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LEAN MANAGEMENT IN THE HOTEL SECTOR - OPPORTUNITIES AND THREATS

Abstract:

The lean concept has been identified with large companies, serial production, and the automotive industry. The approach is growing in popularity and the SME sector is increasingly using it. It is also gaining ground in the service sector. An ever-accelerating world does not always provide opportunities for understanding the principles of lean prior its introduction; consequently, the expected results rarely materialize. During my research in the service industry SME, the in-depth interviews, questionnaire queries, and on-site crawls (gemba walks) I have completed confirmed the existence of an illusory lean that originates from a misinterpretation of the principles. Lean is used as a tool and not as a philosophy. For this reason, it does not bring the expected results. Through hotel industry examples in my research, I present the development possibilities of the process and the potential dangers of misinterpreting lean use.

Keywords:

management, lean, SMEs, Hotel

JEL Classification: M11, L83

1 Introduction

The popularity of lean has increased in the recent years. The lean approach is gaining ground in science. There is an increasing number of publications also in conferences and magazines. Our thesis seeks to find out how the practice of the concept is developing. Is the lean approach actually embedded in the daily life of companies? Searching for the word "Lean" in Google Search results in around 385,000,000 hits. In the ScienceDirect scientific journal collection database, there are 1516 studies published by 2018. Based on 200 studies published between 2015 and 2017, we examined the context in which the authors used the lean expression. Based on this, they can be divided into three categories: practical (42%), theoretical (35%) and general (23%) (Pankotay, 2017).

With a deeper analysis, it can be stated that although many of the works on the lean topic have been created, the terms are not uniformly applied. What can cause the development of lean? Is it really a new phenomenon?

Lean is actually not something new, it was present in Hungary already in the 90s. At that time, they literally meant "slimming" under it, so the company could do as much as possible with as few people as possible. However, this is wrong. But then what is lean and what do we mean by it? Philosophy? A management toolbar? Method? Critics of the lean view often claim that it is only a logical theory being written down, since these include self-evidence. Our thesis is not about deciding on theoretical issues. The lean, as a present-day science, is still very diverse. It offers a wider perspective on its applicability every year. In Hungary, it is primarily present in industries with a large data base with foreign interests (supplier, owner, subsidiary). However, it has also gained ground in the domestic service sector: banking, telecommunications, logistics, aviation, health. A typical user is the food industry, where the ever-expanding range of products and the enjoyment time of the product have made it even more important to organize and arrive at product routes. (JIT, shelf life, small quantities, huge distances) In our study, in the field of tourism, we are looking for the answer that the ever-accelerating world gives this opportunity to understand the lean principles. Lean is used either as a tool or as a philosophy. Our research brings examples from the service industry within the SME sector, including accommodation providers.

2 History of Lean

The first traces of efficiency measurement have already appeared in Greek and Roman times. In 1574 the construction of the galley ship was already in continuous production, in the early 1800s the series production, automation, and interchangeable parts of Whitney have started. In 1890, Toyoda Sakichi invented the loom and then developed the Jidoka concept. In 1908, Ford introduces the T-model and then moved to Highland Park, which is considered the birthplace of the Lean Manufacturing System. The lean management (LM) roots can be found in Toyota's production system (TPS), mass production of the Fordism, and one response to the post-war needs is TPS. Using the Japanese method does not bring the expected result. The reasons for this were examined in closer details, and they found that the methodology could not bring the same effects out of the environment of the method - the Japanese working culture. Thus, the principles arising from the Japanese spirit had to be formulated and framed in the approach. This framework is the principle of the two foundations: respect for humans and loss-free production.

The lean was born from TPS, which was first described in 1988 by John F. Krafcik, chief executive of current Ford Motor Company, current CEO of Waymo Inc (Google's automotive project). Womack et al. (1990) "The Machine That Changed the World" was the turning point, after which the approach in Western culture became more and more evident. The book presents the typical differences between the Japanese, American and European car markets. Introduced the new concept, lean manufacturing. Lean shows how we can build on continuous development, how we can shape our processes for real customer needs, and how we can create a quality-oriented and flexible organization that focuses on creating real (consumer) value, including members of the supply chain. Lean philosophy provides the same or more customer value from the same resources (Koloszár – Pankotay 2017). Since the 1990s, lean and interpretation have come a long way. The use and literature of lean methods and tools has evolved.

