

# CAREER OF RUSSIAN PERSONNEL IN INTERNATIONAL COMPANIES OF HOSPITALITY INDUSTRY

**Irina Vinogradova**  
National Research University

**ABSTRACT: Background and problem addressed:** Background consists of work and researches of Russian and international authors, dedicated to revealing of career development factors. But there is no synergy between models of career which were suggested by foreign authors and the specific of Russian personnel work in international hospitality companies – it causes topicality in our research. The **Objective** of the research is to reveal factors which influencing on Russian personnel career development in international companies of hospitality industry (for example, at the «Holiday Inn Suschevsky Hotel», Moscow). **Methodology:** were used qualitative methods: documents analysis and deep semi-structured interview with experts – managers and supervisors at «Holiday Inn Suschevsky Hotel». **Results:** As a result of our research we revealed groups of factors which influenced on career development of managers and supervisors at «Holiday Inn Suschevsky Hotel»: individual qualities and competencies, organizational factors of career development. Amongst the most important factors we highlighted: experience in hospitality industry, passing different trainings, communication and climate in the collective. These results are pilot. We plan to continue our research with a bigger sample. **Keywords:** career, career development, factors of career development, models of career.

## PROBLEM AND TOPICALITY

260 million people work in hospitality industry worldwide. This is 8,9% of all the workplaces in the world (WTTC, 2012). This is an attractive and rapidly growing sector of economy, which can provide a lot of workplaces (Baum, Nickson, 1998). There is a specific particularity in this economy sector that follows internal tendencies (in hospitality industry) and external circumstances of the labor market in spite of high level potential of this sector of economy.

Career of an employee is characterized as temporary. In this way Deery (2002) points out that hospitality sector has a high rate of staff turnover.

That is why it is necessary to learn the factors of career development. It is necessary to understand how personnel develops,

---

**Irina Vinogradova** is Master student in the Higher School of Economics at the National Research University. Email: irinavinogradova1909@gmail.com

which qualities and competencies are important for that. If we understand this mechanism of staff developing in a company, we would be able to use it as an instrument of motivation and personnel's loyalty, effective staff managing. If we learn the model of career development we can set up the necessary and principal emphasis in personnel's managing. The question about career and career development is widely studied by scientists worldwide. In international studies there were built several approaches about career development:

- normative-qualitative model of career development (includes innate personal characteristics and external – social-economics factors). The followers are: Dearing (1997), McCall & Hollenbeck (2002), Drucker (2004), Eby et. al. (2003), Samson (2005);
- one-dimensional model of career development focuses on the only one factor that influences career development. The authors that share this approach are: Donnell & Hall (1980), Simpson & Altman (2000), Burke & Collins (2001);
- multiple model is a function of several factors that influence career development. The followers of this approach are: Ruddy (1995), Melamed (1996), Patton & McMahon (1999), Seibert et. al. (2001), Garavan et. al. (2006).

In Russian science and practice the career question was studied rather widely. Effendiev et al. (2011) studied manager's model of career development in Russian business organizations. Career as an effective management instrument was studied by Starobinsky (1995), Egorshin (2007), Grachev (1993). Within the frame of hospitality industry there was a study about building personnel development by Selukov & Rogova (2012). But the question about career development of personnel in hospitality industry within the Russian frame is studied rather poor. That is why the subject of my scientific interest is to reveal the factors of career development in the hospitality industry in Russia. I chose the hotel "Holiday Inn Moscow Sushevsky" as an object of my research. Additionally, there is no synergy between models of career which were suggested by foreign authors and the specific features of Russian personnel work in hospitality companies. These several points form the topicality matter in my research.

In that way the theme about career of Russian personnel in hospitality companies can be useful in several directions: building quality system of personnel's development, forming staff's loyalty to the company, constructing typical schemas and individual models of career.

## SCIENTIFIC FIELD OF THE RESEARCH, AIM AND TASKS

Scientific field of the research: factors influencing career development of personnel in hospitality industry.

Object of the research: managers and supervisors of the international hotel “Holiday Inn Suschevsky” in Moscow (Russia).

The aim of the research: to reveal factors that influence the career development of managers and supervisors in the hotel “Holiday Inn Suschevsky”.

