Employee's satisfaction with integration process as a key to success of the company. Case: Radisson Blu hotel Latvija.

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The purpose of this thesis is to clarify how the employee's satisfaction with integration process can make impact on the success of the company. As employees are the most important resources of the company, good care have to be taken of them. Even more, depending on employee's knowledge, skills and work satisfaction, company's results can differ. To ensure the success and development of the company, the integration process has to be implemented carefully.

The theoretical part of the thesis explains employee's integration process which at the beginning is formed depending on the employer's and employee's balanced needs. Well known Maslow's hierarchy of needs can be applied to the integration process for highlighting the three main parts of the whole integration process. Recruitment, selection as well training can help to satisfy employees basic needs, while compensation, rewards and career development-higher-level needs. In the theoretical part of the thesis three main parts of integration process- hiring, training and rewarding are explained more detailed.

For understanding topic better, the case company Radisson Blu hotel Latvija is chosen as the research company for proving or denying the hypothesis of the research- the high level of employee's satisfaction with integration process leads Radisson Blu hotel Latvija to the success. The basic information of the company and wide range of facilities are described in a chapter. In addition as a chosen case company has various entertainment options, spa area- ESPA Riga is chosen as research object.

Accordingly to the aim and the problem of the thesis, the research method's type and tools are selected. The problem of the research- integration process of ESPA Riga is not completely good on all parts of the whole integration process, is carried out by using qualitative research methods- observation and questionnaire. Observation was done from the beginning of an employment to the present moment at ESPA Riga by taking into account all three parts of the integration process. In addition questionnaire was given to all receptionists of ESPA Riga with questions regarding integration process. Questionnaire was ended closed with option to add comments.

The results of observation and questionnaire approved hypothesis of the thesis and provided company with possible problem solutions. Indeed employees are more motivated to provide company with best results and lead it to the success, if the integration of employees is done on a high level. Results showed that some of the integration parts of ESPA Riga, more specific- rewarding and training, are on not satisfaction level. This problem can be solved by implementing new reward system and training systems, which would not just improve company's overall business results, but also employee's workplace satisfaction.

Keywords: integration process, success, satisfaction

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1 Introduction

The purpose of this paper is to offer a viewpoint to the reader how the employee's satisfaction with integration process can make impact on company's development and success. With a help of case company Radisson Blu hotel Latvija several research methods can be applied to discover how the enployee's satisfaction affects company.

The main subjects of this paper includes study about three phase of integration process. Firstly, it is before starting work phase which consists of recruitment and selection process. For employer it is one of the most responsible parts of integration process as depending on the ability to attract qualified people, analyze their fit, value and potential, the most suitable person for the vacancy is selected. Depending on the chosen person integration process is developing further with progress or regression. Accordingly after recruiting and selecting the second phase of the integration process starts. This phase includes training subjects and can be done during first days of work or repeatedly after couple of months, years to introduce employees with the newest information or colleagues. The third phase of the integration process consists of subjects as compensation, rewards and career development which are more important for employees who have already worked in company for longer time and have gone through first phases successfully. Not least important subject of motivating employees to contribute more in a workplace is salary and rewards, which lead employees to do their work better and at the same time lead company to bigger success. However career development for employees who are targeted and business oriented is significant part of the work environment. Consequently more and more companies give opportunity to employees to prove their skills and creative thinking. It helps to improve the business of the company and at the same time improve employees work position.

Generally hotel is the environment where all services meet and also it is an environment where the direct contact with customers is made through all services that hotel offers. Even more Radisson Blu hotel Latvia offers wide range of entertainment options such as restaurants, bars, casino, night club, modern Skyline bar and also wonderful five- star SPA Centre ESPA Rīga. More specific this paper is going to analyze employee's satisfaction with integration process of spa area- ESPA Riga.For all of the entertainment places the best selected, trained employees have to be presented to provide customers with the best experience and support, develop company's business.

As the purpose of thesis is to understand topic not just from the theoretical aspect but also from practical, several qualitative research methods are going to be used. With a help of observation and questionnaire the hypothesis of paper – 'the high level employee's satisfaction with integration process leads ESPA Riga to the successes is going to be confirmed or denied.

2   Case company: Radisson Blu hotel Latvija

Radisson hotels are an international hotel company which has started its operations in 1909 when the first hotel in Minneapolis, Minnesota US was built. Hotels are named after French explorer Pierre- Esprit Radisson. However later hotels were purchased by Curt Carlson and is still owned by Carlson estate. Radisson Blu is a brand name for hotels which are located out- side US. Radisson Blu Hotels Resorts represents one of the world's fastest growing first- class hotel companies and part of Rezidor Hotel Group. Rezidor presents a portfolio of brands from high class hotels to high class luxury hotels. As Rezidor's has four distinct hotel brands such as Radisson Blu, Country Inn, Hotel Missoni and Park Inn, it operates over 400 hotels; 87,000 rooms and over 35,000 employees in more than 60 countries. (Radisson Blu, 2015) (Employee handbook, 2015)

The rapid growth of hotels, international customers, and improved environmental friendliness has created a demand for more professional, creative and pro- active employees to join the company. For Radisson Blu hotels key to success is the ability to anticipate and exceed the expectations of the customers, which definitely can be done by having capable, reliable indi- viduals committed to do the best for a company. Basically the single most important resource at Radisson hotels, resorts is employee- The Radisson Blu people; therefore the integration process is significant part of business operations.

Radisson Blu hotel Latvija was built in 1979 and had more than one name. At the beginning it was hotel Latvija, later Revel Hotel Latvija and now it is called Radisson Blu hotel Latvija. Nowadays hotel is one of the highest buildings in Riga with 27 floors and the biggest Radisson Blu hotel in Baltic States. Hotel has 571 guest rooms and is known for a lively atmosphere and various entertainment options such as restaurants, bars, casino, night club, modern Skyline bar with fantastic panoramic view on the 26th floor of the building and also wonderful five- star SPA Centre ESPA Rīga. (Radisson Blu, 2015)

ESPA Rīga is part of ESPA international company, which operates over 50 countries and has about 450 spas. ESPA provides customers with natural cosmetic products and treatments for body and mind. ESPA Riga has 6 floors, offering spa facilities as pool, saunas, steam rooms, as well fitness studio and treatment areas with relaxation rooms. (ESPA Rīga, 2015)

Radisson Blu hotel Latvija Conference and Event center offers one of the widest possibilities for events and conferences in Baltic countries with 16 conference rooms and capacity up to 2500 people. One of the biggest rooms of Conference and Event center has possibility for up to 1100 seated guests. Centre offers wide range of services such as meals for different tastes

and wishes, modern technical solutions as well high- class conference and events service. (Radisson Blu, 2015)

3   Integration process

As no company can operate without employees, integrating process is important. It helps to ensure that company has people who will be willing to move further company's business. Integrating new employees into the organization has to be done successfully so that they stay in the company and assimilate into the position.

In addition to make sure people are interested in a company and also to provide longer cooperation; employer has to understand the basic needs of the employee. Maslow's hierarchy of needs explains human behavior in terms of five general needs.

	General rewards	Organizational factors
Self- actualization	Growth, advancement, creativity	Challenging job, opportunity for creativity, achievement in work, advancement in organization
Esteem	Self- esteem, self- respect, prestige, status	Social recognition, job title, high status job, feedback from the job itself
Social	Love, affection, belongingness	Cohesive work group, friendly supervision, professional associations
Safety	Safety, security, stability, protection	Safe working conditions, company benefits, job security
Physiological	Food, water, sleep	Pay, pleasant working conditions, cafeteria

Table 1: Applying Maslow's needs hierarchy.

As it is explained in Table 1, five general needs can be rewarded also on organizational level. At first physiological need on organizational level means that employee first of all is interested in having a good pay, pleasant working conditions which can satisfy the need for food, water, sleep. Secondly, safety can be satisfied with safe working conditions, job security, company benefits, which also make employee, feel more protected and stable in the chosen working position. Social need satisfaction is not less important aspect of working in a compa-

ny as all people need to feel good between colleagues. Cooperation is needed in most positions to avoid misunderstandings because of not effective communication. Therefore cohesive work group, friendly supervision, professional associations can satisfy employee's social needs and as follows company's goals. Once basic needs are satisfied employees are in need for growth and development, accordingly if the esteem and self-actualization needs are satisfied with achievement in work, opportunities for creativity, social recognition, then employees feel more engagement to the work and the company. (Steers, Porter 1991, 34- 36)

These five needs are organized in a hierarchy of importance. Higher level needs are not the most important therefore cannot be achieved if the lower level needs are not satisfied. After lower level needs are satisfied, needs at the next higher level emerge and influence employee's behavior at the workplace. Consequently human needs on organizational level have to be highlighted to properly apply integration process. Recruitment, selection as well training can help to satisfy employees basic needs, while compensation, rewards and career development-higher-level needs. All in all the integration process can be applied in a best way by understanding employee's hierarchy of needs. (Steers, Porter 1991, 34- 36)

3.1   Hiring process

Hiring process is most important in the integration process as depending on it company will move further with progress or will look for new employees to start from the beginning the integration process, which means more money and time is going to be spent. At this starting point significant is to understand not just possible employee's abilities and needs, but also employer's needs.

