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**POSSIBILITIES FOR IMPROVEMENT OF HUMAN RESOURCES MANAGEMENT IN
CATERING IN GYŐR-MOSON-SOPRON COUNTY**

The main points of the doctoral (PhD) thesis

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1. Explanation of choice of subject

The examination of human resources applied in hospitality/catering is a lesser-studied field in Hungary so far. The doctoral dissertation focuses on the workplace satisfaction of waiters, chefs, cooks and kitchen assistants employed in catering in Győr-Moson-Sopron County and the consequences of this degree of satisfaction. The main prop of the research is exploring how to reduce high levels of fluctuation in hospitality and what differentiated motivation packages can be put together by the employers for their subordinates. In the author's opinion the high fluctuation rate in this sector is mainly determined by the unmotivated character of the employees of different ages and a shortage in communication, co-operation and problem solving competencies needed for completion of work. The role and estimation of the human resource management changed at the end of the 20th century and at the beginning of the 21st century since the management approach treated as a "stepchild" till that time is no longer considered as an unnecessary evil by the home managers. The author thinks that justification of the strategic human resource management is unquestionable in the 21st century because it is here in the lives of enterprises together with all functions and the one of, occasionally the most important element of the successful operation is to keep the key persons in order to maintain their competitiveness in the permanently changing economic environment and to be made stronger by means of the accumulated organizational knowledge.

2. Aims, hypotheses and research questions

The primary aim of the author is to determine the areas which could be improved in the fields of human resources management in hospitality, included the tools and methods by means of which the employer can motivate the employees providing them opportunities to increase their personal and professional competencies in order to strengthen their attachment to the company so that the invisible capital of the enterprise can be kept. The secondary object of the dissertation is to define the specific tools of human resource (selection, retention, autonomy) which the managers and owners can use in catering. The final aim of the doctoral dissertation is to state how much the theoretical background and the practical experiences are in line with each other, what useful advise can be given the future experts of hospitality considering the results of the empiric research (e.g. in the fields of selection, motivation) in order to reduce the high fluctuation in catering. Addition to the four hypotheses the dissertation looks for answers to the following questions of research.

- Can the fluctuation coefficients (satisfaction, loyalty, appreciation) the factor mainly affecting fluctuation?
- Do the opinions of managers and subordinates working in hospitality about the professional development of subordinates differ from each other?
- Is there a significant difference between the motivation tools of various generations?
- Do the employees have the competencies necessary for working?

The results of the empiric research (cluster analysis) can contribute to that the employers can recognize their subordinates and can compensate accordingly as the subordinates consider about staying in the organization for a short or long period, as well as they have inner or outer control characters.

3. Structure of the dissertation

The doctoral dissertation is structured into two parts in which four dimensions are examined by the author. Due to the complexity of hospitality this subject can be examined from several points of view but according to the author the flow of workforce is mainly determined by the satisfaction of employees, culture of organization, fluctuation as well as the degree of attachment to the organization, this is why this approach was chosen.

In the first part of the dissertation the secondary research is presented. The following three main research areas are included in it. First, the strategic human resource management is shown, then the main functions of the human resource management are connected. Then the applicant analyses the retention process and motivation in details amongst the functions of the human resource management then he points out the management style and culture of organization from management-organization field. The demand for living labour of catering has the highest volume within the service sector so the skilled and unskilled labour itself is the greatest risk for the owners and managers of catering businesses.

In the second part the author of the dissertation reports on the results of qualitative and quantitative researches, compares the structured interviews made with the managers with the questionnaires completed by the employees in the chapter Material and method. He examines whether the measures taken by the management have actually increased the satisfaction of employees. The questionnaires were processed by means of SPSS (Statistical Package for the Social Sciences) 23 statistical suite, MS Office Excel and Taxedo-Creator (word cloud). He examined with main component and factor analysis how much the dependent variables (income, atmosphere at workplace, attachment to the organization, management style) depend on the

independent variables (managers, subordinates and duties), these are presented by means of figures and tables.

In the third part the hypotheses of the author are tested, proven or abandoned and the questions of research are answered then the new and innovative research results are presented.

In the fourth section the suggestions of the applicant can be found for the experts of hospitality how they could reduce fluctuation, how the results of cluster analysis could be utilized in catering businesses.

4. Applied methods

The research was performed by means of different methods. The theoretical background of the dissertation needed researches in library during which the author analysed different sources (in Hungarian, English and German) and analysed the chronological, historical statistics of the Central Statistical Office. The main sources of the foreign literature were printed and electronic specialist books, journals and publications.

The empirical research consisted of two parts, a quantitative research (inquiry by means of questionnaires, the answering employees of the catering establishments working in Győr-Moson-Sopron County were randomly chosen by the author) on one hand, and a qualitative one (27 structured interviews which were made with the managers of the catering establishments) on the other hand. Comparing them to each other the author proves or disprove his research questions and hypotheses. Both examinations were performed between 10th January and 30th September 2017, totally 497 appraisable questionnaires were available for the analysis.

