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## HUMAN RESOURCE PLANNING IN HOTEL MANAGEMENT OTEL İŞLETMELERİNDE İNSAN KAYNAKLARI PLANLAMASI

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### ABSTRACT

Since 1980s especially by the effect of globalization, national and international competition is intensified and as a result of this, business organizations began a quest to be able to provide advantage in this competitive atmosphere. Being successful and keeping entity for an organization is depend on satisfaction in the sense of various factors as well as the productivity of employees. Nowadays organizations are in the position of enhance the employees' productivity and strengthen their satiation degree. This is also possible with carrying out the human resources management function successfully. So, while human resource management fulfill the expectations of employees on the other hand they pursue the goal of creating an organizational environment which provides to reach the highest productivity degree (Bingol, 1998: 121-123). Human Resource Planning is the process of gaining human resource which are efficient quantitatively, valid qualitatively, consistent by duty, suitable in terms of timing and carefully considered in terms of economy (Akgün and Kavuncubaşı, 2001:72-94). Human Resource Planning is considered one of the basics that affects productivity thereby the profitability. This planning process not only have a role of staff reductions but also actualise the production process enabling proper personel selection and staffing for nature of business (Aytaç et.al, 2006:69-73). The main difficulty in human resource planning lies behind the reason that the thing will be planned is about human being. In other words human resource is very difficult to be measured, inhomogenous production input with its physical, psychological and social qualities (Reference, 1996: 3-8). According to this approach human resource planning is; the whole studies of placing the best-qualified staff who will contribute the general planning purposes of the business for the best fit positions, preparing them to the new job through in-service-training, evaluating success with a good evaluation method (Kozak, 1999: 3-4)

**Keywords:** hotel management, human resources, HRM Planning

### ÖZ

1980'lerden itibaren özellikle küreselleşmenin etkisiyle ulusal ve uluslararası rekabet yoğunlaşmış ve bunun sonucu olarak iş örgütleri rekabetçi ortamda üstünlüğü sağlayabilmek için arayışlar içine girmiştir. Bir örgütün başarılı olabilmesi, varlığını koruyabilmesi çalışanların verimliliği kadar işle ve iş çevresiyle ilgili çeşitli etmenler açısından tatmin olmalarına bağlıdır. Günümüzde, örgütler çalışanların verimliliklerini arttırmak ve onların doyum düzeyini yükseltmek durumundadır. Bu da insan kaynakları yönetimi işlevinin başarı ile yerine getirilmesiyle mümkündür. İşte, insan kaynakları yönetimi, bir yandan çalışanların beklentilerine cevap verirken, diğer yandan en yüksek verimlilik düzeyine ulaşmalarını sağlayıcı örgütsel bir çevre yaratma amacını güder (Bingöl, 1998:121-123). İnsan kaynakları planlaması, bir örgütün gereksinim duyduğu, nicelik yönünden yeterli, nitelik yönünden geçerli, görevler yönünden tutarlı zamanlama yönünden uygun, ekonomik yönden hesaplı insan kaynaklarının elde edilmesi sürecidir (Akgün ve Kavuncubaşı, 2001:72-94). İnsan kaynakları planlaması kuruluşlar açısından verimliliği dolayısıyla karlılığı etkileyen ve belirleyen temel öğelerden sayılır. Bu planlama süreci yalnızca personel sayısından tasarrufu gerçekleştirecek gider düşürücü bir rol oynamaz, aynı zamanda işin niteliğine uygun personel seçimini ve istihdamını sağlayarak üretim sürecinin etkinleştirilmesini de gerçekleştirir (Aytaç vd., 2006:69-73). İnsan kaynakları planlaması sürecinde temel güçlük, planlanacak olan şeyin insanla ilgili olmasında yatar. Başka bir deyimle, insan kaynakları fiziksel, psikolojik ve sosyal nitelikleriyle ölçüye vurulması çok güç, homojen özellikler göstermeyen bir üretim girdisidir (Kaynak, 1996:3-8). Bu yaklaşıma göre insan kaynakları planlaması; işletmenin örgüt planlaması da dahil işletmenin genel planlama amaçlarına katkıda bulunabilecek en uygun nitelikteki personelin en uygun birime yerleştirilmesi, yeni görevlerine hizmet içi eğitim yoluyla hazırlanması, iyi bir değerlendirme yöntemiyle başarısının değerlendirilmesi çalışmalarının tümüdür (Kozak, 1999:3-4).

