Part of the training <b>programs</b> will be conducted by one of the managers of City Hotel 1905. Part of the training <b>programs</b> will be conducted by the invited professionals from the outside. It can be professional barmen, hotel managers, and sommelier. <b>The frequency of the training programs will be always established by the General Manager</b> (Total: 18 points)</p> <p>Alternative Option 2: The hotel management hires two professional Human Resource Managers, who will be responsible for the process of planning and organization of these training <b>programs</b> and growth programs every two weeks. (Total: 18 points)</p> |
| <b>Impact on the management team of City Hotel 1905</b>     | <p>Alternative Option 1: This option sounds great, since it includes additional professionals, but can require extra costs. Moreover, the management needs to dedicate extra time to conduct the training <b>programs</b> (3)</p> <p>Alternative Option 2: The management wants to hire more international employees, improve the employee satisfaction and performance of the hotel. Therefore, <b>the</b> presence of the additional people helps them to meet the goals and keep the situation under control. Negative aspect-extra costs (4)</p>   |
| <b>Impact on the employees' satisfaction</b>                | <p>Alternative Option 1 and 2: In both cases, new development opportunities will definitely improve the satisfaction of the employees. However, the presence of the professionals contributes to the additional differentiation of the job and allows the employees to build new professional connections. Therefore, first option-(5) points. Second option- (4) points.</p>  |
| <b>Impact on the international employees' attraction</b>    | <p>Alternative Option 1 and 2: This assessment part has a similar situation with a previous one. Both options have <b>the</b> potential to attract new employees and convince them that they can grow as professionals. Both options receive (5) points.</p>   |
| <b>Impact on the overall performance of City Hotel 1905</b> | <p>Alternative Option 1: <b>The</b> first option contributes to the improvement of the employee professionalism, which, consequently, positively influences the overall performance of the hotel. Moreover, <b>the</b> hotel will start to build new professional connections and become a well-known place (5)</p> <p>Alternative Option 2: <b>The</b> second option has a similar potential to improve the overall performance. Lack of professional guests can be considered as a negative aspect.</p>  |

|  |  |
|--|--|
|  | However, new HR managers will help to permanently keep all the human assets of the hotel under control (5) |
|--|--|

| Compensation and benefit Program                 |   |
|--|---|
| Assessment parts                                 | Alternative Options   |
|  | <p>Alternative Option 1: The management should mainly concentrate on the tangible benefits and opportunities to grow. Firstly, tangible benefits will include additional monetary rewards for the employees with a great performance, percentage from the annual hotel's profit, special gift cards for the employees' birthdays or other important celebrations. Secondly, City Hotel 1905 can offer the employees unique opportunities to grow and promotion opportunities. (Total: 16 points)</p> <p>Alternative Option 2: The management can concentrate on the development of the team events, recognition programs and special competitions. These programs will also include some additional monetary rewards, but the main purpose will be to make the employees feel valued and differentiate their working time. This option will include a "Week of Gratitude", "Best employee recognition event", "Picnic Day", which will be paid by the hotel and many other interesting activities. Furthermore, the management should come up with a creative competition, where employees with the best results, positive comments from the customers or the highest sales percentage will gain valuable gifts or monetary rewards. (Total: 15 points)</p> |
| Impact on the management team of City Hotel 1905 | <p>Alternative Option 1: The management didn't mention that they currently have a purpose to promote the employees and there are not that many available places for the growth of the individual workers. Therefore, it doesn't meet the requirements of the managers. Financial support has a chance to motivate the employees and improve their satisfaction level (3)</p> <p>Alternative Option 2: A big number of team events with interesting gifts or small monetary rewards contribute to the management's goals. However, according to the words of the Operations Manager, they didn't think about the importance of the team events implementation (2)</p>  |
| Impact on the employees' satisfaction            | <p>Alternative Option 1: During the interviews, employees mentioned that they would like to have additional monetary rewards and opportunities to grow in the future. Therefore, it will positively influence them. However, currently, there are not that many places for the employees' promotion in the hotel and it can disappoint some of the candidates (3)</p> <p>Alternative Option 2: This option can motivate the employees as well. However, the respondents didn't mention that they were really enthusiastic about a big number of team events (3)</p>   |
| Impact on the international                      | Alternative Option 1 and 2: Both options can become a good motivation for the new international employees to choose City Hotel 1905, because these ideas show that hotel management cares about the comfortable working conditions of the employees. Both options receive (5) points.   |

|  |   |
|--|---|
| employees' attraction                                |   |
| Impact on the overall performance of City Hotel 1905 | Alternative Option 1 and 2: Both options have all the chances to enhance the motivation and loyalty of the working team and, consequently, make them work harder for the company. <b>The</b> motivated and happy working team deliver a better service to the customers and it increases the revenue of the hotel and its overall performance. Both options receive (5) points. |

| Employee Duty of Security                                   |   |
|---|---|
| Assessment parts  | Alternative Options   |
|   | Alternative Option 1: City Hotel 1905 management should hire a Risk Manager, who will be responsible for the security training <b>programs</b> of the employees, customers' private information safety and special training <b>programs</b> for the available security guards. City Hotel 1905 has a small number of employees and, therefore, <b>the</b> Risk Manager will be responsible for the safety and security control of all the departments. (Total: 18 points)<br>Alternative Option 2: Management of the hotel should hire more security guards to place them on every floor. The management should create new rules and regulations, which correctly explain how the employees have to perform the tasks and behave in case of emergency situations. A set of rules and regulations must be hung in every room. (Total: 20 points) |
| <b>impact on the management team of City Hotel 1905</b>     | Alternative Options 1 and 2: Managers of the hotel didn't mention anything about the new security guards and Risk Manager, but they are willing to hire new international professionals. Therefore, these two alternatives can be a good start and increase <b>the</b> safety level of the hotel (5)  |
| <b>Impact on the employees' satisfaction</b>                | Alternative Option 1: It is a good option and additional training <b>programs</b> can improve <b>the</b> satisfaction level of the workers. However, <b>a</b> new Risk Manager can start to implement significant changes. Employees are not always ready <b>for</b> the great changes in the work system (3)<br>Alternative Option 2: It can increase the employees' satisfaction because they will feel higher protection level and training <b>programs</b> will give them a chance to grow as professionals (5)   |
| <b>Impact on the international employees' attraction</b>    | Alternative Options 1 and 2: All the potential candidates want their working place to have a safe and comfortable atmosphere, especially if they just moved from other countries. Therefore, <b>the</b> presence of a good working system and specially trained people can become a good reason for them to choose this hotel (5)   |
| <b>Impact on the overall performance of City Hotel 1905</b> | Alternative Option 1 and 2: Both options have approximately equal impact on the overall performance of the hotel because both options increase safety level and reputation of the company (5)   |

## 5.2 Final Advice

During the theoretical framework, it has been proven that nowadays HRM is a complex, but necessary system for all the organizations, especially for the hospitality industry, where people permanently communicate with each other. **There are 5 important HR policies, which have been chosen from the literature review.** According to the respondents, a hotel, which exists less than a year, has already been able to implement some HRM practices, provide employees with some benefits and special discounts and create a friendly atmosphere in a company. However, there are still no well-organized HRM practices and a room for growth and improvements. Therefore, this part presents and describes the best HRM ideas, which have been chosen from the alternative options. Furthermore, these final HRM policies sometimes can be a combination of different alternative options. Final Human Resource Management policies have been chosen to achieve the hotel's goals: increase **the** satisfaction of the employees in City Hotel 1905, attract new international workers and improve the overall performance of the hotel. Effective HRM policies will raise the chances of the company to start a profitable partnership with one of the international hotel brands in **the** future.

*Recruitment process policy.* The management should implement a special recruitment procedure, which will be similar for all the candidates. During the interviews, it has been noticed that most of the employees were familiar with a General Manager and therefore, the manager simply invited them for one short conversation. After the conversation, they could start to work. The rest of the employees were found via **the** Headhunter. The management is advised to implement a recruitment process, which includes two stages–two interviews with the managers. It is possible that the management can search for the candidates via official job websites or just ask their employees to suggest an appropriate person. The most difficult part is to select the best people with the right skills. It has been proven during the theoretical framework that the difficult part of this process is to choose **the** right person among a big number of professionals (Bacon & Hoque, 2015). Therefore, the recruitment process should consist of two interviews: one interview with a hotel's manager, who should check the main skills of the candidate and another one– with a General Manager.

*Performance Management.* During the interviews, the respondents mentioned many times that they don't have individual conversations with their managers. Furthermore, group meetings happen only, when there are certain conflicts or problems in the hotel. Results of the theoretical framework showed that the basic steps of the performance management include planning, development and review stages (CHS Alliance & Bhagat, 2015). The management is advised to develop a simple, but very effective system for all the employees. First of all, the management should develop a set of mission, vision and shared values. Secondly, the hotel should have a well-organized plan for group and individual meetings.

*Employee Development program.* Currently, City Hotel 1905 doesn't have a lot of employees and during the interviews, it has been found that there are no trainings in the hotel. However, Operations **S** Manager mentioned that they plan to implement some development programs in a future. Therefore, the management should start to conduct most of the training **programs** by themselves in a hotel once a month. This method sounds cheaper and easier for the developing hotel. Furthermore, other professionals can be invited to the hotel in order to share their knowledge. Finally, the management combines two different training methods. Further information can be found in the PDCA cycle.



*Compensation and Benefits Program.* Interview results showed that there are no team events in the hotel. However, the respondents also mentioned that they don't really see the reasons for the team events implementation, because they spend a lot of time together. Some respondents emphasized that it could be good to have extra financial benefits. Results of the theoretical framework also proved that payment and additional benefits are the main reasons for the employees to work in the organization and it directly and greatly influences the satisfaction level of the employees (Ray & Ray). Therefore, the management of the hotel is advised to conduct "Employee Recognition event" and "Employee Celebration Week". During the "Employee Recognition event" employees should achieve great results and perform one or more tasks better than their colleagues. Best employees will be granted with the special gifts or monetary rewards. The idea of "Employee Celebration week" is to encourage every employee for their service by giving out small gifts every day of the week. These team events not only increase the satisfaction level of the employees but also have a potential to improve the service because everyone will be enthusiastic to win the competition.

*Employee Duty of Security.* The main problem, which has been recognized during the interviews– lack of the professional security guards. According to CHS Alliance and Bhagat (2015), safe working environment has many benefits both for the organization and for the employees' satisfaction like reduction of the employees' absenteeism, phycological problems, and improvement of the organization's reputation. The management should increase a number of security guards. It could be nice to mention in a new Employee Duty of Security policy that **there should be** always two available security guards on the fourth floor–close to the reception and two security guards on the ground floor–close to the entrance. All the security guards have to participate in the special training **programs** regarding Safety and Security procedures. Furthermore, all the employees should be trained how to deal with a personal confidential information of the customers, where to save it and how to get rid of it. Moreover, Kitchen Safety rules should be hung in the kitchen and be clear for every kitchen worker.

### 5.3 PDCA Cycle for the final advice

PDCA cycle is a number of actions, which contribute to the continuous learning and development of the companies. It helps to evaluate the effectiveness of a certain policy or procedure and adjust it on time. PDCA cycle helps management to learn and constantly improve the productivity of the company (Patel & Deshpande, 2017). Therefore, **the** PDCA cycle is an appropriate tool for the evaluation of new HRM policies implementations.

#### 5.3.1 Recruitment process

|                     |   |
|---------------------|---|
| Responsible People  | Operations Manager conducts the first interview.<br>General Manager creates the written requirements and conducts the second interview.   |
| Suggested deadlines | Creation of the written requirements and online surveys: 15.07.19<br>New employee search: 01.08.19<br>First Interview: 11.08.19 (if a candidate is found)<br>Second Interview: 18.08.19<br>Final Decision: 25.08.19 |

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| Plan  | Creation of the Interview guide with the written requirements. The interviews last 50–70 minutes. Interview guide includes questions about past experience, personal qualities, ability to solve the problems and deal with the customer's complaints, and stress resistance. Furthermore, there should be a written test with 10 open questions (Appendix 9). General Manager and department managers should also create a short online survey, where the employees of the hotel should be asked about their opinions regarding the new HRM policies (5 policies).   |
| Do    | Potential candidates should be invited for the first interview by the Operations Manager via the phone call. Operations Manager conducts a small talk with the candidate, makes them feel comfortable and starts to ask questions according to the interview guide. Afterwards, the candidate should be kindly asked to answer 10 written questions. After the evaluation of the results, the Operations Manager decides if the candidate can be invited for the second interview. This process takes one week. If the candidate is suitable, he or she should be invited for the second interview with the General Manager via phone call to discuss the working conditions and final decision. After one more week, the candidate should be contacted to receive a final answer. The whole process takes two weeks. |
| Check | When: the first check after 4 months (01.12.19)<br>Critical Success: an increase in employees' satisfaction and employees' loyalty, an increase in customers' satisfaction, a higher number of international employees. Key performance indicators can be: an increase in the number of customers' positive reviews by 25%, a decrease in employees' turnover by 15%, a decrease in employees' complaints by 15%, an increase in the number of the international employees by 5% within 4 months. The employee satisfaction level can be checked via online surveys.  |
| Act   | If the results are positive, the strategy should be included in the list of HRM policies.   |

### 5.3.2 Performance Management

|                     |  |
|---------------------|--|
| Responsible People  | General Manager, Housekeeping Manager, and Operations Manager  |
| Suggested deadlines | Group meeting for the mission, vision and shared values discussion: 2.08.19<br>Development of the final ideas: 9.08.19<br>Implementation of the vision, mission and shared values: 16.08.19<br>Group meetings: Every Monday (morning time)<br>Individual meetings: once a month with every employee (dates can be different and depend on the preferences of every employee)   |
| Plan                | The management team should create a meeting for all the employees in order to discuss possible ideas for the mission, vision and shared values. The best ideas of the employees will be chosen by the General Manager and Operations Manager. The management team should create a written schedule for the individual and group meetings and creates the agenda, which includes the themes and news, which will be discussed during the meetings. The themes for the agenda of the group meetings will |

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|       | depend on the events of the hotel. Agenda should always include a list of the important guests of the week, characteristics and preferences of the regular guests, information about the events, which happen close to the hotel, hotel performance results from the previous week (occupancy rate, guests' complaints and achievements of the employees). Agenda for the individual meetings includes discussion of the performance, advantages, disadvantages, and ambitions of the employees, feedback of the manager and extra time for the discussion of the employee's questions and concerns.   |
| Do    | <p>Final vision, mission and shared values should be added to the official website of City Hotel 1905 within one week to make it visible for the stakeholders. Afterwards, a General Manager should order the hotel brochures with the main information of the hotel and its mission, vision, and values (50 hotel brochures could be enough for the first month).</p> <p>The group meeting should be conducted with all the employees every Monday morning. These meetings should last 30 minutes and must be conducted by one of the department managers. The department manager should prepare the agenda in advance. The individual meetings with every employee happen once a month and should last one hour. Every manager is in charge of the individual meetings for the employees of their department. The employee should be informed about the upcoming individual meeting a few days beforehand.</p> |
| Check | <p>When: the first check after 4 months (2.12.19)</p> <p>Critical Success Factors and Key performance indicators must help to evaluate the results of a new performance management system. Critical Success Factors may include: an increase in employee's satisfaction and customer's satisfaction, positive changes in employee's performance. Key performance indicators can be: increase in positive customer reviews by 25%, an increase in employee satisfaction by 15%, an increase in the occupancy rates by 30%. The employees' satisfaction level can be checked via online surveys.</p>   |
| Act   | After the evaluation period, the management of City Hotel 1905 should evaluate the results according to the CSF and KPI. If results are positive, the management can implement the idea.   |

### 5.3.3 Employee Development program

|                     |   |
|---------------------|---|
| Responsible People  | General Manager, Operations Manager, Housekeeping Manager and professionals from other companies.   |
| Suggested deadlines | <p>First training by the manager of City Hotel 1905: 01.09.19</p> <p>First training by the invited professional: 01.12.19</p>   |
| Plan                | General Manager should have a written plan for the training programs. This plan should include Safety and Security, International Ethics, Complaints Handling, Food and Beverage Fresh Ideas, Housekeeping rules and Standards training programs. Training programs, which are conducted by the management team of City Hotel 1905, |

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|       | should have an agenda, which includes time, place and plan of action. All these programs should last for a maximum of two hours and should be conducted in the available meeting rooms. Training always should contain theoretical and practical parts. First of all the manager describes a theory and then let the employees participate in the activities. Other professionals should be contacted by the General Manager 2 weeks in advance and invited to the hotel. General Manager also needs to discuss the costs of the training or lecture. In this case, the plan of action should be created by the professional.  |
| Do    | If the training programs are conducted by the managers of City Hotel 1905, a responsible person should inform the employees about the activity and reserve a meeting room one week in advance. The manager should follow the agenda. Digital Presentation can be used for the theoretical part and printed out documents can be used for the practical part. The manager should not forget about the communication skills and interact with the employees to enhance their attention and interest. Professionals from other companies can be invited once every three months and they create the agenda by themselves. However, the room and extra facilities still have to be reserved by the management team of City Hotel 1905. |
| Check | When: Improvement of the performance can be visible after 4 months (5.01.19)<br>The managers can observe the employees' performance and directly ask their opinions about these training programs during the individual meetings.  |
| Act   | If the employee's performance improves and they enjoy the structure of the training programs, the management should implement the policy.  |

#### 5.3.4 Compensation and Benefits Program

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|---------------------|---|
| Responsible People  | General Manager, Operations Manager and Housekeeping Manager  |
| Suggested deadlines | Employee Celebration Week: 16.09.19<br>Employee Recognition Event: 30.09.19   |
| Plan                | The whole management team should prepare everything for the "Employee Recognition event" and "Employee Celebration Week". Operations Manager is responsible for the "Employee Recognition event". The manager should prepare the rewards and the evaluation document before the event starts. Evaluation document contains the name of the employees and extra space, where the manager separately mentions the achievements of every individual. Achievements include extra rooms selling, positive recommendations from the hotel's guests and other activities. Housekeeping Manager is in charge of "Employee Celebration Week". The Manager should also prepare all the small gifts in advance and keep them in the hotel. |
| Do                  | "Employee Recognition event": Operations Manager writes down the results of every individual within one week. After one week the results should be calculated and a person who has the biggest number of achievements will get a monetary reward. The other two people can get small gifts or discount cards.   |

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|       | “Employee Celebration Week”: Housekeeping Manager should approach every employee within a week, present a small gift and thank the employee.  |
| Check | When: after 4 months (30.01.19)<br>This policy can be checked simply through the communication. The management should ask the employees about their experience regarding both events during the group meetings. Employees should have a chance to share their opinions and ideas for improvement, if necessary. |
| Act   | If the employees are satisfied with these events, the management should implement the policy.   |

### 5.3.5 Employee Duty of Security

|                    |  |
|--------------------|--|
| Responsible People | General Manager, Operations Manager and Housekeeping Manager   |
| Suggested deadline | Security guards search: 01.08.19 (recruitment process)<br>Creation of the written rules: 15.08.19<br>Implementation and communication of the rules: 26.08.19   |
| Plan               | The management team should create “Confidential Information ” and “Kitchen Safety” rules and develop a written document. The management team should consider to hire a few more security guards and train them.  |
| Do                 | The management team should separately print out “Confidential Information ” and “Kitchen Safety” rules. “Confidential Information” rules should be hung at the reception and “Kitchen Safety” rules should be hung at the kitchen, restaurant and bar. These rules should be explained during one of the group meetings. New security guards should be hired according to the recruitment policy.  |
| Check              | The management can check all the security guards by creating fake alarms and evaluate the preparedness of the working team for these situations. Fake alarms can be conducted one time in six months within the first year of new policy implementation and one time in a year within the subsequent years. The kitchen staff can be occasionally approached by the managers and asked a few questions. Moreover, the ability of the employees to deal with the guests’ confidential information can be evaluated by the documentation check and should be done by one of the managers once a month. |
| Act                | After half a year, managers can check the effectiveness of the security system. If the general results are positive, hotel management can keep this policy.  |

## 5.4 Financial part

Finally, it is important to discuss a financial part of the advice in order to understand if the suggested recommendations **bring** any revenue or other financial benefits. The main purposes of Human Resource management policies are to increase the employee satisfaction level and attract more international employees to the hotel. Therefore, it doesn't directly affect the revenue of the hotel. However, HRM policies create intangible benefits in terms of **hard-working** and happy working team of City Hotel 1905. These intangible benefits will lead to the improvement of the overall performance of the hotel and higher occupancy rates in **the** future. The approximate costs still should be calculated and include aspects such as training costs, rewards and events organization costs.

Average currency exchange: 1 EUR = 72,15 Russian Rubles

| Name of the activity             | Explanation and/or calculation of the possible costs  | Annual Costs |
|----------------------------------|---|--------------|
| Recruitment process              | Generally, <b>the</b> recruitment process doesn't always require direct costs. It depends on the employee finding methods. If the management decides to ask a working team for the references and available people, they won't incur direct costs. However, if the management decides to place an advertisement on the official Russian website–HeadHunter, they will need to pay 3000 rubles for a standard subscription (41,58 EUR) for 30 days of website usage (HeadHunter, 2019). Therefore, if the management uses the website 2 times a year, it will cost:<br>3000 rubles x2=6000 rubles (83,16 EUR)  | 83,16 EUR    |
| Training or development programs | Part of the training <b>programs</b> can be conducted by the management team because it is a cheaper option for the small developing hotel. However, they can invite professionals from special organizations one time in three months. It is difficult to calculate the exact costs for the training <b>programs</b> and seminars with the professionals. Prices for the outside professional training <b>programs</b> always have to be discussed <b>individually</b> with the professionals. There are a few websites with proper training <b>programs</b> specifically for the hospitality industry: ACITER, Big Tree and QA Hotel Service. However, they don't make their prices public. |              |

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| <b>Employee Recognition Event and Employee Celebration Week.</b> | <p>Employee Recognition Event includes both monetary rewards or small gifts. The event will be conducted one time in two months and there will be three winners (one person will get a monetary reward and two people will get small gifts).</p> <p>1) A monetary reward can cost 20000 (277,3 EUR) per person. This event should happen 6 times in a year. Therefore:<br/> 20.000 rubles x 1 (person) x 6 (times) =120000 rubles (1.663,3 EUR) annual cost</p> <p>2) Gifts will cost 2000 rubles (27,72 EUR) per person. There will be two people who can claim second place. Therefore:<br/> 2000 rubles x 2 (people) x 6 (times) =24000 rubles (332,65 EUR) annual cost</p> <p>Total: 120000 rubles + 24000 rubles =144000 rubles (1995,842 EUR)</p> <p>Employee Celebration Week requires 7 days. Every gift will cost approximately 200 rubles (2,73 EUR). There are 17 people in a hotel including 3 managers. Therefore:<br/> 200 rubles x 7 (days) x 17 (people)=23800 rubles (329,87 EUR)</p> | 1995,842<br>EUR<br>+329,87<br>=2325,<br>71 EUR |
| <b>Total annual costs</b>  |  | 4404.72<br>EUR                                 |

Approximate total annual costs for the new HRM system are 4404.72 euros, but a proper HRM program will decrease employee turnover and improve the satisfaction level of the employees and customers of the hotel. Therefore, a new HRM system requires extra investments but will bring extra profit in the future. Besides these calculations, there will be extra costs for the employees' development programs, but these costs cannot be calculated in advance, because it depends on the requirements of the professionals. The management can save some money if they conduct part of the training programs by themselves. Training programs costs include 3 aspects: training equipment, loss of productivity (employees are still paid for the period of training) and payment for the outside professionals (Patriot Software Company, 2017). In order to calculate the training costs per employee, the management can use a formula: Per employee training expenses=Total training expenses/Number of new workers (Patriot Software Company, 2017).

## Chapter 6. Afterword

Generally, I really enjoyed writing this project. Despite the fact that this work requires a lot of time, knowledge and skills in conducting the research, I believe that it will help me in my future possible education and professional career.

When it comes to the **value** of my thesis for the hospitality industry, I believe that it can contribute to the improvements **in** the hospitality service and Human Resource Management knowledge in small Russian hotels. **This thesis project can be useful for future researchers, who will decide to improve the working conditions in the small local hotels of Russia. As has been mentioned in the introduction part, the hospitality industry of Russia is continuing to develop and grow. However, the management of local and international hotels in Russia doesn't pay attention to the improvement of the working conditions and encouragement ideas for the employees. The theoretical framework, research results and final advice of this project can inspire other researchers to explore the problem of the Russian hospitality industry and use the HRM policies of other international hotel brands.** Most of the companies of the hospitality industry in Western Europe are aware of the importance of human assets. During my internship in the European hotel, I noticed that hotel management really pays a lot of attention to Human Resource Management. I was able to observe a variety of events and special programs, annual employee surveys, participated in different training **programs**, learned their mission, vision and shared values, learned how to deal with the complaints and international employees. In my opinion, Human Resource Management is extremely important for the companies, who intend to achieve great professional results, build professional networks, reduce employee turnover, grow and develop. However, according to the reliable internet information, qualitative research and my own observations, Russian hotels know about the HRM system, **but don't want to apply it.** Therefore, many **people** in Russia don't see a lot of opportunities to grow and earn money in this industry. Nowadays, **the** hospitality industry is continuing to grow and offer job places for talented people, but Russian people don't consider to stay in this industry for a long period of time. **After the implementation of the new HRM practices, City Hotel 1905 can ensure Russian society, that working in the companies of the hospitality industry can bring a lot of financial benefits and opportunities. The more people become aware of the poor hospitality services of Russian local hotels, the faster the management starts to improve the situation. If the Russian younger generation understands that hospitality is a beneficial and profitable industry, more people will be interested in learning it in the universities and improve this industry in the developing countries.** Consequently, implementation of the Human Resource Management policies in City Hotel 1905 is **the** first important step towards **the** bigger changes in the local hotels of Russia. I believe that with the proper HRM policies implementation, City Hotel 1905 can achieve their own goals and keep all the employees satisfied, **become a good example for other developing companies of the hospitality industry in Russia, inspire a younger generation and help future researchers of the hospitality industry in Russia to improve the situation.**

The entire thesis period took approximately 5 months. The first step was to prepare the report for the Thesis Proposal Defense exam. After the exam, thanks to my examiners—Ekaterina Pushkarshaya and Erik Pakkert, I received detailed feedback, which greatly helped me to improve the overall concept of the report, broaden and adjust my theoretical framework and make the project more future-oriented. Furthermore, Rienk van Marle, a research teacher, provided me with **an** additional explanation and



recommendations for my qualitative research part. I believe that all the recommendations and feedback from the lecturers significantly contributed to the quality improvement of my thesis.

Generally, I believe that I have been working according to a well-organized plan of action since I never had problems with time management. Besides the thesis project, I had a part-time job and worked two times a week. Therefore, it was important for me to decide in advance how much time I needed to spend daily on my report in order to prepare everything prior to the deadline. I was working on my project 5–6 days a week and knew the approximate dates when I needed to start with the next chapter. Furthermore, I contacted my client for additional information through the WhatsApp messages or video calls. In my opinion, my discipline helped me to write the report in a peaceful and calm way without any rush and stressful situations. However, I was not able to foresee a number of days, which were needed for the interviews. Consequently, I spent two weeks more than I expected on the research part and needed to work harder to catch up. I think that the most difficult for me was to organize the dates for the interviews because the respondents couldn't find spare time during the working weeks, while I was busy with my part-time job on the weekends. Furthermore, not all the people were able to participate in the interviews and it was important to retrieve all the valuable information from the available number of interviews. Moreover, I spent a few extra days to come up with proper advice, which can be really helpful and effective for the improvements and future goals of City Hotel 1905 and will not be too complicated and cost-consuming to implement. It is also important to consider that great changes in a company don't always contribute to employee satisfaction and can create extra conflicts and misunderstandings in a hotel. I am sure that lectures' feedback, additional information and semester guide of Saxion University, conversations with the client and information from the reliable internet sources were effective tools, which helped to write my thesis and played a substantial role in quality of the report.

If I could repeat my thesis project, I would work according to the same well-organized plan of action, because it helps me to finish on time. However, I would be more attentive to the small details like the font of the text, margins, line spacing and general structure of the report. Finally, I needed to delete and correct a lot of information, because it didn't suit the rules and guidelines. I also would allocate more time for the interviews and analyzing part, because I already know the approximate amount of time these parts require.

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## Appendix 1: AAOCC Criteria

### Article 1:

Search engine: Google

Search term: Performance Management

Article: Performance Management that makes a difference: An evidence-based approach

<https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Performance%20Management.pdf>

**Authority:** Authors of this presentation are Alonso, Dorsey, Mueller-Hanson, Dixit, Long and Murphy. There are many authors, but it is really difficult to find a lot of information about them in the internet. It is written in the presentation itself that Alexander Alonso is a Senior Vice President of the Knowledge Development and Certification and have a huge experience in HRM department. David Dorsey is a human capital consult, who works in this industry for more than 20 years. Dorsey is a professional from the U.S.A. and participated in the variety of the HRM researches. Rose-Muller Hanson also has an experience of 20 years and she is really interested in the development of new innovative Performance Management approaches. Other individuals checked and contributed to the article. Therefore, it is fair to say that all of them have a right to suggest a new system for the improvement of the performance management.

**Accuracy:** The presentation describes all the aspects of the Performance management. It is well-structured and describes all the advantages, disadvantages and potential issues of this HRM policy. The presentation describes how to better develop, implement and check a new Performance management system. The information is extremely accurate and can be easily used by any researcher.

**Objectivity:** The purpose of this article is to introduce the visitors to the Performance management approach. The authors wanted to explain the importance of the Performance management in the organizations and show how to better and effectively implement it. This presentation also shows difficult parts and dangerous steps, which can be taken by the people, who have never worked with a Performance management before.

**Currency:** The article has been developed and officially posted in 2017 and it is just about two years ago. Therefore, this article is still actual and can be used for the Human Resource Management innovative ideas. All the information is useful and helpful for the research.

**Coverage:** This presentation contains a cover page, table of content, information about some authors and professionals, who contributed to the work, case studies, conclusions, summary and references. Therefore, this presentation can be used as a professional tool.

## Article 2:

Search engine: Google

Search term: HR policies

Article: Define HR policy

<https://work.chron.com/define-hr-policy-22825.html>

**Authority:** The author of this article is Dr. Kelly S. Meier. It is difficult to find a lot of online articles, which are written by this author and her personal contact information. However, she received her Educational Leadership doctorate in Minnesota State Mankato. Dr. Kelly Meier participated in the creation of 12 books and often consults people in the organizations of higher education. She has been working in the education organizations for approximately 30 years. She also developed business papers and books like Talico, Inc and Kinect Education Group. It gives her an authority to define the HR policies.

**Accuracy:** The article gives a concise and clear definition of HR policy. It doesn't present a detailed information, but defines the most relevant HR policies with the examples. Therefore, this information can be considered as an accurate.

**Objectivity:** The purpose of this page is to make people understand a general concept of the HR policies and their importance for the organizations. The information is written in a professional and understandable style.

**Currency:** The article has been published in 2018 and therefore it contains relevant and current information, which still can be useful for the researchers.

**Coverage:** The article includes a title, author, publication year and the information itself. The information describes the most important aspects of the Human Resource policies with all the examples. There is an information about the author and a small list of references at the end of the article.

## Article 3:

Search engine: Google

Search term: Human Resources

Article: HR Manual: A manual for Managing Human Resources

<https://www.chsalliance.org/files/files/Resources/Tools-and-guidance/CHS-Alliance-Human-Resources-Manual-final.pdf>

**Authority:** The authors of this article are CHS Alliance and Radhika Bhagat. CHS Alliance is one of the biggest networks, which intends to improve the system of human rights and work development by creating a set of standard and effective procedures. Its mission is to provide people, who are

vulnerable to the wrong attitude, with a respect, dignity and comfortable conditions. Therefore, this community has enough rights and experience to describe the HRM and its policies. When it comes to the second author, it is difficult to find a lot of information about Radhika Bhagat. She is a part of Stabilization and Recovery network team and has a position of Founding Director. Therefore, she can be considered as a professional author. However, there is no further information about this person.

Accuracy: The presentation gives a detailed information regarding the most relevant HR policies with the examples, tables and additional examples. Every HR policy is clearly described. Therefore, this presentation is accurate and provides the researcher with the most important facts and figures.

Objectivity: The purpose of this presentation is to show the importance of the HRM and its policies, provide people with proper guidelines and explain how to better implement a new HR system.

Currency: Presentation has been published in 2015. Despite the fact that it was about four years ago, this information still can be relevant, because Human Resource Management has basic rules and procedures, which should be always presented both in old and innovative HRM systems.

Coverage: The presentation includes a front page, table of content, authors and appendices. Therefore, it is easy to search for the specific information. However, there is no additional references, which could be added to the report.

#### Article 4:

Search engine: Google

Search term: Recruitment process

Article: Best Practices and Emerging Trends in Recruitment and Selection

<https://www.omicsonline.org/open-access/best-practices-and-emerging-trends-in-recruitment-and-selection-2169-026X-1000173.pdf>

Authority: Chungyalpa and Karishma are the authors of this article. There is almost no online information about these authors. Therefore, it is difficult to evaluate their experience and professionalism. However, they contributed to the creation of different papers like Business Portfolio Parts revised document. Generally, it is visible that they mainly describe only recruitment processes. Therefore, it is difficult to analyze their experience and knowledge.

Accuracy: The article gives a really precise explanation and description of the recruitment process. It includes introduction, definition, best practices and tables, which can be used by managers as examples for the future selection process. The article is accurate and doesn't contain any extra and irrelevant information.

Objectivity: The goal of this document is to suggest a way of the recruitment process in order to make it more effective and useful. It gives the organization tips and ideas regarding the best selection ways in order to have the best human assets.



Currency: The article has been published in 2016 and still can be considered as a current and helpful tool. Obviously, there are a lot of things, which could happen within 3 years, but the main ideas, best practices and principles still can be used and applied by the professionals.

Coverage: The document contains a general information about the dates and authors. Abstract briefly explains the main purpose of the report. The document ends with a short conclusion and a list of references. The document missed a cover page and table of content, but it is still easy to use it and search for the relevant information.

#### Article 5:

Search engine: Google

Search term: City Hotel 1905

Article: City Hotel 1905, About City Hotel 1905

<https://cityhotel1905.com>

Authority: This is no author, which can be found on the official webpage. However, all the information of this webpage has been described by the hotel's management team. Therefore, it is fair to state that all the managers of City Hotel 1905 are professional people and have the rights to describe their own services and facilities. All the managers of the hotel have an education and experience in the hospitality industry.

Accuracy: The webpage presents all the details and facts about the hotel, describes all the services and additional packages. Every visitor can easily find a contact information, maps, addresses and telephone numbers of the hotel working team. The information is accurate enough and presented in different colors and styles.

Objectivity: The goal of the official hotel website is to give a good introduction to the hotel, its offers and services, guide all the potential visitors and convince them to choose this place to stay. The customers can choose the dates and book the rooms online. Therefore, this website has been created for the attraction of the customers and for their convenience.

