

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Sumy State University

Academic and Research Institute of Business, Economics and Management

Department of Management named after Oleg Balatskyi

«Admitted to the defense»
Head of Department

(Signature) Ihor Rekunenko
(First and last name)
_____ 2023 y.

QUALIFYING WORK

to obtain an educational degree _____ bachelor's _____
(bachelor's / master's degree)

in the specialty _____ 073 “Management” _____ ,
(code and name)

educational-professional _____ program _____ **Management** _____
(educational-professional / educational-scientific) (the name of the program)

on the topic: **Human resource management of the Hotel enterprise**

The recipient of the group **M91-an/2i** **Ahmed Bazina**
(group cipher) (First and last name)

The qualifying work contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

(Signature) **Ahmed Bazina**
(First and last name of the recipient)

Head _____ Olena Pavlenko _____
(position, academic degree, academic title, Name and SURNAME) (Signature)

Advisor¹⁾ _____
(position, academic degree, academic title, Name and SURNAME) (Signature)

Sumy – 2023

Remark:

1) It is specified if available

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I CONFIRM

Head of Department

(Signature) Ihor Rekunenko
(First and last name)
_____ 2023 y.

ASSIGNMENT FOR QUALIFYING WORK

to obtain an educational degree _____ **bachelor's** _____
(bachelor's / master's degree)

in the specialty _____ **073 "Management"** _____ ,

(code and name)

educational-professional _____ **program** _____ **Management** _____
(educational-professional / educational-scientific) (the name of the program)

on the topic: **Human resource management of the Hotel enterprise**

The recipient of the group **M91-an/2i** _____ **Ahmed Bazina** _____
(group cipher) (First and last name)

1. The topic of the work " **Human resource management of the Hotel enterprise** " approved by order № 0569-VI dated 25.05.2023 y.
2. The deadline for submission of the completed work by the acquirer 09.06.2023 y.
3. The purpose of the qualifying work: To analyze the features of Human Resource Management
4. Object of study: Hotel "El Mouradi palace-Sousse"
5. Subject of study: relations between the managers and human resources in the process of hotel management
6. Qualification work is performed on the basis literature, publications, normative materials, documents on the research subject
7. Approximate plan of qualifying work, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

№ of order	Title of the section	Submission deadline
I	HOTELS HUMAN RESOURCE MANAGMENT	17.05.2023

II	PRESENTATION OF THE HOSTING STRUCTURE	25.05.2023
III	HUMAN RESOURCES MANAGMENT IN MOURADI PALACE	05.06.2023

The content of the tasks for fulfilling the set goal of the master's qualifying work:

In section 1, the student must Explaine hotels human resource management

in section 2, the student must explaine the presentation of the hosting structure

in section 3, the student must explaine human resources management in Mouradi palace

8. Consultations on work performance:

Section	Surname, initials and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1	Olena Pavlenko	14.04.2023	14.04.2023
2	Olena Pavlenko	14.04.2023	14.04.2023
3	Olena Pavlenko	14.04.2023	14.04.2023

9. Issue date of the assignment 14.04.2023

Head of qualification work Olena Pavlenko _____
 (position, academic degree, academic title, Name and SURNAME) (Signature)

Tasks to be completed received Ahmed Bazina
 (Name and SURNAME of the acquirer) (Signature)

ANNOTATION

The structure and volume of the bachelor's thesis. The thesis consists of an introduction, three chapters, a conclusion, a list of references, consisting of 33 titles. The volume of the bachelor's work is 50 pages, including 3 tables, 11 figure and a list of references.

The purpose of the qualifying work: To analyze the feautres of Human Resource Management

In accordance with the main goal, the following tasks were defined:

- to study hotels human resource managment;
- to analyze presentation of the hosting structure;
- formulate proposals for improving the use human resources managment in mouradi palace.

Object of study: _Hotel "El Mouradi palace-Sousse"

Subject of study: relations between the managers and human resources in the process of hotel management

Qualification work is performed on the basis literature, publications, normative materials, documents on the research subject

Research Methods. The methodological basis of the thesis consists of personal research, SWOT analysis.

Approbation of the results. The main results and the results of the bachelor's work were presented at the scientific conference of Sumy State University (Sumy, 2023).

Keywords: HUMAN RESOURCE MANAGEMENT, MANAGEMENT, HOTEL MANAGEMENT

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List of ABBREVIATIONS

HR: Human Resources

HRM: Human Resources Management

CIPD: Chartered Institute of Personnel and Development

INTRODUCTION

This is a Bachelor's thesis written as a report-based paper. It describes my internship activities and key reflections on what I learned during a two-month internship (4 July 2021 – 4 September 2021) at El Mouradi palace-Sousse.

The core objective of the internship is to get the hands-on experience of the real-world organization. It also helps to develop the skills required to handle the day-to-day operation in an organization. This will allow the students to be prepared for the upcoming corporate challenges by experiencing real time working environment. Upon subsequent research to find the best suitable organization to match both my major and area of interest, I selected El Mouradi of a five-star hotel.

The tourism sector in Tunisia represents 6.5% of Tunisia's GDP and provides 340,000 jobs of which 85,000 are direct job, it makes sense because it is an industry that generates around 9.4 million arrivals per year in 2016, 2017, 2018, 2019 & 2020, which makes it one of the most visited countries in Africa. Tunisia has been an attractive destination for tourists since the beginning of the 1960s. According to The New York Times, Tunisia is "known for its golden beaches, sunny weather and affordable luxuries. Unfortunately, due to the pandemic covid-19, Tunisia's tourism sector has nearly collapsed, the number of visitors fell by 78%, travel restrictions and the spread of the novel corona virus around the world led most hotels in Tunisia to close and tens of thousands in the tourism sector lost their jobs. The tourism industry is now taking slow steps into recovering; hotels are trying to find innovative ways to keep their business alive. Along with discounts and tempting quality to price offers, most employers have now come to realize the importance are emphasizing on HRM practice. The quality of the staff has a direct impact on the quality of services. So, it is important to maintain these human resources in order to gain long term success in Business.

Actually, in the last two decades All researchers and practitioners' efforts have mostly focused on human resource management (HRM) practices, considering the employee perceived emotion, the state of wellbeing and job satisfaction is a high

priority for top managers and HR managers, knowing that human capital is the most essential part of any firm, and organizational goals can be achieved through them. The field of human resource management (HRM) has travelled a long way from its simple personnel management where the job of the personnel manager was only concerned with job vacancies, recruitment, tracking employee payrolls and promotions. The modern field of today's human resource management (HRM) is attracting a great deal of attention because of its potential impact on organization's survival and prosperity. There is now an evolving belief that, if organizations wish to survive and compete in today's talent based global economy, they have to acquire, develop, and accordingly manage world-class human resource management competencies and practices.

This work will be dedicated mainly to the discussion of two important things: The internship course and the HRM. It consists of two chapters. In the introduction chapter, I will introduce the company and provide SWOT analysis. In the second chapter, a description of my weekly tasks and responsibilities will be demonstrated, then, I will discuss HRM theoretically and in El Mouradi Palace.

The purpose of the qualifying work: To analyze the features of Human Resource Management

Object of study: _Hotel "El Mouradi palace-Sousse"

Subject of study: relations between the managers and human resources in the process of hotel management

Qualification work is performed on the basis literature, publications, normative materials, documents on the research subject

Research Methods. The methodological basis of the thesis consists of personal research, SWOT analysis.

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1 CHAPTER 1: HOTELS HUMAN RESOURCE MANAGEMENT

1.1 Introduction

The strategic management of human capital within the hotel business is referred to as hotel human resource management (HRM). It includes a range of procedures and methods designed to draw in, train, inspire, and keep personnel in order to meet organizational objectives and deliver top-notch customer service. For hotels to succeed and endure in the fiercely competitive hospitality sector, hotel HRM is essential.

HRM plays a variety of roles in accomplishing organizational objectives. First and foremost, HRM is in charge of providing the proper staffing levels in the hotel's many departments, taking into account elements like seasonal demand, occupancy rates, and services standard. HRM assists to maintain service quality and maximize operational efficiency by skillfully managing the workforce.

