

Research on salary management of W hotel based on the perspective of employees

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ABSTRACT. *the role of salary management in hotel management is becoming more and more obvious. Salary management is the core content of human resource management. Only a scientific and reasonable salary management model can effectively motivate employees. Through the study of salary management of W hotels, it is found that there are still many problems and defects in the compensation mechanism of W hotels, such as the weak role of compensation incentive, the imperfect performance appraisal system and the unreasonable adjustment of salary structure, which have become the weak link of hotel human resource management and seriously hinder the development of hotels. According to this, the corresponding countermeasures are put forward. Enterprises should establish a new salary management model, standardize the salary management system, adjust the salary structure and perfect the performance management system. Only by establishing a scientific and reasonable compensation mechanism according to the actual situation can the hotel develop healthily and in the long run.*

KEYWORDS: *employee perspective; compensation management; compensation satisfaction*

1. Introduction

The competition of talents is the key to the competition of enterprises. The problem of enterprise human resource management is particularly important, how to attract and retain talents is its fundamental. And the salary management bears the brunt, has become the restraint enterprise development one big difficult problem.

2. Analysis of W Hotel Staff's Pay Satisfaction Survey

In order to understand the satisfaction of W hotel staff to the enterprise salary management system, the employee compensation satisfaction survey was carried out. In this survey, using the form of anonymous questionnaire, according to the

age, department, post category and other factors sampled from the hotel staff, there are housekeeping, catering, front office, finance and other departments, a total of 91 valid questionnaires received. Combined with the actual situation of W hotel, there are 24 questions in the questionnaire, which mainly focus on the salary level, performance appraisal, welfare, salary management mechanism and so on. Among the interviewees were ordinary hotel staff and management cadres. This paper focuses on the hotel's cognition of enterprise human resources, employee's cognition of income level, salary management system, employee's work performance and reward relationship.

At the grass-roots level ,65.22 per cent of staff considered positions as a factor affecting wages, as did 40.9 per cent of management. The position is the most intuitive embodiment of the salary level, is the recognition and reward of the employee's working ability, no matter in any position, the employee attaches great importance to the promotion of the position. Length of service is also considered important for some employees .11.59% of grass-roots employees choose length of service factors, and 18.18% of management staff choose length of service factors. Length of service is not only the accumulation of personal experience in the staff industry, but also the familiarity with hotel operation and industry development. This factor has 23.19% of grass-roots employees and 36.36% of management staff.

W the hotel ,73.91% of the grass-roots employees think that it should be three months to adjust the salary 15.94% think that the semi-annual adjustment of 10.14% think that once a year, no one think that two years need to adjust once. It can be seen that the majority of grass-roots employees think that the existing salary adjustment cycle of the hotel is unreasonable and needs to be adjusted continuously in a short period of time. Also, up to 45.45% of managers think a three-month pay adjustment is reasonable.

Among the incentives of the W hotel compensation system for employees ,1.45% of the grass-roots employees think that it is very strong ,0% think it is relatively strong ,2.9% feel that it is not strong enough ,86.96% feel that it is very bad. There are 0% of the management staff feel very strong ,9.09% feel more ,9.09% feel general ,77.27% feel not strong enough ,4.55% feel very poor.

Of the hotel's grass-roots employees ,10.14 percent said they were very dissatisfied with the hotel compensation management system .79.71 percent said they were not satisfied with 8.7 percent of the people said they were general, and only 1.45 percent expressed satisfaction. Up to 50 per cent of managers also expressed dissatisfaction.

W the scientific evaluation system of hotel compensation system ,0% of the grass-roots employees think that it is very scientific ,1.45% think it is more scientific and reasonable ,7.25% are uncertain ,82.61% think it is not reasonable ,8.7% think it is very unscientific and unreasonable. Of the management staff ,0% thought it was very scientific and reasonable ,18.18% thought it was more scientific and reasonable ,9.09% were uncertain ,72.73%

thought it was not reasonable and scientific, and 0% thought it was very unscientific and unreasonable.

3. Problems of W hotel Staff's compensation management

Through the relevant information, as well as the investigation and analysis of W hotel staff, interviews to understand that the staff of the current W hotel compensation management system overall satisfaction is not high, mainly in:

(1) Unreasonable remuneration structure

The existing salary structure is unreasonable. We should not simply think that salary is only the cost of employees. In the long run, we should consider the needs of employees in different periods and adjust the salary structure flexibly. In addition to the most basic salary should also consider other compensation benefits to enhance the incentive to employees.

(2) Unreasonable remuneration adjustment cycle

Most employees think that the period of salary adjustment should be three months, the existing adjustment time is too long, can not make timely changes according to the actual situation, employees are not satisfied with this, the overall adjustment time should be adjusted according to the actual situation, can not be fixed.

(3) Lack of transparency in remuneration mechanisms

In the aspect of salary system, the enterprise lacks the communication with the staff, lacks the investigation feedback work, does not explain the implementation to the hotel salary management system very well, the employee's feeling to the company salary system appears biased.

