

Hotel Human Resource Management Problem Analysis and Countermeasure Research

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Abstract: At present, the hotel industry in China's overall development momentum is rapid, the demand for hotel employees is great. However, the hotel is facing a shortage of staff, staff turnover rate is high. Through the investigation of the hotel, the author found that there are some problems in the hotel, such as the backward concept of human resource management, the unreasonable salary of the staff, the unreasonable structure of the staff, the insufficient attention to the training of human resources, and the defects of the staff incentive. Therefore, the paper analyzes the problem and explores the countermeasures to solve the problem of human resource management.

1. Introduction

Hotel industry is an important industrial form in China's tertiary industry, which belongs to labor-intensive and capital-intensive industries. It has provided great help for China's labor employment and has a great influence on the development of China's economy. In recent years, the number of hotels in China has been increasing year by year. According to the statistics and analysis of all aspects of hotel data in 291 cities (prefecture-level cities), the number of hotels in China has reached 232,425 ~ 250,000 by 2018, and the number of hotel employees is about 21.0839 million.^[1]

2. Problem Existing In Hotel Human Resource Management

The hotel industry is one of the earliest and fastest opening and developing industries in China. However, the rapid development of the hotel industry is closely related to people in nature: first, many customers bring economic benefits; Secondly, many customers come from the quality service provided by the hotel's high-quality staff. In a word, people play a vital role in the rapid development of the hotel industry. Through the investigation of many hotels, the paper analyzes the following problems in hotel human resource management.

2.1 Backward Concept of Human Resource Management

2.1.1 The Influence of the Traditional Inherent Concept of Personnel Management

On the premise of not deviating from the development direction of the enterprise, Human resource management uses social resources to complete personnel selection, training, organization management and other related work, so that it can better serve the development needs of each link of the enterprise. After an employee enters the company, due to high work intensity, low income

and no hope of growth, he may quit again eventually, which forms a vicious circle of human resource management.

2.1.2 Insufficient Cooperation between Human Resource Management and Other Departments

Human resource management should be planned according to the requirements of the hotel development strategy, the rational allocation of human resources, the hotel decision-making level has also developed the hotel human resource management strategy, however, in the actual work, the hotel industry for human resource management is often tactical application.^[3] Because the human resources department belongs to the second-tier functional departments, it is in the embarrassing situation of subordination and cooperation of business departments. In the process of employee recruitment, the human resources department needs to coordinate and cooperate with each business department to make the decision of whether to hire.

2.1.3 Deviation in Understanding of the Concept of Human Resource Cost

Many hotels are more inclined to invest in human cost in their understanding of staff, and rarely connect talent cultivation with profit. The hotel is a labor-intensive industry with a large number of employees, which requires high human cost in the normal operation of the hotel.^[4] The human cost is mainly due to the large amount of hotel labor, high turnover rate, the need for frequent recruitment, recruitment costs are high.

2.2 Unreasonable Salary

The hotel industry has its own design for the salary system, including basic salary, allowances, performance awards and social security, relative to other industries, especially in the accommodation of all free, these are the advantages of the hotel salary. However, there are still unreasonable aspects of compensation in the hotel industry.

2.2.1 The Low Salary of Grass-Roots Staff

The hotel industry for the middle and senior management set up a very rich salary, but many hotel managers subconsciously think that the grass-roots work is relatively simple, not too high technical content, therefore, the grass-roots staff pay set on the low.

2.2.2 Defects in Salary Levels

Most hotel management level is very clear, for different levels of staff to develop the corresponding salary treatment, through the comparison of salary difference, can stimulate the enthusiasm of employees at lower levels of work, make employees work harder, through promotion to achieve higher salary. However, the hotel grass-roots staff and middle and senior management salary level difference is too big, and the same level of grass-roots staff salary and no difference, regardless of the length of the entry, the salary treatment is almost no difference.

