



**MASTER STUDY PROGRAMME IN
BUSINESS SYSTEMS IN TOURISM AND HOSPITALITY**

MASTER THESIS

**MODERN HUMAN RESOURCE MANAGEMENT - AN
EXAMPLE OF HOTEL "ZIRA"**

Mentor:
Professor Slobodan Čerović, PhD

Candidate:
Jelena Petrović
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1. Introduction

The world is changing at a fast pace in a number of different areas, economically, politically, technologically and socially. All these facts have strong impact on how managers organize their work. Traditionally they focus on delivering efficiency through large bureaucracies which are hierarchical in nature, very much around process and stability. What this mitigates against perhaps it is innovation and flexibility. A demand is no longer predictable and service has to be equally flexible for demand that exists nowadays. The emergence of post bureaucratic organizations is about being leaner, flatter and being much more network-based. Within that network employees are being empowered to take responsibility for producing innovations themselves. In order to speed up the process it is critical to systematize the process of managing people in the back office. Human Resource Management strategies are being transformed by internal social networks and social human resource technologies to better collaborative, transition into social enterprises, and change the positioning of human resource departments from back office to front office activities.

One of the main challenges that human resource management is facing is the talent management and the number one responsibility of leadership is how to manage talent, how to attract it, utilize and eventually retain it.

1.1. Subject of the research

A subject of this research is analysis of hotel *Zira*'s human resource department, what their main stages of business are, how they recruit, select and manage their employees. Also what are the training methods and what it takes for them to improve the optimization of work and make their workforce a strategic tool for placing the hotel in competitive market? All of that can be possible with the use of modern technologies and their devaluation and development which are the essential part of our everyday lives. It is especially relevant when it comes to business processes in companies such as hotels in tourism and hospitality industry that are growing really fast. The subject of this research is to show how those modern technologies help us with organizing activities that concern human resource management and their workflow. Human resource department has become an important part of any company, especially in the hotel industry where people, in this case employees, are the most important part of creating and producing a successful service.

1.2. Purpose and objectives of the research

The purpose and objective of this paper is to highlight the importance of well-organized human resource department, such as one in hotel *Zira* and to show how information technologies can help the hotel company to gain competitive advantage by taking care of their employees and demonstrating that to the most valued guests. For today's hotels, using new and modern technologies, such as human capital management software and its features, is very important. This is a way to produce the best quality service and to maintain and recruit the best workforce. Examples were given of how modern technologies are helping human resource processes and their improvement.

A strategic role of human resources is also highlighted as not only being important for the department itself, but for the overall business as well.

1.3. Hypothesis

General hypothesis: The increase of service and human resources quality level directly depends on use of contemporary ways and technologies to help them better connect and organize.

Specific hypothesis:

- Modern information technologies such as human resource software could in the best way help in strategic and everyday activities such as planning, attracting, recruiting, selecting the right people, maintaining and connecting them with the company (hotel) culture.
- Human resource information systems show effectiveness on human resource functions within the organization such as hotel.
- Human resource information systems have created a great impact on human resource activities.
- Implementation of human resource information systems has brought changes and they were developed in the working environment of human resource department.

1.4. Methods and research processes

As the scientific research represents a complex process that considers serious approach, in proving the key hypothesis of this paper, there are different methods being used, so that the right metrological requests would be fully taken into account: objectiveness, reliability, generality and systematic approach (Miljević, 2007). A research approach is integrative and synthetic because exclusive advantage is not given to any methodological procedure. In second research paper, scientific-theory acknowledgments were researched as well as relevant references by using following methods:

- The following basic methods were used: analytic, synthetic, method of abstracting, concretization, specialization, generalization, deduction and induction.
- The following generally-scientific methods were used: hypothetical-deductive method, analytical-deductive method, comparative and statistical method.
- The specific method used was dialectical method.
- The following methods of collecting data were used: contents analysis method of primary and secondary content, statistical method based on data from Oracle and SAP website, and data from *Zira* hotel.
- Source of data: Oracle and Sap website and internal documentation of *Zira* hotel.

1.5. Structure of the research

First part explains methodological approach of the research, introduces the subject of research, the purpose and the structure of it.

Second part focuses on human resource management in hotel industry and its main activities and processes were analyzed in a great detail, and compared with some of the main theorists from that area. Modern human resource management is adopting a strategic role instead of classic operational role. Talent management takes an important role for gaining a competitive advantage, and the onboarding process is highlighted as one of the most important tools in talent management.

In third part important human resource activities in hotel industry were mentioned and how in contemporary times human resources are turning more to the strategic side and succession planning. Each important activity was explained in detail and how it can affect the overall process, such as the recruitment and selection, training and performance appraisal, compensation and labor relations, safety, monitoring and importance of communication among employees in an organization including the careful analysis of human resource department in hotel *Zira* for each one of these activities and how it is managed.

In fourth part a concept and types of information systems are explained, the importance of business, geographic, enterprise resource planning and business intelligence are pointed out as the essential parts of today's business processes and as the foundations on which the new technologies are further on being built.

In fifth part modern trends in human resource management are mentioned and how they are influencing the human resource information system. Cloud computing system is explained and some exact examples of leading human resource management software companies such as Oracle and SAP are analyzed and their comparison is given.

Sixth part focuses on the important and biggest changes in human resource information systems and the modern service industry and how is human resource management transforming and the effect social networking and media among nowadays workforce.

In seventh part basic information about hotel *Zira* is given, and the organizational structure of a hotel itself is carefully explained.

In eight part hotel *Zira* in Belgrade and their human resource department were analyzed, data was collected and their human resource manager was thoroughly interviewed about the way they organize their workforce, recruit, select and communicate with employees and whether they use any software to help them through all the processes that they are dealing with or not. A subject opinion about the research was also given.

In ninth part conclusion and the proofs were given, with the explanation why the research was conducted and justification of the purpose and the subject of the research.

2. Human resource management in hospitality

Many authors cleared up a revolutionary nature of human resource management because managers did not see right away fast nature of sudden changes in the 80's of 20th century and adjusted their activities. Real human capital or human resource manager professionals continued to do what they had always been doing but tried to do it better and more successfully. They spotted that if they want to gain success on the turbulent market, they have to become more flexible, accept new ideas and implement them into the new practice of human resource management (Čerović, 2013, p. 10).

In the last decade of 20th century and in the beginning of 21st century, a lot of trends that affected human resource management in tourism and hospitality showed up. With many other changes there is a fourth science-technological revolution and industrial technology is soon being replaced with information technologies (Čerović, 2013, p. 12).

A service quality in hospitality is of crucial importance for hotel positioning in a market. High competition on the tourism world market puts on a need for constant leveling up a service quality as an important method for positioning on the market. Understanding the role of organizational culture and climate that defines focus on human resources in providing high quality service in hotel industry is a crucial key for hotel performance as for the employee's satisfaction (Čerović, 2013).

The crew representatives of every hospitality and tourism organization are its most crucial resource. How their production is managed (promoted) precisely effects the achievement or loss of the organization. While the abilities within each management operation diminish from top-level managers to executors, each person with management duty has obligations affecting to each function. Top-level managers lean to have longer-term, essential responsibilities, managers have more clear-cut departmental-related duties, and supervisors handle as linking pins to associate upper levels of management with entry-level workforce in day-to-day operations (David K. Hayes, 2009).

According to David K. Hayes and Jack D. Ninemeier (2009), human resource division inside a large hospitality or tourism organization is the division with the obligation for recruiting, selecting, and improving workforce. People in this department also conduct compensation and benefit programs, harmonize safety proceedings, enforce labor law necessities and if suitable, carry out collective trading agreements.

There are four main goals that human resource managers should accomplish (Torrington D. Hall, 2004, pp. 6-9):

1. Goals that refer to the employees. Basic goal for human resource manager is to organize and provide good quality people that will be capable to effectively and efficiently do given tasks. For this goal to be successful it is important to determine organizational structure and type of contract under which one employee will be engaged, choice of good quality people and their retention.
2. Goals that refer on work. When organization provides good quality human resources, main goal for human resource manager is to undertake all necessary measures and activities so that employees would be motivated and devoted to work. The role of train and development is especially important.

3. Goals that refer to change management. For this goal to be accomplished it is of crucial importance for human resource managers to find and employee right leaders, innovators, and creative people that trigger changes around them.
4. Administrative goals. Under this work conditions not only precise collections and employee data updating are considered (their capabilities, acknowledgments, career goals), but also the legal work that relates primarily on synchronization with legislation (legal, financial and social aspect).

2.1. Strategic role of human resource management

In the base of development (evolution) of human resource management there are two main roles in human resource management of an organization (Čerović, 2013, p. 31).

They are:

- Strategic
- Operational

Strategic role highlights that people in an organization are valuable resources that demand constant investment because they could be source of competitive advantage if they are being managed effectively and efficiently (Čerović, 2013, pp. 32-33).

The Role	Focus	HR Manager responsibilities	Activities
Strategic	Global Long-term Innovative	To the CEO And Director of company	• Human Resource Planning • Evaluation of trends in the workforce movement • Assist in organizational restructuring, reduction and organization • Consultation with managers and acquisitions • Management planning compensation for employees
Operational	Administrative, Short-lived, Maintenance oriented	Corporate president who is in charge of administration	• Recruiting and Selecting • Orientation for new employees • Summary report on the safety and accident • Addressing complaints of employees

Table 1. Main roles of human resource managers and activities Source: Mathis R. Jackson J., Human Resource Management, 8th edition, 1997

A definition was provided by Walton (1999) as follows:

“Strategic human resource development includes suggesting, excluding, adapting, overseeing and leading processes in such a way that all individuals and teams are supplied with the skills, knowledge and competences they need to undertake current and future tasks demanded by the organization.”

Strategic human resource management considers forward planning and it considers vision and values of the organization, mission and setting the objectives for the organization when planning for the future.

There are some of the specific human resource strategies such as (Armstrong, A handbook of human resource management practice, 10th edition, 2006):

- Talent management which is dealing with how organization can get the best people for the right job position and resourcing or attracting the high quality people.
- Knowledge management that creates, captures, shares and use knowledge to boost performance and learning.
- Learning and development that creates environment in organization in which employees are encouraged to learn and develop themselves within the organization.
- Rewarding or implementing reward policies, processes and practices through the definition of organization needs in long term. It should be aligned with business goals.
- Employee relations which means retaining key employees longer, increasing productivity and really being comfortable in the environment that helps in managing people easier.
- Continuous improvement that should be linked to the overall businesses strategy and demands continuous learning. Field of improvement should be defined and choose the right continuous improvement program.

2.2. Talent management

In a competitive contemporary marketplace, such as nowadays, talent management is leading initiator for organizational success.

Talent management is a very important process in hospitality business because it is crucial for identifying, managing and developing people at present time and for the future. People are most effective and successful when they work from their talents, their core and the most dominant part of the personality. Then they are engaged and need less motivation. The role of manager or coach is not to change personality, but to select the best people for the job. There are few basic principles that need to be followed in purpose of finding out candidate's talent (James A. Cannon, 2011).

Clear expectations need to be created, by getting the clear picture of effective behavior. Interview is crucial for unveiling applicants or employee's talents. Right questions need to be asked so that specific drives and talents of candidates are found.

Talent management's purposes are to develop a strategy and to detect what the company needs to meet with the present and future demands of the business plan. It creates a range of advanced tools and processes to provide tailored approaches.

Forming processes to measure required and available competence and finding suitable approaches to deal with those who no longer fit the organization requirements is another of talent management's concern (James A. Cannon, 2011):

- Founding processes to determine competence - required and vacant;
- Designing a length of broadening tools and processes to implement tailored approaches;
- Counting on the personal needs of employees;
- Analyzing methods to acquire and hold on to those who are crucial to success;
- Weighing the influence these strategies have so that policy can be steadily updated and processed to deliver high performance, now and in years to come;

2.2.1. Onboarding as a talent management tool

Lance Berger and Dorothy Berger stated that "Designing positive employee experiences also involves consciously considering what perceptions you want to create in your new hires' minds" (Lance Berger, 2004).

Onboarding process is the orientation process where it takes 3-12 months for new employee to become integrated, to feel welcome and valued, to become productive and communicate clearly with other co-workers. There are many benefits from upgrading the onboarding process. Firstly, it reduces turnover, because according to studies 86 percent of new employees have made a decision whether they would leave the new job or not. Then, it shortens the time that new employees take to become effective and revenue-confident. Thirdly it increases employee engagement and affects management creditability (Lance Berger, 2004, p. 332).

There are some tasks that need to be considered when it comes to guiding the onboarding process (Lance Berger, 2004, pp. 331-340):

- Designing a successful onboarding process from new hire's perspective - Getting the feedback from new employee and creating an employee-friendly work experience.
- Creating a welcome and valued feeling for new employees, as the one of most important tasks of onboarding process especially now, with retiring and engaging Millennial, generation Y workers. For example it is important for new hire to receive a welcome letter from hire manager and their team members and communicating with everybody.
- Making the orientation program more inspiring or actually making sure that new employee is aware of what the organization matters and what can new hire contribute and help to make that happen, for example sharing stories of how the services or some products change others' lives etc.

- Understanding the big picture and the role of new employees can accomplish it and clearly communicate and for that to make happen an onboarding program should guide new employee to understand: Success factors, mission in actual terms, cultural standards, current marketplace aspects etc. All of these aspects might best be accomplished by mixing some live lectures, online learning and peer coaching.
- Making orientation program more fun and interactive, from two reasons: Firstly, people learn more effectively if they are not passive receivers of data, secondly, bringing a fun and interactive orientation program evokes positive emotional and affective take-always.

2.3. Specificity of human resources in the hospitality

In the service sector human resources i.e. staff, play a key role in the provision of services. Given that the service is a result of interaction between the person who sells services and clients, each mistake is easily observed and considered very seriously. Poor customer service cannot be a product return or exchange. As the service is spirit of the product and the result of experience and because it is devoid of physical characteristics, it is after it is placed, moved in user memory (Čerović, 2013, p. 14).

The customer must be satisfied with the service, for example, behind which resides the food from the restaurant, but also must be satisfied and the behavior of employees and their kindness. Guest satisfaction can be fully ensured only when there is full co-operation and communication between employees of all employees who make a business or facility. For the improvement of the quality most significant is human resource management and establishing relationships between employees, to gain the best quality through work (Čerović, 2013).

Hotel management must pay special attention to the motivation of employees if it is to provide superior quality guest services and gain competitive advantage in the marketplace. Employee motivation is achieved through a system of rewards. Rewards that employees receive for a job well done and a special effort, to have a motivational force must be compatible with the needs of employees. For this reason it is imperative that management recognizes the needs of employees in accordance with the application of an appropriate reward system (Čerović, 2013).

What characterize the employees at hotels is courtesy, professionalism and communication skills of employees. Every employee needs to have a plate with their name (name tag) at all times ready to assist guests and to inform him about everything that interested him. Employees are characterized by exceptional patience; they are helpful, with general culture and education, but also the level of information that is essential in this business. All staff should speak good English, and a few could know even more foreign languages (Bardi, 2003).

3. Important Human Resource activities in hotel industry

All the activities in human resource management, their method and realization, mostly depend on mission, vision, strategy and goals of organization. Human resource activities can be classified into three broad categories: transactional, traditional and transformational (Patrick M. Wright, 1998).

- ❖ Transactional activities include day-to-day transactions that have to deal mostly with record custody for example: putting in payroll information, employee status changes, and administration of employee benefits.
- ❖ Traditional activities include human resource lists such as: planning, recruiting, selection, training, compensation and performance management. These activities can have strategic value for the organization.
- ❖ Transformational activities are those activities that provide value to organization for example: cultural or organizational change, fundamental realignment, strategic redirection and developing innovation (Michael J. Kavanagh, 2015).

It could be concluded that there are several important human resource activities in hospitality business:

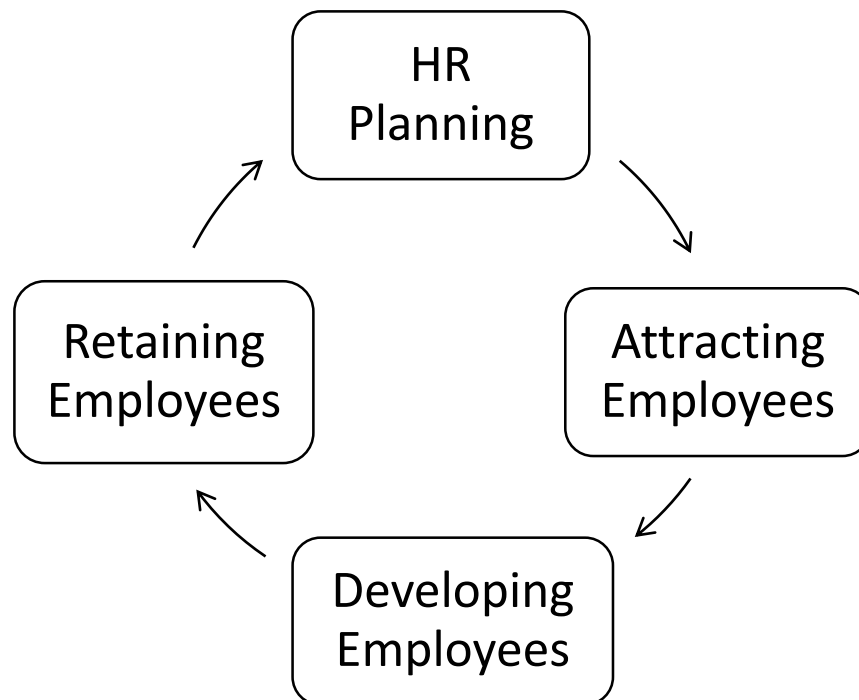


Chart 1. Main human resource activities included in four groups, source: Author

3.1. Strategic human resource planning

A large part of the company strategy is based on response to the environment for example, on what customers want now and what competitors now offer or proactive attempts to guess what it is that customers will want, and convince that it will be necessary to them. Human resource planning aims to achieve a competitive strategy of the organization so as to ensure the appropriate number of employees who will with their own skills and abilities adequately and timely respond to the set of business tasks (Robert L. Mathis, 2010, p. 38).

