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## THE ROLE OF HOTEL MANAGEMENT AND FACTORS OF ORGANIZATIONAL SUCCESS

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**Abstract:** Hotel management is a process of forming and maintaining relations with the environment in order to realize set goals efficiently. Hotel management is a system of creation, directing and harmonization of all factors, which affect forming of the hotel offer.

Modern management encompasses management and leadership functions. The main task of a hotel management is to realize goals of a hotel enterprise through the synergy of team managing.

*Key words:* hotel management, organization, hotel enterprise.

**Sažetak:** ULOGA HOTELSKOG MENADŽMENTA I ČIMBENICI ORGANIZACIJSKOG USPJEHA. Hotelski menadžment je proces oblikovanja i održavanja odnosa s okruženjem kako bi se utvrđeni ciljevi mogli efikasno ostvariti. Za hotelski menadžment možemo reći da je sustav stvaranja, usmjeravanja i usklađivanja svih čimbenika koji utječu na formiranje hotelske ponude.

Suvremeni hotelski menadžment objedinjuje funkcije upravljanja i rukovođenja. Glavni zadatak hotelskog menadžmenta je da korištenjem sinergije timskog rukovođenja ostvari ciljeve hotelskog poduzeća.

*Ključne riječi:* hotelski menadžment, organizacija, hotelsko poduzeće.

### INTRODUCTION

Management is a complex category. It refers to bearers of particular functions, skill, scientific discipline and profession. "Management is a process of forming and sustaining the environment in which individuals, working together in groups,

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efficiently realize chosen goals"<sup>2</sup>. Hotel management could be defined as a system of creation, directing and adjusting of all factors which affect forming of the hotel offer.

The paper emphasizes the importance and the role of hotel management in hotel business and in the creation of competitive hotel offer.

## 1. IMPORTANCE OF HOTEL MANAGEMENT

The business success of hotel facilities depends on management effectiveness. The management is especially important due to changeable organizational factors, especially its environment. Hotel management undergoes the process of constant evolution.

Hotel management is demanding, yet, at the same time, simple. It has to find the best possible way to manage hotel facilities, often, in changing and turbulent environment. The management's simplicity is evident through the man itself, who is, as a manager, capable and knows how to manage its coworkers.

The hotel management cannot succeed without creative, capable and talented managers. Managers with expressed personalities and innovative abilities can take up challenges of increasingly complex business environment. It is of extreme importance that a manager understands his/her job, and recognizes and comprehends his/her coworkers.

The key points differentiating a successful from unsuccessful manager are:<sup>3</sup>

- Finding the best co-workers,
- Finding the way to motivate his/her co-workers,
- Allowing enough freedom for co-workers so they could work in their own way

Modern hotel management should know how to motivate, coordinate and connect job executors in forming hotel offer. Modern hotel management should fight the environment and the competition, but also harmonize relations with people, whilst a classic manager concentrates his/her work around the search for ideal organizational structure.

## 2. THE ROLE OF MANAGAMENT

By doing their duties, hotel managers hold various roles within the hotel enterprise. When observing those activities, Mintzberg<sup>4</sup> lists 10 managerial roles by organizational behavior, which can be grouped as follows:

- Decision making roles,
- Interpersonal roles,
- Roles in the information process.

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<sup>2</sup> Wehrich, H., Koontz, H., Management, Mate, Zagreb, 1994, p. 4.

<sup>3</sup> Žugaj, M., Brčić, R., Menadžment, Fakultet organizacije i informatike, Varaždin, 2003, p. 21

<sup>4</sup> Mintzberg, H., The nature of Managerial Work, Harper & Row, New York, 1973. p. 92.

**Decision making roles** encompass activities which relate to decision making and undertaking of certain actions. A decision can be realized based on four aspects: entrepreneurial, operations, resource allocation and negotiations.

**Interpersonal role** refers to development and control of interpersonal relations within an organization. A manager appears as the leader. Manager as the leader successfully coordinates activities of its subordinates. This role consists of leadership, encouragement and assistance.

