

Research on the Reform of Hotel Management Salary Management System

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Abstract: With the development of the hotel industry, the salary management has become one of the core contents of the hotel enterprise management. It not only involves the economic benefits of the hotel, but also is related to the vital interests of the hotel staff, and is associated with the development of the hotel. Therefore, the transformation of the hotel salary management system and the establishment of a reasonable salary management system is an urgent problem to be solved. Through the description of the present hotel salary management system, the article puts forward its problems like lack of competitiveness and unreasonable structure, and finally proposes the related measures as establishing a new concept of hotel salary management, making a clear goal about salary management, using the personalized salary system and so on, thus to help the guidance on the development of hotel industry.

1. Introduction

With the deepening of global economic integration, the hotel industry is facing more fierce global competition, including the competition in talent. How to deal with this challenge in the hotel industry is the problem that the human resource management department should think about. Salary management, as one of the core contents of the hotel human resource management, has become the most concerned field for senior managers. For both foreign and domestic hotel employees, compensation is undoubtedly one of the most sensitive issues. The salary management system is affected by the operating environment inside and outside the hotel, and it is reformed to make it more challenging and become the condition for the successful hotel operation, and many successful hotels are directly related to the choice of their reasonable salary policy and management mechanism. The author conducted a survey on some hotel employees in Fujian province, and asked the hotel staff to score the salary management system of the hotel, with a total score of 100 points and divided into five grades. The results were: 80-89 points for 16.67%, 70-79 points for 61.11%, 60-69 for 11.11%, failing 11.11%. From the above data, it can be seen that the satisfaction of the hotel employees with the hotel salary system. Therefore, in order to make the hotel more competitive, more standardized operation and management, improve employee satisfaction, to transform the unreasonable problems in the hotel salary management system, and to establish a reasonable salary management system is an urgent problem to be solved in the hotel industry.

2. Hotel Salary Management System Salary Structure

According to the development of the existing hotel, the salary structure appears in many forms, among which there are mainly three main forms, respectively: structural salary, post grade salary and pieceplan salary. [1]The following will be detailed separately, each hotel can be selected according to the specific situation of the department.

2.1 Structural Salary Model

The hotel currently adopts structure salary (also known as structure) is mainly composed of basic salary, job salary, benefit salary, subsidy salary (allowance) and other parts. Among them, basic salary is called fixed salary, benefit wage is called floating salary, some in the form of bonus. Structural salary mode operation is relatively simple, with the characteristics of concise, often used in low star, or small and medium-sized personnel management simple hotel enterprises.

2.2 Post Level and Salary Model

The post grade salary system (also known as the post grade salary system) is a salary system that determines the salary standard according to different posts and different grades in each post. [2]The hotel determines the salary index of post grade by considering at least four aspects as: the size of the position, the scope of responsibility, the complexity of the work, and the market price of human resources.

2.3 Piecerate Salary Model

Pieces salary (also known as piece rate wage) is according to the work completed by the staff (such as hotel can press room occupancy rate, restaurant turnover, commodity sales, etc.) quantity, quality and the valuation unit price accounting (by each room, each table banquet, etc.), and pay a form of remuneration, the amount is determined by the working standard and working time, embodies the principle of distribution according to work. piecewage can reflect the labor difference between different levels of employees, and can reflect the actual labor difference between employees of the same level.

2.4 Selection of Salary Structure Differences

The difference of salary structure refers to the grade comparison between different types of work in the hotel. Through the market survey, the hotel divides the grade to determine the grade difference and establish the salary system of the hotel. [3]The salary structure differences are divided into two categories: flat (Flat Structure) and high cliff (Steep Structure).

The flat salary structure is characterized by a smaller number of salary layers than some equal corporate culture, but this structure does not provide much incentive for employee promotion and training. If the salary gap between a senior hotel employee and a junior employee is small, then the difference in its salary structure is flat. The steep salary structure divides the salary grade of employees, in which the salary level can continue to be subdivided. The salary of senior management and low-level employees generally varies greatly, and the number of employee salary adjustments must be more frequent. This structure also has its advantages and disadvantages. The advantage is that it provides the motivation for employee promotion and training, and also reduces the loss of employees due to insufficient incentives.

3. Hotel Compensation Management System Has Problems

Through the investigation of the hotel salary management system and the comparison with the salary situation of other industries, it can be concluded that the following problems exist in the hotel salary management system.

3.1 The Lack of Competitiveness of the Compensation Management System

3.1.1. Long Working Hours and High Labor Intensity

The hotel industry is a labor-intensive industry, and most of its service products are provided by people. It can be said that most employees pay more than the employees in other industries, and their working hours and labor intensity are high, as can be seen in Table 1 below.