The planning process usually consists of several stages (Robert L. Mathis, 2010, pp. 38-45):

- ❖ Collecting data in the internal and external environment

Internal factors (organizational) environment:

- Strategic and business plans;
- Available employment;
- The rate of employee turnover;
- The rate of leaving the organization;

External environment factors that influence the planning process:

- Existing conditions and expectations for business conditions, both in the whole economy and the specific industry in which the organization conducts its business activities;
 - Relevant technology;
 - Characteristics of the competition;
 - Conditions in the labor market (unemployment rate, the availability of specific occupations, structures available supply by age and sex);
 - Legislation in the area of employment and labor;
- ❖ Forecasting supply and demand for human resources

After collecting all the relevant information about the internal and external environment, the following phase is prediction of demand and supply; how many people and which occupations will be needed for organization to achieve its business plan and whether the organization has the resources or must obtain the internal or external labor market. There are two basic methods to be used at this stage: 1) quantitative method, and 2) the quantitative mathematical method.

- ❖ Match between supply and demand of human resources

After the planning of supply and demand, it is necessary to consider whether there is an imbalance between them. The imbalance can have two results:

- 1) Surplus - when supply is greater than anticipated demand, and when
- 2) The deficit-anticipated demand is higher than anticipated bids.

To balance the relationship between supply and demand in practice, the use of two types of program activities:

- 1) The program for addressing surplus and
- 2) The program for addressing the deficit.

❖ Monitoring, evaluation and correction of the plan

No matter how much attention is paid to the process of planning to turn out carefully and well, it is impossible to predict all circumstances while making plans, which is why a good and quality planning involves continuous monitoring and evaluation of committed projection, but any adjustments in the event of unforeseen circumstances.

Simply, a strategy is carefully designed plan or method of achieving a goal. A strategy of human resources is a succinct plan of action that allocates employee assets for the achievement of a company's vision, mission and goals. To transform a human resource department into strategy, organization and managers need to know how the business operates, to identify company's vision, mission and plan and have to think of long-terms planning because planning is the platform of human resource strategy. Human resources planning gives a connection between the human resource management and the general strategic plan of an organization.

A forecasting of human resource needs could be performed through trend analysis that identifies historical trends within the company to help predict the future needs, and through ratio analysis forecasts data based on the percentage between original factors and the number of employees required.

3.1.1. Problems in human resource planning

In the planning of human resources, there can often come to some failures. The most common and the most important issues would be (Torrington D. Hall, 2004):

- Complexity of the work. The experts, who prepare the plan that is attached to the human resources, are working in a complex environment. They must take care about the legal requirements, policies companies, different management styles, which is making this activity more complicated and complex.
- Support of top management. If it is not complete and prompt, or missing, causes difficulties in planning.
- Set goals too high. Many attempts in connection with plans for human resources fail because they are initially set very ambitious goals.
- Cooperation and coordination with other departments, if it is not sufficiently developed may be the reason for inadequate performance planning.
- Appropriate choice of technology planning.

3.1.2. Succession planning

Succession planning is detailing the company's long-range plan to fill its most key positions by making sure a qualified supply of successors exist and employee career can be optimally managed. It is a systematic process for defining and filling future management needs and a process of developing to meet company needs, at present and in the future. Modern succession planning should not be done in seclusion of the extensive HR/Workforce planning process. Precisely, gap analysis might classify succession planning as one of various preference strategies for the organization. It is important to accept that succession planning will slightly fluctuate between organizations. Various resources, various organizational designs and various attitudes all lead to that succession planning should be adaptable and responsive in order to modify different needs and accomplish business stability. Nevertheless, there is a general plan that departments can adopt as base and guide for their succession planning activities (Government of Newfoundland and Labrador, 2008):

- Step 1. Recognizing important positions or essential groups (current and/or future)
- Step 2. Determining competencies
- Step 3. Recognizing and evaluating potential candidates
- Step 4. Learning and development plans
- Step 5. Application and appraisal

Succession planning is a process used by human resources managers to help assure that they will remain to have main professional and other workforce needed to reinforce their planned success. To do so, they must contemplate various factors including destruction. As with any form of planning, the task is simpler when it is done for the short term rather than for longer time periods. However, organization executives, human resources personnel, and managers including position occupants will do well to think about the future and to examine how, if at all, human resources needs are likely to change (David K. Hayes, 2009)

Succession planning is concerned with (James A. Cannon, 2011):

- Identifying posts that are crucial to success and what is the best way to satisfy upcoming requirements.
- Developing strategies to determine the optimum mix of internal and external recruitment.

3.2. Human resource planning in hotel Zira

Human resource planning in hotel *Zira* represents a very complex job. Currently there are 96 people employed. In the increased period of work, hotel used to employ additional workforce so that number of temporarily employed people increased up to 10 people in certain periods. Those employees were usually internship students, temporarily unemployed or young people that didn't have much experience. With them, contracts were signed on the determined time, most often through some of the youth society. In that way, employee fluctuation rate was 10% in the last year, while leaving organization rate was about 5% mostly because of finding other job or not completing management expectations. Number of those who improved was lower, while on empty work place came the ones with work experience.

Hotel *Zira* has with its business, before everything marketing activities, succeeded to differentiate and point out in tourist offer of Belgrade city but from Serbia as well and not only as a hotel that is aimed for business people, but for those that come from many other reasons. After marketing activities, importance in business also has the use of information technologies (Micros Fidelio program) and reservation online systems as well. Comparing to other hotels in Belgrade with same category, hotel *Zira* stands out according to reviews, comments, impressions that guests leave (Internal documentation, “Hotel *Zira* Belgrade”).

3.3. Recruitment and Selection (Attracting qualified employees)

Hospitality managers at all levels and in all sizes of organizations will repeatedly find that they must constantly recruit employees. First step of this process would be – Job analysis and it involves examining the activities, responsibilities and roles involved with the job question. Once the job analysis is completed, documents such as job description, person specification and job advertisement will be crafted.

Although many of methods could be used to check the employee search process, there are few most important ones (David K. Hayes, 2009, p. 105):

- Internal recruitment - promotion of employees;
- External recruitment for external candidates which considers - formal sources (databases, employment offices, placement agencies etc.) and informal sources (friends, former employees, contact network).
- Outsourced search - An organization chooses an executive search firm to find potential applicants for a job.

After human resource managers have compiled a pool of qualified candidates, they must select the applicant they wish to hire. In every stage of the selection process human resource managers are trying to reduce the amount of people that are in the applicant pool. There are few methods that are helping managers to select right people (David K. Hayes, 2009):

- Applications (basic information about candidate)
- Interviews (set of usually structured questions)
- Employment tests (aptitude test, work samples – scoring performance, cognitive ability test)
- Background checks
- References

The selection is to identify, among several candidates, those with the knowledge, skills, traits personality, motivation, and other relevant characteristics to the fullest extent correspond to the demands of work and proposing the candidates body responsible for employment and assignment of personnel in the company. The main goal of the selection is the best possible match between the demands of work, the conditions under which the work is done and the goals of the organization, on the one hand and the capability and characteristics of man, on the other. If it does not achieve a relatively satisfactory level, it is unlikely that other mechanisms of human potential will be able to give any effect.

Managers of human relationships still have a key role in the selection process, although in many organizations, their role is rather indirect than direct. While they were previously been directly involved in-made the short-list, interview and control of administrative procedures, human resources managers now provide specialist advice, guidance and training, as well as evaluation of success selection. In a broader sense, the HR manager could be advisors to line managers in terms of selection methods and are usually involved in formal and informal training in the selection, especially for interviews.

Instructions on "How to do the selection and interviewing" often gives just the HR department, so that line managers, thanks to that, they have to hand specialist information on all activities during the selection process.

Department of Human Resources in many organizations still often act as coordinator of activities. Different stages of the selection process provide information for decision-makers for employers and potential workers. It has long been thought to be making decisions about employment priority management, but today there is a plenty of evidences of two-way nature of the process and that attitude is widespread has been proposed. Viewpoint, by which is the decision of the employment priority management exists in many organizations, and for various reasons (Torrington D. Hall, 2004):

1. This view is attractive to managers because it emphasizes their authority and they often find that the choice of those who will actually be responsible for a key to their success.
2. Many academic researches support given viewpoint. Psychologists have thoroughly examined individual differences, intelligence and motivation to those who perform the selection, giving multitude of tips on the correct assessment of the candidate.
3. Candidates are assured in their helplessness in the selection and find that the selection is fully controlled by an organization that recruits them.

Throughout the selection process logged choose between organizations based on the evaluation of the relationship between them and the organizations whose members might be. Evaluation of the relationship depends on the response of potential employers, on how registered experiencing selection methods that employers benefit from the information obtained during the interview (Vujić, 2000).

3.3.1. Selection criteria

If the criteria against which candidates are categorized not clear, it is impossible to reach credible decisions in the selection and it will be difficult to choose and appropriate procedures and approach to selection and difficult selection process that will be valid. Selection criteria are usually presented in the form of specifications, i.e. a description of the person who presents an ideal candidate.

Lewis distinguishes three selection criteria (Lewis, 1985):

- Organizational criteria. Under these criteria are considered to be those characteristics of employees that the organization values. Such characteristics of workers will certainly affect the assessment of the organization about the extent of the potential staff to be successful within organization. Organizations, for example, can expand and innovate thus, require that the employees who are particularly flexible and adaptable.
- Functional/departmental criteria. Between general organizational criteria and precise work criteria are departmental criteria that include, for example, the definition of appropriate interpersonal skills of all members of the human resources department.
- Criteria for certain jobs. These criteria are contained in the description of the job and specifications, descriptions of people, are derived on the basis of job analysis. They are commonly used in the selection process. It's pretty easy to specify the factors that will affect the specification of the staff, but it is much more difficult to describe the formation process specifications.

3.4. Selection in hotel Zira

In the selection of candidates that are applying for specific work position, in hotel Zira, responsible people for that are human resource department clerk, direct manager, operative and general manager. First the clerk of human resources based on qualifications, education and previous experience makes narrow selection of those candidates that are going to be invited on the interview. About the choice, clerk reports to operative manager. Human resource clerk on the interview with candidate closely describes the job duties, work conditions and gives the candidate to fill out the application form. Then, there is the interview with the future director that is questioning candidates work experience and describes the job specifics that would be performed. The impressions are further transmitted to the operative and general manager who is making a final decision about the choice of candidate. Biography is usually checked and references are appreciated (Internal documentation, "Hotel Zira Belgrade").

3.5. Training, orientation and performance appraisal

Hospitality managers are busy, and numerous responsibilities and tasks demand their constant attention.

Contained within training process is how organizations identify training needs and select, implement and evaluate training programs. Training is basically the process of teaching employees the basic skills they need to perform their jobs or to develop additionally skills. The company's training programs must make sense in terms of the company's strategic goals. Also training is a part of performance management which is an integrated, goal oriented approach to assigning, training, assessing and rewarding employee's performance. Managers set goals for their employees and training is one of the ways that company helps an employee meet those goals (David K. Hayes, 2009, p. 11).

The purpose of training is to acquire knowledge, skills and abilities to perform new tasks the introduction of new technologies, new services, the application of new knowledge or the regulations and the like.

The aim of the training is to increase the effectiveness and efficiency, reduce costs, changes in behavior or raising quality. Permanent and planned training of personnel is the cheapest and also the most effective strategic investment.

If the management team of the organization make a change in technology, while not implement adequate training of staff to work with the new equipment, it is not his job to the end and it could easily happen that you do not achieve the intended results (Čerović, 2013).

New employees must learn the skills and as their motivation is generally high, it's relatively easy to learn the skills and behaviors that are expected from them in the workplace. On the other hand, workers who have been trained can create some problems. Need for further training of these workers is not easily determined, and when it is found, it happens that a worker does not want to change their habitual way of doing things. There are several benefits that effective training including (David K. Hayes, 2009, pp. 173-175):

- Enhanced performance. Trainees learn skills and capabilities to accomplish necessary tasks more efficiently, and their on-job work can be revised. They become improved employees who can frequently complete wanted results.
- Reduced operating costs. Upgraded job performance promotes decrease errors and revise, and correlated costs can be decreased. People performing the job accurately will be more constructive, fewer employees and/or labor hours will become essential, and this, following, can help decrease labor costs.
- More fulfilled guests. Training can yield staff members who are more service-oriented and who will know what their guests desire and require.
- Decreased work intensity. People who can properly execute the activities that are part of their roles will probably feel exceptional about doing the job. Intensity created by cooperation with supervisors who are disturbed about inaccurate work products, with peers who must take the time to do redo created by the employee's mistakes, and/or with disappointed guests about service and/or quality shortage will be reduced.
- Reduced turnover rates. Employment deficiency challenge most hospitality operators. Hardly any new employees become necessary as turnover rates diminish. Those who are correctly trained and compensated for successful performance are less likely to leave, and managers have less need to recruit new employees in progressively tight labor markets.

Once an organization established a need to have trainings, HR manager must start training procedure.

3.5.1. Training methods

Different training methods that can be applied in a tourist-catering company, for example a hotel. Which method to choose depends on many factors: the money that the company set aside for this type of learning, the development of technology depends on the participants themselves (whether in terms of staff or management), the aim sought to be achieved by this training and more.

According to the training, methods are divided into two categories (Torrington D. Hall, 2004):

- 1) Informational methods which are based on one-way communication, where the participants only transmitting information in a particular field of knowledge (classes, lectures recorded on tapes, studying from books, materials).
- 2) Experimental methods, which are based the permanent interaction between instructors and students (on the job training, instructions to use computers, training simulators, games and simulations, case studies and analysis, playing different roles, exercise sensitivity).

By the same author, a division of training to the venue can be:

- In the workplace
- The organization, outside the workplace
- Outside the company

3.6. Types of training and orientation process in hotel *Zira*

Hotel *Zira* management has from very beginning invested in training of employees through all departments - reservations, reception, sales department, restaurant department and restaurant itself. That is all necessary because this hotel is one of the first that started using modern software package for hotel and restaurant business - Micros Fidelio. Therefore, the training for work in Suite of Fidelio and Micros system that lasted for two weeks, four hours daily was necessary before the opening of the hotel so that employees could be empowered for everyday work. For the employees that later started with work and are starting now in this hotel, in case they don't have any previous experience in work with this programs, directors of the department are teaching and introducing them with these systems. In the first year of hotel business, there were short training sessions for employees in reception so that all of them in this department could apply the same procedures in answering the phone, guest check-in and check-out, reservation taking etc.

These training sessions were kept inside the hotel and that was necessary because of high fluctuation of employees in that period in the reception. Management of this hotel also recognized that it is necessary to have training for all employees and the management as well because a good communication is very important not only for the colleagues in the same department but also from the all parts of a hotel. That is why the trainings for "communication skills" were organized that helped employees to think differently and to point to specifics of service industry, communication with guests and colleagues as well. For these need, consulting agency was engaged and management from tourism and hospitality field.

For the start position new employee orientation in hotel *Zira*, human resource department clerk is responsible and has to introduce new employee to some basic information about work time, duration of holiday and so on. After that, direct manager is explaining to the new employee what kind of job is going to be performed, the job tasks, introducing the new work environment, colleagues and peer that would mentor the new employee and also acquaints the new employee to the business procedures in written and verbal form.

Trial work period lasts for three months. In case the management expectations realizes, contract on six months is signed and then after a year, employee is taking the permanent job position. Basic direct manager job is to provide maximum help to every new employee so that he or she could fit to the work environment and connect with colleagues for the quickest and effective duty performance. Depending on how successful process of socialization and orientation it will determine the effectiveness and efficiency of the new employee job realization.

A program of orientation exists, but some of the phases are not defined clearly because there are no clear directions that are pointing out to new employee the criteria about getting the promotions, benefits, redundancy etc. (Internal documentation, "Hotel Zira Belgrade").

3.7. Compensation, maintenance, labor relations, separation and safety

The purpose of any productive compensation management program should be to bring, stimulate, and maintain qualified employees. To accomplish this goal, the procedure must be recognized by employees as actually fair and impartial. Compensation management is a process of administering an organization's extrinsic (financial- salaries, commissions, bonuses etc., and non-financial- preferred meal benefits, designated parking place, business cards) and intrinsic (more interesting work, empowerment, opportunities for personal growth) (David K. Hayes, 2009, pp. 265-267).

Despite the costs and disruption that occur when an employee leaves a job, in some segments of the hospitality industry, turnover, as measured by the business's turnover rate, is exceptionally high. Employee separations can be viewed as voluntary (an employee-initiated termination of employment or involuntary (an employer-initiated termination of employment) (David K. Hayes, 2009, p. 267).

From the mindset of a human resource manager working in hospitality, safety can be treated a situation that reduces the danger of injury to workers, while security refers to employees' feelings of scare and concern. Thus, an employee at work might be very safe, but still not feel secure. Rather, employees might feel they are entirely secure, while they are, in reality, actually unsafe.

Human resource managers should look for to ensure that their employees are as safe as possible at work, and as a result, that these same employees feel a high degree of security. Managers can do so by completing well-designed procedures that improve worker safety and security. For example, employers could out into action fire safety programs designed to diminish the fire-related risk of harm to employees (David K. Hayes, 2009).

3.8. Monitoring individual working system

Organizations are waking up to the planning and facilitation of work has a significant impact on individual performance, and a clear aim, adequate resources , guidance and support that managers provide individuals become very important.

Three key aspects of effective work by the authors Torrington, Hall, Taylor include: work planning, support at work and work files inside (Torrington D. Hall, 2004).

Workforce planning effectiveness implies a common position on the expected outcome of managers and employees. Employees are not enough merely to submit a job description and a list of goals, but the expectations in terms of work performance must be understood and, if possible, employees should contribute to them. When it comes to individual goals, may be allowed a certain degree of participation of employees , and even benefit from it, because they are employed by applicable concerning both the obstacles to be overcome , the effort needs to be invested and feasibility.

An expression of targets issues that begin with "what" (what to do?) rather than the "how" - allows employees to decide the appropriate approach when they begin to work on something. It is important that the incorporation of participation of employees and the use of statements that begin with "what" are likely to lead to a higher level of responsibility and commitment of employees.

It is necessary and training planning, development and resources, because only with this kind of support can be employed to reach the expected results.

Managers have a role to enable employees to achieve agreed results. Organizing resources and training are of great importance, but also the accessibility is very important. Unforeseen obstacles in achieving the results that the manager has forgotten can occur, and sometimes the situation will require you to re-examine the expected results. Employees may wish to suggest a possible workflow manager before the work begins, or may require more information (Armstrong, 2009).

