



Full length article

Investigation and Analysis on Incentive Factors of employees in hotel industry - Taking Jiujiang business hotel in Zhengzhou as an example

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Article Info

Received: 26.08.2023

Accepted: 29.10.2023

Available online: 15.12.2023

Keywords:

business hotels, human resource management, business training, incentive mechanisms, career development

DOI:

<https://doi.org/10.59857/ijabs.1891>

ABSTRACT

This article takes Zhengzhou Jiujiang Business Hotel as an example, and through specific and comprehensive investigation and research, takes the issue of low work enthusiasm and work laziness of employees in the hotel as the starting point. It analyzes in detail the problems in human resource management such as employee training organization, incentive mechanism, and career development in the hotel, and proposes corresponding suggestions and solutions for these main problems, we have established a systematic human resource management system for exploring the future development of business hotels. The research in this paper has important practical guidance significance for Zhengzhou Jiujiang Business Hotel to improve its human resource management level and overcome development difficulties. It also provides a certain reference for the management work of other similar business hotels in Henan and has practical significance for promoting the improvement of the service level of business hotels in Zhengzhou and even Henan.

1. Introduction

Human resources, as the intangible and core resources of enterprises, promote the strategic development of enterprises. The basic functions of human resource management can be understood as: attracting external talents, retaining talents, properly encouraging talents and effectively developing talents' potential. Setting an example of ethics among employees will not only help to establish a good working atmosphere, but also improve employees' work enthusiasm, which is also the core content of contemporary human resource management. In order to continuously improve the quality of employees, boost their morale and improve their

performance, it is necessary to establish a scientific, reasonable and appropriate incentive mechanism (Jie Shang 2014).

The prosperity of the hotel industry depends on employees. At present, many hotel enterprises often treat employees as natural persons rather than social persons. Mayo said that employees are social people rather than economic people. Through the investigation and analysis of Zhengzhou Jiujiang Business Hotel, this paper finds out the elements conducive to promoting employees' work motivation. So as to mobilize the enthusiasm of employees, enhance employees' sense of pride and belonging to the organization, and better realize the growth and sustainable development of the enterprise. In addition, from the perspective of employees, they are eager to be recognized by the enterprise, form a strong destination and be guaranteed in the development of their own career. To sum up, this paper takes hotel employees as the survey object, studies effective incentive factors and obtains solutions. This is also of great significance to employees.

1.2 research review

1.2.1 research on employee incentive in China

For small and medium-sized enterprises, talents are the guarantee for them to participate in market competition and obtain stable development, especially the core employees. Stabilizing and retaining core employees is the top priority of the operation and management of small and medium-sized enterprises. As a means of human resource management, salary incentive is scientific and reasonable, which directly affects the stability and work enthusiasm of the core staff of small and medium-sized enterprises. In order to better retain talents, enterprises should constantly improve the salary incentive mechanism based on reality, promote the combination of short-term incentive and long-term incentive, improve the performance appraisal system, pay attention to building the corporate culture, so as to better mobilize the work enthusiasm of core employees, promote them to actively invest in their jobs and better serve the enterprise, Achieve a win-win situation for personal and corporate goals (Bo pan 2018).

Once the performance appraisal system is formed, it must be unified and operable. Therefore, while taking quantitative and operational indicators such as energy conservation, income increase and service quality improvement as performance evaluation indicators, it is also necessary to expand the scope of performance evaluation. As long as it is beneficial to the enterprise, team and employees, the operational assessment indicators can be used as the assessment content. The assessment content can be combined with corporate culture construction and team construction, so as to improve the assessment content. For example, the communication between departments has always been an important problem in the operation of the hotel industry. Each department acts in its own way and prevaricates with each other. In case of accidents and mistakes, there is often no way to pursue responsibility. The hotel industry can take this as the starting point to conduct two-way

accountability for the problems in the communication between different departments and include them in the performance appraisal, In this way, the hotel can form a good communication mechanism and atmosphere (Zhuangfeng Li 2018)

The design of incentive mechanism should start from reality and change with the development. The principle of incentive mechanism is common and simple, that is, starting from the premise that people are selfish, connect personal interests with personal performance and pay according to contribution. But when

Applying this principle to reality is not so simple. The situation in the real world is very different and changeable, and the incentive mechanism works in a variety of ways. There is no universal incentive in the world. Whether an incentive method is good or not depends on whether it is useful or useless, just as whether a drug is good or not depends on the curative effect (Lixia Shen 2016)

1.2.2 research on employee incentive in foreign countries

With the development of economy, employees will face more and more job opportunities. As managers of enterprises, they should fully consider the variability of the whole talent market and do relevant work to retain effective employees. The results also show that among the top global enterprises, some enterprises attach great importance to the role of incentive factors. And through some investigations, we come to the conclusion that the most effective ways to encourage employees are monetary incentives such as stock options and bonuses (Cheung, C. scherling, A. S. et al. 2010).

