



## A Research on Effective Human Resource Management in Hotel Operations

### Otel İşletmelerinde Etkili İnsan Kaynakları Yönetimi Üzerine Bir Araştırma

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#### Abstract

The rapid increase in information and technology tools is changing the way of doing businesses in this modern era. As with other functions of the management, there is also a change in the function of human resource management. The aim of this study is to propose a human resource management model in hotel businesses. This study consists of three main titles. To begin with, there are factors that necessitate the transformation in human resource management in hotel businesses. These factors include information technologies, change in business process, high-speed management, development of network organizations, learning organization studies and globalization. In addition to, the basic functions of human resource management are explained. Moreover, in conclusion, the positive results of effective human resource management in hotel businesses are described. In this study, the document analysis method, which is one of the qualitative research methods, was preferred. A theoretical model drawn by using literature is proposed for this study. This theoretical model presents the inputs and outputs of the management process in hotel businesses.

**Keywords:** Hotel Businesses, Human Resource Management, Theoretical Model Suggestion

#### Özet

Teknoloji ve bilişim araçlarının her geçen gün artması iş yapma yöntemlerini değiştirmektedir. Yönetimin diğer fonksiyonları gibi insan kaynakları yönetimi departmanında da değişim yaşanmaktadır. Bu çalışma otel işletmelerinde insan kaynakları yönetimi için bir model önerisi sunmayı amaçlamıştır. Çalışma üç temel başlıktan oluşmaktadır. Bunlardan birincisi; otel işletmelerinde insan kaynakları yönetiminde dönüşümü gerekli kılan faktörlerdir. Bu faktörler bilgi teknolojileri, iş süreçlerinde değişim, yüksek hızlı yönetim, ağ organizasyonlarının gelişimi, öğrenen organizasyon çalışmaları ve küreselleşmedir. İkinci temel başlık kapsamında insan kaynakları yönetiminin temel fonksiyonları anlatılmaktadır. Üçüncü ve son başlıkta ise otel işletmelerinde etkili HRM yönetiminin olumlu sonuçları açıklanmaktadır. Bu çalışmada araştırma yöntemi olarak nitel araştırma yöntemlerin biri olan doküman incelemesi yöntemi tercih edilmiştir. Bu çalışmada literatür kullanılarak teorik bir model önerilmiştir. Bu teorik model, otel işletmelerinde yönetim sürecinin girdi ve çıktılarını sunmaktadır.

**Anahtar Kelimeler:** İnsan Kaynakları Yönetimi, Otel İşletmeleri, Teorik Model Önerisi

## 1. INTRODUCTION

Human Resource Management (HRM) is one the most important management concept. HRM helps the organizations to efficiently manage people and help businesses to achieve competitive advantage. The Human Resource (HR) function has always been on the forefront of incorporating technology in organizations and to achieve success through people (Hall and Moritz, 2003: 365). In this modern world, it becomes very important to develop the concept of digitalization with every function in order to be competitive in the businesses.

The main purpose of this study is to present a model proposal for the effective human resource management in hotel businesses. When this suggested model is adapted to the human resource management (HRM) for hotel business, I hoped that it would contribute to the efficiency and productivity of the business.

The document analysis method, which is one of the qualitative research method was used for this study. In this method, only written and visual materials are used. In other words, document review or analysis can be a research method on its own (Yıldırım and Şimşek; 2006:187).

Since this research focuses on effective HRM in hotel businesses, it examines the issue more specifically. There are many publications on human resource management in the business administration literature. However, this study is important because it offers a model proposal for effective human resource management in hotel businesses. Therefore, we hope that this study will contribute positively to the literature.

