

Research on the influence of undergraduate interns' Psychological Capital on their intention to stay -- a case study of Shaoxing

Xu Wenjian, Jin Liying, Dong Chenchen, Pan Yuqi, Pang Zhefei

Yuexiu Foreign Language College, Zhejiang, China

Abstract: *In order to reduce the turnover rate of key personnel in the hotel industry and achieve the purpose of helping to stabilize the operation of the hotel industry. This article will focus on the main factors of staff turnover, focusing on the influence of psychological capital of undergraduate interns on their willingness to stay, and give solutions.*

Keywords: *Undergraduate interns; Psychological capital; Willingness to stay; Shaoxing area*

1. Introduction to the current situation of the domestic hotel industry

The development of modern society and economy has brought about the prosperity of world tourism and business, and the hotel industry has also developed rapidly, and has achieved a good development trend in recent years. At present, the hotel industry has become the pillar industry with the most development potential in my country's tertiary industry. Domestic large-scale high-end hotels and foreign-related hotels have entered a period of vigorous development, which has brought about a strong demand for hotel professionals.

2. The industry characteristics of hotel core talents

1) Employees who have been engaged in hotel service industry for many years have many core advantages that ordinary employees can't replace, such as customer recommendation, employee recommendation, customer preference, high work efficiency, etc.

2) Employees who have received professional knowledge related to hotel management and have strong insight and execution.

3) Have a high professional loyalty and professional ethics, and will continue to pass this quality to the employees.

3. The current situation of core talents drain in hotel industry

The brain drain rate of hotel industry in first tier cities is as high as 30%, and even as high as 50% in some cities. Although the cost of hotel employment has been rising, the effect of attracting talents is not obvious, and the willingness of talents to stay is low, resulting in serious brain drain. The lack of professional talents has a great impact on the service quality of hotels. The high rate of brain drain has seriously affected the normal metabolism of hotels, reduced the number of hotel customers, passenger flow and operating profit, restricted the future development of hotels, and brought incalculable losses to hotels. Although many scholars have explored the influence of hotel brain drain from many aspects, they still lack systematic analysis and further research. This topic will start from interns (individuals). We will systematically analyze the causes of brain drain in the hotel industry in today's economic environment from many aspects, and propose effective measures to deal with the problem of talent flow, which will significantly promote the solution of the impact of undergraduate interns' psychological capital on their willingness to stay. And driving effect.

4. Main research directions

This topic will investigate the problem of hotel brain drain caused by hotel and talent itself and other reasons, combined with the survey results to study the main factors affecting the intention to stay, so as to clarify the relationship between interns' daily working hours and hotel talent's intention to stay, the relationship between interns' basic salary and Hotel Talent's intention to stay, and investigate and analyze the current hotel staff turnover factors, And to study the influence of hotel interns' intention to stay. It is proposed to select high-star hotel talents in Shaoxing area as research samples, and carry out systematic data collection, statistics and analysis, so as to build a research model of related theories. First-hand data were collected by means of participation observation, literature, interviews with various audiences and multi-channel questionnaires. The original data are statistically analyzed by using relevant software, so as to intuitively reflect the quantitative change characteristics or trends of the surveyed population in relevant index options, and to test this characteristics or trends. Using factor analysis and analytic hierarchy process, by correlating the structural dimensions and specific indicators of the model with significant and effective comprehensive influencing factors and specific influencing factors, the influencing factors and interrelationships of each part of the model are further analyzed. Finally, it detects the relationship between brain drain and psychological capital, and tries to construct a theoretical research model mainly composed of psychological capital, talent job satisfaction, organizational support, and hotel talent retention willingness.