Additionally, HRM is essential for improving the guest experience. Customer happiness and loyalty are directly impacted by the level of service provided by hotel workers. HRM is in charge of finding, developing, and training staff members who have the skills, knowledge, and customer-focused outlook required to provide great service. A pleasant guest experience is also facilitated by HRM, which also encourages a positive work environment, encourages staff engagement, and recognizes and rewards exceptional performance.

The hospitality sector has particular opportunities and challenges for hotel HRM. The highly unpredictable and dynamic character of the hotel industry, which necessitates HRM's flexibility and responsiveness to shifting consumer needs, is one of the industry's major challenges. Having to manage a varied workforce that includes people with various histories, skill levels, and cultural backgrounds is another difficulty. A peaceful workplace that values and celebrates individual differences must be created, and HRM must put policies in place to encourage diversity and inclusion.

Opportunities exist for hotel HRM to use technology to improve communication and cooperation, employee engagement, and HR procedures. The introduction of

digital platforms for performance management, training, and recruitment offers chances to improve the efficacy and efficiency of HR procedures.

1.2 Section 1 : Recruitment and Selection

In the hotel industry, efficient hiring and selection procedures are crucial for a number of reasons. These procedures create the groundwork for developing a knowledgeable, driven, and productive personnel, which has a direct bearing on the prosperity and competitiveness of hotels. In order to emphasize the importance of efficient recruiting and selection, consider the following:

- **Finding the Right Talent:** In a service-oriented sector like the hospitality industry, the caliber of the employees is essential to providing outstanding customer experiences. Hotels benefit from attracting candidates with the requisite abilities, credentials, and attitudes to succeed in their positions thanks to effective recruiting and selection procedures. Hotels may guarantee a higher degree of client loyalty and customer pleasure by concentrating on attracting the right talent.
- **Maintaining Service Quality:** In order to deliver outstanding service and satisfy visitors' expectations, hotels significantly rely on their workforce. An effective recruitment and selection process makes sure that only candidates with the necessary training, experience, and commitment to providing excellent customer service are chosen. Hotels are able to maintain service quality, which is essential for patron happiness and favorable evaluations, by recruiting knowledgeable and customer-focused staff.
- **Employee Retention:** In the hotel industry, employee turnover can be expensive. Successful hiring and selection procedures look for applicants that not only possess the required skills but also mesh well with the hotel's culture and values. Hotels may improve employee happiness and retention by putting an emphasis on cultural fit and evaluating candidates' connection with the hotel's goal and vision. This ultimately results in lower turnover rates, fewer hiring expenses, and more operational stability.

- **Increasing Workforce Diversity:** The hospitality sector benefits from a diverse workforce since it serves a wide spectrum of customers from different racial and ethnic origins. Hotels may create a varied workforce by using efficient recruitment and selection procedures, which encourages imagination, innovation, and adaptation. Hotels may better understand and serve varied visitor segments by appreciating diversity and encouraging inclusive practices.
- **Construction of a Competitive Advantage** In a crowded market, hotels must stand out and provide distinctive experiences to draw customers. By choosing candidates with certain talents, language fluency, or specialized expertise, efficient recruiting and selection processes help create a competitive advantage. This gives hotels the opportunity to offer distinctive services, like multilingual employees or knowledge of specialized sectors, providing them an edge.

It's critical for hotels to find and hire talented people who can boost organizational success and visitor happiness. The following examples will help to underline how important this component is:

- **Enhancing Visitor Satisfaction :** In the hotel business, the standard of the guest experience is of utmost importance. The likelihood that qualified candidates will provide great service that meets or exceeds guest expectations increases with their level of expertise, experience, and customer-centricity. They recognize the value of providing individualized service, clear communication, and foresight into the needs of visitors. Hotels may dramatically increase guest satisfaction by luring and choosing such applicants, which will result in favorable evaluations, repeat business, and positive word-of-mouth referrals.
- **Upholding Service Excellence:** Qualified candidates have the knowledge and experience required to carry out their duties successfully. Having competent people ensures that service standards are regularly upheld, whether it is for front desk workers, housekeeping staff, or food and beverage servers. These applicants are aware of the particular demands of their jobs, have the technical expertise required

to complete their work, and are knowledgeable about the best practices used in their field. Their skillfulness supports the upkeep of service excellence, which is essential for a hotel's standing and long-term profitability.

- **Enhancing Operational Effectiveness:** Qualified candidates have the knowledge and abilities necessary to carry out their tasks effectively. They require less monitoring and training, which frees up hotel management to concentrate on other important tasks. Hotels can cut training expenses, decrease operational errors, and optimize workflow procedures by attracting and choosing people who have the necessary expertise and credentials. As a result, operational effectiveness is boosted, productivity rises, and overall organizational performance is improved.
- **Promoting Employee Engagement:** Successful candidates are frequently extremely driven and devoted to their work. They are more likely to experience a sense of pride and ownership in their jobs, which has an advantageous effect on their engagement levels. Employee engagement increases commitment, enthusiasm, and willingness to go above and beyond to provide excellent service. Their energy and upbeat outlook foster a positive work environment that improves the satisfaction of customers and the success of the entire firm.
- **fostering organizational expansion** A hotel's expansion and development can be aided by attracting and choosing competent candidates who have a certain set of abilities and knowledge. Hotels can maintain their competitiveness and respond to shifting market trends, for instance, by employing experts with knowledge in revenue management, marketing, or digital technology. These applicants offer important knowledge.
- **Driving Organizational Growth:** Attracting and selecting qualified candidates who possess specific skills and expertise can contribute to the growth and development of a hotel. For example, hiring professionals with experience in revenue management, marketing, or digital technology can help hotels stay competitive and adapt to changing industry trends. These candidates bring valuable knowledge and

insights that can contribute to strategic decision-making and lead to innovations that drive organizational growth.

1.3 Section 2: Training and Development:

Training and development programs play a crucial role in Hotel Human Resource Management by enhancing employee skills and improving service quality. The importance of this role can be highlighted in the following ways:

- **Enhancing Employee Skills and Service Quality:** Training and development programs equip employees with the necessary knowledge, skills, and competencies to perform their roles effectively. Through these programs, employees can acquire specialized skills related to their job functions, such as front desk operations, housekeeping procedures, culinary techniques, or guest relations. By enhancing their skills, employees can deliver high-quality service that meets or exceeds guest expectations. Well-trained staff are more confident, competent, and capable of providing personalized and memorable experiences to guests, thus contributing to improved service quality.
- **Impact on Employee Motivation, Engagement, and Retention:** Training and development initiatives have a significant impact on employee motivation, engagement, and retention. When employees are provided with opportunities for learning and growth, they feel valued, supported, and invested in by their employers. Training programs can boost employees' confidence in their abilities, increase job satisfaction, and enhance their sense of professional development. This, in turn, leads to higher levels of motivation, engagement, and commitment to the organization. Moreover, when employees see that their employers invest in their career development, they are more likely to stay with the organization, reducing turnover rates and the associated costs.
- **Different Training Methods and Approaches:** a. **On-the-Job Training:** On-the-job training is a widely used approach in the hotel industry. It involves providing hands-on training and guidance to employees in their actual work environment. This method allows employees to acquire job-specific skills, learn through practical

experience, and observe experienced colleagues. On-the-job training is particularly effective for tasks that require direct interaction with guests, as it allows employees to gain real-time experience and receive immediate feedback.

Cross-Training

Cross-training involves exposing employees to different departments or roles within the hotel. This approach helps broaden employees' skill sets and understanding of various operations. Cross-training can improve teamwork, enhance employee versatility, and facilitate smoother operations by enabling employees to cover multiple roles when necessary. It also provides employees with opportunities for career advancement and helps prevent monotony in their work.

Continuous

Learning Opportunities: The hotel industry is dynamic, with evolving guest expectations and industry trends. Providing continuous learning opportunities is crucial to keep employees updated and adaptable. This can include seminars, workshops, online courses, or participation in industry conferences. Continuous learning initiatives promote a culture of learning and growth within the organization, foster employee development, and ensure employees are equipped with the latest knowledge and skills. In conclusion, training and development programs in Hotel HRM are vital for enhancing employee skills, improving service quality, and driving employee motivation, engagement, and retention. By utilizing different training methods such as on-the-job training, cross-training, and continuous learning opportunities, hotels can empower their employees to deliver exceptional service, adapt to changing industry demands, and foster a culture of continuous improvement. These initiatives contribute to the overall success and competitiveness of the hotel.