When the calculation method of employees' wages is hourly wages, only 30% of their inherent ability can be brought into play. And when excited give full play to 90% of the inherent ability, and the importance of incentive is prominent. This shows that on the basis of giving material incentives, alcohol skillful managers should also do a good job in spiritual motivation. It can w effectively maintain the high morale of hotel staff. For example, they often talk to employees, praise employees with outstanding performance, encourage employees, etc. (Russo, M. and Harrison, N. 2005).

2.1 investigation on Incentive Factors of hotel employees

2.2 background of Zhengzhou h Business Hotel

Zhengzhou Jiujiang business hotel was established in 2009. After 9 years of development, it has begun to take shape. The internal organization structure of the hotel is complete, the personnel are neat, and the development momentum is good.

Zhengzhou Jiujiang business hotel is funded by four shareholders and participates in the management and operation. The hotel is located in a commercial center of Zhengzhou, adjacent to subway and bus, with

convenient public transportation. There are two universities, a large number of shopping malls and commercial office buildings around Jiujiang Hotel, with a large flow of people. The target customer group of the hotel is mainly composed of business guests, school students, experts and scholars, personnel who come to Zhengzhou for short-term tourism and take various examinations. Zhengzhou Jiujiang business hotel has grown into a medium and high-end business hotel with more than 80 people and seven departments, integrating accommodation, catering and undertaking business meetings.

Zhengzhou Jiujiang Business Hotel currently has 81 employees, distributed in 8 departments. The hotel carries out personnel promotion and salary adjustment in July and December every year. The hotel will focus on recruiting a group of employees from November to March of the next year, and will dismiss some employees according to the development from July to October of each year.

The channels of hotel recruitment are mostly online recruitment and internal personnel recommendation. Each department is responsible for the assessment management mechanism, and then the manager is responsible for the overall control and reporting the results to the executive director.

According to the preliminary understanding, the employees of Zhengzhou H business hotel have some problems of work slack and more resignation of middle-level employees after short-term work.

2.3 investigation on Incentive Factors of employees in Zhengzhou H morning Hotel

In view of the large-scale work slack of hotel employees, the third part of this questionnaire specially establishes an employee satisfaction survey, which investigates from five aspects: salary, management system and working environment, finds out the factors that can most motivate employees, and solves the problem of employee work slack through different incentive methods.

In this survey, a total of 5 modules and 25 options are established, and then 25 factors are numbered for subsequent detection and analysis. Complete the statistics of 77 questionnaires collected, and sort the statistical data into standard percentage. As shown in Table 2.1 percentage of employee satisfaction survey factors:

Table 2.1 percentage of employee satisfaction survey factors

salary	A1	salary system reasonable	6%	19%	50%	13%	2%
	A2	Bonus performance linkage	2%	40%	38%	17%	3%
	A3	salary adjustment periodicity	10%	25%	31%	34%	0%
	A4	Hotel welfare system	5%	22%	37%	34%	2%
	A5	Fairness of treatment	8%	38%	41%	21%	2%
manage- ment	B1	management system fair	3%	23%	58%	14%	2%
	B2	management system clear	0%	7%	55%	43%	5%
	B3	management system complete	5%	25%	50%	11%	9%
	B4	Leadership	3%	24%	41%	36%	4%
	B5	corporate culture	13%	22%	52%	10%	3%
Work en- viron- ment	C1	relationship	5%	33%	41%	10%	11%
	C2	Working conditions	2%	24%	35%	31%	8%
	C3	post	5%	20%	40%	31%	4%
	C4	Work achievements	3%	22%	32%	31%	12%
	C5	humanistic concern	7%	31%	37%	22%	3%
Promo- tion and training	D1	Promotion opportunities	11%	38%	34%	12%	5%
	D2	Promotion Mechanism	8%	22%	38%	27%	5%
	D3	Number of training	3%	25%	48%	11%	13%
	D4	Training methods	9%	38%	31%	27%	5%
	D5	Training content	10%	33%	31%	27%	5%
Perfor- mance	E1	Attendance system	2%	21%	43%	28%	6%
	E2	Evaluation method	5%	23%	37%	32%	3%
	E3	Work achievements	7%	37%	45%	6%	5%
	E4	Performance system	3%	22%	42%	38%	5%
	E5	Development prospect	9%	32%	38%	18%	3%

According to Table 2.1, we use SPSS software to analyze the reliability of the questionnaire to test whether the survey is credible. We import the data in 2.1 into SPSS software, and the software runs to get the operation results of Cronbach coefficient analysis, as shown in Figure 2.2:

Cronbach's Alpha	Based on standardized items Cronbachs Alpha	number of terms
.977	.991	25

Figure 2.2 Cronbach coefficient

The size of Cronbach coefficient is the method to evaluate the internal reliability. From the above chart, we can see that the coefficient is 0.977 and the attribute is very reliable. Therefore, it can be proved that the reliability of this survey is very high and the design is also scientific.