It is notably important to successively give instructions while performing their duties. Managers may be employed to direct the analysis and provide constructive feedback. They are in position to provide practical business experience and to develop essential skills and competencies that are required of employees and provide practice that is associated with that business. Managers may be employed to indicate the potential models and role models and explain how they work to achieve high performance (Armstrong, 2009).

Overhead view of the results to employees is essential to be able to continue to work and plan activities and priorities, but that could advance to alert managers if something cannot be done within the agreed time.

The purpose of viewing the results is to support the work of employees in the future and allow managers to establish whether they are employed in the right way, or that, if necessary, alter. Managers therefore drive mechanism for rewarding employees in order to gain progress. Compliments for something that is well done or completed task - later may enhance motivation to work (Torrington D. Hall, 2004).

3.9.Evaluation system of employees

Systems evaluation (appraisal system) make it possible to review the results of the work cycle efficiency is formal. Organizational units of human resources require that each line manager conducts evaluation the performance of their staff on an annual and semi-annual level, including the quarter.

The goals of various system evaluation can be used for improvement of current results, provide feedback amplifiers motivation, establish training needs, identify the potential to individuals explain what was expected of them, focus on career development, assess the effectiveness of the selection process as a reward, or penalty. Direct line manager is usually the key or sole source of feedback and evaluation, and in most cases it is the person who performs the assessment interview. The advantage is that the direct supervisor usually knows most of the tasks that the individual carried out and how it is performing well. Annual Evaluation is a logical consequence of the ongoing implementation of the management of labor efficiency, which should take place throughout the year between the supervisor and the person being assessed (Armstrong, 2006).

Self-assessment (self-appraisal) is a concept that is also used. In some organizations, individuals are encouraged to prepare for the interview assessment by filling out a special form on the assessment of their own work. Then, as the starting point for the interview assessment (appraisal interview), I can use the differences between assessment and evaluation of individual managers. Line Managers can informally call co-workers and those to whom he's superior, to contribute to the assessment of individuals, but not only those sources are used (Armstrong, 2009).

3.10. Evaluation system in hotel *Zira*

In hotel *Zira* middle-level managers are responsible for employee evaluation. They are comparing actual results with expected and report their assessments and decisions to the operative manager. Employees are filling out appraisal form every six months. Employee appraisal form consists of questions that are related to employees' opinion and their work, work power, strengths and weaknesses and whether they want to improve their work, in what way and whether they can do that in this environment or not. After that, direct manager does the interview with employees based on filled form and leaves written comment about their impressions, goals or trainings that are determined during the interview that employee requires and that are going to be performed during further work in the hotel. Evaluation method does not contribute to the employee work that much, because employees often do not get additional training that had been established for future work (Internal documentation, "Hotel Zira Belgrade").

3.11. Significance and improvement of communication and information

Communication implies sending messages from one person and receiving and understanding the messages from the message recipient. Communication will not be achieved if the person did not receive the information or did not understand. Methods of communication in organizations are speaking, non-verbal communication, writing, audio-visual and electronic medium (Torrington D. Hall, 2004, p. 99).

Messages may contain factual information, opinion or emotion, while the choice of method will depend on the nature of the message that is to be transferred.

In organizations, there is a large amount of information that needs to be transferred. Some are individual-specific, for example: the feedback that the supervisor gives to the completion of the task or who is concerned about the continuing delays.

Other messages are team or group -oriented, such as the current group objectives, changes in the structure of the team or joint weekly action plans.

The third group message applies to all employees, such as periodic operating results, the new image of the company, the new payment system. In every organization, there are formal and informal channels of communication. Formal channels are officially adopted and recognized, such as meetings, posters and etc. Informal part of social relationships at work affects the understanding and interpretation of formal communication (Torrington D. Hall, 2004, p. 99).

The key to the success of many organizational systems is the extent to which they can provide two-way or three-way communication, not one-way.

Organizational communication is not just going vertically downwards, but also vertically upward and laterally. The significance of the importance of communication vertically reflected in the following (Torrington D. Hall, 2004, p. 100):

- Helps managers understand staff issues;
- Helps managers to have more contact with the attitudes and values of employees;
- Can alert managers to potential problems;
- Managers can provide possible solutions for solving problems;
- Can give managers the information they need when making decisions;
- Helps that employees feel that they participate in and contribute and can stimulate motivation and commitment to future directions of work;
- Can give some feedback on the effectiveness of communication that goes vertically down and ideas on how to improve it;

Technology has raised employee apprehension concerning the acceleration and density of communication from managers. Employees are no longer fulfilled to wait for the monthly company newsletter or discover the latest news through formal channels.

Company intranet portals can be a best source of information for employees and should be used to inform employees about important events within the organization and the industry (Robert L. Mathis, 2010).

Facebook, LinkedIn, and other social networking sites allow employees to stay in constant contact with people inside and outside of the organization. Instant messages and cell-phone texting allocate for actual-time communication. The line between employee's private and professional lives becomes cloudy as these virtual societies are regularly accessed from the worksite. Possible action and damage to the organizational reputation and brand put risks to the organization if approach and content are not well monitored. The explosive growth of Twitter in a relatively short period of time shows how quickly new communication channels emerge. Organizations must continually monitor and adapt to these new communication technologies to connect with customers and employees (Robert L. Mathis, 2010).

4. Concept and types of Information Systems

Information technologies are integral part of information system strategy. They are describing combination of (Njeguš, 2009, p. 5):

- **HARDWARE** – considers physical equipment such as mechanical, magnetic, electronic and optical devices.
- **SOFTWARE** – includes predefined structures that control work of computer systems and electronic devices. Software coordinates work of hardware components in one information system. Software incorporates standard software such as operational system or applications, software processes, artificial intelligence, intelligent agents and user interface.
- **TELECOMUNICATIONS** – considers transfer of signal through different distances that includes data transfer, pictures, voices, using radio, television, telephone and other communication technology.
- **NETWARE** – considers equipment and software necessary for development and support of computer network, terminals and communicational canals and devices.
- **GROUPWARE** – represents group of communicational tools such as e-mail, videoconferences and others that support electronic communication and collaboration between groups.
- **HUMANWARE** – considers intellectual capacities necessary for development, programming, maintaining and handling technology. Humanware incorporates knowledge and expertise.

The definition of information systems represents regulated and integrated group of data, processes, interface, network, technologies and people that are in correlation in aim to support and improve everyday operations and management support in solving of business problems, planning, managing, forecasting, coordinating and decision making. Information system should be a model of real system in which one it's working in. Entries in the system are changing its condition, and this affection is reflecting on exit. Copying of the real system into information system is being made by modeling of real system (Njeguš, 2009).

Information systems should be strategic - perform aims and business strategy. Strategic information systems are those that help organization to get competitive advantage through contribution with strategic aims of organization and/or with ability to notably increase performances and productivity of it. In practice there are often cases that organizations are using 50% of implemented information system. The reason is that during the procurement of ready information systems, a reflection of the real system and that it is following the strategy of organization hasn't been in matter. Because of that it is important to dedicate special attention to procurement of right modules of information system and their customizing and adopting to the real needs (Njeguš, 2009).

Information system helps to manage the knowledge. Information systems and information about quantity and located world resources are becoming more valuable, and modern society

is searching for most efficient models sustainable life resources. That means not only knowledge about spatial and timely available resources, but the most efficient methods of managing those resources.

4.1. Business information systems

Having in mind previously defined term of information systems, general definition of business information systems was described. Business information systems are information systems that uphold business operations and preserve business intelligence and analysis. For example, organization can use specific information system so that it can manage activities such as selling, marketing and human resources.

Business information systems are reckoning on 5 basic resources (Njeguš, 2009):

- 1) Human resources - including users of Information systems and those who develop, maintain and handle the system;
- 2) Hardware resources - include all types of machines such as telephones, routers, DVDs, PDA (Personal Digital Assistant), computers and etc.;
- 3) Software resources - include computer programs, manuals, company policy etc.
- 4) Communicational resources - include network and necessary hardware and software that support them;
- 5) Data resources - describe all the data that organization has access to no matter of their form. Includes data base, files, records etc.;

Typical business functions in a company are accounting, production, logistic, marketing, human resources etc. In most of the sections inside an organization there are individual information systems, such as accounting information system, marketing information system, human resource information system and etc. When system is not integrated, decision makers will hardly pull out the information from multiplied systems. If decisions are not made on integrated information, then company is not using all the advantages that such information can provide. (Njeguš, 2010).

Business Information System includes the core systems such as: Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Product Lifecycle Management (PLM) and Customer Relationship Management (CRM). These systems belong to the group of transaction information systems.

4.1.1. Geographic information systems

Geographic information systems belong to the group of specialized information systems. Contemporary database management systems (DBMS) include geo referenced data.

All of the information are referentially connected to the Earth that have primary characteristic as specific location are geographical information. In the same meaning term spatial information is used. They could refer to relatively small surfaces such as buildings, singular trees to big surfaces and global phenomena such as volcanic zones, climate zones and economic development of continental measures. It's considered that 70%-80% of all information has spatial characteristic. Basic characteristics of spatial information are knowledge about location of specific phenomena comparing to other objects and appearances in environment (Jovanović, 2012).

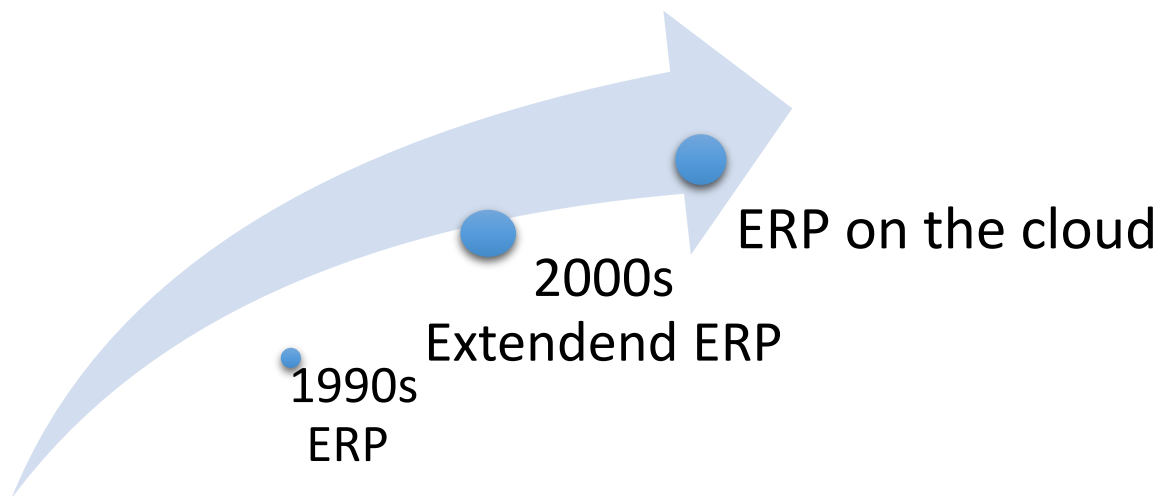
It is logical that information system have found their place inside business organizations. Those kinds of systems we could call business or management information systems. Business system can be understood as integrated system that's involving people and equipment for providing information for the support of organizational function. Information system of any economy subject is one of its subsystems. For that the aim the information system has to be synchronized with regular business goals i.e. information system with its function would have to improve working of whole business system so that best results can be provided (Stankić, 2008).

Geographic information system is organized group of computer hardware, software, data, personnel and network for the purpose of efficient collecting, storing, updating, maneuvering, analysis, modeling, transferring and displaying all shapes of spatial information. Principle of Geographic information whose purpose is accepted by creators and users is visualization. It is because of visual display, purpose and abstraction degree of plenty information is easier to understand and longer memorize. In the most modern conditions of analyses the complex geographical phenomena, multimedia layers of data are combining, including graphic, picture, sound, text, color, number, move (Jovanović, 2012).

4.2. Enterprise resource planning systems

Business uses resources to produce goods and services. These resources are land, workforce and finances. These three resources become constructive when mixed in a rational way for some creative or gainful purpose. Therefore a function of the fourth resource is entrepreneurship or management. Entrepreneurs or managers combine the resources like land, labor and capital in different ways to produce goods or services. So, it is the function of the management to plan the resources available to the enterprise effectively and efficiently. Enterprise resource planning (ERP) systems help the management in making the planning process more productive and efficient (Leon, 2008).

The expansion of the Internet has shown enormous impact on every aspect of the Information Technology sector including ERP systems that are moving more and more to the internet. Integrating with Supply Chain Management (SCM), Customer Relationship Management (CRM), Sales Force Automation (SFA), Advanced Planning and Scheduling (APS), Business Intelligence (BI) and E-business as newer external business modules, helped vendors to extend their legacy ERP, since the environment has become capable of accessing systems from anywhere at any time. E-business is becoming an essential part of ERP for organizations doing online business transactions over the Internet. Internet-based solutions are destined to improve customer satisfaction, increase marketing and sales opportunities, expand distribution channels, and provide more cost-effective billing and payment methods. The extension to SCM and CRM enables effective tri-party business relationships between the organization, suppliers and the customers (Leon, 2008).



Picture 1. Evolution of Enterprise Resource Planning, source:
<http://crackmba.com/erp-evolution/>

ERP market is currently one of the fastest growing markets in software industry. ERP solutions represent important business investment that secures competitiveness, sensitivity client demands and flexibility of business conduct in global economy. ERP systems implements “Best business practice” that are simply defined as “The best way of process performance”. Implementation of ERP solutions allows companies to perform reengineering of business practice to “The best practice” and integrate information resources (Njeguš, 2010)

ERP (Enterprise Resource Planning) system is business software that allows organizations to automatize and integrate main business processes, share data and approach information in real environment (Njeguš, 2010). A business process is a sequence of activities in between start and the end of a process. These activities are adding value and are designed to create something of value. Something that goes into the activity is called input and something that goes out is called output. ERP software supports efficient operation of business processes by integrating throughout a business functions related to sales, marketing, manufacturing, logistics, accounting and staffing (Ellen F. Monk, 2013).

Different ERP vendors provide ERP systems with some degree of specialty but the core modules are almost the same for all of them. Some of the core ERP modules found in the successful ERP systems are the following (Liaquat Hossain, 2002):

Accounting management, financial resource management (FRM), manufacture resource planning (MRP), production management, Customer relationship management (CRM), Supply chain management (SCM), Sales & distribution management, Human resources management(HRM) and last but not least e-Business.

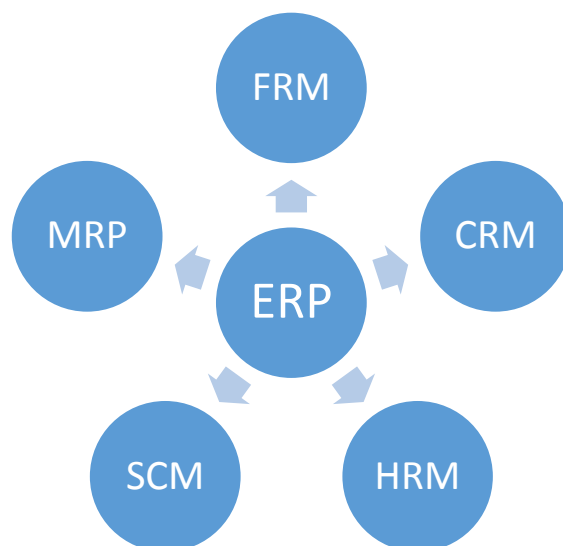


Chart 3. Schematic view of Enterprise Resource Planning system and the modules, source: <http://www.apps-masters.com/crm-erp-development/>

In global and domestic market in last few years the most common ERP systems are: SAP, Oracle Applications, Microsoft Dynamics, Datalab Pantheon TM and others (Njeguš, 2010, str. 88).

Functions	SAP	Oracle	Microsoft
Processing orders	Sales and Distribution	Marketing Sales Supply Chain	Sales and Marketing
Supply	Materials Management (MM)	Procurement	Purchase
Production planning	Production Planning (PP)	Manufacturing	Manufacturing
Financial accounting	Financial Accounting (FA)	Financials	Financial Management
Human Resources	Human Resources(HR)	Human Resources	Human Resources

Table 2. Leading vendors of Enterprise Resource Planning applications, Business Information systems, A. Njeguš, 2009;

4.3. Business Intelligence systems

Business Intelligence (BI) is architecture that represents overall name for collection of integrated tools, applications and database that provide to organization effective and easy approach to the business data, analysis and correlated sharing of information in aim of providing qualitative, fast and relevant decisions and increasing overall business effectiveness. BI software is general concept that describes decision support systems (DSS), earlier produced executive information systems (EIS), data warehouse, software, expert systems and data mining techniques for data interpreting (Njeguš, 2009, p. 286).

Business Intelligence is a way of delivering right information in right format into the right hands in right moment. Good business intelligence system collects information from all parts of organization, analyses them, prepares the needed reports and sends them to the people that demand them. Management includes four basic functions and those are planning, organizing, leading and controlling. Through these functions decision making and problem solving in decision are being permeated.

Information systems are working with data and provide information to the users, while business intelligence systems analyze information and offer certain knowledge, but final decisions are made by managers (Njeguš, 2009).

What business intelligence does that is so conductive is convert the data that is collected and organized by an ERP system into helpful, easy-to-understand information that can be applied to help a company reach its maximum potential. In this way, BI and ERP inform each other. Rather than dealing with them as separate projects, strong businesses understand that ERP and BI can work together to grant the best and most complete access to the data a company collects throughout the manufacturing and distribution process (Team, 2015).

5. Modern trends in human resource management

The world where human resource managers exist and work is constantly changing, creating new trends and problems that demand consideration. Progress on the information technologies field, telecommunication and different types of applications, opens the door to many organizations, but at the same time it can lead to some problems. From the perspective of human resource management, it is possible to define three different types of challenges that are appearing after the mentioned development (Torrington D. Hall, 2004):

- Using the electronic mail and intranet (computer connection inside of organization) for communication and information.
- Upgrade of Internet as a new important way of recruiting.
- Internet development for easier approach to the training and learning.
- Using of computer databases for storing the information about employees and writing reports.
- Application of information technology on settled tasks, such as human resource planning and payment administration.

