

# opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,  
Linguística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

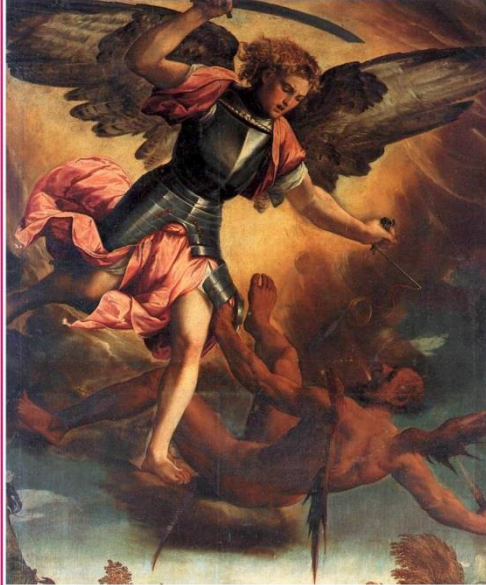
Año 35, 2019, Especial N°

# 20

Revista de Ciencias Humanas y Sociales

ISSN 1012-1537/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



Universidad del Zulia  
Facultad Experimental de Ciencias  
Departamento de Ciencias Humanas  
Maracaibo - Venezuela



## **Development Of The Staffing System In Hotels In The Digital Economy: Economic And Legal Aspects**

**<sup>1</sup>Elena Yurievna Nikolskaya, <sup>2</sup>Olga Vladimirovna Pasko, <sup>2</sup>Natalia Iosifovna Kovaleva, <sup>2</sup>Svetlana Georgievna Fedorchukova, <sup>3</sup>Galina Ivanovna Novolodskaya**

**<sup>1</sup>Plekhanov Russian University of Economics, Russia**

**<sup>2</sup>Moscow State Institute for Tourism Industry n.a. Yu.Senkevich, Russia**

**<sup>3</sup>Moscow financial and industrial University «Synergy», Russia**

### **Abstract**

The article is devoted to the analysis of economic and legal aspects of the development of staffing systems in hotels in the conditions of the digital economy. It has been established that a high-quality system of hotel education should meet the needs for the preparation and professional training of future hotel employees. It has been determined that the hotel staffing system is under formation and requires concerted efforts to ensure that levels of training of new specialists comply with hotels' needs. It has been proven that the scientific substantiation of hotel staffing can be presented by such indicators as the state of the hotel industry's human potential, the determination of development prospects of hotels at federal and regional levels. It has been determined that for the more efficient interaction of the parties involved in the training and re-training of hotel staff it is necessary to impose a legal duty on a person to constantly improve his/her professional knowledge and business skills, and to execute labor relations via a supplementary agreement.

**Keywords:** staffing, hotel business, digital economy, market, law, economy, personnel.

## **Desarrollo del sistema de dotación de personal en hoteles de la economía digital: aspectos económicos y legales**

### Resumen

El artículo está dedicado al análisis de los aspectos económicos y legales del desarrollo de los sistemas de dotación de personal en hoteles en las condiciones de la economía digital. Se ha establecido que un sistema de educación hotelera de alta calidad debe satisfacer las necesidades de preparación y capacitación profesional de los futuros empleados del hotel. Se ha determinado que el sistema de personal del hotel está en formación y requiere esfuerzos concertados para garantizar que los niveles de capacitación de los nuevos especialistas cumplan con las necesidades de los hoteles. Se ha demostrado que la justificación científica de la dotación de personal hotelero puede presentarse mediante indicadores tales como el estado del potencial humano de la industria hotelera, la determinación de las perspectivas de desarrollo de los hoteles a nivel federal y regional. Se ha determinado que para una interacción más eficiente de las partes involucradas en la capacitación y re-capacitación del personal del hotel, es necesario imponer un deber legal a una persona para mejorar constantemente su conocimiento profesional y habilidades comerciales, y ejecutar relaciones laborales a través de un acuerdo complementario.

Palabras clave: dotación de personal, hotelería, economía digital, mercado, derecho, economía, personal.

