



THE ACADEMY OF MANAGEMENT
AND ADMINISTRATION IN OPOLE

**NAUKOWE POGLĄDY NA STRUKTURALNĄ
REKONSTRUKCJĘ REGIONÓW**

**SCIENTIFIC VIEWS ON THE STRUCTURAL
RECONSTRUCTION OF THE REGIONS**

**НАУКОВІ ПОГЛЯДИ НА СТРУКТУРНУ
РЕКОНСТРУКЦІЮ РЕГІОНІВ**

**Akademia Nauk Stosowanych
Wyższa Szkoła Zarządzania i Administracji w Opolu**

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Monograph

Edited by Mykola Ohienko

Tadeusz Pokusa

Opole 2022

ISBN 978-83-66567-50-4

Scientific views on the structural reconstruction of the regions. Monograph. Opole: Academy of Applied Sciences Academy of Management and Administration in Opole, 2022; ISBN 978-83-66567-50-4; pp. 173 , illus., tabs., bibls.

Recommended for publication
by the Academic Council
of Academy of Applied Sciences
Academy of Management and Administration in Opole
(Protocol No. 7 of Desember 20, 2022)

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*Mykola Ohienko, Tadeusz Pokusa, Alona Ohienko, Kateryna Razumova,
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Publishing House:

Akademia Nauk Stosowanych
Wyższa Szkoła Zarządzania i Administracji w Opolu,
45-085 Polska, Opole, ul. Niedziałkowskiego 18 tel. 77
402-19-00/01

200 copies

Authors are responsible for content of the materials

ISBN 978-83-66567-50-4

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Part 1

**ACTUAL MANAGEMENT
PROBLEMS: BY TYPES OF
ACTIVITY**

**АКТУАЛЬНІ ПРОБЛЕМИ
УПРАВЛІННЯ: ЗА ВИДАМИ
ДІЯЛЬНОСТІ**

1.1. Innovative human resource management practices in the hospitality industry

The goal of every leader is to balance the interests of employees with the success of the organization, bringing everyone together around the most effective work. One thing is clear: "Successful employees are what will give organizations a competitive advantage in today's dynamic economic environment," says Satya Nadella, chairman and chief executive officer of Microsoft. The experience of employees to meet the needs of customers with modern digital technologies requires a new approach [1].

HR innovation is the introduction of new ideas, methods and technologies to better meet the ever-changing needs of the organization and its workforce. It is about anticipating future needs and circumstances, not simply about finding an answer to a changing current situation.

We will form the main innovative practices in the hospitality industry [2]:

- hospitality facilities are used as flexible offices;
- innovative contactless technologies in the hospitality industry.

Innovation in the hospitality industry deserves attention. After the acute phase of the pandemic, the hotel and restaurant business reacted in an innovative way, namely by introducing innovative contactless technologies related to the safety of guests.

Remote work has become commonplace for many employees. According to Microsoft's Work Trends Index, which surveyed 30,000 people from 31 countries, 73% of workers want their employers to continue to provide flexible remote work options [3]. This shift away from traditional ways and places of work is leading to the rise of telecommuting professionals and the remote work economy. But there are significant differences of opinion on the part of managers, 87% believe that employees are less productive with hybrid work, and only 12% agree with it (Fig.1) [4].

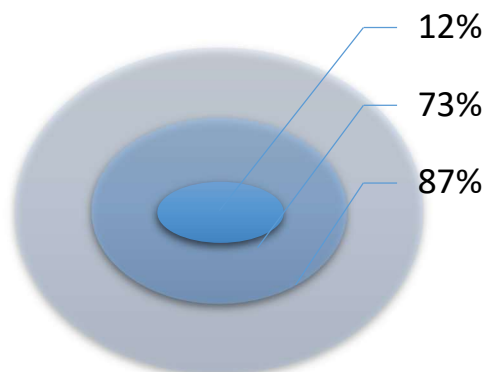


Fig.1. According to Microsoft's Work Trends Index

The role of hotels in "hybrid hospitality" is growing, that is, a "hybrid business model" of a combination of a hotel room and a workplace, a place of rest and business appeared. Hotel enterprise Zoku in Amsterdam became a pioneer of the "hybrid hospitality concept" (Fig.2) [5].

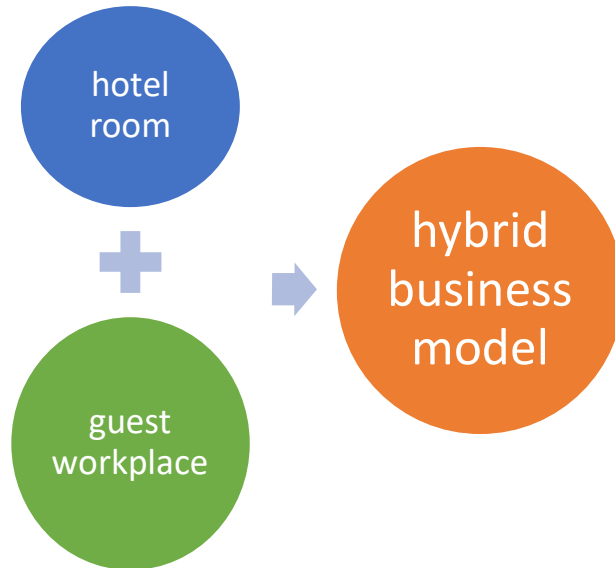


Fig.2. Hybrid business model

A very exciting innovation in the hotel industry involves the use of virtual reality. Imagine being able to walk through a hotel room while in a completely different country, just to see which room best suits your needs as a customer.