To achieve the aim of the research we formed the following tasks:

- to analyze the theoretical background of career managing and career development;
- to reveal groups of factors which influence career development;
- to design tools (guide interview) for doing research in the hotel “Holiday Inn Suschevsky”;
- to analyze documents that regulate the development system and personnel career management in “Holiday Inn Suschevsky”;
- to interview managers and supervisors in the hotel “Holiday Inn Suschevsky” (optionally);
- to reveal the factors of personnel career development in the hotel “Holiday Inn Suschevsky”;
- to make recommendations about points which are necessary for career developing in hospitality industry in Russia (to make a list of factors, time frames).

### *Theoretical factors of career development*

After analyzing scientific background we systematized the factors of career development into several groups:

- social-demographic factors (such as age, gender, marital status) (Judge et al., 1995);
- subjective (individual and personal), which we divided into innate (interests, talent, values, addiction to innovation and risk and etc.) and obtained skills and competencies (experience, professional skills) (Patton & McMahon, 1999);
- motivational factors (interest to industry) (Ayres, 2006);
- factors of the environment: micro-level (the size of a hotel, level of stars (estimation of a hotel), development programs of a hotel (Garavan et al., 2006), macro-level (geographical location, political situation, historical background, labor market, societal (cultural environment, economic environment, ethnic environment, social changes) (Ruddy, 1995).

It is necessary to point out that such type of the factor classification isn't strict, because the same factors we can relate to different groups

(Whitelaw, 2010). Such tendency is observed in different models of career and their critical reviews. The factors of career development: social-demographic, subjective (personal), factors on environmental level have complex function. This complex function influences career development. We should point out that the notion of career and career development has a double nature: objective (from the point of view of factors of career development) and subjective (from the point of view of employee's personal attitude to career development and professional activity).

The revealed factors of career development from different career models would be the basis for the synergy with the information from the personnel interviews at "Holiday Inn Suschevsky", analysis of documents and regulations of the hotel staff.

## METHODOLOGY

To research the factors of career development is important for the hotel in different ways: employee's motivation (for example, for improving service quality), staff turnover reduction, increasing personnel loyalty. If an employee has a well-defined picture of career development in the hotel, knows the qualities and competences, it will be easier for the staff to understand their prospects in the hotel.

The respondents of the research are the managers of the departments (including the Human Resources department) and supervisors. This category of the personnel is the most interesting in the terms of career development (factors of career development). There are some reasons for that: they have enough experience in the service sector and hospitality business. Being experts in this field they can define important qualities and competencies that are necessary for developing in hospitality industry.

By adopting theoretical models of career, which include a set of characteristics for career developing, and adding the model by the specific factors from the hospitality business, we could get qualities and competencies that a manager should have for career development in hospitality industry.

In our research we used qualitative methods: document analysis and the deep semi-structured interview.

The research consists of two stages.

The logic of the first stage was to analyze the hotel documents ("Holiday Inn Suschevsky") that include information about personnel estimation, benefits, the information that is necessary to learn how to raise competencies in different fields of work, the philosophy the hotel is following.

There were analyzed regulations and documents: staff provision, the system of staff estimation, the system that relates to personnel results of work, training programs, benefit programs, apprenticeship

programs for the new staff. This information was used for conducting the second stage of our research – the deep semi-structured interview.

Ten managers of the departments and supervisors participated in the interview. It's 30% of all the managing staff of the hotel "Holiday Inn Suschevsky". Their work experience in hospitality industry was minimum three years, at least one year in the hotel "Holiday Inn Suschevsky".

For the interview the special guide (list of questions) was made, which includes questions about: what helped the respondents' career development in the hotel "Holiday Inn Suschevsky": personal qualities (initiative, hard work, activity), education (specialized or not specialized), experience (in the hotels of the Interstate chain, other hotels), the help of other people in the respondents' development, corporate programs that provide better education and qualification.

The methods of quality information processing: classification, analysis of the most typical and exceptional cases.

## RESULTS

As a result of our research we got several factors of career development (the background is theoretical and empirical): individual qualities and competencies, organizational factors of career development.

We can divide the individual factors of personnel career development in the hotel "Holiday Inn Suschevsky" into two groups: innate and acquired. These qualities are described more deeply in Table 1.