"Lean management is an integrated socio-technical system whose main goal is to avoid losses while reducing or minimizing supplier, consumer, and internal variability." (Shah – Ward, 2007) the role of human resources, encompasses all the important elements of lean philosophy, which is what we are building on in the study.

Some studies suggest that different sectors and organizations may have different effectiveness. As TPS, MPS (Mercedes-Benz), APS (Audi AG) or BPS (Bosch GmbH), the different environments require different approaches, tools, methods for SMEs, this is why a company-specific application of lean can only result in success (Koloszár – Pankotay 2017).

3 The SME sector and the application of the Lean approach

The SME sector provides 99.8% of the businesses in Europe and Hungary. 70% of the employed work for these businesses, accounting for nearly 53% of GDP, one third of exports. Micro-enterprises account for 94% of the SME sector, providing half of the sector's employment and one-third of the GDP generated by the sector. In addition, the social importance of the sector is also recognized.

They typically make more labour-intensive activities. Despite their standing in the market, the smaller business sector is still struggling with liquidity problems. It can be said that their capital adequacy and financing capability is limited. They have a low own capital base and pursue less funds intensive activities. The acquisition of new sources is also higher than for larger firms (Szóka, K. – Gál, V. A. – Koroseczné, P. R., 2017). In addition, access to capital for SMEs in peripheral regions is even worse than for those in central region. For example, in Hungary, in the first half of the 2010s, the number and the proportion of venture capital backed companies with seat in a peripheral region was already higher than before, but compared to other regions there were still more central Hungarian companies which got capital. Furthermore, the proportions between the regions were also significantly different (Kovács, T. – Vajay, J., 2015; Kovács, T. – Varga, I., 2015).

We did not conduct cross-country comparative analysis in the SME circle, as several countries have different definitions (see: Germany, Italy, France). The accession of the EU has also meant intensified competition in the sector across Europe, I addition, it also caused increasing polarization between the competitive, strongly strategic orientated SMEs with international presence and the weaker businesses that struggle to maintain their positons, and are mainly focused on either regional or local markets (Smallbone – Rogut, 2005).

On the basis of the Small Business Act for the European Union, one of the 9 key principles examined in the SBA profile is the "skills and innovation" is highly underdeveloped. Progress in organizational innovation could induce an increase in competitiveness.

There are many methods and practices on the international scene to improve the efficiency of the corporate processes. Companies are more exposed to market effects and market competition. Sensitive business results require a change in attitude. Flexibility, tailor-made productivity, and quick response to customer needs have increased. Not only does the product carry the value itself, but also the way it is made. Nowadays, the production process is a necessary condition for production, as it transforms one's own knowledge from one form to another.

The manufacturing industry has begun to use lean management when faced with increasing international competition and the location of production sites in the East, where wages were lower. Hungary has been recognized by the European business sector as a low-cost country since the country's accession to the EU. In Hungary, in recent years, typically Hungarian companies with a foreign parent company have come to the fore to improve their efficiency along the lean, to put the approach into practice, and to optimize the processes (Pankotay, 2017).

In Hungary, one third of the competitive SME's are foreign-owned. Global deployment of companies based on global locations has an impact on the entire company, including their global market position. Hungarian SME's lack in the technical culture, the standard of work organization, the increase of commitment, i.e. the use of lean.

A massive, mobile-plastic mass has emerged on the Hungarian labour market due to the fact that tens of thousands of workers are constantly migrating between jobs. The situation is not ideal for anyone: it leads to further increasing wage tensions, denunciations, overtime.