**Anahtar Kelimeler:** Otel İşletmeleri, İnsan Kaynakları, İKY Planlama

### 1. INTRODUCTION

Since 1980s especially by the effect of globalization, national and international competition is intensified and as a result of this, business organizations began a quest to be able to provide advantage in this competitive atmosphere. Being successful and keeping entity for an organization is depend on satisfaction in the sense of various factors as well as the productivity of employees. Nowadays organizations are in the position of enhance the employees' productivity and strengthen their satiation degree. This is also possible with carrying out the human resources management function successfully. So, while human resource management fulfill the

expectations of employees on the other hand they pursue the goal of creating an organizational environment which provides to reach the highest productivity degree (Bingol, 1998: 121-123).

Human Resource Planning is the process of gaining human resource which are efficient quantitatively, valid qualitatively, consistent by duty, suitable in terms of timing and carefully considered in terms of economy (Akgün and Kavuncubaşı, 2001:72-94).

Human Resource Planning is considered one of the basics that affects productivity thereby the profitability. This planning process not only have a role of staff reductions but also actualise the production process enabling proper personel selection and staffing for nature of business (Aytaç et.al, 2006:69-73).

The main difficulty in human resource planning lies behind the reason that the thing will be planned is about human being. In other words human resource is very difficult to be measured, inhomogenous production input with its physical, psychological and social qualities (Reference, 1996: 3-8).

According to this approach human resource planning is; the whole studies of placing the best-qualified staff who will contribute the general planning purposes of the business for the best fit positions, preparing them to the new job through in-service-training, evaluating success with a good evaluation method (Kozak, 1999: 3-4).

Human resource planners also try to estimate the resultant enlargements and constrictions on technological changes and activities which can influence the organization. According to such analyses; plans are also performed to change the positions of employees as well as staff procurement and recruitment, dismissal or retrench and re-educate the available staff. On the other hand human resource planning must be connected with extensive strategic planning in an organization due to emphasis on organizational needs. Human resource planning is a part of organizational planning process. Therefore human resource planning has a vital significance. Researches and hypothesis constitute human resource management mainly contain way of thinking and approaches special to USA ambience. Accordingly the idea is defended that the organizations may act according to the requirements of strategic purposes while settling on practices related to human resource, they may create a competitive advantage with human resource management practices harmonized with organization strategy. This notion envisions the organizations as actors that have the volition of rational choice so as to maximize economical profit and puts the borders of mentioned volition on the back burner (Numbers, 1998: 63).

## 2. THEORETICAL FRAMEWORK IN HUMAN RESOURCE PLANNING

Although the idea of Human resource planning began to be dealt since the beginning of 20<sup>th</sup> century in essence it had started to take place among the traditional personnel management subjects by 1960s. It is expressed that it started to be used in Public Institutions commonly since mid of 1970s. Although having been new this much a great deal of methods and approaches about human resource planning have been carried out. Among the leading reasons of this situation can be assumed as increasing the importance given on human resource by organizations gradually and labor force becomes to be evaluated not a cost element but as a source (Aytaç et.al, 2006: 69-73).

The necessity of human resource planning is not a self-induced matter of fact. It improves, as a problem with influences of various corequisites, needs, factors and contribution of changes on these in progress of time, gathers and planning becomes a necessity. There is no mechanic connection between human resource and its fit factors. (Acar, 2002: 63-78).

Human resource planning is considered as a method that has common points and even strike a balance in terms of determining manpower potential named human resource, training through educational planning and providing employment opportunity in intended areas. Retroactive and prudential predictions lie behind each planning process aimed at human resource. (Acar, 2002: 63-78).