Table 1: Overtime work ratio by industry

trade	The proportion of all overtime employees is (%)		The proportion of overtime employees in this industry to all overtime employees: (%)
	the male sex	femininity	
agriculture	66.7	33.3	1.5
Mining / construction industry	94.7	5.3	8.4
manufacturing industry	73.3	26.7	30.4
unobstructed	87.5	12.5	5.6
Communications / Utilities	83.3	16.7	2.7
trade	67.8	32.2	19.1
Banking, finance, and real estate	51.2	48.8	2.7
serve	39.3	60.7	24.5
public administration	71.6	28.4	5.1

3.1.2. Lack of Salary Survey and the Average Wage Level Is Lower Than that in Other Industries

According to the survey data, 83.33% of the staff think that the hotel rarely conducts a salary survey on other enterprises. In order to attract and retain the excellent talents needed by enterprises, it is important to understand the salary level of other industries or hotel jobs. The low salary makes the hotel industry lack of market competitiveness and is unable to win over excellent talents. If the hotel employees are in the state of insufficient labor compensation for a long time, they will be dissatisfied, which will affect the operation and management of the hotel.

3.2. Unreasonable Salary Structure

According to the survey, there is no innovation in the salary structure of the hotel industry, and the salary structure is relatively unified. The main problems are the following aspects.

3.2.1. Single Salary Structure

The salary model is mainly composed of fixed and variable parts. The fixed salary is mainly the

basic salary, and the variable salary is determined by individual performance and peer price. In the hotel fixed proportion is very large, some even reach more than 80%, easy to make employees produce inertia and inertia. Variable compensation is too small to improve the enthusiasm and creativity of employees. [4]Therefore, the hotel readjust the reasonable proportion of salary, which can not only give employees a relatively sense of stable and safe, but also stimulate the potential and work enthusiasm of employees. At the same time, the hotel compensation management should be solved.

3.2.2. Unreasonable Refinement Degree of Compensation

As can be seen from the survey results, 45% of the hotel staff believed that they had passed the skills test and adjusted the rank of the employees in the qualification examination, and 55.56% set the highest annual salary at all levels [5] In this case, the hotel should still design a diversified, multi-level, flexible compensation system, so as to meet the needs of the hotel development. In addition, a special salary structure can be designed for special professionals, such as marketing personnel, professional and technical personnel, etc.

3.2.3. The System Lacks the Incentive

The compensation management system must be well combined with the incentive. Compensation is an important part of motivating employees. If the hotel does not make full use of the incentive of compensation to make the system more active, it may make the system lose the original goal that must be achieved and play the expected role.

4. Hotel Compensation Management System Reform Countermeasures

4.1. Establish a New Concept of Hotel Salary Management

In terms of increasing adaptability, innovation and competitiveness, economic globalization puts great pressure on manpower management and puts forward higher requirements on salary management. First of all, for the hotel system, in the process of reforming the salary management system, the following issues must be considered: "What role does the hotel hope to make the system play through the system transformation, and what purpose we will achieve in the salary management. Which compensation system or management method contributes to the realization of strategic goals. Does it effectively convey the hotel's corporate policies, corporate culture, and corporate values? "Third, organizations must take a more serious and generous attitude towards human resources and make more investment in human capital. Treat employees as hotel resources rather than costs. [6]Attach importance to the role of human capital, so that human capital to obtain equal investment income.

4.2. Formulate Clear Salary Management Objectives

The transformation of the compensation management system is to achieve the compensation management target, and the compensation management target is to help the hotel to achieve the strategic target. Before the specific design of the compensation system, the hotel should combine its own different development stages, compensation related policies and its own corporate culture. The analysis and thinking from the strategic level can ensure that the strategic goal is the center to develop the salary management target adapted to the development of the hotel. When setting salary management objectives, the manager generally makes work target plans of the department according to the strategic objectives of the next level or the responsibilities of the department, so as

to ensure that the salary management objectives are consistent with the strategic objectives of the hotel.

4.3. To Improve the Salary System Based on Performance Management

Performance compensation system is the most suitable compensation system for enterprises, and the performance compensation system encourages employees to improve the work performance based on at least two premises, the compensation still plays an irreplaceable role in the incentive process for employees, and confident people often attribute success to their own efforts to subjective factors and attribute the failure to the influence of objective factors. Under high performance, success may be attributed to their own efforts, and under low performance, problems may be attributed to objective factors such as performance standards and assessment process. [7] This requires the hotel to maximize the recognition of employees in the design and implementation of the assessment standards, and reflect its behavior-oriented function.