Small and medium-sized enterprises have fewer resources and capital. Missing management skills is a common drawback. The knowledge of growing micro-enterprise management based on excellent technical knowledge is not evolving, they do not know the modern management methods. Often, the owner is also the leader, so he must be convinced of the benefits of the new management approach, that its introduction is not cost-and time-consuming "alchemy", but it in fact brings real results and benefits, as senior management commitment to organizational development projects is one of the top priorities as it is an important fundament (Koloszár – Pankotay, 2017).

Lean management has become increasingly popular for SME's in the recent years, yet it still has enormous potential in the sector. The purpose of lean management is to eliminate all forms of waste. Waste-free processes are faster, more reliable, they result in better quality, and last but not least, as maybe for the most important fact, they run at lower costs.

SME's may have the advantage of being more flexible than larger companies, have more informal internal relations, shorter chains of communication, less bureaucracy and more traditional constraints. Therefore, the introduction of lean tools can also be easier (Matt – Rauch, 2013).

Belhadi et al. (2016) identified the following critical factors for effective implementation of lean management in the SME sector. In the first phase of the introduction, management's commitment and support, as well as training by the lean expert, are the most important. In addition, strategy alignment, long-term approach, appropriate methodology, proper delimitation, and proper planning are also keys. This is also consistent with the experience of

other areas of project success (Koloszár, 2013). In the implementation phase, pilot-based deployment is the most important, as one of the basic principles of agile project management is based on the fact that the “big elephant can only be eaten in small bites” (Koloszár, 2013). Another important factor is the proper allocation of time and resources, adequate budgets for education, external experts, early cultural change and employee involvement.

Standardization of best practices and development of performance measurement are essential for long-term maintenance (Belhadi et al., 2016). Similar findings are summarized by AruArumugam (2015), Dora et al. (2013) and Achanga (2006).

Netland (2016) examined the critical factors in a contingency approach (depending on organization, company size, maturity and national culture). It did not find any significant difference between SMEs and large companies, but at a lower level of application it was shown that rewards and recognition, the identification and sharing of good practices and the involvement of external experts are more important than higher levels of application. This is particularly important for businesses in the SME sector.

Literature recommendations (Matt – Rauch, 2013; Belhadi et al., 2016) suggest the following lean tools for SMEs in the SME sector:

FIFO; 5S; benchmarking; Kaizen; Idea management; Job rotation; Autonomous and diverse teams; Empowerment; Visual management (andon); Scoreboard (lean KPI); Just in time; Tensile system and Kanban; Zero error in process with integrated signaling system, Poka-yoke; Value stream mapping (VSM); Reduction of transition time (SMED); Low-cost (intelligent) automation; Cellular production; Standardization; Knowledge Management.

The critics of these tools proposed by the authors, is that even though they are useful and can be used in the development of SME's, they are not entirely lean tools, this is why we cannot agree with them since they claim that these tools are entirely lean-exclusive.

For SME's, the use of lean tools in the classical sense is limited (Koloszár – Pankotay, 2017), it is important to understand how these tools actually operate. Special attention should be paid, among others, to kaizen and value analysis. Unnecessary steps, processes, and functions should be eliminated as they are a source of loss.

To value-based developments they add not only the avoidance of losses, but also the achievement of optimum outcomes (Szóka, 2017). Value Analysis and Value Methodology are application tools to achieve an acceptable result relative to input and cost. Value measurement is obtainable with input planning or process improvement also. The importance of all this is to reach customer satisfaction with the quality and performance of the product (Szóka, 2016).

Lean is a system-wide process review, and more specifically, an examining system as a set of processes. The power inherent in humans is the driving force behind lean.

The attitude of managers and employees is also crucial (Kurucz - Tüttő, 2019). The basic prerequisite for the effective use of lean tools is to build a supportive organizational background. The transformation of training, leadership commitment, attitude and daily routine (eg genba), the development of a related incentive system, a new approach to working together and regular evaluation can be the basis for success (Jenei et al., 2009). “When we intervene in the systems of intellectual work, we are confronted with their way of thinking and often point out that there might be contradictions and imperfections that limit the volume or

quality of intellectual production. Because of their strong personalities, they can easily be offended.” (Pasmore – Purser, 1993).

