



**PROPOSAL FOR IMPROVEMENT BASED ON
HIGH-PERFORMANCE HUMAN RESOURCES
PRACTICES IN THE HOTEL COMPANY "LA
CARRETA"**

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1)INTRODUCTION

1.1) Justification

In the work that follows, we are going to carry out a study on the human resources practices performed in the company "La Carreta", in order to compare them with a new model of high-performance HR practices. Besides, as a main purpose, we are going to make a proposal for improvement based on this company and to demonstrate the effectiveness of this new system of practices.

All companies have a common resource. We are referring to the individuals who comprise organisations, i.e., employees who cooperate and work together to achieve the company goals. They are the ones who ensure the development and success of these establishments. Therefore, it can be said that the most valuable and important resource of which the company is composed are the people who make it up. Moreover, organizations can be differentiated from others by the human capital; depending on the workers that comprise a company and their skills, the other resources will be used more or less effectively. Consequently, if the companies want to procure the best employees in order to gain a competitive advantage, they should perform high-performance human resource practices.

Throughout history we can find an evolution of human resources; they have become more strongly established in companies over time. It has been demonstrated, through the evolution of corporations, that people are a key factor. For instance, in the 20th century Elton Mayo proved that psychological and sociological factors affect the labour world. His study highlighted the importance of workers for companies. In addition, it also showed that not all employees are equal. They all have different concerns and are not only triggered by economic factors but also influenced by the emotional motivation they receive.

On the other hand, an evolution of human resources in favour of humanization has been observed over time. It must be taken into account that the human factor has become the most important resource in a company. Machinery and technology are no longer as important as they were in the 1st and 2nd industrial revolution. So, human capital is the main resource that creates innovation and differentiation with respect to other competing companies nowadays.

Whenever we talk about HR, hiring and wage settlements come to our mind. However, companies that operate with a HR department based solely on these functions do not succeed in differentiating themselves from others. In addition, these organizations do not achieve a sustainable growth over the years. If a company wants to have a good business track record throughout the 21st century, the department must perform many more tasks. In this way, one of the functions that must be carried out in order to achieve better results are high-performance practices in human resources.

Furthermore, this change in human resources over time entails a shift from a micro perspective in the analysis to a macro or strategic view (Delery and Doty, 1996). This strategic human resources perspective, which is identified as strategic human resources management (SHRM), attempts to demonstrate the importance of HR practices in the company as a way to increase the financial and social benefits of the organization. This idea has been taking shape over time in the professional and academic world not only because of the theoretical information that we have shown, but also because of the practical demonstration. The theory of resources and capabilities has served for the last 20 years as the basic conceptual context in which SHRM has found a suitable environment for its development (Wernerfelt, 1984; Collins and Montgomery, 1995; Teece et al., 1997).

The main point of SHRM is based on this idea: organizations acquiring specific competitive strategies also require specific human resources practices adapted to the different contexts (Fombrum et al., 1984; Jackson et al., 1989; Jackson and Schuler, 1985). If this idea is taken as certain, we could say that the differences in the human resources of an organization will determine the distinctiveness at the moment of competing.

Therefore, a fundamental element for those in charge of the human resources departments are the above-mention practices, which include actions carried out by the company such as selection, training, promotion, evaluation, compensation or schedules.

Moreover, these types of practices are aimed at the integration and commitment of employees with the company, including training of workers (Arthur, 1994; Kofman and Senge, 1993). High-performance practices encourage and empower employees to perform their jobs in the best possible way (Arthur 1994). In addition, many of these practices promote both employees horizontal and vertical communication, and thereby achieving a transmission of knowledge between colleagues (Truss et al, 1997).

In consequence, several articles discuss many of these high-performance practices and how they should be carried out to make a profit in the organization.

According to several authors, in the case of staff compensation or incentives, those employees who develop new skills should be rewarded (Leonard- Burton, 1992; McGill and Slocum, 1993). Besides, the employees' responsibility assuming certain risks through experimentation in their workplace have also to be considered (Garvin 1993; Ulrich et al, 1993). Companies can reward its employees with actions such as a variable compensation system or incentives for continuity (Leonard-Burto, 1992; Lei et al, 1999).

Other authors also talk about the practices of high-performance training. They said that an employees' continuous and prolonged instruction will have positive consequences for the organization (Ulrich et al, 1993). Then, they also point out that the evaluation of the employees' performance should be carried out through systems based on attitudes and actions that support instruction (Ulrich et al, 1993; O'Dell and Grayson, 1998).

Lastly, they also affirm that, in case of selection practices base on high-performance, a company will obtain greater benefits by implementing recruitment criteria oriented to a learning culture (DiBella et al, 1996; Kim, 1998; Williams, 2001).

Therefore, these practices are always performed from a perspective that involves a social welfare for the company and workers, trying to find the best conditions for employees and integrating them into the culture of the company. This is the way for the organization to obtain benefits in the future.

1.2) Objectives

The main objective of this work is to make a proposal for improvement based on the HR practices implemented in the company "La Carreta". This proposal will be influenced by the high-performance HR practices described in the previous section. To this end, we have carried out an analysis of the practices executed by the human resources department in "La Carreta".

So, one of our objectives consists of finding out how these practices affect the employees and, at the same time, determining the weaknesses that may affect their competitive and personal development. In order to do so, we have conducted some interviews and surveys to the workers.

We have also considered it necessary to carry out a study on how HR practices are implemented in companies, specifically in the hospitality industry, to which "La Carreta" belongs. In this way, we want to know, as an objective, which practices are the most appropriate to analyse and perform in the company.

Then, apart from the above-mentioned study, another review based on high-performance practice models should be undertaken in order to accomplish the objective of finding improvements to increase both the employees' professional and personal growth. In addition, we will also base this study on analysing the competitive growth that the company might have when implementing high-performance practices.

On the other hand, we also want to illustrate both the disadvantages of not implementing a good human resources system and the advantages and benefits that an organization can obtain if they carry out improvements in the current practices.

Therefore, as our ultimate goal we intend to demonstrate that by carrying out a good implementation of high-performance human resources practices, presumably a common benefit will be obtained for all the people who make up the organization, which is also likely to result in greater benefits for the company. Consequently, "La Carreta", our company to analyse, will be able to maintain a good competitive level compared to other hotels and restaurants that compete in the same sector.

1.3) Structure

This project is structured in six sections:

Firstly, in the introduction, we have tried to contextualise the meaning of high-performance human resource practices through the definitions of different authors. In addition, we have also outlined the main objectives which are the backbone of this work.

Secondly, we will carry out an overview of the company that we are going to analyse. It is going to be described the most important points of “La Carreta”: where it is located, what activities it performs, and what type of clients has.

Thirdly, we will use the surveys and interviews to analyse the HR practices implemented in “La Carreta”. We will show how each practice affects the employees in the different departments and, then, we will also report the conclusions we have come to.

After that, taking into account the deficiencies that we will find in the company, we are going to make a proposal based on high-performance practices in order to improve the current practices that we have analysed.

Finally, we will develop the overall conclusions.

At the end of this work, it will also be found the bibliography, from which we have extracted the information for the conceptual framework, and the annexes with the interviews and surveys conducted.

2) COMPANY OVERVIEW

The hotel "La Carreta" is a complex that combines several services. It is located next to the A-3 motorway towards Madrid, at the exit 334 (Chiva). It is strategically situated due to the proximity of the circuit Ricardo Tormo in Cheste as it is the closest accommodation for the attendees. This hotel has been adapted to the needs of customers for over 45 years. Not only does it offer accommodation, but also a wide range of services at quite affordable prices for consumers.

It has 80 rooms with their own garage available to clients. The coffee shop and restaurant are open from 7 a.m. to 1 a.m. in order to serve guests staying in the hotel and people passing through. It also has huge gardens with a swimming pool where wedding receptions are held and an open terrace to enjoy summer lunches and dinners with animation included. Moreover, there is a private discotheque and a lounge to perform all kinds of events with a capacity of about 300 people. In "La Carreta" more than 1000 weddings, 500 communions and hundreds of events have been celebrated. It is a place with years of experience.