2 CHAPTER 2 : PRESENTATION OF THE HOSTING STRUCTURE

2.1 Introduction:

The purpose of this chapter is to present the hosting structure where I conducted my internship. The first section is about a brief presentation of the chain "El Mouradi". The second section is devoted to the presentation of the hotel "Mouradi Palace".

2.2 Section 1 : Presentation of « El Mouradi Chain »

El Mouradi is nowadays the leader of the hotel industry in Tunisia. El Mouradi today chain represents 16000 beds and seventeen units of high category (3,4, 5 stars) located all over Sousse El Kantaoui, Hammamet, Djerba, Tunis Gammarth, Mahdia, Monastir, and Hammam Bourguiba.

Table 2.1: The number of hotels in El Mouradi's chain

Town	Number of hotels	Name of the hotel
Ain Drahem	2	Les Villas de Hammam Bourguiba 4★
		El Mouradi Hammam Bourguiba 4★
Tunis	1	El Mouradi Africa 5★
Gammarth	1	El Mouradi Gammarth 5★
Hammamet	2	El Mouradi Hammamet 4★
		El Mouradi El Menzah 4★
Sousse	5	El Mouradi Palace 5★
		El Mouradi Palm Marina 5★
		El Mouradi Port El Kantaoui 4★
		El Mouradi Club Kantaoui 4★
		El Mouradi Club Selima 3★
Monastir	1	El Mouradi Skanes 4★
Mahdia	2	El Mouradi Mahdia 5★
		El Mouradi Cap Mahdia 3★
Djerba	1	El Mouradi Djerba Menzel 4★
Douz	1	El Mouradi Douz 4★
Tozeur	1	El Mouradi Tozeur 4★

The chain has the widest coverage of the country's regions through new or recently renovated hotels that provide the comfort and services most consistent with modern standards and expectations of tourists.

Nothing surprising in this, the chain is the tourism pole of a group formed from an industrial company, Meublatex, created in 1972 whose vocation was the manufacture of furniture, mainly modular and headed by M. Néji Mhiri.

Indeed, the name Néji Mhiri was first associated with the company Meublatex and its network of furniture stores.

For its former PDG, launching into the hotel business was all natural, as both trades are closely related to the lifestyle of people and their aspirations in terms of comfort and relaxation. Today, the group of Neji Mhiri is articulated around an industrial pole with Meublatex, which employs 8000 people (19 production units and 120 outlets for a total investment of 480 million dinars), and a tourism pole with El Mouradi Hotels, which has become the first chain in Tunisia.

❖ El Mouradi's organizational structure :

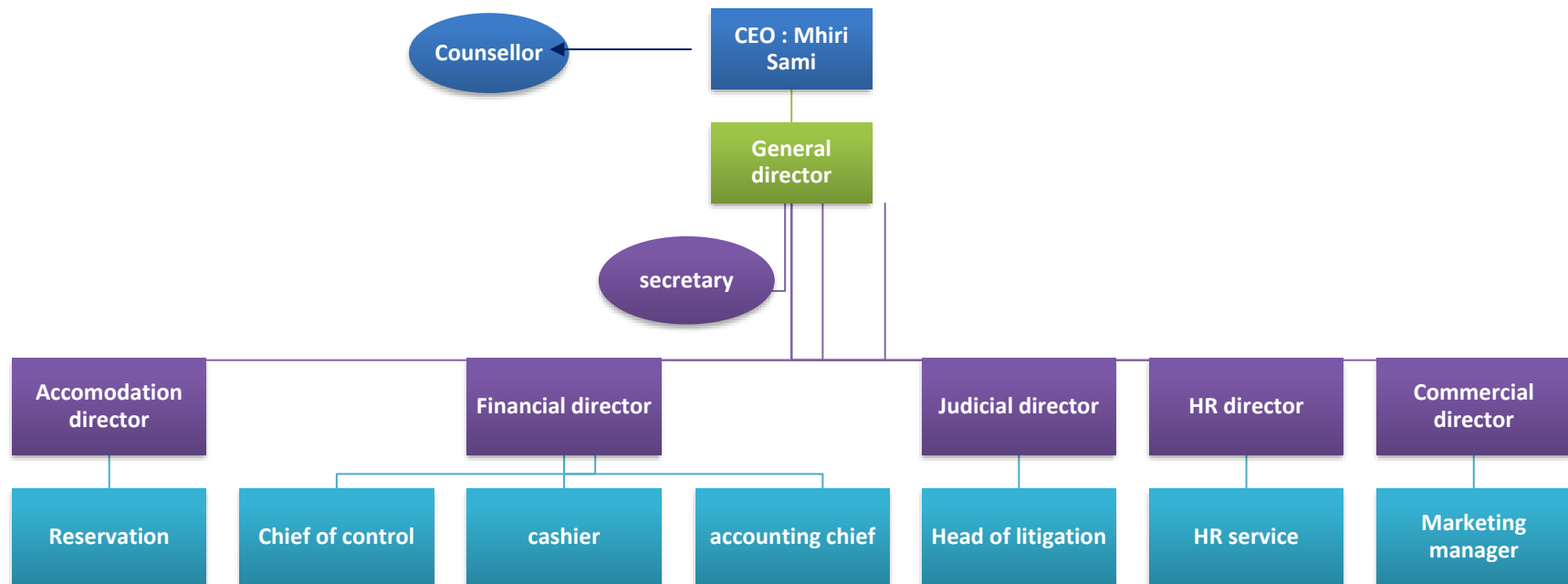


Figure 2.1 : El Mouradi's organizational structure :

2.3 Section 2 : Presentation of the Hotel « Mouradi Palace »

History and description of the Hotel:



Figure 2.1.1 Hotel "El Mouradi palace-Sousse

The hotel entity El Mouradi Palace, a 5-star category hotel is a private limited company whose capital is 14.460.000 divided into shares. These shares are negotiable securities, i.e., they can be sold and bought on the financial market. This company is headquartered in Sousse, Tunisia and was founded in 1995 with the following characteristics.

- Land area: 64,000 m²
- Project cost: 21 500 000
- Number of rooms: 515
- Number of beds: 1030
- Covered area: 35,000 sqm
- Permanent jobs: 150
- Seasonal jobs: 100

- Start of works: 30/04/1993
- End of works: 30/03/1995
- Cost of the bed: 38 400

The final objective tends towards the realization of a profit as well as the improvement of the sector of tourism because this last one had the interest of the State following the receipts which it generates, and which are used for the improvement of other sectors.

El Mouradi Palace is classified among the 5-star luxury hotels thanks to its ideal service for a relaxing stay. It is located in Port El Kantaoui (Hammam Sousse). This hotel has in general 4 floors, 4 elevators, 516 rooms and 1030 beds, and more precisely:

- 128 rooms with sea view + pool view
- 103 pool view rooms
- 270 garden view rooms
- 1 presidential suite
- 5 junior suites
- 9 senior suites

Each room has a balcony or a terrace, a bathroom and a toilet, as well as all the amenities of hotels in its category: a direct telephone line, satellite TV, minibar and hair dryer.

The hotel also includes Bars and a central restaurant, A la carte restaurant, Buffet restaurant, Coffee shop, Beach club (+ barbecue), Lounge bar, Piano bar, Moorish café, Pool bar, Night club.

And for more comfort, the customers have: An indoor pool of 160m², two outdoor pools of 900 m², A sauna, A steam room, A Jacuzzi.

Outside the hotel, there is a parking lot, a hairdressing salon, a treatment cabin, a store selling handicrafts...

Current status :

This subsection provides some information about the *Mouradi Palace* Hotel as well as the organization chart

Identity Card :

Table 2.1 : Identity Card Of El Mouradi Palace

Legal status	SA
Capital	6,760,399\$
Creation year	1995
Tax identification number	28521 S
Adress	PORT EL kantaoui Hamem sousse 4089
Telephone number	+216 73 24 65 00
Fax	+216 73 24 65 20
WEBSITE	http://www.elmouradi.com
E-mail	Mgt.palace@elmouradi.com
Field of business	Hotel
Head quarter	B.P 48-4089 Port El Kantaoui-Hamman Sousse- Tunisie
Logo	

Source : Internal information

Staff of the Hotel El Mouradi:

The number of staff in this company varies from one season to another, from 213 in high season to 186 in low season.

