

## **An investigation into methods on how to improve satisfaction of trainees in Amangiri hotel, Utah**

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**Abstract:** The research aims to find ways to improve the job satisfaction of interns at the Amangiri Hotel in Utah. High job satisfaction is a prerequisite for reducing the turnover rate. This article conducted a questionnaire survey of 10 interns from different departments and countries of the hotel and summarized the common problems that affect their job satisfaction and willingness to leave. It is hoped that solving these problems can improve their job satisfaction and increase their desire to continue working in Amangiri hotel.

### **1. Introduction**

Employees are the foundation of the hotel's survival and development, and an unreasonable employee turnover rate will cause the hotel to fail to operate normally. The high churn rate will affect the service quality of the hotel and even the brand image of today. According to Morley C (2006), the normal average turnover rate should be 5-10%, while the hospitality industry is more than 20%. The high turnover rate of the hotel staff will inevitably become a stumbling block for hotel development. In recent years, the turnover rate of hotel staff has increased year by year which presents new challenges to the hotel industry. Most high-star hotels employees will turn to low-star hotels for greater growth, and more senior employees will choose other industries and abandon the hotel industry. As a world-renowned hotel brand, employee turnover is a thorny issue for Amangiri as well. If the interns have a high evaluation of this hotel and are willing to continue to work in the future, it will be an addition to the company's talent strategic reserve (Romans, Frost and Ford, 2006). Even if they have no chance to stay and work, they have a high evaluation of all aspects of the hotel and they may become potential customers of the company in the future, and introduce this hotel to relatives as well as friends around. The hotel industry faces a high turnover rate (Zainol, Nordin, Tazijan and Ab Rashid, 2015). Like Amangiri, hotels are constantly changing employees and training new interns, which increases costs. According to Alicia Robertson who is the human resources manager of Amangiri, it takes 3-6 months for a new employee to be able to fully adapt to the environment and be competent for his job. While 3-6 months happens to be the period with the highest employee turnover rate. During this period, how to retain employees and reduce their turnover rate is very important. Aman Hotel is a top international hotel group. Stable employees and service quality are what customers are looking for. The high turnover rate will bring about uneven staff service quality, which may have a negative impact on the hotel brand. Finding out the reasons for employee resignation and proposing solutions is very helpful for hotel cost control and brand promotion. This article combines the analysis of the current situation of domestic and foreign employee turnover rate, and briefly analyzes the reasons for this phenomenon. By analyzing and summarizing the interviews with the staff of the Amangiri Hotel, combined with the actual situation, this research trying to put forward effective solutions to solve the problem of high turnover rate, thereby improving employee job satisfaction, reducing hotel recruitment costs, and improving hotel service. This research wants to help Amangiri hotel reduce staff turnover, strengthen its brand image, save operating costs, and retain more talents to create better returns.

## 2. Background

Nowadays, hospitality faces a high turnover rate, same with Amangiri, hotels keep changing employees and training new interns which increases the cost. Porter and Steers (1973) believed that the main reason for employees to leave is dissatisfaction. According to Mobky (1997), the dissatisfaction of their experience in the hotel will direct lead to turnover intention behavior. According to Guest (1965), there are seven aspects of job satisfaction, including the organization itself, promotion, job content, direct supervisor, salary, working environment, and working partners. This study will analyze and find are main reasons for job satisfaction, what actions can hotel take to improve interns' satisfaction to attract them is a long-term employee, improve their loyalty to the hotel.

Jung and Yoon (2015) have found that hotel organizational factors (e.g. internship program designation, job compensation, management level, training, promotion opportunities.) affect employees' satisfaction, and Chuang (2007) have pointed out that individual factors of graduates (such as human capital and social capital) affect employment choices.