At the improvement plans performed in our country manpower expressed as human resource is planned at the macro level. In the five year plans predictions are performed according to the international comparison way almost for all occupational groups. But, there have been serious suspicions whether five year plans achieved their objectives. The plans performed by any political power faced with the situation of applying by another political power due to government change can be assumed one of the leading causes. As a consequence of this, the same failure appears on the subjects of human resource planning and educational planning which is performed predicated on these plans. Achievement of planning studies partly depends on the success level of

the relation among five year planning, educational planning and five year human resource development planning. Not having such kind of relation can be seen another cause of failure (Aytaç et.al, 2006:69-73).

In that case plannings; have to be based on a plot certainly, the source of the plot it based on may be improved by research data, start and end have to be determined, measurement and evaluation criterias must be valid, it must involve the flexible plans which contain the changes according to unexpected situations (Ekenci and İmamoğlu 2002:119-132).

Although having such restrictions, human resource planning in organization has a place in terms of using its resources levelly as well as the future of the organization. Since Human resource planning contains a long term, falling into senior officials' area of responsibility mostly as required qualities, it reveals that human resource plannings have to be in progress in the form of strategic planning mandatorily. Otherwise, we can say that expectations from the human resource planning will not come true. (Aytaç et. al., 2006: 69-73).

Considering that the developing countries a general subemployed matter at the macro level and population growth rate are realized. As for the profile of labor force it reflects the shortage of skilled staff and superfluity of unskilled labor. At such kind of countries' business human resource planning is mostly pursued directed to developing skilled labor and being employed (Reference, 1996: 3-8).

It is natural that validity of these assumptions will necessitate the obligation of stability of occasion which will be the subject for planning first of all. The occasion which has to be stable from the point of human resource planning will be social and economic environment (Acar, 2002:63-78).

As for developing countries, the major issue at human resource planning lies behind the difficulty of harmonise to quick change economic, political and social facts for business organizations. Since the labor force is generally high quality, will pose challenge at meeting requirements for unskilled labor. Besides, individual of developing countries which have actualized the fact of welfare society no longer works at any business he could find running after meeting low-level requirements like physiological, confidence etc., he prefers self fulfilling business types considering his own high-level needs. Moreover, modern man has stopped to demand routine and monotonous business which are the parts of today's technology in terms of protecting own psychological health (Reference, 1996: 3-8). In this context, with economical purposes, social and humane namely psychological purposes have to be run together (Serarslan, 2005:30-51).

In the position of reducing the qualitative characteristics of labor force which have been trying to be determined into microlevel in the sense of individuals of developed and ever-developing countries, in other words considering in terms of business economics, it will shortly be seen above that, they form considerable problems in point of human resource planning (Reference, 1996:3-8). Because, human resource planning which takes part in the staffing process and thought as a complementary part of general business plans is a significant function of human resource and management of these (Bingöl, 1998:121-123).

We have already indicated that the subject of human resource planning both at theory and at application have gained importance in recent years. As the history is such recent it is natural being open to various comprehensions and comments in terms of meaning and content of human resource planning concept. Thus, formation is also performed in this direction. Whomever theorists or pragmatists, everybody deals with the matter have tried to give meaning concept to the subject in accordance with their own knowledge and experiences (Reference, 1996:3-8).

### **3. HUMAN RESOURCE PLANNING PRACTICES**

The forcefulness of human resource management in competitive environment with globalization is connected to be managed strategically. Human resource management has to improve the strategic practices that support the competitive strategies determined by the business. With this aspect human resource management practices can be said to be in interaction with competitive strategy and support this strategy by various practices. This condition brings human resource management into the forefront in the process of strategic management. Due to this feature, practices of human resource management are considered as a significant competition weapon. Therefore human resource management and managers nowadays settle in the strategic position (Akdemir, 2008:87).

Human Resource Planning: To say the least of it, planning is the resolution process which will help any organization to reach its expectations. Planning is to decide what to be done in advance. In other words, it expresses to determine what, where, how, when, why and by whom will the things be done (Serarslan, 2005:30-51). It is possible to gather the definitions about human resource planning or labor planning into two groups.