Innovated technology leads to general changes in organization, like changes on the field of structure, business obligations, and assigned jobs and even on the culture within the organization. Therefore, technological changes lead to the changes of organization, demanding the reaction from human resource department. Recruiting and selection process must reflect a need for bringing people with different capabilities and qualities. The way and purpose of training takes new paths, while at the same time, dismissal is unavoidable (Torrington D. Hall, 2004).

5.1. Concept and development of human resource information system

Everything that is related to the physical realization of computers is called technical equipment, and everything that is related to the programs is called program equipment. Organizational support makes organizational methods and procedures for adjusting all parts of information system into organizational complex. HR support makes personnel that work on businesses that are providing information systems to realize their purpose, but it's also made by final users of information system (Stankić, 2008).

In figure 1, Human resource information systems are shown, one part is the support of HR Business Operations (Operational HR Information systems) and another part is support of Human resource management decision making.

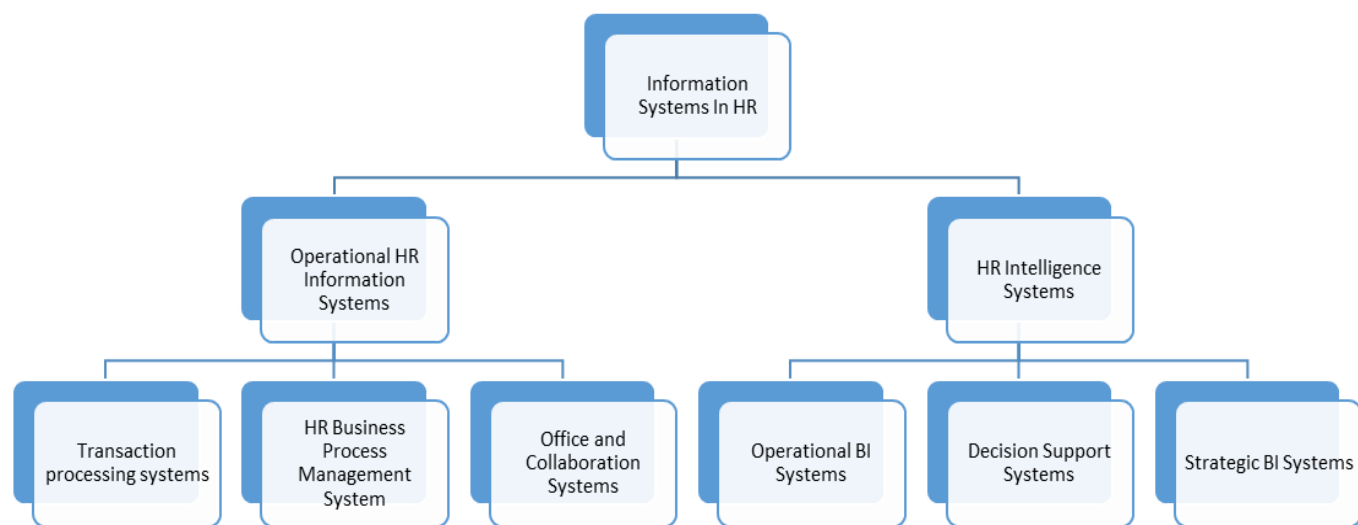


Chart 2. Types of HR information systems (A. Njeguš 2013)

Management information system provides information for strategic, tactical and operational decision making to all subsystems within the organization. This information supports a fundamental part of the response control mechanism in these areas and is necessary for the accomplishment of subsystem goals (Curtis G., 2002).

Together with the development of computerized management information systems in modern countries enterprises in the 1980s, human resource functions moderately began to expand human resource information systems (HRIS) in their daily performance.

The function of the HRIS is to provide service, in the form of accurate and precise information, to the users of the system. As there are a many of possible users of human resource information, it may be used for strategic, tactical, and operational decision making (to form for required employees in a fortification), to escape pursuit (to identify discrimination problems in hiring), to estimate programs, policies, or practices (to calculate the effectiveness of a training program) and/or to strengthen daily actions (to help managers monitor time and attendance of their employees). All these practices mean that there is a necessary requirement that data and reports must be accurate and precise and that the client can understand how to use the information (Michael J. Kavanagh, 2015).

It is important to mention that a company that does not have an automated system still has a human resource management system. Those are the paper systems that most organizations consumed before the evolution of computer technology. If an organization did not have a paper system, the expansion and application of a computerized system would be greatly hard (Bussler Lori, 2001/2002).

There are various benefits for companies when using human resource management system. They include the following (Astrid M. Beckers, 2002):

- Creating a total information picture as a single, extensive database, which enforces companies to supply basic connectivity across individuals and activities and gain the agility of information businesses.
- Improving competitiveness by reconstructing human resource operations and developing management processes.
- Collecting useful data and modifying them to information and expertise for improved opportunities and quality of decision making.
- Delivering a better number and array of detailed and actual-time human resources-related reports.
- Integrating and improving the efficiency and effectiveness of human resource administrative operations.
- Changing the focal point of human resources from the converting of transactions to strategic human resource management.
- Reconstructing human resource processes and functions and lifting employee satisfaction by transferring human resource services more quickly and correctly to them.

5.2. Cloud computing business environment as a new way of managing business

Cloud computing is a revolution in how computing power is delivered to business. To meet every dynamic business needs, organizations need to spend time and budget to scale up their Information Technology (IT) infrastructure, such as hardware, software and services. Still, with on-premises IT infrastructure, the ascending process can be stagnant and organizations are repeatedly helpless to gain optimal usage of the IT infrastructure. Cloud computing is a paradigm switch, that arranges computing over the internet. Cloud computing service consists of highly advanced virtual data centers that grant various software, hardware and information resources for use, when wanted. Companies can easily connect to the cloud and use the accessible resources on a paper use basis.

This cloud model consists of five vital components, three service models, and four deployment models.

Important components are (Peter Mell, 2011):

- **On-demand self-service:** Self-service mode will help the customer to take full control of the allocated cloud infrastructure. Customer can add or reduce resources based on a current requirement and these changes can be done without any technical support.
- **Broad network access:** Meaning that cloud computing services can be accessed from any internet connected device. Being available over the internet, customer can control it from anywhere and from any device such as mobile phone, laptop and workstation.
- **Resource pooling:** The customers-tenants share a pool of computing resources with other customers. These resources which can be dynamically reallocated, may be hosted anywhere. Example of some resources include, processing memory, storage or network bandwidth.
- **Rapid elasticity:** Cloud can dynamically allocate or de-allocate based on customer configuration. The dynamic allocation guarantees that the performance of the application as well budget of the customer is not compromised.
- **Measured service:** Cloud infrastructure has the capability to monitor and measure the resources utilized. This will help to generate a people use billing model, which will be very much beneficial to the customer.

Service Models (Peter Mell, 2011):

- **Infrastructure as a Service (IaaS):** Allows users to run any application they please on cloud hardware of their own choice. It is possible to subscribe and use the computer and storage resources on demand and scale them according to your business needs.
- **Platform as a Service (PaaS):** Allows users to create their own cloud applications, using supplier-specific tools and languages. It is a cloud application platform that runs on top of Infrastructure as a Service, and hosts Software as Service applications.

- **Software as a Service (SaaS):** Allows users to run existing online applications and it is the easiest way to cloud compute. All the applications are free or paid via subscription, accessible from any computer on the internet and they're excellent for collaborative working. Many business applications such as accounting, customer relationship management, inventory and human resource management can be made available through software as a service. Some example of SaaS applications are e-mail, CRM and ERP.

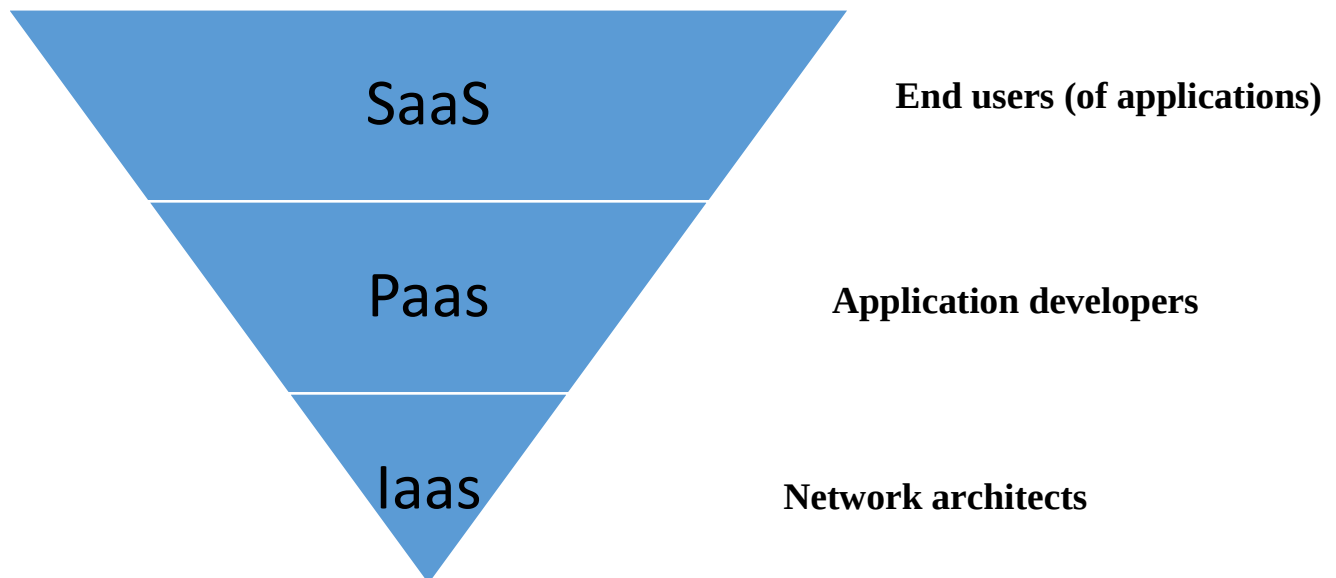


Chart4. Cloud computing models and target audiences, source
<http://www.qarea.com/articles/cloud-computing-outlook-iaas-paas-and-saas>

Deployment Models (Defined by those who use the cloud) (Peter Mell, 2011):

- **Public cloud:** It is the cloud infrastructure that is open and can be used by anyone and everyone, for individuals or companies. Public cloud providers offer free and paid models, they might provide storage and computing (processing). Security could be the biggest concern.
- **Community cloud:** These clouds are for exclusive use by a group of users that share a common mission or have specific regulatory requirements or compliance that they need to follow.
- **Private cloud:** Private or dedicated resources (computing or storage), no one else has the right to use it. They do not need to be defined by location and could be on a global level. Top concerns might be the reliability and management (greater skill set).
- **Hybrid cloud:** Combination of clouds, typically public and private cloud within the same company. Usually leverage multiple providers but not necessarily. There could be a single provider who offers shared storage (public) and also provides another service that has dedicated computing (private).

5.3.Oracle Fusion Human Capital Management Cloud (SaaS)

The simplified user interface for Oracle Human Capital Management Cloud (HCM Cloud) is a modern, intuitive, streamlined user interface that works across platforms, from tablet to laptop to desktops and requires no training. The simplified user interface supports: simplicity (users can move easily from navigation to action), mobility (the simplified user interface is optimize to support you wherever you are and however you work), and extensibility (companies can tailor their user experience to best fit their identity and business processes (Oracle Corporation, 2015).

Oracle has a number of human capital management (HCM) solutions:

- E-Business Suite HCM
- PeopleSoft HCM
- JD Edwards HCM
- Oracle Fusion HCM Cloud

All these solutions can meet the requirements for an average human resource department. PeopleSoft was developed originally and is renowned for its rich depth of information. Since the acquisition by Oracle, they are adopting features from PeopleSoft into their e Business Suite. However PeopleSoft is best suited for large enterprises and higher education. JD Edwards is intended for a medium-sized enterprise and E-Business Suite is intended for Medium-large enterprises (Oracle Corporation, 2015).

Oracle Fusion Human Capital Management (HCM) offers the same high level of rich, global human resource functionality as Oracle E-Business Suite Human Capital Management, but as a Cloud-based service. Fusion applications are considered best of the best from Oracle. It is a system of modular components weather it is the full HCM solution or one that coexist with your existing HCM solution, designed to really address the specific business needs in the organization. Customers are taking it on the variety of different ways.

The ones that are not ready for the full solution are taking some things in, like compensation or talent review and conversely there are new customers that already have an existing PeopleSoft, JD Edwards or E-Business Suite installation and they are ready to do things with a new user interface or maybe are ready to shift into the cloud and have a pure Software as a Service (SaaS) delivery (Oracle Corporation, 2015).

According to Oracle's CEO, Larry Ellison, HCM system is the only system used by everyone inside the organization and it should help people connect, with each other and with the company. The accent therefore is on communication as an important factor for business processes. Spreading company's culture through communications among new people and making it more indelible amongst existing people. HCM system will allow all the employees to work together. One employee can mentor another, employee can ask for help or get a question answered and that is just one of the responsibilities of the 21st modern/social HCM system (Oracle Corporation, 2015).

5.3.1 Human capital management cloud Oracle solutions

1) Global Human Resources

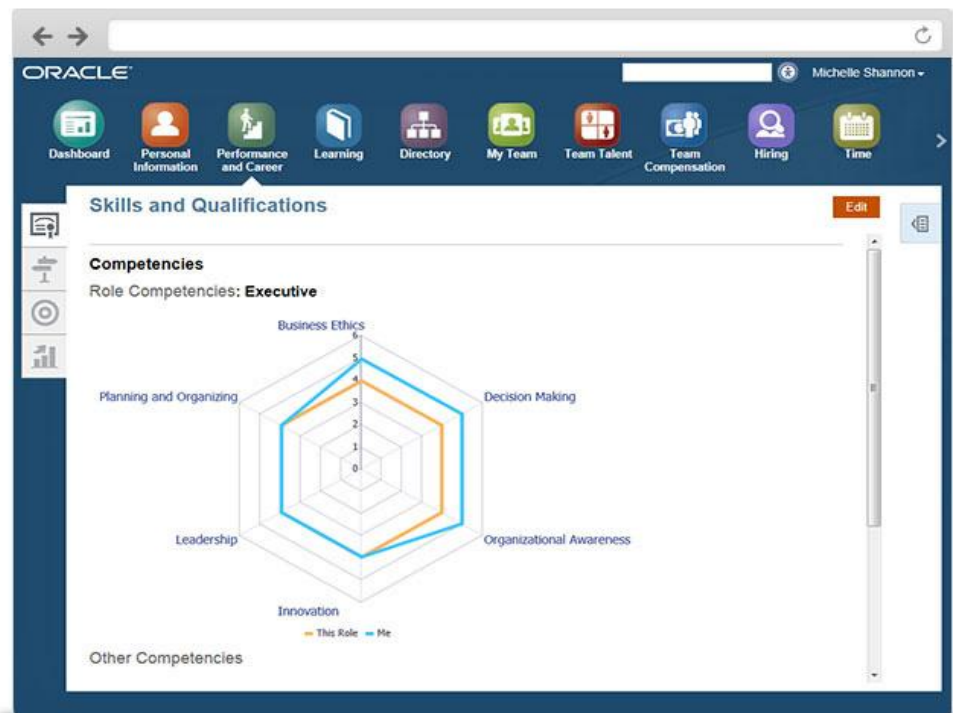
- ❖ Human Resources–This solution allows organization to coordinate typical human resource processes through influencing a single global person and local employment model. It is possible to advance operational superiority, upgrade manager and employee immediate access anytime and anywhere with intelligent and transparent navigation. Having a complete view of team and organization will take prompt actions to initiate human resource processes and will connect peer and boost teamwork through social networking. All of that is possible with the main abilities of this solution: Core HR, profiles, workforce directory, localizations (Oracle Corporation, 2015).



Picture 2. Mobile HCM application accessible anywhere at any time to see organization information, source: <http://www.oracle.com/index.html>, visited May 10th 2015

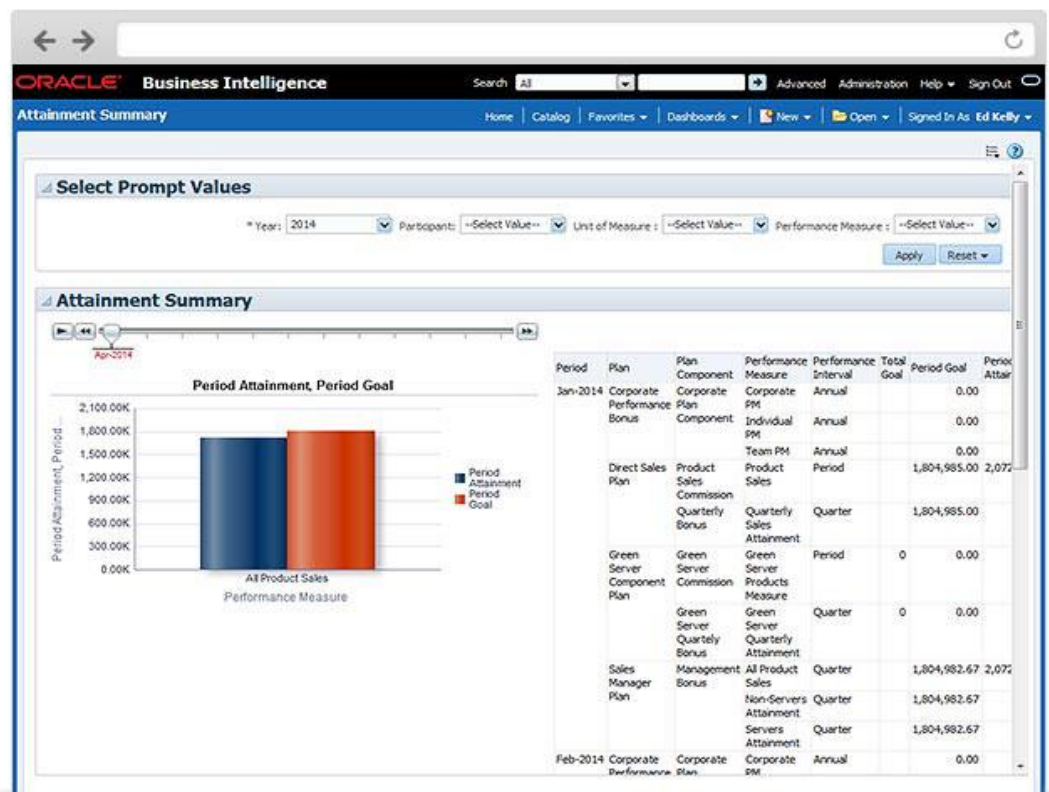
- ❖ Work Life Solutions - Develop employee's capacity and engrossment by using the creative mobile and social technology and is possible to achieve awareness into the social reputation and importance of the employees, with the abilities such as: My Reputation, My Wellness and My Competitions (Oracle Corporation, 2015).
- ❖ HR Optimization - Estimates the performance of individual talent and teams, warns for potential risks and delivers organizational changes faster and with greater confident, supports and optimizes large-scale organizational models and more accurately predicts outcomes that support better decision-making, with the abilities such as: Workforce Predictions and Workforce Modeling(Oracle Corporation, 2015).