Currency: The website is constantly updated by the management team and the last updates and changes happened in 2019. Basically, hotel websites can be adjusted even every day, so that the customers and all the stakeholders can easily find the best deals and current changes in the hotel. The website of City Hotel 1905 is not an exception.

Coverage: The website is well-structured. All the information is divided into small parts, so that everyone can easily find what they want. The website includes a menu, telephone numbers, contact information and a variety of pictures. However, the information is available only in Russian language, what can be a problem for the foreign guests.

#### Article 6:

Search engine: Google

Search term: Human Resource Management and Organization performance

Article: The Relationship Between Human Resource Management and Organizational Performance

<https://www.redalyc.org/pdf/1230/123045332005.pdf>

Authority: Renata Peregrino de Brito and Lucia Barbosa de Oliveira are two authors of this article. Renata Peregrino de Brito deals with a business strategy and sustainability. She already became a professional researcher, worked in Sao Paulo and studied in Rotterdam School of Management. Currently this woman lives in Switzerland and continues to develop new projects. She is an international researcher and it gives her an authority to discuss the HRM practices and business issues. Lucia Barbosa de Oliveira works in a Brazilian university– Escola Brasileira de Administracao Publica e de Empresas as a professional lecturer. There is not that many information about her past experience, but there are, at least 7 articles, which can be found online. Most of them are about the outsourced employees, organizational and leadership career and performance of the organization. Therefore, she also has all the rights to share her knowledge, which can be used for the research.

Accuracy: The information is accurate enough and divided into the smaller parts in order to let the readers easily find what they are interested in. Some information is presented in the tables. There are no extra and irrelevant facts, therefore it is convenient to read the papers and choose the most important parts for the report.

Objectivity: The purpose of the report is to explain how greatly the Human Resource Management can influence the overall performance of the companies. First of all, the article separately describes HRM policies and performance of the organization and finally create a logical connection between these concepts. The analysis showed that there is a positive interrelation between the concepts, but there are not that many people, who pay attention to this fact or try to prove the connection. Therefore, the reason of this article is also to convince people to properly study relationships between the HRM and performance of the companies.

Currency: The article has been published in 2016, so that it still has a lot of fresh and relevant information for the current research and can be used for the argumentation.

Coverage: The article contains all the authors, who contributed to this work, abstract, introduction, main information, research methods and results, final considerations and references. Therefore, this document is made in a proper and professional way.

#### Article 7:

Search engine: Google

Search term: Human Resource Management and small hotel's performance

Article: The Role of Human Resource in the Success of Small Hotels

Authority: The author of this paper is Mustapic Dragan. It is difficult to find any information about the author, therefore, the researcher cannot state that this person has enough experience in the Human Resource Management or business industry. However, it is possible to find his email and contact him, if necessary.

Accuracy: The article is written in a little bit inconvenient format and every paper is divided into two smaller parts, so that it is difficult to read and find a right direction. However, the article contains only relevant information, which consists of the literature review, research methods and results. The theme is described in the professional way and can be called accurate.

Objectivity: The main idea of the article is to prove by using the research results that small hotels also have to take care about their HRM procedures, because it affects the success and reputation of these organizations.

Currency: The document has been published in 2017 and all the information is still useful and helpful for the researcher.

Coverage: The article contains a general information about the theme, introduction, literature review, research methods, results, conclusion and references. Therefore, the document is professional and precise enough.

#### Article 8:

Search engine: Google

Search term: Validity and reliability of the qualitative research

Article: Validity and Reliability in Social Science Research

<https://www3.nd.edu/~ggoertz/sgameth/Drost2011.pdf>

Authority: Ellean A. Drost works as an Associate Professor of Management in a State University of California. She is an experienced person in Business and Economics and wrote more than 100 articles, cases and book chapters, which are related to the business strategy, economics and management of the organization. She also has a doctorate degree from the International Business and Management University in Florida. Therefore, it is fair to say that she is a great professional and her information can be used.

Accuracy: The article is accurate enough, because the author separately describes validity and reliability, gives a clear definition of both aspects, explains how to better check the validity and reliability and how to improve the research results. All the information is supported by the facts from the additional authors and all the authors are mentioned.

Objectivity The purpose of the article is to give the definitions of the validity and reliability and teach the visitors to properly evaluate the research processes and results.

Currency: There is no information about the years of article publication, therefore, it is impossible to analyze the relevance and currency of the article.

Coverage: The document contains an introduction, main information, and conclusion. Moreover, this information is supported by the tables and references. All the authors are mentioned. This paper can be considered as a professional article. The only thing, which is missed is a date of publication.

#### Article 9:

Search engine: Google

Search term: Hospitality industry issues in Russia

Article: The Russian Hotel Market: Condition and Development Under the Crisis

<https://pdfs.semanticscholar.org/79c0/e8233708d0a5f01f555ebfe06194634d9466.pdf>

Authority: The authors of this article are Dzhandzhugazova E.A., Zaitseva N.A., Larionova A.A., and Pervunin S.N.. There is not that many information about all the authors. However, some information is available in Russian language. For example, Elena Dzhandzhugazova is a candidate of economic sciences and works as a Tourism and Hotel Business professor in the university. She is a chief editor of the scientific journals and her overall experience is equal to 32 years. The information about other authors cannot be found online, but all of them are lecturers in the Russian universities, according to the article information. **Moreover**, there are more articles, which have been published by this group of authors. Therefore, it is fair to say that this document has been created by the professionals.

Accuracy: The paper is written according to the research rules and all the steps are well-explained. All the information is relevant and explains the positive and negative aspects of Russian hospitality industry. The facts are supported by the literature review and clear for the audience.

Objectivity: The purpose of the article is to evaluate conditions of the hospitality industry in Russia and show why this industry is not that popular among the young professionals in this country.

Currency: The paper has been released in 2015. The article still contains a current trends and important topics and can be relevant for the research. However, there are many additional changes and critical factors could happen within the last 4 years. It is a disadvantage of the article.

Coverage: The document is developed in a professional way and includes introduction, literature review, research methods results and conclusion. All the references, which have been used, are mentioned at the end of the report.

#### Article 10:

Search engine: Google

Search term: Recruitment and Selection policy

Article: The Impact of Recruitment and Selection criteria on organizational performance

<https://www.eajournals.org/wp-content/uploads/The-Impact-of-Recruitment-and-Selection-Criteria-on-Organizational-Performance.pdf>

**Authority:** The article has been made by three authors: Ekwoaba, Ikeije and Ufoma. There is not that many information about Joy Ekwoaba, but this author has more written papers, which are available online. She wrote about organizational culture, women participation in Nigerian Trade Union Movement, labor policies and etc. Ugochukwu Ikeije is a second author, who is a professional lecturer and deals with Relations and Personnel Management. She also contributed to many other articles, which describes employee's diversity, outsourcing policy and effective organizational health. There is no relevant information about the last author. However, these people are experienced enough to share their knowledge with the audience.

**Accuracy:** The information is written in a correct way, doesn't contain any grammatical mistakes or irrelevant information. The theme of the article is described in a short and comprehensible way.

**Objectivity:** The purpose of the article is to prove that selection process is a first and valuable step of the HRM system and if the managers don't know how to correctly select and evaluate people, they can end up with a big number of unprofessional workers, who will spoil the reputation and image of the organization.

**Currency:** This article has been published in 2015, but still can be relevant and useful for the current research, because it happened just four years ago and a lot of information is still applicable for the current situation and issues of the Human Resource Policies. However, there is a chance that some arguments have been changed or adjusted within these 4 years.

**Coverage:** The article is informative enough, contains a general introduction to the theme and arguments, which are supported by other authors. References at the end of the report help the visitors to find additional information about the recruitment and selection policy.

#### Article 11:

Search engine: Google

Search term: Compensation and Benefits program in IHG hotel<sup>s</sup> chain

Article: The Benefits Offered by the InterContinental Hotel<sup>s</sup> Group

<https://www.employeebenefits.co.uk/issues/january-2016-2/the-benefits-offered-by-intercontinental-hotels-group/>

**Authority:** Tynan Barton is an author of this article. This woman is an expert in Business and Finance Department and she currently lives and works in United Kingdom. She is also an author of other articles, which are about wearable technology, employee pension, digital healthcare and digital strategy. It is fair to say that she is experienced enough to share her knowledge.

Accuracy: The information is written in a very short and unprofessional way. The article was helpful, because it contains only facts and mentions all the benefits, which are offered by IHG hotels chain. The article is accurate enough, since it doesn't have any extra information and clearly explains the benefits. However, it is difficult to call it a professional or academic paper.

Objectivity: The purpose of the article is to describe the benefits of IHG hotels chain and show what employees can get during their working process. There are no other goals of this article.

Currency: The article has been published in January, 2016, so that still can be relevant enough. However, hospitality is a fast-developing industry and directors of this hotel chain could come up with new ideas and beneficial programs.

Coverage: The article contains only information about the IHG offers and doesn't cover any additional themes. It has information about the author and publication date. However, there is no introduction to the topic, table of content, references or other additional facts.

#### Article 12:

Search engine: Google

Search term: Qualitative research methods and strategy

Article: The qualitative case study

Authority: Britta Gamelgaard is interested in studying of Supply Chain Management and Logistics. She is a professional researcher and her works and articles can be found in different international scientific journals. Her research knowledge helped her to receive a few awards. The author also has an experience of being an academic head of the MSc concentration in Supply Chain Management within 7 years and currently works as an editor of other articles.

Accuracy: The information is accurate enough, because every new sub-theme starts with a new paragraph and the information is well-explained. It is important to say that there are some extra facts and examples, which can sometimes lead to the misunderstanding of the paragraph.

Objectivity: The purpose of the article is to give elaborative answers to many questions regarding the qualitative research. It explains how to distinguish quantitative and qualitative research, how to choose a case study and how to check the quality of the final paper.

Currency: The article has been added in 2017 and, therefore, still contains a lot of useful and relevant information.

Coverage: The article is written in a professional way. It contains general information about the paper, authors, main facts and references at the end of the report. However, it misses initial introduction to the topic.

### Article 13:

Search engine: Google

Search term: Reliability and Validity of the research

Article: Understanding Reliability and Validity in Qualitative Research

<https://core.ac.uk/download/pdf/51087041.pdf>

Authority: Nahid Golafshani was a doctoral student in the university of Toronto, Canada. She is a professional in Mathematics Education and she stays in the department of Learning and Teaching. It is fair to say that when the paper has been published, she wasn't a perfect specialist. However, she already had enough experience to share the information.

Accuracy: The article is divided into paragraphs and the most important information is highlighted and supported by the facts of other authors. The information is comprehensive and accurate enough.

Objectivity: The purpose of the paper is to prove that reliability and validity is useful not only for quantitate, but for qualitative research as well. Therefore, the article explains the connection and how to better apply this knowledge in practice.

Currency: The article has been published in 2003 and therefore, cannot be considered absolutely reliable and applicable for the current research. It still contains many important and useful academic facts, but the document is not actual enough.

Coverage: It contains a general introduction to the problem, additional explanation, main information and references at the end of the report. There is no table of content, but generally the article is professional enough.

### Article 14:

Search engine: Google

Search term: HeadHunter costs

Article: HeadHunter group: Purchase Services

<https://hh.ru/price#publications>

Authority: There is no specific author of this webpage, but it made by the management team. HeadHunter is a website with a long story, which is controlled by the professional working team.

Accuracy: All the information is well-organized and made in different colors, therefore it is easy to use the website.

Objectivity: The purpose of the website is to let all the candidate and job searcher find appropriate options and easily contact the person or organization.

Currency: HeadHunter is an official Russian website, which is constantly updated by the management team. The last updates happened in 2019, therefore, all the information is new and applicable for the research.

Coverage: The website is easy for the visitors and can be read in two languages: Russian and English. All the information is divided into groups and can be found in the main menu. The website contains, general information, list of packages with the prices, contact information and facts about the additional projects. The format of it is comfortable and professional enough.

#### Article 15:

Search engine: Google

Search term: Responsibilities of Safety and Security Managers in IHG hotels group

Article: Job description, Safety and Security Manager, InterContinental Hotels & Resorts

<https://www.hosco.com/en/job/intercontinental-hotels-resorts/safety-security-manager>

Authority: The author of the information wasn't mentioned. The webpage itself is made and supported by the group of professionals, who help people to find jobs, connect with each other and gain professional advices.

Accuracy: Duties and responsibilities are divided into smaller paragraphs for the convenience of the website visitors. The information is accurate enough and briefly explains what IHG hotels group expects from their future Risk and Safety & Security Managers.

Objectivity: The purpose of the article is to carefully explain all the responsibilities and tasks of the Security Managers in IHG hotels and show the audience that this hotels group really cares about the safety policies and professionalism of its working team. This page helps the hotel group to search for the new employees.

Currency: Webpage is constantly updated and the last changes were in 2019, therefore, the article is actual enough.

Coverage: The information is not structured and cannot be called a professional article. It contains only a few words about IHG hotels group and a set of responsibilities.

#### Article 16:

Search engine: Google

Search term: IHG Human Resource Management policies

Article: IHG Annual Report and Form



**Authority:** There is no specific information about the authors of the report, but, according to the available information, this report has been made by the working team of IHG hotels group and approved by the Board of Directors in February 2019. Therefore, it is fair to say that the management and directors of the hotels group have a great experience and authority to share the information.

**Accuracy:** The article is accurate enough, all the information is written in one style and supported by the informative tables and pictures. It is easy to follow the facts.

**Objectivity:** The purpose of the report is to share the latest news and updates and show all the shareholders and stakeholders, that a hotel group is doing a great job and still can be considered as a reliable working place and business partner.

**Currency:** This annual report has been published in 2018 and therefore contains a lot of useful information, IHG group's last achievements and updates.

**Coverage:** The report is well-structured and organized a professional way. It has table of content, which guides the audience. The report is made in accordance with the international report standard and covers all the goals, last achievements and financial statements of the hotel group.

#### Article 17:

Search engine: Google

Search term: Recruitment process in IHG hotels group

Article: How our application process works

<https://careers.ihg.com/ihg-stories/how-our-application-process-works>

**Authority:** There is no author of the website and it is difficult to judge the professionalism and authority of the editors. However, it is an official website, which is made by the management team of IHG hotels group. This team has an international experience of working with people and direct them. The website has been created many years ago and contributes to the good reputation and performance of the hotel chain. Therefore, it should be reliable enough.

**Accuracy:** The page is accurate enough and made in different colors and styles. An innovative and attractive design makes it easy to read the information and emphasize the most important parts.

**Objectivity:** The purpose of the article is to explain the hiring process of IHG hotels group and lead potential candidates to another website, where they can search and apply for the desired position.

**Currency:** The webpage has been updated in 2018 and it happened less than a year ago. Therefore, the information is still relevant and the recruitment procedures still remain the same.

Coverage: The page contains just a small paragraph and cannot be considered as a professional academic article. However, it provides the readers with a concise and well-structured recruitment steps. This page also contains additional links, where people can apply for the job position and stories of other IHG team members.

#### Article 18:

Search engine: Google

Search term: IHG development programs

Article: IHG Early Careers

<https://earlycareers.ihg.com/ec/en/home>

Authority: There is no author of the website and it is difficult to judge the professionalism and authority of the editors. However, it is an official website, which is made by the management team of IHG hotels group. This team has an international experience of working with people and direct them. The website has been created many years ago and contributes to the good reputation and performance of the hotel chain. Therefore, it should be reliable enough.

Accuracy: The information is written in a colorful and attractive way. There is a good balance between the written facts, figures and pictures. Consequently, it is very easy and convenient for the reader to explore all the development opportunities of the hotel. The facts are accurate enough and lead the reader straight to the point.

Objectivity: The purpose of the webpage is to introduce the audience to the Employee Development program of IHG hotels group and convince potential candidates to start work with this hotels brand.

Currency: The information on the website has been recently updated. The last changed was made by the editors in 2019. Therefore, it gives a clear image of the current situation in the hotels of IHG brands and can be used as an argument for the research.

Coverage: The webpage is made in a style of presentation and combines written facts with the tables, figures, pictures and video-presentations. It covers the main theme of the webpage, which is explanation of the IHG development opportunities for the employees.

#### Article 19:

Search engine: Google

Search term: IHG development programs and reasons

Article: Spotlight on: Why we love developing our people

<https://careers.ihg.com/ihg-stories/spotlight-why-we-love-developing-our-people>

Authority: There is no author of the website and it is difficult to judge the professionalism and authority of the editors. However, it is an official website, which is made by the management team of IHG hotels group. This team has an international experience of working with people and direct them. The website has been created many years ago and contributes to the good reputation and performance of the hotel chain. Therefore, it should be reliable enough.

Accuracy: All the information is consistent, clear and transparent and presented in an official IHG colors (white and orange). However, it could be better if the authors of the page elaborated more on the description of the development programs.

Objectivity: The purpose of the article is to explain the main reasons of the Employee Development programs in IHG hotels group, explain who these programs for and how to choose the right program for every employee.

Currency: The last updates have been made in 2018, what is less than a year ago. Therefore, this article is still useful and applicable for the research. Moreover, all the programs, which are mentioned in the article still exist in the hotel group.

Coverage: It is difficult to call this article a professional academic paper, because the main purpose of it is not to teach the audience, but to provide a real information about the IHG working style. A webpage contains a specific general information, some pictures, stories of other IHG team members and a list of IHG hotels brands.

#### Article 20:

Search engine: Google

Search term: Interview in qualitative research

Article: Qualitative Research method–interviewing and observation

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4194943/>

Authority: Shazia Jamshed is an author of the article. There is not that many information about her, but it is visible that she works in a Department of Pharmacy Practice of the International Islamic University in Malaysia. It is also possible to find her contact information, which is included in the article. She wrote a lot of articles about medicine and pharmacy. Despite the fact that she didn't have a lot of articles about the research methods, she is a professional researcher and knows how to correctly gather and analyze the information.

Accuracy: The article contains a concise and accurate information about the qualitative research, its methods, interviews and define semi-structured interviews. It is easy to follow the information and all the paragraphs are logically connected to each other. The article is written in one style and every new theme is emphasized with a different color.

**Objectivity:** The purpose of the article is to explain the aspects, which can be the reasons for choosing a qualitative research and what methods does this type of research include. It leads a potential researcher to the right direction and choices, when it comes to the data collection methods.

**Currency:** The article cannot be called an absolutely new document, because it has been published in 2014, what was almost 5 years ago. However, the author defines the most important aspects of the qualitative research, which can be useful for people for many years. Therefore, the information is still applicable.

**Coverage:** The article contains the author, publication date, general introduction to the theme, main information and references, which support the facts. Generally, it can be called a professional article. It doesn't include a table of content, but an available information covers a theme of the article and elaborates on the subject.

#### Article 21:

Search engine: Google

Search term: Interview guide

Article: Interview Guide Preparation and Use

<http://core.ecu.edu/ofe/statisticsresearch/KNIGHT%20Preparing%20Interview%20Guide.pdf>

**Authority:** Dr. S. Knight was an author of the paper. He works in ECU College of Health and Human Performance. He deals with an Excellence Presentation.

**Accuracy:** The article contains a useful information, but wasn't made in a very accurate and convenient style.

**Objectivity:** The purpose of this article is to show how to professionally develop an interview for the qualitative research, what introduction steps, questions and sub-questions it should include. It shows how the proper atmosphere and appropriate questions affect the final interview results.

**Currency:** The article has been published in 2013 and cannot be called absolutely current and actual for the new research of 2019. However, it was very helpful for the period of interview creation, because it carefully describes all the steps.

**Coverage:** The article wasn't made in a professional way and doesn't separately contain a table of content, introduction and references. However, it contains general reasons for making an interview guide, tips and advices for the good final questions and explain how to avoid awkward situations and gaps during the interview.

#### Article 22:

Search engine: Google

Search term: HRM in Hilton hotels

Article: Human Resource Planning for Hotel Hilton Assignment

<https://www.locusassignments.com/solution/human-resource-planning-hotel-hilton-assignment>

Authority: The main author of the article wasn't written on the website, but there are many authors, which contributed to the final work and mentioned in the report.

Accuracy: The article is accurate enough and support the information by visible tables and facts of other authors.

Objectivity: The objective of the article is to find a difference between the personnel and HR management by using a working system of Hilton hotels chain.

Currency: It is written on the website that all the information has been updated between 2012–2019. Therefore, it is difficult to recognize when exactly this article has been published. However, if the last updates happen in 2019, the information is still useful and applicable for the research.

Coverage: The article wasn't made in a professional academic style, but the main purpose of it is to introduce the audience to the Human Resource management system of Hilton hotels. It contains different evaluation tasks and references at the end of the report.

#### Article 23:

Search engine: Google

Search term: How Compensation and Benefits affect the employees

Article: Impact of Compensation and Benefits on Job Satisfaction

Authority: The authors of the paper are Calvin Mabaso and Bongani Dlamini. Calvin Mabaso has a PhD in Human Resource Management and works in the department of Industrial Psychology and People Management. There is no valuable information about Bongani Dlamini, which can be found online.

Accuracy: The research is made in a very convenient way. It is easy to follow the information and search for the relevant facts.

Objectivity: The main purpose of the article is to show the connection between compensation and benefits and job satisfaction of the employees and support it by research results.

Currency: The article has been published in 2017, what is about 2 years ago. The main trends and organization values still remains the same and can be helpful for the research.

Coverage: The article is made in a professional research style. It contains the article, introduction, research methods, results and conclusion. It has information about the authors and contains all the references, which have been used.

#### Article 24:

Search engine: Google

Search term: Hospitality industry in Russia

Article: Trends in the development of hotel business in the world and the Russian Federation

[https://www.researchgate.net/publication/308595842\\_Trends\\_in\\_the\\_development\\_of\\_hotel\\_business\\_in\\_the\\_world\\_and\\_the\\_Russian\\_Federation](https://www.researchgate.net/publication/308595842_Trends_in_the_development_of_hotel_business_in_the_world_and_the_Russian_Federation)

Authority: Elena Nikolskaya and Anna Kosheleva are authors of this article. According to the information from the Russian website, Elena Nikolskaya is a professional in hospitality, tourism and sport industries. She lectures in the universities and controls the quality of hospitality services in many organizations. She has an experience of 30 years in hospitality industry. Anna Kosheleva works as an assistant professor in Plekhanov Russian Academy of Economics and has an experience a strategic management, business development and entrepreneurship. Therefore, both authors have enough authority to share their knowledge and conduct the research.

Accuracy: Information of the article is written in an accurate and comprehensive way. New information always starts from the new paragraph and the report is supported by the tables and research evidences. Therefore, this article can be considered as a helpful and appropriate tool for the researchers.

Objectivity: The purpose of this article is to describe Russian hospitality industry and show how this industry affects the economy of Russia and other countries all over the world.

Currency: The article has been published in 2016 and, therefore, there are many trends, which still can be applicable for the research in 2019. However, there are some changes, which could happen within the last 3 years, because hospitality industry is changing and developing in a rapid way.

Coverage: This paper is made in a professional way. It contains the introduction, general information, research methods and results. All the information is discussed and analyzed for the final conclusion. The paper also contains the references and author information, which can be useful for the audience.

#### Article 25:

Search engine: Google

Search term: Human Resource Management information and definition

Article: The Practice of Human Resource Management

[https://www.ipa.ie/\\_fileUpload/Documents/THE\\_PRACTICE\\_OF\\_HRM.pdf](https://www.ipa.ie/_fileUpload/Documents/THE_PRACTICE_OF_HRM.pdf)

**Authority:** Joanna O’Riordan is an author of this article. She is a professional of Public Management and specifically focuses on the problems and explanation of Human Resource Management. She has many other publications, which are about organizational culture, workforce planning, HR strategies and foreign affairs. Therefore, this author is experienced enough.

**Accuracy:** The article is accurate enough and all the facts are presented in a good and colorful way. The information is written in a clear and professional style.

**Objectivity:** The purpose of this paper is to provide the reader with a detailed information about different aspects of the HRM: HR system and strategies, HR performance and general impact on the organization. It also explains the reasons of HRM implementation.

**Currency:** The report has been published in 2017. Consequently, all the information is still fresh and valuable for the current research. The definitions and general ideas of Human Resource Management still can be used by the researcher.

**Coverage:** The article has a general summary, table of content, introduction and conclusion. Information about the authors is visible and transparent. References are included in the report.

#### Article 26:

Search engine: Google

Search term: Academic articles about Human Resource Management

Article: Human Resource Management: Theory in Practice

**Authority:** Osibanjo O.A. is a first author, who lives in Nigeria. He works as professor of the Department of Business Management, received a Doctorate in Philosophy of Management. The Doctorate has been granted to him in Romania in 2008. He made many other articles, which are about customer loyalty, corporate image, employee social sustainability and etc. Adeniji A. Is a second author, who also contributed to the projects about job satisfaction, organizational climate, internal marketing practices and corporate image. Both authors have a great experience.

**Accuracy:** The information is written by the professional people and all the facts are divided into groups and always start from the new paragraph, what makes it easier for people to read it and understand the logical consequence.

**Objectivity:** The main purpose of the research is to discuss the advantages and disadvantages of the Human Resource Management, introduce the audience to the history of HRM and show how it affect the performance of the organization.

Currency: The article has been published in 2012, what was about 7 years ago. This information cannot be called as an absolutely new and applicable for the research 2019. The reason of choosing this report is the fact, that there are a lot of useful information, which perfectly defines different aspects of Human Resource Management and its policies. This general information and definitions are still helpful for the research.

Coverage: The article contains the information from the book, but only half of the pages. Therefore, it is difficult to judge the whole book and its quality. However, the part, which is presented online looks convincing and professionally.

#### Article 27:

Search engine: Google

Search term: Paauwe: Human Resource Management

Article: Strategic HRM: A Critical Review, Human Resource Management: a critical approach

Authority: Paauwe J. and Boon C. are the authors of the article. Jaap Paauwe is a well-known professor of Organization and Human Resource Management. He made the research in order to find a connection between the HRM and well-being. He is a director of People Management Center and also works in Tilburg University. Corine Boon is an associate professor in Amsterdam University. She created many articles about the employee well-being, HR strategies and practices and HRM in general. Both authors have a great experience and a perfect understanding of HRM.

Accuracy: All the facts and figures are accurate enough and always supported by other authors and additional sources if necessary. Every new theme starts from the new paragraph. Therefore, it is really convenient to read the book and use the most important parts of it.

Objectivity: The purpose of the article is to explain a relevance and importance of the Human Resource Management from the critical point of view and to show the relationships between the organization and its HRM approach.

Currency: The article has been published in 2009, what is, actually a long time ago. However, the information has been taken from this article, because the authors of it have a lot of experience in Human Resource Management and their facts are still useful for the current research.

Coverage: The article has been taken from the book, which was made and edited in a professional way. It contains all the tool to lead the readers and provide them with the reliable information.

#### Article 28:

Search engine: Google

Search term: PDCA model definition



Article: Application of Plan–Do–Check–Act Cycle for Quality and Productivity Improvement– A Review

Authority: Pratic Patel is one of the authors of this article and he studied in the University of Medicine and Dentistry in the past. He is a professional, who still works in this industry. However, there is not that many information about his skills. Vivek Desphande is another author of the article, but, unfortunately, there are also no facts about his past experience.

Accuracy: The article is accurate enough. The design of the paper is convenient for the audience and presents only useful facts, without any extra information.

Objectivity: The purpose of the article is to explain what is PDCA cycle and how to better apply it. The article also describes the main reasons of choosing exactly this method. It carefully explains every aspect of the cycle and what information should be included in there.

Currency: The article has been published in 2017, therefore, all the information about PDCA cycle is still useful and applicable for the research in 2019.

Coverage: The article covers the most essential parts of PDCA cycle and, includes the introduction, academic information, final conclusion and references at the end of the report

#### Article 29:

Search engine: Google

Search term: Costs of employees' training

Article: What is the Cost of Training Employees?

<https://www.patriotsoftware.com/payroll/training/blog/cost-training-employees-average/>

Authority: Rachel–Blakely–Gray is an author of the article. She is one of the main editors of Patriot Software. She offers the advices regarding Human Resource Management and Payroll issues for the small business organizations. She also writes about the employees' salaries, income taxes, negotiation tips and etc.

Accuracy: The article is written in a bit messy way, but generally it was easy to follow the information and understand the content. The article is divided into smaller paragraphs.

Objectivity: The purpose of the article is to point out the main reasons for employee training programs and provide the organizations with the methods of training programs cost calculations.

Currency: The article has been published in 2017. The information, which is discussed in the article is about costs of the employee training programs, so that there are some changes, which could happen within 2 years. However, the information and formulas still can be useful for general calculations.

Coverage: The article is not an academic paper and therefore it is not written in a professional way. It generally describes the information and presents the facts. The structure of the paper is made in a simple way.

#### Article 30:

Search engine: Google

Search term: HRM and hotel performance

Article: Direct and Indirect contribution of HRM practice to hotel company performance

[https://bib.irb.hr/datoteka/786149.IJHM\\_Marinela.pdf](https://bib.irb.hr/datoteka/786149.IJHM_Marinela.pdf)

Authority: Ruzic Marinela is an author of the article. Author biography is available only in Croatian language. However, after the translation to English, it was clear that Marinela Ruzic has 10 years of scientific experience. She focuses specifically on tourism industry and HRM development. She conducted researcher in different countries and has an extensive experience in data gathering and analyzing of the results.

Accuracy: The article is accurate enough. All the information is grammatically and logically correct. It is easy to follow the logical connection between the parts and understand a final conclusion.

Objectivity: The purpose of the article is to show how Human Resource Management can affect the overall performance of the hotels and especially, their financial part. The article contains results of the quantitative research in order to support the information and final conclusion.

Currency: The article has been published in 2015, so that all the facts and arguments are still relevant for the research and for the evaluation of the connection between HRM and hotel's performance.

Coverage: The article is made according to the basic research standards. It contains the abstract, introduction, research methods and results, conclusion and all the references, which have been used. All the results are transparent and clear.

#### Article 31:

Search engine: Google

Search term: Qualitative Research : How to analyze the data

Article: Qualitative Research Data Collection, Analysis and Management

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4485510/>

Authority: Jane Sutton and Zubin Austin created this article. Jane Sutton made many other articles about governance issues, hospital pharmacists character traits, medical issues, connection between the

organizational climate and patients and many more. Zubin Austin wrote about consumers of health products, pharmacy practices and other medical issues. Both authors are professional researchers.

Accuracy: The article is accurate enough, but sometimes there are too many extra information and examples, which can distract the reader. Generally, the information is relevant and useful for the research.

Objectivity: The purpose of the article is to explain a professional approach towards qualitative research and provide the advices for every aspect of the Qualitative Research: data collection, data analysis and development of the recommendations.

Currency: The article has been published in 2015 and the methods of data analysis are still useful and actual for the research in 2019. The information suits current situation and trends.

Coverage: The information is made in a correct way and explains everything step by step. The article starts with an introduction and then describes data analysis and data synthesis. Finally, there is a conclusion and final words from the author. All the references are presented at the end of the article.

#### Article 32:

Search engine: Google

Search term: Development of the tourism industry in Russia

Article: Russian Inbound tourism benefiting from the FIFA World Cup

<https://www.tourism-review.com/inbound-tourism-in-russia-steadily-growing-news10686>

Authority: Nik Fes is an author of this article. Unfortunately, there is no biography about this author and it is impossible to properly evaluate his skills. However, it has been noticed, that he also owns other articles about German Hospitality Market and Turkish Tourism Destination. All the articles are made in a similar, but professional and attractive way.

Accuracy: The article is accurate and made in a very attractive and pleasant way. It contains both relevant description of the trends, figures, numbers and pictures to differentiate the information.

Objectivity: The purpose of the article is to show how the FIFA World Cup affects the Russian inbound tourism and what benefits did it bring to the country.

Currency: The article has been published in 2018. This webpage presents the information about the tourism trends and news, therefore it is important to find the latest and most relevant information. Tourism industry is rapidly changing. This information has been added less than a year ago and so that, still has a lot of useful facts.

Coverage: The article was placed on the popular website. The information is presented in a convenient way and supported by the pictures and highlighted facts. This webpage offers other related articles.

#### Article 33:

Search engine: Google

Search term: Verhoeven N.: Research Methods

Article: The Hows and Whys of Applied Research.

Authority: Nel Verhoeven is an author of the book. She is a research professional, who works independently for many years. She provides people with her support and supervision when it comes to the research works. She also offers professional workshops and guest lectures for those, who want to improve their skills.

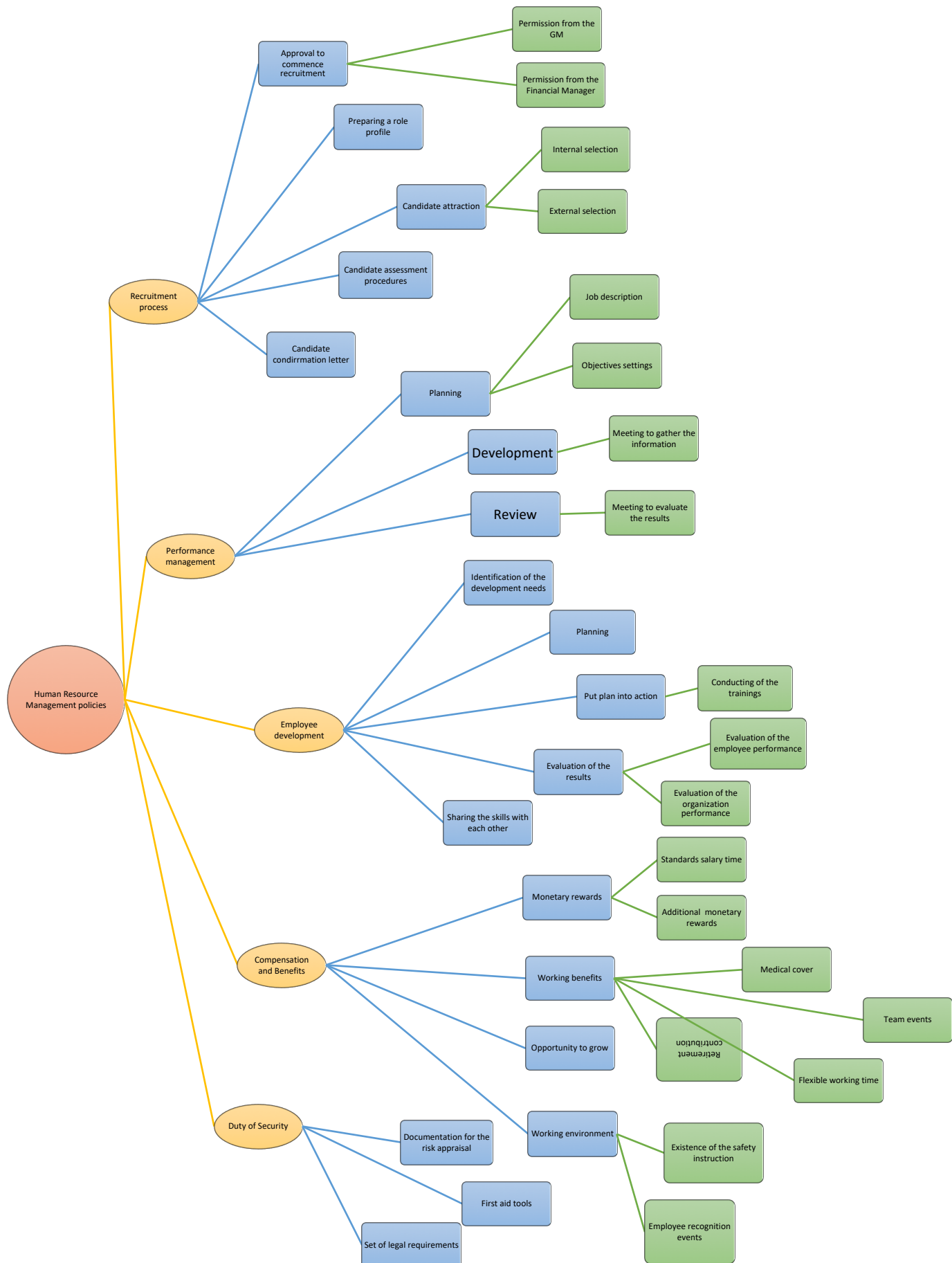
Accuracy: The book is accurate and divided into smaller parts for the convenience of the reader. The information is given in a professional way, but without very difficult terms. All the research aspects are well-explained.