**Table 1. Employee's individual qualities and competencies of career development in the hotel "Holiday Inn Suschevsky"**

Innate	Acquired
<ul style="list-style-type: none"> <li>• To be friendly</li> <li>• Responsibility</li> <li>• Mutual</li> <li>• Mutual aid and assistance to colleagues</li> <li>• Goodwill</li> <li>• Love for people</li> <li>• Courtesy</li> <li>• Resistance to stress</li> <li>• Willing to learn</li> <li>• Communication skills</li> <li>• A good memory for faces and information</li> <li>• Attentiveness</li> <li>• Communication activity</li> <li>• Willingness to work</li> <li>• Self-confidence</li> <li>• Discipline</li> <li>• Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and education (the education specialization does not influence career development)</li> <li>• Experience</li> <li>• Ability to work in a team, communication not only about professional topics</li> <li>• A clear understanding of one's responsibilities</li> <li>• Responsibility</li> <li>• Resistance to stress</li> <li>• Ability to solve problems, the skill and ability to work with "problem guests"</li> <li>• Personification</li> <li>• Customer focus, empathy</li> <li>• Qualitative performance of one's work</li> <li>• Competent speech</li> <li>• Courage to make decisions in the frames of competence</li> </ul>



*(cont.)*

Innate	Acquired
<ul style="list-style-type: none"> <li>• Diligence</li> <li>• Openness and willingness to help</li> <li>• The ability of quickly responding to different circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to take responsibility</li> <li>• Ability to set priorities in the workload and work content (it is especially important at the management level in hospitality industry to take into account such characteristic as seasonality)</li> </ul>

Some qualities such as responsibility, resistance to stress and the ability of quickly responding to different circumstances can be related to both groups as such qualities could be innate for a person or learned through professional activity. Trainings can be considered organizational factors of personnel's career development in "Holiday Inn Sushevsky" – trainings. There are different types of trainings from the organizational point of view:

- Inside the department. Most of all such trainings are done by the supervisor of the department. The main aim is to teach the personnel the specific points of the work in the department, to get professional skills.
- Trainings inside the hotel. Such trainings are done by the human resources department or the general manager of the hotel. The main aim of such type of trainings is to teach the personnel the standards in the hotel chain.
- Cross – trainings between different hotels of the same chain. The main aim of such trainings is the personnel exchange of experience, showing the high level of work.

From the staff point of view there are:

- • trainings for the line personnel;
- • trainings for the managers: top-management and operational management.

Trainings for the top-management are done by a managing company IHG (Intercontinental Hotel Group), the goal is to teach the top managers the new philosophy of the brand, how to follow this philosophy and to implement new rules, for example. After that top-management teaches operational management about new rules and principles in the hotel. Then operational management implements new knowledge on the department level.

There are a lot of benefits from trainings:

1. Personal development of an employee.
2. Professional development of an employee.
3. The growth of the service quality in the hotel – organizational benefit.

A manager of the Human Resources department pointed out the important qualities that should the personnel have:

- responsibility;
- knowledge of legislation;
- communication skills, ability to manage staff in the right way;
- ability to work with a large amount of documentation;
- knowing operational processes in the hotel (from carrying a tray to spreading part of work between the staff);
- experience in the hospitality sector and the service sector of economy.

The management in the hotel “Holiday Inn Sushevsky” pays a lot of attention to the personnel career development. We revealed from documents in the Human Resources department that there are:

- the system that publicizes the results of the hotel work in general and of the best employee;
- the personnel estimation system;
- the benefit programs that motivate staff for professional growth and increasing the service quality.

We could concretize the factors of career development from the theoretical background by the specific points of the hotel “Holiday Inn Sushevsky”.

Having interviewed the managers and supervisors, we could point out factors of career development that play an important role within the frames of staff career development in the hotel. There are:

- experience in hospitality industry;
- passing different trainings;
- communication and climate in the team.

The team plays the most important role in the employees’ career development. All the respondents pointed out the role of the team in their career development:

1. Openness of the managers to the staff: exchange of experience, the personnel aren’t afraid to come to the manager and ask questions. In this way there are fewer mistakes in the employees’ work, he/she accumulates positive work experience. It plays a good role in the staff development.
2. Communication is necessary not only inside the department, but generally in the whole organization. The manager of the engineering department in “Holiday Inn Sushevsky” pointed out that collective interaction of the whole hotel is very important. When the personnel of the hotel (in general) didn’t communicate – they didn’t understand the importance of work of every department, for that reason there was miscommunication between the staff, and as a result lower quality service was provided to the guest. When collective interaction was established in the whole hotel,

the employees from different departments communicated on a personal level: mutual respect appeared between different departments and their work, there was no miscommunication in carrying out official duties. We should take into account that a hotel is a “whole mechanism”, where failure of one of its parts would be the reason for failure in the functioning of the whole organization.