4.4. Use the Personalized Salary System

4.4.1. Design Different Compensation Plans for Different Types of Employees in the Organization

4.4.1.1. Implement the Annual Salary System for Hotel Operators

The interest incentive system of annual salary system can be combined with the risk control mechanism of stock option and futures stock system, focusing on risk reward, and combining short-term incentive with long-term incentive. From the following enterprise as an example, it can be seen that the interests of employees and enterprises are closely linked. The "Fengyu Sheng Ji 'an" in Shanghai is the most popular snack "Fengyu Sheng Ji' an" steamed bread snack shop in Shanghai people. It has been renamed as "Fengyu Catering Co., Ltd.", and 150 employees jointly invest and become shareholders of the company. At the same time, the staff, responsibilities and risks on the position coexist, the overall economic benefits of the company, directly affect their personal interests. The company through this move also gathered a large amount of funds, enhance the development of the enterprise. The incentive scheme adopted for hotel operators may not only apply to this type of personnel, but part of the incentive content can be taken as the incentive scheme for other personnel.

4.4.1.2. Scientific and Technological Personnel Shall Be Rewarded According to Their Scientific and Technological Achievements

The scientific and technological personnel of the hotel can be said to be few, but their contribution is extraordinary, therefore, can be implemented for scientific and technological personnel such as project achievement award, scientific and technological achievements into production profits after the commission award. [8]

4.4.1.3. Implement the Performance Salary System for Marketing Personnel

The definition of marketing personnel in the hotel is relatively extensive, there are specialized marketing, there are non-specialized marketing, as long as the hotel staff are a marketing personnel. Here basically refers to the marketing personnel of the Marketing Department, can implement the performance salary system, the fixed salary and business commission combination, established to give the business personnel stable life security, and mobilize their enthusiasm.

4.4.1.4. For Most Ordinary Employees, the Post Salary System Is Implemented

Most ordinary employees can follow the "fixed + variable" and actively promote the "post salary system" for outstanding talents can consider better remuneration than other personnel, such as authority, options, etc.

4.4.2. Design a Self-Service Overall Salary System According to the Different Needs of Employees

According to the different needs of the employees, the self-service overall compensation system refers to the hotel establishing a different compensation organization system for each employee on the basis of the full participation of the employees, and making regular corresponding adjustments according to the changes in the employees' interests and needs. This is an interactive management model, in which companies and employees choose their own compensation mix together. [9]The hotel can be designed by considering its own historical and cultural heritage, values, economic strength and staff characteristics, rather than simply "cloning". It can provide a system of thinking and address some pressing compensation issues.

4.5 Adhere to the Principle of Fairness

Hotel employees also attach great importance to the fairness of salary, including external, internal, and personal fairness. External fairness, such as the salary of hotel employees in the same or similar positions within the same hotel industry, should be basically the same. Because employees also communicate with colleagues in the same position to understand their salary situation and compare it with their own salary situation; Another aspect is internal fairness. In the same hotel, employees in different positions receive different levels of compensation due to their different contributions to the company. Employees are aware of this and do not feel that the hotel is unfair. Furthermore, for employees of the same level in the same hotel, the salary they receive is directly proportional to their contribution; Employees with similar positions in different enterprises have similar salary levels.

4.6. Respect the Employees and Fully Communicate with Them

In the process of making the salary distribution decision, managers must respect employees and have two-way communication with employees, so as to make employees willing to express their true thoughts and ensure the fairness of the decision results. Employees not only want to get material rewards from restaurants, but also want to get a sense of respect. [10]Managers respect employees, are willing to listen to their complaints, and make reasonable explanations to employees can also stabilize their emotions and improve their satisfaction. In this process, employees will feel the hotel's respect for themselves, and they will have a higher sense of belonging to the hotel. If the hotel wants to reform and smoothly implement the new salary system, it needs to communicate and coordinate with management and hotel employees in a very timely manner. Only by enabling employees to have a good understanding of the hotel's intentions can they have a clear understanding of their own development direction. Employees can strive to improve their skills and continuously improve their overall quality, which can align their own goals with the hotel's goals. Hotels also need to develop employee development plans, so that employees can have a clear understanding of their career plans, understand how long it will take for them to be promoted to what level in the company, and have a clearer understanding of their own development.

5. Conclusion

The hotel salary system policy is an important factor in the hotel management process, and is a very important means for the organization to attract employees. Scientific and reasonable salary management system is an important means to attract, stay and effectively motivate talents. A large number of facts show that due to the unreasonable income distribution, the loss of excellent talents has become a serious problem endangering the survival and development of hotels. This article is to solve the problems in the hotel compensation management system, and put forward some of their own views. We hope to put forward reasonable suggestions to the hotel salary management, so that the hotel can re-establish a more scientific and reasonable salary system, and realize the healthy, stable and sustainable development of the hotel.

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