The company has more than 35 employees including waiters, cooks, receptionists, gardeners, housekeepers and engineers. The restaurant is open every day for lunches and dinners. It has a menu of 20 euros, but you can also weigh a la carte. On Sundays there is a large buffet with all kinds of paellas, salads, meats or desserts; all traditional food served by waiters and chefs with years of experience in the sector. The heads of the departments, such as the chef in the kitchen and the maîtres in the restaurant, have been working in the company for more than 20 years. On weekends and weddings the restaurant section is reinforced with part-time waiters. The kitchen, however, has always the same team of cooks. The coffee shop is open at 7 o'clock and offers breakfasts, sandwiches, mixed dishes, drinks and so on. The housekeepers task consists of keeping all the hotel's facilities clean. In addition, the maintenance service works 24h to resolve possible breakdowns in order not to cause any disturbances to the guests. Finally, from Monday to Friday there is a group of gardeners, subcontracted by the company, whose responsibility is the maintenance of the green areas.

This company has always worked pretty well and has attracted a large number of clients. One of the reasons of its success is that most teams participating in the circuit races are accommodated in the hotel. The rooms are priced at about 60 euros per night with breakfast included. Sometimes these prices may vary depending on the

dates. For example, in the motorcycling world championship, the price of rooms rises considerably. Despite the increase, the hotel is full every year due to the great demand of these dates. On the other hand, as it has already been said, the restaurant service is very traditional, and the food provided is of a very good quality. Besides, the service offered by the waiters is cared meticulously. All this added to the other services of the hotel, such as the possibility of holding events with a wide adaptability, makes customers choose "La Carreta" as their place of preference.

3) ANALYSIS OF THE HUMAN RESOURCES PRACTICES PERFORMED IN “LA CARRETA”.

3.1) Human resources practices at the company

The importance of human resources in companies can be a fundamental part of the competitive advantage, since they can help to improve its results.

In the organization, the conditions and the treatment that employees receive will have a direct impact on customers, and more so, in a sector such as the hotel industry, where the image of the company is clearly reflected through the workers interacting in first-hand with the clients. Therefore, these workers can be a decisive element in making “La Carreta” stand out from the rest of the companies in the sector.

We can affirm that employees in companies are one of the most important assets. Consequently, good human resource practices are essential. Nowadays, many organizations try to approach the models of “high-commitment management” where employees are treated under conditions that improve the productivity of the organization.

By following this model, these are many of the parameters used with workers:

- More responsibility for the employees: There are not many hierarchical levels, so workers are given quite a lot of autonomy.
- Flexible hours.
- Employees training offered by the organisation,
- Promotion opportunities in the company.
- Incentives and salaries depending on work performance.

Hence, we have analysed the HR practices carried out in the hotel "La Carreta" in order to see, in this way, how they are implemented in the company. We have decided to analyse the following practices since these are some of the ones that determine the type of employee that the company is going to have. In addition, some of these practices improve employees' welfare, which, in turn, will improve the company's performance.

In the following paragraphs we will explain the practices to analyse and why we have decided to include them in particular:

- J Selection: It is based on the recruitment process, which consists of finding the most suitable employee to fill a vacancy. It is no longer enough to find personnel with the workplace profile, but it will be necessary to hire the most prepared. Nowadays, workers are well trained and prepared, so companies must focus on finding the best candidate. We have decided to analyse this practice at work because through it you get the people who are going to work in the company. It is very important to have a proper selection process because, in this way, you will get the candidate who best fills the available vacancy. According to "The selection of personnel is fundamental to create a competitive team and to add value to the company, for that reason, it must be an important pillar in any business strategy" (Barcelo, 2016)
- J Training: The employee in the company must increase their knowledge in order to better develop their work and thus, promote. This training can be carried out through teamwork among colleagues, or with courses offered by the companies. As we have mentioned before, employees are well trained these days and enterprises are extremely demanding when hiring their workers. Therefore, the best way to keep a job is by training and acquiring new knowledge. Consequently, we have decided to include this practice in our study. The company is a highly changeable environment, where workers have to acquire and renew their knowledge. Pursuant to "There are already many organizations that implement this continuous training taking it into account when preparing their annual budgets; companies are aware of the benefits that this practice can bring them at both a human and economic level" (Jimenez, 2018).
- J Promotion: Employees must be able to increase their position in the company by assuming greater responsibilities, but in order to achieve the promotion they must have demonstrated their knowledge and effectiveness at work. The company must set a series of guidelines for workers to guide them in the process of getting a promotion. In accordance with "The development of professional skills and aptitudes brings greater confidence to the employee, giving him or her a position of major responsibility through new challenges and expectations" (Anonymous, 2009). Therefore, we have included this kind of practice in the research because the employee's satisfaction, competencies and aptitudes are closely related to the promotion at work.
- J Evaluation: An evaluation of the work performance of the employees is carried out through different practices. One of the methods consists of an evaluation by co-workers to find out their impressions of the way you work. This practice is included in the project because it is an essential part of the company's HR. It is

good for the staff to know the opinion and the positive aspects which are highlighted by your own colleagues. This practice should be carried out to improve the employee's productivity at the individual level as well as the company's productivity as a whole. By "Performance evaluation is also used to measure the potential for development, the personality, the relational intelligence, the degree of commitment, the ethical behaviour, the skills, the strengths, the weaknesses, etc., of the members of a company" (Muñoz, 2016).

) Remuneration: Salaries and incentives has to be linked to job performance. The more productive a worker is, and the more he shows his efforts through results, the higher his compensation must be. This is an indisputable motivation for a worker to choose and remain in a company. For this reason, we have also considered necessary the analysis of this practice. According to "Innovation in the company is obtained by rewarding workers for their contributions and sharing with them the resulting benefits" (Signes, 2019).

) Schedules and rest areas: The timetable is an important part of the company as it has to provide adequate breaks for the workers. In addition, companies must have comfortable rest areas for their employees. We have decided to include this practice since we have been observing that the schedules are often one of the main reasons why workers do not feel comfortable in the hospitality industry. Therefore, we believe that it is quite interesting to analyse how this type of practice is performed in "La Carreta".

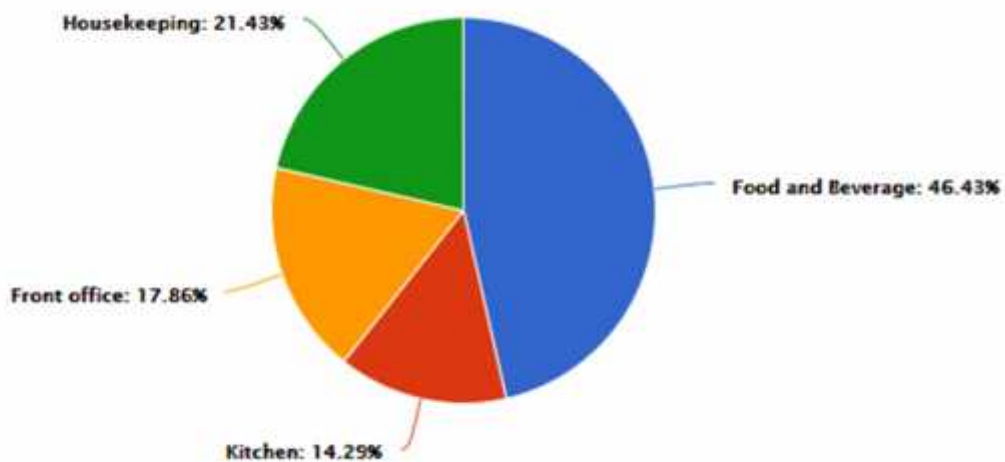
3.2) Analysis of the responses from the interviews and surveys conducted

This section is focused on describing how human resources practices affect the hotel "La Carreta", according to the surveys and interviews conducted. We will analyse the company from five different sections: food and beverage, kitchen, housekeeping and front office. A total of 5 interviews were conducted, one for each head of department. In addition, 28 surveys were conducted to the regular staff.