3.1.1   Planning recruitment process

Accordingly hiring process starts with planning for recruitment and selection, which means that the accurate job description have to be provided. Job description is the written document which identifies, describes and defines a job in terms of duties, tasks, working conditions and specifics. Porter in book 'Motivation and work behavior' has explained two type of job description- specific and general. Job description carried for general purpose usually includes job title, location, designation and a list of duties of employee. It emphasizes on efficiency, control and detailed work planning. The main benefit of general job description is that it does not consume much time and effort as it is easy to make it and to get the most important information from the employee. However general job description does not provide managers with full- fledged details about job content and possible sub- tasks.(General and specific purpose of job description) (How to write effective and legal job descriptions, 2006)

In spite of this, specific job description is statement which provides detailed information about job, letting now the employee how the job is supposed to be performed and what the expected result should be. Specific job description includes responsibilities of employee, sub tasks, functions, essential standards and detailed duties of specific job. It emphasizes on innovation, flexibility and loose of work planning. The most important benefit of specific job description is that it helps to evaluate job performance and evaluate the training needs. It is as a base for recruitment, selection, performance appraisal, compensation and other human resource decisions. At the same time specific job description has some limitations. The process may take long time and consume a lot of human effort. The date collected for specific job description has to be very concrete otherwise it may cause problems for further hiring process stages. (General and specific purpose of job description) (How to write effective and legal job descriptions, 2006)

3.1.2 Recruitment process

After defining requirements of job, potential employees have to be recruited. Two main sources of recruitment are internal and external. The process how to search for candidates and inform them about opening in the enterprise is different for internal and external source.

The easiest and also more likely most successful source is internal. Candidate can be transferred from present job position to similar therefore it does not require long integration process as person is already aware of work, responsibilities and standards of the enterprise. Likewise present employees can be shifted to another position offering better prestige, higher responsibilities and more pay. This type of recruitment requires just a little training therefore helps to save training costs for a company. Moreover it also stands as a motivation for other employees as they see career development possibilities. Also as a candidate is chosen from inside, there is less possibility of mistakes in selection process as company keeps records of employees and have coworkers and managers feedback about certain candidate. Inspire of the advantages for internal source, some disadvantages as favoritism and the dissatisfaction from outside candidates can appear. Outside candidates can judge the company and show their disappointment with the company and the recruitment process, which may lead to bad word of mouth. In addition not always internal source is the best as the people chosen might be the favorite employees not the best, most creative and capable for the position. (Armstrong 2006, 414.-415.) (Steers, Porter)

All companies use external source of recruitment when present employees of the company are not good enough or available for opening. External source of recruitment requires more effort, time and money too. Advertisement, employment exchange, schools, colleges and universities are most popular methods of external sources. First of all advertisement is most

used method for attracting skilled workers. Advertising can be done through newspapers, journals, internet or posters, and usually it attracts large number of applicants. To reduce the number of applicants and avoid inadequate options advertisement has to be made in proper way. Secondly employment exchange is a good way how to recruit candidates from the same company, but in another country. This recruitment source does not require a lot of training, even more it helps to exchange knowledge, experience between the companies. In addition, schools, colleges and universities are the good source of future employees as the students are full of energy, new ideas and knowledge. Nowadays some of the universities or colleges have contracts with companies or the internship positions by offering to stay in the company directly after graduating. (Steers, Porter)

Definitely for all these external recruitment sources have some advantages and disadvantages. External source of recruitment helps in bringing new ideas, methods to the company and also offers wide range of candidates so that the most suitable one with talent, willingness, skills and knowledge can be chosen. Nevertheless it is very expensive way of recruiting people as money is needed for making advertisement, publishing it in media, arranging written tests and conducting interviews. Risk of failure in this step of hiring can also be possible. That may lead to bad co-operation between the employees; also existing employees might feel demoralized because the position could be offered to them. And of course that can be possible that new employee cannot be able to adjust in a new environment. Basically new employees satisfaction with environment can be ensured by good socialization and training process. (Chand, 2015)

3.1.3 Selecting process

There is a huge range of different tools what can be used for finding best people for the available job. By using most of the tools employer can spend much money and time therefore appropriate mix of tools have to be selected. Most effective selection tools are interviews and tests. Interviews can be divided into phone interview, individual face to face and group interview. Usually phone interview stands as a start for further hiring process. It might be possible that chosen candidate is not interested in job anymore, and then employer can go through the applications once again or have less people in face to face interview. Group interviews are mostly offered for such a job vacancies where the group work is important. During group interviews employer can arrange discussions, group tasks or presentations to see who is suitable for certain job position and can be good candidate for face to face interview. Basically face to face individual interview is the final tool in selection process as helps to find out more about the skills, personality, education, experience and future plans regarding available job position.

Secondly, tests can be good selection tool to be used before inviting candidate to the interview as can also show and prove basic abilities and knowledge. Tests can be divided into personality, skills, attitude and competency assessment. Based on job specificity tests are made and depending on the results the best candidates are selected to further face to face interview. Another option how to get to know possible employee is to test him or her on the field. Quite often internships stand as a selecting tool- test. Interns can be evaluated during their internship and therefore can be asked to stay in a company. Some companies also test possible employees on the field by offering test job for couple of days to see how interested they are. (Bratton and Gold, 2007)

As complexity of work and demand of needs increases, the selection method is chosen more carefully. Assessment center is the selection method which includes a variety of techniques such as group interviews, case study presentations, and interviews, role play and also numerous tests. Assessment center may last for 1- 3 days and is done in groups of 12- 24 candidates. Participants are observed by specially trained assessors who are aware of measurement dimensions such as competencies and the skills. This method of selecting candidates is valuable as by the use of several techniques the strengths and weakness of candidates can be analyzed. Assessment centers helps to identify candidates preferred work styles, the ability to work under pressure, characteristic behavior when interacting with others, ability to think quickly and ability to make quick and accurate numerical estimates. Definitely this selection method is expensive and time consuming therefore should be used just for high and important job positions. (Billett, 2011) (Bratton and Gold 2007, 256.-267)

3.2 Training and development

Employee training and development is fundamental to business growth. It can help to show better business operations, improve sales, save staff hours and improve production methods. Employees can be trained to improve their skills, behavior and knowledge for a current job position or more for the future work. Training is directed to a job or task which involves changing or improving employee's competences through learning. Well-designed training influences performance level immediately while development is designed to improve performance level in long term. Development is related to employees who are capable of change and progression and are planning to stay in company for long time. In fact development is improvement of the skills, behavior and knowledge what employee already has. It is meant for enhancement, maturing and growing in abilities for improving business operations too. (Rosemary 1998, 120-121)

3.2.1   Phases of training process

The goal or training is to reach organization's main goal. Accordingly managers should design training programs in such a way that they are connected with organization strategies and goals. Organization's performance can be negatively affected and because problems in further operations, as well waste organization's investment, if the training program is misdirected, poorly designed and inadequately evaluated. To ensure that training and development have as good as possible influence on employees and also organization, a system approach should be used. In illustration 1 four approach system phases can be seen. (Snell, Bohlander 2007, 283.-324)

Needs assesment

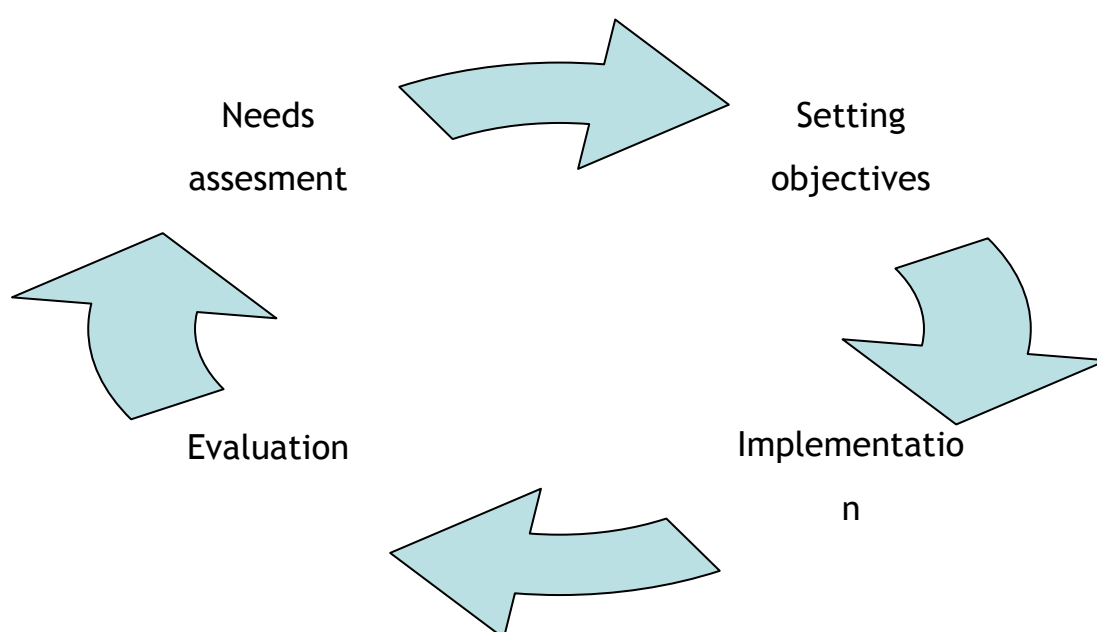Setting objectives

Implementation

Evaluation

Illustration 1: Phases of training process

Even before organizing training significant is to understand if training is even needed. The goal of needs assessment is to determinate the need of training and provide the information required to design the training program. Three levels of analysis as organizational, task and personal are created to achieve needs assessment goals. First of all organizational analysis helps to determinate where the emphasis regarding organization's culture, mission, climate, strategy, goals, environment has to be placed. Organizational analysis helps to understand how the changes on organizational level can influence employee's skills. Secondly, task analysis is the examination of the job to be performed. Usually it is done through job analysis that provides information needed to understand job specifics and requirements. Task analysis determinates the skills what employee has to improve or learn to perform in new job position, for example. Furthermore personal analysis determinates which employee needs training be-

cause of not enough good performance. For this type of analysis performance examination to detect skill gaps has to be provided. Personal analysis is important for several reasons. Besides the fact that it helps to find out which employees need training and more significant which do not need it at all, personal analysis also helps to managers understand what trainees are able to do when they enter training and what should be changed in training program to ensure successful training program. (Snell, Bohlander 2007, 283.-324)