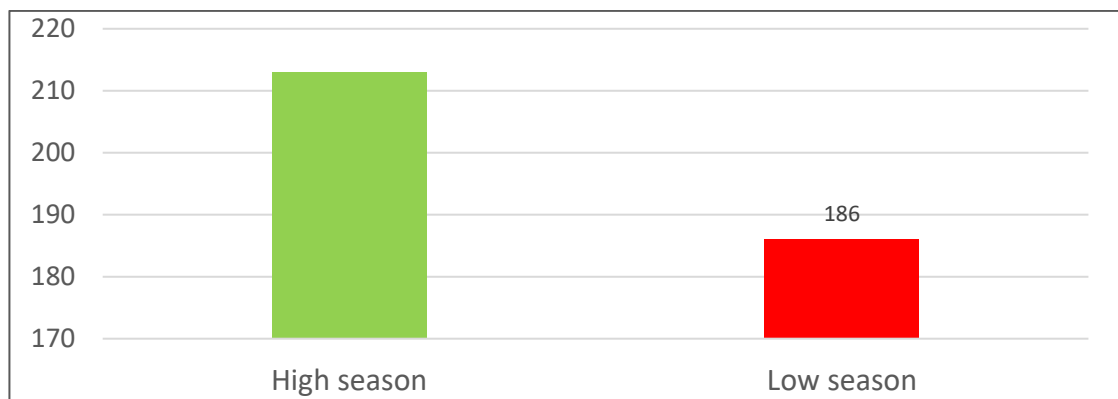


Figure 2.1 : The number of staff in El Mouradi Palace

Organization structure :

The managerial organization of the hotel is presented as follow:

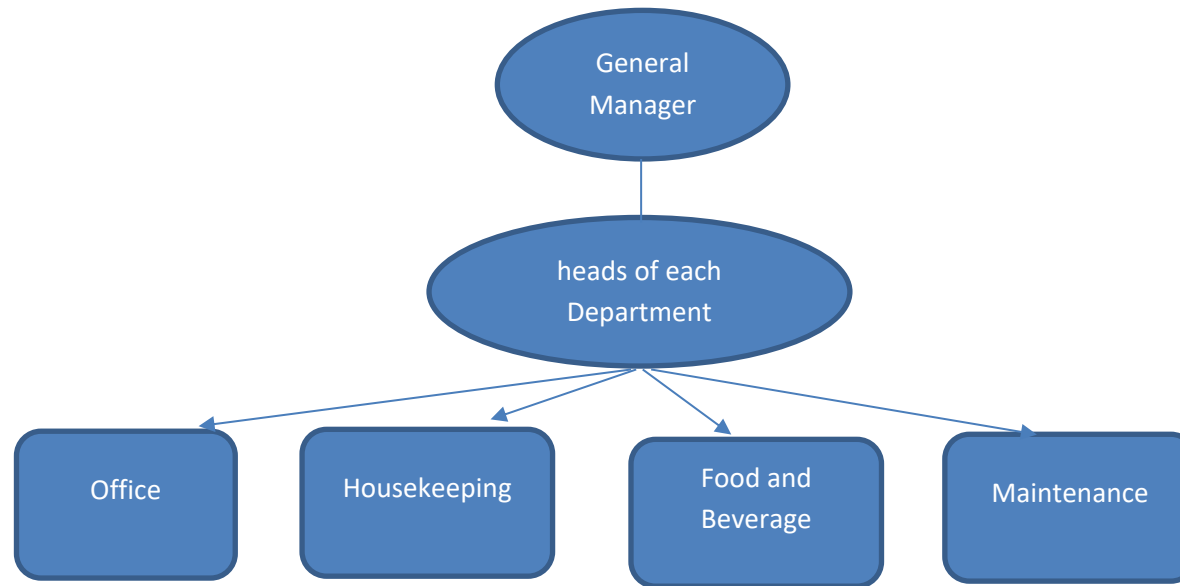


Figure 2.2 : The organization structure of El Mouradi Palace

Mission of the organization :

El Mouradi Palace Hotel believes it will attain success by achieving this mission:

"To provide genuine hospitality to our guests at every point of contact."

“To build relationships valuable with our customers, suppliers, owners and partners, by developing and operating: Great Places, For Great People, To Provide Great Hospitality, And Deliver Great Results”

El Mouradi’s customer service philosophy :

El Mouradi successfully leads the hospitality industry with a winning attitude. It is all about winning and building customer loyalty by anticipating guests’ needs, exceeding their expectations, and focusing on providing them an exceptional personalized service.

The different services within the hotel :

Accommodation :

The hotel offers double, triples and quadruples rooms, junior suites, and a presidential suite.

Each room has:

- A balcony or a terrace
- A spacious bathroom with an independent toilet
- All the comfort equipment of the hotels of its category: air conditioning, a direct telephone line (for a fee), WIFI connection, TV with satellite, mini bar, hair dryer, mini fridge, safe baby bed (on request) ...
- The hotel also provides 24-hour room service



Figure 2.4 Hotel "El Mouradi palace-
Sousse

Seminars and conferences:

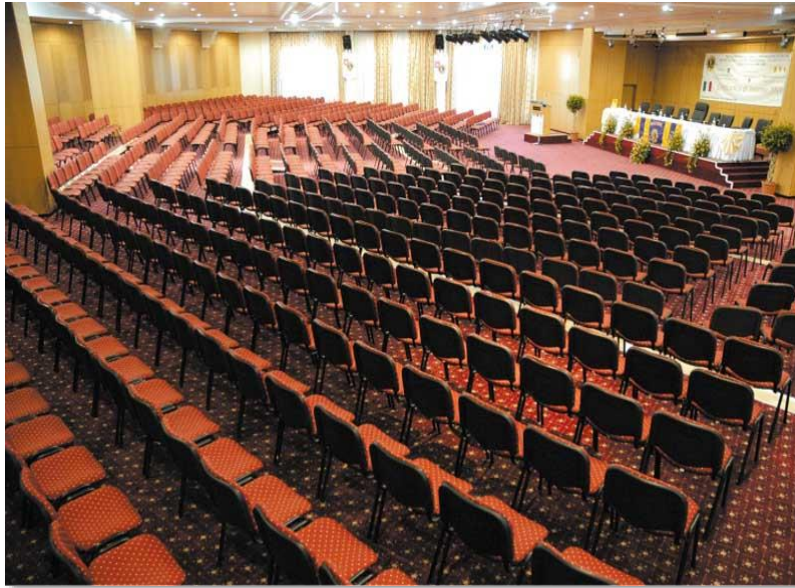


Figure 2.5 Hotel "El Mouradi palace-Sousse

A wide range of rooms to best meet the customers' requests for meetings, seminars, conferences, and private events.

The hotel has six 6 meeting rooms including a plenary room with high performance audiovisual equipment, spacious lounges, VIP lounges, a business center and a team that is attentive to the needs of clients and concerned about the success of events. These rooms can accommodate up to 800 people.

Two private parking lots are available for the hotel's guests.

The hotel also offers its clients a high-speed Internet connection and Wi-Fi technology.

Restaurants and bars:

The hotel offers a wide range of indoor and outdoor restaurants and bars:

▪ Restaurants :

❖ **Opening hours :**

- Breakfast is from 6 am to 10am
- Late breakfast from 10:30 to 11:30
- Lunch from 12h30 to 14h
- And dinner from 6 pm to 9 pm.

- ❖ **Restaurant Table d'hôte « LES MIMOSAS »** : it has an air-conditioned room, Tunisian and international cuisines offered in Buffets - hot and cold - varied and from 6 am to 10 pm.
- ❖ **Restaurant «EL FELL»**: open from 7pm to 11pm (closed on Sundays).
- ❖ **Coffee Shop «EL BAHIA»**: offers drinks and food by the pool (pizzas, grills,) from 12:30 pm to 5 pm. This pizzeria is essentially made to enjoy the flavors of Mediterranean and international cuisine.
- ❖ **Beach club « Barbecue plage »**: drinks and food (pizzas, grilled meat,) at the beach from 12:30 pm to 5 pm (summer season).
- **Bars :**
 - ❖ **Bar Salon « CAMELIA »**: shows and exotic cocktails, from 8 am to midnight.
 - ❖ **Piano Bar «DAHLIA»**: an intimate setting for your aperitifs or late evening from 6 pm to 2am.
 - ❖ **Beach Bar**: from 9am to 5pm (summer season).
 - ❖ **Pool Bar**: service on the terrace or by the pool from 9am to 5pm (summer season).
- **The coffee shop « LES JASMINES »** : mint or almond tea, Turkish coffee, is always open from 3pm to 11pm.
- **Night-Club « LE PALACE »** : opens from 9pm to 3am.