5. The main reasons for the loss of hotel core talents

Personal reasons:

1) Analyze whether the hotel is conducive to personal career development. First of all, the current hotel personnel training mode is relatively single. Most domestic funded hotels improve their service quality by increasing the number of hotel employees. However, there is a lack of training in terms of personnel quality and the phenomenon of "only using but not training". All of these make it difficult for hotels to cultivate a large number of professional talents. High quality talents are out of gear. When a number of core talents and key talents are lost at the same time, hotels will be unprepared, Even a vicious circle occurs, and there is a situation of pulling out seedlings and encouraging them. After analyzing the above factors and looking for relevant background information, it is considered that the related majors and systems of hotel management in colleges and universities are not yet mature, which makes most students know less about the hotel industry, and thinks that the hotel industry is just checking in at the front desk, cleaning the guest rooms, etc., with narrow development prospects.

2) The hotel lacks a fair competition mechanism. For example, it often uses external recruitment to fill vacancies instead of internal promotion, which greatly dampens the enthusiasm of employees. For most employees, face-to-face interviews are often in one position. There will be no major accidents. There will be no opportunities for job change. Bijing's management positions are few. For most employees, work is just a job income. As for the development of the individual, there is no way to talk about it. Talents feel that there is a narrow room for promotion in the hotel and will choose to leave when the external conditions adapt.

3) In terms of wages, the salary level of the hotel industry has basically stagnated, which is bound to affect the attraction of the hotel industry to high-quality talents. The relatively low salary level is the direct reason for the massive loss of high-quality hotel talents. Secondly, the quantitative employment system restricts the production and cultivation of high-quality hotel talents. At present, a large number of domestic hotels, in order to ensure the service quality in the process of customer service, only consider from the quantity, and win by the quantity. This quantitative mode of employing people makes the level of hotel talents go from bad to worse. The general situation is that most people get low wages, and hotels focus on quantity rather than quality in human development, resulting in the expansion of the total labor cost, and the salary level always lingers at the level of 20 years ago, eventually causing brain drain.

Compared with other industries, the hotel industry is not very popular in terms of wages, and the degree of hardship may not be proportional to the wage ratio. But compared to other industries, there are more opportunities for promotion, faster promotion, and more training. According to the data collected and analyzed by the questionnaire survey, we can conclude that the internship income of high-star hotels in Shaoxing area is more than 3,000 yuan, accounting for only 15.71% of the total survey population, and 84.29% of the remaining population, the internship income was in 2001 Those

in the range of -2500 yuan accounted for the majority, reaching 44.5%. And from the analysis of the data, most people's family situation is general or poor. The National Bureau of Statistics announced in 2018 that the average monthly salary is 2352.33 yuan. This shows that in the hotel industry, most of the interns' wages are not high, and even some people's basic wages can only reach the average wage level of national statistics, barely or fundamentally support their daily life, let alone subsidize their families.

4) When choosing a career, people will not only consider salary and welfare, but also consider whether an individual's career planning goals can meet his expectations. The promotion of individual positions in the hotel may take longer than other industries. In addition to the confidentiality of the internal information of each brand hotel, the hotel is relatively strict for the promotion of personnel to the management level, and it is also a test of his professional loyalty.

Through research, our group found that compared with other popular, high paid and stable occupations. To a large extent, working in the hotel industry is not their first choice. In the survey, only 26.7% of the people chose the hotel industry out of their own interests, while the rest chose the hotel because of the low entry threshold, the large number of recruits, the low professionalism of the job and the recommendation of relatives and friends.

Hotel reason:

1) Through the survey of hotel interns, we can know that the salary level is not proportional to the workload, which is the main reason for many hoteliers to leave the hotel. This phenomenon is inseparable from the hotel's personnel management model. The hotel industry personnel is now a vertical management model. Therefore, the income of different positions will also form a distinct vertical stratification. This phenomenon exists in all walks of life, but for the pyramid-like hotel industry, this phenomenon will be invisibly magnified. In addition, the large workload of the grassroots staff in the hotel will form a certain contrast with the salary they receive. But this phenomenon is more difficult to solve for the hotel industry itself, the hotel is a large flow of people, but also a detail oriented industry, and a series of reasons lead to the hotel itself needs a large number of grassroots staff, and the recruitment requirements for grassroots staff are relatively low. Its work is also more complicated than machinery. In addition, the mobility of hotel grassroots staff is relatively large. These reasons also lead to the hotel in the premise of profit-making, unable to offer a higher salary to a large number of grassroots staff, leading to staff turnover.