2.4 sample validity analysis

Using SPSS software to analyze the sorted data, the purpose is to summarize the impact of these five modules and 25 factors on employee satisfaction. After analysis, the test results of kmo and Bartlett ball are shown in Figure 2.3:

KMO & Bartlett

Kaiser-Meyer-Olkun	0.803
Bartlett	1271.249
df	131
sig	0.1

Figure 2.3 kmo and Bartlett ball test results

The closer the kmo value is to 1, the better the validity. Meanwhile, Bartlett's test mainly depends on the value of SIG. The closer it is to 0, the better. It can be clearly seen from figure 4.3 that both values meet the requirements. Therefore, the final data from the questionnaire can be used for factor analysis. For further analysis, we obtained the explained total variance, as shown in Figure 2.4:

Explained total variance

com- po- nent	Initial eigenvalue			Extract sum of squares and load			Rotate the sum of squares to load		
	Total	variance compo- nent %	accumu- late %	Total	variance compo- nent %	accumu- late%	Total	variance compo- nent %	accumu- late %
1	20.832	83.329	83.329	20.832	83.329	83.329	10.095	40.378	70.378
2	2.537	10.149	93.478	2.537	10.149	93.478	7.462	29.849	70.227
3	1.326	5.304	98.782	1.326	5.304	98.782	7.139	28.554	98.782
4	.305	1.218	100.000						
5	8.162E-16	3.265E-15	100.000						
6	4.184E-16	1.674E-15	100.000						
7	2.631E-16	1.052E-15	100.000						
8	2.243E-16	8.971E-16	100.000						
9	1.885E-16	7.538E-16	100.000						
10	1.437E-16	5.748E-16	100.000						
11	1.123E-16	4.493E-16	100.000						
12	9.522E-17	3.809E-16	100.000						
13	5.637E-17	2.255E-16	100.000						
14	2.240E-17	8.960E-17	100.000						
15	9.115E-19	3.646E-18	100.000						
16	1.831E-17	7.322E-17	100.000						
17	3.783E-17	1.513E-16	100.000						
18	7.579E-17	3.031E-16	100.000						
19	-9.936E-17	-3.974E-16	100.000						
20	-1.668E-16	-6.672E-16	100.000						
21	-1.712E-16	-6.849E-16	100.000						
22	-2.171E-16	-8.682E-16	100.000						
23	-2.528E-16	-1.011E-15	100.000						
24	-4.543E-16	-1.817E-15	100.000						
25	-6.310E-16	-2.524E-15	100.000						

Explained total variance

com- po- nent	Initial eigenvalue			Extract sum of squares and load			Rotate the sum of squares to load		
	Total	variance compo- nent %	accumu- late %	Total	variance compo- nent %	accumu- late%	Total	variance compo- nent %	accumu- late %
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2	2.537	10.149	93.478	2.537	10.149	93.478	7.462	29.849	70.227
3	1.326	5.304	98.782	1.326	5.304	98.782	7.139	28.554	98.782
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11	1.123E-16	4.493E-16	100.000						
12	9.522E-17	3.809E-16	100.000						
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16	1.831E-17	7.322E-17	100.000						
17	3.783E-17	1.513E-16	100.000						
18	7.579E-17	3.031E-16	100.000						
19	-9.936E-17	-3.974E-16	100.000						
20	-1.668E-16	-6.672E-16	100.000						
21	-1.712E-16	-6.849E-16	100.000						
22	-2.171E-16	-8.682E-16	100.000						
23	-2.528E-16	-1.011E-15	100.000						
24	-4.543E-16	-1.817E-15	100.000						
25	-6.310E-16	-2.524E-15	100.000						