### Introduction

The search for efficient ways of overcoming an economic crisis, the establishment of market relations at a faster pace and the rising number of profitable hotels make it necessary to apply within the hotel management system not only organizational, administrative, financial and management events and commercial programs, but also to broaden the practice of applying the scientific substantiation of economic and legal methods and technologies.

In the practice of sectorial staffing, on the one hand, the quality of the professional qualification structure deteriorates, little attention is paid to staffing, the continuing learning system does not meet the current require-

ments, including for executives and specialists. On the other hand, the interaction of sporadic and regulating factors of the market mechanism looks unregulated at all levels of management, most executives and specialists lack required experience and knowledge about the expedient use of available resources, staff potential and the formation of the competitive professional qualification structure of personnel.

The research related to economic and legal aspects of hotel staffing in the conditions of digital economy was reflected in the articles written by (Dusenko et al., 2017), (Mysova, 2015), (Nazarova, 2014), (Nikolenko et al., 2016), (Overchenko and Butakova, 2016), (Fedulin al., 2017), etc. In their articles, scientists consider the basics of the hospitality industry's development, explore the development of territorial hospitality segments, and analyze reasons, which influence the development of the hotel industry in the country. The aggregate of the current controversies, the dominance of negative trends in the economy and staffing issues lead to unsystematic activities, disruptions and violations in the managerial cycle of staffing, thereby resulting in a sharp decline in the scope of services provided and the number of the unemployed.

## **1. Methods**

The research's theoretical and methodological basis includes the abstract logical method, techniques of induction, deduction, analysis, synthesis and systematization used to substantiate approaches to the development of the hotel staffing system in the conditions of digital economy, the statistic economic and graphic methods used to examine the level and trends of changes in staffing and their illustrative presentation, the weighting method used to determine economic and legal aspects of development of hotel employees.

The article's information base includes statistical data from public authorities, legislative and statutory acts that govern economic and legal aspects of hotel staff management, the assessment of hotel staff management efficiency in the conditions of digital economy and results of conducted research (Draft Order of the Russian Ministry of Labor N 282n, 2015; (Blokhina et al., 2018; Nikolskaya et al., 2018).

In the course of the research, we plan to systematize economic and legal aspects of development of the hotel staffing system in the conditions of digital economy, to elaborate measures to coordinate activities carried out among main participants of hotel business, to substantiate economic and legal provisions about sustainable development of hotels in the conditions

of digital economy.

## 2. Results

The successful operation of hotels currently depends on a substantial increase in the efficient use of resources and higher labor productivity of personnel. Hotels' focus on market relations changes approaches to the solution of economic problems and, above all, those, which directly concern human resources.

Staffing management as a system includes separate subsystems. Each of them comprises a number of independent directions and components, but they aim to solve a general task. This system is in constant development and improvement. At each stage, it should be brought into compliance with the development level of industrial forces once the sustainable development of hotels gains momentum.

The development of hotel business in the Russian Federation and toughening competition require constant improvement of the quality of hotel services, and this means stricter requirements for all categories of hotel staff as the quality of hotel services, in the first place, is determined by the operation of departments that are responsible for the state of hotel rooms and directly by those employees who deal with clients.

Needs for the regular improvement of staff qualification are also driven by market globalization. The influence of this factor is such that the quality of services offered in domestic hotels should be compared with international standards. However, as the practice shows, most hotel employees in Russia do not have any special education or skills to use advanced information and hotel technologies or knowledge of psychology and ethics of customer service. Their work is mainly at odds with the current quality standards of services. On the other hand, this group of hotel employees has extensive experience that college graduates do not have.

For this reason, nowadays, modern hotels' key priority is to reorganize methods of organization and management, to compile efficient staff policy that aims to develop a staff planning system (Figure 1).