It is therefore important to create supportive communication alongside commitment and culture. From this perspective, lean management is an attitude that organizes and manages business processes by focusing on some of the main directing principles (Koloszár – Pankotay, 2017).

4 Tourism sector and services

Tourism is one of the most important sectors of the world economy, among the top three sectors, along with the energy industry and the automotive industry. Within the tertiary sector, tourism accelerates the economic growth of individual states, increases public revenues and also affects capital investment. It is also an important job creation sector. Over the past decades, the growth rate has exceeded that of the world economy.

The development of tourism, including the accommodation service, contributes to the dynamic development of a country, in many cases it gives a specific image to a given country, but its regression may also trigger the socio-economic decline of the country.

In the tertiary sector, in the indirect and induced sector of tourism, the need to measure and compare tourism performance in individual countries emerged. In accordance with this, the first surveys on the relationship between tourism and the economy appeared in the 1970's. The statistical summary and the spread of the measurements are supported by the UN Conference in 1963 in Rome, and later by the Conference of World Tourism Organization (WTO) in 1989 in Hague.

Nowadays, in the analysis of the effects of tourism, the focus is on measuring the factors that impact the results, such as revenue, expense, profit and loss. Lean can be a tool to support cost reduction, loss detection, and product optimization (space, time, location productivity). The comparison of the guest night does not reflect the nature of the success, so it is not an effective method.

5 Methodology

The diversity of the tertiary sector, including tourism approaches, shows that there is no unified standpoint on the subject of research within tourism research, which makes it difficult to compare the results of each sub-area. Many tourism researchers have tried to conceptualize in some way. This is not the purpose of our research. A minor part of tourism has been explored in the present study: opportunities and dangers of conscious use of lean management and tools for facility management. Different management concepts are combined in lean management, such as quality management, process and project orientation, just-in-time production (JIT) and logistics, i.e. internal management of enterprise management. As a counter-conception of mass production, lean focuses on individual-oriented, custom-made customer orders, so in our view, the concepts and values of tourism are in complete harmony. The main endeavour of lean is nothing more than a proactive, opportunity-focused thinking with much less efforts. The basic element of lean – just like in case of tourism – is the human.

In order to delineate the research area, we collected information and various materials. Based on our preliminary research, it can be stated that lean has little scientific research in the tourism sector (in any of its segments: hotel, wellness and spa, spa, restaurant service, tourist experiences). Most of these are foreign researches. Territorial cognition and demarcation were supported by our interdisciplinary publications. (Topics: tourism service, territorial delimitation of tourism, border region comparison, entrepreneurial knowledge, SME and lean knowledge in application environment, measurement of intellectual work).

The research area is new and innovative, and there are few scientific publications related to lean. That is why we consider it as an important step to prepare the segmentation thoroughly and to delineate the statistical population.

The research, which is part of this study, seeks to find out what depths of lean are present in the tourism industry, including the means used. We are examining the quality and the degree of consciousness of the actual usage of lean in this segment.

This paper reviews the results of the research preparation. Followed by a deeper examination of the literature, we started the preparation of the questionnaire query. For this matter, our research / study on the applicability of lean to SMEs has been used to produce results. Then, based on statistical surveys, we found that the examined companies – based on their sizes and economical forms - are present in a relevant / significant number. Examining the 2010-2016 time series, bathing services in the region show an increase of 170%. At the moment of the research, there are 82 baths in the West-Transdanubian region. One consequence of this is the increase in the number of accommodations. We are focusing on the creation of a correct subset in order to result in representative research. We send out the questionnaire based on the membership of a chamber, a professional federation, but we also seek representativeness by personal visits. The preparation of the optimal and relevant questionnaire is supported by qualitative interviews in order to help to reveal the thinking trends and take internal values. Although the answers are subjective, the finalization of the questionnaire is strongly supported. The results of these interviews are summarized in the study.