Countryman (2005) believe that an internship has become a gap for a lot of hotel management students' career choice. Many students no longer engage in the hotel industry after internship, negative and unexpected internship experience reduces the willingness of interns to stay in the hotel industry (Quartern, 2002). In general, the literature on satisfaction research mostly emphasizes economic factors and organizational environmental factors, while the emphasis on individual factors is less, the study of individual characteristics and factors of interns is scarce, only from the internship socialization, optimism, psychological expectations, personality traits, personality characteristics, gender and value orientation to do some sporadic exploration. Almost every school will ask their students to write internship reports after completing the hotel internship (Felicen, 2014), many internship reports of various types of hotels from the student's internship report can reflect such a phenomenon, the satisfaction with the internship is not high (Putri, 2019), the hotel has many shortcomings to be solved. But there is not much research on how to solve the low satisfaction of hotel interns.

The current research is mostly based on low salary levels, how to train students to better complete their work, which could be argued to be a large gap in the existing literature.

Most students consider a change after their internship at the hotel, and few students can continue working at the hotel. This is contrary to the school's desire to set up internships. According to Tse, T. (2010), schools hope that students can learn more about the hotel through internships, have a deep understanding of hospitality and invest more in the hotel to make it better.

However, most students are less satisfied after completing their internships, reducing their desire to continue their studies, being disappointed in the hospitality industry, and moving to other industries (Tse, 2010). Internship satisfaction refers to the intern's feeling about the internship during the internship process, and this feeling reflects how much the intern likes the hotel and its department. Internship effect refers to the internship experience, the behavior has been specific changes, including internship achievements, skills acquisition, and attitude formation (Harris, 2018). The satisfaction of interns is positively correlated with employment intentions after an internship at a hotel. In the hotel internship, the influence factors are many aspects, which should be from the school hotel society, interns, and other angles to analyze.

There are some surveys and factor analysis of hotel satisfaction for interns, but there is not much literature and not thorough enough research, resulting in the status quo still exists, interns' hotel satisfaction is very low, especially in the catering industry (Saporna, 2013). The catering sector is recognized by students as the hardest industry and can learn not much skills and feel skilled after completion.

### 2.1. Job Satisfaction

When we referring to job satisfaction, we found that job satisfaction usually affected by the following 7 items: working intensity, working environment, colleagues, supervisor, salary, development, and system.

Through investigation and research, I found that among the above seven factors, future development is the most concerned issue of my colleagues. Of course, salary and the relationship between the boss and colleagues are also important factors that affect their choice to stay or leave after the internship period.

Eighty percent of the survey respondents said that if they do not see any opportunities for future growth in a company, even if the current salary is acceptable, they will still choose to look for better opportunities. Most interns think that it is not difficult to find a job with a similar salary based on their education and experience. Most of them working in the hotel industry are more of a passion for hospitality. Providing guests with the ultimate service experience is what they are chasing for. "Whenever my guest brings me some gifts when they come next time, I feel valued." one of the respondents told me that during the interview. The relationship between colleagues and superiors is an indispensable problem no matter in which field or working environment. If you can get along with colleagues and leaders in harmony, the efficiency and motivation of employees will increase. (Booth and Hamer, 2007) According to Jack M (2009), only when employees are satisfied can customers be satisfied. Hence employees' satisfaction has always been a very important part. This can not only reduce the turnover rate of employees but can even create greater benefits for the company. The job satisfaction rate and the turnover rate are inversely proportional, so how can we increase the employee's job satisfaction rate and reduce the turnover rate? This will be mentioned in chapter 5.

## **2.2. Turnover Rate**

Increased turnover rate in the company will create confusion in hotel management.

Firstly, the increase in the turnover rate has led directly to the increase in recruitment costs. These recruitment costs increase the company's employment costs and reduce profits. The company needs to spend money to hire new employees and train them again, which is a big cost. According to HR.com, It costs two to three times as much to hire a new employee as it does to retain an old one.

Secondly, the loss of staff will lead to a decline in job confidence among colleagues. Respondents said that they will possibly leave if the colleague who leaves is their friend with a good relationship in life. Peers who have worked together can be shaken by the work and may cause new chaos. The team atmosphere is influenced because colleagues who work together often have small groups (Rimmer, 2017). With 70 percent of respondents saying they think social relationships are important, and people around them often influence their choices. If people around him have a high opinion of the company, he will be firm in his desire to continue to work here. He will feel that he has a higher status and is respected here, so he will work harder. A stable, orderly group does not consist of a group of "temps" who leave frequently (Taylor, 1985). Because the formation of a team atmosphere requires employees to have a tacit understanding with each other for a long time. A high turnover rate with an endless stream of new employees can confuse managers and make it difficult to get a job done.