Figure 2.4 total

variance explained

As can be seen from figure 2.4, the eigenvalues of 18 components in the column exceed 1; The percentage of variance column is the percentage of variance revealed by each component. In the above figure, the percentages of the first three components are 40.378, 29.849 and 28.559 respectively. Therefore, it can be concluded that these three factors account for the largest proportion of the key factors affecting employee satisfaction. The specific ranking of 25 factors is shown in Figure 2.5:

	component		
	1	2	3
C5	.983		
D2	.972		
A3	.968		
E5	.963		
E1	.962		
A5	.955		
C3	.939		
E2	.939		
B1	.936		
B4	.927		
C2	.927		
A1	.922		
A2	.920		
D5	.916		
A4	.915		
B3	.903		
E4	.902		
D3	.878		
D4	.877		
C1	.877		
C4	.870		
B5	.862		
E3	.859		
D1	.832		
B2	.789		

3.1 analysis of incentive factors of Zhengzhou Jiujiang Hotel

After SPSS analysis of the data obtained from the employee satisfaction survey, we can know from figure 2.5 that the top three factors affecting employee satisfaction are humanistic care, whether the promotion mechanism is perfect and whether the salary system is reasonable.

(1) Humanistic care. With the continuous development of China's economy, people's pursuit of work has changed. From the pursuit of high salary at the beginning to the pursuit of humanistic care now, they hope to get social recognition. Generally speaking, at the social level, the impression of hotel employees is that they have low educational background and low entry threshold for the service industry.

(2) Whether the promotion mechanism is perfect. Whether the promotion mechanism of hotel staff is complete or not will directly affect the enthusiasm and creativity of employees. In the fairness theory, it shows that when employees feel fair at work, they will effectively improve their work efficiency.

A perfect promotion system can make employees feel that their work is resounding, and they will invest more energy in their future work after being promoted. The incomplete promotion mechanism will make employees unable to see the results of their work, and will have a slack psychology in their future work, which will affect the enthusiasm of daily work and the quality of service. Therefore, whether the promotion mechanism is complete is an important link in hotel management.

(3) Whether the salary system is reasonable. The payment of salary is the guarantee of employees' normal life. It can be said that without a good salary system, good employees cannot be retained. Not to mention the realization of creativity and self-worth.

4.1 Hotel human Resources Management Countermeasures

4.2 Implement The Principle of Flexible Management

The principle of flexible management is the management concept of "people-oriented". Through the flexible and changing characteristics of the change of objective conditions, it can not only break through the constraints of inherent rules and regulations and the limitations of organizational structure, but also greatly reduce the threat brought by the objective environment (Yujing he 2018). It can be said that flexible management is in line with the characteristics of hotel management. There is a lot of flexibility in hotel management. Employees should also make flexible responses according to the needs of different guests, which can not be stereotyped. Therefore, management flexibility should be considered in the design of hotel human resource management.

4.3 build a New Scientific Hotel Human Resource Management System

build a new scientific hotel human resource management system around the three dimensions of "talent introduction and internal training", "cultural management and system management" and "coordinated development of traditional operation and modern technology".

"Talent introduction and training" should focus on internal training. We should be lucky to use the 7-2-1 training and learning model to continuously improve the quality of training. At the same time, we should also introduce professional talents in professional fields that are not involved in training according to the needs of hotel development; "Cultural management and institutional management" complement each other and promote each other. There is no emotion in the management of only system without culture, and there is no restriction in the management of only culture without system. Therefore, in terms of management, both system and culture are indispensable. At present, Zhengzhou h business hotel has formed a relatively complete rules and regulations system, but it is lack of cultural management. With the renewal and development of the times, especially as a medium and high-end business hotel, it is facing people who are particularly sensitive to information, technology and time control. The hotel should update the management concept in time and keep up with the pace of the times.

4.4 Multi Channel Promotion Path

The career development of employees should be combined with the changes of employees' inner psychological development in their work. Only by establishing a good and fair working environment and making employees feel smooth, can managers better design the career development direction of employees (Freitas, W.R.d.S., Caldeira-Oliveira, et al. 2020).

Although the promotion of hotel staff is relatively clear, it is very single. For example, the promotion of front desk service department can only be promoted to the head of front desk department, and the promotion of housekeeping department staff can only be promoted to the head of housekeeping department. The employees of maintenance department and security department are not interested in the work of managers, and promotion is not attractive to them. In the questionnaire, it also reflects that employees have few promotion channels for the hotel. Therefore, it is very necessary to formulate a multi-channel promotion model in the hotel.

Shi en's "career anchor" theory divides promotion into five types: technical type, management ability type, innovation type and independent stability. It reasonably interprets the different types of employees' work. In the formulation of the five types, it also fully takes into account each employee's personal ability, work motivation and different value orientation (Preacher, K.J., Hayes, A.F. 2008). The staff needs of each department in the hotel are also different. Some pursue technical excellence, while others hope to be promoted in their positions., Therefore, when setting the career promotion direction of employees in the hotel, we should combine the "career anchor" theory.

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