The first group of these is to regard human resource planning as organizational planning. According to this approach, planning works in the business start with showing the position of the organization chart primarily. Organization chart shows the distribution of power and responsibilities in the organization and who works in which position. When an ideal organizational chart is prepared rewardingly, not only shows the position of staff but also displays the contingency of staff alteration. The second one is the approach that examines the human resource planning with macro state. The labor planning in this sense, determines the operating power of a country from the point of qualities and quantities. Manpower policies of a country besides include preparing programmes related to human resource developing.

Reasons that direct the organizations to human resource planning can be listed as:

- ✓ Technologic and environmental ,
- ✓ Requirement of administrative officers,
- ✓ Attitude and behaviours of administrators,
- ✓ To determine number of staff by available data,
- ✓ To determine essential assignment number,
- ✓ To benefit from employees' talents ideally,
- ✓ To integrate the individual and organizational purposes,
- ✓ To determine which resources the staff will benefit from (Kozak, 1999:3-4).

According to another definition human resource planning provides the labour of the organization work in a proper order in terms of quality and quantity. Manpower resource planning that forms the first stage of staffing function can be defined as an attempt aimed at to estimate how many and how quality labor will be needed in the future and what degree it will be supplied possibly to realize the purposes of the organization and plans and programmes created in the direction of these purposes. In the sense of these definitions, human resource planning contains:

- ✓ To determine the skill level in the organization,
- ✓ The vision about current and expected cease of employments through retirement, removal, transfer, promotion, leaving due to sickness, lack of continuity or any other reasons (Bingöl, 1998:121-123)..

It is possible to increase the number of these definitions. But, no matter how increased the number, it is not possible to reach a fully common definition. In respect to this, instead of giving new definitions we can determine the factors that to be accepted in definition of human resource planning necessarily. Accordingly it is possible to list the common features of human resource planning definitions thus and so:

- ✓ Human resource planning is directly related to human resource of the organization.
- ✓ Human resource planning requires inventory conduct of organization's man power potential.
- ✓ Human resource planning contains the subjects like labor demand, labour requirement, staff information system, employee training and evaluation of the results obtained.
- ✓ Human resource planning is a process that requires predictions.
- ✓ Since human resource planning involves a long term and concerns the functions which take place in the content of senior management, it is necessary to be performed as strategic planning. (Aytaç et. al., 2006: 69-73).

Again Human resource planning is whole activities of determining the staff quality and quantity will be needed in the future in advance and confirming how and to what extent these needs will be supplied (Sabuncuoğlu, 2000:68).

The Objective of Human Resource Planning : certain predictions plans have to be made to get rid of inconveniences which have been caused by last minute personnel recruitments and not keeping less or more employers in the business owing to the cost element. Unless it is practiced, production may go wrong and customer orders may not be carried out on time. Besides, especially if redundant number of staff is employed, labor costs rise out and concealed unemployment may come in to question. In this respect the predictions and plans will provide the proper quantity and quality number of labor to work in an environment that will realize

business purposes of the organization at a given time and place. This is one of the main objectives of human resource planning.

The second objective of human resource planning is to supply using the knowledge, abilities and talents of employees who keep working ideally. In other words the objective is to provide to utilize the human resource of the organization beneficially and influentially (Bingöl, 1998:121-123)..

Reasons of Human Resource Planning: In early days it had been supposed that should the need arise personnel could be recruited. For these reasons organizations did not deal with personnel planning intensely. No doubt that this approach can be valid for the organizations which do not place at a small, complicated environment and do not need gifted and talented staff.

But the organizations that have great, complicated and stunt occupations need arrangements in this sense to be successful and continue existence (Akgün and Kavuncubaşı, 2001:72-94)..