- ❖ HR Analytics - Actual-time reporting, progressive and predicting analytics, and big data standards, you can empower your workforce to make superior decisions, answer obscure workforce questions, and compare how well your organization is doing related to other organizations, with the abilities such as: Business Insight, Enterprise Analytics(Oracle Corporation, 2015).
- 2) Talent Management - With this solution it is possible to pay for what you use, adopt the components that are needed, complete and expand in a matter of weeks. Upgrades are included as well as constant access to innovation. It offers value to all organizations, not just for bigger ones (Oracle Corporation, 2015).
- Talent Acquisition - Involves recruitment marketing and employee referrals to source talent, provide end-to-end recruiting automation, and arrange employee onboarding with abilities such as: Sourcing, recruiting and onboarding (Oracle Corporation, 2015).
 - Performance Management - Completely automates the performance process and supports executives, managers, and employees with useful and prompt insight into workforce performance advancement and its alignment with organizational objectives (Oracle Corporation, 2015).
 - Career and Succession - Empowers you to evaluate talent, recognize heirs, establish talent pools, and maintain the creation of high impact employee advancement plans with the abilities such as: talent review, succession management, career development (Oracle Corporation, 2015).



Picture 3. Comparing employee skills and qualifications to requirements for current or future job roles, source: <http://www.oracle.com/index.html>, visited May 10th 2015

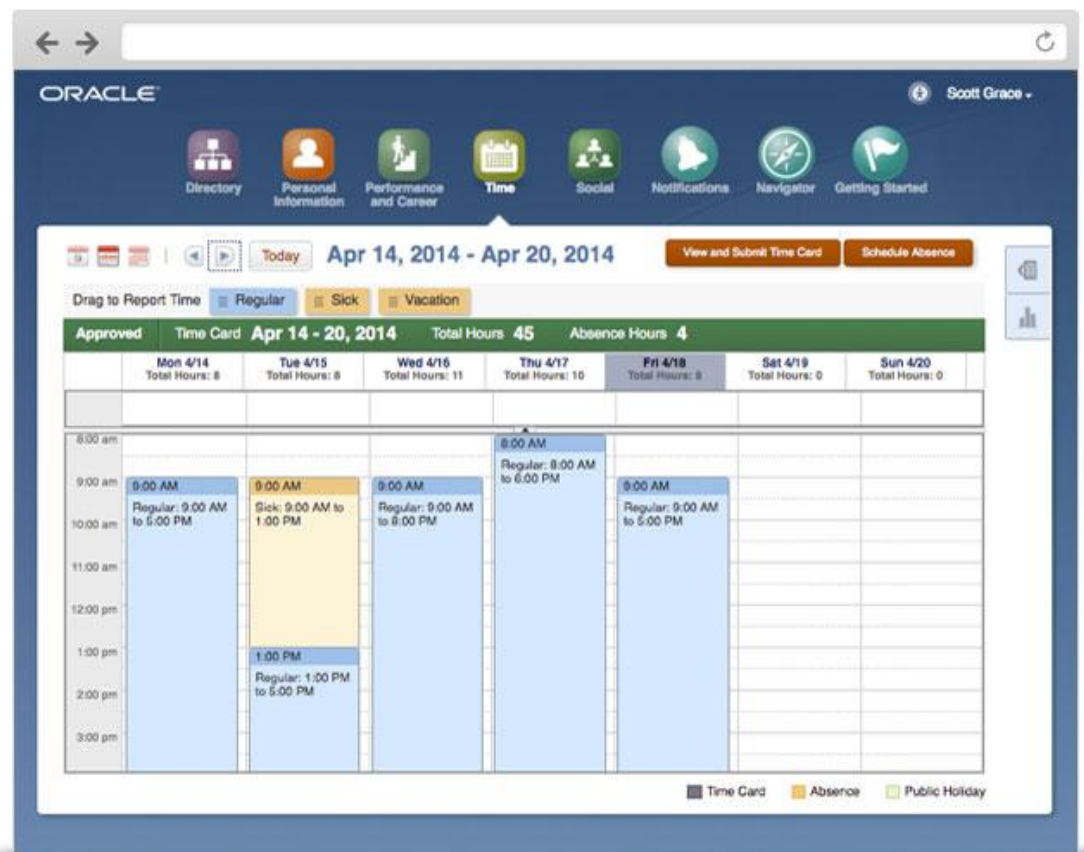
- Learning and Development - Provides you to comfortably set up learning solutions and workflows for your business, embody training essence for different learners within your organization, attain determinable insights into your learning program through progressive broadcasting and use the e-commerce aspect to specify an further revenue stream for your business (Oracle Corporation, 2015).
- 3) Workforce Rewards - This solution is used to captivate and maintain talent with comprehended workforce rewards and boost operational capability and adaptability to focus on clear and complicated organizational needs (Oracle Corporation, 2015).
- Compensation - Has extensive customer-driven configuration, unlimited plans and tailor reward designs for simple to complex requirements.
 - Benefits - It is achievable to comply with the special needs of your workforce. Has traditional “one-size fits all” plans to highly segregated plans to target unique populations.
 - Payroll–Securing that the whole organization is paid on time, greatly extensible transforming, multiply country expansions, and tax reporting and supervisory rules maintained.
 - Sales Compensations - Manage restricted lure programs for sales, adjust performance aims and reward convenient behavior, evaluate the impact of inducement on financial and sales goals with entrenched analytics and dashboards.



Picture 4. Ad hoc reporting on real-time incentive compensation data helps to improve manager's decision-making, source: <http://www.oracle.com/index.html>, visited 10th 2015

4) Workforce management- Improves overall workforce management processes, carefully manages projects, leave and absences, time and labor and promotes employee and operational quality:

- Time and Labor Integration - Regulates all types of time worked and absence at one place features and catches information based on the type of time being entered, imposes complex rules and other time verifications.
- Leave Management - Excludes manual processes for pursuing employee leave and absences, follows all types of absences globally, guarantees detailed compensations and qualifications, earns insight into absences trends, gives a user-friendly way to apply and accept leave and observes with country regulations and company procedures (Oracle Corporation, 2015).
- Project Management–Sets up best-fit resources for strategy work and develops key staffing results. Cooperatively designs and addresses projects with better comfort, agility, and capability by using social teamwork tools. It is possible to achieve insight with logical time management assimilation for enhanced cost regulation of the project labor force (Oracle Corporation, 2015).



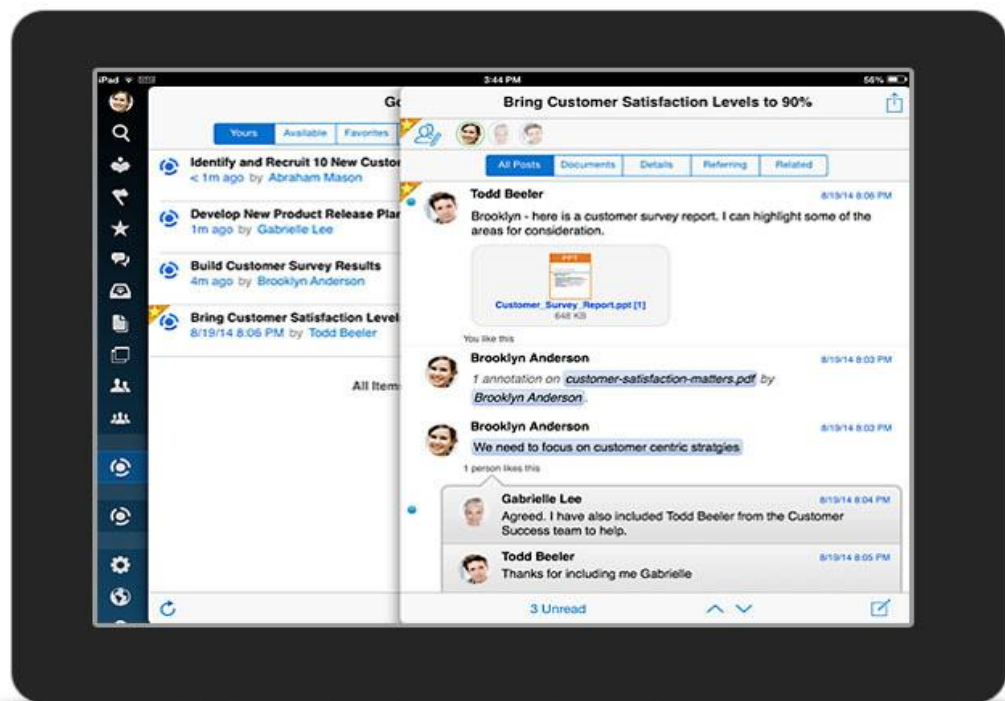
Picture 5. Enter vacation and other absences easily using a calendar view in a modern leave and absence management application, source: <http://www.oracle.com/index.html>, visited 10th 2015

5) Oracle Social Network:

- All your employees are on your social network;
- Easy to use: familiar Facebook-like User Interface;
- Connect: news feed, conversations;
- Collaborate: work together in teams, share info(Oracle Corporation, 2015);

These systems have to be easy to use and it has got to have a modern consumer user interface (UI). It's to be easily accessible by everyone in organization from receptionist to CEO. What distinguishes their Cloud HCM system from other HCM systems is that they've adopted a social paradigm that resembles to popular social networks such as Facebook or Twitter. It uses modern techniques to help company bring the best qualified people, so it does social sourcing, uses LinkedIn and lot of other ways. A company might have followers or fans, and there are many other ways to find people that are interested in what a certain company does. If your company is well connected with the employees there is greater chance to get an employee referral. It is a one UI so it's available anywhere on any device. It's not just a transactional system it spreads information, and it runs on the cloud so it's easy to implement.

Modern human resources entitle the individual by influencing easy to use tools that are personalized, social, provide awareness and cover the entire employee lifecycle. Oracle HCM Cloud makes it is easy to discover, develop, and maintain the best talent, allows teamwork, gives complete workforce intuition, raises operational adeptness and makes it easy for everyone to connect on any device.



Picture 6. Sharing your knowledge through actual-time conversations, source: <http://www.oracle.com/index.html>, visited May 10th 2015

5.4.SAP SuccessFactors human capital management software

SuccessFactors cloud-based human capital management solutions assist you to end the breach between strategy and completion. SuccessFactors human capital management software is the most adopted Software-as-a-Service (SaaS) business software in the world and has over 3500 customers and more than 20 million users in 177 countries. For a company to strengthen, organize and steadily advance business results through people, SuccessFactors deliver an exceptional mixture of solutions such as: Core HR, Talent management, Analytics and Social Collaboration

(http://www.successfactors.com/en_us/solutions.html, visited May 15th, 2015).

5.4.1. SuccessFactors HCM Cloud Solutions

1) SuccessFactors Core HR: Employee Central and Employee Central Payroll.

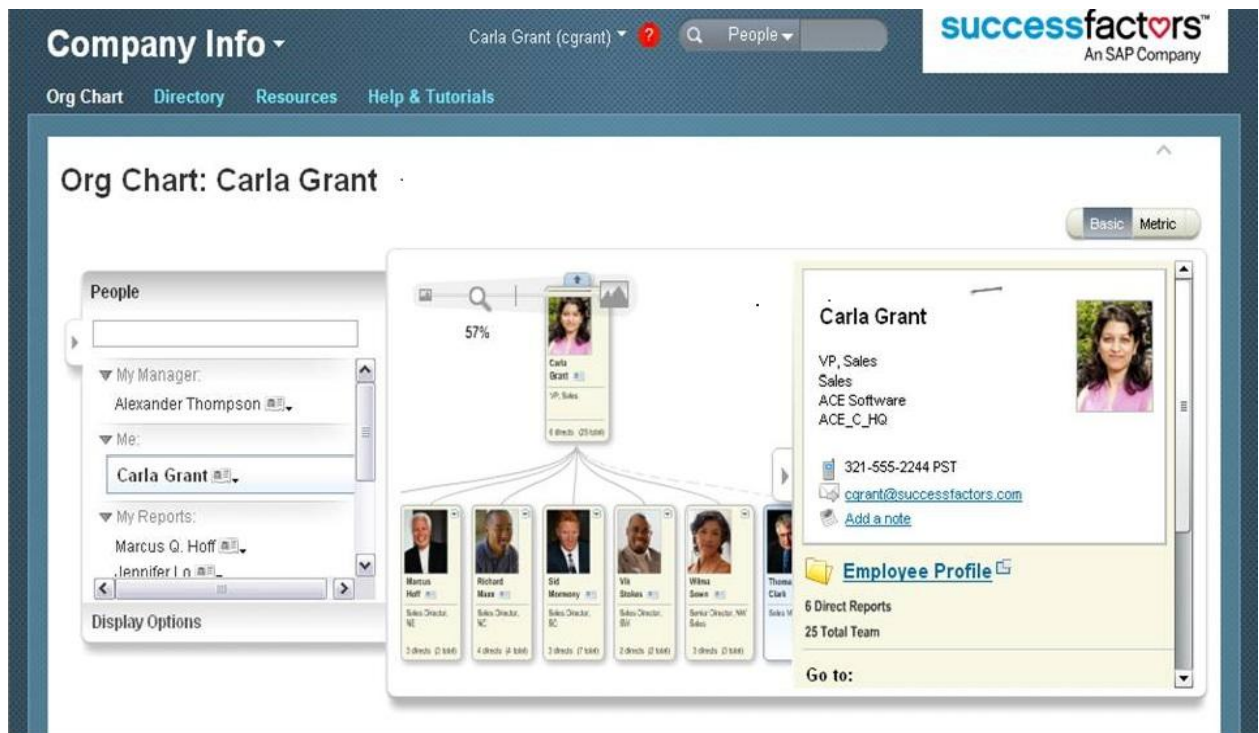
- Employee Central is a cloud-based core HR system supporting the entire employee life cycle, from recruit to retire, delivers the world's best set of globalized features with which it is possible to start anywhere and go everywhere. Delivered from the cloud, employee central lowers total cost of ownership, while delivering continuous innovation. Employees can view up to day organization chart that provides clarity of roles with any organization and view public profiles to learn more about their colleague's interests and expertise. There are features that enable faster onboarding of new or transitional employees. Powerful self-service features, provide timely information and control, for example – advances and deductions are easily requested and managed. Time off requests are shown on a group or individual basis, so employees are well informed before making their own time off requests and they can also form groups. The intuitive interfaces make it quick and easy to monitor developments and take action for HR administrators, like responding to pending requests

(http://www.successfactors.com/en_us/solutions/core-hr-cloud/employee-central.html, visited May 15th 2015).

They can access to employee profiles to view and make updates to job organization and compensation data, with the ability to set effective dating globally. Compliance and reports are key benefits from employee central for HR managers. Out of the box reports and online report designer provide managers with the day to day need for strategic decision making. It is possible to integrate employee central with other HCM solutions like performance and goal, HR analytics, learning and others.

- Employee Central payroll is available only as an option of Employee Central customers. It can offer you a proven solution that is used by thousands of organizations worldwide in 22 countries. It also offers a choice of using it as a cloud with all the benefits and convenience as well as controlled implementing and managing payroll in-house and it delivers legal compliance and best practices from country-specific product specialists

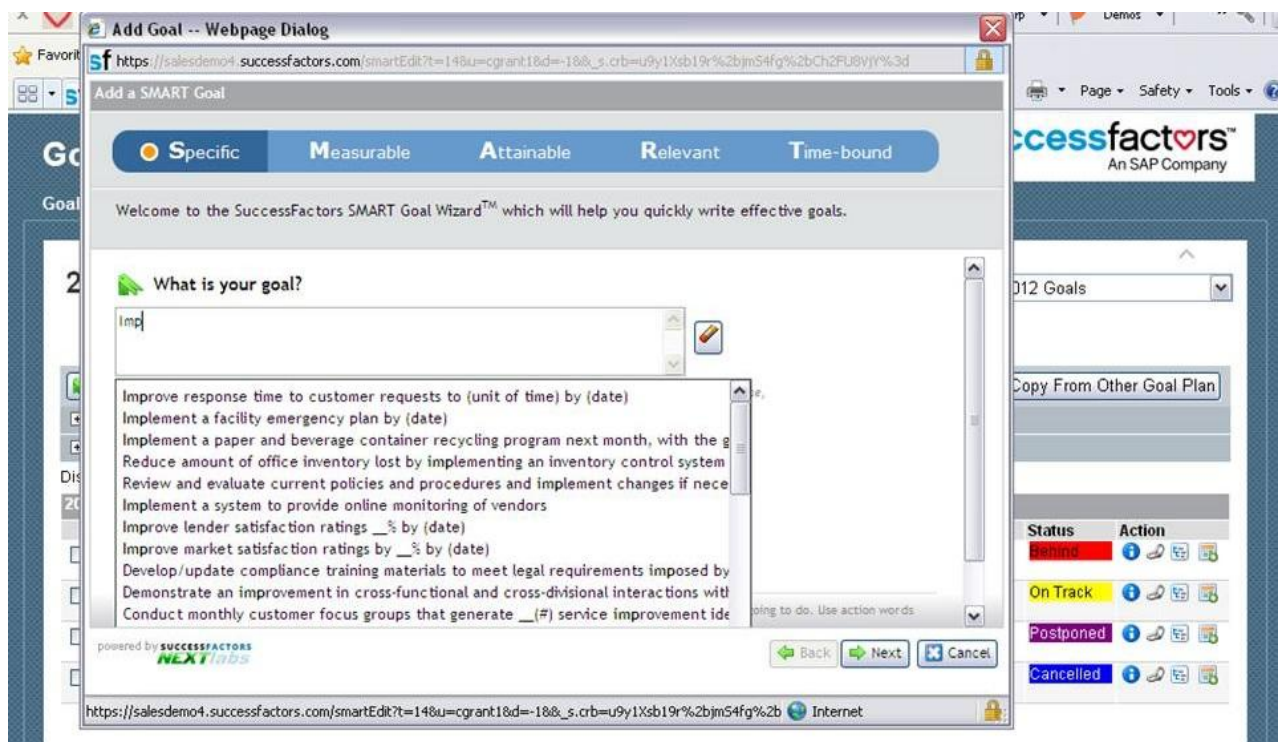
(http://www.successfactors.com/en_us/solutions/core-hr-cloud/payroll.html, visited May 15th 2015).