Objectivity: The purpose of the research is to define different research strategies and provide people with the relevant information and tools, to teach them how to develop proper research methods to gather reliable and valid information.

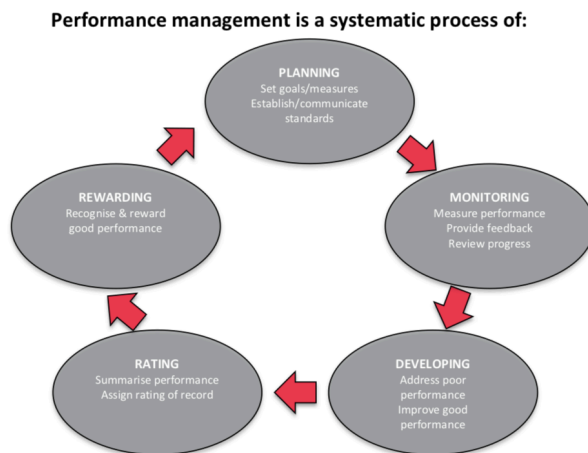
Currency: The book has been published in 2015, what was about four years ago. However, this book is made by very well-known and professional author, who has a lot of experience in the research conduction. Therefore, the information and definitions are still very helpful and valuable.

Coverage: The book is made in a professional way and contains the information about **quantitative** and qualitative research methods. This book step by step explains all the details of the research, research design, types of surveys and how to deal with the research difficulties.

#### **Appendix 2: Operationalization**

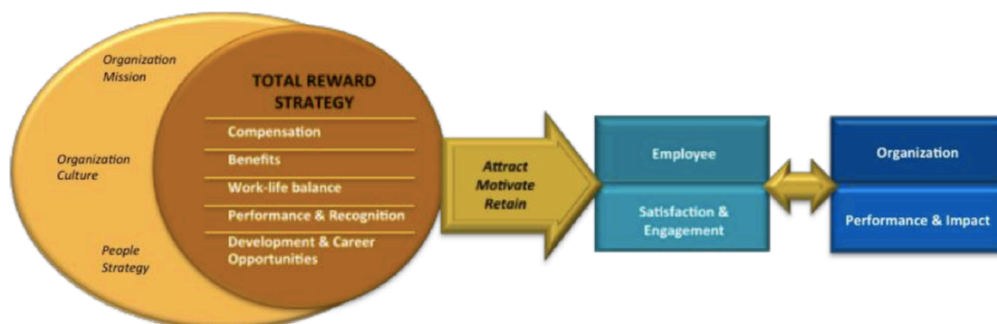


## Appendix 3: Performance Management stages



## Appendix 4: Impact of the Reward System on Staff and Organization

Total Reward Strategy: Impact on staff and organisation



## Appendix 5: Interview Guide

### Interview Guide

Before the interview takes place, an interviewer contacted a person by a phone call in order to come up with a date and time for the interview. The interview itself started with an introduction, a short description of the theme of the conversation and small talk. It helped to make a respondent feel comfortable talking and sharing the information.

Before the interview starts:

- The introduction part includes personal information about the interviewer like name, age and the name of the university.
- State the relevance of the interview: "The relevance of the interview is to recognize what kind of Human Resource Management policies does City Hotel 1905 have to deal with its

employees. This information will help to understand the current situation in the hotel and what changes can be done to improve the HRM performance in the future.”

- Indicate that the interview will last for 50–70 minutes
- Description of the main topic of the interview: “The interview will be about Human Resource Management policies and practices, which exist in City Hotel 1905”

Recording:

- Give a short description of the interview theme: “The existence of Human Resource Management policies is important in any organization of hospitality industry because it affects the employee’s satisfaction and influences the overall organization’s performance. During the interview, you will be asked about the Human Resource policies in City Hotel 1905. You will have questions about the recruitment process, performance management, development programs, compensation and benefits and duty of security.
- “Please, feel free to ask any questions or further explanation during the interview if needed. All the information will stay confidential and will not be published without permission.”
- “Before the first question, could you please shortly introduce yourself and your position in the hotel.”

Interview questions:

1. What is the recruitment process in the hotel?
  - Permission for searching the employees from
  - Selection process
  - Candidate assessment process
  - How does a hotel inform a candidate about the final decision of the selection process
  - Are you satisfied with the recruitment process of the hotel? Why? Why not?
  - What changes would you expect in this policy?
2. How does performance management happen in the hotel?
  - Job and objectives planning happens in the hotel
  - Meetings between the manager and employees
  - Evaluation of the results of the meeting
  - Are you satisfied with performance management? Why? Why not?
  - What changes would you expect in this policy?
3. What kind of employee development programs do you have in a hotel?
  - Training programs and all the methods of the evaluation
  - Knowledge sharing between employees?
  - Do you like development programs? Why? Why not?
  - What changes would you expect in this policy?
4. What kind of compensation and benefits program do you have in a hotel?
  - Monetary rewards (salary, extra monetary rewards)
  - Working benefits (medical cover, team events, flexible working hours)
  - Opportunities to grow
  - Working environment (employees recognition events, safety, and security)
  - Are you satisfied with the compensation and benefit programs? Why?
  - What changes would you expect in this policy?
5. What can you tell about the Duty of Security policy?
  - Documentation for the risk appraisal

- First aid tools
- Set of legal requirements
- Are you satisfied with the Duty and Security programs? Why?
- What changes would you expect in this policy?

Escape box:

1. Can you give an example?
2. Can you elaborate more on it?
3. What was the reason for it?
4. What is your opinion about it?

## Appendix 6: Interviews from City Hotel 1905

### Interview Transcript 1

Theme: Human Resource Management policies in City Hotel 1905

Date: 17.04.19

Interviewer: Student – Natella Salamova (Interviewer)

Interviewee: Amik Malhasyan (1) (Respondent)

1.1 Interviewer: Okey, Welcome to today's interview! This interview will be about Human Resource

1.2 Management policies, but first of all before I start to ask question I would like to introduce you to the

1.3 main idea and theme of the interview. So, we all know that existence of the Human Resource.

1.4 Management policy is important in all the organizations of the hospitality industry, aah..because it

1.5 affects, first of all the employee satisfaction and the overall performance of the organization, therefore

1.6 I would like to conduct interview with and ask the most important and valuable questions for

1.7 developing, for developing Human Resource Management policies in a future...in a future for City

1.8 Hotel 1905 in Moscow. Ah, before we start with the interview I would like to tell you that all the

1.9 information will stay confidential, so I am going to share it only with my university and if you need any

1.10 further information about the specific question, you always can ask me questions and I am always

1.11 going to reply to you. First of all, could you please shortly introduce yourself, like some personal

1.12 information, what is your name, your position in a hotel and do you actually like to work in this hotel.

1.13 Respondent: Am, my name is Amik, as I say (laughing), I am 22 years old and my position in my hotel

1.14 is.. simply I am administrator

1.15 Interviewer: Hm..

1.16 Respondent: I don't know how to say in English "Portier"(laughing)

1.17 Interviewer: Okey, I Understand you (laughing)

1.18 Respondent: So, I am administrator in a small hotel, four stars, hm...in a center of Moscow



1.19 Interviewer: In a business center, right?

1.20 Respondent: Aaah, what?

1.21 Interviewer: It's located close to the business center

1.22 Respondent: It's located close to the business area

1.23 Interviewer: Aha

1.24 Respondent: You can..amm see on a map, there is a Moscow City towers and Expocenter center, near by...

1.25 Interviewer: Yes..

1.26 Respondent: Hmm so, there is a lot of people, who came for work ..

1.27 Interviewer: Okey, so like business people

1.28 Respondent: Amm, business people and people who works in a big companies, on a technology

1.29 companies and... other size of business

1.30 Interviewer: So basically your target group is more business people, not for example tourists..

1.31 Respondent: Yes, yes...

1.32 Interviewer: And, do you know it's like international people, or...local

1.33 Respondent: Yes, hmm...and locals, and internationals as well

1.34 Interviewer: Okey, do you need to talk a lot about, like.. let's say... do you often talk in other

1.35 languages, in English, or other languages, as international...

1.36 Respondent: Amm, usually I speak Russian, cause it is a lot of locals there...

1.37 Interviewer: Okey (laughing)

1.38 Respondent:...but I use English everyday

1.39 Interviewer: Of course

1.40 Respondent: I use English every day and I know Spanish as well, but I use it maybe 5 times (laughing)

1.41 Interviewer: A week? In one week?

1.42 Respondent: In a year

1.43 Interviewer: In one year, oh yeah

1.44 Respondent: Yes

1.45 Interviewer: And what about employees, do you also speak other languages with employees, or

1.46 basically you all communicate in Russian Language?

1.47 Respondent: No, we basically communicate in Russian

1.48 Interviewer: So all of them can speak like normal Russian language

1.49 Respondent: Yes, maybe cleaning, because there are working a woman from Turkistan

1.50 Interviewer: Oh she doesn't speak Russian?

1.51 Respondent: And... one of them don't speak Russian as...don't speak Russian good, but she study

1.52 Interviewer: Oh interesting, I didn't know

1.53 Respondent: So, we try to understand each other, yes (laughing)

1.54 Interviewer: What language do you speak with her?

1.55 Respondent: Ahh...we speak Russian, but..

1.56 Interviewer: Very simple Russian

1.57 Respondent: Yes, very simple, very simple

1.58 Interviewer: (laughing) okey, I didn't know that they don't speak Russian as well

1.59 Respondent: Only one girl, only one...

1.60 Interviewer: Interesting, okey and do you actually like to work in this hotel? Do you like your  
1.61 colleagues or... and a managers  
1.62 Respondent: Amm...how to say...(laughing)  
1.63 Interviewer: (laughing)  
1.64 Respondent: Ah Yes I like my work, I like the work in general, I like it, yes...but the work and the  
1.65 social part in Russia is not good as in Europe or in other countries.. so my work in general I like it,  
1.66 I like to do my job, so it is pleasure for me...yes, I like my job,  
1.67 Interviewer: yeah I can imagine...  
1.68 Respondent: If you ask me about the work in general, I like it...  
1.69 Interviewer: Okey...and do you actually have experience working also in the international hotels or  
1.70 companies like in Europe or somewhere else, or you just started for example...  
1.71 Respondent: No... I don't have this experience  
1.72 Interviewer: After... you finish the university, right? Like...  
1.73 Respondent: Yes  
1.74 Interviewer: And after the university you started to work in a Russian hotel, like straight away  
1.75 Respondent: Yes  
1.76 Interviewer: Okey  
1.77 Respondent: I started in other hotel...  
1.78 Interviewer: Hmm...  
1.79 Respondent: Hmm.. it was business hotel as well  
1.80 Interviewer: Okey, what's the name?  
1.81 Respondent: Ah, Garden Embassy  
1.82 Interviewer: Yeah, I heard about it..  
1.83 Respondent: So, on Prospect Mira Street, near the Botanik Garden of MGU Moscow City  
1.84 University...ah..so.. it's a hotel I like more that one than this one because you know it was more...  
1.85 Interviewer: Bigger, probably international  
1.86 Respondent: Ahh..no it wasn't bigger, it was apart hotel...  
1.87 Interviewer: Ah okey..  
1.88 Respondent: Like apartments...  
1.89 Interviewer: Hmm..  
1.90 Respondent: And, there was more interesting things, a good restaurant on a first floor, Botanik  
1.91 Garden view from the rooms  
1.92 Interviewer: Okey...  
1.93 Respondent: And big rooms, big rooms like you know like floors, with a kitchen, with a bedrooms  
1.94 and with a big bathrooms and this hotel we have only showers, it's not good for the hotel with a  
four stars  
1.95 Interviewer: Ah you mean in a one you work now, in a city hotel, right?  
1.96 Respondent: Yes, yes, in a city hotel  
1.97 Interviewer: Maybe it is also because it is kind of, relatively new hotel, so maybe still need to  
improve a lot of things  
1.98 Respondent: I don't know... I don't know, because the design in Garden Embassy is more  
interesting,  
1.99 more beautiful and more...the new, this is more is more... how to say haha.. sorry I have only  
three

1.100 hours of sleep

1.101 Interviewer: Ah...no it's fine, yes, you can... no basically you, yes, that hotel you like more...

1.102 Respondent: Yes, this hotel is new.. that that one, but other one looks more presental than this, so

1.103 it's four star and there and here so the difference is very big

1.104 Interviewer: Of course yes, so they still need a lot of improvements... your English by the way is very

1.105 good, so don't worry about it (laughing)

1.106 Respondent: Thank you, thank you so much (laughing)

1.107 Interviewer: I understand you very clearly, so, okey now I am going through like six questions about

1.108 Human Resource Management policies

1.109 Respondent: Let's start

1.110 Interviewer: Let's start, so the first one is about recruitment process, so could you please tell me...

1.111 I understand that you are not a manager, but from the employee perspective could you please

1.112 explain me your experience about the recruitment process, so first of all how did you find the job, if

1.113 you find it yourself or maybe they contacted you? Ah.. okey, let's start with this one, so how did you

1.114 find a job you find the job?

(Selection process: 1.115–1.124)

1.115 Respondent: Ah...my manager in this hotel

1.116 Interviewer: Yes

1.117 Respondent: He was, he was a...supplier of the manager of Garden Embassy. After I fired from this

1.118 job and, they invited from City Hotel 1905, they invited to pm General Manager and he invite me to

1.119 work as an administrator

1.120 Interviewer: Okey, so

1.121 Respondent: So, close relations, you know in Russia its normal (laughing)

1.122 Interviewer: (laughing) Yes, that's true, so basically through your friends you found a job, they  
1.123 invited you there, right?

1.124 Respondent: I can say that she is my friend, she is just work friend, maybe it's colleague

1.125 Interviewer: Yeah, like a colleague, maybe like close colleague,

1.126 Respondent: Colleague

(Candidate assessment process: 1.127–1.139)

1.127 Interviewer: Okey, it's a good one, and also did you had like...did you have interview or something

1.128 before they took you to work in there

1.129 Respondent: Hmm, in this hotel–no, In Garden Embassy–yes  
 1.130 Interviewer: In Garden Embassy, but in this hotel you didn't have any interviews, so.. or maybe  
 1.131 some kind of...  
 1.132 Respondent: No no, he know that I am work on this position, he knows that I work good, so he just  
 1.133 ask me to work, I was great  
 1.134 Interviewer; (Laughing), but did you have like meetings with the manager? Like some explain to you,  
 1.135 what exactly they expect from you, like what will be your job position..  
 1.136 Respondent: Of course, of course  
 1.137 Interviewer: With a manager?  
 1.138 Respondent: With everybody, with everybody on this position, he talks with us..ah, before the work  
 1.139 we studied two weeks before studying, because it was new hotel. So, we opened it together  
 1.140 Interviewer: Yes..oh you opened it together

(Meetings between the manager and employees:1.141–1.145)

1.141 Respondent: And we have maybe two weeks of preparament and after... in this two weeks we.  
 1.142 studied to work with a program, new program for me and my colleagues and we speak with him, we  
 1.143 made a small meetings with administrators, with barmen, and with cooks, so he make a meetings  
 1.144 he is very, like clean–mind, I don't know how to say it right, he make everything very clearly and  
 1.145 very step by step  
 1.146 Interviewer: Ah, very organized and disciplined  
 1.147 Respondent: Yes, very, he is very organized person...sitting...on workplace  
 1.148 Interviewer: Are you talking about manager now?  
 1.149 Respondent: Yes?  
 1.150 Interviewer: Are you talking about manager now?  
 1.151 Respondent: Yes, yes, he can sit on his workplace from nine till...from nine to nine, so nine in a  
 1.152 morning till nine in the evening  
 1.153 Interviewer: Hard–working..

(Knowledge sharing between the employees and managers: 1.154–1.163)

1.154 Respondent: ...and his weekend, his holidays he came to the work, so very organized person and he  
 1.155 always can help us with other questions, with my functional, it's not very big, like my colleague's  
 1.156 person.. functional, so sometimes, sometimes I have to call him, have to ask him something about  
 1.157 guest, about relations with the guest, about the problem, how to solve it, so  
 1.158 Interviewer: How to deal with complaints for example, yes..  
 1.159 Respondent: What?

1.160 Interviewer: How to deal with the complaints or with a difficult guests for example, right?

1.161 Respondent: Yes, yes...how to, how can I make a compliment for the guest if the guest didn't agree

1.162 with our decision of the hotel or he don't like something, so...or he was frustrated from something,

1.163 so you should do some compliment, maybe upgrade of the rooms, I should ask before I can do this

1.164 Interviewer: Yeah...sure, so basically during your recruitment process you didn't have, hm.. you

1.165 didn't have any interviews or like special meetings, but within the process, like your working

1.166 process, you always can contact the person and this person always can advise you something, so

1.167 that's how it works, right?

1.168 Respondent: Yes

1.169 Interviewer: It's not like you have specific meetings before

(Meetings between the manager and employees:1.170–1.173)

1.170 Respondent: And he makes some small meetings sometimes on the work and usually because of,

1.171 you know, some problems in a collective, in...between employees between employees and guests,

1.172 maybe the mark on a booking.com is going down and he do some meetings with us and talk how

1.173 to, how can we resolve this problem

1.174 Interviewer: We will come back to it as well

1.175 Respondent: Yes

1.176 Interviewer: Okey, so I understand and you don't have like Human Resource Management

1.177 department itself, right? So, it basically happens with ...

1.178 Respondent: No

1.179 Interviewer:... with general manager? He is the one who is responsible for this? Or Operation

1.180 Manager

1.181 Respondent: Ahh, he has a lot of responsibilities, a lot of, he is responsible for us, for barmen, for

1.182 Sales Manager, so can take all the responsibilities

1.183 Interviewer: And does he also check your skills or like past experience before he hires you or take

1.184 you to work..?

1.185 Respondent: Again please?

1.186 Interviewer: Does he also check your skills or like experience, your past experience before he hires

1.187 you to the hotel? Before he takes you to the hotel... to work?

1.188 Respondent: How, how he check it?

(Selection process: 1.189–1.196)

1.189 Interviewer: Yes, does he actually check something, your skills, he ask you about..  
 1.190 Respondent: Yes, of course, of course  
 1.191 Interviewer:.... your past experience or something  
 1.192 Respondent: Amm, he know my past experience (laughing)  
 1.193 Interviewer: (laughing) yeah, in your case it...you were lucky, because he just...  
 1.194 Respondent: We worked together in other hotel  
 1.195 Interviewer: Yeah, in this case– yes  
 1.196 Respondent: That's why he didn't need to ask me about this, he saw everything himself  
 1.197 Interviewer: And you are, as an employee, would you like to change something in the recruitment  
 1.198 process for this hotel, what's your opinion? Do you think that it's a right way to hire people or  
 1.199 actually could be a bit better or worse?

(Desired changes in the recruitment process: 1.200–1.204)

1.200 Respondent: Of course, I would change a lot of things, if I will be a general manager, general  
 1.201 manager, I will do this in a future, but I understand my general manager too, because he don't  
 have  
 1.202 a lot of.. he can't use a lot of money, he have a...  
 1.203 Interviewer: Limited amount of..  
 1.204 Respondent: Yes, he have a limit of the, of the money, he have limit of the...of the employees,  
 1.205 because I think that it will be better to take a ...new employees, to work with two administrators  
 and  
 1.206 we actually have only three barmens and they work 24–hours shift, so..  
 1.207 Interviewer: Oh really, 24–hours?  
 1.207 Respondent: Yes and me too, so, but on the reception there is, there are four persons, so we  
 work  
 1.208 one–24 hours shift and have three rest days and the barmens work one... 24 hours shifts and  
 only  
 1.209 two days of rest...it's too much for them  
 1.210 Interviewer: It's crazy, yes, impossible  
 1.211 Respondent: Yeah, 240 hours in a month, so in European marks, it's very, very a lot of hours of  
 1.212 work, so..  
 1.213 Interviewer: It's impossible, because normally it should be 40 per week, 40 hours  
 1.214 Respondent: Yes and they don't reach a lot of money so that's why I think it's better to make ah,  
 to  
 1.215 make them work with four persons  
 1.216 Interviewer: Yeah, of course, you need more employees now  
 1.217 Respondent: Yes we need it, we need it (laughing). It can help us with the relations, with the  
 guests,  
 1.218 because...  
 1.219 Interviewer: Yeah, of course  
 1.220 Respondent: The guys should be relaxed, should take their rest

1.221 Interviewer: Yes, at least they should be happy and for this purpose you need to be not that tired,

1.222 right

1.223 Respondent: Yes yes

1.224 Interviewer: You still need a lot of energy to talk to people

(Flexible working hours: 1.225–1.226, 1.232–1.235)

1.225 Respondent: I know by myself that when you tired, you don't have normal time for the rest, for the

1.226 sleep, even at work, if you work at night, it's very harmful for your health, of course in my, in my

1.227 last hotel– Garden Embassy

1.228 Interviewer: Yes

1.229 Respondent: ...we worked only night shifts, so I have a.. I started to have a lot of problems with my

1.230 health...

1.231 Interviewer: Yeah, of course

1.232 Respondent: That's why I fired from there and now I work for 24 hours, but our General Manager,

1.234 he allow us to sleep at work place, we sleep three– four ours, but it is better than don't sleep the

1.235 whole night, so

1.236 Interviewer: It is really difficult

1.237 Respondent: Yes, and at night we work like...one person–barmen, sleep first and I have check–ins,

1.238 because I have a guest, I have check–ins, so till maybe two or three pm yesterday and after

1.239 midnight, hm I saw the last guest, it's maybe three, three o'clock at night, yes, the last maybe at

1.240 three o'clock, so and the barmen, he can't change me on my position, as I can change him, because

1.241 I have. A lot of experience and this is...

1.242 Interviewer: Yeah, of course

1.243 Respondent: I even was a barista, so I can make a coffee, something, tea, like a drinks..

1.244 Interviewer: Oh that's great, that's I also can do, it's very interesting, right?

1.245 Respondent: Yes, and I can change him on his position, but he..

1.246 Interviewer: But actually I am sorry, let's again, your responsibilities, like daily tasks, what are you

1.247 doing on your job position?

1.248 Respondent: Again please?

1.249 Interviewer: Could you please tell me one more time, what's your like daily responsibilities? So daily

1.250 tasks.

1.251 Respondent: My daily responsibilities, so it's a lot...

1.252 Interviewer: No, like generally, you meet the guest..

1.253 Respondent: So, we have a cleaning manager and we have cleaning employees, so they came at nine

1.254 o'clock, they come at nine o'clock and go home at eight in the evening, so while they are at work  
 1.255 place, it's okay for me, because I don't have to bring something in a room, go to the room by  
 1.256 myself, solve their problems to clean, so, if the guests need something, toothbrush... oh just a  
 1.257 moment,  
 1.258 Interviewer: No it's...  
 1.259 Respondent: Toothbrush or shaving kit or something like this, I can ask them and they will bring  
 it  
 1.260 to the room, so after nine, after eight in the evening I start to do everything by myself,  
 everything,  
 1.261 so every request, every requests of the guest I do by myself, towels, water...  
 1.262 Interviewer: So basically what receptionist are doing, right  
 1.263 Respondent: Yes yes, so, towels, water, air conditions and a lot of questions of the guests  
 1.264 Interviewer: Yeah, I can imagine, I know this one, I had this experience, that's crazy  
 1.265 Respondent: Ah, so, and basically, from nine, I came to my work at nine in the morning. I started  
 1.266 with... I make, I make a...so just, small plate  
 1.267 Interviewer: Small plate?  
 1.268 Respondent: Tablichka..  
 1.269 Interviewer: Again? (smiling)  
 1.270 Respondent: Tablitsa  
 1.271 Interviewer: Table  
 1.272 Respondent: Table  
 1.273 Interviewer: (laughing) Yes, it is table  
 1.274 Respondent: Plate is... eto tozhe tablichka, nu ili s chem...sorry, sorry for Russian (smiling)  
 1.275 Interviewer: No, that's okay  
 1.276 Respondent: I make a small table for cleaning to make them see which rooms they should clean  
 up,  
 1.277 like in general, so first they make a general cleaning, after they make usual cleaning so it's first  
 that  
 1.278 I do when I came to work, after I check the mail, so till the day I usually work with emails  
 1.279 Interviewer: During the computer or laptop, right?  
 1.280 Respondent: Yes, during the computer, check ins, I can start when I have clean rooms, I always  
 1.281 make early check-ins, when the guest come early, so...  
 1.282 Interviewer: Okay. We will come back to this one more time a bit later, because I also have  
 1.283 questions about it I think. I understood you have a lot of responsibilities, that's what I get.  
 Thank  
 1.284 you, I just want to like now move to the second question, because we still need to discuss a few  
 1.285 things. Ah so, second question actually it was about performance management, what's also part  
 of  
 1.286 Human Resource Management policies. It is about the evaluation meetings, so...sorry...do you

(Meetings between the manager and employees: 1.287–1.323)

1.287 actually have, you have the evaluation meetings with the managers, right?  
 1.288 Respondent: Yes, sometimes



1.289 Interviewer: And what do you discuss during this meetings? How often they happens and what do

1.290 you actually discuss?

1.291 Respondent: Ah, not very often

1.292 Interviewer: Like ones in a month?

1.293 Respondent: (laughing). Maybe ones in...maybe...one meeting in...

1.294 Interviewer: In a month?

1.295 Respondent:....three-four months

1.296 Interviewer: In a three...so in a quarter actually

1.297 Respondent: Yes, quarter

1.298 Interviewer: Okey

1.299 Respondent: But it is not because of quarter, it's because of a real problem and questions we

1.300 should solve together

1.301 Interviewer: So basically you only have it when you already have like a critical situation, when

1.302 something should be discussed

1.303 Respondent: Yes, yes, critical situation or employees start to work....their working potential going

1.304 down, so the manager see it, he can start, if he want to, doing meetings to speak with everybody

1.305 Interviewer: Is it like he gathers all together all the employees or it is like departmental meetings for

1.306 example for F&B, Front Office

1.307 Respondent: We used to do it together at work place, when everybody come to the meeting, but

1.308 now our General manager make an interesting thing and now he makes a video conference

1.309 meetings, because it's really hard to...

1.310 Interviewer: Gather all together?

1.311 Respondent: Yes, gather all the guys together, because the barmens as I say, have only two days of

1.312 rest and they don't want to go to work in this days, so...

1.313 Interviewer: Of course, I can imagine

1.314 Respondent: Sorry, I didn't hear you

1.315 Interviewer: No, I say, that I wouldn't come as well, if I was working like for 24 hours per day

1.316 Respondent: Yes and me too, that's why it is better to make a video conferential meetings

1.317 Interviewer: And what do you actually discuss? Like employees' complaints or guests' complaints

1.318 during these meetings?

1.319 Respondent: All together, all together, but more talk about employees' responsibilities and

1.320 employees' functional, employees. So we don't speak about guests, we speak about relations with

1.321 guest, how to speak with the guests, but I know it for my last job and this job, I know how to relate

1.322 with people, so it's more, it's more important for us, for the employees, these meetings are more

1.323 important for us..

(Individual meetings between manager and employees:1.324-1.330, 1.336)

1.324 Interviewer: And do you also have individual meetings, like between you and manager just to  
1.325 discuss your own performance or it's like a group meetings?  
1.326 Respondent: I discussed with him yesterday and on my latest shift I discussed with him, maybe  
in  
1.327 every shift when I go to work, so this time I discussed with him about the sleeping time of the  
1.328 employees and he says we can make a group meeting with everybody and solve this problem, so  
1.329 this time I really said this meeting, this really be the first meeting that we will do by video, so it's  
1.330 interesting for me too.  
1.331 Respondent: Yeah, of course, maybe we will do it more often now from this moment, so I don't  
know  
1.332 Interviewer: Okey, and these meetings are customer-based. Do you also have like meeting when  
you  
1.333 discuss for example your own problems or personal problems, so if you want some kind of  
holidays  
1.334 or whatever, I don't know (smiling), or any kind of trainings, do they also talk about your  
personal  
1.335 staff as an employee?  
1.336 Respondent: As I say, as I say, we don't have normal social talk, so we even don't ask our  
General  
1.337 Manager about something like holidays or...  
1.338 Interviewer: Oh that's bad  
1.339 Respondent: If we need a holidays, we take it by ourselves, so my colleague now, he take the  
1.340 holidays to go to the Madrid, so now we work three persons on the reception. So, three persons  
and  
1.341 now I work one 24 hours shift with a two days of rest...  
1.342 Interviewer: That's terrible

(Holliday allowance: 1.343–1.346)

1.343 Respondent: So we do it like this, usually, when somebody need a rest, because usually they  
even  
1.344 don't give me a table of the rest days, you know, it's like we have...by the law we have two  
weeks  
1.345 and two weeks of the rest with a payment for the employee, but they don't give me from the  
first  
1.346 day and I didn't ask, so I should do this, it's good to.. you remind me about this! (laughing)  
1.347 Interviewer: So, good to know some kind of interview advantages, right?  
1.348 Respondent: Yes...  
1.349 Interviewer: Okey, and what's about his attitude, does he actually...when he discuss with you  
some  
1.350 kind of problems...is he...like, is he kind to you? Or basically he can yell at you as well or fight  
with  
1.351 employees?

1.352 Respondent: He's kind person by himself, so  
1.353 Interviewer: So it's in a norm..oh  
1.354 Respondent: Sorry, I have an incoming call, sorry  
1.355 Interviewer: No, it's okey

(Working environment: 1.356–1.359)

1.356 Respondent: He's a kind person, so he never talk with a volume up voice, so, we usually talk very–  
1.357 very, very calm, very normally, very friendly. So, we don't have any troubles, if I do something  
1.358 wrong, he can talk with me about this normally, calm, so friendly. So, I don't feel me... I am  
1.359 comfortable, when I speak with him, so it's okey. In this case, it's okey.  
1.360 Interviewer: Yeah, that's important, that's good. So, basically yes, you have meetings, but its's  
more  
1.361 like, you have them only, when you really have something. Like a big problems, for example  
1.362 Respondent: Yes  
1.363 Interviewer: And they are always customer-oriented  
1.364 Respondent: Sorry, can I drink a glass of water  
1.365 Interviewer: Of course you can drink a glass of water (smiling)  
1.366 Respondent: Yes thank you (smiling), I will be in one minute, so you can make a small pause  
1.367 Interviewer: Yes...  
1.368 Respondent: Okey, I am ready, I am here  
1.369 Interviewer: Yes, are you ready?  
1.370 Respondent: Yes  
1.371 Interviewer: Feel okey? Okey, so with these questions we are done, the next one is about  
1.372 compensation and benefit program. So if you actually have them. It's about...okey,  
compensation  
1.373 and benefit program is actually some kind of advantages employees should have in a hotel, so  
1.374 probably you know about it. It's, for example, when you have extra payment, like additional  
1.375 monetary payment besides your salary or any kind of rewards...  
1.376 Respondent: No. We have only, only salary

(Monetary rewards: 1.377–1.397)

1.377 Interviewer: So, you don't have, for example, any kinds of rewards or some kind of benefits  
1.378 Respondent: No, no, no for up sales, no...no advantages for up sales, no advantages for  
upgrades  
1.379 of the rooms. Nothing, no  
1.380 Interviewer: So, no kind of rewards, small gifts, no kind of advantages  
1.381 Respondent: No, our General manager says it...hmm...if we will stay in a hotel one year, he will  
1.382 make a re-card for us, as I can say it, it's like in Russia it's called Premia  
1.383 Interviewer: (Laughing) Yes Premium... I don't know...  
1.384 Respondent: One hundred thousand of rubles, so but I'm not sure if it's true, because he can say  
it,

1.385 but I know he can say a lot of things, he really says a lot of things before, so...  
1.386 Interviewer: So, you don't have any guarantees, that he will actually do it  
1.387 Respondent: Yes, I am not sure, but maybe yes  
1.388 Interviewer: He just promised you, just like this  
1.389 Respondent: Yes, he just promised, maybe one day I will ask him and he will say: "I don't know, I  
1.390 didn't say this"  
1.391 Interviewer: It's like for every employee, he promised it to every employee? For example if you  
stay  
1.392 for more than a year...  
1.393 Respondent: Yes, yes, for everybody who will stay one year in a company  
1.394 Interviewer: How much would you get then?  
1.395 Respondent: One...hundred thousand rubles, it's like...one and a half thousands of euros  
1.396 Interviewer: Yes, sounds good, but there is no guarantees (laughing), okey  
1.397 Respondent: Yes, no guarantees

(Holliday allowance: 1.398–1.400)

1.398 Interviewer: And what about, for example, do you have like a medical cover or maybe some kind  
of  
1.399 holidays allowance  
1.400 Respondent: Nothing, those also...nothing  
1.401 Interviewer: Okey (laughing), why do I ask. Okey, What about...  
1.402 Respondent: In other works yes, but not everywhere in Russia they work by the law, so...  
1.403 Interviewer: Yeah, I know  
1.404 Respondent: ...and I don't have a medical part or, I don't know, social cards, so only salary and  
1.405 my...I forget the words, sorry (laughing)  
1.406 Interviewer: No, I understand you, don't worry. And about working benefits, also, besides  
medical  
1.407 cover, do you have, for example, flexible working hours, can you, for example, sometimes ask  
him  
1.408 to change yours shifts or maybe to replace you?

(Flexible working hours: 1.409–1.415)

1.409 Respondent: Yes, yes. Usually I discuss this with my colleagues, if I need change my shifts,  
change  
1.410 it will step, so I don't ask the general manager about this  
1.411 Interviewer: So, you don't need to discuss like your hours with General Manager  
1.412 Respondent: No, I can give my, I can give my part of salary...  
1.413 Interviewer: Oh really  
1.414 Respondent:... to my colleague, if he changes me, or my colleague can do it for me. So, it's okay  
1.415 with this

(Team events: 1.416–1.418)

1.416 Interviewer: Okey, and do you have some kind of team events? Like when you gather all together,

1.417 like working team events. I don't know, for the New Year, for the Easter

1.418 Respondent: Not yet, not yet, I don't know, maybe in a future

(Opportunities to grow:1.419–1.434)

1.419 Interviewer: And also, opportunities to grow? Do you have them? For example, did they...

1.420 Respondent: (Laughing) It's very difficult questions, because I don't know, it depends on me, but it

1.421 depends on, you know, on the owner of the hotel, or other people, who stay under me...not under me

1.422 Interviewer: Yeah, who has the lower position, yes

1.423 Respondent: I don't know how...how my General Manager reach his position, I don't know, maybe

1.424 friend of the owner or friend of the friend of the owner, so I don't know, but if we talk about

1.425 opportunities, I think 10% of real chances to grow up, 10%, maybe 5–10%

1.426 Interviewer: 10%

1.427 Respondent: So it's better to stay here maybe a few years. If you ask about this hotel, I don't know.

1.428 If you ask about this hotel, I think there is no... there are no opportunities

1.429 Interviewer: Yes, but it's also like a small hotel, so you don't have a lot of positions, probably, that's

1.430 why as well. For example, who you can become: a manager...