The reasons canalize the organizations to establish a systematic personnel planning are;

- ✓ Future Personnel requirement: Personnel planning reveals future personnel requirement by the organization definitively.
- ✓ Realize the Change: Personnel planning enable organization's adaptation to environmental changes like changing market, competition technology. Likewise such kind of environmental changes influence the content, skill level and staff numbers in the organization
- ✓ Staffing Well Informed and Talented Personnel: Significance at the personnel combination is canalizing towards executive and professionalized staff. Searching out and development takes ages since the number of such personnel is usually limited.
- ✓ Strategic Planning: Modern organizations deal with strategic planning. Personnel planning is also a part of strategic planning.
- ✓ Being Basis for Personnel Planning: Personnel planning provides the necessary rudiments to purpose and carries out the major personnel management functions as staffing, selection and transferring (Akgün and Kavuncubaşı, 2001:72-94).

Apart from these we can list the reasons of human resource planning like this;

- ✓ Internal changes and limitations in human resource,
- ✓ Training and improvement of present labors,
- ✓ Announcing the vacant positions on time,
- ✓ New personnel procurement staffing,
- ✓ Comply with the rapidly changing conditions in society,
- ✓ Respond to technological innovations and market conditions,
- ✓ Go by the Legal reforms, rules of law and even judicial decisions (Bingöl, 1998:121-123).

#### **4. HR PLANNING IN HOTEL MANAGEMENT**

In words of one syllable, planning is the resolution process that will enable to reach the objectives and expectations of an organization (Şener, 2001:160).

Planning is the process of determining the objectives and activities essential to obtain these objectives. In other words planning expresses what, where, how, when, why and by whom the things will be performed.

Further increasing for these definitions is possible. But as well as the definitions are various, some common traits are also considered. These are:

Plans are prudential activities.

Planning is a decision making process.

Planning is purposeful and it is also studies of finding out the most appropriate method and tools (Aykaç, 1999:62).



Planning is extremely important and determinant process in human resource management as well as in all activities. The activities which have not been realized in accordance with a plan and program are known to be irrelevant and never help to reach the objectives mostly. Human resource selection which determines organization's destiny, employment, orientation, performing successful studies in the institution are considerably depend on the success of planning on this subject (Fındıkçı, 1999:123).

Human Resource Planning (HRP) on the other hand in words of one syllable is estimation of prudential labor force offer and demand in a business systematically. Through the instrument of this function, determining future labor force needs in terms of quality and quantity can be possible and whole Human Resource Planning functions can be planned and carried out more salubriously.

According to another definition, HRP is an attempt for realizing the plans and programs formed to perform the objections of the business as a whole, determining to forecast how quantity and quality labourforce will be needed in the future and to what degree this demand will be supplied. From this aspect, HRP contains the forecasting related to present or expected discharge of staff and enlargement or reduction on one hand about specifying the skill level in the organization, on the other hand, retirement, firing, transferring, discontinuance or other reasons (Seymen, 2001:5-6).

Confirming the necessary and sufficient manpower requirement for the organization and how to be benefitted from that previously constitute the first and the most important condition of success in HRP. At this point HRP comes into prominence in business. HRP fundamentally contains the functions of forecasting human resource quantity and quality the organization will need in the future, how to supply them and balance the HR offer and demand.

Planning human resource enables staffing the the right person at the right time from he point of whole organization personnel. Existence of higher up turnover rate of labor, increasing necessity of qualified employee due to prominent of quality and impressionability of employment by socio-economic development quickly increase the significiance of an effective HRP in Hospitality industry and consequently in hotel management (Paksoy, 1998:64).

HRP is one of the major elements which influence and determine the productivity and also profitability from the point of Hotel Managements. Because HRP not only acts as cost decreasing in terms of staff number but also be effective on through supplying better service to clients enabling the best personnel selection and staffing. This matter of fact means a productive labor force and a profitable business in terms of hotel business (Reference, 1990:7).

Hotel Businesses have to perform a good HRP before getting to other Human Resource Management functions. Because unless knowing how many and how quality labor is needed, it is not possible to carry out the functions of HRM. Considering these factors, the significance of HRP can be summarized as the following:

- ✓ HRP forms a basis for creating and sustaining an efficient laborpower.
- ✓ This function of HRM provides opportunity of controlling labor force costs, increasing productivity of staff and besides productivity of business.
- ✓ Moreover, HRP contributes the organization to reach short and long term strategic objectives.
- ✓ However, HRP can be said to contain these topics:
- ✓ Evaluating the rendement supplied to business by hotel personnel and determining present troubles and necessities.
- ✓ Project designing of staff number that whole departments of the hotel needs and designing prospective human resource via determining the qualities for each business.
- ✓ Preparing essential education and training programs in order to provide preferred quality in human resource.