Thirdly, it will result in a decline in the quality of service, resulting in customer dissatisfaction, which reduces the company's profits. 'Old staff loss, new staff re-recording' although there is no difference in the number of staff, the new and old waiters cannot provide the same level service. There are a lot of repeat customers in luxury hotels. When repeat guests return to check in again, they may find that their favorite old employee has left the hotel and may come back less often or never again. The situation is more serious if the staff who leave is a sale. Sales always have a lot of customers. In the case of the loss of sales employees, the impact on the company will be greater. They tend to accumulate a lot of customer resources after working a while in one hotel. Their loss is likely to directly cause this part of the loss of customers and bring customers to their competitors, so whether it is hotels, restaurants, or other industries, reduce the company's turnover rate is necessary.

### 3. Business Analysis

#### 3.1. Background of Amangiri

In order to better fit the actual situation of Amangiri Hotel, Utah this paper uses SWOT analysis to analyze the business environment of the hotel.

	<b>Strengths:</b> S1: Unique location S2: Distinctive natural theme S3: The junction of Arizona, Colorado, New Mexico and Utah	<b>Weaknesses:</b> W1: Limited number of rooms W2: limited choices of menu W3: High employee turnover
<b>Opportunities:</b> O1: New Sarika camping area and will open	S1O1: Highlight its unique location, focus on promoting new camping project S2O1: combination sale featuring natural themes S3O1: Cooperation with surrounding area attractions	W1O1: Use camping areas to build tents to provide new forms of accommodation W2O1: Design new menu based on the camping theme W3O1: Training employees for new skills
<b>Threats:</b> T1: Other hotels competition	S1T1: Position company marketing as unique location S2T1: Make the hotel distinctive and easy to identify S3T1: Quickly grab the surrounding market	W1T1: Improve the quality of hotel rooms W2T1: Design new menu, promote seasonal menu W3T1: strengthen training for employees and increase their sense of identity

##### 3.1.1. Strength

Amangiri is well-known as a wild luxury hotel which is located in the desert. It is quite different from other luxury hotels in the united states even the world. Aman is a hotel chain that aims at providing a unique experience as these hotels always located in the most historical and beautiful area, they merge into nature instead of change it, so does Amangiri. As a part of the Aman chain, it can benefit from sharing membership and experience with other Amans. Only 2-3 star hotels around Amangiri but they aim to different customers so it does not see as a threat to Amangiri which means Amangiri has no competitors, this hotel takes over this area.

##### 3.1.2. Weakness

Amangiri only has 34 suits, there are not enough rooms for visitors in peak season. According to trip advisor.com (2019), the most judgment part is the food. There are too much meat and fewer vege choices for vegetarian. Besides, service is not good enough as there are some interns who do not have much experience. In addition, the style of this hotel is simple and natural, it is its unique character but also a weakness when people feel they spend a lot of money should deserve higher facilities.

##### 3.1.3. Opportunity

Amangiri is located at the junction of Arizona, Colorado, New Mexico, and Utah so it is convenient for all these four areas and it is only 16.8 miles from page municipal airport, people can drive or book private jet pick-up service easy to get to the hotel. Amangiri is developing a new Sarika camping area and will open it to visitors in April 2020, it will attract more people to come to explore.

##### 3.1.4. Threat

From the economic crisis of 2008, it can be seen that when the economy fluctuates, the hotel industry is first affected and has a negative impact. People will avoid traveling, leading to a significant reduction in the occupancy rate of the hotel industry. The strength of a country's currency will also affect hotels. For example, if the dollar depreciates, people in other countries will be more willing to travel to the United States, thereby promoting the development of the hotel

industry. According to Zwanziger (2011), the government has a strong ability to control and influence the hotel industry. Political factors such as foreign policy. If the relationship between the two countries is tense, the number of tourists visiting the country will decrease, which will affect the hotel industry. Another example is that if the government issues a travel ban, it will directly cause losses to the hotel industry. Now, Amangiri faces huge challenges because of the travel ban. According to Amangiri human resources generalist, they need to carefully discuss each and every incoming intern.