3. The team plays a huge role from the point of view of loyalty. If an employee is loyal to the organization, he/she has an opportunity to develop career. For example, the reception supervisor in “Holiday Inn Suschevsky” pointed out that she wouldn’t go to work in another hotel (even if the salary was higher), because for her the team that was formed in her department and in the whole hotel is very important.

To sum up, we can point out three main directions of the team role in career development of managers and supervisors in the hotels (on the example of the hotel “Holiday Inn Suschevsky”):

- Education and accumulating positive experience, increasing service quality. Colleagues’ openness in conducting experience and education.
- Intra-organizational communications (both inside the departments and in the whole organization). Increasing mutual understanding in the performance of duties and respect rising. In that way the quality of service is increasing too.
- Comfortable climate in the team, the so-called “collective-family”. The employees’ loyalty to organization is the result of this. Linking an employee with the organization on the emotional level. Development – in the organization.

In our research we pointed out climate in the team and trainings as the most important factor that influences career development. Such deduction we got from interviewing the managers and supervisors of the hotel “Holiday Inn Suschevsky”. These factors had the biggest reference among the respondents.

### *Limitations*

The limitation of the research: it was carried out only in one hotel – “Holiday Inn Moscow Suschevsky”. The sample is representational within the framework of the hotel “Holiday Inn Suschevsky”. The results of our research are pilot. That is why we cannot consider factors of career development for the whole personnel. The reason is that only one hotel was studied in our research and only one category of personnel. Moreover, factors of career development can differ. It depends on the hotel’s estimation (the level of stars, for example), the size of the hotel. We should take this factors into account in case of a larger study.



### *Opportunities*

The present research is useful for the hotel “Holiday Inn Moscow Suschevsky” in several directions:

1. From the personnel point of view: new staff will be more loyal if they know how they can develop in the hotel and what qualities and competences are required for that. The personnel who know about career prospects in the hotel will try to build career there, the staff turnover will be reduced, at the same time the motivation level for making the service better will increase.
2. From the Human Resources department point of view: knowing about the most important factors of career development will help to build the training system in right way. For example, if the climate in the team is necessary for career development and loyalty of the personnel, they should pay bigger attention to communication improvement between the personnel both inside one department and inside the whole hotel.
3. From the organizational point of view: the quality of service will increase, that is why a guest will be pleased with the hotel service (guests’ loyalty will increase), profit will grow. The main interest of stakeholders will be satisfied.

The present study is pilot. Our research is the basis for carrying out a bigger survey (with a sample of 30 – 50 people), in which managers and supervisors of the whole hotel chain operated by IHG would take part. The revealed factors of career development would help to build the future research design. The identified factors of career development will be indicators for making questions in the questionnaire. After analyzing this questionnaire we would be able to check the reliability of the revealed factors of career development by the quantitative method – the application of econometric apparatus.

The expected results from the future research would be the models of career development for Russian personnel in companies of hospitality industry. The model would include factors of career development revealed by the qualitative method and proved by the quantitative method (on a bigger sample).

### REFERENCES

Ayres, H. J. (2006). Career development in tourism and leisure: an exploratory study of the influence of mobility and mentoring. *Journal of Hospitality and Tourism Management*, 13(2).

Baum, T., Nickson, D. (1998). Teaching human resource management in hospitality and tourism: A critique. // *International Journal of Contemporary Hospitality Management*, 10(2), 75-79.

Burke, S., Collins, K.M. (2001). Gender differences in leadership styles and management skills. // *Women in Management Review*, 16(5), 244-256.

Dearing, R. (1997). *The National Enquiry into Higher Education (The Dearing Report)*.

Deery, M. (2002). Labour Turnover in International Hospitality and Tourism. In N. D'Annunzio-Green, G.A. Maxwell, S. Watson (Eds.), *Human Resource Management: International Perspectives in Hospitality and Tourism* (pp. 51-63). London: Continuum.