We have found that lean terms are not used uniformly in the literature analysis, so we used mixed phrases and practical language in practice during questionnaire preparation and in-depth interviews to get more relevant data. This is confirmed by our study on SME lean knowledge. 22.5% of the respondents know the lean methods, but more than 50% of them already heard about the tools. 81% of the Kanban method and the value flow map are not known, however they are actively used. In addition, the 5S is also widely applied (Pankotay, 2018).

The hotels and accommodation providers who had been visited had to comply with the following parameters: SME size and area of operation is the Western-Transdanubian tourism region. Unlike the old trends, today the focus is more on the services provided by the hotel and the related "industries", which cannot be separated due to the mixed hotel profile. Our study does not distinguish between hotel profiles, it examines the hotel as a theoretical framework that accommodates the complex service that the hotel guest (might) receives.

In the course of the preparation of the analytical interviews, we visited experts in the field of tourism and hotel industry who are well-informed and recognized for the conclusion of the in-depth interviews. The research described in this topic was the basis for the semi-structured interview. We have searched for a hotel according to one parameter per tourist destination with different ratings. In consultation with the hotel managers, the manager of each area (middle managers: Back Office, Front Office, Sales, HR, Marketing, Food & Beverage;

Catering, Finance; Security) received an informational letter in which the subject, date and location of the planned interview were given. The response was voluntary, but recommended by the hotel management to everyone. The interviews took place in a designated room of the hotels concerned, where we presented the planned 20-minute outline of the conversation. Prior to the inquiry, we tested the preliminary interview with expert in order to verify and create the final version. The interview was recorded with a dictaphone to increase reliability, and we made written summaries. From every single hotel we summed up the degree of lean presence. We have compared the problems we found with the possible solution if the company knew how the methods worked and introduced lean in some of the problematic areas. We have described them with the presence of the leadership of the companies, taking care of the anonymity of the respondents.

We were prepared to have a hotel where it would be impossible to conclude a representative research. This is also an indicator since it indicates the attitude of the employees. The reasons for this can vary, ranging from the corporate atmosphere to the lack of interest. The examination these areas is not part of this research.

6 Results

We are slowly reaching the end of the European Union's 2020 program cycle, in which SME's have played an important role. Since the majority of the hotels in the examined area are SME's, the present study is based on empirical research in hotels. The management of the targeted and personally visited hotels allowed interviews with middle managers. They were supportive upon request and waited for the extraordinary summary opinion. None of the visited hotels deliberately use lean management, and the awareness of lean tools varied. Typically, the lean was known at the executive level (personally reported) but the responses were not confirmed it later.

The theoretical support of the method widely varies. At middle management level, the term is already unknown, they cannot match it with the exact content. Therefore our assumption that lean, as a term is not known at the company level, has been supported.

1st hotel: in 2017 belonged to a mid-sized company with 74 employees, mainly with conference and catering services

During the sampling 6 interviews were conducted with respondents, 5 of which could be evaluated from the examination point of view. Generally speaking, the respondents were open and helpful.

2nd hotel: in 2017 belonged to a small company with 20 employees, mainly with tourist services.

In the course of the sampling, the interviews were conducted with 3 respondents, each of which was evaluable. The executive was supportive, the other 2 respondents considered the interviews as "mandatory and bad"

3rd hotel: in 2017 belonged to a medium-sized company with 56 employees, mainly with wellness and medical services.

During the sampling 6 interviews were conducted with respondents, 4 of which could be evaluated from the examination point of view. Half of the respondents were open-minded and helpful.

4th hotel: in 2017 belonged to a medium-sized company with 43 employees, typically with wellness and medical services.

During the sampling 8 interviews were conducted with respondents, 7 of which could be evaluated from the examination point of view. Respondents were open and helpful.

Our research so far has not focused on the hotel industry, so we needed more in-depth preparation, however we were able to focus more on the task and we did not have any answers in mind.

From the results' point of view, it is important to note that the respondents were widely different based on both their number of employees and the time spent in the company, so we can say that we did not get one-sided, multi-faceted data set.