2.3 Unreasonable Hotel Personnel Structure

The hotel industry belongs to the service industry, there is no higher threshold, although in the recruitment will also carry out the corresponding assessment, but in view of the prevailing labor shortage situation in the hotel industry, in most cases, the preliminary assessment will be hired. This situation eventually leads to the uneven quality of the hotel recruitment personnel and the hotel personnel structure is not reasonable. After a number of hotel research, from the educational level

of the staff, most of the staff only have a high school or technical secondary school education, junior college education staff are very few.

2.4 Insufficient Attention to Human Resource Training

Through the survey, it is found that most hotels do not pay enough attention to human resource training, which is mainly reflected in the lack of career planning according to the characteristics of staff and the imperfect training system.

First of all, the hotel does not attach as much importance to the development of employees as employees think, and every employee will set their own future development direction.

Secondly, although the hotel has staff training plans, they are not systematic and comprehensive, and often arrange training according to the current business needs of the hotel. Such as new employees, often due to the hotel business volume and fewer staff, only provide simple pre-job training, the content is often simple enterprise introduction, rules and regulations preaching.^[5]

Finally, some hotel grass-roots management positions will be achieved through internal promotion, but middle and senior management positions are rarely implemented through internal promotion, mostly through external recruitment. For lower-level employees, promotion is less and less likely, and they will eventually leave.

2.5 Defects in Employee Motivation

Hotel industry employees tend to be engaged in a single work, long time engaged in mechanical, monotonous work. This situation often makes people tired psychology, even bored psychology. It eventually affects the work enthusiasm of employees, reduce work efficiency. Of course, the hotel industry also set up corresponding incentives for employees, such as excellent employee awards, birthday dinners, bonuses and so on.

3. Countermeasures of Hotel Hrm Problems

3.1 Definition of the Status of Hrm Departments and Coordinating Hrm

Hotel is a labor-intensive industry, and people are the key factors affecting the development of hotels. However, facing the current situation of high staff turnover rate in the hotel industry, hotel managers must clarify the status of human resource management department. Hotel decision-makers should consider human resources as a level of strategic management and coordinate human resource management.

3.2 Improving the Salary System and Setting up The Salary Differential Reasonably

The key to the sustainable development of the hotel industry is to retain more staff and train more talents. However, the salary of the hotel industry, especially the salary of the basic staff relative to the same level of other industries, belongs to the lower level, not attractive enough to employees.

3.3 Attaching Importance to Personnel Training, Improving the Training System, Enriching the Training Content, and Improving the Overall Quality of Employees

On the basis of clarifying the status of human resource management and ensuring sufficient salary attraction, the hotel establishes a long-term mechanism based on the overall situation of the hotel and attaches importance to the introduction and training of talents. The hotel industry should abandon the concept of low-cost labor, uphold the concept of deep integration of enterprises and

schools, and establish a long-term, benign cooperative relationship with the middle and higher vocational colleges.

3.4 Improving the Incentive Mechanism and Enriching the Incentive Methods

In order to improve the work enthusiasm of hotel staff, improve work efficiency, and realize the optimal management of human resources, the hotel should not only focus on material incentive but ignore spiritual incentive, and only focus on punishment measures and ignore reward mechanism. In addition, the hotel should enrich the incentive means at the same time, so that employees really feel the hotel's incentive to employees is omni-directional. Good behavior should be advocated, wrong behavior should be prohibited, so that employees can do in the work of targeted.

4. Conclusion

In short, although the overall development of the hotel industry is strong, there are also staff shortages, high turnover rate of human resources management problems. The hotel should establish the overall planning concept of human resources by clarifying the position of the human resources department; The hotel should also improve the staff's salary, increase the salary attraction, retain staff; In addition, the hotel needs to pay attention to talent training, improve the staff training system, improve the overall quality of staff; Finally, the hotel should improve the employee incentive mechanism, enrich the incentive methods, increase the enthusiasm of employees, improve work efficiency and other countermeasures. This paper is expected to provide some reference for hotel human resource management.

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