The manager's role in the **information process** arises from the fact that the manager takes up the position of information collector. The manager then present received information to organizational units. There are three information roles: the supervisor role, the role of information communicator and the role of spokesman.

**Picture 1:** Manager's role

Category	Role	Activity
<i>Decision making roles</i>	Entrepreneur	initiates the projects of improvement, identifies new ideas
	Operator	adjusts itself to newly created changes and takes certain actions
	Resource allocation person	decides who will get resources
	Negotiator	represents the department during various negotiations
<i>Interpersonal roles</i>	Representative	executes ceremonial symbolical duties
	Leader	directs and motivates its subordinates
	Relations person	maintains information relations
<i>Roles in the information process</i>	Supervisor	seeks and receives information
	Information communicator	transmits information to other members, communicates notes, reports
	Spokesperson	transmits information through reports

Source: Adopted according to Mintzber, H., The Nature of Managerial Work, Harper & Row, New York, 1973, p. 92

Successful execution of all management roles requires management team in which roles and assignments of its members complement each other. Lack or neglect of any of mentioned management roles lead to poor management.

### 3. FACTORS OF ORGANIZATIONAL SUCCESS

Organization of hotel enterprises is a conscious association of people for the purpose of realizing business goals. The organization usually consists of the organization of management system, organizational structure and organization policy.

The success of organization in the hospitality is determined by four critical factors:

- Volume – bigger hotel enterprises are more capable and their services are more efficient.
- Clear roles – in order to perform jobs more efficiently, it is necessary to draw a clear difference between managers and job executors, and clearly point levels of authority. In more efficient organizations everyone knows its task and acts accordingly with work instructions.
- Specialization – tasks in the hospitality have got a level of complexity and, therefore, it is necessary to create specialties and encourage specializations.
- Control – regarding to differences between roles and specialties, it is necessary to establish control so that all parts of organization would work together, providing the wholesome hotel offer.

Taking in account mentioned success factors, hotel managers should focus on organizational structure as a primary mean of achieving efficiency of a hotel enterprise.

Organizational structure is a part of every organization. Every organization, including hotel enterprise has got its structure i.e. the system of internal relations which make a hotel enterprise.

The type of organization depends on owners or manager's goals and intentions. Selecting the optimal organizational structure is a very complex issue since companies distinguish regarding the technology applied and the number of employees, which in turn directly influence the organizational structure and management system.

All hotel enterprises consist of subsystem of management and subsystem of business organization with the process of reproduction, management system and business function system.

When forming the organization of hotel enterprise the following cognitions need to be observed:<sup>5</sup>

- Each enterprise is a complex economic and social system, which means that the enterprise's parts interrelate and that every change in one part initiates changes in other parts.
- Forming of an enterprise is a dynamic process, which means that the forming of an enterprise is much complex that a graphic illustration of an organizational structure. Therefore, it is necessary to constantly monitor

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<sup>5</sup> Deželjin, J. etc., Poduzetnički menadžment, Izazov, rizik, zadovoljstvo, M.E.P. CONSULT, Zagreb, 2002, p. 212.

effectiveness of existing organizational structure and the management system, and adjust those to the needs of enterprise's strategy, applied technology, capabilities of employees and managers,

- Enterprise is not formed only in one, "the best", way. Enterprise practice shows that there are many good ways of forming organizational structure and the management system which contributes to better business efficiency.

Successful organization of today is characterized by speed in job performance. Successful organizations respond faster to demands from tourist market, they bring new hotel demands to the market and change strategies much faster than before.

#### **4. CONCLUSION**

In the process of management in hotel enterprise the key role belongs to the managers. The management is a very complex and a demanding process that makes it possible that the hotel facilities work efficiently and successfully, thus realising their competitive advantage.

Modern hotel management should know how to motivate, coordinate and connect job executors. Modern management should fight the environment and the competition. The modern management harmonizes relations with people, whilst a classic manager concentrates his/her work around the search for ideal organizational structure also.

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