(4) Insufficient incentive to pay mechanism

W hotels, whether in the same industry or in the same region, employees' wages are lower than theirs, which greatly reduces their satisfaction with the compensation mechanism. Salary is not only the income of labor in the mind of employees, but also the affirmation of their own ability and work value. W the incentive effect of hotel compensation system on most employees is not strong enough, the key to the lack of incentive function lies in the unequal work and compensation, which can not reflect the value and social value of employees themselves. Compensation mechanism can not make employees feel satisfied, nor can it achieve the effect of incentive.[19]The incentive function of the staff is not enough, which will make the work efficiency of the staff low, so the salary system of the hotel is not strong enough to encourage the staff in the present situation, so it is necessary to optimize the salary system to change the present situation and develop better.

(5) The compensation mechanism is not scientific and reasonable

W the hotel has experienced a 10-year operation process, its hardware

facilities are also gradually aging, coupled with the migration of business circles, the actual situation of economic center deviation, the hotel in order to better control labor costs, a large number of front-line staff by interns. The intern working time is short, the business operation ability is not skilled enough, will pull down the overall service quality causes the hotel soft power to decline, on the other hand speeds up the hotel personnel loss. In addition, interviews with some employees show that one of the main factors is that the importance of hotels to human capital in the compensation system has not been brought into play, and human capital is very important for the development of hotels. Ignoring this key factor leads to the lack of scientific and reasonable compensation system, which may affect the healthy development of enterprises. The compensation mechanism is not scientific and reasonable, and the overall salary of employees is on the low side, which leads to the lack of competitiveness of the hotel's compensation market.

4. Countermeasures of salary management improvement in W Hotel

On the main problems of hotel salary management, combined with the successful experience at home and abroad, according to the law of salary management success and the actual situation of hotel industry at home and abroad, this paper puts forward practical and effective methods of salary management optimization. Establish a scientific and reasonable salary management model to promote the development of hotels.

(1) Adjustment of remuneration structure

The design of salary should not be single. In the same position, in addition to the basic post salary, it should also consider the aspects of employee income increase, fair distribution, promotion, good working atmosphere, training opportunity, fair and reasonable promotion mechanism, and then the additional variable bonus affected by personal ability, education, length of service, etc., to make it more attractive to employees and increase the competitiveness between employees, thus improving the human capital level of the hotel, improving the service level of the staff and enhancing the market competitiveness of the whole hotel.

(2) Adjustment of the remuneration cycle

The hotel should consider the actual situation of the employee's demand, make the adjustment according to the need in a short time, should not adjust the salary once a few years, the short-term adjustment satisfies the employee, enhances the employee's satisfaction, can better motivate the employee.

(3) Improve the performance management system and enhance the transparency of the compensation mechanism

In order to perfect the performance management system, we must first perfect the process of performance management. Only the four steps of planning, guidance, evaluation and feedback in performance management can ensure the

effective implementation of performance appraisal. The existence of performance system is to maintain the fairness, fairness and openness within the hotel, and to supervise and manage the basic staff and management staff of the hotel. The hotel should increase the transparency of the performance appraisal, let each employee get timely feedback, protect the rights and interests of each employee, and truly achieve "people-oriented" to enhance the sense of ownership of the staff.

(4) standardizing the salary management system and improving the incentive to employees

In order to implement the salary management system effectively, we must perfect the human resource management system. Put human capital in the first place, abide by the concept of "people-oriented", put employees in the first place, pay attention to their personal development and career planning, and give employees room for career improvement. Let the overall goal of the staff and hotel strategic objectives to achieve continuous efforts to better develop the hotel.

(5) Establish a scientific and reasonable salary management system

As an international group management brand chain hotel, want to base on the Chinese hotel industry is facing great competitive pressure. Not only to face many brand hotels in China, but also to compete with excellent brand hotels from different countries. Scientific and reasonable salary management system plays an important role in the sustainable and healthy development of the hotel.^[20]W hotel managers largely think that compensation is only the labor cost of employees, but neglects the main function of salary to attract and motivate employees. In this concept, hotel compensation is extremely uncompetitive, staff enthusiasm is insufficient, can not guarantee the healthy development of the hotel. Therefore W the hotel must establish a new salary management concept, a new salary management model, abandon the unscientific and reasonable part of the old mechanism, so as to effectively manage the hotel, make the staff satisfied, and make the hotel develop in the long run.

5. Summary

W hotel staff's satisfaction with the current salary management system is not high, the performance of grass-roots personnel is obvious, the management staff is relatively good, and the overall satisfaction of employees is not high, it is difficult to achieve a good incentive effect. W the hotel salary system is single and obviously unfair, it violates the principle of efficiency as an enterprise, which is not conducive to the development of employee potential and the retention of talents, and is not conducive to improving the enthusiasm of employees and forming a good corporate culture. Therefore, the salary system should be diversified, standardized and rationalized in order to realize the principle of fairness and justice and make the staff truly satisfied. In any case, it is necessary to decide which method to choose according to hotel values,

strategic development and environment. In addition, hotels should learn more about successful institutional methods from successful enterprises at home and abroad to gain experience. Because their system is more mature and feasible. In the process of perfecting the employee incentive system, we should firmly grasp the combination of enterprise goal and individual goal, material incentive and spiritual incentive, fair, individualized and timely principle to avoid misunderstanding of incentive. The hotel can flexibly use various incentive measures to encourage employees, according to the actual development situation, its own characteristics and staff needs to formulate a reasonable salary incentive system, stimulate the enthusiasm and initiative of employees, enhance the competitive advantage of the hotel.

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