Once the training needs are understood, the next phase- setting objectives can be used to develop training program. Training objectives have to be based of previous phase- needs assessment and linked to specific competencies, values, tasks and duties identified in first phase of training process. The goals have to be set as specific as possible and realistic and attainable with time and resources available. (Snell, Bohlander 2007, 283.-324)

Additionally implementation is done according previously chosen goals and is carried out as a direct response to organizational problems or needs that can be tracked trough training. Training activities can be divided into on the job training and off the job training. The most widely used training type is on job training which is the training where employee works in actual work setting usually with supervisor, trainer or experienced employee who gives guidance. The most important advantage of on job training is that it has high relevance to job since the learned tasks are generated by the work itself. This type of training also do not requires special equipment, facilities or costs of hiring trainers therefore has lower expenses and at the same time while learning, employees contribute to some of organization's goals. Definitely as on job trainings are in real done during work, it has some disadvantages as well. For example, while teaching new employees, co-workers, trainers and supervisors perform on lower level. And indeed as employees are just learning, they can create customers dissatisfaction due to poor, slow service. All of these disadvantages can affect organization's business negatively and can cause safety risks to trainees, trainers, coworkers and customers too. (Snell, Bohlander 2007, 283.-324)

Even if on job training is easier to apply as do not consume much money, time and special resources, safer and more accurate are off job trainings as they minimize interruptions and distractions. Off job training is carried out outside the work premises and requires specific equipment and preparation therefore it is more costly. Some of this type training methods can help to build shared values within a company and reinforce organizational culture. Even if it can be motivational and commitment-building tool, not always off job training is effective for work performance as it might happen that employees cannot transfer knowledge and skills learned during training to actual work field. (Snell, Bohlander 2007, 283.-324)

Training like any other human resource management function has to be evaluated to determinate either it was successful or non-effective. Snell and Bohlander in their book Human resource management provide criteria for evaluating training. Illustration 2 shows four basic criteria- reaction, learning, behavior and results. (Snell, Bohlander 2007, 283.-324)
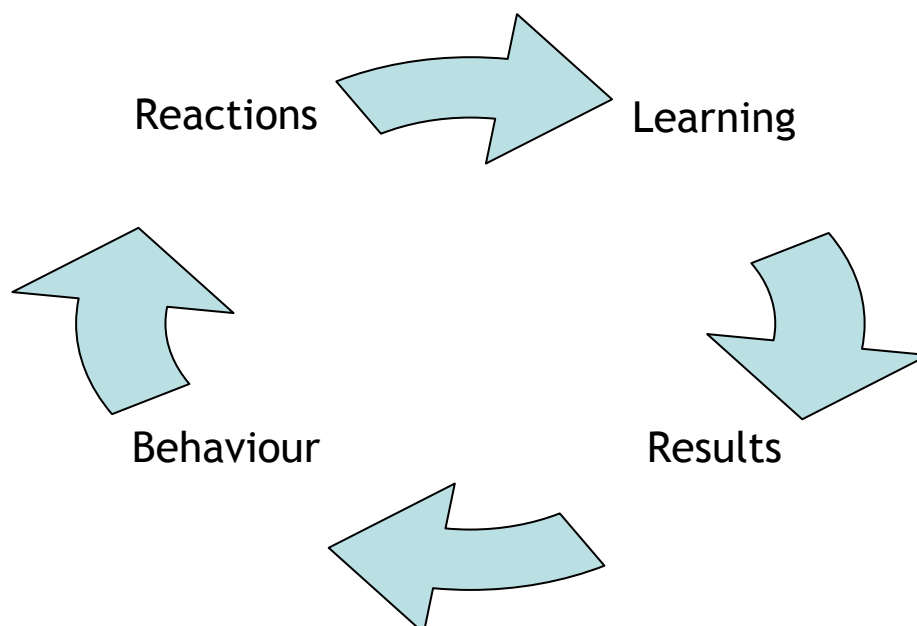
Illustration 2: Criteria for evaluating training

Some of the criteria it is easier to apply but all of them provides significant information for evaluating training. The combination of all criteria gives overall view of the training program. It helps to determinate the problem areas of training, create innovations or stop using the certain training program if it was unsuccessful. At the first place reaction is the most common and simplest training evaluation approaches. Happy trainees are more willing to tell about their training experience and more willing to utilize the information in the job. Admittedly dissatisfaction with training leads to low job satisfaction. Trainees are very good information source, they cannot just tell how the training was but can also give insights into the content and techniques they found most useful. Trainees can also help to improve the training program by giving criticism and suggestions about participant interactions and feedback. Secondly, learning is effective criteria how to evaluate the training effectiveness. Good way how to measure learning is to provide trainees with test before actual training and after to see their progress. Above all behavior is also one of the evaluation criteria as can assess by observing work operations. It might happen that the training program score high level, but trainees do not show what they have learnt. Several reasons disturb the knowledge and skill transfer to workplace. Sometimes trainees may not feel good in the work environment therefore the managers should ensure that the work environment supports, reinforces and rewards the

trainees for applying new knowledge. It might also happen that trainees are in need for transfer strategies for applying gained information in training. Finally results are the last criteria for measuring training effectiveness. Some of the companies evaluate their training programs in terms of its return on investment. It refers to the benefits gained from the training relative to the costs used. The benefits include higher revenues, productivity, improved quality, and customer and employees job satisfaction. (Snell, Bohlander 2007, 283.-324)

3.2.2 Training methods

Depending on the job type and employees knowledge about job, position several methods can be used to train new employees. All of the trainings can be divided into two groups- on job training and off job training. On job training is the most common type of training as the best way how to learn is from experience. Mentoring, job rotation, internship are most common used on job training methods. During mentoring trainee has a person, usually it is senior employee, who follows how the theory is applied to practice and highlights the mistakes which has be fixed. Mentoring is one-to- one training which means that the weak areas can be identified more effectively. It also shows how the job is done by other employees and offers opportunity to try immediately. Another on job training method is job rotation. It helps to train employees by rotating them through a series of possible jobs. Rotation not just makes employees well acquainted, but also alleviates boredom. Job rotation can helpful for getting to know all employees, making contacts for better cooperation in a company. In addition internship is training method which has advantages and disadvantages. First of all it is good way how to save money as internships most of the time is with very low pay or without it at all. Quite often people who had internship, stays in a company and that is advantage for a company as interns are already trained and known by employer. (Smriti Chand, 2008)

Second classification of job training methods is off job training which includes virtual reality, classroom instructions, outdoor training, simulations, teletraining and computer-supported training. All of these off-job training methods are costly and more time consuming than on-job training methods. First of all classroom instruction is lecture, speeches, case- based, problem-solving, role playing type of training which might be supported with slides, videos or reading. Secondly, for more computers based job teletraining and computer-supported training can be used. E-learning can be the best way how to prepare employees for this kind of job. In addition simulations and virtual reality good for jobs which requires special environment or equipment for training new employees. Simulation is the type of training which has environment similar to actual one while virtual reality has a number of techniques that replicate the entire real life working environment. Virtual reality is recommended for jobs which needs rehearsal and practice, visualizing of objects or processes which are not usually accessible or also recommended if there is high potential damage of equipment or risk of safety for

individuals. Finally outdoor activity is used for developing employee's skills such as creativity, leadership, team working or developing behaviors, for example, cooperation, risk taking, initiative and also values as discipline, ethics, quality, efficiency that will be used for job. Outdoor activity training usually is developed outdoor, often in nature and provides activities, games to trainees to develop their skills, behaviors and values. (Mathis, Jackson 1988, 262.- 266.) (Smriti Chand, 2008)

3.3   Motivation, job satisfaction and rewards

The success or failure of a company is also related to the effort and motivation of employees. Motivation is a process through which an employee finds a reason to make an effort aimed at achieving work goal. Consequently employers have an incentive to ensure that employees are committed to the work and high performance level. If employees are motivated to achieve company's goals, it means that they also increase job satisfaction. As a result motivation and satisfaction contribute to increase job performance. (Steers, Porter 1991, 478)

3.3.1   Motivation

Motivation is internal or external factor that stimulates the desire and energy to continue being interested and committed to a job. Motivation can be explained as goal-directed or a need-directed behavior. A goal- directed behavior means that people are motivated by expectation that the goal is going to be achieved, while need- directed behavior seeks for conscious or unconscious recognition of unsatisfied needs. These needs create wants and as follows goals are established to satisfy the needs and wants. If it will be possible to achieve the goal, then the need is satisfied and the behavior is more likely to be repeated. Motivation at work can be divided into two types- intrinsic and extrinsic motivation. First of all intrinsic motivation is self-generated factor that lead people to act in particular way. Interesting, challenging work, opportunities for advancement, responsibility and autonomy are the components of intrinsic motivation. This type of motivation has deeper and longer term of commitment because it is inherited in individual, not imposed from outside. In contrast extrinsic motivation is done for motivating people. It includes rewards, praise, promotion and also punishments, such as criticism or disciplinary actions. Extrinsic motivation can have immediate effect, but it cannot last for long. (Armstrong 2006, 254.)

