

# Research on Human Resource Loss in Hotel Industry

*Chen Wen*

*Huang gang Normal University, Huanggang, Hubei, China*

**Abstract:** With the rapid development of Chinese current tourism, hotels are facing more and more challenges from the international market. The higher-service-standard requirements for all the stars-level hotels, which is forcing the local hotels to grow. But compared with the rising of service quality, local hotels' human resources losing problem is increasing prominently. This paper aims to figure out the problems of human resource loss in our hotels and put forward some suggestions.

**Key words:** human resource management in hotel industry, brain drain problem

## 1. INTRODUCTION

With the rapid development of China's current tourism and hotel industry, more and more hotels tend to high-end hotel's development. But compared with the keeping rising service quality requirements from domestic and international market, human resources gap is bigger. As our research, 23 of hotel high level managements think, the most prominent contradiction for present hotel industry is the problem, how to make their staff "stay". This article will analyze human resources shortage and loss reasons in current hotel industry, and according to the actual hotel survey, puts forward the countermeasures to solve the problem.

### 1. THE SHORTAGE OF HUMAN RESOURCES AND THE MAIN REASONS FOR THE LOSS.

(1). The gap between incomes in reality and salary in expectations of workers is increasing

An employee who does not have a family or special individual needs is generally not willing to leave the business voluntarily. Human resource theory suggests that the most immediate impact should be relative wages. For example, some tourism colleges and vocational schools in Wuhan, the best working choice for students after graduation is the jobs from overseas hotels, such as the hotels in Dubai, or even some famous overseas cruise line, catering service. Be able to join these hotels, become a lot of students' "dream". Of course the revenue of these companies is much higher than the revenue from the domestic hotel industry, sometimes it could be double or more. The

job-hopping of the hotel industry, especially the "low-end" employees and the first line staffs, often has a direct relationship with salary, rest and accommodation.

Not only job-hopping, but there are many employees leaving the industry as well. The working nature of the hotel industry makes the vast majority of hotel employees take the service as their duty. Different from other careers, the working time is longer, the rest holiday is smaller, and the labor intensity is larger. The work of agreeing to the previous degree will be significantly higher in many industries than in the hotel industry. Most hotel wages start at a lower price. For example, the waiter is paid between 1,500 and 2,000 yuan, and the foreman is a few hundred. Most ordinary employees are not highly literate, generally aged between 16 and 20. Being young and dealing with their own affairs may be blind. And most of them are too playful to accept long periods of work, such as eight or nine hours a day. These youth staffs will be sent to other hotels or industries easily.

(2). Employees can't understand the hotel industry properly and think there is no future

Although pay is a factor that pays attention to when people choose a career, it is not the only basis for people making the final decision. It has also been shown that some people would rather give up higher pay temporarily in order to get more development opportunities. Conversely, if he can not get a good development, even been given higher salary, and he still will move to those hotels or other enterprises who can give him broader space for development.

As mentioned above, most of the people who work in the hospitality industry are front-line workers, who tend to be young and impulsive. In some of cases of the losing human resources, there are young employees leaving for "the language conflict with their superiors", "their boyfriends or girlfriends are not in the same working area", "want to go to other hotels to work with friends", or even "dislike some peer workers". As these very simple reasons, they give up their work childishly. Hotel managements feel really sad about this, some staffs have resigned their jobs which have worked for a long time or even have a good development opportunity.

There are also many young employees, from the rural. In the opinion of their parents back home, the hotel

industry is not a "illegal business operation", and the girls who go to the hotel for working may face many dangers. Working in hotels, is not decent or moral. More, the traditional thinking that, to be engaged in the hotel industry is to give people "a cup of tea, helping to wipe the table, serve the food, working as a maid" there is no future for the youth. Employees are not recognized by their relatives. The lack of knowledge and bias in the hotel industry have also greatly accelerated the loss of human resources.

(3). High quality employees have low recognition of their own jobs and lack of accomplishment

The conventional view is that employees are staffs and workers, and managers are often overlooked as staffs, especially high quality managers. These high quality managers, in our traditional definition, may hold a bachelor's degree in tourism or hospitality. Of course the high quality managers also include those who have been working in the hotel industry for many years, experienced and experienced in the scarce hotel management talent.

They are in higher positions in the hotel, but they are also highly labour-intensive and are likely to be incommensurate with their income and labour input. They and their families are also influenced by traditional ideas, some employees think they are engaged in service work are inferior, therefore, once there is an opportunity, they would have to work to other industries.

In our hotel industry, it is common to see that they haven't been treated properly. If the hotel does not give them the correct income or emotional treatment, they could leave. When they are high, if they don't have a good sense of accomplishment or income, they will also leave the hotel they are familiar with. For these hotels, their job-hopping will be a huge loss for the hotel.

(4). Complex interpersonal relationships among employees and problems of employees' emotions

Hotel is the working place with poor working environments and complex human relations. Comparisons between personnel are disrupting work, what does not form the concept of quality first. Low business skills, or loose staff training, also leads to loss of talent. Once service level drops, business performance will seriously landslide. Where there are many people, it is easy to have contradictions.

Hotel staffs, especially staffs on the front line service, are heavy workload. Sometime, they are subjected to a few guests' "willingness difficult" or even "personal insults". In some hotels, employees feel that they have not received due care and respect due to their poor quality or improper management methods. Other hotels, especially old state-owned hotels, internal relations are too complex. If the interpersonal relationship is too nervous, some staffs are unable to bear this depressed work environment or job, they

will seek a better working environment.

Among them, the time of turnover is mainly reflected in the following time periods, 1) .The new crisis before and after the probation period 2) .The promotion crisis happens in the first to the second years in working; 3) . After five years in the job, "I am tired" crisis. The particularity of hotel jobs, such as large labor intensity and simple work nature, tends to breed boredom and complaint. Once there is negative emotion, people will blame each other and blame others for passing on such negative emotions, even aggravate the conflict between employee's mood and interpersonal relationship. These will increase the loss of human resources.

Even if some of the hotel human resource management departments have set up a relatively perfect system of emotion management, strengthening the staff positive outward bound training, will still fail, because of another characteristics of hotel industry. Another feature is that the job is to deal with a variety of guests. These guests have a certain number of quality is not high, or even a very unreasonable, in the event of conflict, employees mood easy out of control, according to the hotel property reputation loss, or loss of human resources.

## 2. SUGGESTIONS FOR THE HOTEL INDUSTRY MANPOWER SHORTAGE AND LOSING

(1). To strengthen the development and train employees' mental health, to establish the concept of "place the staff in advance", hotel should teach employees to be grateful and build team consciousness. Set up the correct value of career and ideological understanding. Human resources training part could add the training of the ideological education to prevent negative emotions and individualism. This also can effectively avoid blind make choices as young employees.

(2). make the training achievement and performance as the basis for the promotion and reward of employees, increase incentive mechanism and let employees feel that there is development and future in this area. The human resources team's profession will also play an important role.

(3). strengthen team construction, and set up working atmosphere as a family atmosphere: training team travel, employee welfare gifts, holiday and even every employee's birthday greeting CARDS and gifts, can let a person feel working place is a home. Let the unit choose and employ people.

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