### **3.2. Status Quo of Human Resource Management in Aman Hotel**

#### **3.2.1. The training content is too formal**

Training is always the same, and there is no targeted training based on the needs and shortcomings of employees. Different employees have different levels of knowledge, and their understanding of this industry is different from their previous work experience. Using the same training content to instill different employees, the effect is not obvious which cannot achieve the training effect the company wants. Training materials and methods should vary from person to person. In fact, when training new employees, in order to complete the training as soon as possible, the trainer enables new employees to pass the training smoothly and enter their positions as quickly as possible. The quality control is not strict during training. Although there is an assessment at the end of the training, this kind of assessment is only for online answers, and employees often discuss with each other in private and check the answers online. The trainer who just hope that everyone can get to work as soon as possible through training will not stop them when seeing this phenomenon. This kind of formalism training has little effect on new employees. The training content includes the company's corporate culture, system specifications, and employee behavior, safety, fire protection, and health. The content is too complex for new employees to absorb this knowledge well, let alone the assessment is easier to pass, new employees will pay less attention to this training.

#### **3.2.2. Old employees are not friendly to newcomers**

Old employees often have small groups. When new employees enter the hotel, it is more difficult for them to integrate into the group of their old employees, so they feel out of place and excluded. The old employees of the department will blame new employees based on their experience and qualifications. Of course, some old employees are to teach new employees the skills and methods of service, but sometimes because of the way they express is not in the correct way, new employees feel that they are always criticized and their enthusiasm is greatly affected. In addition, each new employee will be accompanied by a master in the first month, but due to different shifts, a new employee may be assigned to multiple masters. On the first day they follow Master A, the second day may follow Master B, and another person will be changed on the third day which makes interns feel lack a sense of belonging. Besides, different masters may teach them the same thing twice while lack of system and comprehensive learning.

#### **3.2.3. Inadequate attention to newcomers**

New employees are the easiest one to leave within 3 months of their employment. After 3 months, the employees have a more in-depth understanding of the corporate culture and corporate system. They feel that they agree with the corporate culture of this company, can accept the working environment of this company, and get along with colleagues more pleasantly, and the salary level is also acceptable. After reaching their goals, they often consider staying for long-term development without sudden external interference. In the first three months, the attention of management and old employees to new employees became extremely important. Especially interns who are working for the first time. They had been in a state of studying in school before, and it took some time for them to transit from student status to a workplace working state. When they started working for the first time, 70% of the interviewees said that it was difficult for them to adapt to the working conditions of the hotel, which was more difficult than studying at school. The front office

and food and beverage department face customers every day, it is indeed harder, and it is common to work overtime. But for interns, they just came to a company and are suddenly faced with such large work pressure. If the customers lose their temper or complain to interns when they are in a bad mood, interns are likely to have the idea of leaving. This has led to an increase in the churn rate.

#### **3.2.4. Unreasonable salary system**

The interns have a fixed salary for one year of internship. In the beginning, they will feel that this salary can meet their needs. After all, as a student with little experience, salary is not the most important thing. The important thing is to be able to accumulate experience here, which is helpful to their future career development. But after several months, when they became more and more comfortable with their work and were able to deal with problems raised by customers very well, they are possibly no longer satisfied with their current salary. And this fixed salary makes them feel that their value has not been confirmed. The greater the ability, the more problems that can be dealt with, but the salary is still the same as a year ago, which will make the interns feel unsatisfied and do not want to stay and continue working afterward. Such a blow will not only affect the interns themselves, but their loss will be inadvertently reflected in their work and serving guests. Thereby reducing the enthusiasm of work, the quality of service also declines.

#### **3.2.5. The retention mechanism is not perfect**

Due to the particularity of the location of Amangiri hotel, even if many interns want to stay, their visas will become a big problem later. Companies usually do not stay in this situation, and most recommend them to go to other companies under Aman or directly resign. This approach has led to a relatively large turnover rate of employees.