Figure 2.6 Hotel "El Mouradi palace-Sousse

Indoor activities in hotel:

Numerous activities and leisure possibilities are offered, within the hotel itself or nearby: tennis, water sports, golf...

▪ Swimming pools :

- A large outdoor freshwater pool
- Two big outdoor swimming pools
- A swimming pool for children
- A covered swimming pool with Jacuzzi and tropical garden



Figure 2.7 Hotel "El Mouradi palace-Sousse

Sports activities in the hotel :

- Tennis: 5 quick courts
- Fitness room
- A mini-golf course
- Tennis Table
- Aerobics
- Water gym
- Sailing boats and windsurfing boards (at an additional cost)
- Darts games: Archery and rifle shooting
- Billiards (for free)
- A playground for children



Figure 2.8 Hotel "El Mouradi palace-Sousse

▪ Daytime and evening entertainment for adults :

Interactive games, spectacular entertainment, special activities, game nights, bingo, dance games, karaoke, professional shows, Orchestra...

▪ *Daytime and evening entertainment for children :*

- Mini-Club for children from 5 to 12 years old with an area set up for this purpose.
- Activities: gymnastics, sports, birthday parties, walks, games at the beach, pool games, terrace and garden games, indoor games, manual activities, imaginative and creative activities, mini disco games, evening contests, children's welcome parties, special dinners...



Figure 2.9 Hotel "El Mouradi palace-Sousse

▪ *Sporting activities outside the hotel (for a fee) :*

- a Big Golf field
- Bicycle and motorcycle rental
- Horseback riding
- Quad biking
- Pedal boats
- Scuba diving
- Motorized and non-motorized water sports (summer season).
- Sea trips (depending on weather conditions).



Figure 2.10 Hotel "El Mouradi palace-Sousse

▪ **Thalassotherapy and well-being :**

Opened in 2005, the hotel's integrated thalassotherapy center is perfectly equipped for quality cures and personalized treatment programs:

- Thirty treatment rooms
 - A beauty cabin
 - A “hammam” and two saunas
- **Outside the hotel :** there is a parking lot, a hairdresser's salon and a store

2.4 SWOT Analysis:

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT analysis is a technique for assessing these four aspects of a business. This method was created in the 1960s by Albert Humphrey of the Stanford Research Institute and it is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. ¹

The primary objective of a SWOT analysis is to help organizations develop a full awareness of all the factors involved in making a business decision. It helps to analyze what a company does best right now, and to devise a successful strategy for the future.





²

Below, SWOT analysis of El Mouradi Palace is provided. We develop each point:

¹ www.investopedia.com

² www.businessnewsdaily.com

Table 2.2 - SWOT Analysis Of El Mouradi Palace

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ➤ Reputation of the company ➤ Strong relationship with the suppliers ➤ Well trained and knowledgeable staff- Well located 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ➤ Not motivated staff ➤ The brand's name comes with a perception of being expensive ➤ Lack of digitalization ➤ The death of the CEO 
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ➤ The number of online platforms is increasing ➤ High-Profit Margin 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ➤ Unfavorable economic conditions ➤ Fierce competition ➤ High Taxes ➤ Dependence on Tourism ➤ Pandemic ➤ Better foreign tourist destinations (exp. Morocco, Egypt) ➤ Politic instability 

Source: self-work

Strengths:

- ***Reputation of the company:***

As a matter of fact, The Mouradi hotel exceeds customers' expectations, and it is highly recommended by the guests according to their glowing reviews on the internet. Customers and potential customers feel positive about the Hotel and it's definitely the most powerful asset for the company's business growth.

- ***Strong relationship with the suppliers:***

The key to succeed as a service provider is to be a great customer so *Mouradi Palace* builds a solid foundation with its suppliers. In fact, no business operates entirely on its own; it requires commitment from both sides: The “managers rely on their suppliers to provide them with fresh food and good quality products right on time, in return they reward the good service with loyalty for years.

- ***Well trained and knowledgeable staff :***

The *Mouradi Palace* owes its good reputation and success for its employees. They are professional, dedicated, proficient and competent. They build a healthy teamwork environment.

- ***Well located :***

In every business, location matters. The *Mouradi Palace*'s site is vital for its success. It is safe and centrally located. It offers an easy accessibility to other attractions, to the beach with lovely views.

- 1 km from Port El Kantaoui (marina)
- 8 km from the Medina of Sousse
- 25 km from the International Airport of Monastir
- 140 km from the International Airport of Tunis Carthage
- 40 km from Enfidha's airport

Weaknesses:

- ***Not motivated staff because of a bad Human Resources Management :***

One of the most flagrant flaws that I noticed was the overload in work given to an underpaid staff. Due to the pandemic, *El Mouradi Palace* had to let go a significant percentage of their staff. This had enormous repercussions on the remaining workers as they found themselves doing double the work and getting the same paycheck. Evidently, everyone was less motivated and more stressed leading to a not-so-friendly work environment.

- ***The death of the CEO :***

Efficient and well-organized succession planning is crucial to ensure the continuity of businesses' success. The Mouradi Palace was directed by its founder and only manager Mr. Neji Mhiri, but after his death, the legal heirs inherited his assets. Consequently, the Mouradi hotel's managing is impacted. There are some struggles and issues with the brand image.

- ***The brand's name comes with a perception of being expensive :***

El Mouradi's name comes with a perception of being expensive. Meaning, the locals are always under the impression that only foreigners and/Tunisians working and living abroad can afford the luxury of staying at this hotel. And it is somehow true, as a full pension weekend in El Mouradi could easily cost a month worth of work for an average Tunisian employee.

- ***Lack of digitalization :***

One of El Mouradi's greatest weaknesses is their lack of digitalization. In a world where we are soon to be ruled by robots, El Mouradi still only uses hard copies and relies on papers in almost everything. Not only is it a waste of space and material, but it is also an enormous waste of time as it takes twice as long to complete tasks, print, and find information in papers than in computers. Not to mention how work stops for hours at a time just because a paper was nowhere to be found, and this is far from being an exceptional situation.

Unfortunately, that is not the only area where El Mouradi is falling behind. Anyone with the tiniest bit of common sense would have understood by now that social media and online marketing are the answer to promoting any business in today's world. It helps close the gap between customers and service providers as well as provide a better mutual understanding of the expectations and the services offered. El Mouradi Hotel chain does not seem to be keeping up. The number of bad online reviews is increasing by the day, and they don't seem to care less as the last review they answered was over 3 years ago. This can only have disastrous outcomes as most people now rely on online reviews and not apologizing or explaining the dissatisfaction of their customers that led to the bad reviews can only push both old and new customers to a different destination.

Opportunities :

- ***The number of online platforms is increasing:***

Online platforms for bookings such as Tunisie Booking, Expedia, and the list goes on and on, are a valuable asset to hotels.

They are extremely user-friendly and easy to browse through. You get a full online tour of the hotel, and you make your choice taking into consideration the price, the view, the extra options, as well as the numerous coupons, discounts, and last-minute deals. People also leave reviews about their experiences which, when they are nice enough, can easily put a hotel in the lead.

- ***High-Profit Margin:***

Although the hotel industry requires huge initial capital, it is still a worthy investment as the cost of labor is lower, and the profit margins are higher.

Threats:

- ***Fierce competition:***

Tunisia has a large proportion of its economy relying on Tourism. This means that the competition is stiff between hotel chains especially with the numbers of tourists declining in the last few years. It is true that El Mouradi is well known for its relatively luxurious services but with this many hotels offering somewhat of the same service and better options, staying on top of the game can be tricky.

- ***Pandemic***

The COVID-19 pandemic has simply demolished the tourism sector since 2020.

- ***Dependence on Tourism:***

The business of hotels would depend on the influx of tourists, holidays, and season. This seasonality and dependence on tourism is a key weakness of the hotel.

