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## IMPROVEMENT OF PERFORMANCE INCENTIVES IN HOSPITALITY EMPLOYEES ON THE BASIS OF BUSINESS PROCESS OPTIMIZATION

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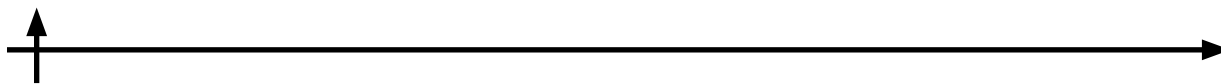
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**Abstract.** This research is devoted to the optimization of business processes in human resource management (HR) in order to improve performance incentives. Theoretical and methodological aspects of the formation of an HR management system are presented. The authors specify and describe the formation of an HR strategy and labour incentive policy in the hospitality industry. As a result, the conducted study makes it possible to develop typical models of business process – “stimulation of personnel” at different detailing levels. The key disadvantages of the presented models are described, together with the main directions of their optimization and “TO BE” models.

**Keywords:** process approach, business process, human resource management, personnel policy, performance incentives, hospitality industry

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Научная статья


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## **СОВЕРШЕНСТВОВАНИЕ ТЕХНОЛОГИЙ СТИМУЛИРОВАНИЯ ТРУДА ПЕРСОНАЛА ПРЕДПРИЯТИЯ ИНДУСТРИИ ГОСТЕПРИИМСТВА НА ОСНОВЕ ОПТИМИЗАЦИИ БИЗНЕС-ПРОЦЕССОВ**

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**Аннотация.** Данное исследование посвящено оптимизации бизнес-процессов в области управления персоналом в целях совершенствования стимулирования труда. Авторами представлены теоретико-методические аспекты формирования системы управления персоналом на предприятии, описана отраслевая специфика формирования кадровой политики в индустрии гостеприимства. Разработаны типовые модели бизнес-процессов «Стимулирования персонала» разного уровня детализации. В результате, описаны ключевые недостатки представленных моделей, предложены основные направления их оптимизации, а также разработаны модели формата «to be».

**Ключевые слова:** процессный подход, бизнес-процесс, управление персоналом, кадровая политика, стимулирование труда, индустрия гостеприимства

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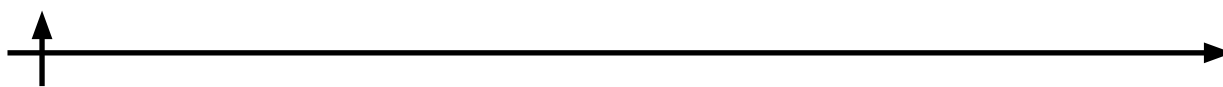
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### **Introduction**

Personnel management is a functional area of enterprise activity, which is a set of measures aimed at maintaining the quantitative and qualitative state of personnel, acting in its own interests and for the benefit of the organization as a whole (Rudenko, 2022; Chuvatkin, 2023).

The strategic approach to personnel management allows the enterprise to form the most effective model of the relationship between the organization and its personnel, which, in turn, contributes to the development of the competitiveness of the organization due to the specific characteristics of the service as a product of the economic activity (Ilyina, 2016; Evgrafov, 2017).

In this regard, in order to achieve a high level of hotel service provision and a competitive position in the market, it is important for the hotel to develop such labour incentive mechanisms that would develop their personal qualities and interest in their business, maintain their level of qualification, and motivate them to work (Klimova, 2022; Sarfraz, 2023). At the same time, it is important to understand that employee motivation is a key tool for organizing such a business, where the employee is self-directed to achieve the goals of the enterprise.



## Materials and Methods

The study is based on fundamental research in the field of organization of personnel policy and formation of personnel management technologies (Rudenko, 2022), research in the field of organization of service activities and service implementation (Evgrafov, 2017; Ilyina, 2016), as well as works devoted to the role of data systematization and the role of the process approach to enterprise management (Smirnov, 2017).

The key research methods rest on the analysis of literature sources, as well as modelling of business processes using IDEF0 and BPMN notations.