### **4. Primary Research**

#### **4.1. Method**

Through the combination of induction and deduction, and through interviews with different participants, the general factors that affect satisfaction during the internship are summarized.

To use the inductive method, the first step is to conduct interviews and collect the factors that affect the satisfaction of the interns. The second step is to analyze these influencing factors that affect satisfaction, the common features that lead to their existence, and sum up what are the universal influencing factors. The third step is to make a prediction. After the interview and data analysis of the interns, certain factors will affect the interns' recognition.

Through interviews to understand and verify whether these influencing factors studied in the existing literature will affect the intern acceptance of interns. Corresponding solutions can improve the satisfaction of the internship.

After the interview, data will be collected, and the researcher will analyze and write a report. Interns in Amangiri are entitled to participate in this interview, and 10 interviews are expected.

#### **4.2. Research design**

Firstly, a qualitative interview is designed for research. The goal of the interview is to analyze the satisfaction of interns in Amangiri hotel, Utah, try to find ways to improve satisfaction and reduce turnover. The researcher will collect 10 samples because it is really hard to find a lot of samples in a small hotel, so quantitative methods like questionnaires cannot be done with limited data.

Besides, compared to natural science, the study of human activities is much more complex (Benson, 2016). A deeper understanding of everyone's different ideas can be achieved through qualitative interviews (Coetzee, 2020). The interviewee can be guided to achieve the results the researcher wants. With reference to quantitative questionnaire surveys, this qualitative interview is of higher quality. The researcher and the participants can communicate face-to-face, and can more directly carry out the unearthed answers. The summarized problem is more characteristic, and the countermeasures proposed according to the problem can be judged by the corrector for the first time

to make a preliminary judgment on whether the change can be accepted by the public (Underwood, 2018). You can listen to the suggestions of the supplements face to face to make timely adjustments to prevent deviations in the research. According to Oxman (2004), when using quantitative questionnaires, participants can only make sexual choices but cannot judge, and cannot fully express their inner thoughts. Researchers cannot accurately dig into the participants' inner thoughts. Although quantitative data is simple and easy to analyze, it is not of reference significance when the sample is small. Based on the insufficient sample of interns in the Amangiri Hotel, qualitative analysis can better help researchers complete the research and propose corresponding solutions for the hotel.

### **4.3. Basic research and data collection**

Data collection uses offline interview records. Interns from the housekeeping department, front office department, catering department, and sales department were randomly selected to ensure that the results of the survey are universal. Collected 10 points of data samples, including 3 housekeeping department, 3 front office department, 3 catering department and one sales department intern. There are 5 boys and 5 girls, excluding the factors that cause the deviation of the data results due to the differences between boys and girls. The interview process involved is confidential. They have signed an informed consent form before conducting the interview, knowing that their answers will be used for the research and their personal information will not be replaced.

By analyzing the responses of 10 participants, we summarized the common problems that caused their dissatisfaction with their jobs and their resignation. And on this basis, it analyzes and proposes corresponding solutions. After the investigation, the problems and solutions were integrated and consistent with the actual situation of the Aman hotel. Observe whether there is a real help to improve the employee's job satisfaction rate.

### **4.4. Data analysis**

Ten participants were interviewed for two months from April 1st to June 1st. This research sorted out the common problems they responded to. Use frequency analysis to analyze their response data. According to Ruggiano and Perry(2017), frequency analysis can intuitively reflect the common points in the data in qualitative investigations. Through analysis, it is found that 70% of interns are satisfied with their current work status. They believe that they can learn something new and make progress in the Amangiri Hotel, and the relationship with colleagues and superiors is also handled well. Employees in this category still hope to work in other hotels in Aman hotel after the internship period is over. This internship increased their awareness of the Aman brand and they are willing to recommend Aman hotels to their friends. Another 30% of employees are not very satisfied with their current work status. One point they shared in silence was that they could not accept the management style of their supervisors. Unhappy with their superiors directly leads to their low enthusiasm for work and the thought of leaving. When there is tension with a person, what he said in time is a universal fact. Employees may think that their superiors are targeting him.