3.3.2   Job satisfaction

Job satisfaction refers to attitude and feelings that people have towards their work. They can be positive and favorable indicating satisfaction at work or negative and unfavorable attitudes indicating dissatisfaction. The level of job satisfaction depends on intrinsic and extrin-

sic motivating factors, the quality of supervision, relationships in team and the degree in which employee succeed or fail. Research has shown that if employees are well motivated and feel committed to the organization, then the job gives also high level of satisfaction which also leads company to success. However not always good performers are satisfied worker or otherwise satisfied employees not necessary are good performers. Employees are motivated to achieve certain goals and they will be satisfied to achieve goals through good performance. They may be even more satisfied if they are rewarded by extrinsic or an intrinsic components. (Armstrong 2006, 264-268.)

To understand how satisfied are employees and what can be changed in organization's actions for improving satisfaction, four different job satisfaction measuring methods are created. First of all the attitude and feelings of employees can be measured by the use of structured questionnaires. This method is relatively cheap to provide and analyze and can be given to large number of employees or to sample employees. The questionnaires may be standardized or specially created for an organization. The advantage of Standard questionnaires is that they are already tested and in many cases provide norms against which results can be compared. Secondly the use of interviews can be helpful to understand how satisfied the employees are. Interviews are more costly, time- consuming and not easy to analyze. Interviews may be 'open ended' or depth interviews which continues with discussion. They can also be structured which means that the checklist of interested points is covered. As follows satisfaction can be measured by combining questionnaires with interviews. This method is the most effective because it combines qualitative data from questionnaires with a data from interviews. It helps to get more information about most interested question and understand feelings of the employees which will help to make further changes. Another way how to measure employee satisfaction is by using focus groups. A focus group is a representative sample of employees who shares opinions and attitudes on issues concerning work and organization. The information discussed in focus group has to be structured, informed, constructive and confidential. (Armstrong 2006, 264-268.)

However not always if employees have been working in an organization for many years, it means that they are satisfied with work and the organizations. Quite often people just get used with the work and even if they are dissatisfied with some issues long time, they do not have intension to leave the work and do not have real desire to do something else. In some cases the money and rewards keep people in organization for longer time than they stay. All people are different with their needs and wants. Some feel more motivated and satisfied with work if working conditions are good and high management level is provided, others feel more satisfied if organization provides good rewards.
(Armstrong 2006, 264-268.)

3.3.3   Rewards

Armstrong (2002, p3.3) has defined rewards as 'how people are rewarded in accordance with their value to the organization. It is concerned with financial and non- financial rewards and embraces the philosophies, strategies, policies, plans and processes used by organizations to develop and maintain reward systems'. The aim of reward management is to reward people according to organizations values and according to value what people create. For reward management it is important to reward people in such a way that it conveys the right message about what is significant in terms of outcomes and attitudes. Rewards also help to attract and retain qualified people, motivate and obtain their commitment and engagement to the organization. (Armstrong 2006, 624)

Armstrong's definition highlights the importance of both- financial and non-financial rewards. When including both financial and non-financial rewards in the reward system it is most of time proved that non-financial rewards are important for attracting and remaining employees. From the point of view of humanity it can be noted that employee wants more than just money for their effort. Armstrong provides five non-financial rewards what can help to meet employee's needs- achievement, recognition, responsibility, influence and personal growth. It is likely that achievement and recognition is important to all employees as everyone wants to feel pride of achieving something. Even sometimes simple 'thank you' from coworkers or managers may have big motivational power. Although not all employees seek for greater influence or responsibility or personal growth at work as the personalities of employees are different. However meeting these employees needs organization is more likely to create positive employee attitudes and behaviors. (Armstrong 2006, 126-128)

Every employer has options how to reward employees. Three reward components as base pay, performance pay and indirect pay can be chosen depending on the human resource strategy. First of all base pay is the minimum received for the job. It is calculated from working time rather than results achieved. Basic pay reflects the value of job and is created according to job description. Base pay is the basic reward type to which additional rewards are added. This type of rewards is more often selected than performance- related reward as it is easy to implemented and administer it. And also from psychological point of view it demonstrates a commitment to the organization. Salary and wages are the types of base reward system. A salary is a fixed payment which non-manual employee receives periodically. A wage is the payment to manual worker which is calculated from worked hours. (Bratton and Gold 2007, 372. - 380.)

Second reward component is performance pay. It is financial reward which is added to base reward because of performance, learning or experience. Performance-related pay, incentive

pay, merit pay, commission, knowledge-contingent, team-based and organizational perfor-mance pay are the main types of performance pay. Performance-related pay is widely used in many organizations. It is the type of the pay which rewards rather the level of performance than the fact of employment. This type has numerous advantages such as influence on employee's effort and attitude providing the information about current level of performance. It also reduces other types of managerial control such as direct supervision, technology or peer pressure. Another type of performance pay is incentive pay which is given to employees before the actual performance goal is achieved. It motivates employee and helps to continue delivering positive results. Incentive pay can be as bonuses, higher wages to promote productivity of employee. Furthermore merit pay is the type of rewards which is offered for outstanding past performance. Merit pay is based on employee's performance, predetermined period and agreed criteria. Besides all of these types commission is also part of performance pay. It can be offered to sales representatives depending on the basis of a percentage of the sales value what they generate. (Bratton and Gold 2007, 372.-380.)

In addition knowledge- contingent pay system is offered to employees who are learning for work. This type of pay is argued a lot as it reverse the trend to increase specialization. From trade union point of view knowledge- contingent pay individualizes the employment relationship and also favoritism can be used. As this type of pay may create misunderstandings between employees and employers, organizations use more team-based and organizational performance rewards. These types of pay helps to ensure that team is working together to achieve goals and lead customers to satisfaction and also organization to success. (Bratton and Gold 2007, 372.-380.)

Lastly indirect pay is the additional pay to base or performance- based pay. It covers main types of indirect pay which are listed in Table2.

Private health care	Subsidized meals
Private dental and eye care	Car
Discounted insurance	Financial support for lifelong learning
Career breaks	Extra vacation days
Childcare	Sports/ entertainment vouchers
House purchase/moving expenses	Pension plans

Table 2: Types of indirect pay.

Types of indirect pay used for each organization can vary because of job specific. However each organization should ensure employees with health insurance, holidays, retirement or pension plans for those who are working for longer time. (Bratton and Gold 2007, 372.-380.)

4   Research methodology

The purpose of research is to find out how employee's satisfaction the integration process affects ESPA Riga success. This research is going to provide reader with answers and possible recommendations to the research problem- The integration process of ESPA Riga is not completely good on all parts of the whole process.

After defining aim or the problem, the research type and tools can be selected. Research can be divided into qualitative and quantitative research. The difference is that quantitative research is based on the quantitative measurements while qualitative research concentrates on qualitative phenomenon which involves the level of quality of provided service. Qualitative research provides insights into problem and helps to find solutions depending on opinions, thoughts of the research group. Some of the qualitative data methods include group discussions, individual interviews and observations. On the other hand quantitative research quantifies the problem by collecting numerical data what can be transferred into statistics. Quantitative research methods include various forms surveys- online surveys, paper surveys, face-to face interviews, telephone interviews. The aim of this paper is to understand the meaning and purpose of the research topic and find possible improvements if they are needed, therefore qualitative research is used for this thesis. (Wyse, 2011)

4.1   Observation

Observation is the method used in which the customers and their behavior is observed. Person or cameras can do the observation. The advantage of filming is that it can become a very rich material, which can be analyses afterwards. Observation helps to find out how customers use the service and also some possible improvements can be considered. It is helpful to base the observation on objectives or questions, which could help to get better result of this service design method. (Moritz, S. 2005. Page 9)

Three different observation methods can be highlighted-controlled, natural and participant observations. Controlled observations usually are well structured which means that the time, participants, place and circumstances are known. Rather than writing description about observervation, the behaviors are rated accordingly carefully conducted schedule, scale or district categories. Controlled observation are usually distance observation or filmed observation as researchers do not want to make any contact and influence on observed environment. As follows naturalistic observation is unstructured observation which is done by studying spontaneous behaviors of participants in natural environment. Finally the participant observation is one of the variant of natural observation; just the researcher gets into the group and studies the behaviors by being part of the observed group and environment. (McLeod, 2015.)

The aim of observation was to find out how the integration process is done is ESPA Riga, spa area of Radisson Blu hotel Latvija. For understanding better the integration process and more specific the influence of it on Radisson Blu spa area's business success the participant observation type was chosen. The observation took part in ESPA Riga, which is part of Radisson Blu hotel Latvia and was done from employee's point of view. The integration process parts described previously as hiring, training and rewarding were observed from the begging of employment to the present day.

4.2   Questionnaire

Surveys are divided into two categories- questionnaire and interview. Questionnaire is the set of questions about certain topic that the people complete. Questionnaires most of time are closed ended questions but sometimes can also have open- ended questions which may continue with interview. Wide range of questionnaires can be offered to responded, such as paper-pencil questionnaire, online, phone or face to face questionnaire. (Trochim,2006.)

Questionnaire done for analyzing the integration process was ended closed with option to give comments to offered statements. The statements which were included in a questionnaire where made depending on the theory base about hiring, training and rewarding employees. It was given to all eight receptionists of ESPA Riga and the results can be seen in Appendix 1.