## Results and Discussion

The technologies of the personnel management system can be grouped in accordance with the stages of its formation into three blocks: formation and presentation of personnel composition, personnel development, and technologies aimed at ensuring the rational use of human resources (Kalinina, 2021).

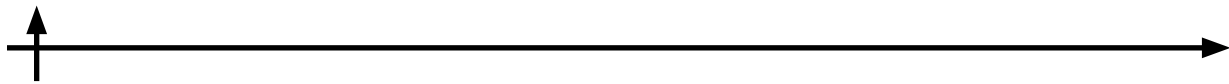
In turn, within the block of technologies aimed at ensuring the rational use of human resources, there are methods of assessment, motivation, and dismissal of employees. Due to the fact that employee motivation technologies are revealed through the implementation of a number of functions, it becomes possible to present the following fragment of the functional model of the hotel enterprise in the context of the generalized function “Stimulation and motivation of labour” (Table 1).

**Table 1. Fragment of the functional model of the hotel enterprise in the context of the generalized function “Stimulation and motivation of labour” (designed by the authors)**

| Functional area            | Generalized function            | Specific functions  |
|----------------------------|---------------------------------|---|
| Human Resources Management | Labor incentives and motivation | <ul style="list-style-type: none"> <li>– standardization (tariffication) of the labor process;</li> <li>– development of material incentive system;</li> <li>– development of labor remuneration system;</li> <li>– development of the system of moral incentives; <ul style="list-style-type: none"> <li>– development of forms of personnel participation in profits and capital;</li> <li>– management of labor motivation.</li> </ul> </li> </ul> |

The activity of a hotel enterprise consists in the formation and provision of services, which are characterized by such features as inseparability from the service provider, intangibility, and impermanence (Chuvatkin, 2023). The inseparability of the hotel service from its performer is reflected in the fact that the staff plays a key part in its provision so that the guest evaluates and pays for the work and attitude of the employee (Kitsios, 2020; Kloutsiniotis, 2020; Walsh, 2001). Thus, employees of hotel companies, who have responsibility for the quality of services provided, should have a broad base of knowledge and skills in the design and implementation of service activities, which include standards and regulations of service delivery and customer-centeredness, as well as possessing digital competencies (Ilyina, 2016). In this regard, the issue of providing effective labour incentives is relevant for modern hotels.

From the point of view of the process approach to enterprise management, the technology generalized function “Stimulation and motivation of labour” is implemented within the framework of the supporting business process “Provision of personnel.” As a rule, the following sub-processes, in particular, belong to the provision of personnel: staffing, determination of personnel needs, planning and recruitment, personnel adaptation, training and development of personnel, accounting, motivation, and evaluation (Havrylova, 2023; Stoyanova-Bozhkova, 2022).



Let us present the decomposition model of the business process “Personnel Incentivization” in IDEF0 notation using Figure 1.