## 2. FACTORS EFFECTING HUMAN RESOURCE MANAGEMENT IN HOTEL BUSINESSES

The rapid entry of information technologies into business life has also caused many changes in business methods. The use of information technologies has brought digitalization in management. Digitalization is defined as the use of digital technologies in business life to change, a business model and seize new opportunities. Digitalization affects all functions of the business, as well as the human resource department. Many factors affect the transition to digital human resource management in business. It is possible to explain these factors under six main headings. These are as follows (Göktaş and Baykal, 2018: 1415):

### 2.1. Rapid Development of Information Technologies

Human resource (HR) managers have to follow information technologies diligently, because digital technologies affect personnel employment in many ways. Digital human resource management (DHRM) can be defined as a systematic activity and strategy that focuses on successfully managing the personnel at all levels in a business to achieve organizational goals (Eshan and Binoy, 2018: 204). In another words, DHRM; can be defined as "the efforts, knowledge, skills and committed behaviors contributed by people in an enterprise as part of an employment exchange". In addition, DHRM can be explained as the effective management of human resources to ensure the development of the organization (Bengtsson and Bloom, 2017: 18). The concept of digital human resource management (DHRM) has entered the management literature with the use of electronic commerce in business life. Like e-commerce, DHRM also refers to performing human resource management functions using the internet. The Internet provides HRM department managers with the opportunity to get information about personnel when and where they need it (Hall and Moritz, 2003: 365). With DHRM, the personnel can also control their own personal information. To give an example, personnel can participate in a distance education program during or after working hours (Hall and Moritz, 2003: 366). The DHRM system plays a key role in

adopting new technologies for the next generation and to lead the industry in the competitive world (Eshan and Binoy, 2018: 204).

## **2.2. Change in Business Process**

Human resource managers should redesign business processes to make them more efficient. At the same time, managers should closely follow modern human resource management practices. Because basic business processes can be, redesign and progressed with information technology. The HR function in businesses has changed over time. To understand why HRM has evolved, it is necessary to understand why businesses are changing. Businesses are constantly changing for reasons such as, external and internal pressures. External pressures include demographic changes, high-speed innovations and globalization or geopolitical developments such as climate change. These external pressures also include the development of new technologies and changes in customer preferences. In addition internal pressures include; relation of manager with the employee, role of financial officer and expectation of shareholders. As a result, organizational change also affects the HRM function, because change outside of HR requires change within HR (Ulrich, 1997: 176). Considering the previous researches, it is necessary to evaluate the innovation system of human resource (HR) in two basic disciplines. The first is to create value. In other words, the measures taken in HR department should create higher benefit. The other is to develop efficiency (Lei and Jing, 2016: 473).

## **2.3. High-Speed Management**

Businesses must be faster to gain competitive advantage. Digital human resource management, on the other hand, is an efficient (high-speed) management than traditional human resource management. Development of human resources; encompasses many activities such as personnel training, career development, performance appraisal and organizational development. High-speed management offers the opportunity to become an important player in the human resource department. At the same time, it transforms the human resource (HR) department into an important part of the business (Betchoo, 2016: 2). High-speed management refers to quick adaptation to changes in the environment and decision-making in order to be competitive in the service market.

## **2.4. Development of Network Organizations**

Digital human resource management has seen more like web organizations rather than traditional and bureaucratic organizations. Web organizations are looking for ways to be more productive by applying less bureaucracy in the business. The effectiveness of communication and cooperation between web organizations is directly proportional to their effective use of digital tools.