Picture 7. Organizational chart in SuccessFactors, source: http://www.successfactors.com/en_us.html, visited May 15th 2015.

- 2) SuccessFactors Talent management solutions - Helping to improve employee engagement, through beautiful and engaging work experiences. Beautiful because the latest design and social capabilities are integrated, to improve performance and engaging because employers and their workforce can work the way they want with mobile apps for phones and tablets. This is the unique solution that is complete and tracks employee from recruit to retire with nearly 20 000 talent items built in. SuccessFactors Talent include next solutions, which can be used alone or together (http://www.successfactors.com/en_us/solutions/talent.html, visited May 15th 2015):
 - Recruiting - Combines an intelligent and complete recruiting marketing platform with the robust set of tools with selection and analysis to drive better hiring and better business results. The quality of the hiring depends on the quality of the candidates that company can attract and engage. SuccessFactors turns every job opening into a multi-channel marketing campaign, with search engine optimization and marketing, customized landing pages, intelligent job posting, social network integration and an intuitive dashboard. These tools are built to tell you exactly where there's need to adjust a process to continuously improve results. It is not enough to just attract the right candidates, they need to be engaged. That is possible with career site optimization, an open talent community and a social referral feature that allows candidates to find jobs that match people in their network and refer them with the single click, all without leading your career site. Easy selection using mobile components and a closed booth process where it can be seen how new hires perform on the job (http://www.successfactors.com/en_us/solutions/talent/recruiting.html, visited May 15th 2015).

- Onboarding - Improves efficiency and compliance with configurable workflows, intuitive online forms and a robust dashboard. Increases employee engagement by boosting confidence, improving the quality of interactions and driving business results. Gets faster contributions from new hires by seamlessly connected into employee development process from the get go.
(http://www.successfactors.com/en_us/solutions/talent/onboarding.html, visited May 18th 2015).
- Performance & Goals - This solution is enabling to break down companies strategies into actionable goals that are understood and acted on. The smart goal wizard can give over 500 pre-built goals that can help in driving alignment with key company strategies. Goals cascade quickly to everyone with full line aside and mobile access for tracking goals back to those responsible for monitoring them. It is beautifully designed solution and provides clear guidance, yet it is robust enough for managers and HR users, with features in content like writing coaching assistants. Tools such as team overview, team radar and calibration insure that top performers are identified and retained
(http://www.successfactors.com/en_us/solutions/talent/performance-goals.html, visited May 18th 2015).



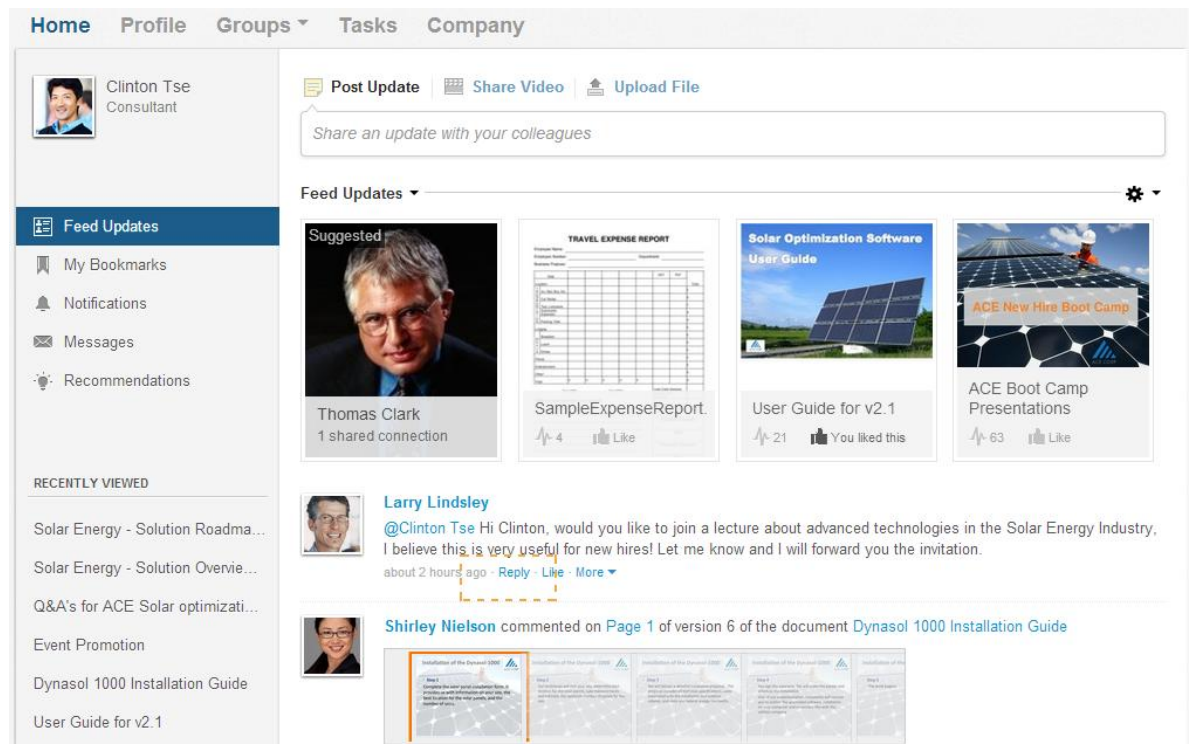
Picture 8. SuccessFactors Smart Goal Wizard, source: http://www.successfactors.com/en_us.html, visited May 18th 2015.

- Compensation - With this solution it is possible to pay the employees based on accomplishment, set up a pay-for-performance culture - maintain top talent and boost output across the organization.
(http://www.successfactors.com/en_us/solutions/talent/compensation.html, visited May 18th 2015).

- Succession& Development - Anticipate and plan for staffing changes and assure the readiness of employee talent at all levels. Align learning activities with competency gaps to arm your workforce for current and future needs. Improve motivation with continuous development and career planning
(http://www.successfactors.com/en_us/solutions/talent/succession-development.html, visited May 18th 2015).
- Learning - Helps to improve training for compliance, with features like: automated learning assignments, pre-built compliance reports and dashboards and optional validated learning environments for customer seeking greater compliance and regulatory insurance. For improving employee performance and as a unified SuccessFactors talent solution, it provides features such as easy access to learning from goal plans to support all learning modes. Built for learning on the go, with SuccessFactors mobile, it gives you comprehensive approach that is easy for employees and managers to adopt
(http://www.successfactors.com/en_us/solutions/talent/learning.html, visited May 18th 2015).
- 3) Workforce Analytics & Reporting - Gives litigable, significant visions to the business leaders with a strong mixture of talent and business data that produces easy to accept and consume information. Creates a motivation for positive change in the business (http://www.successfactors.com/en_us/solutions/analytics.html, visited May 18th 2015).
- Workforce Analytics - Provides an extensive assemblage of analytics and reports that involves all operations and human capital management suite applications. Predicting analytics are also front line range of capabilities extended within workforce analytics. Headlines is a new mobile application usable for smartphone and tablet devices that equips managers with significant and focused analytics for their area of duty in actual time
(http://www.successfactors.com/en_us/solutions/analytics.html, visited May 18th 2015).
- 4) Workforce Planning - Regulates accurate workforce information and requirements to appraise readiness for developing strategies, measures the effect of business decisions, audits risk and takes action. Workforce planning form on analytical data to supply customers with the capacity to classify current and projected workforce needs, as well as the skills and competencies to support the long-term needs of an organization. Furthermore it also features “what-if” design capabilities to identify the financial impact of various workforce schemes and predicting workforce planning performances to predict company growth, costs, and skills breaks based on current and previous data
(http://www.successfactors.com/en_us/solutions/analytics/workforce-planning.html, visited May 18th 2015).
- 5) SAP Jam - Helps employee output and teamwork by combining cooperation, communication and filling creation tools with a private social network for your organization. Jam’s exceptionally simple video lets everyone share his or her knowledge - even straight from a mobile device.

- SAP Jam is a social collaboration platform created to improve communication and sharing, onboarding of new employees, and combination across an organization. It combines social-media capabilities that Twitter, Facebook, and Google Plus users will find recognizable. SAP Jam equips users with the convenience to upload documents, videos, create Wikis, groups, and automate group participation for individuals established on certain features

(http://www.successfactors.com/en_us/solutions/social-collaboration/jam.html, visited May 18th 2015).



Picture 9. SuccessFactor's Jam Social Network Home Page, source: http://www.successfactors.com/en_us.html, visited May 18th 2015.

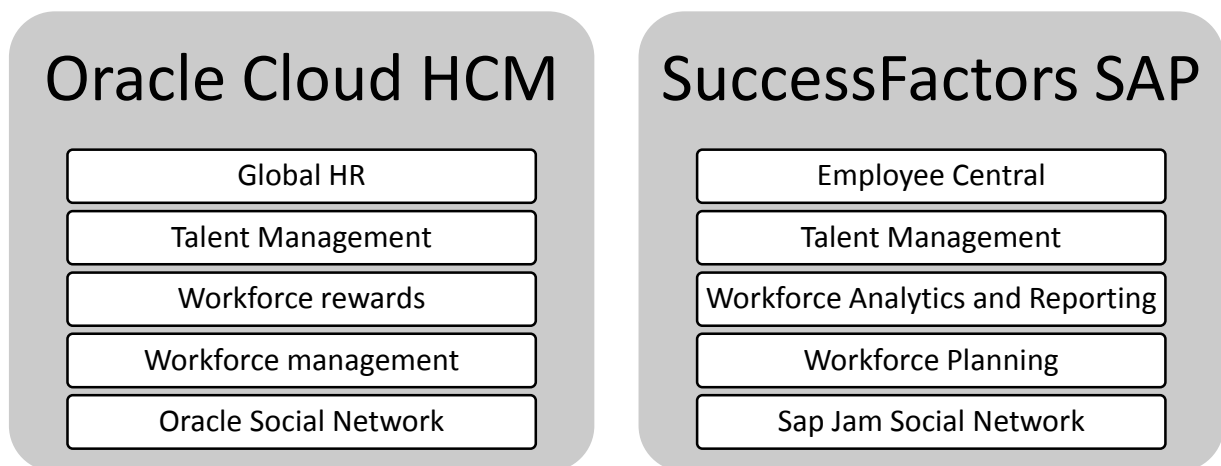
Hilton worldwide with nearly 4000 properties in 90 countries with approximately 600 000 team members is one of the leading global hospitality companies. Having a distributed workforce it was very important to them to have a centrally located software system to perform some of the most critical HR functions like performance management, compensation, succession planning and just to have profiles of their people centrally located (http://www.successfactors.com/en_us/customers.html, visited May 18th 2015).

SuccessFactors provided them with the opportunity to have a single global platform. Hilton has a very vast, wide range workforce and for them having a platform that resonated with all of their team members is really important. They've been using SuccessFactor applications in total for nearly 10 years, and being able to configure, tailor and adjust them over time is of crucial importance for Hilton's human resource management. The journey for them has been interesting in that they trialled the applications first, and they found out that the business was asking for more of them.

They found out that they've hit the mark on user friendliness when the business was asking for more performance management systems and compensation applications (http://www.successfactors.com/en_us/customers.html, visited May 18th 2015).

5.5. Oracle and SAP comparison

Main human capital management solutions in both Sap and Oracle cloud-based software:



Picture 10. Comparison of Oracle and Sap HCM solution applications, source: Author

Oracle's HCM Cloud has simplified user interface (UI) for employees and managers. It is a modern, intuitive, streamlined user interface that works across platforms, from tablet to laptop, to desktop and requires no training. The simplified user interface provides direct access and makes it easy to enter information into the system. For example if a phone number needs to be updated, a personal information icon should be tapped, and all the details are presented in an editable format. The foundation of Oracle HCM cloud is - social, and it was built straight in <http://www.oracle.com/us/corporate/index.html> (visited May 20th 2015).

On the other hand SuccessFactors offers security, integration and extensibility as well, and does more than just automating HR processes. By aligning the workforce with the business strategies they help running a company in a better way and drive business results. Security becomes more critical every day and at SuccessFactors they enforce privacy through standardization and have created a singled gold standard for security allowing manages to keep their focus where it is needed.

(http://www.successfactors.com/en_us.html, visited May 20th 2015).

They offer the security that is transparent, written into contracts, audited and trusted. Integration is moving towards standardization and it improves data sharing among applications in which SuccessFactors is the key player in the development of these standards. It is possible to leverage pre-packaged integration solutions or custom created using the special technologies and rich transformations. SuccessFactors also provides an application data model that allows the basic configuration of delivered objects and extend metadata framework that extend SuccessFactor's business applications, plus it is possible to create new applications from scratch. All of that can be well-integrated with the applications and not impacted by the upgrade process.

6. Changes in human resource information systems and modern service industry

Today's business environment is increasing and it has become very unpredictable and complex. Organizations pursue to modernize themselves and to add value through innovations. When focusing on service innovations they are becoming crucial for concentrating on challenges of globalization and economic transformation. Therefore modernization of services has become an important cause for companies to gain competitive advantage (Eric Ng, 2015).

Information systems are considered a major propulsive effort for innovations in services and there are some confirmations suggesting that they could further increase the understanding, interest and approachability for customers and contribute to greater level of organizational efficiency.

A study was taken, based on a self-administered questionnaire for 104 participants that are involved in human resource information systems and work in a human resource department (such as top management, managers, senior managers and executives) in India (Shiri, 2012). With majority of respondents being human resource executives (around 62%) and about 17% percent of them being involved with the service industry this study shows some great effects of HRIS on human resource management functions, such as (Shiri, 2012):

- Gathering, storing and analyzing: Where about 71% participants highly agreed with the improvement of these activities.
- Enhance organizational performance: 79% agreed with the improvement, 21% highly agreed
- Increased administrative efficiency: Nearly 80% agree and about 20% highly agreed
- Benefits administration work: About 61% agreed and 22% highly agreed, the rest disagreed
- Made work easier: Nearly 80% agreed with that, the rest highly agreed
- Improves the work environment: About 68% agreed, 15% highly agreed while the rest disagreed
- Helps talent management: Around 85% agreed with that while the rest highly agreed
- Increased the quality of work: Nearly 86% agreed with it, while the rest highly agreed
- Helps in decision making: It is 50/50 with agreed and highly agreed in this function

Study also shows effectiveness of HRIS on human resource functions and programs such as that it:

- Replaces manual processing, where more than 60% of them agreed,
- Delivers strategic competences, with what almost 80% of them agreed,
- Reduces cost of human resources, where all of the participants agreed (100%)
- Identifies potential applicants, where almost 80% of them agreed,
- Helps staff planning, with what almost 80% highly agreed, as well as with that it identifies and retains human resource talents,
- Helps in recruitment process, where almost 60% of them strongly agreed,
- Develops training modules, almost 80% agreed,
- Improves payroll system, over 80% agreed, as well as that it improves time and attendance and improves performance appraisal system,

- Has a clear understanding of human resource process, with what more than 80% agreed;

Huge number of impacts of HRIS on human resource activities was mentioned such as that it does the following:

- Improves structure of human resources - almost 80% agreed, as well as that it improves system of human resources;
- Improves styles of human resources - all of the participants agreed (100%) as well as that it improves the areas of human resource department activities, takes stock of human resource activities, grows and changes in role of human resources ;
- Identifies areas that need improvement with what over 60% agreed, but then;
- About 71% agreed and 29 highly agreed that it is complex and makes work difficult;

It is generally shown through this study that HRIS has brought improvement for, not only the administration work, but for the overall human resources functions of the organization. The system such as this one is capable of producing more effective and faster outcome that it could be done by paperwork, because of the rapidly available and useful information for managerial decision making. It could be also complicated and difficult to use sometimes, but it has helped to coordinate human resource activities with the organizational strategy, identifying improvement areas and keeping everybody informed with the current practices.

With this research taken, general hypothesis can be proven, that modern technologies are highly accepted among employees in human resource department within organization in order to cooperate better with other co-workers and gain competitive advantage on the market.

6.1. Human resource management transformation

Best practice from a company doesn't work, what is needed is the best system and if one practice is pulled out of that system without managing it in whole, the practice may not be implemented well. The same is with the HR (human resource) transformation. It is important to know the roadmap of what a good HR transformation looks like. It could be divided into four phases (David Ulrich, 2009):

1. The purpose of transformation (why?)

HR transformation is done to better respond to a business context. The context has general, environmental conditions (political, social, economic, demographic, and global) that change the world that we live in. Context also has specific stakeholders – investors, customers, union groups, suppliers, regulators. These stakeholders and the general conditions give the rational of why HR transformation should be done.

2. The result of the transformation (so what?)

Question “so what?” begins to define the outcomes, and what the benefits of transformation are. The benefits are the capabilities that a company needs to compete and win and by capabilities it is meant - what the company is good at doing. Whatever the organization needs to be good at or known for becomes the outcome of HR transformation.

3. The way of how the transformation is done (how?)

There are three parts and three ways of how it is done. Firstly, it is regarding a way in which HR department could be changed. HR department needs a structure and a strategy so that it can deliver against the expectations. HR also means the set of HR practices – the hired people, the existing performance management systems, the communication systems and the structured organization. When doing the transformation the accent is on the well-organized and focused on right things department, that the practices are aligned, integrated and innovated and that the people have competences for the future.

4. Providers of the transformation (who?)

Who has what responsibilities, between the line managers or often the owners, HR professionals and employees (the recipients)?