Let's define innovative trends that have begun to be implemented in hotels [5]:

- smart hotel technology;
- sustainability of the hotel
- professionalism of the staff of the institution
- face recognition technology
- use of virtual reality.

The introduction of chatbots, as an additional resource for serving guests, becomes useful, provides useful information, relieves staff from communication by e-mail and telephone.

A very interesting innovation in the hotel business is tours of virtual reality rooms for guests. This technological innovation has led to an increase in online booking rates.

New developments and trends in the field of hotel business that shape the hospitality industry in 2022 [5]:

- resting and working places in the hotel.
- holistic hospitality, health and well-being.

- digitized guest experience.
- personalization.
- sense of economy and essentialism.
- asset management strategy.
- individual travel.
- sustainability.

As can be seen from the above, the hospitality industry 2.0 is adapting to the current environment, modern guests have appeared, which have begun to influence and adjust the industry. Managers began to develop more flexible and sustainable business models of team management.

The modern trends of innovation in human resources management deserve our attention (Fig.3) [2]:

- employee experience;
- encouraging a positive workforce climate;
- formation of strong leadership and a sense of trust;
- personnel analysis by heads of institutions;
- automation of the work process system.

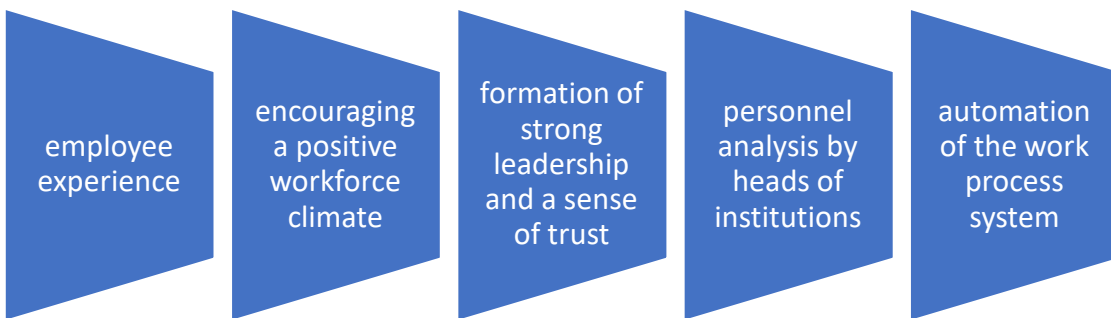


Fig.3. Trends of innovation in HR-management

Employee experience is a priority. As part of the trends in HR, a high remuneration retains an employee, and a qualified environment and experience help to satisfy the needs of the guests of the establishment. HR leaders must implement methods to encourage a positive workforce climate by making employees more flexible to change and disruption.

A recent McKinsey report states that in 2022, companies will focus on building strong leadership and a sense of trust among the current workforce and potential employees in the labor market. Such findings are not surprising, as employees seek a reliable and supportive environment in uncertain times [6].

Let's list the new HR trends and tendencies that affect HR today (Fig.4):

- retraining of personnel;
- professional development of employees;
- flexible opportunities for personnel development.



Fig.4. New HR trends and tendencies

Workplace diversity, equity and inclusion remain at the forefront of the hospitality industry (Fig.5).

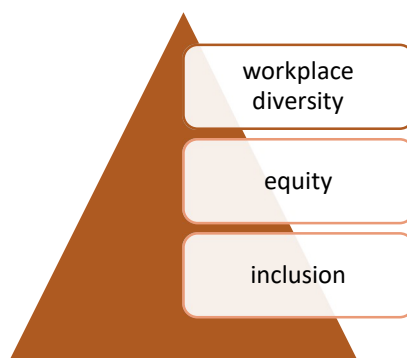


Fig.5. Innovative personnel management practices

The main factors inhibiting innovative changes in Ukraine are the outflow of young personnel from industry, the training of specialists mostly without taking into account the requirements of Industry 4.0, the lack of a network of experts for its promotion. We need programs tested in EU countries for the training of expert consultants on issues of audit, digitalization, priorities for the implementation of technologies in all areas, in particular in the hospitality industry [6].

Innovative personnel management practices occupy a rather prominent place in the HR system. Staff analytics and hotel workflow system automation are key and growing rapidly.

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