Loyalty to the company: The majority of employees highlighted their loyalty to the company. They did not talk about deep-seated loyalty, rather of the momentary feeling they experience every day. In the present, they are motivated, enjoy the daily challenges of everyday work, however this is actually related to the work tasks and not to the employer. This also means some instability. They would definitely take any new given opportunity, only 1/3 of the respondents would stay in their present place for primarily geographical and family reasons. This shows a strong willingness to mobility.

Attitude to change: Although, according to the statements, the management of the company can be classified into the same age group (30-40 years old), they can be divided into 2 groups. The more enthusiastic leaders strive to find solutions and develop innovative ideas. Based on the results of the interviews, all such aspirations die prematurely. This is not directly related to top management. The corporate culture of the company does not welcome the initiatives to change. In addition to lack of resources, the respondents characterised the SME's as old-fashioned. Initially, the change always mean additional work, in which the employees with their daily struggles do not want to assist, regardless of whether the realization of the innovation could make everyday work easier. They consider change as an extra work, and they are still burdened. Someone used the interview as a resting time.

Characteristics of the workflow: Feedbacks received from all areas showed that perform routine administrative tasks besides their professional challenges. The latter often does not require immediate work and the time of the high-level and/or skilled employees. Tasks are not prioritized, not filtered. Employees are struggling with daily time constraints and stacking tasks. The division and the grouping of the tasks are not solved due to lack of proper qualifications. This is also typical on the executive and subordinate levels.

Several employees described their daily tasks as if they were related to the HR area. The answer to situation was that there is currently no specific HR employee. Each department fulfils its own human resource needs. This, in addition to the already overloaded management, is an extra task which could be put into other divisions. Feedback from all areas realized the lack of skilled labour - like the national trend – as one of the main problems Finding a workforce is a special profession, which places a burden on those working in the field, which takes up a disproportionate amount of energy from their main task.

The quality and timeliness of the flow of information between the areas and its channels vary by area. The distorting effect of the information channels, and sometimes the lack of clarity,

can be discovered. There was a need for a corporate platform where the status of the current tasks, the actual information assigned to them and those responsible for the sub-tasks would be accessible. This would also facilitate the process of giving and gaining permissions, which sometimes stop processes for days.

The need for communication channels for people with different habits is also different, favouring short, effective, field-specific meetings. Because of the many tasks and workloads, they focus on their own area, so they do not want to allocate time onto solving problems from other areas. This also implies a sense of professionalism, but it is advisable to have a brief insight into every area.

The responsible persons for different problems are either not defined or the employees are so overwhelmed with the various issues that they often do not seek the responsible person until the last moment.

We asked all interviewees to define the means of measurement of the effectiveness in their areas. Although respondents came from different areas, they gave very similar answers. This suggests that solving the most challenging problem by themselves is a measure of efficiency: how fast they are able to solve problems and how many tasks they can perform on a given day. It is eye-opening that not a single employee measured his or her efficiency by the quality of their work. This fact suggests that there is an enormous pressure on workers to fulfil their tasks. It is worth considering whether all the tasks are really necessary in their given form, or whether the right employee performs them.

Leaders are mostly distrustful of their subordinates and lack of coaching skills. They do not teach them to work independently, but rather fix the problems on their own. This can also be attributed to the lack of time being available. It must also be mentioned that respondents would require feedback from the subordinates on their daily routine tasks.

Respondents also missed the direction of individual development and the perspective. There is no possibility to advance further, no international connections or exchange programs that would motivate and develop. They do not see, do not know the corporate strategy, so they do not see the goal, their vision for the next 5-10 years in their workplace.

Summarizing problems based on Lean: Lack of Key Characters, Undefined Tasks, Lack of Visualization - There is no knowledge of the workload of other employees. "Weakness" is a request for help - rather they get away with the tasks.

Strength: Some lean elements such as standardized processes, visualized information for guests, software lean, optimization are displayed. However, it does not bring its potential result because it is not used in a unified, conscious manner.