When all of these phases come together the successful HR transformation begins to effectuate in the company.

6.2. Social networking and human resources

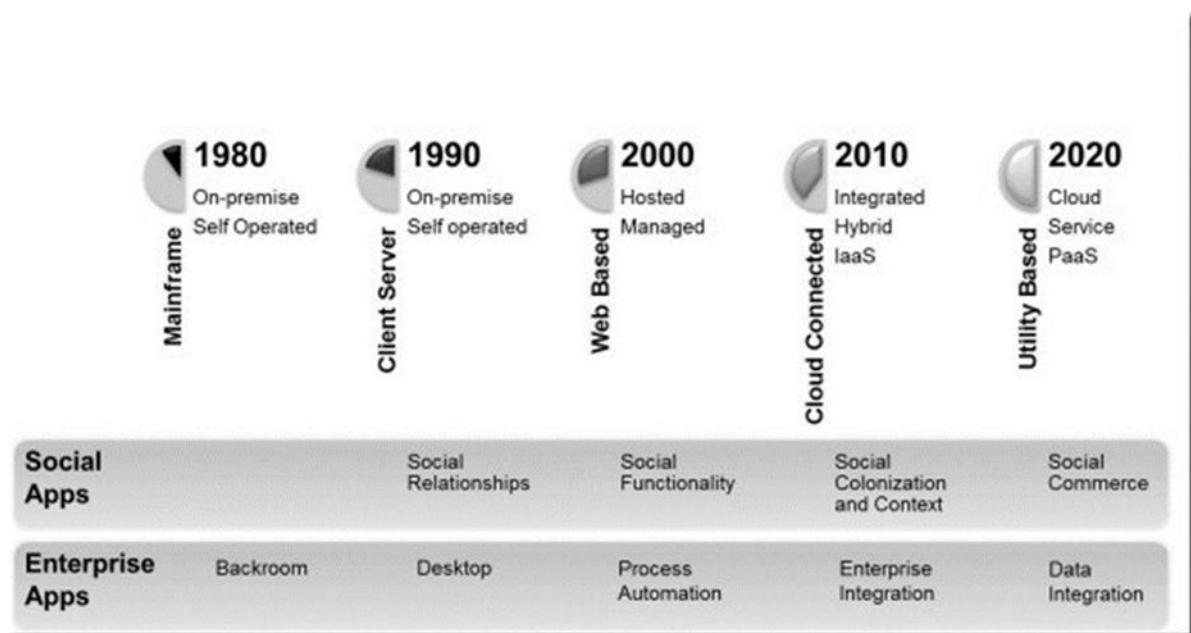
In business today, social interaction and collaboration have transformed from face-to-face culture, to a virtual culture. Through simple engaging tools employees can harness the collective intelligence of workforce and seek ideas from network, as they communicate and work together. Sharing content and knowledge in real time has never been easier because now it is possible using different solutions to collaborate globally, anytime, anywhere and with any device.

The thing that attracts researchers and what the area of growing popularity is the use of social media by businesses. A report from 2012 predicted that there were approximately 1.43 billion social media users which is increase of 19.2% compared to 2011. Businesses are clearly concerned by this massive usage of social media, since there are still lack of knowledge and perception about the usage of social media especially in context of service innovations. However some of the businesses such as Facebook, Twitter or YouTube are being represented on social media, and they see the usage of it as an improvement of communication with their customers through receiving valuable feedback on improving business performance (Eric Ng, 2015).

Some survey results proved literature affirming that employers should acknowledge social networks as an applicable recruitment tool, particularly between Generation Y and more known as the “Millennials”. While all participants commonly preferred electronic methods of job application and recruitment, results indicated Generation Y respondents use social networking websites more often than non-Generation Y respondents. Generation Y is mostly known for their technological savvy (Eric Ng, 2015).

According to a research where 575 students from 76 schools were questioned, 59% of generation Y students answered that they use social networking and internet daily. Most of them (85%), used Facebook in the last month and 99% is looking for a job through internet and about 85% of them use internet for communication on daily basis other than internet (Sky Brown, 2009).

The focus should be on “so what?” question, for how to take what the trends are and put them into practical action. The thing is actually about social, because it is human resource’s business. Before all the trends started to take action there was a lot of apprehension seen in the market and among the human resource professionals, for example blocking of sites so that employees could not get on Facebook and other social networks. But now what more and more professionals and leaders are finding is that people collaborate in multiple different venues to get things done and social is a way for that to happen. The internal strategies for social networking need to start mirroring the external strategies pertaining to social networking. Social can help us to unify the employee profile or talent profile through social data, it can help get work done and there is also possibility for managers to gain a more complete view of employee performance through social feedback (Sky Brown, 2009).



Picture 11. How Cloud computing has evolved and what it means for app development, Juha Harkonen, www.jmharkonen.wordpress.com/2011/01/19/cloud-evolution, visited May 28th 2015

7. Hotel Zira and basic information

Hotel *Zira* began operating in May 2008th year and has a total of 127 superior (single and double) and deluxe rooms (suites). All the rooms are modern, equipped with a direct dial telephone, Wi-Fi and cable internet access, plasma TV-TV and satellite, mini bar and safe. Guests have at their disposal a fitness and wellness center located within the hotel, provided the latest gadgets with the constant presence of trained and qualified staff ("Zira", 2015).

Zira, as the hotel is primarily designed for business people, has a conference center that provides highly professional organization of conferences, seminars, promotions, presentations, gala dinners, receptions and similar events.

Congress Centre comprises three halls, called (<http://www.zirahotels.com/sr/meetings-and-events>, visited May 20th 2015):

- a) Santorini - an area of 50 square meters with a capacity of up to 40 people;
- b) Rhodes - with a capacity for 140 people and 200 square meters is perfect for holding all kinds of conferences, seminars, promotions, dinners and other events;
- c) Mykonos - the largest hall of 215 square meters, has a capacity of 150 persons;

All three halls, thanks to movable walls, flexible sizes and can be customized to the needs and requirements of business people and other guests as needed. In addition, three functional rooms can be converted into a banquet hall, which can accommodate 400 people, and to be functional.

7.1.Organizational structure of hotel *Zira*

According to the organizational structure, usually in hotels primarily performs the division into sectors. Sectors represent the organizational unit within which services are organized at the highest level. They are formed by nature and characteristics of the individual services. Group jobs in which work is performed which results in the execution of a particular task are called a service. Services are formed by: the similarities between business and functional relationships between the tasks. The organizational structure of a hotel does not have to be complementary to another hotel and vice versa.

The division into sectors is a grouping of similar and logically related work activities in the sector. To this end, managers made organizational chart, which clearly shows how the work is divided. Thus, the division into sectors, the result of the decision of the manager to the specific work activities, since the division of the business tasks, connected to a group of similar business tasks. It is clear that within the organization there is a great variety of business tasks, as well as the sector and the business objectives and sectors differ in some tourist companies. It is this kind of division was made at *Zira* hotel.

So, the organizational structure in the Hotel *Zira* includes management, departments and divisions.

The management manages and plans, organizes, coordinates and controls the operation of the hotel, represent and ensure the legality and effectiveness of its operations and devise overall growth strategy of the hotel (Internal documentation, “Hotel Zira Belgrade”).

Hotel management represents:

- Hotel Director
- Executive Director
- Chief Operating Officer
- Director of Food and Beverage
- Administrative Manager

Within the Hotel *Zira* are formed following basic internal units or departments (Internal documentation, “Hotel *Zira* Belgrade”):

- 1) Division Room
- 2) Food and beverage sector

Sector room performs tasks related to: property maintenance, inventory and hotel infrastructure, procurement of goods for the hotel, the reception and accommodation of guests, providing service to hotel guests, physical and technical security, hygiene and other activities that correspond to the category of the hotel. In the education sector, rooms are internal units as follows (Internal documentation, “Hotel *Zira* Belgrade”):

- 1) Department of Accounting
- 2) Department of Human Resources
- 3) Divisional sales
- 4) Department of Technical Maintenance
- 5) Department of Procurement
- 6) Reception department
- 7) Security department
- 8) Households

In the food and beverage sector are established internal units as follows (Internal documentation, “Hotel *Zira* Belgrade”):

- 1) Department restaurants
- 2) Self-contained kitchen
- 3) Department of mini bar

Jobs are systematized according to the type, complexity, and other conditions necessary for their performance and within organizational units.

- ❖ Hotel Director: he manages, plans, organizes, coordinates and controls the management sector of rooms and food and beverage sectors. Takes a hotel business policy, establish financial plans business hotel as well as plans for the development of hotel services, is responsible for their implementation after adoption, the proposed organization and duties and tasks of the hotel and all indoor units (Denney G. Rutherford, 2007, pp. 91-95).

He recommends: the deployment of staff to specific tasks and assignments, disciplinary action for violation of duties, forming committees or working groups when the need arises; take all necessary organizational activities that the hotel still provides the best quality service, insisting on the maximum level of training of employees.

Creates conditions that each employee is the maximum trained and motivated to work, take all organizational actions for the execution of the annual business plan hotel, with special care and responsibility for achieving the planned rate of profit in the overall operations of the hotel.

Participates in giving suggestions for making the investment program and is responsible for the implementation thereof, enter into contracts with companies and individuals, manages the hotel and coordinates the work of the internal units, monitors overall growth strategy in the field of hospitality, the hotel is an international and domestic events, and performs and other activities in accordance with the law and other acts(Denney G. Rutherford, 2007, pp. 98-100).

- ❖ Executive Director: coordinate and controls the work of all other internal units, organizes and manages the business activities of hotels, represents the company and concludes contracts. Prepares business plans and development programs and take care of their execution, makes long-term development plans and oversees a budget hotel, analyzes monthly and annual reports submitted by the Director of Operations and Director of Food and Beverage .

Participates in the preparation of hotel services, monitors and establishes business contacts with major business partners, manages the affairs under its jurisdiction, follows a global strategy. In collaboration with the Divisional Directors, based by proposal of department heads, prepares a plan of using annual leave of employees, decides on the responsibilities of employees and their individual rights and perform all duties prescribed by law and the rules of the hotel. He also replaces the director in absentia, performs other duties as requested by the Director and is responsible for his work (Internal documentation, “Hotel Zira Belgrade”).

- ❖ Chief Operating Officer is responsible for the operation of the hotel and directly responsible to the Executive Director, is responsible for providing the highest level of hotel services and technical conditions for the operation of the hotel, according to the standards prescribed by the competent national authorities. Ensures that the hotel meets all legal obligations to employees and control the implementation of the prescribed safety at work. His responsibilities include hiring, training, determining the liability of employees, evaluate their work and solve the problems. Actively participate in all social events for positive affirmations hotel creates a strategy for human resource development and establishes of HR priorities (Internal documentation, “Hotel Zira Belgrade”).

Develops, manages, administers and implements human resources programs under the supervision of the Director General, to identify the need for new personnel in conjunction with managers and sector planning and implementation of the recruitment and selection of candidates.

He manages, plans, organizes and coordinates the work of the sector room, professional guidelines for working heads of departments and personnel administrator, proposes the establishment and termination of certain employees in its sector, identifies the problems in the work sector and is engaged in solving them.

Cares for continuously improving the quality of services in accordance with the hotel category, proposes disciplinary action in the image breach of obligations, and insists on a maximum of training employees.

Creates conditions that each employee is the maximum trained and motivated to operate, monitors and establishes business contacts with business departments, takes all organizational actions to improve the quality of hotel services.

Participates in the development and provision of instructions relating to the legality, propriety and rationality of work in the sector and is responsible for the maintenance work of the department, the department reception, security departments, and department of the household as well as the work of the personnel administrator. Performs other duties as requested by the Executive Director of the hotel to whom he is responsible (Internal documentation, “Hotel Zira Belgrade”).

- ❖ Administrative Manager provides legal assistance to the hotel, if necessary, drafts contracts in the field of hotel business, overseeing the legal aspects of the hotel including employment contracts, contracts with customers and contracts with suppliers. Among his responsibilities include the monitoring and strict enforcement of all laws relating to the activities of the hotel and the implementation of legislation in the field of labor and employment, as well as the implementation of regulations in the field of health, pension and disability insurance. Performs administrative duties for the directors and the chief executive, keep daily records of scheduled meetings, perform constant communication with Divisional Directors and heads of departments. Organizes meetings management, with notes of these meetings is compiled and submitted them to the attendees of the meeting, preparing travel orders and keep records of business trips, if necessary translated letters, requests and other documents into English language, perform other tasks and their areas according to the needs and by order of the Executive Director to whom he is responsible for his work (Internal documentation, “Hotel Zira Belgrade”).
- ❖ Director of food and beverage: manages, plans, organizes and coordinates the work of the food and beverage sector, professional guidelines for working heads of departments, procurement officer and banquet coordinator, provides quarterly and annual reports to the Executive Director which serves as the starting point for the development of plans for future operations of the hotel and ensures their implementation after adoption, insists on the maximum level of training employees, creating conditions that each employee is the maximum trained and motivated to work, take all the organizational activities that the hotel still provides the best quality service, participates in the development and provision of guidance relating to legality. F&B Director is responsible for the operation of the restaurant department, perform other duties as requested by the Executive Director of the hotel which is for his work responsible (Denney G. Rutherford, 2007, pp. 239-240).

8. Hotel Zira Human Resource Management department analysis

Hotel systems are characterized by many, different and complex activities. Many of those activities are taking place almost every day and with approximately same chronology. Exactly day to day management is dealing with the realization of everyday activities problem of the systems in hotel *Zira*. Basically, daily management represents daily work planning and daily organization of manager’s work while doing the settled activities, through its thoughtful understanding and operative treatment (work engagement) and through manager’s relationship with co-workers in external and internal surroundings. Qualitative daily management importantly brings stability to the business processes and the efficiency of this hotel company (Internal documentation, “Hotel Zira Belgrade”).

But firstly, let's review the workforce in *Zira* hotel from demographic perspective:

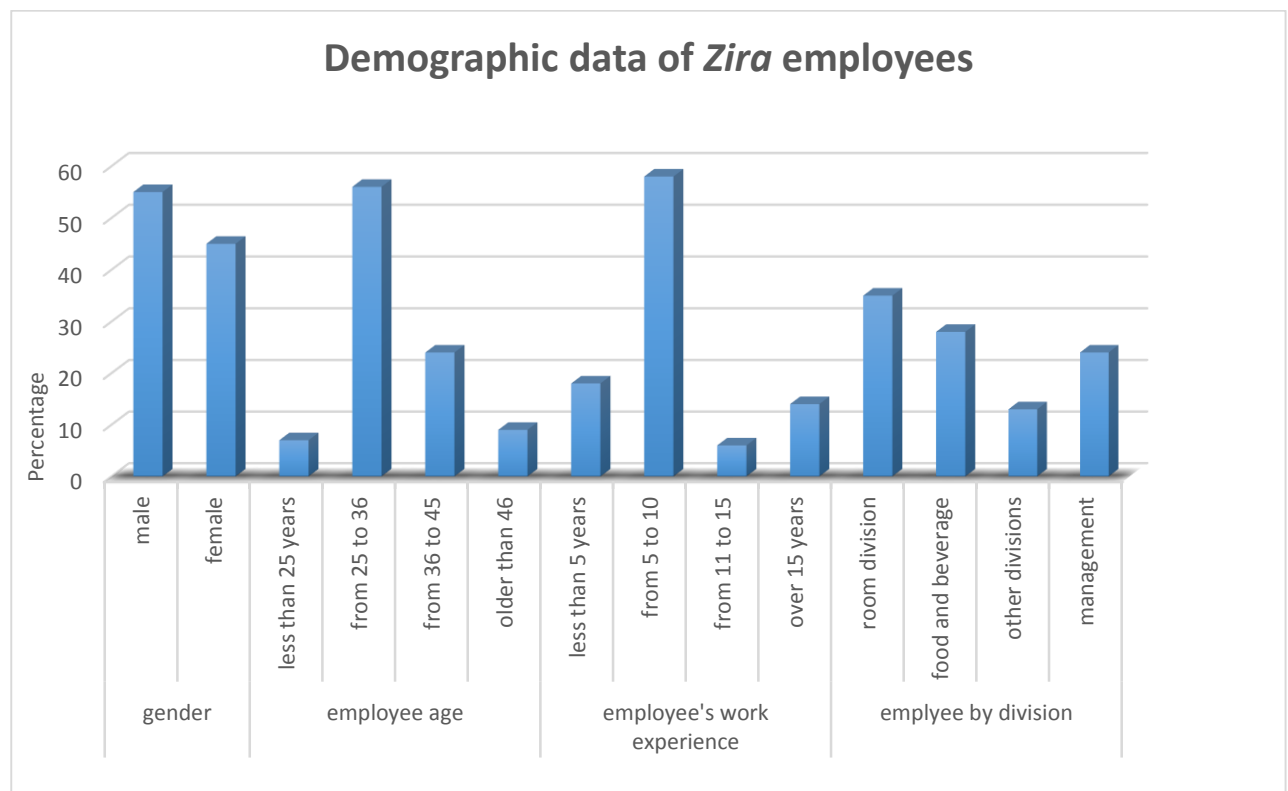


Chart 5. Demographic information about employees in hotel *Zira*

Considered a small-middle sized, independent hotel, a wide workforce spectrum does not apply to the hotel *Zira*. Number of employees is 96. Despite hospitality industry being characterized with a high turnover rate, Human resource department claims differently. They've lowered their turnover rate, by keeping the best people and treating them properly. Through developing employee's career, listening to them, and controlling the compensation and benefits, they've created a pleasant organization culture inside the hotel, which makes employees moving forward and being satisfied with their accomplishments in everyday work obligations.

As it could be seen from chart 5, most of the employees are male gender, age from 25 to 36, have work experience from 5 to 10 years and most of them work in room and food and beverage division.

There is only one manager inside the human resource department of hotel *Zira* and the only one employed within it, covering all basic aspects of human resource activities such as planning of the needed workforce, recruiting and selecting them, taking care of their time and absence, ensuring that they are paid on time and retaining and training the right people for a certain needed or desired position.

A short questionnaire was made to check and see how a manager in middle-sized hotel such as *Zira* is organizing the staff, dealing with potential issues and what the level of work satisfaction is.