1.431 Respondent: Yes...we don't have other positions, we even don't have a position of... I don't know

1.432 how to...how you call this position in Europe or in English

1.433 Interviewer: What is it about?

1.434 Respondent: It's like the main receptionist, the main administrator, head of the administrators

1.435 Interviewer: Yes, it can be Front Office Manager, can be Reception Manager, yeah can be Reception

1.436 manager, depend on the hotel as well, so how big is it

1.437 Respondent: In big hotels yes, Front Office manager, Concierge, I don't know, so...

1.438 Interviewer: Concierge can be

1.439 Respondent: ...small hotels there is only administrators and managers. So, the girl, who advised me

1.440 to take part in this interview, she work like manager too, but...

1.441 Interviewer: Yeah

1.442 Respondent: He gas...she has other responsibilities

1.443 nterviewer: Anna, right?

1.444 Respondent:...than General Manager and we

1.445 Interviewer: She is Operational Manager

1.446 Respondent: Yes, Operational Manager

1.447 Interviewer: Yeah, I know this one as well. So basically, if I ask you about employee recognition  
1.448 events, so you probably, don't have them as well, right? It's like...  
1.449 Respondent: Events?

(Team events: 1.450–1.453)

1.450 Interviewer: Yes, employee recognition events, it's for example when you achieve something,  
when

1.451 they promote you, then you have this events, but if they don't promote you, so you probably  
don't

1.452 have these kind of events...

1.453 Respondent: Unfortunately no, no

1.454 Interviewer: Okey, would you actually change something? What's your opinion about it. I also  
need

1.455 to have...if for example you were a manager. For example, what would make you feel better to  
work

1.456 in a company, what kind of...

1.457 Respondent: Just a second please

1.458 Interviewer: Yes, sure

1.459 Respondent: Again?

1.460 Interviewer: What kind of compensation or benefit programs would you like to have, like as a

1.461 minimum in order to feel you...to make you feel better working in a company, in a hotel? Exactly  
in

1.462 this one

(Desired changes in the compensation and benefits program: 1.463–1.470, 1477)

1.463 Respondent: I think we... I think we should have a percent from whole...whole, I don't know, just  
a

1.464 moment, I will use a translator

1.465 Interviewer: Yes, sure

1.466 Respondent: Because I don't want to know, going to speak Russian

1.467 Interviewer: Yeah, take your time

1.468 Respondent: And it's interesting for me too. Ah, it's better to have percent from general income  
of

1.469 the comp...of the hotel, so maybe 2% , it will be very good for me, 2% from maybe...our hotel  
makes

1.470 6 millions, from 6 to 9 millions in one month, so...

1.471 Interviewer: Yes, and how did you call it, so general what?

1.472 Respondent:... from general income

1.473 Interviewer: Ah from general income, yes, yes yes income. Yes, I understand, could be nice!

1.474 Respondent: So 2 or 3%. Three is very much for me (laughing). Two percent is okey

1.475 Interviewer: So, for you it could be important to have some kind of monetary rewards, like in  
terms

1.476 of money

1.477 Respondent: Yes, it make the employees working harder

1.478 Interviewer: Of course, yes, because you can get extra benefit from it...

1.479 Respondent: Yes, when I know that I will get my forty thousand rubles in one month, I will not work

1.480 harder, because I know if I will work...

1.481 Interviewer: Yes, if you work harder you expect them

1.482 Respondent:...good, or I will work not so good in latest month I work, it will be the same

1.483 Interviewer: Yes, of course, if you want. If they want you to work harder, you expect some kind of

1.484 additional benefits or additional money for this, it's normal I think

1.485 Respondent: Yes

1.486 Interviewer: And also okey, thank you, I got this, and also about employee development programs.

1.487 Do you have some development programs, like trainings for example, they train you. When, for

1.488 example, you start to work or during your working time. Do you have some kind of trainings?

(Trainings: 1.489–1.492)

1.489 Respondent: No, only, when I came in this position, in this hotel, only two weeks of preparation of

1.490 some kind of study, to study to work with a program, so, not more

1.491 Interviewer: Like introduction, small introduction

1.492 Respondent: Yes, introduction, small introduction and that's all

(Evaluation of the employee results: 1.493–1.498)

1.493 Interviewer: And do they also evaluate you during your working process? For example, when

1.494 manager comes to you and check how you work, or something like this?

1.495 Respondent: Yes, it's very often

1.496 Interviewer: Very often, so they don't train you, but they check...

1.497 Respondent: today he ask me how I feel me today, what's happened this week or something like

1.498 this. So, he always interested in our working process, so it's good

1.499 Interviewer: Okey, but he doesn't develop any kinds of trainings so far, right?

(Trainings: 1.500–1.503)

1.500 Respondent: Hmm, you know, this type of trainings, this type of development programs...it for big

1.501 hotels, so the small hotel, they don't have, they have only one hotel, it's not a net of hotels, it's not

1.502 a big net of hotels. So, big net of hotels they opportunities to do this, they have money and

1.503 something like this. Small hotel don't have these opportunities. We work just as we know and that's all...

1.504 Interviewer: Okey, and do you also share with each other, do share your experience with each other?

1.505 Between employees for example? Do you help each other, of it's like for example..

(Knowledge sharing between the employees and managers: 1.506–1.508)

1.506 Respondent: Yes, of course, of course, because in this place of work I work with my friends, with my

1.507 old friends, so I work with my friends, they work in the PPA, in the Reception as well, so we always

1.508 help each other

( Working environment: 1.509–1.513)

1.509 Interviewer: Okey, so you, do you have a good relationship with other...with your colleagues? With 1.510 other employees?

1.511 Respondent: Yes, because they are my friends from school (laughing)

1.512 Interviewer: So, actually almost all of them?

1.513 Respondent: Ah, 70% of them

1.514 Interviewer: 70% okey now, that's not bad, that's good. Okey, so I got this one. And also the next

1.515 question is about Duty of Security. What's about Safety and Security programs? Do you have some

1.516 kind of, for example, trainings about Safety and Security or do they explain you how to behave in

1.517 case of Emergency situation?

(Documentation of the risk appraisal:1.518–1.523)

1.518 Respondent: Ah, you know I signed a lot of papers about... (laughing)

1.519 Interviewer: Did you read them? (Laughing)

1.520 Respondent: ....about Safety...yes... program, but they don't even let me read this, so

1.521 Interviewer: Really? So, it's just for administration, just to have this one

1.522 Respondent: Yes, but I know how, how should I relate in this situation, so it's okey, because I know

1.523 the problems, I know the key doors for emergency exit. It's only four or five...

1.524 Interviewer: Yes

1.525 Respondent: Only four doors for emergency exit, it's small hotel

1.526 Interviewer: No, it's quite, it's enough and do you also have first aid tools?

1.527 Respondent: Yes?

(First aid tools: 1.529–1.532)

1.528 Interviewer: Do you also have first aid tools? Do you know where they located?



1.529 Respondent: Yes, of course, of course we have, of course we have, but you can't find there some  
 1.530 pharmacy for you know, if you get ill, only for emergency situation  
 1.531 Interviewer: So, for yourself, for example, you don't have some medical treatments?  
 1.532 Respondent: Only from headache  
 1.533 Interviewer: Haha, only headache can happen?  
 1.534 Respondent: Usually, I have only headaches on my workplace  
 1.535 Interviewer: Okey, I understand, and do you also read a set of legal requirements for example?  
 For  
 1.536 example, like documentation, which you sign, have you ever read it or you just sign, but you  
 don't  
 1.537 know what's written in there?  
 1.538 Respondent: I signed it...they just told me what is it and I just signed it, it's make, it was made by  
 1.539 Anna- Operation Manager  
 1.540 Interviewer: Yeah I know her (laughing)  
 1.541 Respondent: I trust her (laughing)  
 1.542 Interviewer: And also again the same question, like what's your opinion about it? Do you think  
 1.543 that's the right way of conducting like safety and security program or would you change  
 something  
 1.544 in here for the employees? How would you feel like safe for example?

(Desired changes in Duty of Security: 1.545-1.546, 1.559-1.1563)

1.545 Respondent: I think it's important, because sometimes...our hotel is non-smoking hotel, like  
 every  
 1.546 hotel in Russia. So, you not allowed to smoke in a rooms, but a lot of guests do that  
 1.547 Interviewer: Really?  
 1.548 Respondent: And they don't understand that it is really very dangerous for everybody, who stay  
 in  
 1.549 the hotel  
 1.550 Interviewer: Yeah, that's terrible, you cannot do it  
 1.551 Respondent: Yes, but it's Russia...for foreigners, it's not a problem for foreigners. If I say to  
 foreign  
 1.552 person "Do not smoke in the room", they will never do this. So, other people, mostly Russians of  
 1.553 course, they don't understand this. Sometimes they smoke in the rooms, they don't even scare  
 of  
 1.554 the fine, because it's fine- ten thousands rubles for smoking in a room, so but the main thing is  
 1.555 that in a hotel there is a lot of things that can be fired. So, it's really dangerous, we have to  
 solve  
 1.556 this problem. Firstly, the problem with the guests, to not them allow to smoke in a room, to  
 make  
 1.557 them scare to smoke in a room. I don't know how to make them stop this.  
 1.558 Interviewer: Yeah, it's very important, because it can be dangerous for other guests as well.  
 1.559 Respondent: So, in some hotels in Europe, I know they have this, they have smoking rooms  
 1.560 Interviewer: Smoking areas, normally you have like smoking areas, where you can smoke

1.561 Respondent: Yes, smoking areas or smoking rooms. I don't know, I was in Spain, there was a rooms

1.562 for smoking, not rooms for smoking. Rooms, that you allowed to smoke, so it's better to make a

1.563 smoking area, yes. But if we make a smoking area, sometimes a lot of people start to smoke in the

1.564 rooms, because they don't want to go outside, because they do some, I don't know, some bad

1.565 things, so they start to go to the smoking area, start to be, you know, not crowdly, maybe they

1.566 would be drunk, they would be aggressive there. So, I don't want to make smoking area. It is better

1.567 "If you want to smoke-go outside". It's better to do this way.

1.568 Interviewer: But normally you often have situations, when people still, the customers I mean, they

1.569 still smoke and they don't really listen and they are not really afraid of fines?

1.570 Respondent: Yes and they don't scare of the fines, so I don't how to do it right way. You know, I

1.571 can't go to the room and say "I fine you, I fine you for this, so give me ten thousands rubles,

1.572 nobody will do this. So and you can't let them do this...

1.573 Interviewer: So, it's not like, it's not mandatory

1.574 Respondent: You have a reason, but you don't have a power for do this. So, I don't know how to

1.575 relate in this situation. It's better to call the police and let them go out from the room, from the

1.576 hotel. It's better to do this way, but the police in Russia don't work this way, so.

1.577 Interviewer: So, basically, for example, when you say to them that you gonna fine them, but if they

1.578 smoke you don't have any kind of power to really fine them, right

1.579 Respondent: No, no, you don't....if they came from booking.com, you know....

1.580 Interviewer: Then these rules doesn't make sense, right?

1.581 Respondent: The guest are clever. If they came from booking.com, they never will smoke in the

1.582 rooms, because they know if they smoke and they reserve the room from booking.com, I can put

1.583 them in black list of booking.com for smoking in the rooms...

1.584 Interviewer: Oh really?

1.585 Respondent: Yes...I allowed to do this. So, and after they can't reserve the hotels on booking.com

1.586 site. So, the clever guests know this, so otherwise. Otherwise a lot of people came from... they call

1.587 and reserve, so they email and reserve and I can't do anything with these guests. I don't have a

1.588 power in this case

1.589 Interviewer: Yes, this very bad, because basically you need to, you need to have a power. I don't

1.590 know at least some kind of administrative documents or...

1.591 Respondent: And even security of the hotel...they don't have a power for maybe, you know, let them

1.592 go out, put them outside. No, no power

1.593 Interviewer: And do you actually know... you have a security in the hotel, right?

1.594 Respondent: Yes

1.595 Interviewer: And do you know what kind of power they have, what kind of responsibility, what they

1.596 can actually do?

1.597 Respondent: They can't heat you

1.598 Interviewer: What?

1.599 Respondent: They can't use. A power, they can't heat you....allowed you

1.600 Interviewer: Can't heat you? They are not allowed, yes?

1.601 Respondent: Yes, so I don't know why we have them. Maybe to take keys, when I go to the work,

I 1.602 take keys from security. So, in this way yes. In other hotel it's the same, you know, it's the law, the

1.603 written law of the securities, because it's private organizations, that secure of the hotels. And in the

1.604 law, in the Russian law, they can't do anything, they can't use power and then they can't

1.605 Interviewer: Yes, I understand...but that's interesting and do you also have security like 24 hours,

1.606 like they stay overnight as well, right?

(Safety level : 1.607–1.611, 1.616)

1.607 Respondent: Yes, we have button under the table. If...in this case–yes, but this is only in very very

1.608 dangerous situations. If somebody rubbers me or I don't know, wants to... stole my...in this case–

1.609 yes, but in other cases–no. When somebody come to be drunk, start to speak with me, try to harm me

1.610 Interviewer: They don't participate...in this situation

1.611 Respondent: I can't use this button in this case, no. I will solve this problem by myself

1.612 Interviewer: But it also can be dangerous, right?

1.613 Respondent: Again?

1.614 Interviewer: It also can be dangerous for you, because if there are a few people, who you gonna 1.615 solve this

1.616 Respondent: Ah, yes, can be dangerous, that's why we don't take on the work girls. I think, in the

1.617 small hotels..

1.618 Interviewer: You mean, sorry do you mean for the reception?

1.619 Respondent: Again?

1.620 Interviewer: Sorry, do you mean you don't take girls for the reception or like for any position?

1.621 Respondent: For the reception, right. Because the reception works 24 hours and there are a lot of

1.622 bad things happens at night, of course

1.623 Interviewer: Really?

1.624 Respondent: Yes, usually, because at day time there are a lot of people in a hotel, so at night

1.625 there is only me and in this case it's, you can't take the girl on this position, because drunk, drunk

1.626 mans or some dangerous situations. I don't think about dangerous situations. Only drunk mans, okey

1.627 Interviewer: (Laughing) No, but it's still, it also can be dangerous situation, depends on the person

(Safety level: 1.628–1.630)

1.628 Respondent: Yes, yes and she will be alone here, so it's very dangerous for her in this case and in

1.629 net hotels all the positions work 24 hours: reception, security, in our case too. But security in our

1.630 hotel—on the first floor and reception on the fourth floor

1.631 Interviewer: On the fourth floor? Reception you have on the fourth floor

1.632 Respondent: Yes, so in other hotels, as I say, every position works for 24 hours, so 24 hours

1.633 reception, bar, the concierge, the...

1.634 Interviewer: Yeah, all the positions

1.635 Respondent: All the positions, cleaning too...

1.636 Interviewer: Do you also have.. do you have person who replaces you or you work by yourself 24

1.637 hours for example if it's... For example if it's Monday, you work on Monday for how many hours?

1.638 You can work 24 hours, right?

1.639 Respondent: So, I don't have a person, who can replace me. I and my colleagues, we work alone on

1.640 the reception, so in five meters we have a bar. So, when I go out for smoke, when I go out for

1.641 dinner...

1.642 Interviewer: Yes

1.643 Respondent: I leave there only barmen in this are on the reception. I leave there only barmen and if

1.644 somebody...if somebody comes, he just call me and I going upstairs, so that's all

1.645 Interviewer: Yeah that's very...

1.646 Respondent: Nobody can replaces me

1.647 Interviewer: That's very complicated

1.648 Respondent: Yes, and in case of barmen, if he needs to go somewhere, I said, I replace him

1.649 Interviewer: Okey, so then I want to ask the last question, if you actually know something about it,

1.650 because it's more question for the manager, but, do you know something about separation process.

1.651 So, for example, if the manager decides to fire someone, do you have any experience, like for

1.652 example, was any person in your company, who was fired? Do you know how it happened? Like they

1.653 have a meeting or he just come and say "You don't work here anymore"

1.654 Respondent: Hm, no, nobody was fired, because our manager don't want to take part in finding a

1.655 new person. So he don't want to...He don't want to lose his time

1.656 Interviewer: he doesn't want to spend money and time, yes?

1.657 Respondent: As he say...I forgot a very simple words

1.658 Interviewer: It can happen, because we already talked for a long time

1.659 Respondent: Yes he lose...he don't wanna lose a lot of time to finding any persons

1.660 Interviewer: And money as well

1.661 Respondent: What?

1.662 Interviewer: And money as well. So, it requires financial support

(Working environment: 1.663,1.670,1.681,1.682, 1.686-1.689,1.712-1.714 )

1.663 Respondent: And money as well... So, I want to make only one person be fired in my workplace.  
It's

1.664 one of the cooks

1.665 Interviewer: You would fire him?

1.666 Respondent: What?

1.667 Interviewer: You would fire him, if you were a manager? Yes?

1.668 Respondent: Her

1.669 Interviewer: Her? Okey, it's her

1.670 Respondent: Because she is a woman... she very bad kind of relative person

1.671 Interviewer: You mean it's difficult to communicate with her or she is bad as a professional?

1.672 Respondent: For me it doesn't matter with who I will work. For me, the real matter is how my  
1.673 colleagues relates with the guests

1.674 Interviewer: Ah, how they communicate with...

1.675 Respondent: How they communicate with them, how they...how they like the guest, so, in case  
of

1.676 this woman, I don't like everything, I don't like everything, I don't like how she look, look  
herself,

1.677 so..she don't, don't wash up her hair usually, so...

1.678 Interviewer: Oh really, but she...

1.679 Respondent: She work on a kitchen, so sometimes

1.680 Interviewer: She is a chef in a kitchen

1.681 Respondent: Yes, sometimes I see how she work without the gloves on her hands, she can mix  
1.682 something by hands

1.683 Interviewer: Yes, oh my god, it's terrible yes

1.684 Respondent: Yes, it's really terrible, I never eat in the restaurant, if it's her shift

1.685 Interviewer: When she prepared the food?

1.686 Respondent: Yes, I eat only when my favorite cook on the kitchen. So, when I know that she

1.687 prepares something-I never eat it. So, because sometimes I see how something go down on the  
1.688 floor, she put it back to the table, so it's not normal for me and I want this person to be fired  
and I

1.689 speak with my manager about this, but every time he says "She will be okey, as we will change  
it".

1.690 So, he really kind person, really. In this situation, I don't think, you should be kind, you should  
be...

1.691 Interviewer: Critical

1.692 Respondent: Critical and you should be realist...

1.693 Interviewer: Yeah, of course

1.694 Respondent:... and you should fire her, in this case. It's only one person, that I want to be fired on

1.695 my job

1.696 Interviewer: Yes, do you think that actually it can spoil the experience of the customer as well?

1.697 Respondent: Yes, even we have a lot of feedbacks about her even in our booking.com site. So,

1.698 about the breakfast..

1.699 Interviewer: But how it happens, because normally chefs don't communicate with customers

1.700 directly, but in your hotel they do?

1.701 Respondent: Cooks, the cooks or chefs?

1.702 Interviewer: Yes, for example, she is working in the kitchen , but how does she communicate with

1.703 the customers?

1.704 Respondent: During the breakfast she go out from the kitchen

1.705 Interviewer: Ah she brings the food, right?

1.706 Respondent: Yes, but the rightest way to do this you only go out form the kitchen and put the

1.707 dishes and go back to the kitchen, so the guest should not see you. So, she even go to smoke

1.708 during the breakfast, so other cooks never do this, because when it's a lot of people sitting at take

1.709 the time, eat breakfast I can't go out, because something can finish at this moment, some dish can

1.710 finish at this moment...

1.711 Interviewer: Of course

1.712 Respondent: So, we solve this problem, but she, she even now go to smoke during the breakfast.

1.713 So, it's not normal. I don't know. And she didn't....and she doesn't wash her hands, after she goes

1.714 smoke, so I never eat what she is...It's not for me

1.715 Interviewer: Yes, that's terrible, of course.

1.716 Respondent: Terrible, and terrible for the guest. I can't say them "Do not it this" I don't want to do

1.717 this (laughing)

1.718 Interviewer: Because then you can spoil the reputation of the hotel, that's true. Ah okey, so, okey,

1.719 but generally, as an employee, do you think that all these kinds of maybe small problems, maybe

1.720 lack of trainings, do you think that that influence the overall performance of the hotel. For example,

1.721 do you think that that's the reasons why for example you get sometimes bad reviews or something.

1.722 Do you think that sometimes could be more trainings or some kind of improvements. What kind of

1.723 improvements would you like to have?

1.724 Respondent: It's depends on the persons. You know, some persons come to the hotel and they go

1.725 out really really happy. So, I as a I know, you know it's like a phycology only, because you can get

1.726 one week of the greatest, greatest guests, they like everything you do and one week of the bad, the

1.727 worse, the worst

1.728 Interviewer: Experience in your life yes

1.729 Respondent: Yes and one week of the worst feedbacks, reviews of your hotel and one week of the

1.730 best reviews, so it's depends only from the people. So...because some people came to the 5 stars

1.731 hotel with every kind of...every kind of service and they go out really, really frustrated, so because

1.732 they have a really high...

1.733 Interviewer: Expectations?

1.734 Respondent: Expectations, thank you, thank you. They have a really high expectations, so I... as for

1.735 me, I am a person that don't have a very big exp...very high expectations, so when I come to the

1.736 four start I know how much services they do, they should have...I want to have a big bad

1.737 Interviewer: You know what to expect

1.738 Respondent: I want to have a chair, TV, so Wi-Fi, maybe an armor, so that's all. I don't need a lot of

1.739 things. Some people want "We have a parking, why you don't have a parking... I don't wanna

1.740 showers"

1.741 Interviewer: Oh you don't have a parking

1.742 Respondent: So, you can't do your best for everybody, but you should do the best for the people,

1.743 who really understand what...Sorry

1.744 Interviewer: Ah it's okey

1.745 Respondent: But you can do the best for the people who really understand the hotel service, who

1.746 really understand what... Sorry again. Who really understand what is four star hotel, five star hotels,

1.747 what services they can give you

1.748 Interviewer: Yes...

1.749 Respondent: So, in...in a lot of cases the bad reviews is coming, because a lot of people don't

1.750 understand what is four stars service, what is five star service, what is three stars service, because

1.751 they think that...the most of the bad reviews they write, the write about us "Three star service, three

1.752 star service". So, that's the most popular bad review about our hotel, the most popular

1.753 Interviewer: Yes, I understand. Yes, for them they think if you offer service at the level of three

1.754 stars...

1.755 Respondent: Yes, it's only because they don't understand what is three stars service and four starts

1.756 service. They don't see the difference between them. So I can see the difference and other people  
1.767 who understand, who travel a lot, they understand the difference. So, even my friend now, he is  
1.758 s more better than in Europe. So, Europeans understand very good what is 4 star service, so  
1.759 Russians didn't...don't understand it...they that 4 stars, it's like you know, it's one step before  
the  
1.760 five star. Five star is all the services that you want...  
1.761 Interviewer: Yeah, so you want to say that basically if you have international European  
customers,  
1.762 they are less picky than Russian people, they complain less...  
1.763 Respondent: yes, sure, it's real, so it's fact, I don't know how to say it in other way...because  
they  
1.764 understand even the...you know, I never see the bad mark for personnel, you know the marking  
of  
1.765 the personal in booking.com. They have personal, comfort, cleanings... Sorry I just have to hold,  
I  
1.766 have so many calls  
1.767 Interviewer: No, it's okay, don't worry about it  
1.768 Respondent: So, the foreigners, they understand.. I just delay...just a moment  
1.769 Interviewer: The difference?  
1.770 Respondent: The mark for cleaning, the mark for place of the hotel  
1.771 Interviewer: Yes, yes, I know what you mean  
1.772 Respondent: The Europeans never go down than ten for the personnel of the hotel employees.  
They  
1.773 always give a good mark for the personnel, because they know that in their hotels...because I  
was in  
1.774 European hotels and you too I think  
1.775 Interviewer: Of course, yes  
1.776 Respondent: So, you know that the employees, the personnel in European hotels they are not  
warm,  
1.777 they are not...how to say, they not do every request, as you want  
1.778 Interviewer: It depends yes, I would say that I was working with different people  
1.779 Respondent: Not in every hotel, I don't speak about every hotel. So, they just so their job, you  
1.780 know, they know the...they know their responsibilities, they know their functional and they never  
go  
1.781 up this line. So, we always try to go, how to say, we always try to make them happier, make  
them  
1.782 Interviewer: Yes, for example, through the personal communication, right?  
1.783 Respondent: Yes, Yes. In this way, that's why they like our hotels, that's why they like our  
1.784 employees and always give a good mark for this, but the main problems with the Russians that  
they  
1.785 come to the hotel...  
1.786 Interviewer: With a high expectations?  
1.787 Respondent: Frustrated, frustrated...  
1.788 Interviewer: Yeah, that's I know what you mean



1.789 Respondent: They come to the hotel frustrated...yet and after you can do everything, but they will

1.790 be stayed frustrated in any case, so sometimes I break them

1.791 Interviewer: Sometimes what do you do?

1.792 Respondent: Sometimes I break, break them

1.793 Interviewer: Break them? (laughing) I hope not like literally

1.794 Respondent: Yes, yes, make them happy, male them happy in this case

1.795 Interviewer: Oh, that's your experience already

1.796 Respondent: So, but the first view, the first view of the Russian people and European people is not

1.797 the same, because Russians always make feedback from the first view. Europeans make the general

1.798 view-review

1.799 Interviewer: Yes, it's true

1.800 Respondent: So, it's very bad, I think. Because they came first day and it was, it can be...they can

1.800 stay seven days, but the first day in the hotel will be terrible

1.801 Interviewer: Yes, the first impression

1.802 Respondent: They will remember it for whole life. So, they will write about this seven lists of the

1.803 paper and only one list of the good things. So, it depends on the person, so, the Europeans--yes,

1.804 they can write about, about first view. It will be not good, they will write about this, but this will

1.805 take a part of one day of the week, not seven days of the week, so it's the main point of the

1.806 best...of the good or bad reviews in our hotel. So, now we have a mark 8.9 on the booking.com

1.807 Interviewer: What's not that bad, right?

(Communication of the job objectives: 1.808, 1.809)

1.808 Respondent: It's not bad, but I want to go up at the nine, because in my latest hotel it was 9.3, it's

1.809 very good mark. So and my General Manager want to make 9.4, but it's impossible in any way.

1.810 Interviewer: No, in a future can be...

1.811 Respondent: Maybe, maybe yes

1.812 Interviewer: Okey, so that was my last questions. Thank you very much for the interview, I am going

1.813 to use it for my improvement and now I would like to finish. Do you want something g to add as

1.814 well?

1.815 Respondent: Oh, I can talk for many-many hours about my work. If you would have some more

1.816 questions, you can write me

1.817 Interviewer: Of course

1.818 Respondent: I will say you by the letter, if I can, because now I have to take my time

1.819 Interviewer: Of course, yes, thank you very much, here I am finishing, Goodbye!

1.820 Respondent: Thank you too! Thank you, Have a good luck!

1.821 Interviewer: You too, Good luck!

1.822 Respondent: Bye bye!

## Interview Transcript 2

Theme: Human Resource Management policies in City Hotel 1905

Date: 17.04.19

Interviewer: Student – Natella Salamova (Interviewer)

Interviewee: Shevchenko Anna Igorevna (Respondent)

2.1 Interviewer: Добро пожаловать на сегодняшнее интервью. Сегодня я бы хотела поговорить об...  
о Human

2.2 Resource Management, либо, если переводить на русский–об Управлении персоналом. Я  
решила

2.3 провести это интервью потому что сегодня я буду разговаривать с Вами как с менеджером  
отеля City

2.4 Hotel, который находится в Москве, потому что Управление персоналом очень важно если мы  
хотим

2.5 привлечь больше интернациональных работников, сделать их условия, рабочие условия  
намного лучше,

2.6 чтобы они действительно понимали, что работать в вашем отеле намного выгоднее и лучше,  
чем

2.7 допустим в других , в других отелях Москвы и плюс еще повысить общую...organization  
performance,

2.8 общую картину организации, улучшить условия. А, сегодня в течении...так...об Управлении  
Персоналом я

2.9 буду конкретно задавать Вам вопросы о процессе приема на работу, об управлении

2.10 производительностью, позже я объясню что это такое, о программе пособий о режиме  
безопасности и

2.11 в конце концов про процесс увольнения. В общем, условно в общем. Если у Вас будут какие-  
то

2.12 вопросы, Вы можете всегда спрашивать меня и я, в принципе, смогу объяснить вопрос

2.13 дополнительное. Информация вся будет конфиденциальной и делится я буду только со своим

2.14 университетом. Поэтому для начала я бы хотела попросить Вас представить себя, свою  
позицию,

2.15 сколько Вы уже в отельном менеджмент...в отельном бизнесе и кем вы являетесь...

2.16 Respondent: Здравсте, меня зовут Анна, я являюсь операционным директором в гостинице City  
Hotel

2.17 1905 в городе Москве. На данный момент я в гостиничном бизнесе 4 года. Не все 4 года в  
этой

2.18 гостинице, но в общем все именно так.

2.19 Interviewer: Хорошо, приятно познакомиться, меня зовут Нателла, я студент отельного  
менеджмента в

2.20 Голландии. Тогда я хотела бы сначала спросить что для Вас вообще Управление по персоналу  
и как

2.21 проходит этот процесс у Вас в отеле?

2.22 Respondent: Управление персоналом, ну, изначально, каждый человек подбирается на  
2.23 непосредственно определенную должность, а по тем навыкам и по тем умениям, которые он  
знает,  
2.24 которые ему присущи... и выполняет строго определенные свои какие-то функции. Наша же  
задача,  
2.25 чтобы каждая шестерёночка в этом большом организме под названием City Hotel 1905  
работала и не  
2.26 давала сбой. Вот, соответственно, главная наша задача, чтобы тем, кто у нас работает, всем  
интересно  
2.27 было у нас работать, приятно и соответственно, чтобы это чувство было взаимно.  
2.28 Interviewer: Поняла и кто у вас зачастую ответственен за, вот на данный период времени, кто  
2.29 ответственный за этот отдел? Ну, либо вообще за все процессы Управления персоналом?  
2.30 Respondent: Ну, сейчас на данный момент у нас такого человека, как такого, нет. Наша  
гостиница новая,  
2.31 она открывалась у нас в августе 2018 года...  
2.32 Interviewer: 2017?  
2.33 Respondent: Восемнадцатый-2019, то есть нам еще нет, в августе будет год...  
2.34 Interviewer: А ну то есть, абсолютно новый отель  
2.35 Respondent: Мы совсем новый отель и мы привлекали человека извне...именно специалиста  
по кадрам и продвижениям, кадровика грубо говоря, который большую часть персонала одним  
ходом нам  
2.36 поднял, так скажем. Практически на 80%, но он был нанят у нас временно, только на период  
открытия,  
2.37 поэтому сейчас на данный момент если какие-то перестановки в персонале нам нужны, этим  
2.38 занимается управляющий непосредственно. А человека, который занимается этим отдельно, у  
нас на  
2.39 данный момент пока нет  
2.40 Interviewer: И помимо управляющего, помогают ли другие менеджеры, либо это только  
2.41 ответственность именно управляющего?  
2.42 Respondent: Пока на данный момент, принятия решения только за ним  
2.43 Interviewer: Хорошо, и сколько на данный момент у Вас сотрудников в отеле?  
2.44 Respondent: Если так навскидку, около 16-17  
2.45 Interviewer: Хорошо, 16-17 человек? Думаете ли Вы, что Вам нужны будут новые сотрудники,  
допустим  
2.46 интернациональные сотрудники на ближайшие допустим пару лет? Через пару лет?  
2.47 Respondent: Ну конечно, интернациональные сотрудники всегда нужны потому что в России  
большие  
2.48 проблемы языковые и большой языковой барьер потому что у нас по менталитету не очень, не  
очень  
2.49 жалуется изучение английского, там какого другого языка с самого детства  
2.50 Interviewer: Это есть, да  
2.51 Respondent: Да, поэтому интернациональный персонал в России наверное тема довольно  
актуальная,

2.52 исходя из того что иностранным гостям конечно было бы гораздо комфортнее находится в гостинице,

2.53 где у них нет никакого языкового барьера. У нас есть сотрудники, которые говорят на английском. Это

2.54 как без этого. Но говорят не все

2.55 Interviewer: (Смеется) Хорошо. И вообще у вас если приезжают гости, либо посещают вас отель... ваш

2.56 отель, есть ли у вас интернациональные гости? Допустим, те кто не говорят на русском языке?

2.57 Respondent: Да, конечно есть. Тем более, что наша гостиница очень близко к EXPO-центру. EXPO-центр

2.58 это место проведения выставок, на которые ездят со всех уголков земного шара. Соответственно, это

2.59 может быть абсолютно интернациональная выставка, когда нет ни одного русскоговорящего гостя, есть

2.60 внутренний туризм, когда это русская выставка, но никто не предугадает и никогда не известна

2.61 ситуация когда полностью гостиница...в гостинице иностранный гость. Такое происходит довольно

2.62 часто.

2.63 Interviewer: Да конечно, и ваш отель также посещают как бизнесмены, бизнес люди, так и простые

2.64 туристы, которые приехали просто в Москву на какое-то время

2.65 Respondent: Да, конечно, мы вообще в первую очередь являемся бизнес отелем. То есть изначально

2.66 такой наш стиль и мы себя позиционируем, как бизнес отель. Это отель, который именно для

2.67 командировочников. У нас огромное количество корпоративных клиентов от фирм, от различных

2.68 компаний, которые присылают своих сотрудников на различные презентации, на различные выставки и

2.69 плюс мы находимся в центре города, рядом с метро. И плюс мы находимся в центре города рядом с

2.70 метро, к нам приезжают уже обычные туристы, но их не такое большое количество, как все таки

2.71 бизнес....

2.72 Interviewer: Бизнес...ну в принципе да, расположение у вас очень удобное для...именно для как

2.73 бизнесменов, так и туристов, тем более если около метро

2.74 Respondent: Да

2.75 Interviewer: Хорошо, тогда я начну с первого вопроса, который касается процесса приема на работу. То

2.76 есть, во-первых, кто дает вообще разрешение, я поняла что этим занимается главный менеджер, но

2.77 есть ли человек, который так же дает ему разрешение, либо он в принципе сам решает, допустим в

2.78 один момент, что нужны новые сотрудники и начинают процесс?