2) According to the survey, most employees in the hotel work 8-12 hours a day, and only a few employees work more than 12 hours. Hotel industry is a service industry, which is more difficult than other industries. And unlike the working hours from nine to five in most industries, the working hours in the hotel industry are seasonal, that is, the working hours of hotel employees will change with the change of the tourist season. The working hours are short in the off-season, but the working hours in the peak season are very long. Overtime is a common occurrence, and even the phenomenon of continuous rotation occurs. Longer working hours are often not directly proportional to the employee's salary, which greatly reduces the hotel employees' job satisfaction and also reduces the talent's willingness to stay on the psychological capital; and working for a long time makes employees physically and mentally exhausted. , Work enthusiasm decreases. The hotel should comprehensively analyze the workload of each position in the off-season and peak season, reasonably arrange the working hours of the staff, and realize humanistic care for the staff. On the one hand, appropriate working hours can improve the satisfaction of talents and enhance the willingness to stay; On the other hand, it can also effectively reduce the fatigue of working long hours, so as to improve work efficiency and make the hotel have better income.

6. Influence of Core Talent Loss on Hotels

When asked whether they would stay in the hotel in the future, more than half of the hotel interns chose not to work in the hotel and chose other industries, while only a few respondents chose to stay in the hotel. It can be seen that although the cost of employing people in hotels has been rising, the effect of attracting talents is not obvious, and the low willingness of talents to stay in office has caused serious brain drain. The high turnover rate of talents in modern hotel industry is mainly reflected in the fact that hotel interns can't stand the high-intensity working environment in hotels and choose to work in other industries. The second aspect is mainly reflected in the fact that contemporary college students think that the salary level of hotel internship is inconsistent. Therefore, the modern hotel industry lacks high-quality talents, and the turnover rate of talents is also very high. More importantly, the lack of talents will have a considerable impact on hotels. As a service-oriented industry, hotels have a high

demand for talents, and the high turnover rate of talents has seriously affected the normal metabolism of the hotel and reduced the hotel's internal metabolism. Customer source, customer flow and operating profit limit the future development of the hotel and bring immeasurable losses to the hotel. If hotel interns show high turnover and high turnover for a long time, the impact on the hotel will be irreversible, and the hotel will also lack high-quality and high-quality talents to a certain extent as well as the future middle and high-level talent pool. In this regard, hotels should focus on how to effectively retain talents. Starting from the hotel management mechanism, incentive mechanism, salary system, assessment management and promotion mechanism, training mechanism, staff self-improvement space and other aspects, corresponding measures should be taken to improve the job satisfaction of talents and give full play to the positive role between psychological capital and retention intention, So as to retain more hotel talents, improve the competitiveness of the hotel in the market, and lay a solid foundation for the long-term stable development of the hotel.

7. Countermeasures against the loss of core talents

Attach importance to employees themselves and their self-career planning

The competition between hotels is inevitable. In the final analysis, the competition between hotels is the competition of professional quality and skills of hotel employees. For the hotel's input to the employees themselves, the employees' contribution and contribution to the hotel can be rewarded. A good hotel starts from the staff's ability. Paying attention to the staff itself is the best way to improve the staff's quality, skills and loyalty to the hotel.

There are limited top management positions in a hotel. Based on the premise that the hotel itself is under the vertical management system and the number of employees is large, only a few outstanding employees can be promoted. So it is very important for the staff's career plan, the hotel should actively understand the staff's career plan. Try to adjust the work content, vocational and technical further study, job promotion, etc., to guide employees to form a positive career plan that integrates with the hotel's corporate culture.

Readjust salary structure, evaluate and manage employees' performance

Salary is not only the most direct work reward for employees, but also one of the main reasons that directly affect employees' willingness to stay. If hotels want to retain core talents, the most direct and effective way is to let hotel employees participate in the capital division activity of "cake cutting". Seek coordination and balance with each other. On this basis, the salary structure should be adjusted to allow employees to participate in the hotel income distribution, so as to form a common interest system of mutual benefit and win-win, risk sharing between the hotel and core employees.