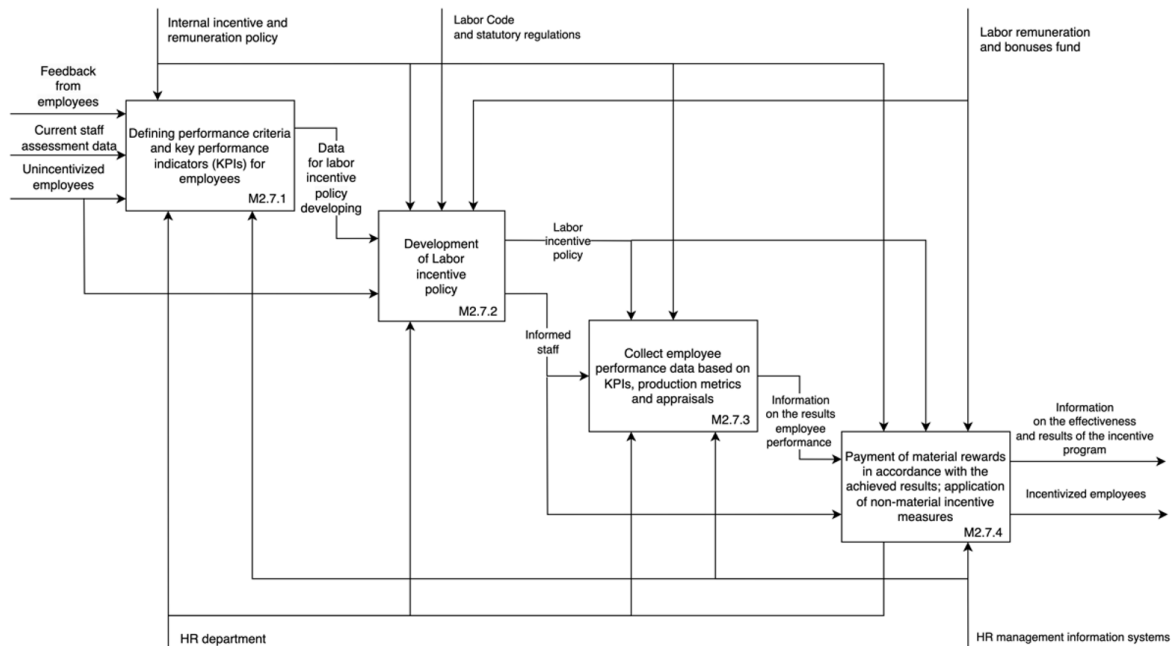


Fig. 1. Level 2 decomposition diagram of the subprocess “Personnel Incentivization” (M2.7) of the process “Personnel Provisioning” (M2) in the “AS IS” format (designed by the authors).

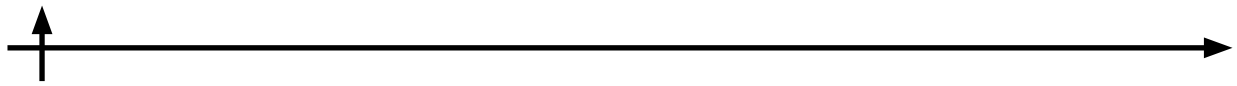
In this case, the process of personnel incentives can be represented as a sequence of the following logically interrelated sub-processes of the third level:

- M2.7.1. Defining performance criteria and key performance indicators for employees;
- M2.7.2 Develop a labour incentive policy;
- M2.7.3. Collect employee performance data based on KPIs, production metrics, and appraisals;
- M2.7.4. Paying material rewards according to the results achieved;
- M2.7.5. Application of non-material incentives.

Let's take a closer look at some of them. Figure 2 below shows the decomposition diagram of the 3rd level of subprocess M2.7.2 “Development of incentive policy” in IDEF0 notation in “AS IS” format.

According to the figure, the development of incentive policy at the enterprise is built up of consecutive steps, such as selection of incentive criteria (in particular, determination of KPI), selection of incentive types (determination of specific incentive tools), determination of frequency and conditions of incentives, coordination and approval of the system with the general director, organization of program coordination at all levels, and informing the employees about the system. By analyzing the diagram in Figure 2, it becomes clear that the process is rather labor- and energy-intensive, but it shows a sufficient share of efficiency.

Nevertheless, it is necessary to take a closer look at subprocess M2.7.2.4 “Organization of multi-stage process of agreement of the developed incentive system.” The process consists of inherently repetitive activities. The HR manager involved in the development of the incentive system has to coordinate this system first with the head of the HR department, then with external consultants, an accountant, a deputy director, and finally with the director himself. Each of the actors can send the system for revision and correction of inaccuracies, and therefore it may not reach the CEO. Thus, it can be understood that the limited resources of the enterprise,



which it could have allocated to the implementation of other processes and solutions, are not used efficiently.

The next sub-process that needs to be considered is M2.7.3 “Collecting employee performance data based on KPIs.” Figure 3 shows the Level 3 decomposition diagram of this subprocess in BPMN notation in “AS IS” format.