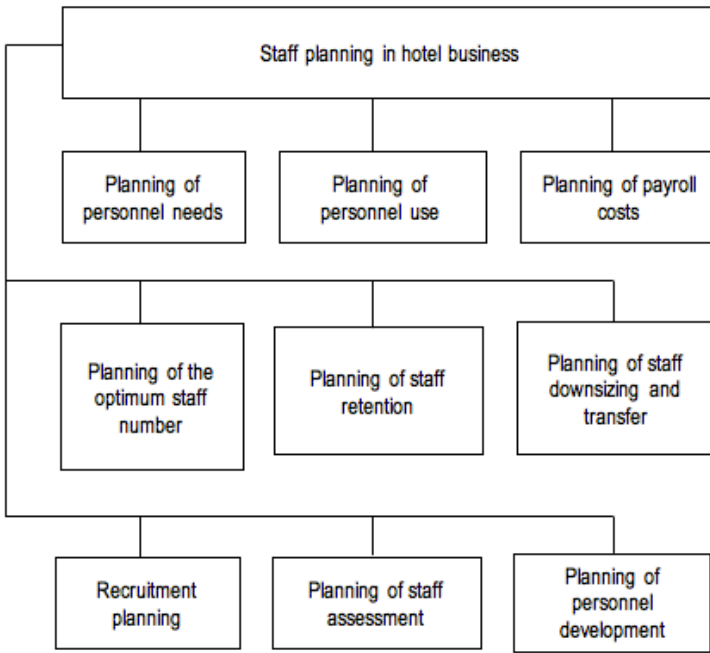


Figure 1 – The system of staff planning in the hotel business in the conditions of the digital economy

Hotel chains are interested in having more employees on payrolls who have an analytical mindset, are able to find something new in the information economy. HR operations in a hotel should be focused on the preparation and saturation of all links with a creative workforce. The point is that a modern employee should be not only professionally competent, but also pushing and more independent in decision-making.

To enable the Russian hospitality industry to reach the international level of staffing it is necessary to solve the following major problems: to check the process of hotel staffing, to analyze current methods of selection, distribution and attestation of staff, to make a forecast for general demand for human resources taking into account private hotels and new construction, to analyze the number and the quality of hotel staff given the requirements of time, to focus on qualitative changes in the level of services provided and to raise solvent public demand, to characterize higher education institutions that train hospitality professionals.

The scope and the importance of tasks related to the rampant development

of hotel business urge hotel executives and public officers to compile and approve such managerial documents of tactical and strategic nature that would assure the execution of a systematic approach to the development of hotel business in the country as a whole and would aim, above all, to create and develop human potential of hotels. No matter how flawless the legal framework, the organizational management structure of hotels and the hotel management mechanism are, it has become more evident that the most efficient hotels currently are those which hire qualified professionals who know ins and outs of the industry, have management skills, including in finance, can handle hotel management, air transportation and tourism operations, including hotel booking services, and international standards of digital economy.

The system of corporate measures should cover main areas of the state policy for the training of hotel professionals due to the adaptation of higher education to the Bologna Process, the introduction of a new credit module system for the organization of the educational process in educational institutions, amendments and additions made to the list of professions, under which specialists are trained in higher education institutions, under the relevant educational qualification levels.

The previous system for the training of hotel professionals was mainly based on further training. To a certain extent, this satisfied needs of a specific hotel, but did not solve the HR problem, leading to the lagging of hotel services against European standards. Due to the public importance of hotels as a serious factor for the formation of the national economy, it is necessary to create a sectorial system designed for the training of professionals and their further training.

However, at the current stage, changes in the structure of higher education institutions are a demand of time and are driven by changes in their social functions, needs for greater flexibility and diversity of the higher education system, which implies the development of various educational institutions with a focus on diverse areas and levels of professional training. Nonetheless, important issues in the development of hotel education are above all the quality of training, the level of training programs, methodologies and their adaptation to the conditions of competitiveness in the modern hotel services market.

At the same time, the formation of a hotel employee and a hotel employer of the new type with regard to modern hotel business in the conditions of digital economy requires more flexible legal regulation of the relations that are established in the area of professional employee training. Nowa-



days, an employee should be able to acquire within a short period of time the latest information technologies and be ready to master new hotel services and perform new types of work.

An employee's labor in the hospitality industry as such should, therefore, be studied along with the analysis of the preceding or accompanying public relations. However, the effective laws substantially lag behind legal support of the objectives set, and in such forms as the training and re-training of personnel in particular. We think that the main reason is the lagging in its theoretical base that, with regard to staffing issues, has not yet been released from political goals, and, therefore, its inherent concepts of legal regulation of the relations under review inevitably oppose economic reasonableness and requirements of the modern labor market.