For the analysis of the results we are going to attach some data from the surveys that will help us to better understand the situation in the hotel "La Carreta"

As it has been said, the surveys were conducted to different workers. A total of 28 employees distributed as follows:

GRAPH 1 Employees work position



Source: own elaboration

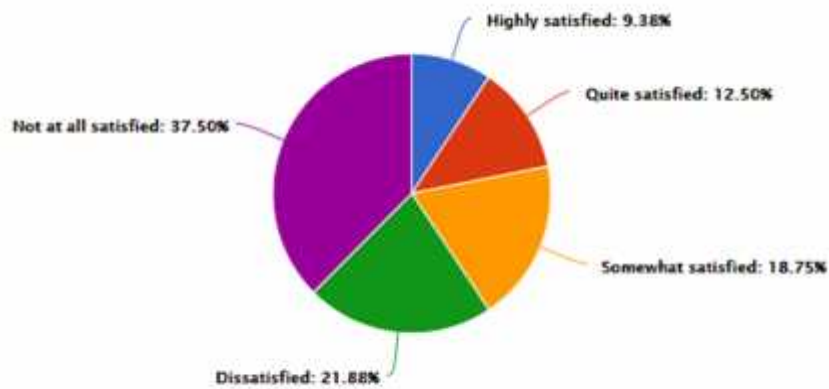
TABLE 1 Employees work position

Food and Beverage	46.43%		13
Kitchen	14.29%		4
Front office	17.86%		5
Housekeeping	21.43%		6

Source: own elaboration

When employees are asked about the satisfaction of the HR practices being implemented in the company, the graphic showing the results is the one below:

GRAPH 2 Level of employees satisfaction

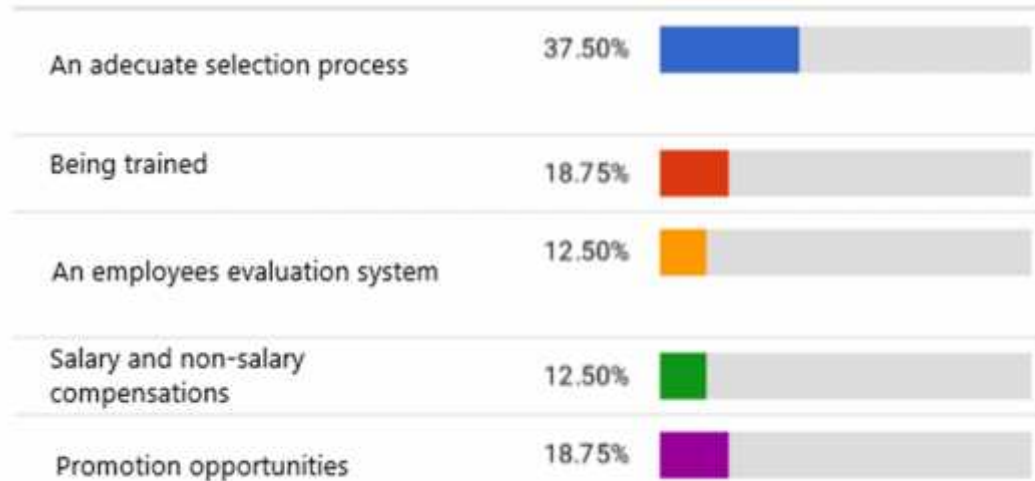


Source: own elaboration

It can be observed that regarding these practices, more than 75% of the employees have a low level of satisfaction (Somewhat satisfied, dissatisfied and not at all satisfied). So, the vast majority of employees are not satisfied with the Human Resource Management used in “La Carreta”

We have also asked employees about which HR practices are the most important for them to foster. So, the following chart are the results obtained:

TABLE 2 Practice preference



Source: own elaboration

As we can see, the practices related to an adequate selection process are the ones that the employees of “La Carreta” consider the most important. Being followed with a similar percentage by the practices related to being trained or promotion opportunities. Finally, the practices that they have considered less important are those related to the adequate evaluation system and the incentives.

Now, the responses from the heads of department are going to be analysed.

3.2.1) Kitchen and Food and Beverage departments

We have decided to analyse these two sections together, because according to the information received in the interviews, human resources practices affect similarly in both departments; they work practically under the same conditions. In the following charts we will try to summarize the opinions that the interviewees have shared with us about each of the practices described.

The F&B department is made up of 11 waiters and two maîtres. In theory, the maîtres are the department heads, that is to say, the managers and the people responsible for what happens in this section. The maître interviewed has spent his more than 20 years of experience in the hospitality industry working in "La Carreta".

TABLE 3 Summary interview with the maître

HR PRACTICES	Interview comments
Selection	"We are the ones who communicate the lack of personnel to the directors, but we are not the ones who carry out the selection process."
Training	Many times, I have asked the director for courses in different fields such as wine pairing or languages. But he has never offered them to us" " we, the colleagues, are the ones who train one another".
Promotion	"It took me more than 22 years to become the maître. A new worker can't increase his position unless his superiors retire"
Compensation	"The company gives us very good salary incentives, but it has also cut us a lot of payroll privileges over time."
Evaluation	"We are the ones who communicate to the management the evolution of the employees, but there is no formal evaluation system."
Schedule	"Schedules are not made thinking about workers' breaks."

Source: own elaboration

On the other hand, there is the F&B department, which has 5 cooks and two chefs. The interview in this section was conducted with one of the chefs, who also has more than 20 years of experience working in the hospitality industry.

TABLE 4 Summary interview with the chef

HR Practices	Interview comments
Selection	"The company has no formal hiring system," "They look for a candidate, not for the best candidate."
Training	"The company offers neither formation nor facilities to train us" "There are situations in which a certain reluctance of self-training has been shown."
Promotion	"There are people in the kitchen who have a position they don't deserve, just as there are some waiters whose efforts are not being recognized."
Compensation	"The company offers economic incentives that don't make sense. The directors don't specify why they're being distributed."
Evaluation	"We carry out the evaluation, but it has no value at all."
Schedules	"80% of split shifts could be removed."

Source: own elaboration

After conducting the interviews with the two heads of these departments, the data obtained in the surveys are reaffirmed. Some dissatisfaction with the practices applied can be observed.

There is no formal procedure in the employees' selection process, as neither room managers nor kitchen managers are considered for hiring staff. However, as the maître has declared in the interview, it is true that the department heads are the ones who communicate the lack of employees to the management, but, in the end, they do not take part in the official selection process. In addition, in the F&B department, regarding the selection process, no experience in the hospitality industry is required.

The company has no specific requirements to choose the best candidate. It is common for new employees to be already known by the current staff members. On the other hand, in the kitchen, experience is required but it is not necessary for him or her to be a very good chef; the company only looks for someone who can work in a kitchen position. As the chef has said in the interview “ the company looks for a candidate, not for the best candidate”. Once again, the new workers who join are usually known by the employees of the company. In addition, in the surveys employees have also pointed out that an improvement in selection process practices is required with a majority of 37.50%. So, both the staff and the heads of this sections agree on this point of view.

The company does not offer training, as the heads of both departments commented in the interview. Chefs and maîtres have often requested the need for courses in new cooking techniques, wine pairing or languages oriented to the hospitality industry (the hotel includes clients from different countries). The maître's exact words were “Many times I have asked the director for courses in different fields such as wine pairing or languages. But he never offers them to us”. The company does neither respond to the training of its employees nor does it give them time to train on their own. The chef has told us in the interview what the management thinks of the employees self-training: "There are situations in which a certain reluctance of self-training has been shown”. Despite this fact, co-workers train one another, as the maître has commented. In the surveys with an 18.75% the staff have also chosen “be trained” as the human resources practices to improve.