- ***High taxes:***

A revolution in Tunisia followed by several terrorist attacks and covid19 resulted in the economy getting hit really hard and out of everything; the tourism field was affected the most. It got challenging for hotels to keep up with all these downs especially with

the cherry on top, the taxes system in Tunisia that is an additional burden on a hotel chain that is already under booked and understaffed.

- ***Other foreign tourist destinations***

Tunisia was once THE destination, which was relatively cheap, extremely beautiful and fairly safe. But due to everything already mentioned above, it got outranked by so many countries. While Tunisia was struggling to survive terrorism and important transition phase in its history, other countries rose to the challenge and now preferred destinations.

2.5 SWOT interpretation and topic choice:

Despite of El Mouradi's many strengths mentioned above, it got significantly overshadowed by threats and weaknesses in the past couple years, leading to an unfortunate degradation in the hotel's services. The organization's net profit fell from 200 million Tunisian Dinars in 2019 to more than -5 billion in 2020 and 2021 because of the covid-19 crisis, bad managerial decisions, poor costs management, the death of the founder and the big change in the managerial structure. All these weaknesses also affected badly the Human Resources Management (HRM), while every organization in the world was doing its best, during the pandemic, to survive and to keep their business going, optimizing the productivity in their human resources (HR), and giving them emotional support and the best guidance and trying to understand the challenges their employees face, what they are struggling with inside and outside of work because they know that they are the only solution to overcome successfully this crisis, actually, they didn't need COVID to appreciate the importance of the HR, it has always been important, but in this new world of flexible work and with new opportunities and challenges HR has to define and develop new skills and processes to optimize what is expected of the workers—and that's to make sure the human capital of a corporation is seriously engaged and inspired and believing. It's productive to make them feel appreciated and motivated. The Mouradi Palace's Managers were doing the exact opposite thing. During my internship period, it was really hard not to notice how poor the HRM was in the hotel and how that affected employees, so that's exactly why I

chose this topic for my report because I truly believe that the key to success of every company is maintaining a good relationship with workers and creating a healthy work space for them.

2.6 Conclusion:

It is a common fact that focusing on relationships is a key to staying on top of the game. Maintaining great relationships with suppliers, operators, guests and mainly employees makes all the difference in a Hotel's quality of services. A healthy work environment makes an employee eager to do their best, and a happy employee equals a happy customer. Does El Mouradi have happy employees?

3 CHAPTER3 : HUMAN RESOURCES MANAGMENT IN MOURADI PALACE

3.1 Introduction:

As an intern for El Mouradi Palace, I got the opportunity to integrate with the staff, witness their work, and contribute to finishing tasks on daily basis at the hotel. It was certainly an enriching experience. In this chapter, I will mainly focus on human resources management in a comparison between the theoretical aspects versus what is actually being done on the field; I will also describe this internship experience with its advantages and disadvantages.

3.2 Section 1 : Human Resources Management : A Theoretical overview

As mentioned earlier, I have selected this topic for the report because Human resources are the most valuable resource of every organization to gain a sustainable competitive advantage over competitors. Our bookish knowledge tells us that, in theory there are practices recruitment and selection, compensation and benefit, training and development, and employees' motivation sums up as Human Resources Management (HRM) Practices. There are sets of different versions and uses of these theories. But my experience tells me, not many organizations follow those bookish theories. Some of them tend to even just drop these practices.

History of Human Resources Management³:

³ www.humanmanagementideas.com

Antecedent theoretical developments:

The human resources field began to take shape in 19th century Europe. It built on a simple idea by Robert Owen (1771-1858) and Charles Babbage (1791-1871) during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive.

HR emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856–1915). Taylor explored what he termed "scientific management" (sometimes referred to as "Taylorism"), striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing process labor sparking inquiry into workforce productivity.

Birth and development of the discipline:

By the time enough theoretical evidence existed to make a business case for strategic workforce management, changes in the business landscape - à la Andrew Carnegie (1835-1919), John Rockefeller (1839-1937) - and in public policy - à la Sidney (1859-1947) and Beatrice Webb (1858-1943), Franklin D. Roosevelt and the New Deal of 1933 to 1939 - had transformed employer-employee relationships, and the HRM discipline became formalized as "industrial and labor relations". In 1913 one of the oldest known professional HR associations the Chartered Institute of Personnel and Development (CIPD) started in England as the Welfare Workers' Association; it changed its name a decade later to the Institute of Industrial Welfare Workers, and again the next decade to Institute of Labor Management before settling upon its current name in 2000. From 1918 the early Soviet state institutions began to implement a distinct ideological HRM focus alongside technical management - first in the Red Army (through political commissars alongside military officers), later (from 1933) in work sites more generally (through partorg posts alongside conventional managers). In 1920, James R. Angell delivered an address to a conference on personnel research in Washington detailing the need for personnel research. This preceded and led to the organization of the Personnel Research Federation. In 1922 the first volume of *The*

Journal of Personnel Research was published, a joint initiative between the National Research Council and the Engineering Foundation. Likewise in the United States, the world's first institution of higher education dedicated to workplace studies the School of Industrial and Labor Relations formed at Cornell University in 1945. In 1948 what would later become the largest professional HR association the Society for Human Resource Management (SHRM) formed as the American Society for Personnel Administration (ASPA).

In the Soviet Union, meanwhile, Stalin's use of patronage exercised through the "HR Department" equivalent in the Bolshevik Party, its Orgburo, demonstrated the effectiveness and influence of human-resource policies and practices, and Stalin himself acknowledged the importance of the human resource, exemplified in his mass deployment of it, as in the five-year plans and in the Gulag system.

During the latter half of the 20th century union membership declined significantly, while workforce-management specialists continued to expand their influence within organizations. In the US, the phrase "industrial and labor relations" came into use to refer specifically to issues concerning collective representation, and many companies began referring to the proto-HR profession as "personnel administration" Many current HR practices originated with the needs of companies in the 1950s to develop and retain talent.

In the late 20th century, advances in transportation and communications greatly facilitated workforce mobility and collaboration. Corporations began viewing employees as assets. "Human resources management" consequently became the dominant term for the function.

"Human capital management" (HCM) is sometimes used synonymously with "HR", although "human capital" typically refers to a more narrow view of human resources; i.e., the knowledge the individuals embody and can contribute to an organization. Other terms sometimes used to describe the HRM field include "organizational management", "manpower management", "talent management", "personnel management", "workforce management", and simply "people management".

What is Human Resources Management?

❖ **But first what are Human resources?**

Human resources are simply defined as “The people an organization employs to carry out various jobs, tasks and functions in exchange for wages and other rewards.” *DeNisi and al, (2005)*.

❖ **The following text will show some of the most common used definitions of HRM :**

According to *Griffin (1995)* “Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce.”

In their part, *Mathis and Jackson (2000)* define HRM as “the effective use of Human resources and organization through the management of people related activities.”

Yoder (2010): “HRM is the provision of leadership and direction of people in their working or employment relationship.”

HRM is considered as a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives⁴.

How Does Human Resources Management Work?

HRM staff members are partially responsible for ensuring that the organization has an overall mission, vision, and values that are shared and provide an overarching reason for employees to want to work for their organization. These elements can be inspirational and help employees feel that they are an important part of the organization.

Why is Human Resources Management so important?

Human resources management is so important to organizations because there are many objectives of this department that can drastically improve or negatively affect the organization.

⁴ www.coursehero.com

One major objective of human resources management is to drive productivity by ensuring competent employees are hired and remain up to date with training initiatives. Another major objective of human resources management and why it is so important to an organization is that it builds coordination between organizational departments. Without proper human resources management, the organization, the departments will have a tough time working together which will cause business to suffer. More important objectives of human resources management are ensuring employee satisfaction, staying up to date with societal and ethical models, and maintaining a healthy work culture, as well as a healthy work-life balance for employees.

Objectives of HRM:

The main purpose of HRM is to accomplish the organizational goals through People. In general, its objectives can be categorized as follows:

- ❖ **Societal** : HRM attends the legal; societal; and ethical frames. This means that it should respect them and act in favor of people and society. Otherwise, society will react and be against of the organization.
- ❖ **Organizational** : HRM supports an organization to enrich and increase the sources of competitive advantage, by providing the means to achieve efficiency and effectiveness.
- ❖ **Functional** : HRM contributes to the effectiveness of the department itself, so that the organization's goals will be met.
- ❖ **Personal** : HRM empowers people to achieve their personal goals, so that they will be motivated and remain committed. The combination of accomplishing personal and organizational objectives is an important driving force that improves the employees' effectiveness and productivity.