## **2.5. Learning Organization Studies**

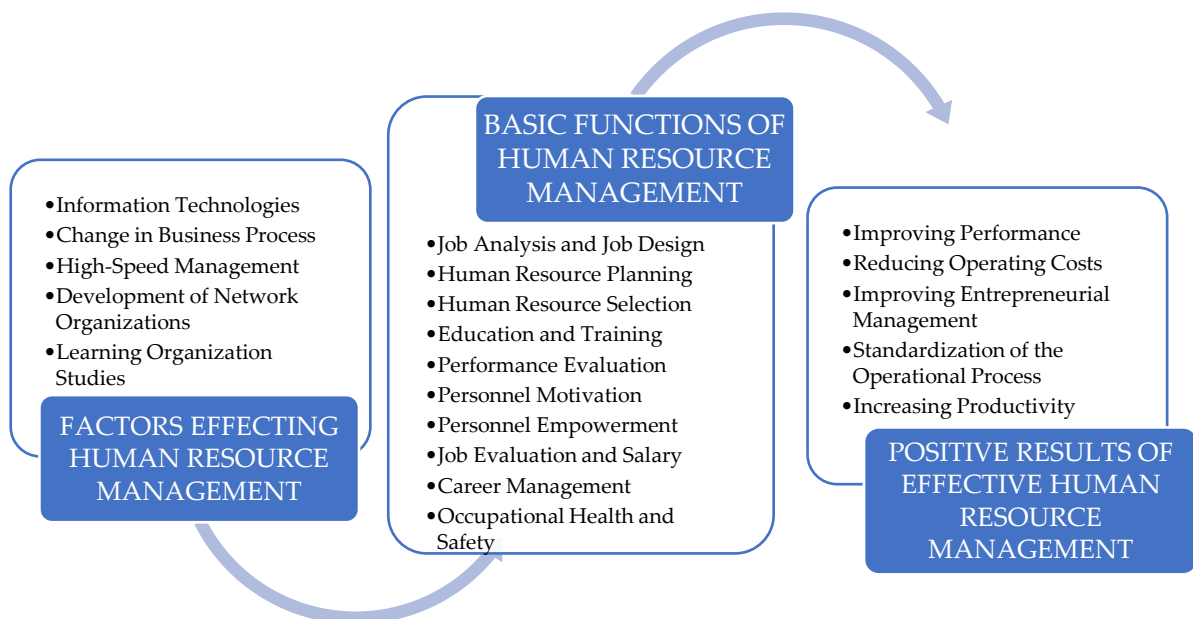
Learning organizations play an active role in the effectiveness of human resource management. Learning organizations are essentially self-managed organizations. The people working in these organizations are also known as "knowledge workers". The task of knowledge workers is to use knowledge to reduce costs and capture key business opportunities. Digital human resource managers have to employ knowledge workers in order to catch up with innovations. An objective reward system should be established for this activity because the objective reward system is associated with performance evaluation system (Tripathi and Kushwaha, 2017: 5). Moreover, the objective reward system plays a very important role in increasing the performance of the knowledge workers.

## 2.6. Globalization

One of the most important tools to gain a competitive advantage is to be effective in the global market. If businesses want to take place in the global market, they must see the reality of "globalization, because businesses have to adopt global business strategies to gain a competitive advantage. Globalization has made the world smaller with its fast communication network. However, world economies have become more integrated with each other (Bulgur and Bal, 2019:3). Because of globalization, more integration has been achieved between the economies of the countries. With globalization, an information revolution is taking place. Accordingly, markets and companies have become international. All these factors have made the digitalization of human resource management mandatory (Sezgin and Uçar, 2019:89). Moreover, all the factors listed above are accepted as factors that provide change and transformation in human resource management.

Post-modern management practices and digitalization also change the basic functions of human resource management. Classical human resource management functions are undergoing some changes. Moreover, the basic functions of human resource management in hotel businesses are explained with the help of a proposed model shown below in figure 1, taking into account the digital transformations.

**Figure 1.** Factors Effecting Transformation in Human Resource Management in the Hotel Businesses (Theoretical Model)



**Source:** The theoretical model is developed by the authors (Çetin BEKTAŞ, Abbiha WAQAR)

## 3. BASIC FUNCTIONS OF HUMAN RESOURCE MANAGEMENT IN HOTEL BUSINESSES

Human resource management has a functional place in the hotel businesses. The most important production input in service sector is "human". Under this basic heading, ten basic functions of human resource management are explained. These functions are explained with a focus on digitalization and post-modern management approaches.

### 3.1. Job Analysis and Job Design

Factors such as how and when the work need to be done, the order in which it is completed and the conditions under which it is done plays an important role in job design. For this reason, job design is "the way that the position and the tasks within that position are designed and

organized” (Shamim et. all, 2016: 5313). In addition to, in Industry 4.0 managers are required to design human resource practices in order to encourage innovation and learning in the businesses.

Successful creation of the human resource system is of vital importance for businesses. If the human resource management department cannot entirely fulfill its function, this disruption manifests itself throughout the entire enterprise. So, first of all the human resource department should fully establish its own system and then transfer this stability to other departments. Job analysis is done in order to determine the characteristics of the job and the qualifications of the personnel who are responsible for doing that job. This method is a method that separates the work into its basic elements and integrates it again. The expected benefits of job analysis can be summarized as follows (Çatak, 1996:227):

- To determine the duties of each personnel in the enterprise,
- Providing data to document the values of jobs in job evaluation,
- Documenting job requirements for employee evaluation,
- To determine the conditions required for employee selection, placement, transfer and promotion,
- To provide the necessary information for employee training,
- To assist in taking measures to prevent hazards in the work area,
- Helping to improve working conditions and regulate product standards and
- Ensuring job simplification and increasing staff productivity.