## **5. Analysis and Discussion**

### **5.1. Descriptive analysis and cross-analysis**

Employee turnover can cause huge losses to the organization, so it is important to control the turnover rate and retain the company's best talent (Allen, 2013). By sorting out and analyzing interview data and using frequency distribution, we have counted out several major factors that employees want to leave, including personal factors, organizational factors, and social factors.

#### **5.1.1. Personal factors**

First of all, the idea of resignation comes most directly from the employees themselves. 70% of employees said they feel that their current position does not match their ideal position. As we all know, the entry barrier for the hospitality industry is very low (Lucas, 2009). If you want to work in the hospitality industry, you do not need super professional skills or high diplomas. It is basically an

industry that everyone can work in. He is not like a lawyer or a doctor, which requires professional skills. Of course, this is not to say that there are no high-quality and high-tech talents in the hospitality industry, but the low barriers to entry in this industry have led to uneven literacy and quality of employees working in this industry. This has dealt a blow to highly qualified and professionally knowledgeable employees. They will feel unfair first. Because I think I started relatively high, but I do the same job and get the same salary as the people around me. If they do not get a smooth promotion or get the boss's appreciation after working for a period of time, they will have the idea of leaving.

Furthermore, the salary is relatively low and there is insufficient development space. Almost all the interviewees said that the salary is not enough to make them feel satisfied but just reached the basic value. If you switch to another industry, it is easy to get a higher salary than working here. If they do not see opportunities for future promotion at the end of the internship, they are likely to transfer to other industries or work in other hotels. Young people are eager to develop, while the Amangiri hotel is relatively small and it is relatively difficult to appreciate. This often makes interns have the idea of leaving. The hotel managers have developed step by step from the grassroots level. Young people can't stand loneliness at the grassroots level, and it is difficult for them to stay in the same position for a year. And promotion often happens after this year.

In addition, 70% of the respondents said that when they first came to Amangiri to work, they would be attracted by the unique geographical environment here. Amangiri is located in the desert, and the unique wilderness scenery will give new interns a refreshing feeling. But over time, everyone found that there were only continuous barren mountains and dust in this boundless desert. The days are getting boring day by day, completely different from the big cities. There are very few recreational facilities around every rest day, and many people think of leaving their jobs because they think such days are too boring. But at the same time, researchers also found that this extreme geographic environment is a fatal attraction for employees who love deserts and like to be alone.

Last but not least, once the relationship with colleagues or superiors is not handled properly and conflicts arise, they will immediately have the idea of leaving. Colleagues and superiors are all partners who need to get along with each other day and night, and a harmonious relationship with them can deepen employees' love for this hotel and this job (Um, 2019). Conversely, poorly dealing with colleagues will dampen their enthusiasm to go to work, affect job satisfaction, and give rise to the idea of leaving.

### **5.1.2. Organizational factors**

Analyze from the enterprise. First of all, if the company's compensation system is set unreasonably, it will cause employees to leave (Lee, 2007). The same job has different wages. This phenomenon of equal pay for equal work can make employees feel unfair. According to Alkhafaji (2014), this unfair working environment makes it difficult to retain employees. Most companies now have a clear salary management system. However, due to the different preferences of leaders, different people will be assigned tasks of different intensity when arranging work. Respondents reported that in their department, leaders liked always doing the easiest job, while others, with the same job and the same salary, were doing different jobs. This often makes them feel that they are treated differently and feel wronged in their hearts.

In addition, the manager's management model makes it unacceptable to employees. In addition to maintaining the closest contact with colleagues, employees are working every day and will also maintain close contact with department management. If employees don't like and accept them, the way they assign tasks and meet daily will greatly diminish over time (Prichard, 2011). They will find it more frustrating to work here and lead to the thought of leaving. In addition, the corporate culture must be consistent with employees. Some companies promote a culture of overtime, but if the employee commutes on time and has a particularly strong sense of time, he may not accept this company culture. Corporate culture also includes whether the working atmosphere is positive or depressed. Employees reflect that a humorous leader will create a positive and relaxed working atmosphere. This positive working atmosphere will make employees feel free to work in a good



mood. On the contrary, working in those serious leadership departments will lead to a stressful and depressing working atmosphere which makes employees tremble and lose motivation to work.