5   Research results

Observation was implemented in Radisson blu hotel Latvija Spa center- ESPA Riga according to the previously done theoretical research about integration process most important parts- hiring process, training and development and also motivating, rewarding employees. Observation was done from spa administrator point of view. Observation results has shown that human resource management of the Radisson Blu hotel Latvija has fulfilled requirements for hiring, training and rewarding employees, although improvements to some of the integration process parts can be implemented to increase employee job satisfaction and engagement to the workplace and a company. Observation results can be seen in Table 3.

		Planning	Job description seen in job advertisement and employee agreement
Hiring process		Recruiting	Internal source (trainee)
		Selecting	Interview, test on field
Training and development	**Needs assessment**	Organizational	Operational system change (Premier ->TNG)
		Task	New product and treatment offer, YES I CAN training, New employee orientation training, Living responsible business, Product Book (3 days training with tasting products and treatment), one week mentoring trainings with particular goals for each day.
		Personal	
	Training objectives		
	Training activities	On- job	Mentoring
		Off- job	Computer based (Premier->TNG)
	Training evaluation	Reactions	Discussion
		Learning	
		Results	Increase of sells
		Behaviors	Confidence
	Development	5 step development program	Employee
		Annual review for talent profile	
Motivation, job satisfaction and rewards	**Job satisfaction**	Feelings and attitudes	Questionnaire
	Rewards	Financial pay	Basic pay, indirect pay, performance pay
		Non-financial pay	Recognition(Employee of the month), insurance, discounts, vacation
	Motivation	Intrinsic	Opportunity for advancement
		Extrinsic	

Table 3: Observation results.

Second research method that was used to analyze integration process is questionnaire. Questionnaire results can be seen in Appendix 1. In general questionnaire results showed that employees feel satisfied with hiring process but some improvements could be done for training and rewarding parts of integration to improve overall satisfaction and motivation level.

5.1.1 Hiring process

Firstly, hiring process was applied successfully. As Spa administrator does not need specific requirements for job, the basic job description with basic duties and skills needed were described in job advertisement, job agreement and also separately on receptionist's daily duties paper, which can be found in appendix 3. As Radisson Blu hotel Latvija is big hotel, it demands many employees for better provided service to customers. Because of that hotel offers internships for students in many hotel departments and mostly later practices internal source recruiting more that external. Definitely selecting is done differently depending on the position and job offered, but for administrators it is done firstly through phone interview, than actual face-to face interview and test on field which helps employer to choose the best candidate and candidate to find out if the offered job position is suitable. Phone interview stands as invitation to actual interview, even though it also gives small insight of the personality of candidate depending on the way how the answers to employer's questions were responded. Face-to face interview gives the first real impression about the candidate and also to candidate about the workplace, job position and employer. The basic questions about information in CV and also the job position are discussed. After the selection from face-to-face interview is done, the three candidates for on field test are chosen. On field test is test in actual workplace with mentor during 3 working days to understand duties better and to prove candidacy as the best from selected. As each candidate has three days to prove the skills and willingness, co-workers and employer can compare and decide which of the chosen persons is the most suitable for job vacancy.

Overall depending on results given in questionnaire, it can be seen that the hiring process in Figure 1 has given the most positive results. 83% of employees are strongly satisfied with hiring process while just 4 % are dissatisfied. The small percentage of dissatisfied employees are regarding selection tool- on job test as they feel like 3 days is long time and for those who are already working it is difficult to do daily tasks and give introduction and tech basic work duties to possible employees.
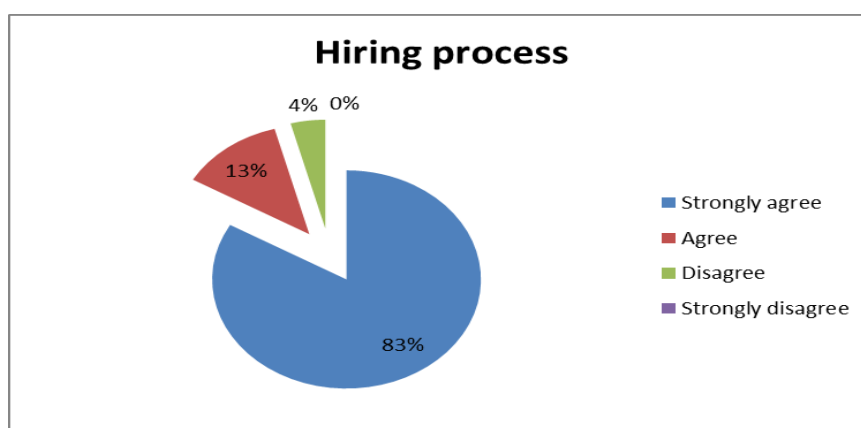

Figure 1: Hiring process results from questionnaire

5.1.2 Training and development

Secondly, Radisson Blu pays careful attention to employee training programs. At the beginning it clearly defines training needs from organizational, personal or task point of view. Personal and task needs are assessed mostly as for new employees it is important to improve personal skills, attitudes required for specific job, as well the way how job has to be done from task point of view. However not just new employees but also existing employees are in need for personal and task training to upgrade old and new information. Radisson Blu hotel practices YES I CAN! Training, New employee orientation training program and also living responsible business training to all employees in all departments.

Yes I Can! is a company service philosophy, which fosters a positive attitude what each employee has to adapt, when dealing with guests every day. The meaning of guests includes also colleagues, suppliers and other people with whom employee is having contact every day while representing the brand. Yes I Can! Training lasts for one day and consists of different group and individual tasks and presentations about customers, the attitudes and the possible ways how situations can be solved. (Employee handbook, 2015)

New employee orientation training program is the introduction to new employees about the brand and workplace, safety regulations and general information about hotel departments with small excursion to them. Living responsible business training is the training organized for one day including discussion topics about responsible work in a hotel.

For observed department Spa center more specific department trainings are organized for new employees such as Product offer training, where during three days individually employee learns the product offer with trainer. During product offer training the products are tested. Of course the basic information about the composition and application of the products are explained. During the product offer training material as Product book is given to employee to learn individually and to repeat when needed after three day training period. The example of Product book can be seen in appendix 2. In addition product testing can give better understanding about the mixture, smell and application of the products. After the three day training with trainer is over, one week training with mentor starts. In appendix 6 the training program can be found. One week training program has goals for each day what have to be accomplished. Each day is spent with new mentor who teaches how to do different task what are required to do job well. As ESPA Riga is 5 star spa centers and requires individual care for each guest, Guest tour of ESPA Riga has to be offered. For new employees spa center gives detailed written tour description, which can be found in appendix 5. Managers follow up the progress and check the quality of tour in all offered languages- English, Latvian and Russian.

In addition training for all employees on organizational level has been conducted. Specifically for spa center ESPA Riga the operational system from Premier Spa was changed to TNG system which means that the computer based training was organized to introduce employees with a system and teaches how to use it for daily work operations. The training lasted for 2 days in a group of four people with trainer specialized in new system's creation. After 2 days of training with specialist, employees had time for one week to practices in new operational system before it was officially implemented in a work.

After training is accomplished, training evaluation is conducted to follow up the results of whole training process. As observation was done in Spa department, after one week mentoring spa department's manager organizes meeting with new employee to check upon progress.

Additionally development is also possible in Radisson Blu hotel as it offers 5 step development programs. All employees are entitled to this program, which is divided into 5 groups in order from basic job position to highest- all employees, supervisors, heads of department, general managers, and top executives. Each group has various training programs, which have to be completed in order to gain higher position.

To follow the growth of the employees or to find out the weak sides of employee annual review for talent profile is offered and the example can be found in appendix 4.The review is done twice per year. First time manager gives to employees questionnaire covering subjects as commercial focus, active relationships, quality results, problem solving and passion& integrity. After fulfilling questionnaire employee is having discussion with manager about answers. It helps to find out what has to be improved during year and what is already good done. At the end of year annual review for talent profile is done once again to compare the results and see if there is improvement.

Figure 2 reflects the results of training and development questionnaire. However this part of integration process seems as most dissatisfied from employees point of view. 25- 45% of employees agree with statements regarding training and development while 30 % disagree with given statements. Some of the employees felt that training was unsuficient regarding ESPA treatment offer and cosmetic products, even more employees did not felt like mangers have followed up their progress and knowledge gotten in trainings.
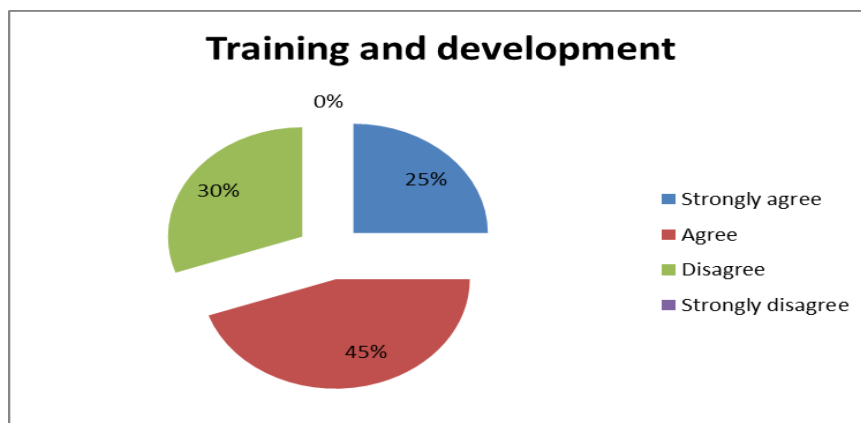
Figure 2: Training and development results from questionnaire.