The promotion system that exists in the company is through seniority or retirement. In other words, the person who has been in the company the longest is the head chef or maître, obtaining greater responsibilities. The maître has shown in the interview the difficulty of obtaining new responsibilities in the company: “It took me more than 22 years to become the maître” If the department heads are not there, the ones who have been in the company the longest take the lead of the shift. This is the reason why the chef thinks that: “There are people in the kitchen who have a position they don't deserve”

As we have seen, the evaluation is carried out by the department managers who observe and report the work to the management. Likewise, the maître comments in the interview that the management does not respond to possible problems with any employee. If the employee's performance decreases, or he does not perform their tasks properly, measures are usually not taken but for an extreme case. Section heads

don't actually have the authority that they should. That's what the chef says in the interview: "We carry out the evaluation, but it has no value at all."

Compensation is a practice to which the company attaches great importance. The financial compensation system of "La Carreta" consists of a quarterly proportional distribution of benefits among the hotel departments as long as they increase. In addition, if the "Booking score" goes up, a financial compensation is distributed to each employee, usually 50 euros for each additional increase.

However, the employees also think that the incentive system should be improved since, as the chef argues, the reasons for the distribution of benefits are not specified. Employees do not know which sections have improved, remained the same or worsened. Then, the latter two are taking advantage of an undeserved incentive. Therefore, incentives should be given to the staff who have really deserved it, as this can motivate employees to continue doing a good job. Moreover, it should also be mentioned that these are the only incentives that the company has.

Finally, the HR practice to analyse is the schedule of "La Carreta". The employees of these sections have many split shifts and the breaks they should actually have between shifts are not respected. The department heads show their discontent at these schedules. It should not be forgotten that the hospitality industry has quite different shifts to those that could be given in a factory or any other place. Nevertheless, the kitchen manager said that the 80% of the split shifts could be removed. In addition, the company does not have its own rest areas for workers, in which they can rest when having these types of shifts. So, employees have no choice but to stay on the hotel facilities.

3.2.2) Front office department

This department has 7 employees and a section head, who has been interviewed. This section is at the disposal of the client 24 hours a day. Any of the receptionists, including the manager, have been working in the hotel for more than 20 years.

TABLE 5 Summary interview with the front office manager

HR Practices	Interview comments
Selection	"In this section we look for employees with certain skills".
Training	"It would be necessary to train us in certain skills to perform our job."
Promotions	"It is very difficult to have responsibility in this position, because it is quite controlled by the management" " There is no autonomy granted to workers"
Compensation	"All the employees in "La Carreta" get salary incentives."
Evaluation	"It is the management, itself, who evaluates us" "We work with the director, so he always has our references"
Schedules	"We have consecutive shifts."

Source: own elaboration

This department works directly with the management, so this situation has an impact on some practices such as evaluation or promotion.

In the employee selection process, as the department head states: "workers with certain skills are sought". This is due to the fact that in the reception area some administrative tasks are performed. So, they need people with a minimum of training. However, the head of this section also states that the employees are not usually trained.

In addition to the kitchen and f&b departments, the front office manager is not involved in the selection process. Therefore, they don't follow a formal selection process either, in which the best candidate is chosen.

As in the other sections, this one does not receive training from the company. In the interview, the department head points out: "It would be necessary to train us in certain skills we perform in our position.". Being a receptionist in a hotel is a position related to administrative tasks and, what is more, they are also the ones who contact the client in first person.

It is practically impossible to promote in this section. This is because the reception is controlled directly by the management. The department head has mentioned it in the interview: "It is very difficult to have responsibility in this position, because it is quite controlled by the management". Therefore, employees do not have sufficient autonomy.

The system of compensation in the company is common to all sections. This system has been explained in the previous paragraphs. As I mentioned before, the management is quite present in this section, so the director always has references from the workers. However, there is no formal evaluation system: the receptionists positive and negative aspects are not properly evaluated.

3.2.3) Housekeeping department

The house keeping department has about 8 employees, and a manager. This section is responsible for cleaning all areas of the hotel (restaurant, rooms and so on)

The following table shows the summary of the interview

TABLE 6 Summary interview with the housekeeper manager

HR Practices	Interview comments
Selection	"We don't have anything to do with the selection process" "On certain occasions we've needed more staff, and despite having spoken to the management, no one was hired"
Training	"I don't think that people will need a lot of training to do our job, but even so, any formation has never been offered to us."
Promotions	"Section heads are the longest-serving employees"
Compensations	" if we meet some objectives, the company distributes common incentives to all the employees "We all in the department do not have the same salary"
Evaluation	"I am in charge of transmitting to the management if any employee is not working well. Moreover, I have also to correct their mistakes. Thing that it is quite useless".
Schedules	"We take consecutive shifts in the morning or afternoon." "We are rarely free on weekends."

Source: own elaboration

The house keeping manager remarks that she has nothing to do in the employees selection. She does not participate in the process of recruiting new staff. The management carries out this task without taking into account her opinion. Moreover, the management does not pay much attention when the head of department request more personnel either.

Regarding training, the head of section says: "I don't think that people will need a lot of training to do our job, but even so, any formation has never been offered to us." It is true that this is a job which doesn't require training or certain skills. So, the companions teach each other how to work.

The promotion practice is under the same conditions as in the other sections. It is a retirement system: the one who has been working for the company the longest is the person who receives the greatest responsibility.

In this section, the staff is divided into two groups with regard to the type of contract. Some are contracted by "La Carreta", and others are contracted by another external company, Mondolín. In theory this would not be a problem if the contract conditions were the same, but the person responsible for this section says that this is not the case. You are paid different salaries depending on whether you are hired by "La Carreta" or by the external company. For instance, while the workers who are hired by "La Carreta" have half an hour of lunch or dinner included in the 8 hours of work, those who are hired by the other company have to recover it. So, there is a different in their remuneration. On the other hand, the employees receive the incentives in the same way as the rest of the hotel staff.

As we have seen, the person in charge of the department says in the interview: "I am in charge of transmitting to the management if any employee is not working properly. Moreover, I have also to correct their mistakes. But it is quite useless". Therefore, this department, like the others, shows that there is no formal employee evaluation system. In addition, the housekeeping manager comments that she is rarely listened to when she has tried to correct an employee. She does not have the authority that a head of section should have.

3.2.4) Management

The company is owned by several shareholders, but the management is undertaken only by one of them. The director is in charge of running the hotel and we have also interviewed him. He has been working in this hotel practically all his life.

TABLE 7 Summary interview with the director

HR Practices	Interview comments
Selection	"We have three recruitment systems."
Training	"As these are jobs that does not require high specialization, no training is offered to the workers."
Promotion	"The retirement system is the one that is currently in operation, but we are trying to change that."
Compensation	"Salary incentives are offered to workers"
Evaluation	"the head managers, themselves, tell me about the evolution of the employees." "We don't have any formal system."
Schedules	"The only way to eliminate split shifts is to hire part-time staff."

Source: own elaboration

According to his words, three selection processes are followed. They use the one we have already mentioned, which is through people known by the employees of "La Carreta". In addition, they also use portals such as infojobs and sometimes they also employ recruitment companies. The director comments that it is not usually necessary to resort to portals or recruitment companies because there is always personnel. The director decides which candidate will enter the company. So, he conducts the selection process.

In the interview, he stated "as these are jobs that does not require high specialization, no training is offered to the workers." He does not focus on the professional improvement of its workers, despite the fact that they have already asked for it.

In the survey the director commented that up to now the retirement is the promotion system that it is being carried out, which was also confirmed by the other employees. However, he says that this is an issue that it is currently changing. The new system to promote is going to be based on the needs of the company. Although the director has also pointed out that most people who work in the hospitality industry are students who are not interested in promoting. According to him, these employees don't see their future tied to the company.

The director has told us, as also have the employees, that there is no system of special compensation or any case of distribution of non-salary incentives.

He has also explained that there are no rest areas for workers: "they can use the hotel gym but little else".

As for split shifts, the director has commented in the interview that the only way to eliminate them is to hire part-time staff, since an eight-hour workday does not cover lunches and dinners.

Regarding the evaluation practice, he has also told us that there is no formal evaluation system, confirming the utterances of the workers. The department heads are the ones who give references of the employees to the management.

