Research on Improving Countermeasures of Human Resource Management of Hotel Industry

Chang-bo SHI¹,a,* and Jian WANG²,b
¹,²School of Tourism and Cuisine, Harbin University of Commerce, Harbin, Heilongjiang, China
a shicb777@sina.com, b jianada123@hotmail.com
*Corresponding author

Keywords: Human Resource Management, Improving Countermeasures, Hotel Industry.

Abstract. The emergence of “cultural creative tourism” reflects the growing integration among tourism industry, culture industry and creative industry. With the booming development of the hotel industry in China, the hotel’s human resource management is also facing many challenges. There are some problems in the human resource management of mid-Sale hotel, including the lack of occupation career planning, no enough emphasis on employee training, imperfect compensation benefit and incentive mechanism, defective hotel performance management system, loose hotel labor relations management, and so on. Therefore, some countermeasures should be applied in hotel’s human resource management, such as correctly guiding employees to plan their career, paying attention to employee’s humanistic management, focusing on the advantages of resources and opening up more channels, establishing a sound and complete training incentive mechanism, scientific and effective hotel performance management, strengthening the construction of democratic management system in hotels, etc.

1. Introduction

In recent years, with the rapid development of domestic tourism industry, hotel industry obtained the unprecedented development opportunity. At the same time, people’s requirements for the quality and grade of the hotel are increasing. The budget hotel has been unable to meet the needs of customers, instead high grade and moderate price of mid-Sale hotel can get more customers’ favor. The business philosophy of mid-Sale hotel is to make the customer enjoy the treatment and service of the star hotel with the lowest price [1]. In today’s society, talents have become an important core competitive ability of enterprise. Human resources management has also become an important link influencing the development of enterprises. Therefore, it is one of the focuses of the hotel that how to effectively manage the hotel’s human resources and make it play its maximum potential and create more value for the enterprise.

2. Problems of Hotel Human Resources Management

2.1 Lack of career planning for hotel’s staff

Many hotels have almost no career planning for their employees, and have no training or guidance for them. Some employees lack the understanding of career planning, and they only rely on their own assumptions, subjective view and judgment. Some employees have had career planning during their school years or prior to their work experience. They know more or less about career planning, but this understanding is only a superficial knowledge. They don’t really realize the meaning of career planning and how much benefit they can bring to themselves. Employees have such a wrong understanding of career planning and understanding, the main reason is that the hotel lacks career planning for employees in the human resources management process.


2.2 No enough emphasis on employee training

Although training is a risk investment, but training can bring opportunities for the development of enterprises. If the training effect is good, the enterprise’s benefit will be better and better. The importance of training has been gradually recognized by the hotel. However, the shortage of training resources is still very serious, mainly in two aspects: one is the lack of training funds; the hotel is still focused on the construction and management of the hotel, and most of the money is spent on hotel expansion [2]. The hotel uses fewer funds for training, and sometimes even if the funds are out of circulation, the training funds will be diverted to fill vacancies. The other is the lack of teachers; in order to reduce the high cost of hiring an external trainer, the hotel chooses a highly educated and experienced employee as a trainer. However, they have not conducted professional training, and lack of human resources related professional knowledge. It is difficult to train employees well, and ultimately the training results cannot achieve the desired goal.

2.3 Imperfect compensation benefit and incentive mechanism

When enterprises use incentive methods, they should not be too single. They should adopt a combination of material and spiritual incentives, and adopt different incentives for different employees, so as to meet the needs of all employees. The lack of transparency in hotel salary management is a big problem in enterprise salary management. Hotel staffs know little about their salaries, and only know that their salary will include their fixed salary and commission, as well as some benefits. In addition, the wage secrecy system in the hotel reduces the transparency of salary management. Hotel managers want to reduce conflicts because of employee wage differentials in this way. Employees take this kind of emotion into work and reduce work efficiency. When such problems accumulate more and more, it will lead to more and more contradictions, and increase the difficulty of human resources management in the hotel.

2.4 Defective hotel performance interviews management

Employees are not aware of the meaning of performance interviews when the hotel conducts performance reviews. They think interviews are just casual chats, talking to managers, causing some employees to have false ideas such as corporate performance interviews that are simply wasteful and pointless. Employees are not aware of the importance of performance interviews, and often cause the interview not to be earnest, neglects the phenomenon to produce. At the same time, some understanding of the charge of interview was responsible for the one-sided understanding, that the performance interview was only for staff review of past work situation, pointed out the shortcomings and help find solutions, and did not realize that the performance interview effect on employee work in the future.

2.5 Loose hotel labor relations management

There is a serious dispute between the hotel and the employees when signing the labor contract. In order to save time and effort, the staff member of the hotel labor relations manager only explains and explains some important and common terms for the sake of time and effort, the rest of the staff are allowed to read by themselves. Managers failed to update the terms of the labor contract in time, but also the hotel and employees’ disputes fuse. Labor contract is protected by law, and it is the proof of employee’s legal interests. Once the terms of the labor contract have been changed, the employee has the right to obtain the relevant information for the first time. The hotel has the obligation to inform the staff of the relevant information at the first time. However, managers often ignore this important work, is often a problem before the change of information to inform employees, which often suffer the employee’s own interest, the employee satisfaction of the hotel is greatly reduced. Therefore, the lack of sense of responsibility in the management of labor relations will have a serious impact on the management of the hotel [3].