2.79 Respondent: Поиски...

2.80 Interviewer: Поиски (смеется)

(Selection process: 2.81–2.85)

2.81 Respondent: Ну, если такая необходимость присутствует, то изначально у нас есть сайт по приему на

2.82 работу, как HeadHunter, который мы штудлируем, выставляем наши вакансии, на которые откликаются

2.83 люди. Также на нашу почту люди высылают резюме, которые также мы просматриваем и смотрим их

2.84 умение и навыки. Если кандидат нам подходит, то мы назначаем уже дальнейшее интервью, так

2.85 скажем глаза в глаза

2.86 Interviewer: Интервью проходит один раз?

(Candidate assessment process: 2.87–2.96)

2.87 Respondent: Да, интервью проходит один раз. Изначально рассматривается резюме, если кандидат по

2.88 тезисам, по резюме нам подходит, то есть какие-то его умения, опыт нам могут пригодиться, мы уже

2.89 начинаем непосредственно личную беседу, в которой уже узнаем, что хочет человек, хочет ли он у нас

2.90 работать, что именно он делал, что он умеет и, так сказать, просто какой-то человеческий фактор

2.91 выявляется на этом собеседовании. Также, мы обсуждаем, что мы можем дать человеку, что он нам

2.92 может дать. То есть какие знания у него есть, что мы можем предложить. Если это все совпадает и это

2.93 все нравится обеим сторонам, то тогда мы уже начинаем подписывать договор о приеме на работу, о

2.94 временном-первый договор, который мы подписываем с работником и там уже дальше как получится

2.95 (улыбается). Если человеку у нас понравится и если мы поймем, что да, человек для нас, наш, то мы

2.96 работаем дальше

2.97 Interviewer: Хорошо и вы подписываете договор получается сразу после первого интервью?

(Final decision communication process: 2.98–2.108, 2.111–2.116)

2.98 Respondent: Да, как только мы определяем, что человек у нас остается, мы подписываем договор на

2.99 испытательный срок. Испытательный срок у нас три месяца. Если за эти три месяца человек понимает,  
2.100 что он хочет у нас работать, мы понимаем, что человек справляется со своими обязанностями, то  
2.101 дальше уже подписывается договор с автоматической пролонгацией, то есть безвременный, без  
2.102 каких-то временных рамок и ограничений, в котором так же прописываются все все все условия, вот.  
2.103 Если же, человек нам не подходит, вот по истечению этих трех месяцев, то приблизительно там за две  
2.104 недели, за три мы конечно же ставим человека в...  
2.105 Interviewer: В известность?  
2.106 Respondent: Да, и мы...он уже понимает, что ему нужно искать новую работу, а мы понимаем, что нам  
2.107 нужно искать нового сотрудника. Резко это не происходит, это происходит постепенно, происходит  
2.108 все очень логично, вот. И я думаю, что никого...никто зла на нас не держит (смеется)  
2.109 Interviewer: Но вы оповещаете тоже сотрудников как? Онлайн? Либо вы звоните им, либо  
2.110 приглашаете?  
2.111 Respondent: Это даже на работ...во-первых...вообще то становится понятно и ему в том числе, что  
2.112 человек не справляется. Для него это сюрпризом уже не является. Если такое происходит, то все  
2.113 обсуждается на работе, непосредственно при личном общении с работником, которому говорят что "к  
2.114 сожалению Вы не справляетесь с возложенными на вами...на вас обязанностями и мы будем искать  
2.115 другого кандидата, а Вам нужно поискать другое место работы". Времени и у Вас, и у нас на это есть,  
2.116 вот в общем вперед (улыбается)  
2.117 Interviewer: Ну, в принципе разумно. Были ли конфликтные ситуации, вот когда Вам приходилось  
2.118 оповещать, допустим что сотрудник вам не подходит? Были ли какие-то проблемы?  
2.119 Respondent: Нам повезло, пока что таки ситуаций не было. Ну даже не сказала бы, что повезло, у нас  
2.120 все довольно таки логично. То есть, мы предлагаем неплохие условия труда изначально кандидатам.

(Standard salary: 2.121–2.125, 2.130–2.131 )

2.121 Это оформление официальное с первого дня, это заработная плата, которую кандидаты получают без  
2.122 каких-либо удержек с первого дня, никаких нету денежных штрафов, так скажем. Есть какая-то

2.123 определённая непосредственная оплата ежемесячная, которая выплачивается два раза в месяц без

2.124 удержек абсолютно, вот. И уже в дальнейшем, если мы не подходим друг другу...но как-то все было

2.125 всегда очень логично и в принципе даже таких ситуаций были единицы

2.126 Interviewer: Ну, хорошо, и пробный период им тоже оплачивается, вот эти три месяца когда вы...когда

2.127 они проходят

2.128 Respondent: Да, конечно

2.129 Interviewer: Хорошо...

2.130 Respondent: В размере полной заработной платы за их работу. Даже без каких-либо удержаний на

2.131 период испытательного срока

2.132 Interviewer: Да, потому что обычно в России такое тоже практикуют, что...

2.133 Respondent: В большинстве случаев, практически в 80% при приеме на работу, первый там наверное

2.134 месяц, первые три месяца, смотря как ведет испытательный срок компания. Обычно это несколько

2.135 другая заработная плата, она идет меньше

2.136 Interviewer: Да, то есть в принципе это можно отметить как ваше преимущество в какой-то степени...

2.137 Respondent: Да, да

2.138 Interviewer: Потому что для сотрудников я считаю, что это хорошо. И этим процессом тоже занимается

2.139 обычно главный менеджер?

2.140 Respondent: Всегда, да

2.141 Interviewer: Да, хорошо, а дополнительных тестов, либо каких-то проверок вы не проводите в течении

2.142 этих трех месяцев?

2.143 Respondent: Нет, не проводим, мы сразу видим, что человек хочет у нас работать и справляется со

2.144 своими обязанностями, либо же нет. Это довольно-таки сразу видно

2.145 Interviewer: Это да, это точно. Хорошо, значит с этим моментом понятно. Касательно...второй вопрос

2.146 об управлении производительностью. То есть, это достаточно такой популярный сейчас аспект

2.147 именно отдела управления персоналом. То есть, это о чем, это о том, о коммуникации между

2.148 менеджером и сотрудниками. То есть допустим, во-первых, есть ли у вас какие-то...изначально, если

2.149 ли у менеджеров какие-то планы цели, которые заранее обсуждаются, которые допустим у вас вот

2.150 есть на ближайшие 5 лет допустим. Которые вы вот определенно...как сказать, составили список и

2.151 которые, так же, о них вы информируете своих сотрудников

(Communication of the job objectives: 2.152–2.160)

2.152 Respondent: Ну, у нас нет как таковых планов. То есть конкретно, но у нас было...была цель, вынести

2.153 отель на 100– процентную загрузку в выставочный сезон. То есть когда выставки у нас рядом, в

2.154 EXPO– центре, чтобы о нас узнали. Мы это сделали, мы это смогли, сейчас на данный момент,

2.155 единственное к чему мы стремимся и подгоняем весь персонал. Не то, чтобы подгоняем, это строго

2.156 сказано, но стараемся подставить цель, это наша общая цель гостиницы, чтобы мы вышли на рейтинг

2.157 на сайте booking на 9.0, а то и выше, чтобы это была девятка, либо выше. И мы для этого

2.158 прикладываем все усилия

2.159 Interviewer: В принципе сотрудники тоже об этом знают, что Вы стремитесь к девятке

2.160 Respondent: Конечно, конечно. Это общая работа и это наша общая цель

2.161 Interviewer: Проходят ли у вас встречи между менеджером и работниками? Допустим

2.162 индивидуальные встречи, либо групповые, где вы обсуждаете допустим как...их, их работу, где вы

2.163 обсуждаете какие-то проблемы. Допустим, давайте начнем так. Проходят ли индивидуальные встречи

2.164 с каждым сотрудником?

(Meetings between the manager and employees, Individual meetings between manager and employees: 2.165–2.168, 2.172–2.173)

2.165 Respondent: Да, конечно, проходят и индивидуальные встречи и общие встречи, встречи каждого

2.166 отдела. Будь то либо Клининг, либо горничные, будь то это кухня, ресторанные повара, официанты,

2.167 либо это бар, либо это непосредственно ресепшн. То есть, смотря какая структура. Если это что-то

2.168 общее...задевает что-то общее..эм на паузу поставила? (улыбается)

2.169 Interviewer: Нет, на паузу я ставить не могу потому что здесь такого делать нельзя (смеется)

2.170 Respondent: А ты же просчитываешь, соседка вернулась

2.171 Interviewer: А, это ничего страшного

2.172 Respondent: В общем все собрания присутствуют, то есть все, все обсуждается, либо лично, либо все

2.173 вместе

2.174 Interviewer: То есть в принципе, и как часто проходят допустим индивидуальные собрания,

2.175 индивидуальные встречи? Допустим когда менеджер лицом к лицу с сотрудник...



(Individual meetings between manager and employees: 2.176–2.179, 2.183–2.189)

2.176 Respondent: Индивидуальные встречи проводятся либо в каких-то, либо если какие-то у нас  
2.177 проблемные истории есть, которые бывают в гостиницах, либо это какие-то гости, которые  
попадают

2.178 нам, с которыми нужен индивидуальный подход, вот. С которыми нужно администратору  
провести

2.179 беседу, либо это просто какие-то изменения внутри работы гостиницы

2.180 Interviewer: Хорошо, а обсуждаете вы также допустим не только гостей, либо какие-то  
конфликты, а

2.181 именно персональные проблемы сотрудников. То есть если им что-то нужно, допустим есть  
ли...есть

2.182 ли у них какие-то проблемы в семье или на работе, которые они бы хотели обсудить больше  
такие...

2.183 Respondent: Ну это в основном отпуск, обсуждение всегда отпусков, больничных и все тому  
подобное,

2.184 вот. А так, в большинстве своем пока на данный момент не было такого. Единственное по  
графику

2.185 работы может были изменения. Изначально у нас старший портье–Петре, работал с  
понедельника по

2.186 пятницу до 18.00 и у нас на ресепшене было два человека, но потом наши ребята– портье  
решили, что

2.187 так будет лучше, если они будут работать сутки–трое, то есть три дня выходных, один день  
отработал,

2.188 так им стало удобнее, так же мы это все обсудили. Ну, раз им так всем удобнее, то посему  
бы и нет. В

2.189 общем гостиница пошла на встречу и изменила график работы на более удобный для  
персонала

2.190 Interviewer: Ну, в принципе это важно, что на встречу вы идете и какие-то нюансы можно  
обсуждать

2.191 если...

2.192 Respondent: Да, конечно, если это никак не влияет на работу гостиницы, это никак не идет  
ей во вред,

2.193 то почему бы и нет

2.194 Interviewer: А групповые собрания если проходят, что вы обсуждаете обычно? На...допустим  
когда все

2.195 вместе

(Meetings between the manager and employees: 2.196–2.200, 2.207–2.210)

2.196 Respondent: Это либо изменения в порядке работ, либо это обсуждение каких-либо  
изменений также

2.197 в программе компьютерной, либо в изменении подсчетов, либо там какие-то безналичные  
платежи.

- 2.198 То есть, это внутренняя работа, грубо говоря, ресепшена, когда общие есть какие-то собрания и также
- 2.199 идет работа по отзывам. То есть если на booking-е, либо на каком-то носителе нам оставили
- 2.200 негативный отзыв, то он обсуждается полностью всем персоналом
- 2.201 Interviewer: Да и как часто проходят такие встречи? Как часто случаются, да
- 2.202 Respondent: Ну, не так часто, не так часто
- 2.203 Interviewer: Хорошо, вообще, а вообще Вы считаете, что это необходимо, допустим, проводить
- 2.204 встречи, ну либо какие-то собрания индивидуальные с сотрудниками. Допустим, чтобы обсудить
- 2.205 именно не рабочий процесс, а больше даже...ну, допустим их идеи, их...ну может какие-то, может
- 2.206 быть они хотят усовершенствоваться, либо у них есть какие-то идеи.
- 2.207 Respondent: У нас в любом, любое желание если у человека есть желание подойти, поговорить что-то
- 2.208 привнести новое, либо что-то обсудить, мы абсолютно открыты для всего этого и в любой момент к
- 2.209 нам могут подойти, подходили люди, с которыми мы ведем диалог. Наш...наши работники. Мы всегда
- 2.210 открыты для диалога
- 2.211 Interviewer: Хорошо, то есть в принципе у вас отношения с сотрудниками достаточно хорошие
- 2.212 Respondent: Я думаю, что у нас очень благоприятная атмосфера на работе
- 2.213 Interviewer: Ну это прекрасно! Хорошо, тогда следующий вопрос касательно программ по развитию
- 2.214 персонала. То есть, если...
- 2.215 Respondent: Именно сегодня
- 2.216 Interviewer: Я жду, не переживайте
- 2.217 Respondent: Да-да-да, все... слушаю Вас

(Trainings: 2.221–2.232)

- 2.218 Interviewer: Так, а программы именно по развитию сотрудников и развитию и развитию их навыков, то
- 2.219 есть проводятся ли у вас такие программы, допустим тренинги, либо что-то для улучшения работы
- 2.220 персонала?
- 2.221 Respondent: Сейчас на момент-нет. У нас в принципе работают люди с опытом, которые работали в
- 2.222 сетевых отелях. Есть люди с образованием, я сама гостиничник по образованию. Сейчас, на данный
- 2.223 момент каких-то вебинаров, либо каких-то повышений квалификации у нас не проходили, но я

2.224 думаю, что мы проработаем этот момент и обязательно у нас что-то впереди будет подобное

2.225 Interviewer: То есть на будущее вы планируете такие программы

2.226 Respondent: Да

2.227 Interviewer: А знаете примерно, есть какие-то идеи, относительно каких именно навыков, либо...

2.228 Respondent: Ну это скорее всего будет по гостиничному бизнесу непосредственно...щас Вам скажу,

2.229 именно гостиничный этикет, либо это именно идет направленно на портье-работе с отзывами, как я

2.230 уже говорила, на повышение оценку, на повышение оценки, также клининг, у нас уже горничные

2.231 скорее всего в будущем будут проходить именно стандарты гостиничные по непосредственно

2.232 укомплектованию номеров, как это все выглядит. В принципе, сейчас у нас, наш управляющий вот,

2.233 уже имеет опыт работы в различных отелях, также имеет образование и мы сейчас работаем

2.234 довольно таки по европейским стандартам, но конечно нет предела совершенству

2.235 Interviewer: Ну конечно, ну это в принципе да, хороший момент, тем более для интернациональных

2.236 сотрудников в будущем это в принципе очень важно. Так, хорошо и еще, как Вы думаете, делятся

2.237 ли...во-первых, делятся ли опытом ваши сотрудники между собой и делитесь ли своим опытом, как

2.238 менеджер, допустим, чтобы где-то им помочь, где-то подсказать, есть ли у вас такие моменты?

(Knowledge sharing between the employees and manager: 2.239–2.246, 2.248, 2.249)

2.239 Respondent: Да, конечно, изначально у нас идет обучение сотрудников все...всем программам и друг с

2.240 другом конечно они делятся. Они у нас пришли в принципе все вместе, у нас теучки по ресепшн как

2.241 таковой нет. У нас весь персонал, кто работает за ресепшн, пришел в один момент, вот. И конечно,

2.242 если у них есть какие-то вопросы, они всегда обращаются к нам. Мы все в принципе объясняем, если

2.243 где-то провисает какая-то информация. Также всегда практически в отеле находится управляющий

2.244 наш-Андрей, к которому можно в любой момент подойти, задать вопрос. Либо же это в режиме

2.245 онлайн, решается звонком, либо буквально сообщением. Также у нас есть общая группа в ватсапе, в

2.246 которую в любой момент может написать каждый участник, спросить. Ему тут де ответят

2.247 Interviewer: Это хорошо, то есть в принципе у вас есть какая-то онлайн связь практически 24 часа?

2.248 Respondent: Да, конечно, коммуникация у нас идет 24 часа и можно обсудить все что происходит в

2.249 гостинице и получить ответ на какой-то...проблему, которая может возникнуть

2.250 Interviewer: Потому что многие работники тоже у вас работают сутками, правильно? 24 часа пару

2.251 дней?

2.252 Respondent: Да, да, сутки

2.253 Interviewer: Хорошо, как Вы думаете для них это вообще сложно, либо это все таки реально?

2.254 Уместный график

(Flexible working hours: 2.255–2.259, 2.261–2.262)

2.255 Respondent: Ну вообще, каждый выбирает сам, конечно. Они например сами выбрали такую, такой

2.256 график, как я уже говорила ранее, изначально он должен был быть совсем другим. Но мальчишки все

2.257 молодые, пока на данный момент и их это все устраивает ( улыбается). Не знаю, что будет в

2.258 дальнейшем. Если вдруг их перестанет устраивать это, ну мы придумаем что-то другое, какой-то

2.259 другой график. Но пока все довольны

2.260 Interviewer: То есть, в принципе, это было их решение работать так?

2.261 Respondent: Это было абсолютно их решение. Изначально им предлагался график и им предлагались

2.262 различные варианты графиков и они остановились на этом

2.263 Interviewer: Интересно

2.264 Respondent: Все вместе, одним большим коллективом

2.265 Interviewer: Ну может то что да, зачастую у вас потому что еще молодые все сотрудники да в

2.266 принципе?

2.267 Respondent: Конечно, конечно

2.268 Interviewer: Да, можно еще из-за этого, потому что для более взрослых

2.269 Respondent: Скорее всего, скорее всего. Потому что я бы например из позиции того что девушка и с

2.270 позиции уже наверное какого-то возраста, я бы например уже так не смогла, честно сказать

2.271 Interviewer: А Вам сколько лет если...?

2.272 Respondent: Мне в июне будет 30

2.273 Interviewer: Ну в принципе это тоже еще молодой возраст, но это немножко сложно...

2.274 Respondent: Ну да, но это не для работы сутками

2.275 Interviewer: Ну я могу сказать, что я в свои 22 тоже б не особо хотела сутками работать потому что хотя

2.276 бы для...

2.277 Respondent: Ну тут как желание, но вот у них такое возникло

2.278 Interviewer: Да, потому что чтоб еще какая-то личная жизнь была, все таки ну, день есть день. И как-то

2.279 Вы...есть ли какие-то моменты, когда допустим менеджер может прийти, либо как-то оценивать

2.280 работу сотрудников? Ну либо допустим если у вас нет программ, обычно оцениваются результаты

2.281 программ. Но если у вас таких тренингов пока нету, есть ли вообще какие-то вообще моменты в

2.282 течении рабочего дня, либо в теч...допустим раз в месяц, когда кто-то наблюдает за сотрудниками,

2.283 как они работают, что они делают?

(Evaluation of the employee results: 2.284–2.289)

2.284 Respondent: У нас проходит наблюдение, у нас везде стоят камеры, у нас везде стоят записи

2.285 автоматически телефонных разговоров. У нас нет определённого графика, что вот например сегодня

2.286 15-ое число, сегодня мы смотрим, как у нас работают люди. Это происходит в любой момент. В любой

2.287 момент может включиться камера, посмотреть управляющий кто-где работает, как работает, о чем

2.288 разговаривают по телефону и как разговаривают люди прослушав разговоры с гостями. Это может в

2.289 любой момент происходить

2.290 Interviewer: Хорошо, тогда касательно этого я поняла. Следующий вопрос я хотела еще спросить

2.291 касательно прогр...компенсации, либо каких-то привилегий для сотрудников. То есть это

2.292 очень...достаточно сейчас тоже популярный момент в отельной индустрии и как у вас проходят...то

2.293 есть ли у вас какие-то программы то есть дополнительных привилегий для сотрудников?

(Bonuses: 2.294–2.298, Monetary rewards: 2.298–2.308)

2.294 Interviewer: У нас идет 30% скидка на услуги гостиницы, на услуги ресторана непосредственно для

2.295 всех сотрудников. То есть, это у нас идет бесплатное питание раз в день, нас кормят и плюс если у нас

2.296 кто-то захочет поесть в ресторанчике при гостинице, это будет 30%-ная скидка, также 30% скидка у

2.297 нас на проживание и в принципе на какие-то напитки, вода, ну именно в бутылках: вода, газировка,

2.298 соки. А так, конечно Cooler-пейте сколько хотите, вот (смеется) собственно, такие привилегии. Ну и

2.299 конечно, если это какие-то праздники, такие как Новый Год, то это денежные премии и  
2.300 вознаграждения  
2.301 Interviewer: А то есть, все таки у вас есть денежные премии  
2.302 Respondent: Да-да...  
2.303 Interviewer: Потому что от одного...  
2.304 Respondent: Ну там на какие-то праздники, если мы, так сказать, хорошо, потрудились  
2.305 Interviewer: Ага...потому что от одного сотрудника я слышала, что премий у вас пока нет  
2.306 Respondent: На новогодние были  
2.307 Interviewer: На новогодние...хорошо, это только...  
2.308 Respondent: Не на каждый праздник, но на новый год премии мы получали  
2.309 Interviewer: Это стабильно? Получается...Ну вы в принципе только окрылись  
2.310 Respondent: Ну мы только открылись, у нас еще стабильно (смеется), пока стабильно  
новогодние  
2.311 премии, сказать сложно, но на новый год мы получали  
2.312 Interviewer: Хорошо и это 30% скидки только для сотрудников, либо еще допустим, для  
членов их  
2.313 семьи , либо еще для...  
2.314 Respondent: Для сотрудников, ну они уже могут как бы для себя и не только для себя  
2.315 Interviewer: Хорошо, а помимо этого, то есть какими...помимо новогодних премий, бывают  
ли,  
2.316 допустим, такие моменты, что дополнительный, как сказать, дополнительная зарплата, либо  
выше  
2.317 зарплаты, если допустим, сотрудник лучше работает, либо как-то отличился в течении  
месяца?  
2.318 Respondent: Ну пока нет, нет такого сейчас

(Holiday allowance, medical cover: 2.319–2.328)

2.319 Interviewer: Хорошо, и касательно медицинских страховок, либо всех вот этих отпускных,  
есть ли у вас  
2.320 такие?  
2.321 Respondent: Да, это все оплачиваем...оплачивается 28 календарных дней по  
законодательству  
2.322 Российской Федерации есть год у каждого сотрудника на отдых оплачиваемый, также  
больничный,  
2.324 который если в случае чего, также будет оплачиваться  
2.325 Interviewer: То есть это все присутствует  
2.326 Respondent: Да  
2.327 Interviewer: Хорошо, сотрудники об этом знают? То есть вы это им все объясняете в  
течении...  
2.328 Respondent: Это все прописано в договоре, который мы подписываем изначально по всем  
условиям  
2.329 Interviewer: Хорошо и проходят ли у Вас еще какие-то мероприятия, то есть допустим...Ну  
чисто для

2.330 сплочения...сплачивание коллектива?

(Team events: 2.331–2.342, 2.346, 2.348.2.349)

2.331 Respondent: Нет, team building–ов...ой... различных у нас нету таких вещей. У нас всегда кто–то

2.332 работает, поэтому у нас одним дружным коллективом не получится куда–то выехать, потому что

2.333 обязательно будет день, когда будет работать какая–то смена

2.334 Interviewer: Но это понятно, да. Но вообще допустим на какие–то даже праздники, даже на Пасху там,

2.335 на Новый год то есть, вы собираетесь, либо такого нет?

2.336 Respondent: Нет, как–то у нас такого нет. У нас...мы конечно очень дружны все, но за пределами

2.337 гостиницы как–то мы не встречаемся

2.338 Interviewer: Хорошо, а если какие–то профессиональные мероприятия?

2.339 Respondent: Нет, мы...пока, пока на данный момент не было таких

2.340 Interviewer: На будущее планируете такое?

2.341 Respondent: Надо подумать, мы просто... как–то не стояла задача. У нас было столько различных не то

2.342 чтобы проблем, но вот решение каких–то нюансов, об этом мы пока, честно сказать, даже не думали

2.343 Interviewer: Хорошо и есть ли у вас такие моменты, как, маленькие тоже мероприятия как

2.344 сот...допустим, отмечаете ли вы...как это сказать “Сотрудник месяца” допустим, есть ли у вас такие

2.345 моменты?

2.346 Respondent: Нет, сотрудника месяца...Дни рождения!

2.347 Interviewer: Дни рождения есть?

2.348 Respondent: Дни Рождения да! Дни рождения, мы можем поздравить, также у нас есть 23 февраля, 8–ое

2.349 марта для каждого сотрудника что–то придумывается, организовывается, если только...

2.350 Interviewer: Хорошо

2.351 Respondent: Он не умолчал если об этом, были в самом начале у нас истории, когда люди не

2.352 говорили, что у них дни рождения и как–то это все вылетало у нас

2.353 Interviewer: Ну может просто что не хотели это обсуждать, мало ли, люди разные бывают

2.354 Respondent: Ну люди разные да и плюс мы еще только начинали, щас то мы уже знаем, когда что, у

2.355 кого, а тогда только все начиналось...

2.356 Interviewer: Да

2.357 Respondent: Надеемся что с этим проблем уже со временем не будет

2.358 Interviewer: Ну хорошо, но в общей сложности отношения в коллективе у вас хорошие?

2.359 Respondent: Да, я считаю, что у нас хорошие отношения да

2.360 Interviewer: Хорошо, тогда следующий вопрос. Еще хотела спросить касательно режима безопасности.

2.361 То есть вообще как проходит в вашем отеле режим безопасности, есть ли у вас определенные,  
2.362 допустим, определенные правила, которым Вы следуете и о которых знают Ваши сотрудники?

(Safety level: 2.363–2.371)

2.363 Respondent: Ну во-первых, у нас проходили каждый сотрудник ознакомлен с пожарной  
2.364 безопасностью, со всеми правилами, вот. Также у нас есть везде различные сигнализации, пожарные  
2.365 установки, то есть в случае каких-либо ситуаций все сразу же срабатывается. Есть также у нас  
2.366 охранники на первом этаже и в гостинице это непосредственно, если происходят какие-то  
2.367 человеческие фактор...грубо говоря (смеется). Ну да, в гостинице такое вполне возможно, вот. Ну и  
2.368 плюс еще и сами ребята работают. Как уже было сказано, девушек у нас нет на ресепшене, у нас  
2.369 работают одни мальчики. Вот, и именно о пожарной сигнализации, о каких-то...также есть запасные  
2.370 выходы, которые всегда открыты, есть план эвакуации по всей гостинице, в каждом номере все это  
2.371 присутствует непосредственно

(Documentation of the risk appraisal: 2.372–2.374)

2.372 Interviewer: Но все эти правила тоже прописываю...где-то прописаны, да?  
2.373 Respondent: Все это прописывается, все это подписывается сотрудниками по ознакомлению, каждый  
2.374 был ознакомлен, все было прописано, подписано. То есть, все это есть  
2.375 Interviewer: Хорошо и были ли у вас...можете ли Вы привести какой-либо пример когда у вас была  
2.376 какая-то ситуация, где нужно было использовать свои навыки по безопасности?  
2.377 Respondent: Ну по пожарной безопасности, Слава Богу, ситуаций у нас никаких не было, но именно в  
2.378 человеческом факторе, конечно были моменты, когда гости могли прийти в сильном  
алкогольном  
2.379 опьянении и нужно было как-то донести, что мы в таком состоянии гостей не селим, то есть ,есть  
2.380 какие-то определенные правила и это уже именно политика гостиницы, вот. Ну и соответственно вот,  
2.381 нужно было очень в такой форме передать гостю. А гость очень не хотел уходить. Но все равно мы  
2.382 стараемся конечно не доводить до каких-то ситуаций, стараемся, чтобы все решилось довольно



2.383 мирным путем

2.384 Interviewer: Хорошо, и кто обычно за это ответственен, кто общается с гостями, допустим, в таких

2.385 ситуациях? Кто объясняет?

2.386 Respondent: Портые! У нас всегда как-то вот ребята за ресепшеном больше всех ситуаций выправляют,

2.387 как-то им больше доверяют

2.388 Interviewer: Ясно (смеется) А если, в плане...здоровья, скажем так, то есть были моменты, когда у кого-

2.389 то были допустим приступы, либо что-то когда нужно было...именно

2.390 Respondent: Ну это сразу скорая, сразу вызывается скорая. Так же со звонком на стойку ресепшена и

2.391 уже ресепшен вызывает медиков

2.392 Interviewer: Хорошо, в отеле вы первую помощь, допустим, не оказываете? Либо есть кто-то, кто

2.393 может?

2.394 Respondent: Ну нет, у нас именно непосредственно медика отдельного у нас нет в гостинице. Это

2.395 вызывается скорая, которая...

2.396 Interviewer: То есть по первой помощи тоже пока никто не обучался?

2.397 Respondent: Нет, пока на данный момент-нет

2.398 Interviewer: Ага, хорошо

(First aid tools: 2.399-2.402)

2.399 Respondent: У нас есть какие-то медицинские...Ну медикаменты, это в случае если что-то, на оказание

2.400 первой медицинской помощи. Стоят лекарства, бинты, маски различные, то есть все...что-то чем-то

2.401 помочь в первую очередь мы сможем, но уже что-то посерьезнее, это уже конечно, будем ждать

2.402 медиков

2.403 Interviewer: Хорошо, поняла. И также у вас есть ресторан, правильно? Есть бар? То есть и допустим в

2.404 ресторане у вас собственно есть кухня. То есть, есть ли тоже какие-то прописанные правила

2.405 относительно именно кухни? То есть, как вы работаете?

(Documentation of the risk appraisal: 2.406-2.412)

2.406 Respondent: Да, конечно. Мало того, что у нас подписано было ознакомление у всех кух-работников с

2.407 работой всех машин, в том числе холодильников, плиты, мясорубки. Каждый проходил полностью

2.408 обучение на всех этих оборудованьях и была подписана также бумага каждым сотрудником о том, что

2.409 он ознакомлен со всеми правилами. И также у нас проводятся проверки по Санэпидемстанции,

2.410 которая приходит и это все конечно же смотрит. Уборка, каждый раз маркировка продуктов, также у

2.411 нас идут...каждый день мы приходим в кухню, с которой вот просто можно, не знаю, пылинки сдувать.

2.412 Это все должно быть определено в таком, в чистом виде, это обязательно всегда

2.413 Interviewer: Это... и кто обычно проверяет вот эти все. Кто проверяет условия на кухне и в ресторане?

2.414 Respondent: Ну, во-первых, в любой момент могут прийти проверки, в любой момент, даже нас не

2.415 предупреждая. То есть, изначально, это Санэпидемстанция, которая может прийти проверять. У нас

2.416 все должно быть хорошо. Вот, а затем, чтобы это было в любой момент хорошо, за этим слежу я и

2.417 Управляющий гостиницы

2.418 Interviewer: Хорошо и были ли какие-то несчастные случаи на кухне? Ну либо какие-то моменты?

2.419 Respondent: Да нет, Слава Богу, не было, прям вот не было (смеется)

2.420 Interviewer: То есть, пока никаких...

2.421 Respondent: Ну резались, ну как резались повара, бывало такое, но, слава Богу, без каких-либо таких

2.422 страшных инцидентов

2.423 Interviewer: Но вообще, Вы считаете, что стоит проводить какие-то тренинги именно относительно вот

2.424 поведения на кухне, либо как допустим...

2.425 Respondent: Ну, вообще, в принципе, всегда повышение квалификации, это всегда хорошо и это

2.426 всегда нужно. То есть, сказать, нет, учиться не нужно, это конечно же нет, но все...каждый повар у нас с

2.427 опытом, как я уже говорила. То есть, все уже работали ранее в каких-то ресторанах, в кафе. То есть,

2.428 это не совсем с нуля повара, но они уже конечно, какие-то у них и повышение квалификации. У нас

2.429 одна повар, у нас сейчас получает вообще образование управленца ресторанов, захотелось ей учиться

2.430 дальше, вот, будет учиться

2.431 Interviewer: Ну это серьезно, это здорово. Сколько у вас поваров на кухне

2.432 Respondent: Двое

2.433 Interviewer: Двое, и помимо них кто еще есть, те, кто отвечают за...

2.434 Respondent: Официанты, мальчишки, те же, кто работают на баре у нас три официанта получается. Ну,

2.435 посудомойка, клининг, непосредственно, который там же работает, убирает эту кухню

2.436 Interviewer: Ну у поваров тоже есть контакт с гостями, правильно?

2.437 Respondent: Ну, он минимизирован, то есть их практически не видно, они с гостями практически не

2.438 контактируют

2.439 Interviewer: Ага, хорошо, хорошо, насчет этого поняла. И еще один вопрос, касательно процесса

2.440 увольнения. То есть, не знаю, вообще для начала, увольняли ли Вы кого-то с работы уже?

2.441 Respondent: На моей памяти это не то, что увольняли, просто не продлили договор с человеком. Это

2.442 был менеджер по рекламе у нас и все.

2.443 Interviewer: И как вы решали потом этот момент?

2.444 Respondent: Просто ей также было сказано за две,-за три недели, что "к сожалению, не подходите Вы

2.445 нам" и все, она искала работу, а мы искали нового менеджера

2.446 Interviewer: А то есть получается, это не то что вы случайно не продлили договор, а просто потому что

2.447 вы не хотели...

2.448 Respondent: Нет, случайно не продлить договор-такое невозможно. Его можно просто либо не

2.449 продлить, потому что человек не подходит, либо продлить, потому что человек подходит

2.450 Interviewer: То есть, Вы просто не продлили, а не не успели об этом сказать вовремя

2.451 Respondent: Нет, почему, мы ее предупредили. Это просто сам факт того, что был не продлён договор,

2.452 то есть с человеком. Что ему было отказано в дальнейшем трудоустройстве, вот на моей памяти было

2.453 единожды

2.454 Interviewer: Хорошо, а как вообще обычно проходит процесс, ну так как вы допустим еще никого

2.455 особо не увольняли потому что отель новый, но вообще есть ли какие-то прописанные правила, как

2.456 проходит, как будет проходить процесс увольнения в случае...

2.457 Respondent: Ну, вообще я думаю, что у нас еще не было ни одного человека, который ушел после

2.458 испытательного срока. Ну то есть, тот договор, который был подписан уже на длительное время у нас

2.459 еще все работают, все кто подписали эти договора. У нас еще нету ни одного человека, уволившегося.

2.460 Скорее всего, это будет по собственному желанию, я так думаю

2.461 Interviewer: По собст...то есть допустим тогда в этом случае, человек-сотрудник, может подойти к

2.462 главному менеджеру и сказать что хочет покинуть...

2.463 Respondent: Конечно, конечно, что у него есть какие-то причины, по которым он не может продолжать

2.464 работать у нас. Мы все поймем и будем искать себе подходящего кандидата дальше

2.465 Interviewer: А будете вообще с ним обсуждать то есть какие причины, почему именно он решил что

2.466 стоит уходить

2.467 Respondent: Ну конечно, я думаю что это в любом случае. Если это не какие-то личные мотивы, такие

2.468 как переезды, либо там еще что-либо у человека. Если это именно дело в гостинице, то я думаю, что в

2.469 первую очередь нужно будет обсудить именно это

2.470 Interviewer: А почему Вы считаете что это важно именно обсуждать с сотрудником, который решил

2.471 уйти?