Since it is the fundamental that giving the potential qualified service in the hotel business optimally availing from labour power economically and socially, the current labor force have to get satisfactory and sufficient training. Training quantity requested of personnel is performed with HRP. HRP is researching human resource, supplying, improving and maintaining the availability. To reach the requested objectives human have to be kept in requested time, number and quality.

It can be said that preparing a HRP has two main goals. The first of them is related to employing less or more staff than enough. Provided that the business understaffs things may go wrong and causes to provide a bad service to clients in the hotel business where the personnel-client relations go intensively. For instance in a busy check in- check out day in the position of not being ready of the rooms owing to the lack of housekeeping personnel, keeping the tired client at the reception desk for a long time will reflect on the client as a negative service and this negative event he met from one day will influence his following days of holiday. Overemployment will increase the staff expenses which form the highest cost of a business. The second objective of HRP is to benefit from knowledge and skills of attendant labor in the business thus to supply the productivity and profitability of the business.

One of the most significant topics increase the importance of HRP in hotel businesses is determining the existing labor requirement. In service areas where the factor of human services by human is on the boil as in the hotel businesses, to determine a good few and qualified personnel requirement will only be possible with a suitable HRP.

Another topic to be indicated at this point is that; besides the existing personnel requirement of an organization it is also about the retaining the expectant personnel requirement. In time, the scope of the business may enlarge or current employees may quit the job with the reasons just as death, retirement, resignation, job change etc. As the planning studies being prepared, historical data must be benefitted and suitability to potential improvements has to be provided, and so this is under the responsibility of HRP in the organization.

Planning of Human resource requirements the business needs is; to predetermine the future works in terms of quality and quantity previously and then going through these values to determine numerically the labour force that have specific objectivity to perform mentioned business.

In the process of HRP the prediction of personnel requirement may be possible under the favor of "Delphi", "occupational standards", "time series", "regression analysis" and "simulation" methods, labor force rate of turnover and discontinuance calculations.

As well as methods above have been utilized to determine human resource requirement in hotel businesses, the expected number of tourists and current capacity of the institution to satisfy the demand rise as more extensive criterion. For the purpose of determining human resource requirement in hotel businesses, one of the most conventional techniques is the rate of personnel per room and bed.

## 5. CONCLUSION

Since the hotel businesses take place in the service business, it further increases the significance of human factor in these managements further. Because; when people arrive at the hotel, they have been welcomed by hotel personnel, their check in have been performed by front office clerks, their rooms have been cleaned by chambermaids, their food have been prepared by chefs, their have been serviced by service personnel and whole requirements have been supplied by hotel staff.

Therefore the success of hotel managements is based on having a qualified labor force as well as having a good economic conditions and physical structure. Because labor power work in the business is the matter that adds meaning to both financial and physical structure and adds value them.

Being such important for man power in hotel managements necessitated another unit in this area. This circumstance in hotel managements is under the responsibility of personnel management and in recent years it has been observed that personnel management gives way to Human Resource Management.

Human Resource Management has a mentality that; develops the staff, motivates, positions the right personnel at the right place, protects the rights of labor and needs of organization together. As well as assimilating the mentality of human resource management and putting it into practice enable the hotel businesses to work effectively productively, it also will supply to achieve the objectives easier.

The continuous changes in claims and requests of travelers and expectations of getting qualified service where they go require the hotel businesses to accommodate to these changing client requirements in the quickest way. Maintaining existence of hotel managements as a service industry depends on the success on customer satisfaction. In the matter of more customer traction the key factor that determines the difference in the competition among the hotel businesses, will be the service they provide. Whereas the organizations which offer more qualified service achieve the condition of the most wanted and hosting more customers, the organizations which can not manage this will be face with the danger of extinction.

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