Consequences of Poor Human Resource Management:

- *High turnover rates* :

Human resource management failure directly affects employees. Without proper human resource management, employee dissatisfaction could go unnoticed. As a result,

employees will be more likely to seek employment elsewhere. In this case, an effective exit interview with a qualified HR professional is essential in addressing their motivation for quitting. If this meeting does not occur, there is no one to pass on the valuable information and serious company issues could go unresolved. This will lead to high turnover rates.

- ***Inefficient hiring process :***

Efficient recruitment is an important aspect of any business, especially if it is fast-growing. Typically, an HR professional handles the company's hiring needs and interviews candidates that will satisfy them. Without proper HR management, companies could mishandle this crucial process. This may lead to unqualified staff, over- or under-staffing, or hiring employees with an overlooked dangerous criminal history.

- ***A motivation :***

Poor HR management will likely spread to impact all levels of the company. Such negative impacts may include employee conflict, lack of recognition, inadequate training, and poor team building among other issues. Due to the lack of an effective HR management strategy, employees may feel that such negative situations will not improve. As such, this will likely damage workplace morale.

- ***Lost business :***

The happiness and job satisfaction of a company's employees plays a significant role in its success. If employees are constantly quitting or being unproductive due to a negative work environment, the business loses time and money. Further, the company will also have to frequently undergo the training and hiring process while simultaneously losing people with specialized knowledge about the company.

- ***Legal issues :***

HR is often largely responsible for ensuring that a company complies with employment and labor regulations. In addition, they also craft policies that prevent employees from unfair treatment. To avoid employees from feeling like they were victims of wrongful termination, harassment, or discrimination, it is important to have a policy that prevents

such issues. If companies do not clearly write, distribute, and update their policies properly, they could face a serious legal problem in the case of an incident.

- ***Work Related Stress:***

To define the term “Work Related Stress,” it is when an employee arises from the situation where work demands, exceeds the capability and capacity of the individual⁵. In a scenario, where the company is expecting ‘too much’ from the employee, irrespective of their capability and efficiency, it leads to work related stress. Often, unclear goals and duties, and bullying or harassment are related to the causes of work-related stress in employees. This is a significant reason behind diseases and illness in employees, and is often correlated with the staff turnover, higher rates of employee absenteeism, and other key indicators of underperformance.

- ***Dissatisfied customers:***

Poor human resource planning can make have dissatisfied customers. Many businesses today have gone online. So, if you are not doing well, there are chances users will prefer to complain publicly about your poor HR, customer service, products, or services on your online pages.

Employees’ satisfaction:

Despite its wide usage in social sciences research, as well as in everyday life, there is still no general agreement regarding what employees’ satisfaction, but it can be defined as the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many studies support that employees’ satisfaction is a major reason for employee motivation, employee goal achievement and positive employee morale in the workplace. Basically, employees’ satisfaction is a measure of how happy workers are with their job and working environment⁶.

3.3 Section 2: Observation of HRM in Mouradi Palace

In the first part of this paragraph, I will explain what I expected to learn from this internship, the tasks performed and finally the difficulties and limitations of this

⁵ According to the WHO Organization

⁶ www.custominsight.com

internship. In the second part, I tried to integrate my theoretical knowledge of HRM and combine it with practical examples as observed during my internship. I have also tried to provide some recommendations.

Process of the internship :

The objectives of the internship were the following:

- ✓ Clarify personal interests, skills, and competencies, and their implementation toward development of career goals.
- ✓ To gain ideas from the experienced people working in the Hotel.
- ✓ To understand the challenges faced by the organization.
- ✓ To understand the diverse types of training provided to the employees.
- ✓ Development of personal standards of professional and ethical behavior required in the workplace.
- ✓ Assumption of responsibility for continued learning and professional development.

The Activities undertaken:

I was a versatile intern at El Mouradi palace. I filled in wherever I was needed; I took ownership of my tasks and took care of them from start to finish. I handled different tasks at the same time and turned stressful situations to memorable ones.

- The first responsibility I was assigned for on this eight week of internship period was to help at organizing a medical conference that was held at one of our venues.
- I sent reminders via email to foreign partners about deadlines and due payments,...
- I also created a system to organize invoices according to dates and suppliers which made access much easier.
- I answered on clients' phone calls to explain to them the different services that the hotel offers, the schedules of the meals and the general indications of location in the hotel, the expenses that the guest had during his stay and help to solve any situation, complaint, doubt, or suggestion that the guest may have.
- At the accountancy department, I did Bank Reconciliation that can be defined as the process by which the bank account balance in an entity's books of account is reconciled to the balance reported by the financial institution in the most recent bank

statement. Any difference between the two figures needs to be examined and, if appropriate, rectified.

Limitations of the internship:

The experience was not all good, there were some shortcomings. For instance, the staff did not always provide me with all the details I needed. They could not openly share confidential information and didn't want to answer a lot of my questions about their situation in the hotel since they were too afraid of being identified in spite of reassuring them their anonymity. Also, they could not reveal the exact number of employees that were released during the covid-19 crisis.

Moreover, another thing that was missing in my training is working in the Management of the Mouradi Palace. I appreciated the opportunity to work in the accounting and financial departments, but I needed to learn more about my field.

Observations and Recommendations:

This analysis aims to provide a solution and recommendations that will, hopefully, improve the quality of employee service.

The managers of El Mouradi Palace say "People are our greatest asset." it is even written on their website. But they also report, "People are getting harder to manage..." They may have luxury service, beautiful views, and good reputation but they do not seem to realize that is not the most important part of a successful business. They do not care about their human resources management. No efforts, energy, time, or money seem to be invested in coming up with any new strategies as to how to manage their staff for better performance and a healthier work environment.

What has been wrong?

❖ A lack of formal policies and procedures :

The root of many costly mistakes in HR in El Mouradi Hotel is the poor definition of expectations and guidance on how to handle common and uncommon workplace situations. Policies do not need to be all-encompassing, but they should aim to provide direction on what is appropriate and what is not. HR policies should address areas of possible confusion (personal cell phone use, code of conduct, dress code, etc.).

❖ Bad work conditions :

One of the fundamental tasks of a successful HR manager is creating safe and comfortable work conditions for their workers. However, at El Mouradi Palace, workers lack of the most basic things of comfort like a decent personal workspace. Not only are the offices overcrowded, where sometimes two people have to share the same desk, but they also don't even have an air conditioner, making it very challenging to have the will to work especially on a hot day in Tunisia (Up to 40 °c). No wonder, the employees are stressed, underproductive, and unwilling to put in any extra effort for their job.

❖ Passive-aggressive communication :

Another huge flaw at the hotel is the leaders', or bosses to be more accurate, way of communicating with their employees. The work environment gives camp vibes. Extremely strict vertical relationship, where yelling at employees is far from being exceptional situation, and using the phone or leaving your desk without permission could get you

❖ Really stressed-out employees :

A little bit of stress can be helpful, but when it exceeds it will negatively affect employees' health and well-being which can also influence the service's quality and therefore their performance and the organization's. Workers feel stressed out on the job, and the stress is taking a toll on their sleep, health, relationships, productivity, and sense of well-being. Add to that the stress brought on by the corona virus because of job losses and worries about getting sick, add to that the absence of support from the company.

❖ Long hours of work :

El Mouradi's managers sometimes seem to forget the Human in Human Resources. Employees at El Mouradi have found themselves in a very burdensome situation after Covid-19. As was mentioned above , El Mouradi hotel had to let go a considerable number of their employees leaving the remaining staff overloaded with work of their own and their laid off coworkers. To make matters worse, they did not get any advantages in return. They have to work long hours with no flexibility, they don't get

paid vacations even during the summer, and not even a remuneration or a raise was offered.

❖ **The absence of HR department in the hotel :**

The hierarchy and structure of the administration at El Mouradi seems spot on and flawless. Yet, when you get a glance from the inside, it is the complete opposite. For instance, the chain has an HR department, but when it comes to each hotel individually, HR work could literally be done by anyone, for El Mouradi Palace for example, it's the finances director. The necessity of having a qualified HR manager whose only job is to provide a better work environment, take care of every slight problem any employee might face, does not seem to be making the list of priorities any time soon.