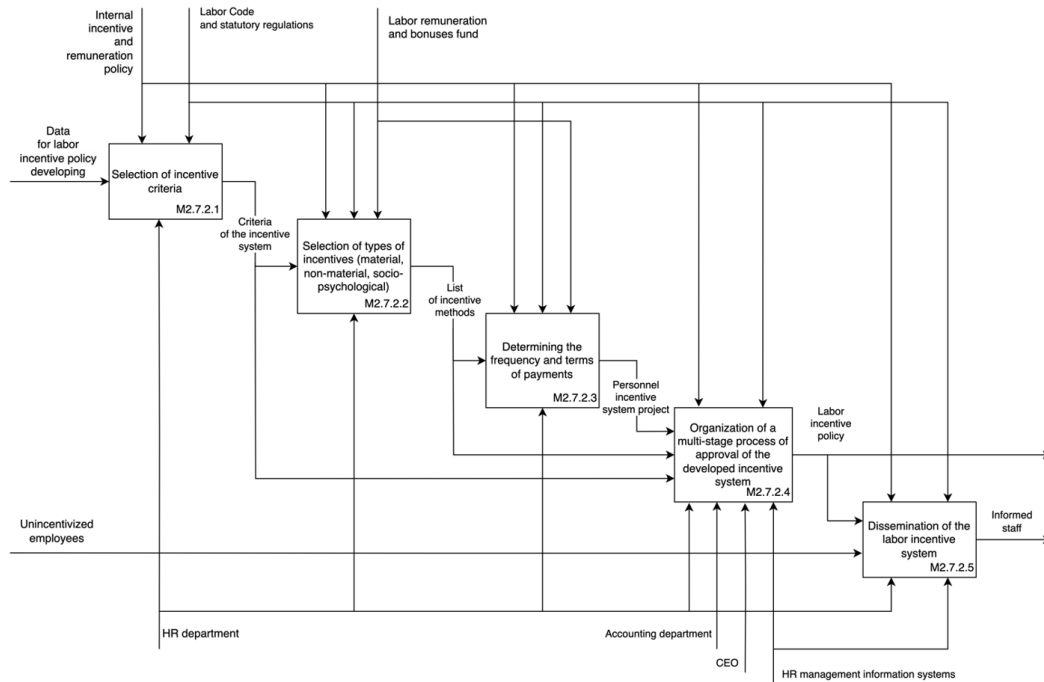


Fig. 2. Level 3 decomposition diagram of the subprocess “Incentive policy development” in “AS IS” format (designed by the authors).

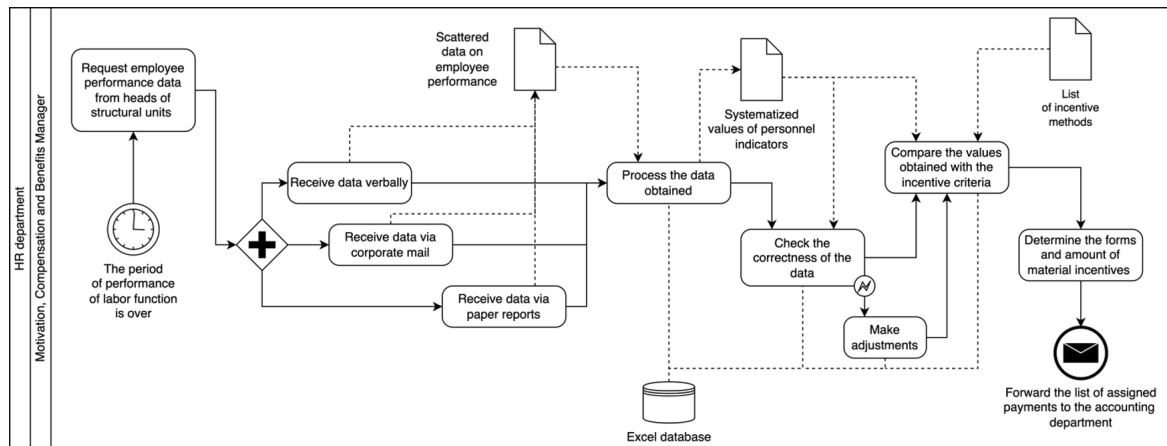
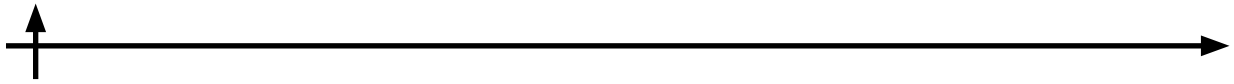


Fig. 3. Business process model “Collecting data on employee performance by KPI” in “AS IS” format (designed by the authors).