4) CONCLUSIONS AFTER THE EXAMINATION OF THE INTERVIEWS AND SURVEYS

4.1) Selection process

As we have seen after analysing the company, the management does not have any formal selection system. This selection system is carried out only by the management, without taking into account the section heads. This is, therefore, one of the things that should change in the company. As this process is carried out by the management, without following a formal system, in the end, they do not hire the best candidate but a person to fill the position. This situation usually leads to the director hiring unqualified staff, since he does not take into account the parameters of the department heads. Consequently, all this will have an impact on both the workers and the company. It should not be forgotten that the employees are the main asset of the organisation, so this situation will have also an indirect impact on the competitive track of “La Carreta”

In addition, the majority of the staff with 37.50% have chosen in the surveys that “the employee selection process should be adequate”. The workers are fairly affected when unqualified employees are hired for these reasons: clients complaints or an extra workload. This means that all former workers have suffered the consequences of working with unskilled personnel. Therefore, this HR practice needs to be improved.

4.2) Training

If the staff they hire is poorly qualified and they are not offered any training either, the company’s employees will not acquire new skills. As we have observed in this company, only peer-to-peer knowledge is received. It must be said that this can be also a good way to perform the training practice according to HR practices in a model of high commitment. However, we also think that this training is scarce. There are some sections such as kitchen, front office or f&b that have a certain specialization in the performance of their work. For instance, waiters and cooks usually deal with weddings or events that involve some protocols. They work with good quality wines, beers or cavas, so it would be necessary for them to have some knowledge about these drinks. The same thing happens in the kitchen, today new cooking techniques

are developed in many restaurants, so to stay at an appropriate competitive level with other restaurants, cooks should receive some training in enhancing their cooking technics. And so, it is with receptionists who need to know a minimum of administration.

Besides, the whole company should now or learn about how to treat the clients. It may seem easy, but actually it is not. Everything has a protocol and guidelines, which if are followed in the correct way, several benefits are obtained. Consequently, the lack of training in the workers in addition to the low qualification they have when getting the job lead the company to a lack of competitiveness, which directly results in a lack of innovation.

Nowadays innovation is very important in the business world, because this is what makes the difference among companies. Unfortunately, “La Carreta” is lagging behind in this. For this reason, workers should be trained as soon as possible. In addition, it must be borne in mind that the business world is a very changing environment that requires constant knowledge renewal.

In the surveys employees with 18.75% have also chosen “being trained” as one of the human resources practices to improve.

4.3) Promotion

Retirement is the promotion system that the company follows. In other words, the longer you have been in the company, the more autonomy you receive. Although it is necessary to highlight that in this company having greater autonomy only serves to organize the tasks. Employees are not offered sufficient autonomy to have an influence on other HR practices. So, this is an issue that should be improved by “La Carreta”. We have also observed that the management covers almost all the areas of the company, which also may result in lack of control in the departments, since it is practically impossible for the management to do so. This situation usually causes problems to arise and, what is more, it also prevents management from focusing on the tasks that a director should actually perform.

On the other hand, this promotion system can lead to demotivation of employees, since they can see that they will never be rewarded with a promotion no matter how well they work. The department managers, more specifically the chef,

states in the interview that some people in his section do not deserve their position; he also claims that the efforts of other employees are not being recognized.

Thus, the promotion carried out in the company leads to several conclusions:

- Employees feel demotivated because their efforts are not recognized.
- The lack of an adequate and equitable promotion process among all workers together with the absence of training leads to the continuation of old work practices in the company. The knowledge and the way of working are not renewed.
- There is a lack of competitiveness among the workers, because everyone knows what jobs are going to perform, although they work better or worse. From the outset, it is known who will be the next to take responsibilities. All of this, in turn, leads to little innovation, loss of quality of work, loss of employees, demotivation, absenteeism, among other consequences.

4.4) Evaluation

In this practice we observe the scarce autonomy offered to section chiefs. If they have a conflict with a worker, they do not have enough autonomy to take any actions. Besides, there is no formal evaluation system. The section chiefs inform about the workers evolution to the director, yet their report is worthless.

In a nutshell, not having a formal evaluation system entails:

- Working with employees who are not doing their job in the proper way, which might generate possible conflicts among workers or demotivation.
- Do not highlight the positive points of the employees.
- Wrong thoughts about the opinion that your colleagues have about the way you work.
- Lack of new opportunities

4.5) Compensation

This is one of the most important practices for the company. Wage incentives are offered to all workers in equal shares and this entails several positive aspects for the organization:

- Employees are more motivated
- The welfare of the company improves.
- The customer service is optimized due to the employees' better work.

Nevertheless, it is necessary for the company to specify why the incentives are distributed; workers do not know which departments of the company have improved, or the reasons for those improvements. So, we can say that this distribution of incentives does not make much sense.

On the other side of the coin, the salary difference of housekeeper employees should be changed, as these working conditions may have a very negative impact on the company. As we have said, employees in the housekeeping department are being separated into different salary groups despite doing the same job. And, in other words, all these circumstances can trigger confrontations, demotivation or absenteeism.

4.6) Schedules and rest areas

Kitchen and F&B are the departments in which this practice is being worst implemented since employees work in split shifts (lunches and dinners). This scene has several consequences:

- The personnel spend all day at work with hardly any leisure time available. Employees have an eight-hour working day but split in two shifts. The breaks between shifts are two or three hours long between lunches and dinners, so workers have practically no time to go home to rest; they usually stay at the hotel.
- Employees who do not live near "La Carreta" are forced to stay on breaks.
- Employees might be demotivated by the increase of their tiredness and the reduction of their spare time

However, as we have mentioned, the heads of these sections report that about 80% of these shifts could be avoided. On the other hand, another aspect that affects all workers in this practice is the lack of rest areas. When employees have these shifts, they usually stay on the hotel premises. Furthermore, in some sections, such as the housekeeping department, employees rarely have a weekend off. Therefore, an improvement in this practice can also be identified to ensure the welfare of employees.

5) PROPOSAL FOR IMPROVEMENT

In this section we are going to make a proposal for improvement with regard to the HR practices of “La Carreta”

We have observed after analysing the practices in the company that they are not the organization's priority. So, this lack of awareness may result in a competitive loss in the long run.

People are the main component of an organization because they are in charge of making the other elements of the company work. For this reason, good practices are essential for the proper functioning of the company.

Workers have to feel part of the organisation; they have to feel integrated and valuable. Moreover, their work has to be recognised since, as we have said before, it is the human factor the one who will determine the committing advantage of the company. In “La Carreta”, a hotel where catering is also provided, this component is even more important, since the employees are the ones who stick up for the company. Therefore, getting qualified personnel and offering them training will be some of the most important HR practices to consider.

On the other hand, some problems are usually found in the human resource practices in the sectors where temporary, partial and seasonal contracts are executed, since these jobs are usually associated with low qualifications or low salaries.

My proposal will demonstrate that despite the fact that “La Carreta” belongs to a sector with a certain level of conflict in HR, innovative good practices based on high-performance models can be carried out. The ones that we are going to propose in the following paragraphs are:

- Selection
- Training
- Promotion,
- Compensation
- Evaluation
- Schedules

Finally, before developing the proposals, we are going to indicate the three the main objectives of implementing appropriate practices in this company:

- First objective: employees have to be involved in the decision-making process.
- Second objective: the organization has to provide workers with concrete training to enable them to carry out their work in the best possible way.
- Third objective: the company has to create a suitable environment for the development of its business activity.

5.1) Selection process

The selection of employees should be carried out between the management and the section heads. Firstly, the heads of each department will have to ask the director for the need to introduce new employees when, for example, the workload increases due to the high season or when one of the employees leaves the company. Therefore, the director should provide them with the necessary resources to hire a new worker if he deems it appropriate.

Secondly, if the management accepts the request for recruiting a new staff member, the section managers will be responsible for finding the new employee, since they are the ones who know exactly what type of candidate will best meet the needs of the position. The department head together with the management must set the parameters and profile that the new employee must have.

As we have seen, nowadays department heads are not considered when hiring new personnel. This is one of the negative aspects that were highlighted in the interviews since the director usually hires people who do not meet the needs of the working position. In the interviews and surveys conducted, there is a certain refusal to work with unqualified personnel, therefore, having experience and training in the sector are two of the requirements that the new employees must meet.