3.1 Correct guiding employees to plan their career

The hotel enterprise should instruct the employees on the correct career planning [4]. Hotel should enable employees to have a more accurate understanding and judgment of themselves, to understand their strengths and weaknesses, capabilities and potential. The hotel should help employees develop themselves with the characteristics of occupation career planning, and correctly guide the staff to supervise the effective implementation of employee occupation career planning, so that employee occupation career has achieved the goal, thus contributing to the development of enterprises. The hotel should guide employees correctly, and their core method is communication. First of all, hotel should let every employee have a more in-depth knowledge and understanding of the occupation career planning. If the employee has a vague and unsatisfactory with career planning, hotel should timely communication and coordination, and ultimately achieve the correct guidance to employees. Second, hotel can discuss the various difficulties and doubts that the employees encounter in the course of their career planning through group discussions. The brainstorming method can be used to motivate the staff’s thought, using the collective wisdom to solve problems employees in career planning, guiding the staff correctly and quickly achieve career goals.

3.2 Paying attention to employee’s humanistic management

The employee’s humanistic management is particularly important because it has a direct impact on the satisfaction of the employees. The employee’s humanistic management is more concerned about the physical and mental health of employees, the staff life problems, the comfort of laid-off workers and the concern of retired employees. For the health of employees, hotel should regularly arrange for employees to do physical examination, so that employees always maintain a good state of mind and a good mood in the enterprise work process. For the life of employees, hotel should often communicate with employees, timely understand the difficulties encountered by employees in life, so that to help employees solve problems and tide over difficulties. For laid-off employees, hotel should give some material benefits and psychological comfort and encouragement for laid-off workers, and actively seek employment opportunities for laid-off workers, to help laid-off workers find jobs as soon as possible.

3.3 Focusing on the advantages of resources and open up more channels

Lack of hotel resources is a serious problem hindering the development of training. Hotel must concentrate their resources and open up more channels. The main methods are as follows: one is to win the support of the government. The government can encourage entrepreneurship and draw up a lot of relaxation policies for the hotel industry. Hotel should absorb the government’s funds and supporting policies to create more opportunities for the hotel’s development. The other is through the strength of trade associations to carry out cooperation within the industry. An association is an organization that provides information and training and advisory services to hotels and has extensive and close links with government, research institutions and hotels in the industry. Hotel can be trained through the strength of industry associations, which can reduce the training costs of hotels. At the same time, the hotel teachers can share and learn from each other, which is conducive to the establishment of more harmonious relations of cooperation between the hotels.

3.4 Establishing a sound and complete training incentive mechanism

Motivation is a common reward for employees to achieve their goals [5]. As for training, it also needs incentive mechanism to improve staff’s training enthusiasm. The interests of employees and the interests of enterprises are tied together, and the interests of the two are mutually integrated and mutually beneficial. Therefore, hotel in the training must establish perfect incentive mechanism, including confirmation, promotion, salary, welfare and so on, in order to improve the enthusiasm of staff training, improve the satisfaction of hotel staff and retain talents.
3.5 **Scientific and effective hotel performance management**

The hotel should establish the scientific performance appraisal system, and construct its own strategic target from the four dimensions of finance, customers, internal process, learning and cost [6]. First, financial dimension. The hotel is a form of organization with profit as its goal, and all the work should be carried out around the basic purpose, and so is the hotel. Second, customer dimension. The customer is the direct economic source of the hotel, and the number of customers directly influences the revenue and operation of the hotel. Third, internal business process dimension. Internal business processes refer to the use and optimization of business processes, which relate to the performance of the employees’ business operations. Fourth, learning and growth dimension. The hotel wants to have a long-term development, and keep up with the pace of development of the industry society, we must constantly study, update the concepts and techniques in the field of work.

3.6 **Strengthening the construction of democratic management system**

Unions are the important of enterprise implementation of democratic management, the existence of the trade union to safeguard their own lawful rights and interests is not only a staff of important organization form, are protected by law, but also for employees to participate in enterprise management, a way and method for the enterprise managers. First of all, the hotel should establish and strengthen labor unions. This approach can strengthen enterprise and employee communication and exchanges, effectively improve the management efficiency of the hotel. Second, the hotel should establish and perfect the system of labor dispute mediation. The establishment of the system can help the hotel in a timely manner to properly coordinate and deal with labor dispute, the purpose is to the hotel and employees on both sides of the losses to a minimum. Hotel should give full play to the role of labor dispute mediation system, eliminate the germ of contradictions to the utmost, and maintain good hotel and harmonious labor relations with employees.

**Acknowledgments**

This research was financially supported by Discipline Project of Harbin University of Commerce: Study on the Modern Service Industry to Support Longjiang Revitalization (Grant NO. hx2016001).

**References**