By analyzing the diagram in Figure 3, it can be concluded that the collection of employee performance data is done manually: the receptionists either verbally report the achieved performance indicators or send this information by e-mail to the HR department. The processing and assignment of entitlements is also done manually: the HR officer assigns the entitlement to each employee and transmits the information to the accounting department. Other than Excel, HR does not use any other software to record and store information on performance measures.



To solve the problems of personnel incentive technologies identified earlier, it is necessary to modernize business processes and update their information support technologies, which play a key role in ensuring operational efficiency (Smirnov, 2017 A. B., Ilyina O. V., 2017; Voronova O. V., Ilyin I. V., 2019).

Due to the fact that the enterprise does not conduct an initial analysis of the needs and motivation factors of employees, there is a significant risk of creating an incentive system that will not fully meet the needs of personnel. Therefore, it is necessary to introduce an additional stage, M2.7.2.1, “Conducting an analysis of personnel needs,” which will be carried out with the help of questionnaires from McClelland, Sh. Ritchie, and P. Martin, and the Gerchikov test. It is also necessary to simplify the process of coordination of the incentive system because, for successful creation of the incentive system, it is sufficient to agree with the General Director on the final version of the regulations. Also, the CEO's involvement in the process should be minimized, as the entire HR department is involved in the development of the incentive system, bringing only the final version for approval (Pantha, 2024; Hsin-Ning Kuo, 2024; Klimovets, 2014).

The business process “Incentive policy development” (decomposition of the 3rd level process in IDEF0 notation) in the “TO BE” format, i.e., with corrected proposed changes, is presented in Figure 4 (changes and corrections are marked green in the diagram).

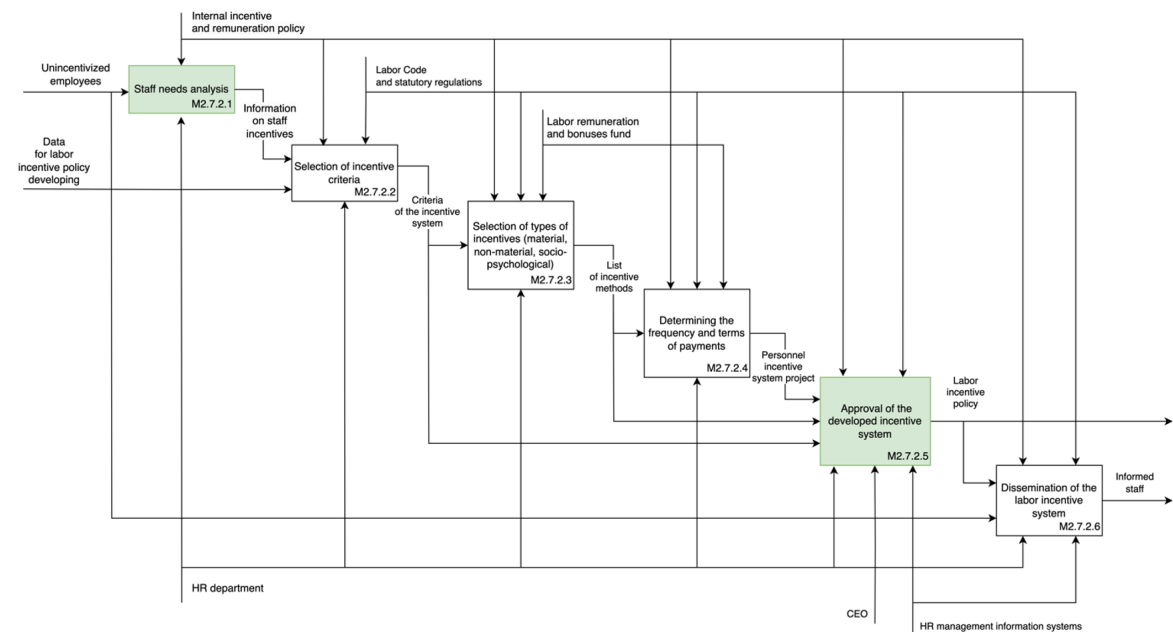
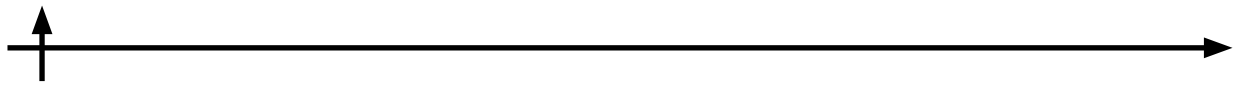