Job analysis also ensures that job design is done correctly. Moreover, job description is the most important product of job analysis. Job description outlines the requirements of a task. In this definition, the duties that the job imposes on the personnel are briefly stated. Then, the level of education required for the job, experience required, responsibilities required by the job and working conditions are determined.

### **3.2. Human Resource Planning**

Human resource planning is defined as employing the right number and quality of people at the right time and in the right place in the businesses in the long run (Budak, 1997: 67).

Increasing the service quality in hotel businesses depends on the strategic planning of human resources. With the strategic planning of human resources, the right numbers of people who are suitable for the job are employed at the right time. In order to ensure service quality, the number and quality of personnel must be strategically planned.

Human resource planning consists of four stages:

- The first stage is to forecast the demand for human resources, review the budget and forecast the supply of human resources.
- The second stage consists of determining the human resource goals and policies.
- The third stage is the making of study programmes.
- The fourth stage is evaluation and control.

### **3.3. Human Resource Selection**

Personnel selection and job placement is one of the most important functions of the HR department. The HRM process begins with recruitment and continues with the placement of the candidate. The human resource selection phase is at the forefront of improvement efforts in service quality. Starting with the personnel suitable for the job can provide multi-faceted resource savings and customer satisfaction in achieving business goals. For this reason, it is important to use scientific methods and act with a focus on quality in personnel selection. In the selection of new

personnel, within the scope of human resource planning mentioned above, job analysis, job design, job description and personnel qualification researches are required.

The recruitment process can also be carried out with digital methods. The candidate applies to the business by filling out his/her personal information, e-mail information, experience, education and skills electronically and uploading resume. Along with digitalization, many companies use social media platforms like Facebook, LinkedIn, Skype, etc. as a recruitment tool. The digital platforms have become an important tool for both employers and job seekers in the job market (Eshan and Binoy, 2018: 207). This method brings with it the important changes in job search and recruitment process. Personnel selection and job placement through social networks and social websites are less costly than traditional recruitment methods (Tripathi and Sing, 2017: 5). According to Peter Drucker, the issues to be considered in the recruitment and promotion of candidates are as follows (Drucker, 1986:122): Selection should be made among the suitable applicants for the job. The most suitable staff should be hired. Multi-faceted consideration should be given in the recruitment of personnel. The strengths and weaknesses of the people to be recruited should be analyzed before hiring. Each member should be evaluated with the people he/she has worked with before. Whether the hired employee understands the job or not should be monitored in the first month. The employer should not think that the work is finished after the selection of the applicant. The situation of the applicant about the job should be evaluated and the staff should be assisted. According to the performance feedback is given, as feedback is very important for the staff to perform well in the organization and to be more productive.

### 3.4. Education and Training

Learning is defined as “sustainable and permanent changes in behavior as a result of an experience or knowledge” (Kalder, 1998: 19). Ching and his colleagues listed eight basic functions of an organization, they emphasize that one of them is individual and organizational learning (Bennet and Tomblin, 2006: 289). Learning consists of three stages such as, individual learning, team learning and organizational learning (Gephart and Marsich, 1996: 34). Individual learning is the basis for organizational learning, because organizational learning takes place through individual learning. Individual learning does not guarantee organizational learning. However, organizational learning cannot take place without individual learning (Senge, 1996: 155). Therefore, organizational learning starts with individual learning.

With the training provided to the personnel, the business will reach its goals more easily. In previous periods, training activities in organizations were carried out through conferences, seminars and meetings in a common space. This often resulted in loss of labor and time wastage. However, with digitalization, educational and training activities have become more effective and efficient. Online courses, business-related videos, distance learning system and digital meetings have created revolutionary changes in personnel training (Eshan and Binoy, 2018: 207).