5.1.3   Motivation, job satisfaction and rewards

Radisson Blu hotel organizes questionnaires to all employees once a year to see how satisfied they are in their workplace and to find out which areas have to be improved to offer employees more pleasant working conditions. Definitely rewards increase employee job satisfaction, both- financial and non-financial. Radisson Blu provides employees with insurance, discounts, vacation and also paid taxi vouchers to those employees, who shift starts very early or ends too late. Also recognition is what can make employee rewarded; therefore Radisson Blu has implemented 'Employee of the month' selections.

Basically financial rewards are the most important reward type for nowadays people. Radisson Blu rewards employees differentia based on job department and status, but, for example, Spa department- ESPA Riga and more specifically spa administrators are rewarded by using basic, indirect and also performance pay. Basic pay is calculated from hours worked, but to motivate employees to increase sales and also salary, performance pay is offered. For ESPA Riga it is calculated from cosmetic products and treatments sold. Indirect pay as insurance, vacation is offered to all Radisson Blu hotel employees.

As well receptionists discribed their workplace as not ergonomical because of the lack of possibility to sit down during long working hours and also the computer and eye level during working process was not good in terms of ergonomics. During observation and also depending on the questionnaire results it was proved that receptionists have to answer to big about of e-mails and phone calls which requires better working conditions. Figure 3 reflects the results of jobs satisfaction, motivation and reward system. 9% of employees are dissatisfied with pay system. Results show that basic pay for most of the employees is too small therefore employees are mostly counting on performance pay which they cannot get each month if the overall the fianancial results of Radisson hotel are high enough.

Figure 3: Job satisfaction, motivation and rewards results from questionnaire.

Overall most of all employees are satisfied with integration process, however some improvements could be done for training, development and job satisfaction, motivation and reward process to improve employee working conditions and also to improve company' s success as well.

6   Further development ideas

After analyzing collected data from observation and questionnaire few development ideas appeared. In general all trainings and standards of employee integration process of Radisson Blu, which are linked with ESPA Riga, were on good satisfaction level. Although some specific ESPA Riga improvements for employees integration process could be done to improve their work results. As ESPA Riga is 5 star spa centers, it requires high level of service. Definitely integration process starts with selection part, depending on which the further processes can be completed easier or with difficulties depending on chosen candidate. Regarding collected results selection process is done well while other integration process parts could be improved.

Firstly, salary was and will be the most significant part for employee. More than half of employees expressed their dissatisfaction with pay system. As basic pay is not high enough, company has integrated performance pay which employees can get if the company overall and Radisson Blu hotel has achieved monthly goals. Of course not always each month shows good financial results. Because of that the suggestion for improving employee's satisfaction concerning pay system would be to create reward system depending on performance during the month. This means that if the company has not reached the financial goal of the month, still employee could get rewarding by having one of the most sold products which also would gave better understanding about product ingredients and use. This also would lead employees to sell the products better, which also could improve company's results.

The results of observation and questionnaire also have shown that employees have not received enough amount of training regarding ESPA treatment offer. This can be improved by introducing employees with treatments during 1-2 treatment training days with option later on during work time to try treatments to understand better what the treatments consist of. In addition it will not give better understanding of treatments and better sells results, but also will stand us rewards for employees.

Additionally employee's observation and questionnaire results showed that more attention should be paid to employee training evaluation and feedback. As ESPA has wide range of cosmetic products and customer group is demanding, the ingredients, the use and also the effects has to be know very well. Even if ESPA provides 3 days of ESPA product training, more effective it would be to provide tests once a while to check the knowledge of employees. It would make not just managers sure that employees are knowledgeable, but also would help employees to sell more products, lead company to financial goal achievement, and of course get better salary or some of the ESPA products even if the financial goal is not achieved. The tests provided to employees could just be simple yes/no or short answer written tests.

Besides improving the employee's knowledge by testing them once a while, rewarding employees with nonfinancial rewards would just make them more motivated to learn more and provide better service. One of the development idea for improving employees motivation would be to provide them with free of charge pool saunas visit during holidays.

7   Conclusion

The purpose of this paper was to illustrate how the employee's satisfaction with the integration process can influence company's success. After book and internet research it was highlighted that integration process consists of three main parts- hiring, training and rewarding. All of them can make impact on company's success by the way how they are applied. Without employees companies could not exist, therefore careful attention should be paid to their wellness and satisfaction. If the hiring process is done inattentively and the training is insufficient, then the employees cannot provide the company with the best contribution. In contrast, if the hiring and training has provided employees with the best information, then rewards could improve employee's motivation, satisfaction and lead them to provide company with better results and continue employment.

According to the theoretical base of integration process, research methods as questionnaire and observation were used for understanding the integration process of SPA department of Radisson Blu hotel Latvija. In addition the observation from employee point of view gave more detailed insights of the whole integration process. Furthermore questionnaire conduct-

ed according to the integration process parts, gave understanding which parts of the integration process influences employees work productiveness positively and which negatively.

Overall employees are satisfied with Radisson Blu hotel Latvia as an employer and provide it with best inputs for business growth. Although the parts as training and rewarding employees could be improved to increase employee motivation and satisfaction with workplace. After analyzing the research results development ideas for training and rewarding process appeared. Even more the training could be combined with rewarding. As employees feel like lacking training about product and treatment offer, then the idea to offer not just theoretical trainings, but also practical with product and treatment testing would increase the knowledge base and motivation, satisfaction of employee.

In brief after the employers identify their needs, the integration process can be implemented by taking into account employees needs for ensuring cooperation in good for company's success. With good employment relationships, company can grow faster by also increasing workplace satisfaction, therefore as a start- integration process cannot be dismissed.

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Illustrations

Figures

Tables

Appendixes

Appendix 1: ESPA Riga employee satisfaction survey.

		Statement.	Strongly agree	Agree	Disagree	Strongly disagree	Comments
Hiring process		My job description reflects what I am asked to do.	8				
		Employee selection tool-on job test gave me better understanding about future job.	4	3	1		
		During job interview I received the information which I need regarding future job. (working hours, pay, basics about company etc.)	8				
Training and development		I have received the training what I need to perform my job duties.	5	2	1		Not about treatments- what they include itself and what they are like
		My mentor supported my learning process.	7	1			
		My manager lets me know about my progress and gives me useful and constructive feedback.	2	4	2		Nobody followed up my knowledge progress about products.
		I feel confident in selling and speaking about ESPA cosmetic products.		3	5		
		I have all resources I need to do my job.		5	3		Not ergonomical workplace. On busy days not enough time to do all duties (phone, emails etc.)
		I am encouraged to come up with new ideas for improvements.		7	1		
		My job provides me with opportunity for growth and development.		3	5		
Motivatio		My working Schedule is flexible.	8				
		My relation with coworkers is good	8				

and it supports my job.					
My employee offers non-financial rewards as health insurance, holidays etc.	8				
My pay is competitive with other places I could work.		3	5		Basic pay is not enough.
In company excellent financial results transfers into better pay for employees.	8				Not often company has excellent financial results. Depends on season.
Overall I am satisfied as an employee of ESPA Riga.	1	7			
I believe in ESPA Riga vision/ mission and products/ services that it offers.	2	6			

Appendix 2: ESPA Riga product book.

	NEW NAME (OLD NAME)	PRODUCT DESCRIPTION	KEY BENEFITS	2 N KEY INGREDIENTS	LINK PRODUCTS	HOW TO
MEN'S FACE						
WASH, SCRUB & SHAVE	Invigorating Facewash (Facialfoam - Invigorating Cleansing Wash)	A refreshing foaming face wash to cool, cleanse and balance	• Effective deep cleansing • Oil balancing, soap-free and non drying/not stripping • Refreshing & reviving	Peppermint Lemongrass	Balancing Hydrator The Hydrator	Apply to wet skin and rinse away morning and evening NOTES
	Clarifying Skinscrub (Skinpolish - Exfoliating Refiner)	A deep cleansing exfoliator to revitalise, clear and smooth	• Revives and revitalises skin • Deeply cleansing and unblocks pores • Clarifies skin • Smooth, supple skin	Rounded Fossilised Earth Moringa Seed Extract	Dual Action Shavemud	Dampen skin then lightly massage over your face and throat in circular movements. Rinse thoroughly NOTES
	Dual-Action Shavemud (Shavemud - Smooth Shave and Purifying Mud)	The ultimate formula for a smooth, comfortable shave and purified skin	• Dual Action - shave & mask (multi-tasker) • Ultimate smooth, comfortable shave • Purifying mask feeds and nourishes the skin - nutrient rich • A pleasure to use	Kaolin Clay Shea Butter	Clarifying Skin Scrub	Dampen skin, apply mud, shave. For the more adventurous among you, apply all over your face as a mask then rinse off after shaving NOTES
	Postshave Rescue (Postshave - Soothing Tea Tree Gel)	Instant soother to cool, balance oil and clarify	• Intensively cooling and soothing treatment • Instantly calms and soothes razor burn • Antibacterial Tea Tree - helps to prevent cuts from becoming inflamed	Tea Tree Lemon	Dual Action Shavemud Balancing Hydrator	Simply smooth on after shaving or apply topically to help relieve ingrown hairs, irritations and blemishes NOTES
HYDRATE	The Hydrator (Hydrator - Essential Protective Moisturiser)	A moisturising formula for a supple, well-nourished feel	• Scientifically proven to significantly increase skin hydration • Provides optimum levels of sustained hydration (long lasting) • An exceptional moisturiser that is light & easily absorbed - non-greasy • Protective	Birch Extract Vitamin E	Age-Rebel Eye Hydrator Invigorating Facewash	Use morning and evening NOTES
	Balancing Hydrator (Skinbalancer)	Specialist hydration to moisturise, balance oil and clarify	• Balances/regulates oil production • Non-greasy, easily absorbed light moisturiser • Scientifically proven to significantly increase skin hydration • Clarifies for healthy looking skin • Sustained moisture, protective barrier - long lasting ingredients	White Thyme Sage	Invigorating Facewash Age-Rebel Eye Hydrator	Apply to face and neck after cleansing and shaving NOTES