2.472 Respondent: Ну потому что возможно мы не видим каких-то проблем, которые присутствуют и в

2.473 диалоге с этим человеком мы сможем выяснить, что где-то у нас система подвисает

2.474 Interviewer: То есть в принципе...

2.475 Respondent: Но мы надеемся, что такого не будет

2.476 Interviewer: То есть в принципе да, для улучшения организации тоже, для будущего сотрудников

2.477 Respondent: Конечно да

2.478 Interviewer: Хорошо и вообще Ваше мнение касательно... вот на данный период касательно вашего

2.479 отдела по управлению персоналом. То есть, чтобы Вы допустим изменили, либо добавили в процесс...

2.480 Respondent: Хм, как я уже говорила, я бы наверное добавила интернациональный персонал, потому

2.481 что именно в России наш менталитет немножечко другой и мы не учим, у нас нету билингва. То есть у

2.482 нас, всегда мы живем с одним языком и как-то нет у нас вот такого, как вот в Европе, когда приезжают

2.483 там из Франции, наверное каких-то моментов не хватает именно, европейского знания и свободного

2.484 владения языками. Вот поэтому с этой позиции наверное было бы интересно поработать с

2.485 интернациональными сотрудниками

2.486 Interviewer: Ну то есть, даже не только Европа, даже любая страна в данном случае очень важна

2.487 Respondent: Да, да

2.488 Interviewer: Да, это правильно и как Вы думаете, нужны ли вообще тренинги какие-то для сотрудников

2.489 и почему они нужны?

2.490 Respondent: Ну конечно нужны тренинги, просто не всегда есть возможность на них попасть, но

2.491 вообще в принципе всегда необходимо самосовершенствоваться. Всегда есть какие-то нововведения

2.492 в гостиничном бизнесе, в ресторанном деле есть всегда какие-то новые виды, подвиды, бизнес не

2.493 стоит на месте, он также развивается и нужно быть в курсе современных, различных технологий и

2.494 сервисов

2.495 Interviewer: Хорошо, в принципе я задала все самые основные вопросы, которые мне нужны были для

2.496 улучшения состояния именно этого отдела в отеле. Если Вам есть что-то добавить, Вы можете

2.497 добавить сейчас или я буду...

2.498 Respondent: Нет, я надеюсь я смогла Вам помочь в вашем вопросе

2.499 Interviewer: Конечно, в плане информации конечно

2.500 Respondent: Было очень приятно с Вами пообщаться

2.501 Interviewer: С Вами тоже, спасибо большое, тогда сейчас я заканчиваю интервью. До свидания!

2.502 Respondent: Всего доброго!

### **Interview Transcript 3**

Theme: Human Resource Management policies in City Hotel 1905

Date: 17.04.19

Interviewer: Student – Natella Salamova (Interviewer)

Interviewee: Petre Eristavi (1) (Respondent)

3.1 Interviewer: Okey, so welcome to today's interview, I am going to talk today about Human Resource

3.2 Management program. Why actually I decided to talk about it. First of all, because the existence of

3.3 Human Resource Management program is important in every hospitality organization& First of all, for

3.4 improvement of...of the organization performance and for the improvement of the employee

3.5 satisfaction. That's why today I want to discuss Human Resource Management aspects with you. But

3.6 first of all, I want to explain that first...you always can ask me questions, if something is unclear for

3.7 you, so I can give further explanation. All the information will stay confidential. So, I am going to share

3.8 it only with my university and I am not going to publish it somewhere without the permission and

3.9 before I start with my interview questions, I would like to ask you to introduce yourself and tell me

3.10 about your position in a hotel

3.11 Respondent: So, my name is Peter, nice to meet you

3.12 Interviewer: Nice to meet you

3.13 Respondent: (laughing) So, I am working in the hotel. The name is City Hotel 1905. It's based in

3.14 Moscow, in Russia

3.15 Interviewer: Yeees

3.16 Respondent: In the center of Moscow. So, my position is Shift administrator and so...

3.17 Interviewer: Okey, as a Shift administrator, you work at the reception, right?

3.18 Respondent: Yeah, the reception, yeah

3.19 Interviewer: What's actually your daily responsibilities in a hotel?

3.20 Respondent: So, first of all, my day starts just to take a shift from another administrator and then I

3.21 start to....reading in our program. We have program, the name of the program is Fidelio

3.22 Interviewer: Yes

3.23 Respondent: In this program I just watch who is now arriving. We have a lot of companies, who give

3.24 us guests and I need to make some reservations to see what kind of reservation it's, who

3.25 paid...paying it from company or guest is paying himself and then at like 10–11 o'clock I am starting

3.26 to check out guests. So check out at 12 o'clock I am starting to call all guests, who is not already

3.27 checked out. After this, when everyone is checked out, it started to checking in and for these days

3.28 there is a lot of calls about...from companies, from another guests, a lot of questions. Telephone is

3.29 always ringing, it's normal, so...and people are arriving. We have 52 rooms in the hotel

3.30 Interviewer: Yes

3.31 Respondent: So, basically like every day we have minimum 15–20 arriving guests

3.32 Interviewer: It's quite a lot I would say for the small hotel

3.33 Respondent: It's normal yes, it's not so big hotel, but it's not so small. It's more than...we have like

3.34 business hotel

3.35 Interviewer: So, most of your...your target group is actually business people, most of them

3.36 Respondent: Yes, Yes, most of them, if it's not the weekend, like during the days it's always business

3.37 guests, so we have near from the hotel business center, so EXPO center. A lot of places, where is

3.37 based like business places, so the places where is a hotel based it's very nice for these people, that's

3.38 why our hotel is so popular

3.39 Interviewer: Becoming popular now? It's a new hotel, right? It's actually like around one year?

3.40 Respondent: Yeah, we opened it in October previous year

3.41 Interviewer: Okey and do you actually have a lot of international people? International customers?

3.42 Respondent: Yes, a lot of, where is...sometimes in this EXPO center we have special events for

3.43 foreign people. So, it's most of Italians, a lot of Italians, a lot of Indians and I think, German people,

3.44 yeah. German people, this is the most of...from where they come from

3.45 Interviewer: Okey and can I also ask you about your past experience? Do you already have experience

3.46 in hospitality industry?

3.47 Respondent: Yes, big experience, I like... I am working, since I was like 17 years old. I have a practice

3.48 in big hotels, like Marriott, I worked in Georgia in Marriott, I worked in Novotel, Novotel Moscow City.

3.49 It's near from our hotel too and I always worked, not always, I worked administrator and first  
 3.50 my...first my work was, I was waiter, waiter and hostess  
 3.51 Interviewer: Okey and then you changed it to like receptionist position  
 3.52 Respondent: Yeah, receptionist, it's...I think it's more interesting  
 3.53 Interviewer: Of course, yes and more responsibilities as well  
 3.54 Respondent: More responsibilities–yes, but I think it's like...I don't know, maybe, I like more to  
 work  
 3.55 receptionist than in a restaurant  
 3.56 Interviewer: Of course, yes. Okey then I am going to start with my first question. It's about  
 3.57 recruitment process or hiring process. It's about the way, the managers in a hotel hiring  
 employees  
 3.58 or the way they found it. Since you are not a manager, but an employee in a hotel, I am going to  
 ask  
 3.59 you from your perspective. So, how did you find the job? Or maybe someone offered you this job  
 3.60 position or maybe you were searching it for your...by yourself, somewhere in a website?

(Selection process: 3.61–3.74)

3.61 Respondent: Yeah, in Russia we have a special website, it called Headhunter  
 3.62 Interviewer: Yes  
 3.63 Respondent: So, I out there my resume  
 3.64 Interviewer: CV, yes?  
 3.65 Respondent: CV, yes, CV yes–yes. I out there my CV and our manager found me. It was quite good  
 3.66 story, because the woman who helped our manager, she was working in Georgia. And she was  
 3.67 worked in the hotel, it's hotel...it's my father's hotel, so my father's hotel...his own hotel in  
 Georgia  
 3.68 and she saw me and she remembered me and she said that "took this guy, just talk to him". I  
 came to  
 3.69 the hotel, we talked and first time they don't have the position Shift Leader, they only have...not  
 Shift  
 3.70 leader, just Shift receptionist, they only have base...like normally they needed for receptionist,  
 only  
 3.71 receptionist, but they talked to me, I had a lot of...yeah sorry someone called me  
 3.72 Interviewer: No, it's okey  
 3.73 Respondent: So, they said me, do you have a...you worked in a lot of hotels, so we can offer you  
 like  
 3.74 another position, like shift receptionist and then I said okey, let's try, why not. It's near from my  
 3.75 home, like 10 minutes by walking  
 3.76 Interviewer: Yes, it's quite good, you were lucky right?  
 3.77 Respondent: Yeah, I decided that it's a profit  
 3.78 Interviewer: Of course, yes, and did you have an interview with a manager? Before you start to  
 work?

(Candidate assessment process: 3.79–3.80)

3.79 Respondent: Yeah, interview, we have just one interview. He talked to me and the hotel at that time,

3.80 it was not open

3.81 Interviewer: Yes

3.82 Respondent: It was like pre-opening the hotel, so he said that he now just helped me with something.

3.83 We just have some, we just make some papers for the hotel. I write a lot of about hotel, I write a lot

3.84 of about work for people who will come to the hotel, the new people, who don't know how to work in

3.85 a hotel. Yeah, we prepare the hotel and we opened it.

3.86 Interviewer: So, that was like a selection process, so you had interview, then you signed some

3.87 contract...like a contract, you discussed all the conditions

3.88 Respondent: Yes yes

3.89 Interviewer: And how did they inform you about the decision, that you are going to start to work in a

3.90 hotel

(Final decision communication process: 3.91–3.92)

3.91 Respondent: They said me like immediately "Yes, we like you", so the decision was on me, they said

3.92 "just call us, when you will be ready and like after one-two days I called them and said that I am ready

3.93 to...

3.94 Interviewer: Okey and do you actually...your own opinion about this...do you satisfied with this way

3.95 of recruitment process?

3.96 Respondent: Yeah, it was easy, it was nice, we talked very fluently like open-talk. I just talked about

3.97 me...about myself, about my life. Yeah, it was all nice. I think our manager is so loyalty person

3.98 Interviewer: Hmm, so you felt quite comfortable ,right? So, no problems, no conflicts? Okey

3.99 Respondent: No, no

3.100 Interviewer: Yeah, I just need to know your opinion about it for the...

3.101 Respondent: Yeah, it was great, one of the best interviews that I had in my life

3.102 Interviewer: Oh really, that's nice to hear, okey. Okey, then I am going to my second questions,

3.103 question and it's about performance management. So, performance management, it's more about

3.104 like communication between the manager and employee. So, I, first of all, want to ask if you have

3.105 any kind of hotel goals or hotel objectives, which you dis...which you discuss with your manager.

3.106 Maybe like future goals, which they communicate to you during your working process or they never



3.107 talk to you about it?

(Communication of the job objectives: 3.108–3.111)

3.108 Respondent: Yes, they talked it, so this hotel is only one hotel, so only one hotel in Russia–City

3.109 Hotel, but Head manager of the hotel, like he said that he will maybe open new hotel in the center

3.110 of Moscow and our manager said us, if he will open it, we will maybe move there and have another

3.111 position there, more high positions

3.112 Interviewer: Hmm, it's good

3.113 Respondent: So, these perspectives, yeah, we have it for the future

3.114 Interviewer: And also do you have in a hotel group meetings? For example, once in a month or once

3.115 in one week, I don't know

(Meetings between the manager and employees: 3.116–3.119, 3.123–3.125, 3.128–3.132, 3.138–3.141)

3.116 Respondent: Hmm, we have it's not like once for a month we always have it, when we have some

3.117 problem. So, if we know that we have some problem in the hotel, we make group meetings, talk

3.118 about this problem, decide it, talk with the manager, manager talks with us and, so we have four or

3.119 five meetings like this

3.120 Interviewer: You had it already?

3.121 Respondent: Sorry, what?

3.122 Interviewer: You had it in a past already? Four or five meetings?

3.123 Respondent: Yeah, yeah, we had it already. So, and it was good, we talked to each other, he listens

3.124 us, he listens our decisions, what we are talking about. He understands us. Yeah, it was quite good,

3.125 all good conversations, yeah

3.126 Interviewer: Okey and could you give me like example of the last meeting? What did you discuss

3.127 during this meeting?

3.128 Respondent: Yeah, last meeting was, we have reception and we have...we have a Housekeeping

3.129 manager. So, we talked how we should work. So, what should do they, if we have some calls and

3.130 what should do we, so, for example, if someone calls us and ask to bring towels, something like

3.131 this. We just call to our manager of Housekeeping. He will tell his housekeepers to make it. But if

3.132 it's night and no one is in the hotel, we are making it by ourselves

3.133 Interviewer: Okey, so basically you don't have lie meetings every day, daily or once in a week, you

3.134 don't have like planned meetings, but you have it when...like in case of emergency situations, or

3.135 when you have some problems or things to discuss?

3.136 Respondent: Yeah, or...

3.137 Interviewer: Okey and do you also have...

3.138 Respondent: Yeah, just one second, for daily problems, we have it, we have our group chat, we

3.139 talked to this group chat, manager writing there and we just discuss it in group chat

3.140 Interviewer: So, you always keep a contact with your managers

3.141 Respondent: Yeah, yeah

3.142 Interviewer: That's a good point and do you also have individual meetings? Like with a manager?

(Individual meetings between the manager and employees: 3.143–3.146)

3.143 Respondent: Yeah, we have some or so...for our shift now like we are working 24 hours and then we

3.144 have three days of rest. Before this I working five days and two days I have weekends and we have

3.145 like individual talking with my manager about to move 5/2 to 3 and 1. So, yeah, if he want to talk

3.146 something just one and one, we are making this too

3.147 Interviewer: Okey, so, your manager normally, always ready to listen to you and maybe

3.148 change...make some changes if it's more comfortable for you, yes?

3.149 Respondent: Yes, it's very, very often happens like this, that we are talking to manager to change

3.150 something

3.151 Interviewer: Okey, then my next question is about employee development programs. Can you tell

3.152 me about employee development programs exactly in your hotel? It's like about some kind of

3.153 trainings, if you have them or the way they develop your skills. So, somehow contribute to your

3.154 experience?

(Trainings: 3.155–3.163, 3.165, 3.168)

3.155 Respondent: Trainings, we don't have a lot of trainings unfortunately, because all receptionists are

3.156 with...worked in other hotels already. Unfortunately like trainings like this we don't have, we have at

3.157 the start of the working of the hotel. Big training to our program– Fidelia, because nobody worked

3.158 in this program. I worked in another program, the name is Opera, someone just worked in another

3.159 program. So, we have a big training before we start to open this hotel. Big training, special people

3.160 are coming from this company, who make this program

3.161 Interviewer: Yes

3.162 Respondent: And they come and train us, so we have...it was like two weeks or three weeks we have

3.163 these trainings

3.164 Interviewer: You had these trainings before the opening, right?

3.165 Respondent: Before the opening, yeah, but after we start working, we don't have trainings

3.166 Interviewer: And they have like a general training for every employee or it was like specifically for

3.167 every department different trainings? Like for example, for the chefs, kitchen chefs, it was...

3.168 Respondent: It was like one guy, who knows everything about this program and we have like group

3.169 meeting and he just open this program and put it on a monitor-big screen and he shows us how to

3.170 work in this program

3.171 Interviewer: And what is Fidelia? It's like computer program, right? For the reservation?

3.172 Respondent: Yes, it's special program for hotels, so like hotels...a lot of, there is a lot of programs

3.173 for the hotels. If your hotel is not so big, but not so small, Fidelia is the best. It's like something in

3.174 the middle. But if your hotel is more than one hundred rooms or something like this you are

3.175 working Opera, but Opera is very expensive program, so Fidelia is best way to make in the hotel,

3.176 that is like Boutique or business little hotel

3.177 Interviewer: And do you also have some employees, who doesn't know how to work with the

3.178 computer programs, reservation programs, who came, for example, with no experience in a

3.179 reception, but they needed to work in the reception?

3.180 Respondent: Yes-yes, like, so, everyone was like this, because everyone works to another program,

3.181 so it was first experience for us to work in this program

3.182 Interviewer: And how do you...how did you deal with it as well? For example, do you also have like

3.183 knowledge sharing between the employees? If one person need something, do you help each other?

(Knowledge sharing between the employees and managers: 3.184-3.189)

3.184 Respondent: Yes, every time we can call to each other or we can just...if we are just changing the

3.185 shifts, just ask someone. Our manager is...know this program, so he helps us and this program.

3.186 This company has their special guys, you can call them and they will help you. They just connected

3.187 to your computer and they can change it themselves, you know. There is a program like

3.188 TeamViewer, Anydesk just connected from another computer and you can change anything to

3.189 another computer

3.190 Interviewer: So, that's a good point as well. Okey and also, but...also I noticed that you have

3.191 relationship between your employees, right? Between everyone in a hotel?

(Working environment: 3.192, 3.193)

3.192 Respondent: Yes, we have very friendly team, unfortunately, for my big story working in a hotel, this

3.193 is the one of the friendliest team

3.194 Interviewer: Oh really? And why? Why do you think...

3.195 Respondent: Because it's a small hotel. We don't have a lot of people here and so...unfortunately we

3.196 are all young, like young people, working in the hotel...

3.197 Interviewer: Unfortunately?

3.198 Respondent: Unfortunately yes, like, all... everyone is like, our manager is like not more than 35 I

3.199 think, maybe that...

3.200 Respondent: So, we worked and the funny story is that all receptionists are guys

3.201 Interviewer: Yes, I heard about it, but it's normally, is it like, do you think it's coincidence or it

3.202 happens because of some reasons, why do you have all the guys?

3.203 Respondent: I think it's just because it happens like this, because our manager wanted to have one

3.204 or two girls, but for girls it's difficult to work 24 hours. It's easy for, it's more easy for guys to work

3.205 24 hours

3.206 Interviewer: But do you think for example, if these girls wanted to change the shifts or maybe work

3.207 less hours per day, maybe it would be possible to discuss with the manager as well?

3.208 Respondent: Maybe, but we have very good shift. It's like three days...one day you are working,

3.209 three days you are rest, for our receptionist it's a good shift and we don't want to change it, so...I

3.210 think we found this balance for receptionist. It's okey and for manager it's okey, because we are

3.211 working

3.212 Interviewer: Of course, yes and who's idea was it to work 24 hours? Was it yours or your managers?

3.213 Respondent: First...it was more ours, because when I came to the work he asked me to think about

3.214 how can we work, so he said me there will be four receptionist and just tell me your vision about

3.215 this. What do you see? How to work and I told him that working one and three it's like best way,

3.216 because three days to rest after 24 hours it's normal, it's okey

(Desired changes in the employee development program: 3.220–3.224)

3.217 Interviewer: Yes, of course. Hmm, okey, and for example, if you had a chance to change something

3.218 exactly in a development program, what would you change? Maybe you have some ideas about like

3.219 future changes or something that you like, wanted to develop in yourself, in your skills?

3.220 Respondent: Maybe I would just make more group meetings just to talk about what we have like,

3.221 maybe once in two months. Maybe just meet all who is working in the hotel, just talk about

3.222 problems, discuss it and solve them together. Because sometimes we have this problem, that  
 3.223 someone do...do not talk the manager, then it's...it's a problem sometimes, I think if we just talk  
 to  
 3.224 each other like once in two months, we have less problems  
 3.225 Interviewer: You mean like a meeting between all the employees and all the managers, right?  
 3.226 Respondent: Yes-yes  
 3.227 Interviewer: Hmm, okay, I understand this one. Then, the next question is about compensation  
 and  
 3.228 benefit program, which normally many hotels have, maybe since you were working in Marriott,  
 3.229 maybe you know what is it?  
 3.230 Respondent: Yes

(Monetary reward: 3.231–3.249, 3.256–3.257)

3.231 Interviewer: So, could you tell me something about, if you actually have it, some kind of  
 3.232 compensation and benefit program in your hotel, in a City Hotel?  
 3.233 Respondent: So, for this time we have it once. It was a New Year  
 3.234 Interviewer: Yes  
 3.235 Respondent: When the year is over, we just have like plus some money  
 3.236 Interviewer: Amount of money?  
 3.237 Respondent: Some amount of money (laughing)  
 3.238 Interviewer: Like extra money?  
 3.239 Respondent: Everyone has his own, how he works and something like this. How our manager  
 said to  
 3.240 us. He said that when everyone have one year in the hotel  
 3.241 Interviewer: Yes?  
 3.242 Respondent: He will have two salaries at the end of this year  
 3.243 Interviewer: So, if like, for example, my salary is fourteen thousands, it will be twenty seven  
 3.244 thousands for example  
 3.245 Interviewer: Two times more  
 3.246 Respondent: Yeah, two times more  
 3.247 Interviewer: But it will be, you mean, this salary you will get every month or it will be like once as  
 a  
 3.248 reward?  
 3.249 Respondent: It will be once, yeah  
 3.250 Interviewer: Could be better if every month, right? But (laughing)  
 3.251 Respondent: Yeah, if every month, I think this is not work in this way...some heaven (laughing)  
 3.252 Interviewer: Okay, but also do you have some monetary rewards or like money rewards, in case  
 you  
 3.253 have like during certain month, if you have like very good job performance?  
 3.254 Respondent: This...for now we don't have, sometimes our manager could give us some...some  
 3.255 missions that we can do. Like last one he asked, who wants to translate some present...special  
 3.256 presentation for our hotel. So, I translated it and he just...he gave plus five thousands rubles for  
 3.257 this work

3.258 Interviewer: Okey, that's sounds good as well

3.259 Respondent: Yeah, normal

3.260 Interviewer: Normal (laughing). And also about some kind of working benefits. Like, for example,

3.261 medical cover, do you have it? Like insurance or medical cover?

(Medical cover: 3.262–3.265)

3.262 Respondent: So, we don't have medical cover, but we have discount in a medical center, if

3.263 something happen, we can make something with discount

3.264 Interviewer: Every employee, right?

3.265 Respondent: Yeah

3.266 Interviewer: It's also a good start for the new hotel, right?

3.267 Respondent: Yes, not bad

3.268 Interviewer: And what about team events? Do you also have them in a hotel? Like for example for

3.269 the New Year or for the Easter like now we have

(Team events: 3.270–3.273)

3.270 Respondent: Unfortunately no, we don't have team events, but like just, we can just see each other

3.271 only if we make it like ourselves. So, we are just so friendly. We have barmens with receptionist, so

3.272 we can just chat each other, but if...our manager do not do it like this "let's do somewhere a party".

3.273 This is more for big hotel

3.274 Interviewer: Yeah, I think about it and also flexible working hours?

3.275 Respondent: Yeah, so you are talking about is it flexible, if...

3.276 Interviewer: Yes, if you can change sometimes your shifts or if you can discuss it with the manager?

(Flexible working hours: 3.277–3.279)

3.277 Respondent: Yeah, this is not problem, you know, so we can change it with my receptionist or one–

3.278 two hours. If I need to go somewhere, so we can just come back to the work, someone can just

3.279 change me for two–three hours, it's okey. It's not a problem

3.280 Interviewer: And also at the beginning of the interview, you told me about management, that in a

3.281 future your manager wants to open another hotel and then you will have some opportunities to

3.282 grow, so could you tell me more about this? If he actually discuss it with you? What kind of

3.283 opportunities would you have?

(Opportunities to grow: 3.284–3.290)

3.284 Respondent: Unfortunately, I don't know like a lot of about this. I know that opportunities will be,  
 3.285 because the hotel will be bigger. So, I think there will be more places to work. So, not only like shift  
 3.286 receptionist, maybe they needed to who just have all the reception by himself  
 3.287 Interviewer: Like a Front office...like a Front office manager, right?  
 3.288 Respondent: Yeah, like Front Office Manager. Maybe they would need someone else. We do not  
 3.289 discuss it a lot, but the main thing I know, that hotel will be bigger, so the opportunities will be  
 3.290 more in this hotel  
 3.291 Interviewer: And also could you tell me about your working environment? I already understood that  
 3.292 you are quite friendly. All the employees in the hotel, what's quite good, but also you... do you have  
 3.293 also some kind of recognition events? Employee recognition events? For example, if you again,  
 3.294 celebrate someone's achievements or something like this or it's....you just do it by yourself? Not in  
 3.295 a hotel  
 3.296 Respondent: I think, we just do it by ourselves  
 3.297 Interviewer: So, so far it's just more between you, between employees, but not in a working time,  
 3.298 but like outside the hotel, yes?

(Working environment: 3.299–3.302)

3.299 Respondent: Yes, outside, we can just, I can come, because I live not that far from here. I can come  
 3.300 like in the evening to the hotel just to seat with them, if all arriving guests already come. We can  
 3.301 just seat, talk, we can watch football sometimes. If it's...hotel already full, there is no work there.  
 3.302 But it's all about the situation, you know.  
 3.303 Interviewer: Yeah, but sounds good  
 3.304 Respondent: Yeah, do not tell our manager (laughing)  
 3.305 Interviewer: I am not gonna do it (laughing). And also about Safety and Security. How do you feel in  
 3.306 a hote...do you feel safe in a hotel. Did you have some problems in a past, which scares...scared  
 3.307 you?  
 3.308 Respondent: First like...for my past hotel and for this I know that Security is the thing.  
 Unfortunately  
 3.309 in Russia, they are just seating there and if you want to save yourself, it's better to learn it how to

(Safety level: 3.310–3.316)

3.310 do yourself. For the City Hotel it's like our security is on the first floor, the hotel is on the fourth  
 3.311 floor, so there is no security in the hotel, there is security only downstairs. So, if something  
 3.312 happens, we have special button. We can tap it...push it, I don't know...so yeah

3.313 Interviewer: Yeah, press it

3.314 Respondent: The policemen will come and they will come like in 5–10 minutes

3.315 Interviewer: And did you...

3.316 Respondent: But for now never happened this

3.317 Interviewer: So, never happened so far and how many security guards you have in a hotel

3.318 Respondent: How many? I think like about 10 people, plus-minus

3.319 Interviewer: Ten people? But they don't work all together, right? It's like they work in a shift

3.320 Respondent: Yeah, they have...they change their shift, they are living in the hotel?

3.321 Interviewer: Hmm, they are living in the hotel?

3.322 Respondent: How I know-yes

3.323 Interviewer: Wow

3.324 Respondent: Yes

3.325 Interviewer: So in...for example, five people are sleeping and another five are working, right?

3.326 Respondent: Yeah, maybe some...five people are in the hotel, five people have rest somewhere like

3.327 for ten days, maybe more and then they just change the shifts and ten days they are working and

3.328 living in the hotel

3.329 Interviewer: Hmm, okay and they also work 24 hours shift?

3.330 Respondent: No, they have shifts, they changing, because they have a lot of places. We have office,

3.331 the hotel office there. So, they have one guy in the hotel office. One guy is working in the enterness

3.332 of the hotel and some guys just watch the camera, something like this. So, I think they just

3.333 changing these places. You know, like two hours you are seating in one place and two hours you

3.334 change it and they...someone goes to enterness and someone goes to cameras

3.335 Interviewer: And did you already have a situation, when you need to ask them for help as well?

3.336 Respondent: Hmm, I don't have

3.337 Interviewer: So, no emergency situations so far?

3.338 Respondent: No, sometimes guests are screaming, sometimes guests are, of course, arguing, but

3.339 this is not the reason to call them, I think we can solve it by ourselves

3.340 Interviewer: And actually as...how do you solve this kind of problem, for example, when you have

3.341 drunk guests or, who start to fight with you? How do you solve this?

(Safety level: 3.342–3.347)

3.342 Respondent: So, for the fight, the good thing is that our reception is close, so it could not come to

3.343 me like to the distance to fight with me. So, this is a big plus of the hotel. But when they are

3.344 screaming, we just talk to them, just to talk that if he don't have the passport, I could not checking



3.345 in him, because this is the law of Russia. Yeah, we just talk to them and listening a lot of about us,  
 3.346 a lot of interesting things about us, because they understand it, nothing happened I will not  
 3.347 checking in him and he can scream all night  
 3.348 Interviewer: Negative things  
 3.349 Respondent: I will not checking in him and he can scream all night  
 3.350 Interviewer: Seriously, you had these situations, when they were screaming the whole night?  
 3.351 Respondent: Yeah, of course, of course. On the weekend it's normal situation. A lot drunk people  
 3.352 coming and they are always arguing, they always want something from you. And if you don't have  
 3.353 rooms, they think you are lying. You have rooms and you don't want to checking in them, so the  
 3.354 guests in the weekend are wild people. I don't know, but they using...they are drinking, but at the  
 3.355 weekend  
 3.356 Interviewer: Crazy?  
 3.357 Respondent: Yeah  
 3.358 Interviewer: Maybe that's why you don't have. A lot of girls at the work place  
 3.359 Respondent: Yeah, this true, of course, because girls are so emotional. We are, guys, we can just  
 3.360 listen  
 3.361 Interviewer: Yeah. It can be also quite dangerous as well sometimes with the drunk people  
 3.362 Respondent: Yeah, of course  
 3.363 Interviewer: And also about Safety and Security, since we started about it already. Did you about...I  
 3.364 want to ask about the documentation for the risk appraisal for example. Did you read some kind of  
 3.365 documentation or, I don't know, information about the Safety and Security, which you signed or  
 3.366 maybe they explained to you, the managers how to deal...

(Documentation of the risk appraisal: 3.367–3.375)

3.367 Respondent: Yeah, we have this kind of papers, we signed it, we read about this, special guy came  
 3.368 for us. He told us what do we need to do if there is a fire somewhere, who do we need to call, where  
 3.369 do we need to call, because in the back office we have special computer, that have a lot of lights,  
 3.370 green lights. If there is a red light there, you just need to call somewhere, we need to solve this  
 3.371 problem. So, yeah, we have trainings...  
 3.372 Interviewer:: You have trainings?  
 3.373 Respondent: Yeah, trainings and after this we signed  
 3.374 Interviewer: So, all like...all the basic information you received during this explanation?  
 3.375 Respondent: Yeah, yeah, of course  
 3.376 Interviewer: And also the same question for example...are you satisfied, first of all, with this way of

3.377 Safety and Security program? Small introduction?

3.378 Respondent: Yeah, it's normal you know like...unfortunately we don't have problems a lot about  
3.379 security

3.380 Interviewer: It's fortunately, right?

3.381 Respondent: If we are talking about fire or something like this, everything is okay about this, if  
you

3.382 are talking about wild people and security, so we solve ourselves

3.383 Interviewer: And what would you change for example? In case you had a chance to change

3.384 something in Safety and Security program?

(Desired in the Duty of Security: 3.385, 3.387–3.388, 3.392–3.394)

3.385 Respondent: Maybe I will took one of the guys from Security to our level...floor–floor

3.386 Interviewer: Again, what do you mean?

3.387 Respondent: So, like on our floor. So our hotel has first floor and fourth floor and security is on  
the

3.388 first floor. So, maybe I just took one guy to be there

3.389 Interviewer: Yes, you want to have some security guards next to the reception, right?

3.390 Respondent: Yes, something like that

3.391 Interviewer: Yes, could be nice

3.392 Respondent: Because it feels sometimes more safety and maybe someone, who sees the security  
do

3.393 not start to blaming, because he knows that there an another guy who can, who can out you out

3.394 very fast (laughing)

3.395 Interviewer: Okay and also do you have first aid tools in a hotel? Do you know where is it? And do  
you

3.396 actually have this things?

3.397 Respondent: First what?

3.398 Interviewer: First aid tools just in case of some...

3.399 Respondent: Aid

3.400 Interviewer: Yes, it's like some kind of medicaments, medical treatments

(First aid tools: 3.401–3.402)

3.401 Respondent: Ah, yeah– yeah, of course we have...like our manager bring it to our hotel, special

3.402 boxes, so there is everything inside there, everything, if the guests...

3.403 Interviewer: Okay, that's good, I understand and one more question about Separation process or

3.404 firing process. So, basically it's more a question for the manager, but just in case. I want to ask  
you

3.405 have some in a hotel, who has been fired already?

3.406 Respondent: Hmm, fired you are talk about

3.407 Interviewer: Left the job

3.408 Respondent: Leave the hotel

3.409 Interviewer: Yes, because the manager ask him to leave

3.410 Respondent: Yeah, because I though fired like fired

3.411 Interviewer: No-no-no (laughing)

3.412 Respondent: Ha-ha, burnt or something

3.413 Interviewer: No, not this

3.414 Respondent: Ha-ha, oh, okey, yes, we have people, but these people was not from reception, these

3.415 people not from the bar. These worked in the Housekeeping and worked in the Sales

3.416 manager...Sales Management

3.417 Interviewer: And do you know why they have been fired?

3.418 Respondent: Hmm...they do not work...they do not work. So, manager don't like how they work

3.419 Interviewer: Okey and have you been able to observe the process or do you know maybe how

3.420 they...the way they fired people? The process I mean. For example, they had interviews with them,

3.421 maybe they asked what was wrong, they discussed this or they just fired them without any

3.422 explanation?

3.423 Respondent: I think, yeah. How I know, everyone, who like. Everyone, who was fired, he was so

3.424 loyalty...So manager just talked to these people and so explained them why they not work anymore

3.425 in this hotel. And how I know, everything was okey, no problems with this

3.426 Interviewer: Could you repeat what did you say? It was because of the loyalty or...?

3.427 Respondent: It was loaylity talk I think between manager and the man

3.428 Interviewer: Like a kind and polite talk, yes?

3.429 Respondent: Yeah polite

3.430 Interviewer: Okey, and also do you have some employees in the hotel, who would you fire, if you

3.431 could do this?

3.432 Respondent: For now, unfortunately I think...maybe yes for like you have someone works...but it's

3.433 not a big problem. Maybe I will change it, but it's okey. It's maybe just only my opinion

3.434 Interviewer: Okey and also like a general question, also if you would be able, what would you

3.435 change in the Human Resource Management policies in this hotel? Would you have some kind of

3.436 benefits or maybe something, that would make you feel more comfortable working in a hotel?

3.436 Anything?

(Working environment: 3.437-4.3440)

3.437 Respondent: To say...really everything what happens I like it, because I have a lot of hotel, places,

3.438 where I worked and it was worse, really worse. For the benefits, for another things...A lot of hotels

3.439 have...oh I forgot how to tell about it. So when you just doing something wrong and they took your

3.440 money

3.441 Interviewer: Ah yes, it's like, it's a financial punishments

3.442 Respondent: Yeah, yeah–yeah–yeah, something like this. In our hotel we, like reception don't have it.

3.443 SO, sometimes, we have problems with guests, sometimes guests do not pay for their rooms and,

3.444 you know, sometimes there is a guest, who wants to cheat...cheating something like this and yeah,

3.445 sometimes we have when the guest just took towels and they don't want to pay and so for this time

3.446 manager not took money from our pocket

3.447 Interviewer: But did you have it in a past? When, for example, other hotel, when people, managers

3.448 reduced your salary, because of your wrong performance for example?