The concept of upbringing is also related to the concept of education. Training provided to train personnel. Qualified personnel are one of the most important production input for business. For this reason, trainers should organize in-service training to improve the problem-solving skills of the staff (Shamim et al, 2016: 5312). The fact that the personnel not trained is a factor that reduces productivity in service sector. This makes the business unsuccessful in competition. Some definitions of staff training are as follows:

Growing is a process that includes all activities related to gaining the knowledge, skills and behaviors needed by the personnel (Güney, 2015:122). In another words, training is the process of gaining skills that the personnel do not have before. In short, staff training is the training activities

carried out to increase the knowledge and skill levels of newly recruited employees (Saruhan and Yıldız, 2012:297).

On the other hand, training is an effort to create the desired knowledge and skills in an individual through education. It is actually easy to observe whether the upbringing has achieved its goal or not, because the job and job descriptions describe the knowledge and skills required by the determined tasks. If a person has reached the specified level, he is considered to have grown. If the upbringing is not complete, the person is judged to be immature enough. At this stage, it is seen that there is a difference between growth and development. There is a measure and a limit to growing up. If a person has the expected characteristics, he is considered to have been trained. But development has no limits as it depends on environmental changes. For example, any living thing or fruit is described as mature when it reaches a certain maturity level. As time passes, it does not develop and become rotten. When evaluated from this aspect, cultivation is valid for all living things. But development is only a human ability.

### **3.5. Performance Evaluation**

With the digitalization of the human resource system, it becomes easier to keep personal files of the personnel and to process other data in the enterprise. However, the information of the personnel is recorded in the system. The recorded information can be easily sent by any authorized person to any part of the world through digitalization (Eshan and Binoy, 2018: 207). Thus, it is easier to access the data anytime required for the personnel. The purpose of performance evaluation is stated as follows (Palmer, 1993:107):

- To increase the productivity of employees through communication and information sharing.
- Focuses on the strengths and weaknesses of individuals' work performance.
- It is aimed to increase the strengths and reduce the weaknesses of the employees.
- To give the personnel the opportunity to evaluate their own performance.
- To provide feedback to staff.

### **3.6. Personnel Motivation**

Motivation is the sum of the efforts made to move one or more people towards a certain goal continuously (Eren, 1989: 388). Motivation is one of the most important tools of the human resource function. If the manager motivates the staff, the staff will focus on their work with all their physical and mental strength.

Ensuring the motivation of the staff is not always an easy matter. However, if the managers show sincere interest in the wishes and needs of the personnel, the motivation of the employees will increase (Siu et al., 1997:47). Apart from this, some misconceptions about motivation also need to be changed. Some of these misconceptions are as follows (Beaubien, 1997:6):

- Money is the only power that motivates people,
- Being determined to motivate everyone in the organization and
- Believing that motivation arises only from external factors.

### **3.7. Personnel Empowerment**

Empowered personnel have some basic characteristics. Empowered personnel primarily feel self-confident. Along with this, the ability to take initiative develops. Empowered personnel in this way operate in line with the objectives of the business (Koçel, 1998: 300). In addition, the job satisfaction of empowered personnel increases. The increase in job satisfaction leads to an increase in productivity and a decrease in absenteeism. However, can empowering staff always yield

beneficial results? It is impossible to give a positive answer to this question. Making authorization without providing the necessary conditions for the personnel to be empowered often results in failure.

So, there are three basic conditions that are necessary for successful empowerment. These conditions are as follows (Ward, 1996: 20):

- The manager should know well the abilities of the personnel and the jobs they can achieve.
- The manager should give authority according to the capacities of the personnel.
- The requirements of the job should be understood well by both managers and personnel.

Effective empowerment is determined by the talent and capacity of the staff. In other words, instead of a fixed rule for empowerment, more flexible rules apply. For example, it may be more beneficial to apply an autocratic leadership style rather than a directive leadership style to someone with low ability. On the other hand, applying autocratic leadership instead of a directive leadership style to a talented person may negatively affect that person's motivation and lead to job dissatisfaction. As a result, empowerment varies depending on the situation of the personnel and the business.

There are two basic approaches to how to achieve empowerment in businesses. These include; mechanical and organic empowerment approaches (Quinn and Speitzer, 1997: 37). Both approaches bring different perspectives. In popular management literature, the mechanical view is brought to the fore. However, there are shortcomings in the organic approach.