Labor law specialists should take an active part in the analysis and development of flexible approaches to the legal support of interests of the parties to labor relations in the area of professional training. Pursuant to Section IX of the Russian Labor Code, employees have the right for professional training, retraining and further training, including courses to acquire new professions and trades. Chapter 32 of Apprenticeship Contracts plays a key role in the above section of the Russian Labor Code, which, as we believe, is hardly suitable for the legal regulation of professional growth of hotel executives, managers and specialists.

The establishment and the development of corporate laws as the legal framework for economic activities of legal entities imply the adoption by hospitality enterprises of internal documents that in contrast with labor laws can include each employee's legal obligation to constantly improve his/her mastership. Internal labor regulations in many hospitality businesses, along with executives' traditional duties to organize training, contain a provision that employees are legally required to improve their qualification.

Labor laws still offer a unilateral approach to the legal support of staff training and further training. In fact, the approach simply implies the employer's duty to organize training. The employee is provided only with the right to improve his/her qualification, whereas the employer is required to organize training, provide guarantees and compensation to employees who work and study at the same time, and to assist in other ways. However, there is no word that the employee himself/herself is required to take part in the process.

The employee can make decisions together with the employee or independently and constantly maintain his/her professional mastership not only

in anticipation of higher wages, career promotion or other benefits, but as it is necessary for the employee not to lag behind requirements of technological advance, new forms of labor organization and labor management in the hotel sector in the conditions of development of digital economy.

For the regulation of relations connected with employee training and further training, the most suitable legal form of mediation is a further training agreement (professional growth agreement, training agreement), the name of which contains a goal, and it is to be signed between the employer and the employee. It is allowed to incorporate into the text of the relevant agreement any specific provisions, which regulate mutual obligations of the parties with regard to constant professional education. However, the legal importance of the proposed model of legal regulation for training, re-training and further training is that given individual peculiarities of labor the parties to an employment agreement can face clearer mutual obligations with regard to employees' constant professional growth, thereby corresponding to the work performed, positions held throughout his/her work for the employer. This seems to be a more efficient solution of the problem compared with the current content of apprenticeship contracts that provide only for the employee's obligation to serve an apprenticeship and in accordance with acquired professions, skills and qualification to work under employment agreements signed with the employer within a period specified in his/her apprenticeship contracts.

For more efficient cooperation of the parties in the area of training and re-training of hotel staff it is necessary to do the following: to impose a legal obligation on the employee to constantly improve his/her professional knowledge and business skills by executing the relevant relations via a supplementary agreement (by sample of an agreement on full liability), or to provide for his/her obligations to improve qualification in employment agreements when hired, to define in agreements the terms and the procedure for the organization and funding of training, re-training and further training if forms and periods of training fall beyond employers' general legal and economic possibilities.

### 3. Discussion

The reliability of the presented approaches is confirmed by the fact that the main problem, which forestalls quality formation and renewal of professional skills among hotel employees, is loopholes and grey areas in the regulatory framework. The current requirements for the qualification of hotel employees need to be improved in accordance with the international qualification standards (Konovalova et al., 2018; Nikolskaya et al., 2018;

Shakhmametev et al., 2018).

However, the methodical base of the current system of further training in the hotel sector should be substantially revised through the following typical circumstances: the establishment of further training stages runs counter to the principles of the system and the constant formation of professional skills: as a rule, there is no methodological base to assess employees' further training within the in-house system.

At the same time, it has become objectively necessary to build a conceptually new approach to training and re-training of hotel staff in the conditions of the digital economy. Socio-economic experience raised the problem of creating a non-stop education system for hotel professionals that would comply with international standards. For this reason, factors that determine the development of non-stop education in the hotel sector can include the following: divergence between budget-based and commercial strategies for the development of hotel education, the state education system's sluggishness with regard to socio-economic and political conditions for the development of hotel business, expansion and an increasing number of requests from various groups of employees from the services sector to create diverse educational hotel programs.

### Conclusion

To sum up, it can be pointed out that the quality system of hotel education should comply with the needs for training and professional education of future hotel employees. Main stages of the process of creating and introducing a hotel educational system can include the analysis of hotel needs, specialization of educational institutions with the relevant material resources, measures to improve qualification of academic staff for the development of new training aids for the hospitality industry.