Colleagues do not see their place in the whole, they do not know each other's processes well. Their effectiveness is not seen in the right factors, for example "A good day means to have only a little work left" or "I solved all the daily problems".

There are "losses" in the hotel operation, which indicators are needed to judge a hotel's "star" rating, and/or to highlight the uniqueness of the hotel. These are not covered by the upcoming set of questions.

In the future, we need to consider a number of questions about lean tools, the extent to which they are applicable in the industry. This presupposes an openness to the lean approach to knowing the tools and knowing how to do it.

The survey among the top and middle managers of the hotel show a worse picture of the proportions measured by SME's. 75% of the respondents know that this is "an automotive method", the remaining 25% were familiar with the framework of lean management, but did not apply or follow the approach in everyday life.

We were able to realize the potential of development through the process and the potential misunderstandings in the preparation process compared to what was initially planned, but we gathered a lot of new knowledge.

The interviews confirmed that lean research in this area will require indirect research. The term is first and foremost known to young leaders, but its content is actually unknown. We have been reminded that lean tools are partly present in tourism. However, the use of the term has not been introduced to the industry.

7 Summary

According to Daniel T. Jones, President of Lean Enterprise Academy, customer loyalty is no longer a matter for the lean-minded company, but they must be able to show or perform what the customer want, even though it might not be clear for them. That is, customer satisfaction alone is not enough, it is important to satisfy future latent demands. With this idea, lean proactivity is realized.

Increasing the quality and productivity of intellectual work and services can only be achieved by employing a suitably qualified and competent workforce and evaluating and supporting the development and improvement of this skill and knowledge (Pankotay, 2017).

In the absence of labour reserves, companies can only seduce people from each other.

This "wandering aroun" does not help to the the public mood at the companies, not only the highly flexible generation Y and Z "bounce" spectacularly among the hotels or within the given group of companies, but fluctuation among the forty-sixty age group is also present.

It is a new phenomenon that many of the employees do not want to commit themselves as they are "job hoppers" (moving from job to job), however they consider themselves as freelance workers, hoping that if they get another opportunity, they will be free to change. The issue of loyalty and priorities has heavily changed recently, the career has been revalued, and also the younger generation's vision of the world, where flexibility and mobility, as of great values, have been added. In the work / life balance, the present 18-30 year olds are much more self-conscious than their predecessors. They are more likely to find a new job, even abroad. There is no bonding, development, career opportunity at the companies. The middle-aged and the older are the real "losers" of this process. The older employees are more bound to the companies, they are less mobile, but they are heavily burdened by extra work due to lost workforce. Families are threatened by the collapse of the family. Dedicated (continuous) work is expected from dedicated young leaders, and in many cases they see the way out. Old philosophy is that the cheapest recruitment of people should be kept. Employees cannot be seen as resources that can be easily substituted, which also effects the corporate culture.

The main motivation for shifting jobs is often the short-term interest-optimization: by taking advantage of the situation, they try to push their salaries up, but in many cases people do not move to another job for better payments, but because they can no longer bear the burden. Companies should also be blessed to operate with the right number of people. Health,

exhaustion cannot be measured in monetary terms. In the hotel industry, there are front-line workers, where communication and exposure are important.

Fluctuation is not good for anyone. Selection procedures are now overwritten on a daily basis, partly because it is not always possible to find an appropriately qualified employee for the position. However, somebody needs to be set up, so the entry time is shortened, trainings are also shortened: in many places the trained senior employees do not train the junior, but the junior who entered six months earlier teaches the other junior workers. This can not only mean an extra cost but also a powerful workflow risk.

The potential of hotel-based lean testing is untapped. One part of the process is supported by a lean device, such as a room cleaning protocol or a kitchen appliance, but it is not used for management, catering or front office tasks. A small part of the management knows the opportunities offered by lean, some of the employees are open to it, but they are not used alongside the routine and daily routine. Conscious introduction also provides a solution to labour shortages. These experiences are very useful when creating the questionnaire, so the results of the trial and the survey put a new perspective onto the relationship between the lean and the hotel industry.

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