❖ **Unsatisfied and not motivated staff :**

During my internship, I got to have multiple conversations with different employees. All the conversations had one thing in common and led to one conclusion: Almost every single employee feels overloaded with work, underpaid, unappreciated and generally dissatisfied. Some even said that they would not miss any other opportunity they get somewhere else, and others went to the extent of advising me to never come back as full-time personnel after graduation.

Another thing that could explain the dissatisfaction of the workers is the feeling of being stuck in the same spot for years. There are no clear short- or long-term plans. One could spend 10 years going to the same office doing the same tasks. No new skills to learn, no financial motivation, no promotional motivation, or any accurate positive impact on their career. No wonder everyone is nonchalant, doing the bare minimum and just waiting for the day to end.

❖ **Wrong recruitment process: hiring mistakes :**

Getting a job at El Mouradi is just as easy as losing one. During the pandemic, they had to let go a great number of their staff, but when it was time to replace the people, they let go, they didn't appear to have any recruitment strategies besides solely relying on personal connections regardless of whether or not the person has the skills for the position. The recruitment process was not based on people's experiences, competences or education.

❖ Lack of order :

The environment at the hotel administration is a bit chaotic. The system is broken, and to be quite honest, I am not even sure they have a system; it almost feels like they're just winging it. It is pretty common for papers to be lost, for someone's work to end at someone else's desk, for work overload to be passed down to interns who end up not learning anything and doing all the studwork.

On the bright side:

- Despite the unpleasant work conditions, the stress, the covid-19's bad effects, El Mouradi's staff are still doing their best, coming to work on time, doing their daily tasks to their best ability.
- Another positive thing about The Mouradi's HR is the teamwork mentality, . The workers have positive attitudes towards one another. They are helpful and supportive and make a pretty friendly work environment overall.
- To be fair, despite the flaws in HRM, El Mouradi provides its employees with annual training sessions especially in foreign languages so that they can be able to communicate with the non-native customers.

3.4 Recommendations:

It is easy to ignore the human resources side of the business when things are flowing smoothly. After all, there are far more pressing concerns nagging the managers each day. Relations with employees can be enjoyable and fulfilling or time-consuming and terrifying, it is all in the HR managers' hands. It's a simple equation actually, a happy employee equals productive employee, productive employee gives great results and that eventually ends up with successful business, it's a win-win situation, that is good for workers and enterprise owners, so if HR are the key for the hotel to get back stronger and better than ever it's really worth dedicating energy, time and investing money to motivate and satisfy their workers. That is why, in this part, we will provide some recommendations that can lead to increasing employee' satisfaction in El Mouradi Palace by:

- ✓ Increasing realistic opportunities for career development.

- ✓ Increasing the commitment of employees to their jobs.
- ✓ Increasing the care towards the employees.
- ✓ Increasing employees job security.
- ✓ Fair distribution of salaries in comparison to their expertise and educational level.
- ✓ Increasing the employee's empowerment.
- ✓ Applying a professional working environment

How can we achieve that?

- "Good working conditions" is the most principal factor for employees' satisfaction; it is never a bad idea to invest in improving the work conditions.
- El Mouradi Palace's managers need to be more transparent with their recruitment process to the current and potential employees; they also need to implement a transparent and reasonable promotion system that distributes salaries fairly and in accordance with employee s level of expertise and educational.
- It is so important to treat people as more than just a number or resource. HR needs to become more aware of their employees' opinions by embracing an "open-door" policy. Walking around, talking to people, understand their needs and listen to their complaints help managers become closer to them. It is important that the organization cares about its staff, there is always someone who goes through a personal problem, here it is essential for the company to step in and try to help.
- By implementing more fair incentives system that provides the employees with the benefits they need other than the basic ones.
- Put back the H in HR, having a flexible work schedule is essential for employees, it usually has something to do with the family situation, where it is necessary to leave earlier from work to pick up the children from school or have to deal with an urgent personal situation.
- Managers need to understand that motivation is important for the organization in the sense of performing a good job and being committed to the tasks, so they have to give their employees the freedom to make decisions as long it doesn't make the

company's interests suffer, make them feel involved and an important part of the company.

- By providing constant feedback thus implementing fair and honest evaluation system that will help employees make improvements in their day-to-day duties. The evaluation should include the employer's expectation, how the employee failed to meet it, counseling and guidance, expectations going forward and the consequences of failing to meet those expectations.
- Teamwork is more than a nice idea; it is essential: When a team fails, everyone loses. The employees, managers, and the company lose both financially and in well-being. HR managers need to pay attention to the office conflicts and develop a teamwork mentality in the workplace, it is crucial to maintain a healthy relationship with supervisors and colleagues.
- The work has to be challenging and varying so that it does not become too routine-like, the workers need to get "pushed" and receive challenges in order to develop.
- In my opinion training enhances the motivation among the employees. That is exactly why I recommend the hotel managers to increase the training sessions for the workers. Employees should be provided with effective training in order to reduce the time spent by managers on supervising employees:
 - Set up the development programs covering career planning, workshops, and coaching sessions,
 - Train a member of staff to mentor and support young trainees,
 - Address personal development issues in training, such as, stress management, time management, planning and goal setting, team building, interview skills, resolving conflict, and personal development plans.
 - Training for managers: leadership development training, it will allow the hotel managers to learn how to interact with their employees better, it may also give them new insights into their own leadership style and learn innovative ideas that they can implement into the workforce.
- HR Is Hard, at the end of the day, the best way to avoid HR mistakes is by working with the experts. Hiring HR professionals seems like a must to me. Understandably

it could cost money to hire professionals and it is cheaper to have one person do all the work regardless of their qualifications. Yet, the importance of HR management and the long-term positive results it could have on the employees' performance and consequently the hotel when it is done right makes it all definitely worth the cost. It is fundamental for the employees to feel that they belong, that they are safe, and more importantly, that they have someone to talk to when they have complaints or trouble navigating through something. This can only be possible with a familiar HR manager that is always accessible. Some problems are harder to admit than others even to the closest people, let alone someone in a completely different place that you probably have never met before. For instance, how can we expect a woman working at El Mouradi Palace that has been harassed in the workplace to feel comfortable enough to report it to an HR department of the whole chain? This, like a hundred other problems the employees may face, can only be handled by a local HR department that knows the environment, the employees and has already built up the mutual trust that they will provide help for the seekers.

CONCLUSION

My internship at El Mouradi Hotel took place at different departments where I had the opportunity to perform several tasks in relation to different services; I was close to all the personnel, spoke to them, understood, and even witness their difficulties, problems, and struggles from outside and inside the work, I spotted some poor and good HRM practices.

It is too ambitious to say that we fully covered all of the El Mouradi's Palace HRM weaknesses, but it is fair to say that we identified some of them and we aspire that a quality improvement plan can be implemented, and some changes will be done for a better working environment for The Mouradi employees.

General Conclusion

The purpose of this paper was to call attention to the importance of a good HRM and its contribution in improving every organization's performance.

We should highlight again that this report is after almost 2 years of a two-month internship carried out in the "El Mouradi" hotel. In the first chapter, I presented the chain and the host institution, then, in the second chapter, I tried to integrate my theoretical knowledge of HRM and combine it with practical examples observed during my internship.

It is only fair to say that El Mouradi Palace is a great company, the whole chain actually is an inspirational brand and I'm honored to have been selected to intern there. It was certainly an enriching experience; I got a great glance at the real-world workplace, far from university seats and theoretical learning. I got to live the real experience and with all its aspects. Certainly, there are plenty of things that still need attention and fixing, but I would not change a thing about the overall experience.

Like every organization in this world, El Mouradi has its bad sides. The hotel was one of the best hotels in Sousse if not the best, however, it has been going through financial struggles and several challenges lately especially after the crisis of the corona virus and the death of the founder and the former CEO that changed this situation to the worst. Human resources can help El Mouradi hotel overcome any difficulty from the intense

competition to the pandemic, yet, unfortunately, HRM is a key weakness of the hotel. From the observations I made and the incidents I had seen during this internship, I tried to analyze the HRM practices of El Mouradi and according to that I gave some recommendations. To create a satisfied, productive, and efficient workforce, for El Mouradi Palace, proper HRM policies and practices are necessary. Satisfied and efficient human resources are the key factors for the organization to face the challenges of today's ever-changing environment.

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