5. Results of the research

First, the dissertation examines the relationship between the human resource management and hospitality. For choosing the subject the main goal of the author was through the examination of the employees' satisfaction to clarify the cardinal points which mostly determine the labour migration of the employees of catering industry. Another one of his aims was to analyse if the employers could form positive attitudes in the employees by means of their motivation packages through which the employees were attached better to their workplaces.

During the secondary researches of the dissertation it can be stated that there is only little Hungarian literature of the subject, although several authors performed empirical researches about the satisfaction of employees but only few scholarly studies were made in Hungary on the role of the human resource management in hospitality.

The dissertation devotes a separate section to examine four elements (satisfaction of employees, culture of organization, management style and attachment to the organization).

The basic object of the research was to examine, prove or disprove the following hypotheses.

Hypothesis 1: In the opinion of employees amongst the elements of the culture of organization (atmosphere of workplace, how important they consider the style of the manager at the given catering establishment, importance of the organized work processes, importance of information flow) fluctuation in hospitality is mainly determined by the style of management.

The first hypothesis of the dissertation was based with the determining role of the culture elements of organization of the catering establishments. The hypothesis assumes that the main reason for the change of job of the employees is in the culture of organization, e.g. the atmosphere at the workplace is not convenient for the employees or the employers' perspectives are not conducive to the professional competencies of the employees. Moreover, the dissertation assumes that the style of management applied at the given establishment is of outstanding importance. Involving 8 depending variables the dissertation examines which factor determines the change of job of employees most of all. The result of the one-dimensional variance analysis proves the validity of this hypothesis.

Hypothesis 2.1.: Direct components of the satisfaction of employees (immediate, short- or long-term) can be differentiated.

In the second hypothesis the first sub-hypothesis assumes that employees are affected by direct factors within the satisfactory dimension. As a result of the factor analysis four new, interpretable factors was born from the original twenty variables of satisfactory and culture of organization. In the first factor the direct, in the second the indirect, in the third the development and career and in the fourth factor the inner control variables can be found. The validity of the first sub-hypothesis of the second hypothesis was proven by the results of the empirical research.

Hypothesis 2.2.: Indirect components of the satisfaction of employees (immediate, short- or long-term) can be differentiated.

The second sub-hypothesis in the second hypothesis of the dissertation assumes before the examination that employees are affected by indirect factors e.g. attachment to the employer, importance of the management style or diversity of the job about their satisfaction. This sub-hypothesis is also proven by the result of the factor analysis.

Hypothesis 3: The respondents can be sharply separated along the satisfaction main components and they can be put in clusters.

For the third hypothesis the author expected that – following up the second hypothesis – these satisfactory main components determine the cluster organization of the employees. As a result, three interpretable clusters took shape. The first and second factors got into the first cluster, the third one went into the second cluster and the third one included the forth factor. The first cluster is the set of those employees whose satisfaction is determined by the direct and indirect (short-term or long-term) factors. The second cluster includes the employees for whom their individual and personal objects are the important ones. The third cluster is the group of the employees whose attitudes in connection with their workplaces are determined by their career and professional development. The empirical research and the calculations totally proved the third hypothesis.

Hypothesis 4: The time spent at the workplace is longer for those employees whose satisfaction is determined by the long-term impulses.

After studying the cluster organization the author wondered what determines the cluster membership. Several dependent variables were examined (sex, age, educational level), the average time spent at the same workplace significantly differs in each cluster, it is eleven years in the first cluster, four years in the second one and five years in the third one. Since the first cluster includes the employees whose satisfaction is determined by short-term direct or indirect factors, they are not the members of this group. The results of research did not prove this hypothesis because the first cluster includes the employers whose satisfaction is determined by short-term effects.

Acceptance, rejection of the hypotheses and suggestion for further research were made by processing the literature and using the results of the empirical research. The following table (Table 1) summarizes the assumptions and the results of the primary and secondary research namely if it

is adjustable or it has to be refused and further research is needed to get detailed results. The table well represents that two of the four hypotheses had to be refused (H1, H4) and the other two were (H2, H3) proven so the research results proved the half i.e. 50% of the hypotheses.

Table 1 Acceptance or refusal of hypotheses

Hypotheses	Accepted	Refused	Further research needed
H1. In the opinion of employees amongst the elements of the culture of organization (atmosphere of workplace, how important they consider the style of the manager at the given catering establishment, importance of the organized work processes, importance of information flow) fluctuation in hospitality is mainly determined by the style of management.		X	
H2.1: Direct components of the satisfaction of employees (immediate, short- or long-term) can be differentiated.	X		
H2.2: Indirect components of the satisfaction of employees (immediate, short- or long-term) can be differentiated.	X		
H3: The respondents can be sharply separated along the satisfaction main components and they can be put in clusters.	X		
H4: The time spent at the workplace is longer for those employees whose satisfaction is determined by the long-term impulses.		X	

Source: own table on the basis of the answers of the questionnaires and interviews

6. New and innovative academic achievements

As a result of the secondary and primary researches innovative academic achievements are managed to produce.