Fig. 4. Decomposition diagram of the subprocess “Incentive policy development” in “TO BE” format (designed by the authors).

Thus, improvement of the process of creation and development of an effective incentive system will lead to an increase in the efficiency of this system and the elimination of the risk of irrational waste of limited resources of the company.

In turn, due to the fact that the process of “Collecting data on employee performance on the basis of KPI” is complicated by the lack of automation in the field of obtaining data on employee performance, it seems appropriate to introduce special checklists, which are collected and transferred to the HR department by the head of operational services of the hotel (Gupta, 2023; Youssef, 2021). In this way, the process of information collection will be simplified, the risks of information loss will be eliminated, and the process of verifying the truthfulness of the



provided data will be simplified. It is also advisable to introduce new data storage software that will make it easier and clearer to enter information on compliance and performance indicators. For example, you can use the software “1C: Management by Objectives and KPIs.” The last suggestion to improve the business process is to transfer the authority to determine the amount of payments to the accounting department, as this is the functional area of responsibility in the area of financial management and has sufficient qualifications. The HR department only needs to transfer information on the ratio between the fulfillment of performance indicators and the amount of payments.

The business process “Collecting data on employee performance based on KPIs” (decomposition of the 3rd level process in BPMN notation) in the “TO BE” format, i.e., with the proposed changes made, is shown in Figure 5 (the changes and corrections made are marked green).