Donnell, S.M., Hall, J.A. (1980). Men and women as managers: A significant case of no significant difference. // *Organisation Dynamics*, 60-77.

Drucker, P.F. (2004). *The Fundamentals of Executive Success*. // *Harvard Business Review*, 42-43.

Eby, L., Butts, M., Lockwood, A. (2003). Predictors of Success in the Era of the Boundaryless Career. // *Journal of Organisational Behaviour*, 24, 689-703.

Efendiev, A.G., Balabanova, E.S., Sorokin, P.S. (2011). Models of career success in the Russian business leaders – organizations. // <http://publications.hse.ru/chapters/62173325>

Egorshin, A.P. (2007). *Labor organization of personnel*. - Nizhny Novgorod: NIMB.

Feldman, D.C., Ng, T.W.H. (2007). Careers: Mobility, Embeddedness and Success. // *Journal of Management*, 33(3), 350-377.

Garavan, T.N., O'Brien, F., O'Hanlon, D. (2006). Career advancement of hotel managers since graduation: a comparative study. // *Personnel Review*, 35(3), 252-280.

Grachev, M.V. (1993). *Superstaff: personnel management and international corporations*. - Moscow: Delo.

Judge, T.A., Cable, D.M., Bourdeau, J.W., Bretz, R.D. (1995). An empirical investigation of the predictors of executive career success. // *Personnel Psychology*, 48(3), 485-520.

Jung, C.G. (1971). *Psychological Types*. Princeton, NJ: Princeton University.

Kibanov, A.Y., Zakharov, D.K. (2002). *Organization of personnel management in the enterprise*. - M.: GAC.

McCall, M.W.J., Hollenbeck, G.P. (2002). *Developing Global Executives: the lessons of international experience*. Boston, MA: Harvard Business School Press.

Melamed, T. (1996). Career success: An assessment of a gender-specific model. // *Journal of Occupational and Organizational Psychology*, 69(3), 217-242.

Patton, W., McMahan, M. (1999). *Career Development and Systems Theory: A New Approach*. Pacific Grove, CA: Brooks/Cole Publishing Company.

Paulhus, D.L., Trapnell, P.D., Chen, D. (1999). Birth order effects on personality and achievement within families. //Psychological Science, 10(6), 482-488.

Ruddy, H.J. (1995). The Career Development of Hotel Managers: Towards a Model of Individual Career Planning and Management. University of Salford, Manchester.

Samson, R.W. (2005). Hyperjobs. //Futurist, 39(6), 41-46.

Seibert, S.E., Kraimer, M.L., Crant, J.M. (2001). What do Proactive People do? A Longitudinal Model Linking Proactive Personality and Career Success. //Personnel Psychology, 54, 845-874.

Selyukov, M.V., Rogova, A.V. (2012). Targeted staff development as a factor in the success of organizations in the hospitality industry. – <http://www.science-education.ru/pdf/2012/2/48.pdf>

Shekshnia, S.V. (2000). Personnel management of the modern organization. - Moscow: ZAO Business School Intel synthesis.

Simpson, R., Altman, Y. (2000). The time bounded glass ceiling and young women managers: career progress and career success - evidence from the UK. //Journal of European Industrial Training, 24, 9.

Spivack, S. (1997). A consensus model approach for assessing gaps between education system output and human resource demands in the tourism and hospitality sector to aid in the attainment of quality service goals, unpublished DPhil thesis, University of Buckingham.

Starobinsky, E.E. (1995). How to manage staff. - Moscow: JSC Business School Intel synthesis.

West, R. (1998). Learning for life, final report: Review of higher education financing and policy. Canberra: Commonwealth Department of Employment, Education, Training and Youth Affairs (DEETYA). London: Secretary of State for Education. United Kingdom.

Whitelaw, P. (2010). Re-conceptualising hospitality management: analysing and predicting career progression and success in hospitality, 71-98.

WTTC (2012). The industry has grown its total contribution to GDP by 3% and increased the number of jobs by five million to 260 million. – <http://www.wttc.org/>

*Submitted: 30th January 2014*

*Final version: 07th March 2014*

*Accepted: 28th March, 2014*

*Refereed anonymously*