Once the interviews are conducted, the head of department will meet the potential candidates to choose the best ones. Then, they will have to carry out a test: the candidates will work during one day in "La Carreta" with the rest of the regular workers and the section chief. Finally, all of them will decide which worker is the most capable for the position. In this way, the most valid candidate will be recruited.

On the other hand, nowadays the digital world is essential, it saves us a lot of time and space and, besides, it is more comfortable to work in this way. Therefore, the entire recruitment process must be carried out through digitization: attaching all CVs

and interviews on digital files. In this way, a better selection process will be performed and the company will have all the information of the employees and other people's CVs stored in the computer for possible future needs.

5.2) Training

In the professional and personal spheres, according to Flaubert (2009) "life must be a continuous education". The increase in knowledge leads to personal and professional growth that will allow you to obtain greater performance and productivity in your life.

These are some of the benefits that the company could obtain from the workers if a good system of serious training is implemented:

- Workers would bring new skills and competencies.
- Employee satisfaction would be achieved.
- It would also increase the confidence of the workers, which would lead to a better development of the job position and an increase in innovation and participation.
- Errors and accidents made in the company would be reduced, and the work carried out will be more effective.

In this organisation, workers acquire knowledge through their colleagues, which it is not enough. The employees must have a certain training to carry out their work positions. Therefore, apart from requiring a minimum of training when entering to "La Carreta", the company must train its workers continuously. They can offer to its employees some courses to enhance their skills. Some companies have in their platforms free courses on the hospitality industry. We will mention two of them: www.cdt.es, www.emagister.com.

Training is a planned process. It is necessary to follow an order so as to offer the right formation. We have divided this process on three steps:

- 1) The needs of the employees have to be identified.

These needs are found through interviews with workers, observation and some knowledge tests. The head of section should be the one who communicates the training needs to the management.

2) The training has to be designed.

The management has to carry out a study to know what the best ways are to offer the training courses. He has to evaluate several aspects: how he should implement the course: whether it should be online or on-site; when it should be developed: during the working ours or in the employee's free time; and finally, whether the course should be mandatory or voluntary.

3) The results of this training have to be evaluated:

The management together with the department head have to evaluate the training process carried out.

Besides that, the company will also benefit from this training in these aspects:

- The organization will know what the strengths and weaknesses of the employees are, so it will be able to make an adequate distribution of the functions of the company.
- The organizational culture will increase because the workers will feel completely integrated in the corporation.
- The mission and values of the organization will be implanted in the human capital.
- The talent of the workers will be retained in the company, as there will not be as many turnover rates.
- Costs will be lowered as the labour errors will be reduced.
- Innovation and productivity will increase resulting in higher profits for the company.

In essence, it may be more difficult to find qualified personnel and adapt them to the company than to train your workers according to the requirements of the company.

On the other hand, as we have been observing, the innovation in "La Carreta" is a stagnant point because they use obsolete working techniques. This happens due to the fact that poorly qualified personnel are hired, and its employees are not trained. Consequently, this leads to little competitiveness.

5.3) Promotion

Retirement is the promotion system that is carried out in this company. In the previous section we have already commented on all the disadvantages of this model.

Therefore, the first thing that should be done when implementing this practice is to annul this system. A system of promotion and proper development must not have discrimination on the basis of sex or other stereotypes. Nor should any employee be deprived of the opportunities of obtaining a position in the company, either horizontally or vertically. If there is an available vacancy, the employees of the company must have the same possibilities among them to be able to acquire this vacancy; without considering seniority as the unique factor and valuing other aspects such as competences, skills or formation.

To begin with, if you want to be promoted in the company, the company must create guidelines for all employees with the requirements to follow. In this way, the employees will know how they can increase their position. If an employee meets the requirements of a position and has demonstrated involvement with the company, tolerance for change, capacity to assume responsibilities, experience, training and also shows interest in the job, the company should assess their promotion regardless of their seniority.

Therefore, the steps to follow to execute this practice would be the below mentioned:

1. The company will have to identify the jobs that the workers want to get, and the necessary skills and requirements for the position.
2. The company has to define the employees' prototype that they need to cover a position.
3. A communication plan should be designed to convey to employees the ideal profile, which the company requires, in order to get a promotion. The organization has to set some guidelines for the employee to follow in order to become the ideal candidate.

In this practice there should be no discrimination, and the available resources should always be offered if the employee is interested in increasing his position.

If workers are offered the possibility of obtaining positions as section head, with the proposed promotion process, greater competitiveness among workers will be achieved. Consequently, the search for innovation, confidence and personal satisfaction will be also increased, which will allow workers to be integrated with the culture of the company.

All this, in the long term, will lead to a competitive improvement of the organization.

Finally, if no worker meets the requirements of the positions offered, they can always hire external staff through recruitment companies.

5.4) Evaluation

The new business model is trying to increasingly approach to the "high-commitment companies ". These organizations focus on having excellent HR practices for the welfare of their employees, and thereby, increase the benefits of the company.

Employee evaluation across colleagues and departments is one of the human resource practices used in this business model. This type of evaluation has the following benefits:

- The positive aspects of employees are found and highlighted
- It is showed the opinion that your colleagues have about the work you do: many times there is a tendency to think negatively about how your colleagues think about the work you do in the company, and these evaluations serve to disprove those prejudices that we believe.
- The former supervisor/chief evaluation is shifted to the employee. No one is going to evaluate us better than our colleagues, people with whom we share our time in the company.
- The opportunity to evaluate managers or supervisors is enabled.
- Evaluations are carried out between departments. The possible prejudices created between one department and another are denied.

There are many evaluation methods, but the most appropriate is the 360 degree. It is a long process, but it is the most effective. With this type of evaluation, not only do managers know if good work is being done, but so do the employees themselves. The workers could improve their performance if it were necessary and the organization could also obtain some information for making its decisions. The results of

this type of evaluation are collected through the different agents that participate in the company: clients, colleagues, managers, subordinates, etc. Therefore, the main objectives of this process are the following:

1. Knowing what the performance of the workers is, for the benefit of both the company and the person being evaluated.
2. Discovering new areas of opportunity.
3. Taking the necessary measures to improve employee's performance, which will have a positive impact on the company.

In order to carry out this evaluation, questionnaires have to be handed to the different agents. The person in charge of carrying out this evaluation may be external or internal staff of the company. In addition, for this evaluation to be effective, a process must be established. These are the steps to follow:

1. Presentation of the evaluation system to employees

The questionnaires must be handed out with instructions on how to complete them. In this way, erroneous answers will be avoided. In addition, the importance of these questionnaires should be made clear to them.

2. Carrying out the questionnaires:

The most effective way would be through online platforms such as *SurveyMonkey*, among others.

3. Analysis of the results:

The results are analysed through online platforms and given only to the individual concerned and his direct manager. No other employee will know the results of his colleagues.

4. Feedback

Employees will meet their managers and action plans will be drawn up for both the worker and the organization.

Besides that, interdepartmental evaluation should be also carried out. This point is very important in a company like "La Carreta", as each section is influenced by the others. On many occasions the workers of one department tend to have erroneous opinions about what they think of them in the other sections. This evaluation would

serve to disprove these erroneous thoughts and highlight the positive aspects among departments. Thus, we can get a good connection among the different sections. This evaluation will be a group evaluation.

5.5) Compensation

The employees of "La Carreta" showed in the surveys that they preferred salary incentives. Therefore, this practice will have to be considered.

The company distribute certain benefits to the employees, if "La Carreta" increase its profits with respect to the previous quarter. This is a good system to motivate the employee and make him feel part of the company culture. If the hotel's "Booking" score increase, an incentive is also distributed among the workers (50 euros to each worker per increased point). On the one hand, these incentives are a good practice carried out by the company, but it would have to be modified. We must not forget that compensation and incentives are proportionally linked to organizational objectives and goals. These incentives will not make sense, nor will they have the effect they should on workers, if it is not specified why they are being distributed. That is to say, the company has to inform, the workers about several points: the departments that have improved, the positive aspects that the clients have highlighted in the web page or the sections where the benefits have increased. This is an aspect that the department heads commented on in the interviews.

