

УДК

ПІДГОТОВКА ЯК ЗАСІБ РОЗВИТКУ КОМПЕТЕНЦІЇ ПРАЦІВНИКІВ ГОТЕЛЬНИХ ПІДПРИЄМСТВ

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Компетенція працівників — здатність застосовувати знання та навички в нових ситуаціях у сфері організації та планування роботи, інноваційних підходів до організації професійної діяльності; здатність справлятися з нетиповими ситуаціями, ініціативність. Відповідна компетенція може бути передумовою конкурентноспроможності працівників за умови вмілого використання та розвитку готельним підприємством.

Виділяється дві стадії формування компетенції:

- допрофесійна освіта (школа, університет, практика);
- освіта впродовж професійної діяльності (тренінги, семінари).

Показано важливість розвитку компетенції працівників готельних підприємств у процесі їх професійної підготовки. Визначено найважливіші потреби такої підготовки та перелік тем для підготовки фахівців готельної індустрії.

Ключові слова: підготовка, розвиток компетенції, працівники готельних підприємств

The competence of employees (i.e. the ability to apply knowledge and skills in new situations within the field of organizing and planning work, innovation, coping with atypical activities as well as the personal features related to acting effectively [2]) when skillfully used and developed by a hotel enterprise can be a source of its competitive advantage.

We can distinguish the following stages of gaining and expanding competence [5]: education before working life (schools, universities, traineeships); during working life (training, seminars).

The nature and benefits of training. Training can be defined as a process of expanding knowledge by employees and improving their skills and abilities necessary to accurately perform tasks in their current job and of creating the possibility to further develop their skills, knowledge and competence with a view to future promotion, relocation or organizational change [6].

From the point of view of shaping the market position of a given hospitality facility, having an appropriate training policy that produces well educated and trained personnel is essential.

Both grassroots and management personnel should be involved in the development process. The newly employed staff should be trained first as it is rare for a new employee to possess all the qualifications and skills necessary for the job. This is particularly true in the hotel industry, where virtually every facility is unique. Apart from the basic introductory job training, the continual so-called personnel reeducation is necessary. Systematic improvement of competence through continual training courses for employees in order for them to gain new skills and qualifications is standard practice in the international labor market.

There are many benefits to training employees of hospitality facilities, such as:

- it shows the employees that they are important for the enterprise,

- it motivates the employees to deepen their knowledge and use their new skills,
- it increases commitment and devotion in the employees,
- it improves communication with employees, especially if there are joint workshops for the staff and the managers in order to develop methods of solving specific problems [2].

The training process starts with identification of needs, which makes it possible to determine the scale and scope of training.

Defining training needs in a hotel enterprise. A training need, that is, a situation where an employee's knowledge and ability to perform tasks is too low may result from numerous reasons, such as [7]:

- the employees failing to properly carry out their responsibilities,
- changed organizational position,
- organizational changes,
- introduction of new technologies, amended legislation, etc.

In order to define training needs it is useful to examine those needs on three levels: organizational level, hotel activities level and employee level [1].

The significant factors on the organizational level are: labor costs, the amount and the quality of work performed by hotel employees. An additional factor worth examining is the working "atmosphere" in the hotel. Training programs should also better the working "atmosphere" in the hotel.

Identifying training needs in hotel enterprises in Poland. Apart from the needs resulting from hotel functions, an analysis of the personnel's needs is also of significant importance in defining training needs. This is usually carried out in the form of questionnaire surveys among employees.

One example of such a survey is the research carried out in 14 hotels in the warmińsko-mazurskie voivodship using questionnaires filled in by employees and managers. Detailed results are shown in table.

Table

Training needs in the hotels examined in 2005

Scope of training	Indicated by employees	Indicated by managers
Foreign languages	44,5%	40,4%
Personnel management	13,3%	29,7%
Customer service techniques	15,9%	4,2%
Marketing	14,0%	8,5%
Enterprise organization	8,9%	12,7%
Accounting	3,1%	4,2%
Other	0,3%	0,3%

Source: [4]

As can be seen from the results the necessity to increase foreign language skills in personnel is the basic problem. However, there is a lack of cohesion between the training needs indicated by the employees and those suggested by the managers.

Another example of hotel employees' training needs analysis is the Internet questionnaire carried out by the editing board of the "Hotelarz" magazine in July 2007 among the employees of selected hotels in Poland.

90.9% of respondents gave a positive answer to the first question e-mailed: *Does the personnel in your hotel need to raise their qualifications?* These results show the awareness among hotel operators of how important training is for the development of their enterprises. This, however, does not translate directly into actual training activities as only 86.4% of the respondents gave a positive answer to the question: *Have you or your hotel's personnel taken part in training aimed at improving professional knowledge?*

As many as 86.4% of respondents indicated customer service as the primary subject of training necessary for their employees, the least popular subjects were using reception software and finances and accounting (45.5%). The training needs identified were reflected (though not exactly as in the declarations) in the answers to the questions about the scope of training actually carried out. Precisely 50% of answers mentioned customer service training, but only 9% mentioned training in finances and accounting.

Assessment of the training as such and of its results should be an important part of the whole process. A juxtaposition of feedback on the results of training with the analysis of costs should facilitate assessment of the effectiveness of training management in the enterprise and contribute to harmonization of the training policies and practices with the overall strategy of the organization. Carrying out training without a later assessment of results prevents further improvement of the whole process within the company and makes improvement of effectiveness impossible.

In a survey carried out in July 2007 68.2% of respondents stated they were satisfied with the training in which they participated, 27.3% said they were dissatisfied while 4.5% of respondents were undecided [3].

In conclusion to the discussion about the training policies in hotel enterprises it we should say that there are very divers. In practice, it is possible to distinguish between different types of training cultures:

- beginning with **low training culture** – where the board considers training to be a cost, not an investment, there is a lack of connection between the non-systematic and fragmentary training and the company's strategy,
- through **moderate training culture**, where the importance of training is higher,
- to **strong training culture**, characterized by a connection between the training and the strategy of the organization and permanent education of employees with the use of innovative forms of training, regarded as a method gaining competitive advantage.

Unfortunately, despite rising awareness of the importance of training for the development of an organization, low and moderate training cultures are prevalent in Polish hotel enterprises. The lack of sufficient financial resources is a significant factor limiting training. High costs are an obstacle to carrying out continual training for over fifty percent of entrepreneurs.

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**TRAINING AS A TOOL FOR DEVELOPING COMPETENCE
IN EMPLOYEES OF HOTEL ENTERPRISES**

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The aim of this article is to present the significance of training in developing competence in employees of hotel enterprises, to identify the most important training needs and to determine the most desirable scope of training topics in the hotel industry.

*Стаття надійшла до редколегії 21.02.2008
Прийнята до друку 22.06.2008*