3.449 Respondent: Yeah, a lot of times. All mistake that I made in my previous hotel, I always paid from

3.450 my pocket and they don't recognize, they don't realize that it was my first experience or something

3.451 like this. They just took it from your pocket and don't worry about it

3.452 Interviewer: Oh, that sounds terrible actually

3.453 Respondent: Yeah

3.454 Interviewer: It happened like in a big hotel chains or in a small hotels?

3.455 Respondent: It's in a big hotels, they have like big...

3.456 Interviewer: And could you also give an example, what exactly did you do? Just for my observations

3.457 Respondent: Yeah, I can tell my first month I worked in Novotel, like in reception and work in

3.458 reception is difficult for the first time of course.

3.459 Interviewer: It's like...

3.460 Respondent: And I took money from the credit card, but I took nor right price, you know. It was like

3.461 fourteen thousands and I took ten thousands, because there is mistake in the program. But they

3.462 told me this is my mistake and I paid

3.463 Interviewer: So you charge...charged the customer with the wrong lower price and for this they

3.464 reduced your salary at the end of the month, right?

3.465 Respondent: Yeah, yeah, my salary

3.466 Interviewer: Yeah, that's interesting, I never heard about it, but it's a wrong way of...

3.467 Respondent: Yeah, in big hotels you always pay from your pocket. It's normal. They...the thing they

3.468 could give you just time. They can tell you "okey, you can pay this price for this month one half and

3.469 second half then". But you need to pay at the end of your...

3.470 Interviewer: Life (laughing)

3.471 Respondent: Yeah, at the end of your life, yes (laughing)

3.472 Interviewer: Okey, yeah. I understood this, but this something new for me. But about this hotel, so

3.473 you have more, some additional information, which you want to add to all this conversation?

3.474 Respondent: Hmm, for me... what to tell that it's not the...the big hotel. SO, this is small hotel.  
3.475 There is only one hotel in Moscow. So, before I worked only in big hotels. Only in hotels that have a  
3.476 big...  
3.477 Interviewer: Like international hotel chains

(Working environment: 3.478–3.481)

3.478 Respondent: Yeah, international chains. So, end I understand that for me it's better work in small  
3.479 hotel, because there are more polite people there. Loyalty, there is a lot of loyalty for you and  
3.480 more...how to tell you...more human talks with the manager. It's okey, that I come to the manager  
3.481 and talk to him about myself, like I couldn't come to the work tomorrow, something like this. They  
3.482 listen you, they understand you. For big hotels it's more work, work and work. It's like work in the  
3.483 small restaurant and work in McDonalds, something like this  
3.484 Interviewer: So here you have like a small, friendly family  
3.485 Respondent: Small restaurant, small family  
3.486 Interviewer: And also you have a lot of international employees, right? In a hotel, it's like you all  
3.487 from different countries, all different nationalities  
3.488 Respondent: Yes, a lot of, we have Armenian, Russians, Azerbaijanians  
3.489 Interviewer: And do you like to work with international people?  
3.490 Respondent: Who I like? Who?  
3.491 Interviewer: Do you like to work with international people? Is it interesting?  
3.492 Respondent: Yes, of course, for me it's okey. I am the international too, from Georgia, so it's okey  
3.493 Interviewer: So, okey, it's sounds good. I got all the information from you. SO, if you don't have  
3.494 anything to add, then I am going to finish this interview. Or you want to say something?  
3.495 Respondent: I think, thank you!  
3.496 Interviewer: Thank you very much! Then I am going to say you goodbye and stop with this

#### **Interview Transcript 4**

Theme: Human Resource Management policies in City Hotel 1905

Date: 17.04.19

Interviewer: Student – Natella Salamova (Interviewer)

Interviewee: Egor Gusev (Respondent)

4.1 Interviewer: Добро пожаловать на сегодняшнее интервью. Я решила проводить этот опрос потому что в  
4.2 отеле. Я решила провести этот опрос потому что управление персоналом в принципе очень важный

4.3 аспект в отельной индустрии, как в маленьких так и в больших отелях и это значительно влияет на...как

4.4 на эффективность работы сотрудников, так и на эффективность работы всей организации. Поэтому

4.5 сейчас моим клиентом является City Hotel в Москве и я бы хотела провести опрос среди некоторых

4.6 сотрудников этого отеля, чтобы получить дополнительную информацию об Отделе Управления

4.7 Персоналом. В течении всего интервью я буду задавать Вам вопросы касательно разных аспектов Human

4.8 Resource Management или Управления Персоналом на русском языке и хотела бы чтобы Вы были...дали

4.9 достаточно детальные ответы, чтобы я могла в дальнейшем придумать программу по улучшению этого

4.10 отдела для отеля

4.11 Respondent: Да, хорошо

4.12 Interviewer: Если будут какие-то вопросы в течении интервью, Вы можете всегда их задавать, я могу

4.13 объяснить вопрос дополнительно. Хорошо? Вот, в принципе информацией я буду делиться только с

4.14 университетом, поэтому она будет более-менее конфиденциальна. То есть для начала я бы хотела

4.15 попросить Вас представить себя, то есть свое имя, свою позицию в отеле и там я уже спрошу...

4.16 Respondent: Меня зовут...меня зовут Егор, работаю я в City Hotel 1905 барменом

4.17 Interviewer: И был ли у Вас какой-то опыт работы в этой...до этого?

4.18 Respondent: Да-да, до этого я работал в отеле Garden Embassy, проработал там полгода и мой

4.19 управляющий-заместитель управляющего перевелся на должность управляющего и я перешел в другой

4.20 отель

4.21 Interviewer: А кем Вы там работали?

4.22 Respondent: та же самая должность-бармен

4.23 Interviewer: Тоже бармен, и в общей сложности сколько Вы проработали в отельном бизнесе?

4.24 Respondent: Полтора года

4.25 Interviewer: Полтора года, то есть год там и полгода Вы работаете здесь?

4.26 Respondent: Все верно

4.27 Interviewer: Вы работаете с открытия отеля или чуть позже?

4.28 Respondent: Можно сказать с открытия отеля

4.29 Interviewer: Ага, хорошо

4.30 Respondent: То есть в том режиме я не учувствовал, а учувствовал уже непосредственно в самом

4.31 открытии

4.32 Interviewer: Ага, хорошо, Вы, что в Вашем понимании вообще управление персоналом? Вы как знакомы

- 4.33 с этим отделом и что Вы подразумеваете?
- 4.34 Respondent: Я учусь на управление персоналом
- 4.35 Interviewer: О, а Вы сейчас учитесь в университете, да?
- 4.36 Respondent: Все верно
- 4.37 Interviewer: И Вы сейчас проходите тоже, получается как, Human Resource Management? Не знаю как у
- 4.38 вас он называется
- 4.39 Respondent: Честно я учусь на дистанционном и как-то в России с этим намного проще
- 4.40 Interviewer: Ага, но у Вас в принципе тоже управление персоналом именно в отельной индустрии
- 4.41 либо...
- 4.42 Respondent: Нет, не в отельной индустрии
- 4.43 Interviewer: Просто в общем?
- 4.44 Respondent: В общем-да
- 4.45 Interviewer: И тогда скажите пожалуйста, что для Вас... как Вы думаете, что должно включать...что
- 4.46 должен включать этот отдел допустим в отельной индустрии, именно Управление Персоналом?
- 4.47 Respondent: Что должно включать в себя именно Управление Персоналом? Это непосредственно мне
- 4.48 кажется слежка за персоналом, также подбор его. А как правильно им управлять, мне кажется, нужно
- 4.49 побывать изначально на всех должностях, чтобы понимать, контролировать весь этот процесс, чтобы
- 4.50 никто не мог украсть деньги с отеля. То есть понимать все эти лазейки
- 4.51 Interviewer: Да, хорошо и как проходит управление персоналом именно в Вашем отеле, в котором Вы
- 4.52 сейчас работаете—City Hotel?
- 4.53 Respondent: Я прям не знаю как это так дословно описать
- 4.54 Interviewer: Ну нет просто в общем. Я сейчас буду задавать более конкретные вопросы, просто вот в
- 4.55 общем Вы считаете, что оно на, ну как сказать, на хорошем уровне находится, либо все таки нужны
- 4.56 какие-то корректировки и, как сказать, улучшения?
- 4.57 Respondent: Ну, поскольку отель только развивается, то есть еще не все должности есть, допустим, если
- 4.58 сравнивать с предыдущим отелем, где я работал. А там было несколько менеджеров по управлению за
- 4.59 слежкой по персоналу, слежкой за тем, кто следит за персоналом. Ну, возможно, контролировать
- 4.60 каждую эту позицию
- 4.61 Interviewer: Ага, хорошо
- 4.62 Respondent: как это описать я не знаю точно

4.63 Interviewer: Тогда я просто...я начну с первого вопроса, в принципе как раз Вы мне объясните с позиции

4.64 работника этого отеля. То есть первый вопрос будет как раз по процессу прием...процессу приема на

4.65 работу. То есть, можете Вы мне сказать как Вы нашли работу и как Вас собственно устраивали на эту

4.66 работу?

(Selection process: 4.67–4.72, 4.93,4.94)

4.67 Respondent: Нашел я эту работу тем, что я же, как сказал прежде, мой заместитель управляющего

4.68 перешел на новую должность управляющего отеля и позвал меня в новый отель, предложил более

4.69 лучшие условия, чем были там. То есть, у нас не было конкретного прям такого собеседования. Просто

4.70 мы пришли, он написал, грубо говоря, что будет происходить, предложил лучшую зарплату и пообещал

4.71 карьерный рост. Поэтому как бы я согласился и весь персонал, который...с кем я работал, он перевелся

4.72 в новый отель. И мы как бы все с детства общаемся, мне приятно находится в этом коллективе.

4.73 Interviewer: Ага, кстати я уже слышала про это от Арама и от Петре, да?

4.74 Respondent: Да, и где-то наверное еще от Амика?

4.75 Interviewer: Да, да-да-да и от него тоже. То есть вы все в принципе знаете друг друга со времен...со

4.76 школьных времен, да еще?

4.77 Respondent: Да

4.78 Interviewer: Это здорово

4.79 Respondent: Ну мне кажется даже дошкольные времена

4.80 Interviewer: Ну это здорово, мне кажется, когда так работаешь со своими друзьями

4.81 Respondent: Нет, это весело, гораздо лучше, когда неизвестный коллектив и все друг друга подставляют

4.82 Interviewer: Ну да, я согласна. Нет в вашем случае вам, да, повезло в этом плане. Ну получается Вы

4.83 нашли...скажем так, менеджер помог Вам найти работу и переместил Вас в этот отель, да?

4.84 Respondent: Ну да

4.85 Interviewer: Вот, а касательно, когда Вы уже пришли, то есть были у Вас какие-то собеседования, либо

4.86 что-то вот с менеджерами уже этого отеля?

4.87 Respondent: Нет, на тот момент не было ни менеджера, никого, только вот, управляющий отелем и все

4.88 Interviewer: И вы с ним разговаривали? Какие-то интервью или что-то было перед тем как он Вас нанял?



- 4.89 Respondent: Нет (смеется)
- 4.90 Interviewer: Нет?
- 4.91 Respondent: Не было к сожалению
- 4.92 Interviewer: Вы просто как пришли, спросили, ну как, что собираетесь работать?
- 4.93 Respondent: Нет, он меня позвал с предыдущего отеля и все. Просто он у меня спросил хочу ли я, я
- 4.94 сказал «да, я согласен», все «можете с понедельника приступить»
- 4.95 Interviewer: Про предыдущий опыт тоже не спрашивал?

(Candidate assessment process: 4.96–4.104)

- 4.96 Respondent: Мы работали с ним в одном отеле
- 4.97 Interviewer: Получается это и был тот менеджер, которого повысили, это он и был, да? То есть он
- 4.98 перешел как управляющий в City Hotel...
- 4.99 Respondent: Да, он ...
- 4.100 Interviewer:.....теперь поняла
- 4.101 Respondent: ...управляющий, который сейчас мой управляющий в моем отеле, до этого работал в
- 4.102 Garden-e, он был заместителем управляющего
- 4.103 Interviewer: А да, теперь...
- 4.104 Respondent: Он просто, видимо, видел как мы все работаем и поэтому позвал всех в новый отель
- 4.105 Interviewer: Хорошо, да, теперь поняла и допустим, если бы у Вас была тогда возможность что-то
- 4.106 изменить, ну допустим на будущее для новых сотрудников именно в процессе приема на работу,
- 4.107 чтобы вы изменили? Что бы Вы, ну скажем так улучшить состояние, ну улучшить эффективность
- 4.108 организации, либо улучшить эффективность работников. Ну или более профессиональный коллектив
- 4.109 нанимать, чтобы знать конкретно, кого Вы нанимаете. Что бы Вы изменили именно в этом процессе?
- 4.110 На будущее?
- 4.111 Respondent: В процессе приема на работу?
- 4.112 Interviewer: Да, ну то есть как, допустим, новых сотрудников нанимать

(Desired changes in the recruitment process: 4.113–4.117)

- 4.113 Respondent: Ну предварительно, я бы наверное проверил его навыки, потом желательно конечно
- 4.114 было узнать где он работал в предыдущих местах, чтобы можно было как-то узнать это у предыдущих

- 4.115 владельцев почему он ушел, вот. Потом, как бы так сказать, можно предложить разные по программе,
- 4.116 допустим по продаже, по всему, чтобы как-то заинтересовать сотрудника. Потом, ну обязательно
- 4.117 карьерный рост, иначе сотрудники не будут же вечно сидеть на своих должностях
- 4.118 Interviewer: Ну да, это разумно
- 4.119 Respondent: А так, в принципе, мне кажется, все
- 4.120 Interviewer: Ага, ну в принципе да, это правильно. Мне просто нужно знать Ваше мнение. Просто да, в
- 4.121 Вашем случае обычно есть какой-то процесс, но если Вы начинали с самого начала отеля, тогда у Вас в
- 4.122 принципе самого отборочного процесса еще и не было, правильно? Потому что если
- 4.123 сотрудника...сотрудники с самого начала
- 4.124 Respondent: Ну да
- 4.125 Interviewer: Хорошо, тогда следующий вопрос спрошу касательно управления производительностью–
- 4.126 это если дословно переводить. Либо это именно об отношении между менеджером и сотрудниками.
- 4.127 То есть, во-первых знаете ли Вы есть ли в отеле какие-то планы на будущее, либо какие-то цели,
- 4.128 которые, допустим, есть у менеджеров и которые они говорят вам?

(Communication of the job objectives: 4.129–4.131, 4.136)

- 4.129 Respondent: У мене...да, есть планы , скоро должен открыться у нас ресторан на крыше и по планам
- 4.130 только поднять прибыль отеля и отношение с гостями. Соответственно поднять оценку отеля на
- 4.131 booking–е
- 4.132 Interviewer: До какой цифры?
- 4.133 Respondent: Потому что от оценки зависит и стоимость проживания и стоимость всего того, что
- 4.134 находится в самой гостинице
- 4.135 Interviewer: До какой оценки вы хотите поднять?
- 4.136 Respondent: 9.5, на данный момент оценка вроде бы 8.9
- 4.137 Interviewer: И что...
- 4.138 Respondent: На данный момент оценка вроде бы 8.9
- 4.139 Interviewer: Ну в принципе вы почти уже этого достигли
- 4.140 Respondent: Ну на самом деле это все не так просто
- 4.141 Interviewer: Ну да, я знаю, это я знаю. А что за ресторан?

(Knowledge sharing between the manager and employees: 4.142–4.147)

4.142 Respondent: У нас находится Lobby bar и Lobby bar у нас тоже развивается. На данный момент у отеля

4.143 пока нет лицензии на алкоголь, но в дальнейшем появится и барное меню, которое, я думаю, будем

4.144 мы составлять. И должен еще развиваться ресторан. Вот на днях должен приехать шеф-повар и

4.145 добавить...точнее внести корректировки в новое меню

4.146 Interviewer: Ага, то есть получается за меню отвечают повара, а вы сможете...

4.147 Respondent: За барное меню только отвечаем

4.148 Interviewer: Ну в принципе это тоже интересно, да?

4.149 Respondent: Да и если я не ошибаюсь, то вроде бы нам обещали какие-то проценты с этого. Если прям

4.150 барное меню будет хорошее

4.151 Interviewer: Проценты с продаж, когда уже пойдут, да?

4.152 Respondent: Все верно, да

4.153 Interviewer: Это хорошо. И это Вам объяснялось как...вот эти будущие планы, то есть на каком-то

4.154 собрании либо они просто допустим ну по одному к вам подходят и ну просто обсуждаете?

4.155 Respondent: Мне кажется каждому вот именно что-то говорят свое, вот. А так на общих собраниях у

4.156 нас обсуждается ну все тоже самое, что по поднятию оценки и общение с гостями

4.157 Interviewer: И я еще слышала, что главный менеджер у вас собирается открывать отель в будущем

4.158 тоже какой-то второй

4.159 Respondent: Это вроде как я слышал, но пока неизвестно. Вот именно только с рестораном как бы

4.160 утверждено

4.161 Interviewer: То есть с рестораном уже точно, насчет отеля просто что, ну как бы он планирует, но еще

4.162 не...

4.163 Respondent: Нет, ну это в дальнейших планах, а через сколько это будет я не...никому пока неизвестно

4.164 точно

4.165 Interviewer: Ну просто я слышала, что вроде как он собирается его открывать и некоторых сотрудников

4.166 тогда как раз им дадут более высокие должности. Ну он вроде как обещал так

4.167 Respondent: Нет, ну я же говорю это было, но это в далеком будущем. То есть это не в ближайшее

4.168 время, это даже не год и не полтора и не два

4.169 Interviewer: А, то есть когда уже этот отель раскрутится, скажем так

4.170 Respondent: Ну да, чтобы оценка уже стояла. Все уже функционировало

4.171 Interviewer: Хорошо

4.172 Respondent: Тогда, я думаю, можно уже переходить уже и к следующему отелю

4.173 Interviewer: А касательно собраний именно между менеджером и работниками, есть ли у вас такие

4.174 собрания и, допустим, как часто они проходят?

(Meetings between the manager and employees: 4.175, 4.176, 4.179, 4.180, 4.190–4.193)

4.175 Respondent: Собрания такие обычно происходят после каких-то косяков, либо жалоб гостей. Ну все

4.176 происходит именно после комментариев, а так не проходят обычно

4.177 Interviewer: То есть именно после каких-то конфликтов, либо, ну, проблем, в этом случае проводятся

4.178 собрания, а до у вас не было пока?

4.179 Respondent: Ну, конфликт, либо когда что-то хорошее происходит, много там положительных отзывов,

4.180 тогда тоже происходят собрания

4.181 Interviewer: То есть, как в случае негативных, так и позитивных моментов, просто когда есть что

4.182 обсудить

4.183 Respondent: Да

4.184 Interviewer: Но это групповые собрания, правильно? То есть со всеми сотрудниками?

4.185 Respondent: Да, групповые

4.186 Interviewer: То есть там и с клининга, и с вашего отдела, и с ресепшена и все...

4.187 Respondent: Все верно, но они обычно происходят раздельно. Прямо общее-общее, чтобы мы находились все вместе-нет

4.189 Interviewer: И что еще вы обсуждаете помимо конфликтов на этих собраниях?

4.190 Respondent: Ну дальнейшее развитие, как будет происходить, у нас спрашивают «что бы вы хотели

4.191 видеть в этом отеле», какое меню, может даже подсказать что-то поварам, чтобы повара подсказали

4.192 что-то нам, вот. И чтобы каждый из нас следил за работой других. И если есть какие-то ошибки, чтобы

4.193 об этом сообщалось, чтобы их могли устранить

4.194 Interviewer: Хорошо, а если...а индивидуальные собрания у вас есть? Скажем так, не собрания, а

4.195 встречи именно когда между менеджером и сотрудником

4.196 Respondent: Хмм, нет

4.197 Interviewer: То есть пока не было еще таких. А если допустим у вас есть какие-то вопросы, там не знаю,

4.198 касательно своего будущего роста, либо касательно ну каких-то проблем личных, тогда как вы

4.199 обсуждаете с менеджером?

(Individual meetings between the manager and employee: 4.200–4.204)

- 4.200 Respondent: Ну тогда нет, тогда лично конечно же можно подойти
- 4.201 Interviewer: То есть можно в принципе просто подойти с ним поговорить но
- 4.202 Respondent: Можно пообщаться
- 4.203 Interviewer: Вы не...ну как, заранее не планируете эти встречи?
- 4.204 Respondent: Нет
- 4.205 Interviewer: Хорошо, и много ли у вас еще интернациональных именно гостей в отеле? То есть часто ли
- 4.206 к вам приезжает кто-то из других стран?
- 4.207 Respondent: Да, иностранцев очень много, потому что проходит много выставок рядом и, как бы мне
- 4.208 сказать, мне кажется процентов 50 из них иностранцы
- 4.209 Interviewer: Знаете из каких стран примерно приезжают?
- 4.210 Respondent: Казахстан, Турция, Азербайджан, китайцы. Всё, вот недавно приезжал человек из Ирана,
- 4.211 описывал, что ему очень все понравилось в нашем отеле, вот
- 4.212 Interviewer: Ага, это хорошо
- 4.213 Respondent: А так в основном приезжают только на какие-то выставки, если нас связывают с чем-то. А
- 4.214 то прям группировками приезжают
- 4.215 Interviewer: А на каком языке вы обычно разговариваете с ними?
- 4.216 Respondent: На английском
- 4.217 Interviewer: То есть все у вас более-менее английский знают, да? Сотрудники, ну так на...
- 4.218 Respondent: Ну базовый уровень у всех есть
- 4.219 Interviewer: Хорошо, и как Вы думаете, то есть, в принципе, вот этим иностранцам нравится в вашем
- 4.220 отеле? Либо они какие-то замечания может быть говорили?

(Working environment: 4.230–4.255)

- 4.230 Respondent: Ну, как бы так сказать, допустим, если сравнивать с Европой наш отель, то совсем нету 4-
- 4.231 ех звезд, мне кажется, это звезды три. Но в принципе, всех все устраивает, потому что если даже
- 4.232 сравнивать с той же самой Китаем или Кореей, у них отели могут быть пятизвездочные, но номера,
- 4.233 грубо говоря, там семь квадратных метров. А тут, в принципе, просторные большие номера
- 4.234 Interviewer: То есть, в принципе, зависит от того откуда еще приехал человек
- 4.235 Respondent: Ну да, еще зависит, это еще конечно...ценовая политика она динамична на каждый день,
- 4.236 вот. И, допустим, если гость приезжает в одноместный номер за 9000 рублей, то он конечно не особо
- 4.237 доволен. А когда люди приезжают и их номер стоит 3000 рублей, то, в принципе, жаловаться на что-то
- 4.238 вообще как бы бессмысленно, все идеально. Соотношение цены и качества

- 4.239 Interviewer: Ну у вас в принципе цены недорогие, да? На комнаты?
- 4.240 Respondent: В принципе, мне кажется, средние по Москве. Даже иногда ниже среднего
- 4.241 Interviewer: А если, допустим, были замечания именно вот гостей, то какие последний раз? Что Вы
- 4.242 слышали?
- 4.243 Respondent: Это обычно связано что-то либо с сантехникой, либо с тем, что температура воздуха не
- 4.244 настраивается в номере
- 4.245 Interviewer: То есть такие как бытовые момент больше?
- 4.246 Respondent: Да, как бы жалобы на бар или на кухню обычно не поступают
- 4.247 Interviewer: На сервис тоже не было?
- 4.248 Respondent: На сервис есть как бы, мне кажется, гости не совсем понимают сервис. Именно, он же
- 4.249 должен как-то разделяться. Допустим, ресепшен, бар и горничные
- 4.250 Interviewer: Да
- 4.251 Respondent: И, мне кажется, из-за горничных иногда оценка хромает
- 4.252 Interviewer: Почему? (смеется)
- 4.253 Respondent: (Смеется) Ну, где-то что-то они забывают убрать, гости находят какой-то волос у себя и
- 4.254 считают, что номер совсем не убрали. Либо из-за того, что очень много выездов и заездов, то
- 4.255 забывают иногда положить лишнее полотенце, а гость именно акцентирует на этом внимание
- 4.256 Interviewer: Ну это да, на мелочах да, сейчас в наше время
- 4.257 Respondent: Ну то есть именно пытаются именно как-то себе выбить бонусы в отеле, либо
- 4.258 компенсировать это скидками, либо какими-то напитками
- 4.259 Interviewer: А если говорить о положительных отзывах? Какие были последние положительные
- 4.260 отзывы?

(Working environment: 4.261–4.262)

- 4.261 Respondent: Положительные отзывы были о завтраках, о стойке ресепшена, о баре. В принципе, то что
- 4.262 говорят коллектив очень хороший, общение происходит
- 4.263 Interviewer: Хорошо, и если Вы допустим, опишите свой день. Ну, свои обязанности в течении дня. Что
- 4.264 обычно входит в Ваши обязанности как бармена?
- 4.265 Respondent: Мои обязан...происходит с 9-ти утра наступает мой рабочий день и до 10-и или до 11-и я
- 4.266 нахожусь на завтраках. То есть, контролирую процесс питания гостей. Потом также гости заказывают
- 4.267 чай/кофе, я их приношу, потом нужно убрать завтраки и засервировать уже обеды, которые будут

4.268 происходить по меню. В дальнейшем, после того как начинает функционировать обед и кухня,  
4.269 начинает работать уже room-service. Гости могут заказать еду себе в номер. Ско...у нас еще  
4.270 официантов, то бармен у нас по совместительству...официантом  
4.271 Interviewer: Сейчас еще раз повторите потому что связь плохая была, бармен?  
4.272 Respondent: Что еще раз? Тоже не слышно было  
4.273 Interviewer: Да, связь плохая была, у вас нет сейчас официантов, поэтому бармен по совместительству  
4.274 официант тоже, да?  
4.275 Respondent: Бармен официант, да, вот  
4.276 Interviewer: И сколько у вас барменов?  
4.277 Respondent: Что сколько?  
4.278 Interviewer: Сколько барменов у вас сейчас находится на...  
4.279 Respondent: Три человека  
4.280 Interviewer: Ага, хорошо  
4.281 Respondent: График у нас сутки-трое. Вот и после десяти часов как бы кухня перестает  
4.282 функционировать и остается только бар. То есть, чай/кофе, пиво, вот, прохладительные по имени  
4.283 паспортов, регистрации, все. А дальше наступает утро и опять все заново. Завтраки, обеды  
4.284 Interviewer: После того как вот этот момент чай/кофе, что Вы делаете, еще раз? Потому что связь  
4.285 иногда плохая, я Вас просто не слышу

(Working environment: 4.286-4.289)

4.286 Interviewer: А, после того как уже у меня не остается моей работы и гостю уже время ночь, обычно  
4.287 люди спят, то можно уже пойти помогать стойке ресепшен с дополнением паспортов, либо вообще с  
4.288 чем-нибудь им помочь. Потому что у них если за вечер, допустим, там 70 заездов, то, в принципе,  
4.289 поскольку ночью нужно еще поспать часа 3-4, у нас сон делится, то мы обычно помогаем им  
4.290 Interviewer: То есть, административными делами, да?  
4.291 Respondent: Все верно  
4.292 Interviewer: Вы все работаете, получается, сутки через трое, да? То есть 24 часа, потом  
4.293 Respondent: Стойка ресепшена работает сутки-двое, а у нас сутки-трое  
4.294 Interviewer: Ага, то есть три дня у вас выходных и потом один день вы работаете 24 часа?  
4.295 Respondent: Два дня выходных получается  
4.296 Interviewer: Два дня выходных. И в течении этих 24 часов вы...у вас есть период, когда вы спите? Ну  
4.297 допустим, часа четыре, да?  
4.298 Respondent: Ну да, это обычно с 12-ти до трех часов  
4.299 Interviewer: Ага, Вам удобно так?  
4.300 Respondent: В принципе, мне кажется, да

- 4.301 Interviewer: Потому что, в принципе, это по-моему работники и просили, да об этом?  
Сделать такой
- 4.302 график
- 4.303 Respondent: Хм, да
- 4.304 Interviewer: 24...не сложно 24 часа подряд работать?
- 4.305 Respondent: Нет, просто я все время работал, у меня график был связан с сутками. До этого было
- 4.306 сутки-двое, вот сутки трое было потяжелее, но в итоге после того как ты проработаешь уже месяц, ты
- 4.307 привыкаешь к этому графику
- 4.308 Interviewer: Ну да, тоже да. Ну свободное время, в принципе, все равно остается, да? За счет
- 4.309 этих...долгих
- 4.310 Respondent: Да, конечно, получается после этих суток бывает, не знаю как так получается, за три или
- 4.311 за 4 часа высыпаясь и у тебя, грубо говоря, сна нету и весь день занимаешься своими делами. Ну
- 4.312 мне кажется это потому что сейчас лето. Зимой прям после смены приходили, спали, получается один
- 4.313 только выходной. И то, выходным не называть, потому что с утра уже на работу особо не погуляешь
- 4.314 Interviewer: Ну да, да, зимой сложно
- 4.315 Respondent: А летом, в принципе, нормально
- 4.316 Interviewer: Ну летом да, летом и сутки длиннее, правильно? Вроде как светло
- 4.317 Respondent: Ну да, ну да и как бы вставать проще, и солнце, видимо, как-то бодрит и
- 4.318 Interviewer: Да, это есть такое, зимой то после пяти уже ночь
- 4.319 Respondent: (Смеется) Ну да, там все время темно
- 4.320 Interviewer: Хорошо и есть ли у вас еще какие-то моменты, когда, допустим, менеджер вас оценивает?
- 4.321 Ну, то есть Вашу работу допустим. Потому что обычно это может происходить в течении собраний, но
- 4.322 если у вас нету стабильных собраний, то есть ли момент, когда менеджер подходит, что-то советует.
- 4.323 Либо там, ну оценивает вашу работу, как-то говорит вам свое мнение об этом

(Evaluation of the employee results: 4.324–4.330)

- 4.324 Respondent: Ну, непосредственно оценка и какие-то комментарии происходят в течении рабочего дня.
- 4.325 Менеджер может просто подойти и тонко намекнуть что надо что-то сделать, либо наоборот
- 4.326 похвалить с происходящим, что все было хорошо
- 4.327 Interviewer: Он не сидит постоянно получается в офисе, он тоже может ходить по отелю и смотреть как
- 4.328 работают сотрудники, да?



4.329 Respondent: Да, получается его комната находится за стойкой ресепшена и напротив бара. То есть,

4.330 поскольку он ходит туда-сюда, он постоянно может видеть работу

4.331 Interviewer: Хорошо и тогда такой же вопрос, нравится ли Вам вот этот процесс, ну скажем так,

4.332 коммуникации с менеджером и чтобы Вы изменили если бы могли? Ну допустим чаще собрания или

4.333 что-то в этом роде

(Meetings between the manager and employees: 4.334–4.336)

4.334 Respondent: Нет, коммуникация с менеджером, в принципе есть Ватсап, я всегда могу ему написать,

4.335 он мне ответит и...или дождаться там своей смены и уже лично зайти в его кабинет и пообщаться,

4.336 если возникают какие-то вопросы

4.337 Interviewer: Ага, то есть в принципе Вас это устраивает

4.338 Respondent: То есть, в принципе, никаких проблем нет с этим

4.339 Interviewer: Ага и если бы что-то изменили, то что бы...что-то бы хотели изменить?

4.340 Respondent: Мне кажется, тут добавить совсем нечего. С меня же не требуют через кого-то с ним

4.341 связываться, я могу все сделать сам-лично

4.342 Interviewer: Хорошо, с этим поняла, тогда следующий вопрос касательно разв...как сказать, программ

4.343 развития сотрудников. То есть это именно о тренингах, каких-то дополнительных ну уроках, скажем

4.344 так. То есть, есть ли у вас вообще какие-то тренинги в отеле?

(Trainings: 4.345–4.367)

4.345 Respondent: Тренингов, к сожалению, нет таких, но думаю в дальнейшем, если все будет развиваться,

4.346 то какие-то тренинги нужны будут

4.347 Interviewer: Ага, ну пока вы это не обсуждали?

4.348 Respondent: Пока нет

4.349 Interviewer: А изначально когда Вы только пришли, то есть объясняли ли Вам как работать там с

4.350 программой на ресепшене, с программами компьютерными, либо что-то в плане именно бара?

4.351 Respondent: А нет, обучение прям было и это происходило где-то буквально минут 20, потому что в

4.352 принципе все системы одинаковые-кассы. И там буквально пару моментов. Просто показать где там,

- 4.353 как открыть–закрыть, за этот счет, X–set чет. То есть, если до этого работал уже на этом компьютере, то
- 4.354 любую систему, которую туда поставят, в принципе никаких вопросов не будет возникать. Только вот
- 4.355 понять главное где какая кнопка. Чтобы вот показали один раз и в принципе там все запоминает с
- 4.356 первого раза
- 4.357 Interviewer: Какие моменты Вы обсуждали в течении этой, ну тренировки, скажем так? То есть именно
- 4.358 по ресепшену, либо что еще Вам объясняли?
- 4.359 Respondent: Хмм, нет по ресепшену мы не обсуждали, по ресепшену это уже непосредственно с
- 4.360 сотрудниками я могу только обсудить. Поскольку моя должность же бармен, я отвечаю только за
- 4.361 кассовый аппарат, который там находится
- 4.362 Interviewer: То есть с этим Вас тоже ознакомили?
- 4.363 Respondent: Да
- 4.364 Interviewer: Ага, хорошо, а если говорить о...то есть в принципе у вас это была...был, как сказать, один
- 4.365 раз эта тренировка, когда Вы только пришли в отель. Ну, скажем так, Вам просто объяснили, именно
- 4.366 показали как работать с компьютерными программами на ресепшен и как работать в баре, да?
- 4.367 Respondent: Да

(Knowledge sharing between the employees and managers, Meeting between the managers and employees: 4.368–4.374)

- 4.368 Interviewer: Ага, а если говорить просто о коммуникации с сотрудниками, то есть ли у Вас такое, что вы
- 4.369 друг другу что–то подсказываете, помогаете, как–то обсуждаете какие–то моменты?
- 4.370 Respondent: Да, конечно, если возникают какие–то вопросы, у нас есть ватсап, мы можем там
- 4.371 связаться с общей группой, куда я могу написать и мне все могут подсказать. Стойка ресепшена
- 4.372 находится прям напротив меня. Допустим, если у меня вдруг возникнет какой–нибудь языковой
- 4.373 барьер между гостем, то ресепшен мне всегда помогает. Или ресепшен не успевает заселить гостей,
- 4.374 то я уже непосредственно помогаю им
- 4.375 Interviewer: То есть бар находится прям очень близко к ресепшену, да?
- 4.376 Respondent: Да, буквально мне кажется метрах в двух
- 4.377 Interviewer: Хорошо, а что последнее, помните о чем Вы в последний раз попросили о помощи кого–

4.378 то из своих коллег?

4.379 Respondent: Это был room-service, чтобы мы отнесли завтраки в номер. Поскольку я не успевал, а

4.380 находился непосредственно на обслуживании самого зала с гостями

4.381 Interviewer: А вообще бывают какие-то сложности, что Вы думали нужно ли...нужно бы было в

4.382 будущем, чтобы менеджеры вас допустим чему-то научили, какие-то тренировки проверили?