Moreover, the quality of the work environment will also subtly influence employee choices. A safe and stable working environment is the basis for protecting employees to stay and work well (Pegman, 2009). A noisy and dim working environment may give employees a bad experience and it is difficult to create a good working atmosphere. Interviewees unanimously agree that the working environment in Amangiri is very good. Both their working and resting areas are very comfortable and suitable for living. And this area is relatively safe. This will become a bonus for them when considering whether to stay and continue working.

Last but not least, improper selection can also lead to high turnover rates. Some leaders are futile rather than elite, which in turn leads to negative competitive relationships within the company. If capable people are not promoted, they will naturally lose.

### **5.1.3. Social factors**

In China, the hospitality industry has not yet attracted great attention. Outdated ideas in society make most parents think that it is not worthwhile to engage in the service industry. According to Pizam (2015), the hospitality industry has low social status and low salaries. However, after interviewing with interns in Amangiri, I learned that this phenomenon has changed a lot abroad. Most guests respect people in the service industry, and their parents will not interfere with their children too much to prevent them from engaging in the service industry. While many employees just see this work as a transition period. When they have accumulated some experience or the opportunity is ripe, they will turn to other industries for long-term development. In addition, most hotels in Aman are young employees which shows two phenomena. First, the frequency of personnel replacement is relatively fast, and the grass-roots attendants are basically rotated every two years. Furthermore, there are strict restrictions on the age of employees. 80% of interns reflect that they come here just to increase their internship experience, regardless of long-term development. And some are just to complete the internship assigned by the school to graduate successfully.

### **5.2. Effectiveness analysis**

Facts have proved that the humanized reward and management model can enhance the confidence of employees to stay here and continue to work, thereby reducing personnel turnover (Kanama and Nishikawa, 2015). Ninety percent of respondents said that they are very concerned about the boss's attitude towards them. Now the employees after the 90s and even the 00s are very different from the employees of the 70s and 80s. According to Stronach (1990), people in the 70s and 80s rarely thought of leaving. However, today's young employees leave for various reasons, perhaps because of work pressure, colleague relations, or the way the boss speaks that will not make him feel unhappy and have the idea of leaving (Ramya and Subramanian, 2018). This further confirms that different leaders and their differentiated leadership styles play a vital role in employee satisfaction. If the boss treats them very seriously, they will feel that the work becomes easier, even for the same job. At the same time, they will be full of hope for their future promotion and development. This virtuous circle will promote a good working atmosphere, and this atmosphere will further strengthen their confidence. After experimenting in Amangiri Hotel, we found that employees in the department of democratic managers rarely have the idea of resigning, while the department leaders of those employees who want to resign are mostly full-time and the team atmosphere is tense. When the interviewees proposed a family-oriented reward program, they said that if their boss can inadvertently give them the gift they want, then they will feel highly valued. This is more attractive than the known cash rewards, team building and other methods.

### **5.3. Reliability analysis**

A good and effective recruitment system can reduce the attrition rate from the source. In the rigorous selection of recruiters, selecting those who are most suitable for the company, the company's corporate culture and the future of the company's employees, rather than those who

pursue high education, can effectively control the future flow of personnel. The turnover rate of high-quality talents in a hotel is the highest, and only 2% of undergraduate and above students choose to stay and continue working. When recruiting, he often only paid attention to his academic qualifications and did not examine whether he and the company's culture fit. This has caused a lot of high-quality talents to have strong maladjustment after entering the hotel. This is a huge waste for the hotel. As for high-quality talents, if they set clear development goals for them when they enter the company, leaders will pay more attention to their work and life. Interviewees said that if they work in such a humane and warm environment, their intention to leave will be greatly reduced. If the company's management system is reasonable, there is more opportunity for development, and the relationship between colleagues is relatively easy to get along with, employees will be very willing to continue working in this company. These measures are something every company can do. Doing this well can greatly reduce the turnover rate of employees, especially those interns.