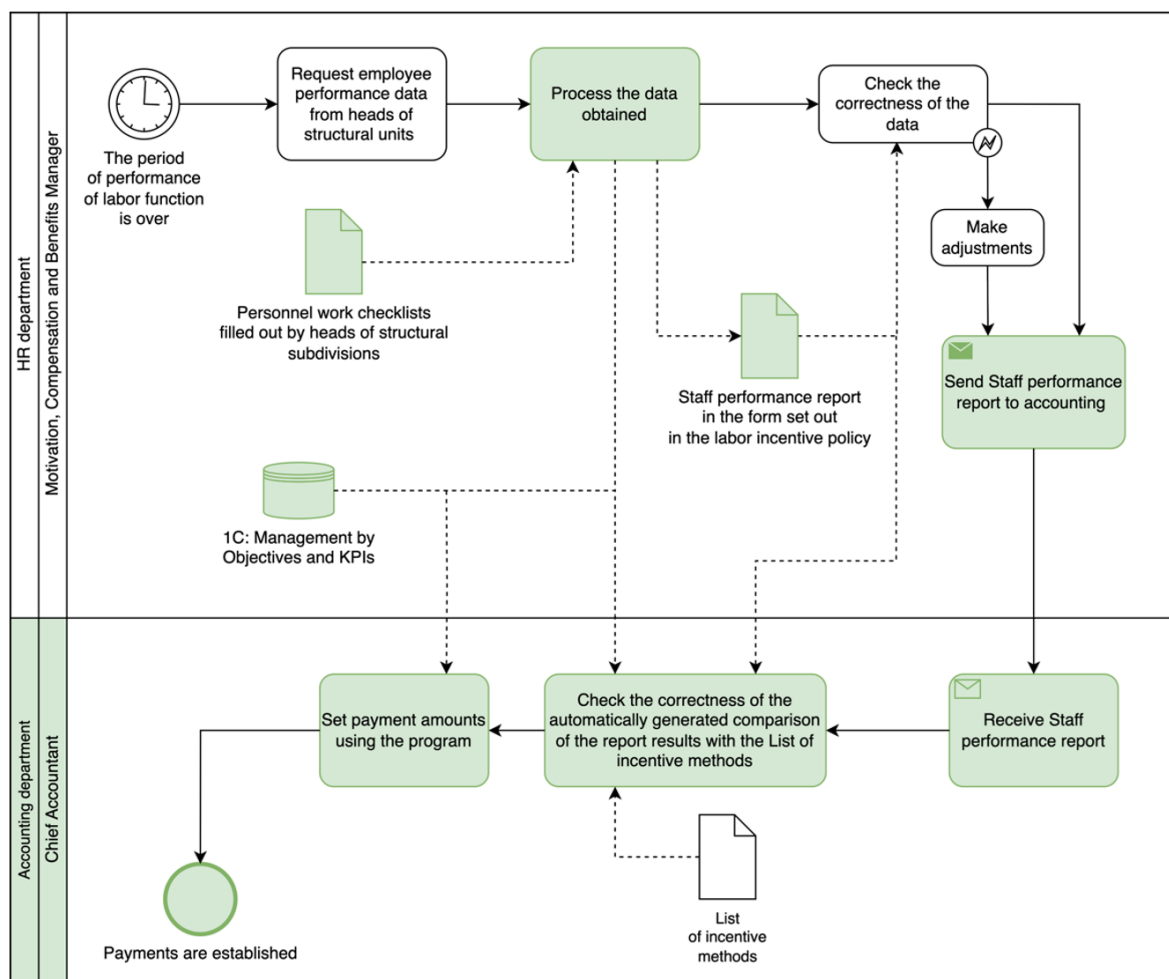
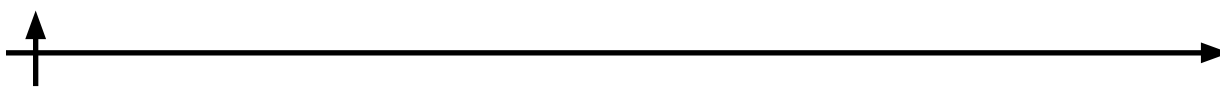


Fig. 5. Diagram of the subprocess “Collecting data on employee performance results based on KPIs” in “TO BE” format (designed by the authors).

Thus, improving the process of collecting employee performance data based on the KPI system will result in faster and easier access to information about employees and their performance, eliminating the risk of data loss or destruction. Separation of powers and distribution of tasks between departments will ensure high accuracy in determining payments and relieve the HR department, as well as contribute to the improvement of KPI indicators.



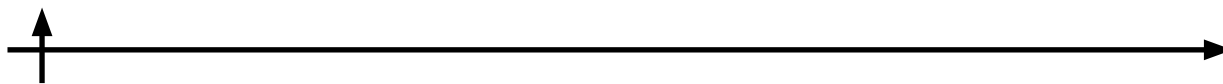
## Conclusion

In the course of the research, such measures for optimization of personnel incentive technologies on the basis of business process re-engineering were proposed: simplification of the incentive system approval process; exclusion of external consultants' participation; reduction of the level of control over the process by the general manager to a minimum; automation of the process of obtaining data on employee performance; change of software for data storage; transfer of authority to determine the amount of payments to the accounting department; automation of the data collection process. It is assumed that implementation of the measures proposed above will lead to an increase in KPIs, revenue, and labour productivity and to greater cohesion of the hotel team, increased self-awareness of each individual employee, and the hotel as a whole.

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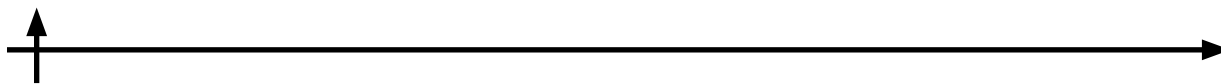
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