4.383 Respondent: Ну, я думаю навряд ли менеджер меня научит барному делу. Потому что, ну насколько я

4.384 знаю, наш менеджер не работал барменом

4.385 Interviewer: Ну нет, это просто

4.386 Respondent: Это мне кажется только человек со стороны может подсказать

4.387 Interviewer: Ну обычно на такие тренировки и приглашают людей-профессионалов, поэтому ну здесь

4.388 необязательно менеджер. Просто менеджер должен организовывать это. Поэтому я

4.389 Respondent: Нет, ну если будет развитие нового меню и появятся алкогольные карты, то скорее всего

4.390 кто-нибудь придет к нам на тренинг

4.391 Interviewer: А сейчас у вас в принципе алкоголь не продаете?

4.392 Respondent: Лицензия только на пиво

4.393 Interviewer: А именно какие-то коктейли, то есть этим вы пока не занимаетесь?

4.394 Respondent: Нет, к сожалению нет

4.395 Interviewer: А вообще умеете коктейли делать?

4.396 Respondent: Да, конечно, в предыдущем отеле нас тоже этому не обучали, дали только технологичку

4.397 по которой это все делать и говорили «если у вас есть свободное время, почитайте-посмотрите», но

4.398 мы все обычно как только гости заказывали, сами смотрели видео уроки

4.399 Interviewer: То есть прям в процессе, когда делали коктейль смотрели?

4.400 Respondent: Да, в процессе. Ну там отдача напитков это 10-15 минут, когда был небольшой поток, то в

4.401 принципе успевали все это делать

4.402 Interviewer: А если были занятые моменты?

4.403 Respondent: Что еще раз?

4.404 Interviewer: А если были занятые моменты, ну когда очень много людей, не было проблем? Ну что

4.405 вроде они ждут. Иногда же они начинают жаловать потом

4.406 Respondent: Вот именно в предыдущем отеле было три официанта и так повезло, что два из них

4.407 работали до этого барменами, то есть они в принципе тоже всегда помогали. Взаимопомощь всегда

4.408 присутствовала

4.409 Interviewer: Хорошо, хорошо, тогда следующий вопрос касательно программы пособий, либо каких-то  
4.410 компенсаций, либо каких-то дополнительных привилегий. То есть обычно в отелях, я не знаю пока как  
4.411 у вас, обычно в отелях проходят...ну как дополнительные привилегии, скажем так. То есть, вот об этом  
4.412 расскажите, есть ли у вас какие-то допустим, медицинская страховка, либо какие-то  
4.413 дополнительные...дополнения к зарплате, если Вы сделали работу свою лучше чем Ваши коллеги.  
4.414 Что-то вот в этом роде есть?

(Monetary rewards: 4.415, 4.416, Medical cover: 4.416, 4.417)

4.415 Respondent: Бонусная программа присутствует только, получается, когда происходят какие-то  
4.416 праздничные дни. Это умножается на два рабочий день. И медицинская страховка, она же  
4.417 обязательна по-моему включена, в трудовом договоре прописана  
4.418 Interviewer: То есть, медицинская страховка есть

(Holiday allowance: 4.419–4.425)

4.419 Respondent: Медицинская страховка, отпуск  
4.420 Interviewer: Оплачиваемый?  
4.421 Respondent: Оплачиваемый отпуск конечно  
4.422 Interviewer: Сколько дней?  
4.423 Respondent: Двадцать восемь, по-моему двадцать восемь. Это четыре недели  
4.424 Interviewer: Почти месяц получается  
4.425 Respondent: Да, либо месяц, либо 28. Я просто почему-то смутно помню и боюсь ошибиться с этим  
4.426 Interviewer: Не страшно, получается около месяца  
4.427 Respondent: Да  
4.428 Interviewer: А дополнительные именно оплаты присутствуют?

(Monetary rewards: 4.429–4.434)

4.429 Respondent: Ну дополнительные оплаты происходят только по концу года, то есть это премия в  
4.430 размере двух зарплат. Также, тринадцатая зарплата присутствует. Ну и все праздничные дни  
4.431 оплачиваются в два раза больше, чем обычно  
4.432 Interviewer: А в конце года это получается, в два раза больше Вы получаете за месяц, правильно? Ну,  
4.433 то есть допустим как...допустим если у вас

4.434 Respondent: Нуу да, ну это как 13-ая зарплата, грубо говоря. Перед новым годом есть 13-ая зарплата и

4.435 по концу года, которого проработал тоже он оплачивается

4.436 Interviewer: Хорошо, вам платят зарплату в конце месяца один раз? Либо как?

4.437 Respondent: Нет, есть аванс 15-го числа и зарплата сама непосредственно это конец месяца

4.438 Interviewer: То есть часть зарплаты вы получаете 15-го и остаток в конце месяца, так?

4.439 Respondent: Да

4.440 Interviewer: Хорошо и касательно, если Вам нужно куда-то уйти, либо поменять рабочие дни, то есть

4.441 возможно ли это сделать? То есть можете ли Вы обсудить, допустим поменять. Ну с кем-то

4.442 договориться, допустим, сегодня Вы не работаете, кто-то вместо вас выходит?

(Flexible working hours: 4.443–4.448)

4.443 Respondent: Да, я могу напрямую обратиться к сотрудникам, с ними поменяться, но должен

4.444 предупредить своего менеджера о том, что я поменял, чтобы он внес корректировки в график и

4.445 бухгалтерия знала об этом

4.446 Interviewer: То есть в принципе на встречу он может пойти?

4.447 Respondent: Да, всегда можно с кем-то поменяться в таких... такого ни разу не было, чтобы менеджер

4.448 не мог отказать мне в этом

4.449 Interviewer: Ага, хорошо и касательно возможности для роста в будущем? То есть, Вы про это начали,

4.450 можете подробнее немножко рассказать, какие у вас возможности для роста, ну вот в этом отеле,

4.451 либо в будущем, который будет?

(Opportunities to grow: 4.452–4.465)

4.452 Respondent: Ну, пообещали карьерный рост. Возможно, скорее всего это старший бармен, но вот

4.453 именно в стойке регистрации есть непосредственно карьерный рост. Это в дальнейшем менеджер,

4.454 управляющий, заместитель управляющего. А... то есть следить за залом-официанты и бармены. Ну и

4.455 также опять же можно уходить в сторону заместителя управляющего. А так только старший бармен и

4.456 менеджер по персоналу

4.457 Interviewer: То есть, сначала старший бармен, потом менеджер по персоналу. То есть

4.458 Respondent: Да

4.459 Interviewer: И это говорили именно Вам или это в принципе может любой сотрудник ну как  
4.460 рассчитывать на это?

4.461 Respondent: Любой сотрудник, мне кажется, может воспользоваться этой лестницей

4.462 Interviewer: Ага, ну в принципе не для каждого есть место, правильно? Насколько я знаю, ну раз отель

4.463 маленький. Либо в принципе каждый может в будущем, ну скажем так вырасти?

4.464 Respondent: Нет, ну мы же уже упомянули, что будет открываться еще один отель. То есть, как

4.465 минимум, два человека могут попасть на эти должности

4.466 Interviewer: Ну это уже неплохо, да, для маленьких отелей. А если говорить об общей рабочей

4.467 атмосфере? То есть, я поняла уже, что у вас дружеские отношения с коллективом, но бывают ли какие-

4.468 то конфликты. Либо, в принципе, вы всегда в хороших отношениях?

4.469 Respondent: Ну мне кажется, конфликты бывают у всех, даже у самых лучших друзей, но обычно это

4.470 все проходит по концу рабочего дня

4.471 Interviewer: Но в принципе Вам работать комфортно, либо есть какие-то нюансы?

(Working environment: 4.472–4.474)

4.472 Respondent: Нет, комфортно, в принципе, меня все устраивает. То есть управляющие всегда идут к нам

4.473 на встречу, общаются с нами. Каких-то жестких рамок или установок нет, так чтобы они мешали

4.474 работе, ну или чтобы у меня не было желания идти на работу

4.475 Interviewer: У вас также много интернациональных сотрудников, да? Ну то есть, почти все?

4.476 Respondent: Да

4.477 Interviewer: И как Вам работает...как Вам, насколько комфортно Вам работать с интернациональными

4.478 сотрудниками?

4.479 Respondent: Да в принципе комфортно. Нету никаких у меня жалоб на них

4.480 Interviewer: Не, не жалоб, может мало ли, какие-то нюансы. Допустим если в будущем появятся

4.481 еще...еще люди и тоже будут интернациональные, Вам будет комфортно с ними работать?

4.482 Respondent: Думаю да

(Safety level: 4.483–4.488)

4.483 Interviewer: Хорошо, а если говорить о программе безопасности? То есть, чувствуете ли Вы себя также

4.484 безопасно в отеле?

4.485 Respondent: Да, конечно, у нас присутствует охрана в отеле. При входе у нас есть рация, чтобы

4.486 соединиться. Допустим, если этот вопрос не может решить охрана, это что-то чрезвычайное, то есть

4.487 кнопка по вызову полиции и вызову охраны. Непосредственной охраны, которая охраняет уже отель

4.488 и не которая находится в самом отеле если что грубо говоря можно вызвать

4.489 Interviewer: Ага, были уже ситуации, когда вызывали охрану? Именно со стороны

4.490 Respondent: Нет, пока ни разу. Полицию нет, однажды приехала полиция и то это был сбой в

4.491 программе

4.492 Interviewer: Просто кто-то кнопку нажал?

4.493 Respondent: Кнопки вообще не было, ее почему-то установили, а она сработала вечером

4.494 Interviewer: (Смеется) Интересно и что вам сказали на это полицейские?

4.495 Respondent: (Смеется) Приехала полиция, спросила что случилось и были в недоумении как что-то

4.496 могло произойти. Они подождали минут 10, отзвонились и уехали

4.497 Interviewer: (Смеется) Это смешно, а именно охрана именно отеля, она как-то почувствовала в каких-то

4.498 конфликтах? Были ситуации?

4.499 Respondent: Нет по-моему, каких-то конфликтов даже между гостями никогда не было. Не знаю, все

4.500 происходило тихо и спокойно, но мне кажется после нашего разговора обязательно что-то случится

4.501 (смеется)

4.502 Interviewer: (Смеется) Потому что всегда так?

4.503 Respondent: Да, всегда так происходит

4.504 Interviewer: Ну Вы мне дайте знать как раз если что-то случится

4.505 Respondent: Ха-ха, хорошо

4.506 Interviewer: Ну надеюсь что не будет, лишние проблемы эти

4.507 Respondent: Я тоже буду надеяться на лучшее

4.508 Interviewer: И вообще по режиму безопасности в отеле, то есть, есть ли какая-то документация, какие-

4.509 то документы, которые вы подписывали. Ну, допустим, именно касательно безопасности. То есть,

4.510 обучали ли вас каким-то навыкам, в этом плане

(Documentation of the risk appraisal: 4.511–4.516, 4.522, 4.523)

4.511 Respondent: Ну, режиму безопасности нас в отеле не обучали, но документы, мне кажется, я

4.512 подписывал

4.513 Interviewer: Вы их читали?

4.514 Respondent: Конечно

4.515 Interviewer: Да?

4.516 Respondent: Просто, мне кажется, бегло прочитал, вот и уже забыл

4.517 Interviewer: О чем...

4.518 Respondent: Ну, скорее всего, я подписывал

4.519 Interviewer: О чем вообще вот эти документы? Ну в общем хотя бы может помните?

4.520 Respondent: О чем?

4.521 Interviewer: Ну что они включали там

4.522 Respondent: Там по-моему должен был находится инструктаж по безопасности, инструктаж по эксплуатации техники иии, ну какой-нибудь еще инструктаж

4.524 Interviewer: Хорошо (улыбается), но вы подписывали их?

4.525 Respondent: Да и пожарный, пожарный выход точно, где находится. Сто процентов нам это рассказывали как эвакуироваться с отеля

4.527 Interviewer: Ну это Вы, в принципе знаете, да? В случае пожара как эвакуироваться?

4.528 Respondent: Ну да

4.529 Interviewer: Сколько у вас этих выходов запасных?

4.530 Respondent: Четыре выхода

4.531 Interviewer: А этажей в отеле?

4.532 Respondent: Четыре

4.533 Interviewer: А, ну, разумно

4.534 Respondent: Думаю, успеем убежать (смеется)

4.535 Interviewer: А если говорить о каких-то...ну скажем так, инструментах по оказанию первой помощи. То

4.536 есть, есть ли у вас какие-то, ну инструменты это, грубо говоря. Медицина, либо что-то для оказания

4.537 первой помощи?

(First aid tools: 4.538–4.540)

4.538 Respondent: Дааа, аптечка конечно присутствует. Вот, мне кажется, с оказанием первой помощи не

4.539 должно возникать вопросов, потому что все же мы это еще в школе проходили, как это должно все

4.540 происходить. Нууу, на практике не хотел бы это испытать

4.541 Interviewer: Ну, пока не было ситуаций, когда на практике нужно было испытывать

4.542 Respondent: Нет, максимум, что было это гости таблетку от головы просили

4.543 Interviewer: Ну я лично вот, мне кажется даже не вспомню то, что мы проходили в школе по оказанию

4.544 первой помощи. Вот я не помню этого момента, может там

4.545 Respondent: Ну там пульс нащупать

4.546 Interviewer: Ну пульс да, пульс могу. Поможет ли это (смеется)

4.547 Respondent: Ну пульс, искусственное дыхание, все. Ну, будем надеяться, что ничего не произойдет и

4.548 если что, будем звонить в скорую помощь. Ну, нежелательно, чтобы такие ситуации происходили

4.549 Interviewer: Ну конечно, ну это жизнь в принципе, может быть, какой-то минимум. Ну оказанию

4.550 первой помощи у вас, допустим вы сможете, не лично Вы, но сотрудники смогут оказать?

4.551 Respondent: Я думаю да,



4.552 Interviewer: Ну хорошо и опять тот же вопрос, чтобы Вы, допустим, изменили, в этом процессе на

4.553 будущее? Ну чтоб допустим сделать отель более безопасным, как для сотрудников, так и для гостей?

(Desired changes in the Duty and Security: 4.554–4.556)

4.554 Respondent: Мне кажется, можно было еще кнопки безопасности в каждом номере, потому что

4.555 однажды там в номере была ссора, я помню. Ну, они как-то быстро утихомирились, правда если

4.556 продолжать, если допустим человек бы начал избивать другого, в принципе, кнопка бы не помешала

4.557 Interviewer: Господи, ну да

4.558 Respondent: Допустим, если на третьем этаже что-то будет происходить, навряд ли со стойки

4.559 ресепшена или с бара мы это сможем услышать. Если только непосредственно, гости из других

4.560 номеров позвонят и уже сами на это отреагируют

4.561 Interviewer: То есть, в принципе, кнопка безопасности, вариант был бы хороший в комнатах

4.562 Respondent: Ну да, но мне кажется ее бы нажимали попросту

4.563 Interviewer: Ну да, я согласна

4.564 Respondent: Было бы много случаев, чтобы кто-то просто так ее нажал

4.565 Interviewer: Да

4.566 Respondent: Отелю бы пришлось платить много денег за штраф за ложный выезд

4.567 Interviewer: (Смеется) Хорошо, тогда еще один вопрос, я не знаю как бы отель новый, случалось ли

4.568 это, но процесс увольнения. Наблюдали ли Вы как кого-то увольняли и как это происходило?

4.569 Respondent: Я наблюдал как кого-то увольняли ни в этом отеле, но в предыдущем

4.570 Interviewer: Ну в предыдущем нет, в предыдущем там другой момент. В этом отеле не было у вас пока

4.571 таких ситуаций?

4.572 Respondent: Пока нет

4.573 Interviewer: А я слышала еще что менеджер какой-то по маркетингу или кто-то был уволен

4.574 Respondent: Ааа, я понял. Да, уволили, но к сожалению как происходил процесс увольнения я не

4.575 знаю. Скорее всего, человека уволили одним днем

4.576 Interviewer: Ага, то есть в принципе. Ну да, Вы при этом не присутствовали естественно. Но в принципе

4.577 у вас не было еще в отеле каких-то увольнений, увольнений, которых вы могли бы наблюдать

4.578 процесс?

4.579 Respondent: Нет

4.580 Interviewer: Окей, а вообще в Вашем понимании какой бы был идеальный процесс увольнения? Ну

4.581 допустим, как нужно сотрудника может поговорить сначала, что-то обсудить, либо просто уволить без

4.582 объяснений?

4.583 Respondent: Чтобы просто не мучить ни себя, ни сотрудника можно без объяснения причины его

4.584 уволить, просто попросить не выходить на работу и если допустим нет персонала, то по договору он

4.585 обязан же отработать 14 дней, чтобы было время найти нового сотрудника. А если в принципе,

4.586 сотрудник прям вообще не устраивает, то можно уволить одним днем, чтобы даже не заставлять его

4.587 отрабатывать

4.588 Interviewer: А если, допустим, это не вина сотрудника, а именно организации?

4.589 Respondent: Его увольнение? Нет его увольнение именно связано с виной организации?

4.590 Interviewer: Ну мало ли, допустим, он захотел. Необязательно, чтобы допустим менеджер уволил,

4.591 может он сам захотел уйти и тогда стоит ли как-то с ним обсуждать почему он решил уйти?

4.592 Respondent: Нет, если человек захотел сам уйти, то менеджер всегда общается « почему же ты хочешь

4.593 уйти», предлагает какие-то условия получше, чтобы как-то задержать. Но нужно как-то и сотруднику

4.594 понимать то что, вот это все временно. Сейчас предложат, но уже скорее всего начнут искать замену

4.595 Interviewer: Ну да, для безопасности

4.596 Respondent: Поэтому в такие моменты...да, для безопасности. То есть, они же не хотят сотрудника,

4.597 который в любой момент может уйти. Лучше найти другого. То есть, нужно это как бы понимать

(Team events: 4.598–4.605)

4.598 Interviewer: Хорошо, вообще между сотрудниками и менеджерами проходят ли у вас какие-то

4.599 мероприятия, когда вы. Вы именно вместе собираетесь, что-то отмечаете?

4.600 Respondent: Пока не было, но вопрос об этом поднимался

4.601 Interviewer: И какие моменты? Относительно каких мероприятий?

4.602 Respondent: Ну вы хотели новый год вроде какой-то корпоратив устроить. Ну, в итоге все замяли и как

4.603 бы ничего не произошло. Да и как бы из-за того, что мы все знакомы, ну грубо говоря там вот с

4.604 менеджерами, если с управляющим-то это три или четыре человека. То есть, а так, ресепшен и бар,

4.605 мы обычно все встречаемся каждодневно

4.606 Interviewer: Ну да

4.607 Respondent: Можем сами устроить корпоратив

4.608 Interviewer: А если кто-то просто отличился на работе, допустим сделал что-то лучше остальных. Такие

4.609 моменты у вас не отмечаются? Ну с помощью менеджеров уже? Там сотрудник месяца...

4.610 Respondent: Пока на практике я такого не наблюдал вообще ни в одном отеле

4.611 Interviewer: В смысле в Москве?

4.612 Respondent: Вообще на всех своих...на всех своих местах работы вот я нигде такого не наблюдал

4.613 Interviewer: Ну типа там что-то на подобии сотрудника месяца таких моментов нету да? Не видели?

4.614 Respondent: Нет

4.615 Interviewer: Ну хорошо. Ну на будущее было бы неплохо мне кажется, для мотивации почему нет

4.616 Respondent: Мне кажется это происходит только в сетевых отелях

4.617 Interviewer: Да, это да, у них есть

4.618 Respondent: А поскольку у нас не сетка, у нас и нет такого. Думаю, если бы это был сетевой отель, то

4.619 скорее всего это все происходило

4.620 Interviewer: Ну да, ну в принципе по этому процессу я задала любы... все вопросы. Если у вас что-то

4.621 добавить есть можете сказать. Допустим, чтобы в общем, как Вы считаете, чтобы Вам, какие

4.622 изменения в управлении персоналом сделали бы Ваш рабочий процесс более приятным, скажем так,

4.623 более комфортным?

4.624 Respondent: Мне кажется, мой рабочий процесс, там максимум все идеально

4.625 Interviewer: То есть Вас все устраивает?

4.626 Respondent: Вот именно бар, все идеально происходит, стойка ресепшена, мне кажется ребят тоже все

4.627 устраивает, что если бы не устраивало, никто бы не задерживался на этой работе, я думаю

4.628 Interviewer: Ну да, тоже верно

4.629 Respondent: А внести какие-то изменения, именно вот по работе не знаю. Ну обычно как-то не знаю,

4.630 персоналам с персоналом как-то договаривается, там что-то хочет сделать, если человек хочет

4.631 отдохнуть, там уйти куда-то минут на 30, то бар может заняться целиком и ресепшеном и баром, если

4.632 допустим нет определенной нагрузки, можно же посмотреть когда гости заезжают. Ну, у них же

4.633 поставлено время. И также с баром, ну с баром гости меня не предупреждают, когда они планируют

4.634 что-то заказать, но в принципе я тоже могу заняться своими делами...щас одну минуту. Все, я тут

4.635 Interviewer: Ну смотрите, в принципе я задала вопросы все, если у Вас нечего добавить, тогда я могу

4.636 заканчивать

4.637 Respondent: Я думаю, нечего добавить, я думаю если что-то возникнет с увольнением или какими-то

4.638 личными случаями-я расскажу

4.639 Interviewer: Дайте мне знать (смеется)

4.640 Respondent: Хорошо (смеется)

4.641 Interviewer: Хорошо, тогда я сейчас закончу запись, спасибо большое, Вам хорошего дня

4.642 Respondent: Спасибо, взаимно тоже хорошего дня

## Appendix 7: Axial Coding

| AXIAL CODING                       |                               |   |  |
|------------------------------------|-------------------------------|---|--|
| DIMENSION                          | AXIAL CODES                   | OPEN CODES  | FRAGMENTS  |
| Human Resource Management policies | Recruitment process           | Selection process                                 | 1.115-1.124, 1.189-1.196, 2.81-2.85, 3.61-3.74, 4.67-4.72, 4.93,4.94   |
|                                    |                               | Candidate assessment process                      | 1.127-1.139, 2.87-2.96, 3.79-3.80, 4.96-4.104  |
|                                    |                               | Final decision communication process              | 2.98-2.108, 2.111-2.116, 3.91-3.92   |
|                                    |                               | Desired changes in the recruitment process        | 1.200-1.204, 4.113-4.117   |
|                                    | Performance management        | Communication of the job objectives               | 1.808, 1.809, 2.152-2.160, 3.108-3.111, 4.129-4.131, 4.136   |
|                                    |                               | Meetings between the manager and employees        | 1.141-1.145, 1.170-1.173, 1.287-1.323, 2.165-2.168, 2.172-2.173, 2.196-2.200, 2.207-2.210, 3.116-3.119, 3.123-3.125, 3.128-3.132, 3.138-3.141, 4.175, 4.176, 4.179, 4.180, 4.190-4.193, 4.334-4.336, 4.368-4.374 |
|                                    |                               | Individual meetings between manager and employees | 1.324-1.330, 1.336, 2.176-2.179, 2.183-2.189, 3.143-3.146, 4.200-4.204   |
|                                    |                               | Evaluation of the employee results                | 1.493-1.498, 2.284-2.289, 4.324-4.330  |
|                                    | Employee development programs | Trainings   | 1.489-1.492, 1.500-1.503, 2.221-2.232, 3.155-3.163,3.165, 3.168, 4.345-4.367   |

|  |                                    |  |   |
|--|------------------------------------|--|---|
|  |                                    | Knowledge sharing between the employees and managers     | 1.154–1.163, 1.506–1.508, 2.239–2.246, 2.248, 2.249, 3.184–3.189, 4.142–4.147, 4.368–4.374  |
|  |                                    | Desired changes in the employee development programs     | 3.220–3.224   |
|  | Compensation and benefits programs | Standard salary  | 2.121–2.125, 2.130–2.131  |
|  |                                    | Bonuses  | 2.294–2.298   |
|  |                                    | Monetary rewards   | 1.377–1.397, 2.298–2.308, 3.231–3.249, 3.256–3.257, 4.415, 4.416, 4.429–4.434   |
|  |                                    | Medical cover  | 2.319–2.328, 3.262–3.265, 4.416, 4.417  |
|  |                                    | Team events  | 1.416–1.418, 1.450–1.453, 2.331–2.342, 2.346, 2.348.2.349, 3.270–3.273, 4.598–4.605   |
|  |                                    | Flexible working hours                                   | 1.225–1.226, 1.232–1.235, 1.409–1.415, 2.255–2.259, 2.261–2.262, 3.277–3.279, 4.443–4.448   |
|  |                                    | Opportunities to grow                                    | 1.419–1.434, 3.284–3.290, 4.452–4.465   |
|  |                                    | Holiday Allowance  | 1.343–1.346, 1.398–1.400, 2.319–2.328, 4.419–4.425  |
|  |                                    | Working environment                                      | 1.356–1.359, 1.509–1.513, 1.663,1.670, 1.681,1.682, 1.686–1.689,1.712–1.714, 3.192, 3.193, 3.299–3.302, 3.437–4.3440, 3.478–3.481, 4.230–4.255, 4.261–4.262, 4.286–4.289, 4.472–4.474 |
|  |                                    | Desired changes in the compensation and benefits program | 1.463–1.470, 1.477  |
|  | Duty of Security                   | Documentation of the risk appraisal                      | 1.518–1.523, 2.372–2.374, 2.406–2.412, 3.367–3.375, 4.511–4.516, 4.522, 4.523   |
|  |                                    | First aid tools  | 1.529–1.532, 2.399–2.402, 3.401–3.402, 4.538–4.540  |
|  |                                    |  |   |
|  |                                    | Safety level   | 1.607–1.611, 1.616, 1.628–1.630, 2.363–2.371, 3.310–3.316, 3.342–3.347, 4.483–4.488   |
|  |                                    | Desired changes in the Duty of Security                  | 1.545–1.546, 1.559–1.563, 3.385, 3.387–3.388, 3.392–3.394, 4.554–4.556  |
|  |                                    |  |   |

## Appendix 8: Best HRM Practices of IHG and Hilton hotel groups

### The best practices of HRM policies in the International hotel chains

This part describes the best and the most appropriate HRM policies, which are used by IHG and Hilton international hotel chains and can be appropriate for future recommendations for City Hotel 1905.

#### 1. Human Resource Management policies in IHG hotels group

InterContinental **Hotels** Group is one of the leading hotel organizations because its main purpose is to provide both the customers and the employees with an excellent service, hospitality and positive emotions (IHG, 2019). Therefore, the Human Resource Management practices of this hotels group have been chosen as an example. The best and the most appropriate HRM practices can be used for the future improvement of City Hotel 1905. IHG **hotels** group always put **the** effort in the creation of comfortable and pleasant working conditions for the employees, because they want the employees to be happy and stay with this brand for a long period of time. They also believe that when the employees are happy, they treat the customers with **a** friendly attitude (IHG, 2019).

Recruitment or application process of **the** IHG **hotels** group starts from their official website. The hotel management offers the potential candidates the website, where they can search for the appropriate job position and choose the best option. This website calls [www.carrers.ihg.com](http://www.carrers.ihg.com). This website helps the candidates to find more detailed information about the possible job positions and decide for themselves if they want to become part of the hotel brand (InterContinental Hotel Group, 2018). After the application of the candidates, the hotel management promises to contact them within the next 24 hours. The next step is to check the skills and past experience of the candidates. If the candidates suit the company, the manager invites them for the interview and additional assessment. Moreover, people, who are not able to search for the job online can contact **the** IHG support team (InterContinental **Hotels** Group, 2018).

Performance management is one of the most developed parts of the Human Resource Management in IHG **hotels** group. The **hotels** chain developed a new way of checking the performance of the employees in order to attract and retain top talents (IHG annual report and Form, 2018). Check-in-conversations have been developed in 2018 to provide the employees with additional feedback and discuss their career and development opportunities. Furthermore, the hotels group came up with the additional forums and toolkits for the identification of talented people and **the** future direction of their career. Another aspect of performance management is the development of “Leading Others” and “Career Insights” programs for the new younger generation in order to nurture future leaders (IHG annual report and Form, 2018). For example, virtual learning summits provide the employees with the lectures from the IHG and external leaders, which can positively influence their motivation and future goals (IHG annual report and Form, 2018). Moreover, IHG hotels group has a set of values, which are communicated to every employee. All the growth procedures are based on these values. Shared values are important, because they give a feeling of one common purpose and mission (IHG annual report and Form, 2018). The management of IHG hotels group maintains contact with the employees through **a** variety of ways. It can be conferences, employees’ surveys, online blogs, newsletters, and different

kinds of events. The managers are interested in the employee's wellbeing and creative ideas (IHG annual report and Form, 2018).

Employee Development programs of IHG hotels group mainly consist of the learning experience (70%), which happens through the job interchange, creative projects, and additional responsibilities. Moreover, 20% of learning happens via additional relationships like manager coaching, repeating the tasks after the professionals and networks. Finally, the last 10% belongs to formal learning like online learning, conferences and a variety of case studies (InterContinental Hotel Groups, 2019). IHG hotels group invests a lot of money and time in the development programs for talented employees. Therefore, there is a variety of training schemes, which are available for all corporate employees (InterContinental Hotels group, 2018). There are three different types of programs. The first one is "Excom potential" for the employee, who has the potential to become a Head of Department. "Number 2 potential" is a second program for those who have a desire to become the hotel managers. The third one is a "General Manager potential", which is, obviously, for the experienced people, who want to gain a General Manager position in the future. "Leading Others" is another six months program for those who are about to gain a leadership role. IHG hotels group intends to give every employee a room to grow and provide them with a variety of development programs (InterContinental Hotels group, 2018).

When it comes to the Compensation and Benefits program, IHG hotels group promises to provide every employee with the number of work advantages like proper work/life balance, caring and extra attention to every employee within the working hours, individual and group recognition for those, who perform better than others or greatly contribute to the certain task (InterContinental Hotels group, 2018). The benefits, which corporate employees can receive from the IHG hotels group are: discounts for the apartment prices for every employee and their relatives and friends in different counties and continents, creative programs, pension perspectives, insurances, flexible working hours, worldwide recognition programs and employee special suggestions and discounts (InterContinental Hotels group, 2018). Healthcare for the employees includes private medical insurance, which gives the employee a chance to include their family members, eyecare vouchers and dental services. Older works have an additional opportunity to use corporate cars or cash alternatives in order to make their movement easier and more comfortable. Recognition schemes were organized for the celebration of 5, 10 and 20 years of employees' service. Moreover, the Bravo Awards program was specially organized to say "thank you" for the excellent employees and provide them with the financial incentives (Employee Benefits, 2016).

When it comes to the Safety and Security aspect of HRM, the managers in all the hotels of InterContinental Hotels Group have a set of responsibilities. First of all, every hotel should have a Risk Manager, who is responsible for the safety rules and regulations, HACCP, FLS and all the brand security standards. Moreover, the manager has to have a Risk Management team with the proper skills regarding safety and security (Hosco, 2019). Risk Management Team has to be provided with the training programs and additional development programs, which help the employees to recognize the risks and correctly handle the problems. The programs include health and fire life safety, health rules and regulations and food hygiene (Hosco, 2019). After the development programs, all the Risk Management team members are checked and controlled according to the well-organized plan. Managers also have to develop a set of new goals, communicate it to the employees and provide every

employee with detailed feedback (Hosco, 2019). Information security is another important implementation of the InterContinental **Hotels** Group. According to the brand standards, every corporate employee must receive a set of innovative training **programs**, where they learn how to deal with the customer's personal information and keep it confidential (IHG Annual Report and Form, 2018). The best practices include EU General Data Protection Regulation, to show the working collective how to take care of the guests' privacy. Furthermore, the Board and Audit Committee regularly checks the employees' knowledge and approaches to the safety issues handling (IHG Annual Report and Form, 2018).

## **2 Human Resource Management policies in Hilton hotels**

The main functions of Human Resource Management in Hilton hotels are planning, training and development and salary management (Kim and Sung–Choon, 2013). Planning includes the process of analyzing and selection of current HRM practices, which will be appropriate for future changes in the hotel.

Training and Development program includes effective development programs to improve the employees' skills and help them to achieve the hotel's goals. Wages and Salary management is responsible for the standard salaries, bonuses, gifts and rewards for the employees (Snell and Bohlander, 2010). Recruitment and Selection procedures include the selection and assessment process of the candidates. The manager not only pay attention to the skills and past experience of the candidates but also checks their personal qualities (Locus assignment, 2012–19).

Line managers are those, who are responsible for the daily issues and tasks. Line managers also participate in performance management by maintaining close contact with all the employees in the hotel. First of all, if the employees experience any difficulties or have some personal problems, line managers have to listen to their issues and come up with a possible solution (Gilbert, 2011). Secondly, **the** line manager helps the hotel to achieve its strategic goals by developing the plan of action, setting measurable performance rules and clearly communicating these rules to the employees. The **plan of action has to** be made in a SMART way in order to keep an organized atmosphere in the hotel (Bos–Nehles, 2013). The line manager is the one, who individually assesses every employee, provides them with proper feedback and points out the aspects, which are not good enough (Townsend, 2013). Hilton hotels use a variety of performance evaluation methods. There are two most common ways. **The** first method is to hire a professional person, who checks the performance of the working collective and provide feedback. **The** second method is to come up with a challenging task and ask the employee to fulfill it within a certain period of time (Shah, 2011).

Hilton Management team knows that it is essential to motivate the employees. Therefore, there are two types of Compensation and Benefits program: financial and non–financial rewards. Financial rewards include additional payments for those, who greatly perform the tasks (Mason & Watts, 2010). Non–financial rewards include **the** desired work mission, task or assignment, promotion and special cards (Zani, 2011). Hilton directors believe that the motivation improves the productivity and loyalty of the employees.

Separation process **includes** 6 main steps. First of all, if the employees decide to leave the workplace, they should inform the hotel by sending a written notice of resignation two weeks prior to leaving in



order to let the hotel find another person (Yin-Fah, 2010). Procedures on the application is a second stage, where the management tries to recognize the reasons of employee's resignation and probably offers possible alternatives to keep the employee in the hotel. If the employee gains permission to leave the hotel, the management will start a return procedure, where the employee should return ID cards, key and equipment they used during the working period (Zopiatis, 2014). The next stage is an account clearance, where the authorization of the employee has to be cancelled. The legal procedure includes the additional check of all the official documents to make it transparent for the legal authorities. Meeting and feedback stages are the last parts of the separation process, where the employer and employee discuss the reasons for the resignation (Allen & Shanock, 2013).

## **Appendix 9: Open Questions for the written test of the Job Interview**

1. If you could have lunch with three people, who would it be and why?
2. What would you do if a client had a bad mood and started to argue with you without any reason?
3. Describe your Time Management and Organization Skills
4. How do you plan to become a successful employee?
5. Describe a real situation, when you had to handle a difficult problem
6. Who or What motivates you?
7. Why is it important for the company to maintain a good reputation?
8. Why is it important to work with international employees?
9. What professional skills does the manager of the hotel should have?
10. Could you describe one of the latest news of the hospitality industry? (TARGETjobs, 2019)