NEW NAME (OLD NAME)	PRODUCT DESCRIPTION	KEY BENEFITS	2 x KEY INGREDIENTS	LINK PRODUCTS	HOW TO
MEN'S (FACE)					
Brightener (Brightener - Instant Revitalising Serum)	A revitalising boost to add a touch of brilliance	• Visibly brighten & revitalise skin • Stimulates cell renewal to reveal fresher, more healthy looking skin • Lightly hydrates, non greasy texture that is easily absorbed • Evens out skin tone	Mulberry/ Bearberry/ Liquorice Wild Sea Fennel	Clarifying Skin Scrub	Use 2-3 times a week or as an instant boost when skin looks dull and tired. Smooth 2 pumps over clean skin NOTES
Age-Rebel Eye Hydrator (24-Hour Eye Complex)	Hydrates and protects to help prevent the signs of ageing	• Helps target and prevent first signs of ageing around the eye area • Helps smooth fine lines • Scientifically proven to significantly increase skin hydration • Alleviates dark circles & puffiness • Light, intensely efficient moisturiser that is easily absorbed	Gingko Biloba Neroli	Age-Rebel Moisturiser	Apply daily to a clean eye contour area, morning and evening. Tap from inner brow outwards round and beneath eye NOTES
Age-Rebel Moisturiser	Hydrates and protects to help prevent the signs of ageing	• Helps target and prevent first signs of ageing • Restructures skin to firm • Smoothes fine lines • Revitalises & renews skin (sweeps away dead cells) • Light, effective hydrator that is easily absorbed	Acai Sea Fennel	Age Rebel Eye Hydrator	Use morning and evening NOTES
MEN'S (BODY)					
Energising Shower Gel	Intensely enlivening to stimulate the body and awaken the mind	• Zesty aromas awaken the mind and revitalise the body • A refreshing effective cleanser • Rich, luxurious foam (soap free)	Peppermint Eucalyptus Globulus	Invigorating Body Reviver	This shower gel is enlivening so perfect for use in the morning NOTES
Invigorating Body Reviver	Dramatically cooling and instantly invigorating to revive, cleanse and smooth	• Dramatically cooling & instantly invigorating • Daily exfoliate that delivers beautiful soft, smooth skin • Deeply cleanses • Reveals skin radiance	Lemongrass, Lime & Thyme Bora Bora Sand	Energising Shower Gel	Massage into skin in circular motions then rinse off NOTES

HYDRATE

OPTIMAL SKIN PROCLEANSER

(100 ml. Cena - 55EUR)

Advanced Tri-Phase cleansing for naturally radiant beautiful skin.

This Tri-Phase multifunctional gel cleanser, exfoliator and mask will leave your skin feeling beautifully clean, nourished and visibly radiant.

Moringa seed extract cleanses and removes make-up whilst multi-functional jojoba spheres gently exfoliate and melt to leave your skin clear, nourished and smooth. Finally, pumpkin enzymes gently dissolve dull cells, revealing a beautiful, radiant, healthy glow.

Key benefits:

- Moringa Seed Extract – effectively yet gently cleanses to help soothe, calm and hydrate
- Jojoba Spheres– gently removes dead skin cells to leave skin smooth and nourished
- Pumpkin Enzymes – promotes a radiant complexion by removing dull skin cells

How to use:

Use daily, smoothing a small amount over your face, neck and décolleté working in small circular movements until the jojoba spheres melt. Rinse away either with water, muslin cloth or damp cotton wool. Leave on for 15 minutes twice a week to allow the mask to activate.

Appendix 3: Receptionists daily duties.

DATE_____

RECEPTIONISTS DAILY DUTIES

In order for the department to function properly it is important that colleagues report to shift as scheduled and allow time for a comprehensive handover

PRE – OPENING DUTIES (7.00 – 15.30) LEVEL 2 reception	✓ COMPLETE Name, Signature
Collect Scheduling office key	
Opening procedure relating tills and petty cash	
Opening glass wall in retail area	
Light candles	
Turn on computer work stations and open spa software	
Read receptionists handover book located scheduling office level 2	
Clean telephone handset/headphones and computer monitors	
Check tester stand is clean and products are full	
Check shelves and floors are free of dust and debris in reception and retail area	
Check bookings for VIP, special occasion and repeat guests, prepare consultaion cards	
Check for any couples treatment Twin room bookings and make necessary notes	
Ensure that treatments are in the correct sequence	
Ensure that all bookings are distributed equally between therapists	
Check 6th floor guest passes, robes and slippers	
Check itinerary for Half and Full day rituals and ensure lunches are printed	

14.25 - End of shift perform the end of shift procedure (X report, PremSpa). To do it You have to:
    1. In scheduling office 4th computer enter the Premier Spa manager
    2. Select General
    3. Select Enable End of Shift
    4. Click the green tick to confirm
After the end of shift report has been made, take the green tick out and closing shift will be able to perform the end of day report.	

	✓ COMPLETE Name, Signature
PRE – OPENING DUTIES (7.00 – 15.30) **LEVEL 2 scheduling**	
Turn on computer work stations and open spa software	
Read receptionists handover book located scheduling office level 2	
Check e- mails	
Read notes on all reservations to ensure that all requests have been met	
Check consultation cards for repeat guests within the 3 – month period	
Clean telephone handset/headphones, desk, printer and computer monitors	
Send to Iveta Zosēna and Aija Kaģe work hours about previous day (Reception, thetrapists, assistents and fittnes) – file – P / drive / Stundu uzskaite	
Check all therapist have meal breaks during the times when the staff canteen is open	
Eliminate gaps in therapists schedules	
Check the existing maintenance faults and follow up with engineering dept, fitness team	
MID SHIFT DUTIES Level 6, Level 2 **(11.00 - 19.30)**	✓ COMPLETE Name, Signature
Five minute handover from morning shift reception for updates from the day	
Read receptionists handover book located scheduling office level 2	
Conduct a walk through the spa facility level 1 – 6 to ensure all areas are functioning and there are no maintenance faults to report	
Check shelves and floors are free of dust and debris in reception and retail area	

CLOSING DUTIES LEVEL 2 RECEPTION (14.30 – 23.00)	✓ COMPLETE Name, Signature
	✓
Five minute handover from morning shift reception for updates from the day	
Conduct a walk through the spa facility level 1 – 6 to ensure all areas are functioning and there are no maintenance faults to report	
Replenish tester stand supplies level 2	
Ensure seating area is tidy	
Clean telephone handset and computer screens	
Tidy retail draws	
Replenish stationary items and bags	
Collect from staff room level 3 consultation cards and lifestyle Guides and file	
Ensure that payment has been received for each appointment and that the check is closed	
Perform Closing/cashing up procedure (Level 2)	
Print off daily reports/end of day/till reports (Level 2)	
Ensure Spa Attendants have completed their closing duties	
Write any handover notes in book to morning receptionist	
Ensure all guests have left the spa facility	
Ensure all staff have checked out	
Close all spa software; *Check it via*	
Ensure that all lost property items are logged in the lost Property, book located level 2 scheduling office	
Blow out candles	
Deposit cash floats in safe	

CLOSING DUTIES (14.30 – 23.00) LEVEL 2 scheduling	✓ COMPLETE Name, Signature
Read receptionists handover book located scheduling office level 2	
Five minute handover from morning shift reception for updates from the day	
Check e- mails	
Read notes on all reservations to ensure that all requests have been met	
Clean telephone handset/headphones and computer monitors	
Check all therapist have meal breaks during the times when the staff canteen is open	
Check therapist treatment list have printed if there is sickness and any treatment changes	
Eliminate gaps in therapists schedules	
Check the existing maintenance faults and follow up with engineering dept, fitness team	