1. The subject of the dissertation is novel since no academic literary work has been made in the field of hospitality until now.
2. The author surveyed the fluctuation rates of waiters and cooks (chefs), their satisfaction at workplace, motivations, their attachment degree to their organization, workplace atmosphere, the management styles used by their managers at the workplace as well as their interpersonal relationships at the workplace.

3. The author of the dissertation demonstrated with cross-table examinations if the employees had the professional competencies with which the given jobs could be performed. He examined the preferences of employees in respect of the organizational culture, possibility of the years spent at the given workplace and their personal development according to field of work. After the cluster analysis the cluster membership was examined by means of them for example in respect of the educational level, place of residence, age, and human relationships.
4. By means of main component analysis the dissertation created four new factors of the original variable sets of satisfaction and organizational culture which include 55.9% of the information content of the original variables.
5. By using of cluster analysis the author classified the employees into three, significantly separating groups.

7. Conclusions

One of the important results of empirical research is that the employees working in hospitality can be classified into homogeneous groups on the basis of their satisfaction. It was proven also by the performed main component and factor analyses: in addition to short- or long-term direct or indirect factors, satisfaction of the employees is determined by the harmony between the aims of the organization and the personal objects of the employees as well as the possibility of professional progression and personal development of the employees.

The structured interviews made with the catering business managers expressly supported the differentiated motivation systems of employees. The answers also proved that measuring of the performance of subordinates and feedback are very important.

On the basis of the research it can be stated that the internal communication is the most important satisfaction factor of employees: in case if the employer clearly declares to the employee the tasks to be done and the subordinates accurately know what is expected of, the internal communication channels work well in the given catering establishment. Information flow is always optimal in such circumstances because the number of hierarchy levels is low (due to the flat organizational structure) and so information becomes less deformed.

The empirical research also illuminates that a united stand would be needed from the part of the host establishments regarding both the specialized training of catering and the coordination between the on-job training of the students and the theoretical education of vocational secondary schools. It would also be important to state by law what has to be taught in secondary schools and what to teach in higher education.

As one of the main conclusions of the research it can be stated that majority of the employees is satisfied with their workplace, family atmosphere, good colleagues can compensate the normally monotonous work, conflicts both with the managers and the colleagues.

8. Publications connecting to the subject of dissertation

Articles, studies

1. Kőmives Cs. (2017): A vendéglátóipari dolgozók munkahelyi elégedettségének vizsgálata a Nyugat-magyarországi régióban. TÉR-GAZDASÁG-EMBER 5: (1) pp. 104-118. 15.p.
2. Cs. Kőmives. (2016): Analysis of the employees' contentment in hotel's restaurants of Győr: ВЕСТНИК ОМСКОГО УНИВЕРСИТЕТА Серия «ЭКОНОМИКА» 2016. № 1. Издательство ОмГУ им. Ф.М. Достоевского 644077, Омск-77, пр. Мира, 55а, 2016. március, pp. 93-99.

Conference lectures, volumes

1. Kőmives Cs. (2019): Analysis of the Employees' Contentment in Hotel's Restaurants in Western Hungary. "Building Competitive Advantage of Euro-Asian Tourism" Konya, Törökország 2019. június 27. e-ISBN: 978-605-4988-50-1.
2. Kőmives Cs. – Kovács N. (2019 Munkahelyi elégedettség vizsgálata a vendéglátásban a Nyugat-dunántúli régióban Kautz Konferencia „Kreatív ipar - digitális gazdaság" Győr, 2019. június 12. Forthcoming.
3. Kőmives Cs. (2015): Az emberi erőforrás menedzsment néhány kérdése a turizmusban. Turizmus határok nélkül: VII. Nemzetközi Turizmus Konferencia: Tanulmányok. 389 p. Konferencia helye, ideje: Győr, Magyarország, 2015.03.23 Sopron: Nyugat-magyarországi Egyetem Kiadó, 2015. pp. 283-290. (ISBN:978-963-334-234)
4. Kőmives Cs. (2015): Munkavállalói elégedettség vizsgálata a győri szállodák éttermeiben. XVIII. Apáczai-napok. Tudományos Konferencia: Quid est veritas? (Jn 18,38): Teóriák, hipotézisek és az igazság viszonya. 527 p. Konferencia helye, ideje: Győr, Magyarország, 2014.10.21-2014.10.22. Győr; Sopron: NYME Apáczai Csere János Kar; Nyugat-magyarországi Egyetem Kiadó, 2015. pp. 513-518. (ISBN:978-963-334-258-9).
5. Kőmives Cs. (2013): Idegen kultúrák Győr gasztronómijában. In: Darabos Ferenc: Ivancsóné Horváth Zsuzsa (szerk.) pp.105-110. V. Nemzetközi Turizmus Konferencia

2013: Tanulmányok Győr, Nyugat-magyarországi Egyetem Apáczai Csere János Kar,
p.115.