From the performance appraisal of employees, the subjective performance appraisal of management should be eliminated. Employees should be evaluated for their performance from various aspects and at all levels. Improve the fairness of performance appraisal, so as to enhance the hotel core talents' satisfaction and willingness to stay in the hotel.

Establish a "employee-based", one-person-oriented corporate management philosophy, and strengthen the communication and feedback between employees and management

In the final analysis, the competition between hotels is the competition of employees, and employees are the source of the hotel's interests. High-intensity work, long working hours, and excessive squeezing of employees are one of the main reasons for the loss of core talents in the hotel. The hotel must establish the "employee-based starting point, people-oriented management philosophy, in order to recruit good employees, retain good employees, and make good use of them."

8. Conclusions

In recent years, with the rapid development of the hot tourism industry, the hotel industry also has various problems. Due to the long working hours and low overall salary in the hotel industry, the brain drain rate is high and the brain flow rate is high. The low willingness to stay in the hotel not only reduces the economic benefits of the hotel gradually, but also affects the overall service quality and internal normal metabolism of the hotel, reduces the source of tourists, passenger flow and operating profit, and limits the future development of the hotel. If we can't solve the problem of brain drain in a limited way, it will seriously affect the future development of the hotel.

This topic explores the impact of hotel interns' psychological capital on their willingness to stay from various aspects. Starting from a questionnaire survey of undergraduate interns on their willingness to stay, it studies the impact of working hours on talent satisfaction and the impact of hotel interns' willingness to stay. influences. Focusing on studying the impact of basic salary on hotel brain drain and investigating and analyzing current hotel staff's resignation factors, it is difficult to study the main factors that affect the willingness to stay. A systematic analysis and further research are carried out, and a certain feasibility is proposed. The countermeasures have obviously promoted the problem of low willingness to stay.

The results show that the long-time work in hotels has a great impact on the satisfaction of talents. And longer working hours are often not proportional to the salary of employees, most interns are dissatisfied with their internship salary. More than half of the respondents think that the future development prospect of the hotel industry and whether the internship salary is attractive compared with other industries mainly affect their willingness to stay. The main reason why many hoteliers leave the hotel is that the salary level is not proportional to the workload. Besides, slow promotion, salary and welfare, and great mobility of employees in the hotel industry are the main reasons why people leave the hotel industry.

Given the fact that hotel wages are too low to be proportional to workload, promotion is slow, and development prospects are limited, low willingness to stay in the hotel industry is an inevitable phenomenon. This requires the hotel to think through multiple aspects such as hotel management mechanism, salary system, assessment management and promotion mechanism, training mechanism, and employee self-improvement space. Only by taking corresponding measures can we improve the job satisfaction of talents, enhance interns' willingness to stay, and play a positive role between psychological capital and willingness to stay. Only in this way can we retain more hotel talents, ensure the quality of hotel service, promote the metabolism within the hotel, improve the comprehensive competitiveness and lay a solid foundation for the long-term stable development of the hotel.

Acknowledgements

20202020 National College Student Innovation and Entrepreneurship Training Program Project Research on the Influence of Undergraduate Interns' Psychological Capital on the Intention to Retain Employment—Taking Shaoxing Area as an Example Project Number: 202012792025

References

- [1] Jin Chen, Fu Bing. Talking about the major reasons and countermeasures of talent flow in the high-star hotel industry [J]. *Zhifu Times*, 2017(3):118-120.
- [2] Ye Ying, Xiao Zhao, Chen Nianhua, Huang Liede, Dong Yan, Gao Huijie. Research on the problem of brain drain in the hotel industry [J]. *Hotel Management Research*, 2014(9): 101-102.
- [3] Yin Hongwei, Zhu Ye, Zhao Zhixia, staff turnover in star-rated hotels and countermeasures.[J]. *Royal Society Open Science*, 2018, 5(7):180