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Professional services help businesses and organizations meet their goals. (Indeed.com)

Professional services play a role in the success of restaurants and hotel businesses. They contribute towards bringing in experience, knowledge and advice that is tailored to the operation, customer service and the financial side of things. (Jake Jorgovan, 2024). Looking at internal and external factors and examining them prepares the business to become more successful.

There are internal and external business environments, (Olaveson, 2023). All the factors in the business that directly involve the operations and outcomes are internal, such as resources, policies, and the management. External factors are the things and conditions that affect the business such as regulations, competition, and market trends, (Shiksha.com).

An organization's need to recruit the right staff is crucial to deliver exceptional services and maintain a good reputation. The staff play an essential part in the success of the business. Personality and quality are as important as the staff's skills and experience. Customers' experiences would not be positive if staff were not friendly and welcoming and if their values did not align with those of the Company's. The hospitality sector needs to be rewarding and sustain competitive advantages, so the staff feel like valued members of the team.

The management of human resources is a success factor in the hospitality sector for businesses. The role of human resources is to recruit staff, train them, and ensure the employees provide excellent service. It is their job to ensure that the staff are motivated, they are productive, professionally managed and have job satisfaction. (Carter, 2023). The human resources team can have a reward system in place for demanding work and establish recognition. A survey conducted of generation Z showed that they desire fun, friendly colleagues over supportive, knowledgeable managers. Working from home and flexible hours were preferred over opportunities for work progression. Respect for personal lives is a crucial factor to them. They would want health insurance over non-financial benefits. To retain generation Z employees, managers need to use initiatives to find ways to keep them connected, interested, and motivated. Clearly communicating the missions and values of the workplace to the employees encourages them to achieve their goals as they are driven by the values that they believe in. They value learning opportunities, that would be through training programs or online. They are committed to social causes and diversity where everybody should feel valued. Gen Z likes their regular feedback on performance. These strategies keep gen Z engaged and motivated. They thrive in environments where they can be authentic.

Gen Z is the most educated and diverse generation to date. They altogether have different expectations of the workplace. They have quick access to information and are tech savvy. The working culture of the hospitality industry used to traditionally be a hierarchical and conservative working culture, that goes against the wishes of Gen Z's need for transparency, flexibility and flat hierarchy working environment. HR departments are rethinking their strategies for employee retention to keep this generation engaged. The disruption Gen Z brings to the workplace can innovate the industry's culture and meet needs of the future market. They force the industry to

rethink their strategies, (<https://uniofglos.blog/eventsglos/2023/11/24/gen-zs-disruption-redefining-hospitality-workplace-culture/>, 2023). "Everything you think you know about millennials? Concentrate it tenfold, and you get Gen Z," Fred Lalonde said, CEO and co-founder of Hopper, an online travel agency.

People from different generations will be working in the same team, with different experiences. A teenager could be starting a job for the first time, a parent could want to work for some extra income and a retired person might want to work to stay active. It is important to understand the generational differences, being in the position of a manager.

Baby boomers (born 1946-65) will be working later in their life and Gen Z (1993 onwards) starting employment. Gen Z millennials (1977-92), Gen X (1966-76), all will bring their own experiences and skills to the company, but it will be down to the manager to be able to train them and give the relevant support, while understanding their unique needs.

Mixing the older workers with the younger ones gives the older workers more energy being on shifts with the younger ones. At the same time, the younger workers learn from the older workers, (Gordon Food Service, 2023).

Management should understand that individually tailored assistance would go a long way and welcoming their views and input without making them feel judged would make them feel appreciated and work would be meaningful, (Paulise, 2024). Offering benefits and flexible schedules allows them to have a balance of their own. A work environment where everyone feels safe and feels included where asking questions without feeling fear of how it will end is essential to the mental health and wellbeing of staff. A good work culture, in a trusting environment with meaningful interaction improves employee engagement and creates a sense of belonging to the team of colleagues. Businesses that take on this kind of culture see an increase in productivity and success (NHSemployers). A two-way relationship between management and employees where differences and challenges can be solved through good interaction and goals achieved. How the employees perform, determines the success of the organization,

The operational capability of a business looks at the efficiency and effectiveness of the organization. It looks at the skills, roles, and the processes, from the smallest to the largest details that enable the business to run smoothly and effectively. These are the capabilities that need to be tailored to the requirement of the business and developed over time to ensure the end goal that is always consistent operation quality. For that it is important to have the right staff designated for the right roles, (Taylor, 2024).

An organization's most valued assets are the people who work there, who as a team contribute to the company's achievements. Over the past century, human resource management has gone through huge transformations. This transformation prioritizes the importance of the employees as the assets to the success of the business, (Damsten, 2023).

The employee life cycle is the journey of an employee in an organization. It starts with the attraction of an employer. This is how you are seen as an employer. Next is the recruitment process which involves interviewing. Thirdly it is the onboarding of the staff members. Fourth is

the development stage where all the growth happens and providing the opportunities yourself. Fifthly, retention, which is how you recognize them for their input in the business and take care of them. And lastly offboarding when you decide to part ways. (People Managing People & Bartram, 2024).

