

**PERSONNEL MANAGEMENT AS A WAY TO IMPROVE THE QUALITY OF SERVICE IN A  
HOTEL ENTERPRISE**

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**Annotation:** *This article explores personnel management as a crucial strategy for enhancing service quality in hotel enterprises. It examines key components such as recruitment, training, performance evaluation, and motivation to create a well-rounded approach to workforce management. Emphasis is placed on the correlation between employee satisfaction and customer experience, with insights into implementing effective management practices to achieve operational excellence. The study highlights the importance of leadership, communication, and professional development in fostering a service-oriented organizational culture within the hospitality industry.*

**Keywords:** *personnel management, hotel enterprises, service quality, employee satisfaction, workforce training, customer experience, hospitality industry, leadership, motivation strategies, organizational culture.*

Effective functioning of a hotel enterprise in modern conditions presupposes an adequate response to changes in the market situation. Analyzing the current situation in Bukhara region tourist market, we can conclude that the number of hotels is growing annually, while the number of potential clients is not growing in direct proportion to the number of hotels [3]. Consequently, there is an increase in competition, a decrease in the number of clients, and profits, respectively. One of the main tasks of the hotel is to increase its profits. Receiving and increasing profits implies, first of all, the presence and increase in the number of regular customers.

In the sphere of inbound and domestic tourism, hotel service includes a whole range of services for tourists and is the most important factor determining the prospects for tourism development in Ukraine in general, and in Crimea in particular. Market experience in the hotel industry shows that the share of relationships between the consumer and the employee accounts for 75 to 90% of the emerging "abnormal" situations, the result of which is consumer dissatisfaction with the quality of service [3]. Managers should understand that poor service causes a greater reaction than good service. The goal of hotels is to provide service that exceeds customer expectations.

**LITERATURE REVIEW:**

Tourist services are a complex concept that is formed from many interrelated components - hotel tourist services. There are various approaches to interpreting the concept of "hotel service quality". The most commonly used definition is given in the

International Standard ISO 8402-94 "Quality Management and Quality Assurance. Vocabulary": The quality of a hotel service is a set of service characteristics that give it the ability to satisfy the stipulated or assumed needs [1].

ISO 8402-94 also adopted the term "hotel service quality", which is considered as a set of process characteristics and service conditions that ensure the satisfaction of the established or assumed needs of the consumer [2].

Among the many definitions of quality in the field of tourism that currently exist, the definition given by H. Gronrus and R.A. Braimer [6] most fully reflects its essence. In their research, they claim that quality is a guest's sensations. Thus, top managers should understand quality in the same way as customers understand it. H. Gronrus and R. Braimer define two components of quality, which in their combination allow us to determine the complexity of the concept of quality - these are functional and technical components.

The purpose of the article is to study the quality of hotel services and develop ways to improve it at hotel enterprises.

Research results.

Hotels with absolutely identical material resources and focus differ from each other in the quality of service and maintenance, which for some is the main trump card in the competitive struggle.

The quality of tourist services provided by hotels is largely influenced by: service organization, staff qualification level, and work with clients. Service quality is the key to commercial success. The tasks of the enterprise manager include improving the level of service quality, which is necessary for the successful functioning of the hotel [8].

Professionalism and competence of hotel staff is one of the main components of the financial success of the enterprise.

The service process requires special precision and high organization of work, which ensures a high level of customer service culture and maximum satisfaction of customer needs. The individual nature of hotel service determines long-term contact with the consumer. At the same time, the processes of providing hotel services coincide in time, clients are direct witnesses and participants of hotel service. Hence the high personal and professional requirements for hotel staff.

The hotel staff must meet the following requirements:

- have professional training and qualifications, have a special education (basic or additional), obtained in an educational institution licensed to conduct educational activities in the field of basic or additional education in the field of tourism with the issuance of state-issued documents (diploma, certificate, ID);
- know legislative and regulatory acts, formalities of international standards in the field of tourism, materials and documents of international tourism organizations, a foreign language to the extent corresponding to the work performed;
- be able to give clear, precise answers to questions posed by tourists and guests;
- have the information necessary for the consumer and constantly activate it;

- improve their qualifications (in courses, seminars, etc.) at least once a year;
- have experience in the hotel business or related areas of activity;
- know their job responsibilities.

The main principle of effective organization of personnel work is "the right person at the right time in the right place." The implementation of this principle requires a systematic approach, and the first step on this path is personnel planning.

The need for well-trained employees with experience in the hospitality industry and the problem of high labor turnover predetermine the relevance of effective personnel planning. In recent years, personnel planning has become as important a matter in the process of enterprise management as financial planning.

It is known that labor turnover in many positions in the hospitality industry can very often be caused by a lack of knowledge in relation to a given job, as well as a frequently encountered discrepancy between ideas about the job and the job itself. The introduction process includes the process of adapting a new employee to the organization's culture, its policies, work rules and, finally, to other members of the team.

Human resource management is associated with the development and implementation of personnel policies, including:

- planning, hiring and placement of the workforce;
- training, preparation and retraining of employees;
- principles of promotion and career organization;
- terms of hiring and payment;
- ensuring formal and informal connections, creating a comfortable psychological climate in the team.

The next necessary way to improve the quality of services provided by the hotel is service technology [5]. Here, the personal interests of the tourist and the sincere attitude towards him come to the fore. In this regard, general recommendations on hotel service technology can be defined:

1. presenting a souvenir to clients;
2. availability of advertising brochures, badges, postcards on the hotel theme;
3. relieving the client of stressful situations related to organizational issues and paperwork upon check-in;
4. optimal service from the point of view of compliance of all types of hotel services with a particular level;
5. complete information on the hotel service program and additional services.

For the internal organization of the personnel work in order to coordinate their work and improve the quality of the hotel services, the manager must fulfill a number of conditions:

- use each employee in the job where, according to his personal, business qualities and abilities, he can bring the greatest benefit to the organization;
- establish strict responsibility of each employee for the work assigned to him;

- encourage initiative and conscientious attitude to work;
- be able to determine the strategic and tactical goals of the organization and motivate employees to achieve them.

New technologies, ideas and experiments are needed to develop personnel management and improve the efficiency of a tourism enterprise [4].

Conclusions and suggestions.

Personnel development is the most important condition for the successful functioning of any organization. This is especially true in modern conditions, when the rapid development of scientific and technological progress significantly accelerates the process of obsolescence of professional knowledge and skills. The discrepancy between the qualifications of the personnel and the needs of the company negatively affects the results of its activities.

The goals of a hotel enterprise are implemented by its employees. In the tourism sector, the quality of hotel services is primarily determined by the qualifications of the performers and their ability to work with clients.

As a result of the analysis of the functioning of Crimean hotels, recommendations were developed and proposed to improve the quality of hotel services. It should be noted that the highest indicators can be achieved by increasing the professionalism of hotel employees, as well as by organizing their work on site: training to improve general qualifications, training to work in new areas of hotel development, training to master new techniques and methods for performing work operations, the introduction of scientific work organization measures: placement of personnel in accordance with qualifications, education, age, temperament and other characteristics. Thus, highly qualified personnel allows achieving high quality of services provided in hotel enterprises.

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