DEVELOPING KPIs AS EVALUATION OF THE QUALITY OF THE STAFF OF THE HOTEL ENTERPRISE

Shadskaia I G ¹ and Kozlova N A ²
¹PhD, associate professor, Russian State Social University, Moscow, Russia
²PhD, teacher of the Russian New University, Moscow, Russia

E-mail: ishaskaya@mail.ru

Abstract. Working with key performance indicators gives the hotel an opportunity to evaluate the implementation of your strategy. KPIs allow to monitor work activity of staff, departments and enterprises as a whole.

Key words: staff, efficiency, hotel

Today the KPI system is no longer something new and unknown and is gradually being introduced into the practical activities of companies in various industries. KPI (Key Performance Indicator) is a system of indicators of success in a particular activity or in achieving certain goals. It can be said that KPI is a quantifiable measure of performance and actual results achieved. The most famous KPI achieved in the development and implementation of the system of motivation of the personnel of the organization. Although today we can say that it can be used and prove its effectiveness in the process of managing multiple processes in the HR system.

Competent management of the hotel business implies the existence of a strategy. Key performance indicators KPI-a performance indicators of the company, which just contribute to the hotel in achieving strategic and tactical goals. Working with key performance indicators enables the hotel to evaluate the implementation of its strategy. KPI allows you to monitor the work activity of personnel, departments and the enterprise as a whole.

For modern companies in the hospitality industry in a competitive market developed a system of key indicators for different categories of personnel can be used in the recruitment, evaluation, certification, training, remuneration and motivation, work with the personnel reserve, career advancement, etc.

We have developed draft KPIs for a hotel company. A distinctive feature of hotels can be called that in the structure of the staff there are several levels of management (from the General Manager to the chiefs of shifts) and a wide range of positions (from the General Director to the maid). This diversity requires a clear definition of indicators that measure the contribution of each staff member and the level of achievement of goals and targets.

Table 1 shows the matrix of the hotel sales Manager.

| Purpose                                      | KPI                                                                 | Portion,% | Unit of measurement | Plan | Fact | Index | Result, % |
|----------------------------------------------|---------------------------------------------------------------------|-----------|---------------------|------|------|-------|-----------|
| Execute sales budget of the license plate    | The percentage of budget execution                                  | 40        | %                   | 100  | 120  | 1,2   | 40%       |
| Fund                                         |                                                                    |           |                     |      |      |       |           |
| Fulfill the sales plan of weekend gift       | The number of sold certificates                                     | 10        | number              | 10   | 2    | 0,2   | 2%        |
| certificates at the hotel to corporate clients |                                                                    |           |                     |      |      |       |           |
| To reduce the cost of booking.com           | The sum of the reduced costs booking.com                           | 30        | ruble               | 100000 | 60000 | 0,6   | 18%       |
| Increase the number of meetings with         | The number of meetings held                                         | 20        | meetings            | 30   | 40   | 1,3   | 20%       |
| partners and customers                      |                                                                    |           |                     |      |      |       |           |
| Grand Total                                  |                                                                    |           |                     |      |      |       | 80%       |

Table 1. The KPI matrix positions «Sales Department Manager» of a hotel
Explanations given matrix KPI:
The total weight of all the KPIs is 100%. You need to distribute on the significance percentage for each KPI.
The implementation rate of the plan is calculated on the basis of the ratio of the actual and planned values of indicators.
It is now necessary to relate the rate of implementation of the plan-to-weight of a factor, and learn how he changed after the evaluation of the KPI. In case of positive indicators: Weight % = coeff. 1 (one) or more (the result is a set percentage initially). If the coefficient is less than one, the total weight % is calculated.
An example from the matrix:
Weight KPI-the number of gift certificates sold is equal to 10% of the total weight.
The Manager of sales Department didn't execute the delivered plan – instead of the put 10 certificates sold 2. The coefficient of this KPI was 0.2.
We will find out the final weight of this KPI after its evaluation. It is 2%. I.e., the Manager did not fully fulfill the plan, thus reducing the weight of the KPI c 10% to 2%. At the end, it is necessary to summarize the values of the “Total %” column for all KPIs and find out the percentage of the Manager's performance goals.
From this matrix for the sales Manager, you can see that the employee fulfilled the plan by 80% of the required 100%.
How to bind total % KPI to the award Manager? For example, the monthly premium sales Manager – 10,000 rubles., % of the plan on the Matrix KPI – 80%. It is necessary to correlate the indicators proportionally, so that the amount of the award to the Manager will be 8000 rubles. Another option-a premium of 10000 rubles. issued in the case of KPI more than 60 or 80%, and does not change based on the percentage as in the first case (always static). That is, the Manager either receives the award or does not receive it at all [1].

In Moscow today, most hotel companies in a particular hotel chain (e.g., Holiday Inn, Marriott, Hilton, Radisson). The use of modern Western technologies and methods in personnel management becomes necessary. This is also due to the fact that the hotel must meet the high standards of service that are developed in foreign head offices. Consequently, hiring and continuing to work with staff who can meet these high standards is a key indicator of the efficiency of the entire enterprise. To achieve this, it is possible to apply the proposed KPI system.

References
[1] Zhukova S S 2017 «Evaluation and motivation of personnel as important areas of HR management at a hotel enterprise», Economic research and development. Scientific - research electronic journal 3, pp. 74-78. Russia

Information about authors:
Shadskaia Irina Gennadevna, PhD, associate professor of the Department of personnel management and personnel policy of the Russian State Social University, 4, build 1, W. Pieck, Moscow, 129226, Russia. E-mail: ishadskaya@mail.ru
Kozlova Natalia Anatolievna, PhD, teacher of the Russian New University, 22, Radio, Moscow, 105005, Russia. E-mail: zubkovatalja@mail.ru