1. On what level does human resource management in hotel *Zira* create decisions?

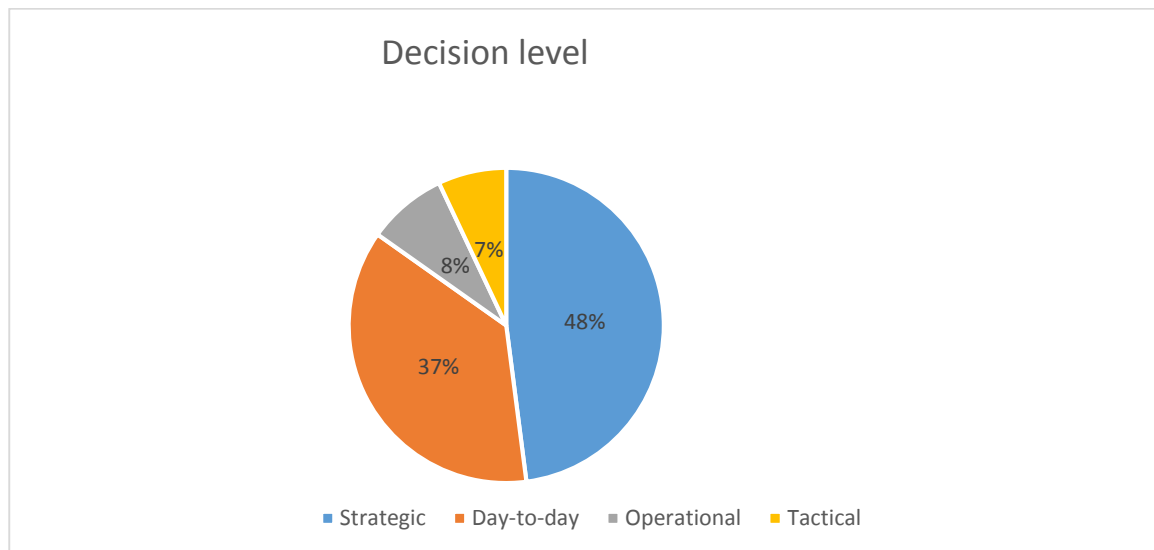


Chart 6. Decision level of human resource management

An essential part of everyday planning for a human resource manager in *Zira* hotel would simply have to be a notebook. It is a tool for an effective working processes and an everyday reminder for filling out the needed obligations.

Sometimes decisions are not structured and have to be made instantly in the same day, and sometimes they are structured and are constantly repeated. It is important for decisions of human resource management to be strategically planned.

Since a human resource manager in a *Zira* hotel is working beside a director of a hotel in the office, job tasks may consider helping the director or keeping a record on almost all the meetings specially the ones that concerns budget and profit at beginning of every month.

2. Are decisions of human resource management being delivered accurately and on time?

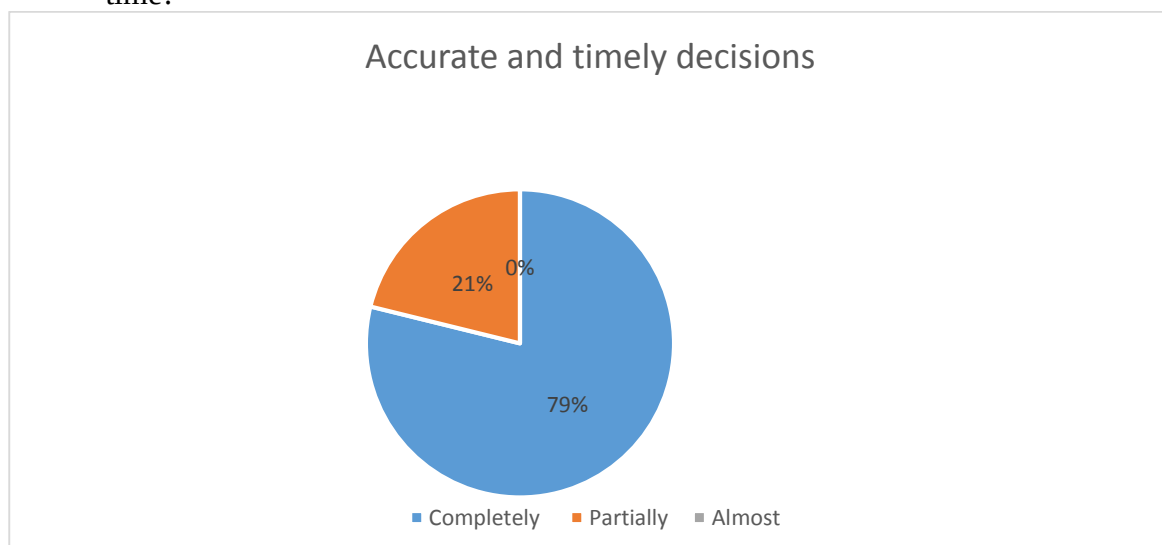


Chart 7. The level of decisions in human resource department in hotel *Zira*

Even though there is one manager within human resource department, decisions are accurately planned and completed on strategic level so that most of them could be brought on time and completely. Based on that, and according to human resource manager words, employees in hotel *Zira* are generally satisfied and all the important needs and tasks are brought carefully.

3. How do you realize recruiting for hotel *Zira*?



Chart 8. Realizing of recruiting in hotel *Zira*

As for recruiting there are three ways of choosing the right employee for the specific job in hotel *Zira*:

- 1) Recommendation - It is the most common way of employment. It considers interviewing the people who have been sent from anybody in the business circle of hotel industry in Serbia, and it's the most trustable way of recruiting according to the current situation in our country. If a trustworthy person sends a good recommendation to a human resource hotel manager it doesn't necessarily has to mean that the person got the job. There are 2 or more circles that need to be passed. Firstly there is an interview with the human resource manager and an evaluation of a potential hotel employee, and then there is either a Head of department or a Director depending on a job position and how responsible is it.
- 2) Job practice fair - Another way of low cost selecting and recruiting a workforce. There is a 3-4 month long of practice within a hotel and if the practitioner showed well and there is an opening, an employment would be like a reward, plus it simple from an orientation and training perspective since the person is already familiar with the hotel organization, people, culture and work itself.

- 3) Job advertisement - This is the last option for hotel *Zira* human resource department for recruiting, since it demands a lot of time to look at all the job applications, to select the right ones and interview them. Since hotel *Zira* had some bad experiences with the respondents and spending a lot of time talking with non-accurate ones that applied for the job even if they didn't have what the job add ask them for, they are not publish them anymore, only if it's the last option.
4. How high is the level of satisfaction for you as a human resource manager and your employees?

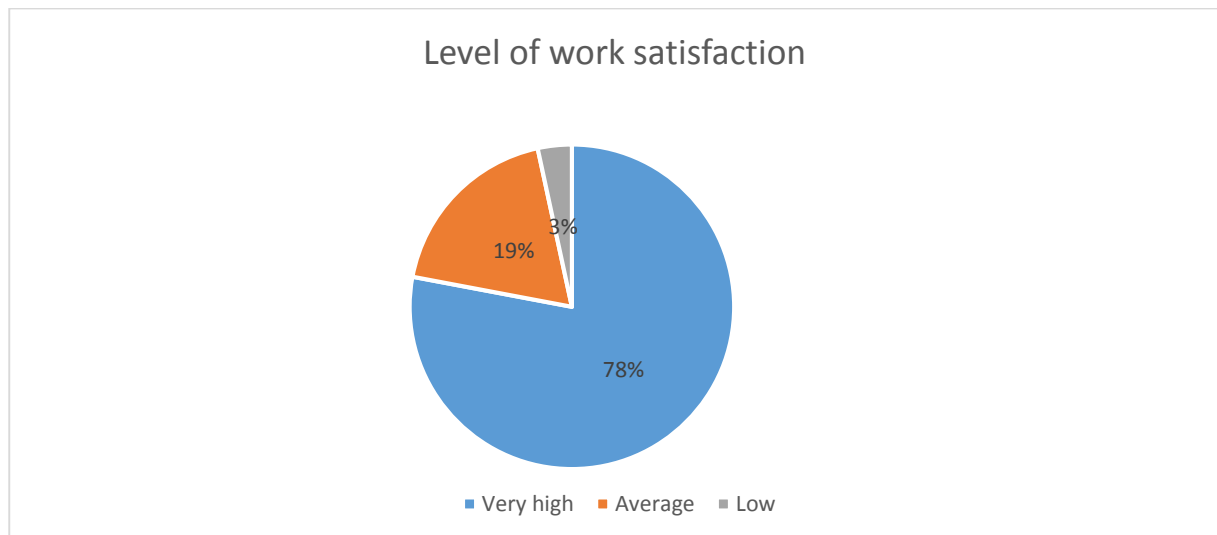


Chart 9. The level of work satisfaction of HR manager and employees

Main reason why there is high level of work satisfaction is the good communication. According to words of human resource manager in hotel *Zira*, the key in employee's satisfaction lays in maintaining the good and constant communication, especially if there is a problem with other employees or the given tasks and instructions for something are not clear enough. Developing the strong connection between a manager and their main resources – employees, can bring you competitive advantage, and boost effectiveness of everyday job activities.

What particularly characterize the employees at hotel *Zira* are courtesy, professionalism and communication skills of employees. Every employee has a plate with their name (name tag) at all times ready to assist guests and to inform him about everything that interested him. Employees are characterized by exceptional patience; they are helpful, with general culture and education, but also the level of information that is essential in this business. All staff members speak good English, and a few have even one foreign language.

Most employees receive praise in the restaurant and at the reception, since they are usually in direct contact with customers i.e. service users. In the guestbook, but also in inquiry that is in the room, guests leave generally positive comments, which certainly improve the quality of the service, because it is very important to hear the feedback from guests, weather it was good or bad.

Also a large number of comments, impressions and evaluations, guests leave at the sites, which certainly affects the mind i.e. the decision of future guests to choose the hotel *Zira*.

8.1. Human Resource Information system in hotel *Zira*

Unfortunately, hotel *Zira* does not have any kind of information system that supports their everyday work decisions and processes. When it comes to hotel software, hotel *Zira* uses Oracle's Micros Fidelio that supports reservations, guest, customer relations and bookings, creating special analysis and forecasts for that department. But when it comes to human resources department, for everyday job on a computer, they use Microsoft office programs such as word or excel and the basic simple paperwork and folders, but they haven't developed anything else when it comes to modern technologies and their help with work obligations.

The way Human Resource Department in hotel *Zira* sorts out and manages their employee's documents is by putting them in a storage specially designed for employee's data. It consists of four parts:

- 1) The blue colored folder: Collects all the basic data of an employee. For example: Signed job application by employee with the picture attached, basic information about them, their address, phone number in needed case, CV, copy of an identification card, copy of bank card, copy of a graduation diploma, certification that they've not been convicted, work book, and etc.
- 2) The yellow colored folder: Agreements and annexes to the agreement and everything else that has to do with the agreements.
- 3) The green colored folder: Employment and deployment documents and all the ones attached to the pension, health and social assurance.
- 4) The red colored one: Copy of diplomas, commendation, punishments, sick leave verification and all the other things that does not concern the other folder's content.

As much as this is a good old, established way of collecting data it does not have any kind of system in it which will remind manager that an employee agreement might expired or that something needs to be updated, which makes a double job and takes more time from the important and decision making part.

5. Need for automation of the business processes in human resource management for easier organization:

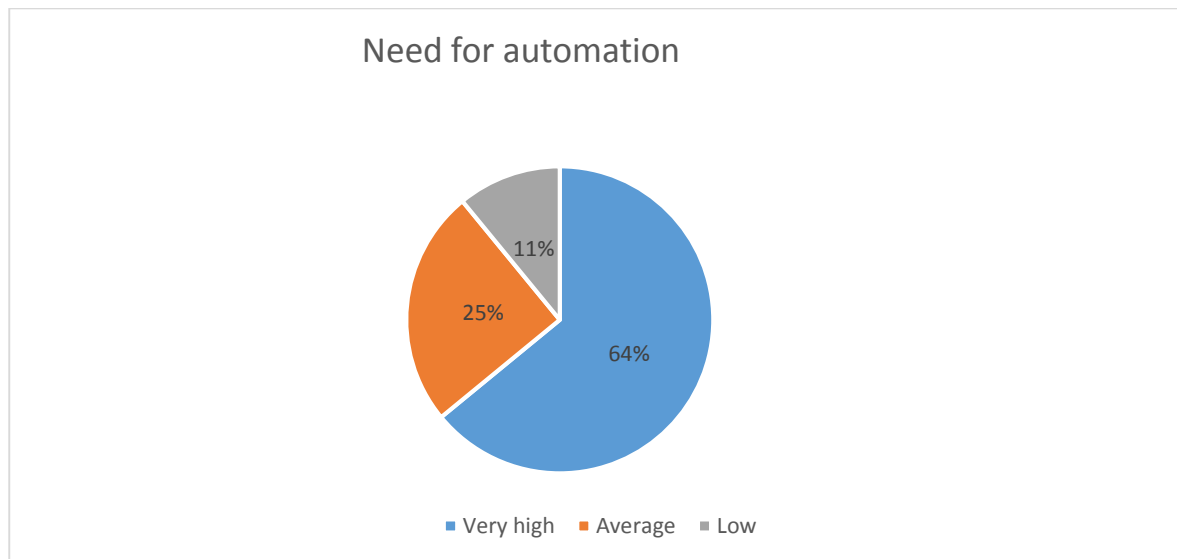


Chart 10. A need for automation of work processes in human resource department

Although HR department in hotel *Zira* has established a good system that is coordinating work in the most simple way possible, there are still some of the challenges that manager is facing with. First of all the update of important information attached to the employee's file, when is the contract expiring, whether they need any benefits, how are they improving, when is their birthday as a more personal data, and so on. According to the words of human resource manager, it is important to make a hotel place where people are feeling comfortable, and the place where they want to be. Selecting the right people is critical for driving business results, but human resource managers often struggle to get the right candidate. Therefore, there is a need for having a quality modern solutions that provide quick feedback from interviewers, have a checklist of skills to interview for, nowadays, candidates can even submit feedback on a smartphone or tablet so the manager gets it fresh and on time.

The fact is that an employee face challenges, such as too many paperwork, poor communication and busy managers - all hurting time related to productivity and retention. Therefore there is also needed some kind of modern solution that would guide, connect and develop and help the new hires get engaged and productive fast. Laying a great foundation for a successful career is about making a new employee feel connected and useful as quickly as possible.

8.2. Closing opinion on the research

Even though human resource department in hotel *Zira* operates well for now, what is crucial to mention is that business processes in contemporary world are constantly changing and as a robust growing business such as hotel it is important to have a human resource management system with guiding technology that will lead manager through employee's lifecycle. Today's human resource departments are struggling to find the technology to help them work faster. Therefore another main characteristic of modern techniques would be something like social networking, as an easy way of connecting people through the company.

In that way employees could help themselves, ask for a concerning question and get a quick answer, talk to a mentor or even find out for some new services and programs that company is ready to launch, set meetings etc. Maybe these are all characteristics of a large hotel chain, but some of the applications could be applied to the smaller, middle-sized hotels, such as *Zira* hotel in Belgrade for better work optimization of human resource department. Guess it is just a matter of time, when our hotels are going to not only implement a qualitative solution to make faster, better and accurate decisions, but to even develop the human resource department itself.

9. Conclusion

It is globally accepted that, if a company wants to get the competitive advantage, it has to follow the latest releases, news, and new trends that concerns not only our job activities, goals and business practices including our everyday life. It is of crucial importance for a human resource department within a hotel to take care of all the employees, carefully storage data, recruits, select, make strategic plans etc. It is a fact that we only live in present and future, not in the past, and therefore, organizations are turning to much modern solutions in hotel industry, because of specific nature and demand of not only the customers and guests, but of the employees themselves, as the most important part of the hospitality industry.

There has become an increased blurring of the distinction between private time and work time. Many more people are working for pay and for incentive compensation and so many of them don't mind checking their e-mails during weekends and late at night so that they could make sure that the project is on track. When the idea of hiring and managing people is added to that mix it is realized that human resource on a social mobile platform is another great way of keeping people in touch with other people and keeping work and processes going whether they are involving making and saving money or encouraging the smooth operation of organization.

The new emerging technologies, such as social, mobile and cloud, impact tremendously on human resource management opportunities, capabilities and services delivery. They are impacting any other business processes as well. The mobile technology that is being held in the hands in many parts of the world is becoming a standard computing platform and in many ways it is becoming the global computing platform. Service delivery and human resource management is going through a very exciting change. It is not about human resource giving processes to the business, it is about human resources providing experiences, outcomes for the business. Companies want a unified experience for their leaders and a big part of that is - mobile. So it is not about that unified experience on their lap top, but the fact that they could be at their desk and in the same time all the data is on their tablet when they go to a meeting. In the end everything is about the employee and about anticipating when an employee is going to make a choice about the next step in their career. The company should be able secure that point in time and be able to move them ahead in the organization. The thing is that if the company can predict the evolution of their high performers and if they are likely going to leave the company, to give them convenience instead and keep them longer within the organization.

What all of that actually means is that the human resource management is completely transformed to the fully talent pipeline, from sourcing to succession. Global view stands in processes of hiring, onboarding, time tracking, compensation, performance, goals, development, succession, talent reviews, payroll and the only way to do that is to have the unified experience for the people and the unified experience of information for the leaders. A work is no longer an office, but a mindset.

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Internal documentation “Hotel Zira Belgrade”

11. Appendix 1

Questionnaire is based on 3 parts all designed for human resource manager in hotel *Zira*:
Mrs. Milica Petrović

First part is composed of main demographic information about employees in hotel *Zira*:

- a) How many people are employed in *Zira* hotel?
- b) How many of your employees are male and how many are female gender?
- c) Number of employees according to their age?
- d) Number of employees according to work experience?
- e) Number of employees by division of a hotel?

Second part is based on questions about the organization of employees, decisions and work satisfaction:

1. On what level does human resource management in hotel *Zira* create decisions?
2. Are decisions of human resource management being delivered accurately and on time?
3. How do you realize recruiting in hotel *Zira*?
4. How high is the level of satisfaction for you as a human resource manager and your employees?

Third part is about the need for automatizing the business processes in human resource management for easier organization:

1. Does hotel *Zira* have human resource information system?
2. How high is the need for human resource processes automation?
3. Are there any changes that you would like to apply to help you improve the work organization?