On the other hand, if the company's profits or Booking score increase, the benefits should be shared jointly since all employees work for the company as a team. These modified benefits would be the compensations by benefits and by objectives.

Besides that, a seniority system of remuneration should be also included in the company. Employees who have been in the organization for the longest should be rewarded with higher compensations to encourage greater discipline. Moreover, in the case of unfair dismissal this system will also help older employees.

In addition to what has been said, this compensation system will also show younger employees that permanence and commitment are rewarding factors in the company, So, as long as they increase their time in "La Carreta", they will be able to improve their conditions.

Furthermore, a type of individual or section-specific compensation should be included. This means that incentives would only be distributed on special occasions to a worker or group of workers who demonstrated their implication in the job.

Nor should we forget that a promotion also entails an increase in salary. So, this may be one of the reasons why employees try hard to promote as a way to gain incentives.

On the other side, as we have said before, the workers of "La Carreta" prefer wage incentives to the non-wage ones, but this should not be a reason to leave emotional incentives aside. These kinds of incentives represent a certain satisfaction and improvement for the employees, which will be connected with their greater well-being. For this reason, the company should reconsider non-wage incentives such as flexible hours, gifts, incentive trips or additional training. These incentives should be defined with the collaboration of the employees themselves, since they are the ones who are going to receive them.

The last improvement in the compensation practice to which we are going to refer is the one related to the housekeeping staff. As we mentioned before, these individuals working in the same section, depending on the type of contract they have, receive different salaries. Hence, it would be necessary to eliminate these differences, since all the employees of the same department have to work under the same conditions.

5.6) Schedules and rest areas

Finally, for a better performance of the work in "La Carreta" a system of modification of the schedules could be proposed.

Up to now the schedules are made by the management, and the employees comment on the numerous errors they have with the shifts. For this reason, the heads of each section should make the schedules of their workers.

The hotel industry is a sector in which work varies daily, so shifts are made from one week to another. Consequently, another requirement that we propose is to provide the schedules at least two weeks in advance in order to ensure the welfare of employees.

Nowadays there are specific computer programs for making the shifts, for example, "*sisqual schedule generator*". The use of these programs ensures the

elimination of errors in shifts, facilitating the work of department heads. The main benefits of using these types of programs are the following:

- Workers' days off are guaranteed on a rotating basis. Their quality of life will improve, since limited working hours, rests between shifts or maximum weekly hours are taken into account. Therefore, shifts are always carried out within the legal parameters.
- The availability of the employee is considered.
- Employees' work preferences are defined, and the program performs shifts taking those preferences into account.
- Special parameters are followed for each employee.
- The schedules are defined by different departments and dates.

Moreover, the program "sisqual schedule generator" reflects certain algorithm rules on its page:

- It applies the schedules within the range defined in the employee's contract trying to achieve a bank balance of hours equal to zero; except if a bank amplitude of hours is defined.
- It always follows the same logic influenced by the defined parameters; yet the user is also allowed to influence on the algorithm to generate a schedule as close as possible to the desired one.
- It includes and uses timetables recorded in the past.

Therefore, using this technique to make timetables has a benefit for everyone. For example, in the kitchen and F&B departments, where there are split shifts, this program could be used to reduce them by selecting the option of making consecutive shifts in the preferences. These programs are prepared with algorithms that perform the best possible combination for all employee shifts, reducing the workload to those in charge of performing the schedules.

Apart from the timetables, we also wanted to talk in this section of the rest areas. The company does not have these kinds of spaces, but it does have many facilities that are not used and could be adapted. These areas should incorporate refreshment machines, sofas, tables to eat (currently workers eat in the kitchen), television and even table tennis or pool tables for workers to relax and strengthen their relationships. Thus, the rest of the employees is improved, which will also have an impact on a better job performance.

6) CONCLUSIONS

The main objective indicated in the introduction has been achieved in this project. We have presented a proposal based on high performance practices to improve the HR practices implemented in the hotel “La Carreta”

In the introduction we have also contextualized, through the definitions of several authors, the theoretical basis of this work: the high-performance HR practices. As we have mentioned above, these practices consist of the implementation of some improvements to enhance the conditions of workers and, at the same time, to achieve a common benefit for the company.

After an exhaustive analysis of the surveys and interviews carried out about the human resources department of “La Carreta”. We have been able to observe a number of possible problems due to the lack of innovation and commitment on the part of the company, which, in the end, could become an obstacle to the development of high-performance human resource practices. Bearing these potential problems in mind, we have tried to propose some improvement practices based on the above-mentioned model.

Therefore, all in all, the possible problems found in the organization and the practices proposed, have led us to clear conclusions:

- The management of the hotel oversees all areas in the organisation, carrying out all HR practices without delegating the work to the section chiefs. This situation can cause a deficiency in the practices among other consequences.
- Workers, particularly section chiefs, are not given the autonomy they really deserve, which leads to a lack of organisation of the staff in each section.
- The company does not take into account the talent of the workers. Therefore, the company is losing the most valuable resource that makes the difference among companies: the knowledge.
- The company’s environment is very dynamic: new work practices must be created, attention must be paid to possible changes, errors must be corrected, and innovation must be integrated into all processes. These improvements can only be achieved through the training of workers, a

practice in which "La Carreta" is not investing. Therefore, this situation can lead to a lack of competitiveness with other hospitality companies.

- The promotion system, through retirement, is the one that the company follows. This type of system does not contribute to the development of innovation, which leads to a lack of competitiveness among employees.
- Employees need incentives to be motivated and meet the company goals. Moreover, the organization must report on the possible reasons for distributing the incentives. This part of the compensation can also be targeted at retaining employees in the company.
- The organization does not have a rest area where employees can rest, relax or eat. If an area is set up for workers, apart from contributing to the employees' wellness, horizontal relations among colleagues can be improved.

Therefore, implementing human resources practices in the organization will not be enough to solve these possible problems. These should be oriented towards high performance practices to achieve not only the welfare of workers but also greater benefits for the company. The organizations that decide to implement these models obtain better results, work in a more efficient way and achieve the success. This is due to the fact of having an adequate business strategy, integrating a correct organizational structure, which allows a greater adaptation to the company's environment.

In conclusion, it can be said that for a right development of the organization in all its aspects, adequate human resources practices must be performed to benefit the most valuable and differentiating resource that companies have: people.

On the other hand, in order to carry out a complete analysis of the effectiveness of the implementation of high-performance human resources practices, it would have been interesting to carry out a study of the new practices implemented in the company. In this way, it would be possible to analyse the consequences for the company of the implementation of the practices proposed at work. This would require more time and sufficient resources in the company to implement these practices.

Finally, as a general reflection, we propose a quote from Camilo Cruz that we think it should be considered by all companies:

"The success of a company is merely a reflection of the attitude, degree of motivation and commitment of the people who comprises it" (Camilo Cruz)

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8) ANNEX

Interviews heads of department:

Interview with the chef:

1) Do you think the HR practices used in the company are appropriate?

- “No, the company ignores them.”

2) Which is the employee selection process used?

-“ This process is responsibility of the management. We have nothing to do with the employee selection process. In addition, the company has no formal hiring system. They look for a candidate, not for the best candidate to cover the position. Then, we suffer the consequences when it is not a good cook.”

3) How are the employees trained?

- “We perform our own training. The company offers neither formation nor facilities to train us. There are situations in which a certain reluctance of self-training has been shown. The new employees who enter the company are guided by their colleagues to learn how to work in “La Carreta”.”

4) Is there an employee evaluation system?

- “We carry out the evaluation, but it has no value at all. The department heads evaluate the workers and orally report the results to the management. However, this evaluation system is useless because, in the end, our evaluation is ignored. We have no autonomy to hire or fire employees.”

5) What wage and non-wage incentives do employees receive today?