## **6. Conclusion**

### **6.1. Discussion**

It is necessary to reduce the company's churn rate, and then address the high turnover rate of the company from the following aspects.

Firstly, establish a humane mechanism. Focus on the real inner needs of your employees. Establish a people-oriented corporate culture. People are the center of an enterprise, only to grasp the staff, to grasp the customer. Employee satisfaction can lead to customer satisfaction, and employee dissatisfaction can be reflected in their work, resulting in customer dissatisfaction. So it is vital that managers can grasp the hearts of employees.

Secondly, set up kinship costs. Drawing on a good reward, each company's manager sits on a regular or irregular basis, but whether it's what the employee wants. There is a response, although the company regularly distributes benefits such as laundry detergent, roll, toothpaste, such as essential household items. But these rewards are long used to and do not feel like an honor, or a special gift from the company. A little better leadership will pay attention to whether the award can bring honor to employees, such as the restaurant's free meal vouchers, room vouchers, which will make employees in the consumption of these prizes more sense of honor, feel because of their efforts and excellence and get the reward. But these fixed known rewards are far less than the unexpected little surprises. People are always eager for the unknown. In terms of rewards, he will feel valued by knowing which pair of shoes or lipstick they have recently valued, and inadvertently rewarding him with what the employee wants and what's different for each person. This constant reward encourages employees to work harder because he feels he is not like others and is valued.

Thirdly, update the management mode.

There are many different modes of management. Wenger divides the leadership style into authoritarian, democratic, and laissez-faire. The survey found that if their leadership is too authoritarian, it can lead to a lack of initiative in their work, long-term, prone to the idea of leaving. Authoritarian leaders focus only on the goals of the work, only the task of the work and the efficiency of the work. But they don't care enough about the members of the team and are led.

The psychosocial distance between the leader is relatively large, the leader is less sensitive to the leader, the leader has a wariness and hostility toward the leader, and it is easy for the group members to have a sense of frustration and mechanized behavior. In such a team, team members are subordinately disenfranchised by decision-making. The team's goals and work policies are set by the leader himself, and the specific work arrangements and staffing are determined by the leader himself. Team members' opinions on teamwork are unpopular with the leader and are rarely adopted.

What's more, establish a good selection and employment system.

Loss is also the atmosphere of active loss and passive loss, active loss of everyone's ideas are very different, but a passive loss is a better organization to control one aspect. When selecting candidates, it is important to choose the people who fit the company's culture. Some hotels in China

will blindly pursue high-quality talent seeking high-quality personnel when recruiting, but such people often become the main force in the loss of personnel.

Last but not least, the innovative compensation distribution model.

Pay not only includes a fixed salary received each month, but also can set up dividends, equity, options, and other models, from a variety of different angles to meet the pursuit of wages. Money is the most direct and effective means to motivate employees, people work first to earn money to support themselves, on this basis will increase the realization of social value. If the basic life is not guaranteed, then talk about long-term work. As Maslow's theory of needs says, the first thing people need to meet is physical and security, then social, respected, and finally the realization of self-worth. So a diversified and attractive compensation system is the basic guarantee for employees to stay.

## 6.2. Limitation and future studies

Of course, it's impossible to have zero turnover for a hotel. Never losing staff or too low turnover rate will lead to lazy employees. Like many state-owned enterprises in China, many parents want their children to enter such institutions to work, because once into such an institution to work, it means to get a stable work and life. It is less likely to be fired even the employee works terrible. Low turnover rate resulting in such an organization inefficient work, there is no tension between employees. Too friendly working atmosphere is not a good phenomenon in working areas. A good working environment should be friendly but competitive in order to maintain long-term development.

There are some problems with the study, such as a small sample of the survey, which is not universal and applies only to the current Amangiri, Utah Hotel, which may not apply to other companies. Besides, due to the dynamic situation, some solutions take time to see the effect and maybe adjusted in the future. This research mainly focused on the relation between turnover rate and job satisfaction. There must be some other items that I didn't considered. The research will be more suitable if doing the comprehensive surveys.

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