Power is person's potential to control another person. In other words, it is the capacity to influence another's attitudes and behaviors in a desired manner or an individual's ability to influence another individual and to resist in the same way. Moreover, strength can be defined as the ability to change behaviors, overcome resistance and persuade people to do the actions that they would not normally do. Max Weber defined power as "the execution of his own will by a person in a social relationship despite resistance" (Şencan, 2008: 2). On the other hand, Giddens defined power as "the ability of individuals or groups to achieve their own interests even if others resist" (Deniz and Çolak, 2008:304).

In short, it can be formulated as empowerment = authority x information x knowledge x reward. The deficiency or inadequacy of one of these factors causes failure in empowerment (Bowen and Lawler, 1995: 74). According to research conducted in a service sector; the job satisfaction of the authorized personnel was higher than the non-authorized personnel. In addition, the satisfaction rate of the personnel authorized by training was higher than the personnel authorized without training (Hocutt and Stone, 1998: 117).

### **3.8. Job Evaluation and Salary**

Job evaluation can be expressed as the activity of determining the value of a job by comparing it with other jobs. Job evaluation also determines the relative value between jobs. The relative value of work indicates the contribution made to organizational goals through the performance of the work. Naturally, the job that contributes the most to organizational goals is more important and deserves higher wages compared to other jobs (Kurgun and Yemişçi, 2007: 4). In another words, job evaluation is the evaluation of jobs because of comparing them with each other according to their importance and difficulty. Remuneration is also made because of job evaluation (İpçioğlu et al., 2009:184). In addition; it is a technique that collects powerful data, which is essential in determining the place of the job within the business and determining the wages (Şimşek and Item, 2011: 174).



Job evaluation is the determination of the ratio of the work done by the employees in a business to each other with a systematic method (Ersen, 1997:111). Job evaluation plays an important role in employee motivation. For this reason, it is important that the person who will make the assessment is someone who knows human psychology and can make an objective assessment. Well-executed job evaluation with objective criteria; plays an important role in personnel recruitment, promotion, training and effectiveness. In addition, this effort can be effective in solving many problems between staff and management. As a result, the right job evaluation has a positive effect on management and production quality (Tayfun, 1996: 182).

The determination of the wage also depends on the job evaluation. If the job requires high qualifications, the pay for that job must also be high. In addition, a connection is established between performance and reward, namely profit sharing and incentive payment (Shamim et. all., 2016: 5313). In digital human resource management, all information of the personnel is processed and evaluated in the system. The number of days, weeks and months of the employee's work are automatically calculated instantly. While determining the duration of the personnel at work, information such as the fingerprint of the personnel is entered into the system and the personnel is controlled in a simple way. Prepared work reports can be followed very easily with digital tools (Eshan and Binoy, 2018: 208). With this method, fees and additional payments made with classical methods are determined according to more objective criteria.

### **3.9. Career Management**

Career management analyzes the talents and interests of the staff. In addition, it is an activity that aims to make the personnel effective and efficient in their professional life. Also career management covers all kinds of activities such as, entry to the business world, assignment, transfer and job change. Therefore, career management plays an important role in ensuring quality in management.

Career management is the activity of planning individuals' work and professional lives (Şimşek and Item, 2011: 282). In addition, career management is very important for a staff member to be able to plan their future and make their preparations. However, career goals are not always fully realized, because the promotion of personnel in their job depends on many internal and external factors.

### **3.10. Occupational Health and Safety**

Occupational health and safety is extremely important in ensuring quality in service sector. First of all, the personnel must be healthy in order to be efficient and productive. It is not possible for an unhealthy staff to be productive. On the other hand, an unhealthy work environment will cause many problems in the businesses in the long run. Unhealthy work environment may cause problems such as, increase in wastage and scrap in production, damage to machinery and equipment and increase occupational accidents. Due to work accidents, the company's workforce loss and compensation payments also occur. In addition to the compensations paid as a result of work accidents, the loss of motivation in the personnel will negatively affect the productivity. The idea that workers' health is not given enough attention will leave the company in a difficult situation against its competitors. For all these reasons, employees' health and safety are important in terms of businesses.