-“ Regarding salary rewards, we receive incentives if the company’s objectives are surpassed with respect to the previous quarter, as well as if the hotel’s score increases on the websites where it is announced.

The company offers economic incentives that don’t make sense. The directors don’t specify why they’re being distributed. Never do we know in what we improve. I think that it should be specified in which sections we have improved in the same way that we are told in which we have worsened.

In addition, we, the heads of departments, receive certain privileges in terms of schedules.”

6) Do the section heads have the autonomy that you would like?

-“No, not at all. A chef should have freedom for everything. As for timetables, orders, menus... And I don't have it.”

7) What do you think about promotion in the company?

-“There are no promotions. There is no regard for those who work well and those who work badly. Here the retirement system that we have is illogic. There are people in the kitchen who have a position they don't deserve, just as there are some waiters whose efforts are not being recognized. People who really deserve it are not being rewarded and this can lead to demotivation of my colleagues.”

8) Is the company's schedule adequate?

- “The schedule is not logical. We know the shifts without knowing the workload of the day. The shifts are not adapted to the task. They make “copy and paste” shifts independently of the work to perform.

Besides, no one tells us the work we have. We have to guess observing during the breakfast.

We work with a lot of split shifts and I think that nowadays 80% of those shifts could be removed”

9) Are there rest areas for workers?

- “We don't have rest areas for workers. “

10) What would you improve of the HR practices in this company?

-“I would change everything. Specifically, I would hire qualified people to teach us certain cooking techniques different from the ones we use. As for example a sushi specialist or a vacuum packer. We'd learn from the specialists and, then, they would leave. In addition, I would offer courses through the CDT, for example. In this way, we would improve ourselves and the company itself.”

Interview with the maître

1) Do you think the HR practices used in the company are appropriate?

-“Many situations should be improved in the company.”

2) Which is the employee selection process used?

- “It is not part of my job. We are the ones who communicate the lack of personnel to the directors, but we are not the ones who carry out the selection process.”

3) How are the employees trained?

-“ We do not receive training. We, the colleagues, are the ones who train one another. Many times, I have asked the director for courses in different fields such as wine pairing or languages. But he has never offered them to us. In few situations, measures are taken.”

4) Is there an employee evaluation system?

- “We are the ones who communicate to the management the evolution of the employees, but there is no formal evaluation system.”

5) What wage and non-wage incentives do employees receive today?

- “The company gives us very good salary incentives, but it has also cut us a lot of payroll privileges over time. When I entered the company, there was another director, and the truth is that he behaved much better with the workers. We used to receive very good commissions.”

6) Do the section heads have the autonomy that you would like?

-“ No, we are just like another worker. The only thing that differentiates us from the others is that we are the ones who organise the department when it comes to work.”

7) What do you think about promotion in the company?

-“ The promotion system benefits the longest-serving employees. It took me more than 22 years to become the maître. A new worker can't increase his position unless his superiors retire.”

8) Is the company's schedule adequate?

- “The schedules are not made thinking about the workers. Many times, the schedules that are carried out do not have the correct breaks between shifts, or some mistakes are made. The schedules are prepared by the management, and, then, sent from one week to another to the workers. In the hospitality section we work with many shifts.”

9) Are there rest areas for workers?

- “Our rest areas are the common areas of the hotel. Normally we go to the gas station next door during the breaks on the split shifts.”

10) What would you improve of the HR practices in this company?

-“ I would carry out these practices thinking a little more about the workers and involving them in the HR processes or at least the head of department.”

Interview with the front office manager

1) Do you think the HR practices used in the company are appropriate?

- “The practices that are used could be improved”

2) Which is the employee selection process used?

- “Initially, this section looks for employees with certain administrative skills. Particularly, we need people with experience in hotels and languages. However, this is not the case. The latter employees hired do not have experience in this sector, nor had worked before in administrative tasks. The selection process is carried out by the director.”

3) How are the employees trained?

- “We don’t receive training, we teach one another. It would be necessary to train the receptionists in certain skills that are developed in our position, but it is the management who should provide us with the necessary resources for this.”

4) Is there an employee evaluation system?

- “We don’t have an evaluation system. It is the management, itself, who evaluates us. We work with the director, so he always has our references”

5) What wage and non-wage incentives do employees receive today?

- "All the employees in "La Carreta" get salary incentives. If the benefits have improved during the quarter, we are given a proportional share. In addition, if the Booking score increases, 50 € are distributed per each point increased.

6) Do the section heads have the autonomy that you would like?

- "The only difference between me and another receptionist is that if there is a problem that can't be solved, I'm the one who has to respond in these cases. Otherwise, I have no autonomy at all."

7) What do you think about promotion in the company?

- "It is very difficult to have responsibility in this position, because it is quite controlled by the management. There is no autonomy granted to workers."

8) Is the company's schedule adequate?

- "Yes, there are morning, afternoon or evening shifts. The only bad thing is that there are occasions when you work at night and then the next morning. The worker's schedules are not well designed. It seems that the management doesn't take long to make them."

9) Are there rest areas for workers?

- "The common areas of the hotel. Besides, we have a table next to the changing rooms and another in the kitchen."

10) What would you improve of the HR practices in this company?

- "I would offer the employees some training"

Interview with the housekeeper manager.

1) Do you think the HR practices used in the company are appropriate?

- "There's nothing special about it. We have nothing to do with those practices."

2) Which is the employee selection process used?

- "We have nothing to do with the selection process. This process is a matter of the management. We are not taken into account. On certain occasions we've needed more staff, and despite having spoken to the management, no one was hired."

3) How are the employees trained?

- "I don't think that people will need a lot of training to do our job, but even so, any formation has never been offered to us."

4) Is there an employee evaluation system?

- "I am in charge of transmitting to the management if any employee is not working well. Moreover, I have also to correct their mistakes. Thing that it is quite useless. I don't have enough power to solve many of the problems that arise."

5) What wage and non-wage incentives do employees receive today?

- "If we meet some objectives, the company distributes common incentives to all the employees. However, all the staff in this section do not have the same salaries. You are paid differently depending on whether you are hired by "La Carreta" or by an external company. Moreover, we also work under different conditions, for instance, while the workers who are hired by "La Carreta" have half an hour of lunch or dinner included in the 8 hours of work, those who are hired by the other company have to recover it."

6) Do the section heads have the autonomy that you would like?

- "Here we all have the same responsibility. The only one in charge is the management."

7) What do you think about promotion in the company?

- "It is very difficult to promote without having seniority. Section heads are the longest-serving employees"

8) Is the company's schedule adequate?

- "Yes, we take consecutive shifts in the morning or afternoon. The bad thing is that we are rarely free on weekends, because it is when there is more work to be done."

9) Are there rest areas for workers?

- "The only thing that we have is a table for eating during the breaks."

10) What would you improve of the HR practices in this company?

- "It would be better to ask: What would you not improve in the HR practices? Well, a lot of things would have to change."

Interview with the director

1) Which is the employee selection process used?

- “We have three recruitment systems: One is through people known by the employees of the company, another through portals such as Infojobs and the third through recruitment companies. “

2) How are the employees trained?

- “As these are jobs that does not require high specialization, no training is offered to the workers. In addition, many of our employees are students who are not interested in training, since they do not see a future in the company”

3) Is there an employee evaluation system?

- “The heads of each department are the ones who tell me the evolution of the employees evaluating the staff from 1 to 10. We do not have any formal system.”

4) What wage and non-wage incentives do employees receive today?

- “Several salary incentives are offered to workers. In case the company improves its results with respect to the previous quarter, a proportional part is distributed among the employees. In addition, we have now started to introduce incentives when our *Booking* score increase. We give 50 euros for each extra point.”

5) How does the promotion work in the company?

- “The system that is currently being used is retirement, which we have been trying to change lately. It is demonstrated that this process does not have good results.”

6) Could split shifts be eliminated?

- “The only way to eliminate split shifts is to hire part-time staff. The type of contract that no employee wants.”

7) Are there rest areas available for workers?

- “Employees can use the common areas of the hotel. In addition, they have an area to eat in the breaks.”