However, the hotel staffing system is under formation and requires concerted efforts to bring the level of training of new professionals into compliance with the hotel industry's needs. The scientific substantiation of hotel staffing can be currently presented by such indicators as the state of the hotel industry's staff potential, the determination of development prospects of hotels at federal and regional levels, priority areas, forms and methods of development of human potential in the conditions of the digital economy.

### References

Blokhina, O.A., Beketova, O.N., Kuzmina, E.E., Lebedeva, O.E., Podzороva, M.I. 2018. Improving the technology of innovation systems management at an enterprise. *International Journal of Civil Engineering and*

Technology, 9 (13): 137-143.

Draft Order of the Russian Ministry of Labor N 282n. May 7, 2015. "On the Approval of the Professional Standard "Hotel Receptionist" [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_180296/](http://www.consultant.ru/document/cons_doc_LAW_180296/)

Dusenko, S.V., Avilova, N.L., Korneeva, E.I. 2017. Sovershenstvovanie kadrovoi politiki v gostinichnom biznese [Improvement of the HR policy in hotel business]. *Journal of Economics and Entrepreneurship*, 4-1 (81): 878-881.

Fedulín, A.A., Zgonnik, L.V., Lebedeva, O.Ye., Dukhovnaya, L.L., Ilkevich, S.V. 2017. Methodological approaches to the assessment of historical and cultural resources in tourist destinations. *Journal of Environmental Management and Tourism*, 8(6(22)): 1198-1204.

Konovalova, E.E., Yudina, E.V., Bushueva, I.V., Ukhina, T.V., Lebedev, K.A. 2018. Forming approaches to strategic management and development of tourism and hospitality industry in the regions. *Journal of Environmental Management and Tourism*, 9(2(26)): 241-247.

Mysova, O.S. 2015. Spetsifika upravleniya personalom kak podsistemy gostinichnogo menedzhmenta [Specific features of HR management as a sub-system of hotel management]. *Herald of the Kemerovo State University*, 1-4 (61): 230-234.

Nazarova, L.D. 2014. Ponyatie i funktsii kadrovogo menedzhmenta gostinichnogo predpriatia [Concept and functions of HR management of a hotel]. *Herald of Socio-Humanitarian Education and Science*, 4: 4-12.

Nikolenko, P.G., Terekhov, A.M., Terekhova, A.V., Popova, I.Yu. 2016. Formirovanie kadrovoi infrastruktury v sfere servisa [Formation of HR infrastructure in the services sector]. *Journal of Economics and Entrepreneurship*, 2-1 (67): 1018-1027.

Nikolskaya, E.Yu., Kovaleva, N.I., Uspenskaya, M.E., Makshakova, N.I., Lysoivanenko, E.N., Lebedev, K.A. 2018. Innovative quality improvements in hotel services. *European Research Studies Journal*, 21 (2): 489-498.

Nikolskaya, E.Yu., Pasko, O.V., Volkova, I.A., Anikina, E.N., Lebedeva, O.E. 2018. Modeling the competitive advantage of companies within the hotel industry in a region. *International Journal of Engineering and Technology(UAE)*, 7 (3.15): 293-295.

Overchenko, Ya.A., Butakova, L.A. 2016. Marketingovaia strategiya v kadrovoi politike [Marketing strategy in the HR policy]. *Modern trends in the economy and management: a new insight*, 41-1: 143-147.

Shakhmametev, A.A., Strelets, I.A., Lebedev, K.A. 2018. Strategic mecha-

nisms for the future development of the international e-commerce market.  
Espacios, 39 (27): 21.





**UNIVERSIDAD  
DEL ZULIA**

---

# **opción**

Revista de Ciencias Humanas y Sociales

Año 35, N° 20, (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.

Maracaibo - Venezuela

**[www.luz.edu.ve](http://www.luz.edu.ve)**

**[www.serbi.luz.edu.ve](http://www.serbi.luz.edu.ve)**

**[produccioncientifica.luz.edu.ve](http://produccioncientifica.luz.edu.ve)**