## **4. POSITIVE RESULTS OF EFFECTIVE HUMAN RESOURCE MANAGEMENT IN HOTEL BUSINESSES**

Effective management of human resources and digitalization will provide many positive results in the businesses. Effective HRM will enable digitalization and effective evaluation of

external and internal information sources (Lei and Jing, 2016: 475). In other words, when the information in the external environment of the business and the information in the internal environment are combined, it will provide many advantages for the businesses. These advantages can be briefly listed as follows:

#### **4.1. Improving Performance**

Effective human resource management can lead to positive behavioral changes in personnel. In addition, it helps the personnel to produce creative ideas, work efficiently and make correct and fast decisions. Effective human resource management saves personnel from the boringness of routine work (Lei and Jing, 2016: 474). By doing routine work with the computer, the staff saves time for more valuable work. With the digital transformation in the business, the performance of the personnel increases. Thus, it tends towards activities with higher benefit. The human resource functions will be able to create new ways to add value to the businesses. The HR department takes on new roles such as knowledge generation with digitalization. Thus, it goes beyond routine tasks such as traditional recruitment, training, performance management and wage management (Lengnick and Moritz, 2003: 267). As a result, managers and staff gain higher performance with effective human resource management.

#### **4.2. Reducing Operating Costs**

The digital HR management information platform synchronizes data with each other and realizes logistics, capital flow and information flow simultaneously. The system integrates the entire production process, increasing efficiency and eliminating waste (Lei and Jing, 2016: 474). Effective human resource management saves costs by reducing waste in labor and other production inputs.

#### **4.3. Improving Entrepreneurial Management**

HRM's digital information platform is a management platform that combines management ideas with new management methods. With the development of entrepreneurial management, business processes and enterprise resource planning are harmonized (Lei and Jing, 2016: 474). The development of an entrepreneurial management model depends on the effective use of information technologies. When business managers adapt information technologies to their management systems, they contribute to the development of the entrepreneurial management model. An efficient information management system is established with the application of digital human resource management. This established system makes a great contribution to the development of entrepreneurial management.

#### **4.4. Standardization of the Operational Process**

The digital platform of HRM contributes to the standardization of the operational process. Workflow control can be made easier by standardizing the operational process. When an error occurs in business processes, the system automatically sends a warning message. This will enable to keep human errors at the lowest level and increase efficiency and productivity. Therefore, standardization of the operational process is necessary for the efficient operation of HRM (Lei and Jing, 2016: 474).

Computer and internet are used at the highest level in standardizing the operational processes (Gupta and Saxana, 2012: 65). In addition, it plays an important role in improving all services in the business, reducing costs and providing operational efficiency. Moreover, standardization offers advantages such as HR's sensitivity to customers and quick response.

#### 4.5. Increasing Productivity

Effective human resource management increases both efficiency and productivity in the businesses. Efficiency can be defined as the degree of achievement of goals in the businesses. Efficiency means getting more output with less input. Moreover, efficiency means reducing cycle times for processing documents, increasing data accuracy and working with optimal personnel. On the other hand, efficiency can enable both managers and staff to make timely and more accurate decisions. Effective human resource management and digitalization offers many advantages such as knowledge management, intellectual creativity and organizational effectiveness (Hall and Moritz, 2003: 366).

#### 5. CONCLUSION

The rapid development of information technologies also causes a change in the human resource management department, because technological tools fundamentally change the way of doing business. With the technological change, the internal and external environment of the business is in constant change. Adapting to this change requires hotel businesses to follow technology and environmental players closely. The theoretical model proposed for this study includes three main factors of human resource management as shown in Figure 1. The factors that effect HRM in hotel businesses include information technologies, change in business process, high-speed management, development of network organizations, learning organization studies and globalization. These six basic factors directly affect and change basic HRM functions. Lastly, the positive results of effective HRM in hotel businesses is also presented in a proposed theoretical model. The theoretical model presents the inputs and outputs of the management process. Many positive outputs are obtained when HRM activities are carried out, taking into account both technological and environmental factors. The positive outputs include; improving performance, reducing operating costs, improving entrepreneurial management, standardization of the operational process and increasing productivity.

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