Not so long ago, just a few years ago, the World Health Organization recognized staff as people who have a life outside of work and to reduce employee turnover it was critical to care for these real people to ensure the business to continue thriving, (Team, 2024).

The roles of human resources in restaurants are things like recruiting, onboarding, training, benefits, employee relations and compensation. There are more, and if you work for chain businesses then most of the work with staff will be delegated to on-site managers.

Safety is HR's responsibility to implement safety for customers and employees. From food safety guidelines to safety in the kitchen is vital, such as non-slip shoe wear.

Training is the extensive ongoing training and support that is given.

Morale is vital to boost morale as the success of the business depends on the service given by the employees.

Culture. Keeping up with a positive culture will set the business apart from others, (<https://eddy.com/hr-encyclopedia/hr-in-the-restaurant-industry/>).

Human resource planning would be to analyse business objectives, inventory current human resources, Forecast the demand, estimate the gaps, formulate the action plan, implementing the plan, recruiting, and then monitoring, controlling and feedback.

An example of a big food and beverage company Pizza hut is a multi-chain restaurant and a franchise internationally. It was founded in Wichita, in 1957 by Dan and Frank Carney, (The Franchise talk). A survey was conducted on the worldwide count of Pizza hut from 2010 to 2023, it showed that in 2023 there were 19,866 restaurants across the world which is an increase from 2010 over the years. In 2020, there was a drop in the total number of pizza hut restaurants. This would likely be due to the external factors that affect businesses, such as did the coroner virus pandemic, (COVID-19), to the hospitality industry worldwide, (Published by Statista Research Department & 8, 2024). That is an external factor, an internal factor is the recruiting and retention of staff. Pizza Hut believe that it is the customers and the team of staff that make the business. They want it to be a place where you love to eat, work, and learn. Their incentives to motivate the staff and keep them engaged are to make them feel valued, as the CEO states, "our guests are never going to feel better than our team members." Pizza Hut see their employees as real people who matter and give emotional and behavioural training and teach techniques to better cope with anxiety and stress. They are given coaching on empathy, so they can relate and have compassion. They call it skills for life. Since 2016, the business has been partners with Mental Health UK. All staff members have the bonus opportunity of

completing apprentices at degree level offered by the restaurant. Pizza Hut staff are supported throughout their work journey, from placements, work, mental health and helping with ongoing education right up to master's qualifications, (<https://www.pizzahut.co.uk/restaurants/about/about-our-people>).

The size of a business can be from micro, which is up to nine staff, small which has between 10-49 members of staff to large where there will be more than 250 members of staff. The businesses could be local, national, or international.

The process of operation in a business is the organization structure. This organizes and manages the company's activities and makes it a success. There are four types of structures, the Hierarchy, Flat, Matrix and Holarctic. The advantages of hierarchical structure are the clear reporting, distinct career paths, and control orientation. Disadvantages are the restricted information flow, delays in decision-making and difficulties in communication. Advantages to flat structure is the reduction of operational expenses, information transmission easier, productivity increase, and positive workplace culture. The risks are confusion and generalization, lack of specific job function and long-term growth opportunity for promotion. Matrix's advantages are effective communication, quality output, resource efficiency, and balance of power and managing complexity. Disadvantages are the lack of clarity of roles and responsibility, conflict in management, and slower decision making. Holarctic structure advantages are the increased employee engagement, encourages teamwork, inspiring with group objectives. Disadvantages are the lack of clarity around roles and responsibilities and conflict in management.

The objectives for human resources are influenced by internal and external factors. For example, as an internal factor, the objective could be to reduce costs by making some staff redundant.

Operational strategies could mean new IT that would require training for the staff, but fewer employees would be needed.

New product development would be a market strategy, which me require organizational structure changes and the need to recruit a new team of staff.

A financial strategy to reduce company costs could be the outsourcing of staff training. That would mean changes to their current training programmes.

External influences are for example a change in market due to losses in company share to competition therefore result in changes in management or losses of jobs to keep up with competition.

Economic changes would affect the number of people available for employment and their rate of pay due to changes in levels of unemployment.

Changes to technology could be the need to step up to keep up with the ever-growing social networking and make changes in communications with employees and customers.

Social changes are looking at figures of the growing number of single people households that require flexibility in work hours.

Political and legal changes are the legislations on certain things like the maximum working hours and other employment rights that will have an impact in the workplace, (Tutor2u.net).

PESTEL ANALYSIS IS used to analysis external marketing environment. These are political, economic, social, technological. Environmental, legal, and ethical factors. The research should cover all scenarios. This information will give a clear view of the external environment. After findings are analysed, the actions that need to be taken can be decided. A pestel analysis will help with help identify the strength and weaknesses for a SWOT analysis, (professionalacademy). The SWOT analysis is the strength, weakness, opportunity, and threat of a business and it gives an overview of the company and prepares for strategies, (Kenton,W).

CONCLUSION

The success factor in the hospitality industry is the management of human resources.

The business environment is ever changing and keeping up with the internal and external environment is vital to the success of the organization. To improve staff performance, which is an essential part of the organization. The human resource strategies such as reward, compensation systems, and one to one interaction between management and staff is required and proven to increase productivity and success in businesses.

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