Appendix 4: Annual review for talent profile

Radisson BLU

ANNUAL REVIEW FOR TALENT PROFILE / IKGADĒJĀS DARBINIEKU NOVĒRTĒŠANAS PĀRRUNAS

REVIEW AGAINST THE REZIDOR TALENT PROFILE / DARBA IZPILDES ATBILSTĪBA REZIDORA KOMPETENČU MODEĻA KRITĒRIJIEM					
Passion & Integrity Degsme un konsekvence	Below expectations Nesasniedz gaidīto	Meets some expectations Daļēji sasniedz gaidīto	Meets all expectations Pilnībā sasniedz gaidīto	Exceeds some expectations Daļēji pārsniedz gaidīto	Exceeds all expectations Pilnībā pārsniedz gaidīto
Rezidorians live the Rezidor values at all times. They are role-models of integrity who treat people with respect. They have the fighting spirit and stamina to be motivated by a challenge and remain professional when under pressure. Rezidora darbinieki ikvienā situācijā rīkojas saskaņā ar uzņēmuma vērtībām. Viņi ir ikvienu izturas ar cieņu. Viņiem piemīt cīņas gars un izturība, tos konsekvences paraugs un pret motivē izaicinājumi un viņi nezaudē savu profesionalitāti stresa situācijās	Tends to see the negatives and focuses on why things are not possible Pārsvarā negatīva attieksme, meklē iemeslus kaut ko nedarīt Gives up when the going gets tough Grūtībās padodas Prepared to compromise on ethics and standards Var neievērot ētikas normas un standartus Focuses on their own needs with little consideration of others Domā par savām vajadzībām, pret citiem nevērīgs Makes promises easily and rarely follows through – lets people down Nepilda savus solījumus, pievīļ citus		Projects a positive "Yes I Can" attitude Demonstrē pozitīvu "Yes I Can!" attieksmi ✗ Keeps going when circumstances are difficult Grūtībās nepadodas ✗ Is honest and trustworthy Godīgs un uzticams ✗ Respects the rights of other people Respektē citu cilvēku tiesības Follows through on commitments – does what they say they will do Tur solījumus – ko solo, to izpilda ✗		Is a role-model of a "Yes I Can" ethos Ir īstens paraugs "Yes I Can!" attieksmes īstenošanā Thrives on working in highly challenging situations Ar degsmi risina izaicinošas situācijas Encourages others to behave with integrity Mudina citus būt godīgiem un konsekventiem Stands up for the rights of others Aizstāv citu tiesības Is renowned for always being true to their word – "I promise, I deliver". Reputācija kā cilvēkam, kurš vienmēr tur solījumus – ko solo, to izpilda
Rating Vērtējums					
Behavioral Evidence Rīcības piemēri					

6

Appendix 5: Guest tour of ESPA Riga.

GUEST TOUR OF ESPA RIGA

Spa tours will only be conducted by authorised Sales Representatives of Hotel or Spa Management or Spa Receptionist. All spa areas are to be explained by escorting the guest in and out of the lift and stationary at allocated areas for guest tour. Areas are to be viewed through the glass casing; guests can not be taken into any spa area due to respecting the privacy of spa guests. The maximum number of people to be taken on a tour at any one time is x4

1. Ensure that you begin the journey with a treatment menu in your hand. Always escort the guest by using an open hand.
2. When escorting the guest, begin by explaining the Spa Café. This is where you may enjoy a variation of healthy and luxurious cuisine options and beverages. You can take a seat at any time and a waiter will assist you
3. Explain: 'This is the recommendation area where you may test/try/feel/smell product and receive advice. We use ESPA products for all our treatments and all spa staff is highly trained in the brand and will be available to offer advice and recommendation.
4. Acknowledge the mezzanine level and explain that all manicures, pedicures and will be performed on in this area.
5. Guide guest over to the Fitness Suite. Explain: Here we have Techno gym Equipment which is top of the range and has integrated audio and visual entertainment system. We have highly trained fitness instructors to assist you at all times. Guide guest over to the Chi Studio and explain what classes are available
6. We offer the opportunity for membership; my colleague membership manager will be able to assist you further. I can organise a meeting for you?
7. Continue the tour by guiding the guest down the central staircase to level1. Explain the heat and water experiences and their benefits:
   1. Swimming Pool - 28 degrees
   2. Vitality Pool - 36 degrees
   3. Rock Sauna - 80-100 degrees
   4. Sanarium - 55 degrees
   5. Steam Room - 33-36 degrees

6. Experience Showers
7. Heated Benches

You can enjoy this area if you are a member, book the Spa Experience for the designated 2.5 hour booking, and join us for a Full or Half Day Spa Ritual

8. Acknowledge the pool bar to the guest and explain that juices, smoothes, tea and coffee are served here

9. Take the lift from level 1 up to level 6. During the time in the lift explain to the guest that we have separate male/female and family changing areas. Each area has shower and restroom facilities. Guests are provided with a locker, a robe, slippers and towels. There an array of amenities for you to use

10. Once you arrive at level 6. Step out of the lift stand behind the glass screen, explain to the guest that this area is the Thermal suite in which guests can enjoy 1 hour prior to their treatment experience. The heat and water experiences prepare the body for the treatment. On this level we have:

1. Steam and Sauna Pods. These are private areas in which you can enjoy the experience.
2. Rondello Sauna – 80-100 degrees
3. Outdoor Vitality Pool – 36 degrees
4. Ice Fountain (Hot cold, hot cool sequence)
5. Experienc Shower
6. Heated Benches

11. Explain that there are three separate relaxation areas for male, female and shared. This is where the therapist will collect you for your treatment. The relaxation beds are adjustable and have personal music system and reading light.

12. Get back into the lift and return to level 2. During the time in the lift explain to the guest that on level 4&5 we have x 18 multifunctional treatment rooms with private shower. Two treatment rooms are designed to be a double suite. All rooms have music and lighting control system and are fully functional with the highest quality equipment. Level 5 also has a quiet relaxation room where you will relax after your treatment

13. Guide the guest to the lift and escort the guest back down to level 2.

14. **Just for sales managers** - Escort the guest over to the Spa Café and both of you take a seat. Issue the guest with the spa treatment menu and explain 'we offer a varied choice of holistic treatments and we do have a gift voucher service available.

15. Ask the guest 'may I assist you with any treatment reservations today?'

16. Thank you for visiting ESPA Riga, if you have any further questions please do not hesitate to contact us on this number (indicate to the guest the spa number printed on the brochure) we will be happy to assist you

Part with the guest by saying 'it has been lovely to meet you and I look forward to seeing you again soon'

Appendix 6: One week training program.

 E S P A
R Ī G A

Dagnija Cipruse

Apmācību plāns: *Spa administrators*

Apmācību laiks: 25.02.2015 – 25.03.2015.

Mērķis un norise:

Apmācību mērķis ir sagatavot jaunu ESPA Rīga darbinieku - Spa Administratoru patstāvīgam darbam Spa Recepcijā <u>viena mēneša laikā</u>. Pēc apmācību perioda beigām darbiniekam pilnībā jāpārzina visas teorētiskās un praktiskās iemaņas saskaņā ar apmācību plānu.

Apmācību plāns sadalīts divos posmos: I posmā jeb pirmajās 4 darba/stažēšanās dienās darbinieks iepriekš nozīmēta administratora uzraudzībā tiek iepazīstināts ar ESPA Rīga spa centru, administratoru darba principiem un uzdevumiem, paredzot iespēju praktiskam treniņam. Šo posmu noslēdzot darbiniekam apgūtais jāpārrunā ar Spa vecāko administratoru. II posmā darbinieks nostiprina iegūtās zināšanas un praktiskās iemaņas, iedziļinās ar administratoru darbu saistītajos teorētiskajos materiālos, ESPA Standartos, procedūru un produktu klāstā. Šo posmu noslēdzot darbiniekam apgūtais jāpārrunā ar Spa vecāko administratoru un sekmīgi jāizpilda apgūtā pārbaudes tests.

Apmācību plānu noslēdzot, darbinieks turpina nostiprināt un padziļināt iegūtās zināšanas un gatavojas eksāmenam, kas jānokārto līdz darbinieka pārbaudes laika beigām.

I posms

<u>25.02. Alla</u>

Ieskats Espa Rīga telpās. Ieskats Espa Rīga pakalpojumu klāstā. Klientu struktūra-vietējie, viesnīcas, pastāvīgie klienti.

Ieskats Prem Spa sistēmā:

- Darba stacijas recepcijā, Premier Spa + kase + termināls
- Biežāk lietojamie logi, katras pozīcijas izskaidrojums
- Arrival, Departure
- Member arrival log, Membership payments
- Rezervācijas caur Diary view un Reservations
- End of Shift, End of day
- +Journey

E S P A
R Ī G A

Dagnija Cipruse

27.02. Eva

- Rezervāciju veikšana Premier spa
- Till sale, darījuma noslēgšana caur Till sale
- Guest pass varianti, reģistrs
- Gift certificates – Espa / Hotel marketing
- E –card (kā jāuzlāde, kur jāsit, vērtību un termiņu sistēma)
- Vouchers
- End of Shift, End of day
- Journey

01.03. Ilze

Vispārējs ieskats Espa filozofijā, aromaterapijā. Espa dibinātāja. Sensational seven. Retail costumer journey. Konsultācijas karšu nepieciešamība un pielietojums. Ieskats produktu sastāvdaļu vārdnīcā. Ieskats Espa Rīga telpās otro reizi.

Receptionist daily duties

- Corporate clients
- Speciālās cenas, speciālie piedāvājumi
- Ieskats KPI
- Ieskats informācijā, kuru var atrast P diskā
- Standarti – e- pastos un apstiprinājuma vēstulēs

03.03. Alla

Vispārējs iepriekšējo dienu atkārtojums.

- Journey ENG, LV, RUS (jāspēj novadīt)
- Telefona procedūra
- Rezervācijas veikšana caur Reservation un Diary view

II posms

Darbinieks nostiprina iegūtās zināšanas un praktiskās iemaņas.

Iedotie izdales materiāli ir jāapgūst līdz 10.03.2015 – Espa manual, **Product bible, Telephone procedure, Guest tour of Espa Riga**, Reception daily duties, **Treatment table**, Mystery shopper questions, Contra – indications.

Sākot no otrās darba nedēļas līdz pārbaudes laika beigām darbiniekam, iepriekš vienojoties ar Spa vecāko administratoru, jāieplāno viens Aktīvās atpūtas zonas apmeklējums un apmācību nolūkos jāapmeklē trīs procedūras.