

The Negative Impact of Brain Drain on Hotels

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ABSTRACT

With the rapid development of China's hotel industry, the demand for professional talents is becoming more and more urgent. However, the reality is quite the opposite. At present, the hotel personnel flow frequently, and the staff turnover rate is high, which seriously restricts the future development of the hotel, so the hotel personnel training and construction has become an urgent problem to be solved in the hotel industry. Therefore, this paper mainly analyzes the negative impact of frequent talent flow on hotels from loss of service personnel, loss of middle and senior management personnel, and macro perspective, and puts forward targeted and reasonable opinions.

KEYWORDS

Hotel; Brain drain; Influence

1 Introduction

In the traditional concept of China, the hospitality industry is considered inferior, and when it comes to hotels, people have fixed thinking of "waiter" and "cleaner". Under this concept, many young people will feel humiliated to work in hotels, resulting in a severe shortage of hotel talents. From another aspect, The new generation born in the 1990s has the characteristics of "two high", namely high education level and high career expectation, so they pay more attention to reputation and self-worth demonstration. However, the hotel industry generally has a low reputation in society, which will cause a big psychological gap among the younger generation. The turnover rate of hotel talents refers to the ratio of the number of employees flowing within a certain period to the total number of people. According to statistical data, when it is higher than 20%, it will bring a significant adverse impact to hotels. In China, the average turnover rate in many first-tier cities hotel talent is around 30%, some even as high as 45%. The high turnover rate reflects the severe loss of hotel talents in China. Human resources are an organization's most important and valuable asset. Nevertheless, it is seen as a cost center by most organizations. Workers play a key role in a company because all resources are lost when the workers are not used properly and efficiently. Hence, from my perspective, the turnover of hotels' talents will seriously hinder the development of the hospitality industry.

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2 The Adverse Impact of Service Personnel Drain to the Development of Hotels

(1) The effect of the service quality of hotels

Hotel industry is part of the service sector and is distinguished by its product's intangible essence, i.e. "Service." Unlike the tangible products produced by other industries, "Service" quality cannot be standardized by machines because there is a human factor involved in service production and consumption. The human element is main element and critical in the hotel industry. To provide high quality service, the service personnel must be very familiar with the work of the hotel. Therefore, the frequent flow of personnel will certainly lead to the deterioration of the quality of service provided by the hotels.

Firstly, when the number of service personnel decreases, HR cannot recruit suitable personnel to make a supplement quickly, which leads a person to be responsible for multiple tasks, so they have to do more at the same time. However, the items of hotel service are usually tedious and numerous, which service personnel cannot complete them with high quality in a limited time. Therefore, the increase of a person's workload will lead to the deterioration of hotel service quality. Secondly, before an employee leaves, the employee may not take his or her job as seriously as before. At the same time, the turnover of hotel talents will have a negative impact on the work enthusiasm of other employees. Employees who put more energy into considering job-hopping looking for higher pay will be passive and perfunctory to their labor of duty, which will indirectly affect the hotel's service quality. Thirdly, hotel service is a job that requires much experience. Senior service personnel have accumulated rich service experience, professional service skills, and excellent service awareness in daily work. They will also innovate different reform strategy and work means according to customers' needs and combine them with their own work experience. Once this kind of service talent often loses, even if there is a new employee to supplement, in a short time, it is difficult to perfect the service level of the previous person, which will lead to the distrust and unkindness of the old customers to the hotel.

(2) The loss of customers

As mentioned above, the most crucial thing in the operation and competition of the hotel is to have high-quality service to obtain a fixed source of customers. During busy travel, guests usually want high-quality service from service staff to eliminate hotel fatigue. For example, people who often need to go on business in the same place tend to choose a fixed hotel, so they are used to some familiar and experienced service personnel and are satisfied with the service. Therefore, when the service staff is lost, the new service staff cannot provide the original service for the customers, which leads to the old customers' distrust of the hotel and lack of intimacy, which will cause the hotel to lose many customers.

For new customers, the job-hopping of experienced employees and the new employees unfamiliar with work tasks will lead to the decline of service quality and make new customers dissatisfied with their first check-in experience, thus reducing customer retention rate and the reputation of the hotel, which makes the hotel unable to obtain more customers.

3 The Harm of the Loss of Middle and Senior Managers to Hotels

(1) The organizational structure of the management team uncompleted

As has been repeatedly mentioned above, hotel service personnel need rich work experience to provide good service, and management personnel is no exception. Outstanding managers must

have innovation which refers to the personnel's ability to exploit knowledge to generate new products, services and processes, and can advance innovative reform strategies and working methods according to the connotation of the hotel culture and accumulated experience. For example, the managers will establish a talent database and talent demand system so that the operation and management system of the enterprise will be improved.

Through the investigation, it is found that such high-quality talents are over 30 years old. However, the current hotel industry generally pays low salaries, and promotion prospects are not clear, resulting in the frequent loss of hotel management talents. According to the survey, the number of people who can work in the hotel beyond 30 is even fewer. Therefore, there is a lack of management personnel, and there is no leader to guide and organize the work within the team. In this case, employees have no direction in their work, and their work efficiency is extremely low. Different management departments lack communication and consultation, which can not form an efficient work network and a complete management organization structure, making it easy to cause management accidents. Take the Addison Hotel as an example. In the past, the frequent turnover of middle and senior managers in the Addison Hotel led to the failure of the internal management to conduct effective communication and decision-making. The inability to assign tasks clearly leads to the inability of departments to cooperate, thus seriously impeding the operation of the hotel. When the hotel has established a reasonable organizational structure, the work can be completed smoothly within the team and between various departments and actively carry out cooperation.

(2) The leakage of management techniques and core information

As mentioned before, experienced managers will develop unique management strategies based on their own experience, and these management strategies constitute the core management technology of the hotel. Therefore, when top managers move to other companies or industries, these skills are lost. If the manager leaves, the management technology will be lost, and confidential information will be leaked. The hotel will have its development resources in the current hotel competition, such as colleges and universities, factories, and enterprises. If the hotel docking staff quit, it will cause a great deal of regular customer loss.

As a result, the hotel will suffer economic losses. From the perspective of management, the core resources of the hotel need to be kept confidential, and relevant confidentiality agreements need to be signed. As these talented people move, not only will they lose a fixed source of customers, but they will also lose hotel secrets including hotel occupancy rates, partner companies, and specific production processes. For example, many hotels and some travel agencies, higher education institutions, and large enterprises signed contracts to attract customers. The relevant materials are hotel secrets that cannot be leaked.

4 The Negative Impact of the Talent Drain to Hotel Development from Macro Perspective

(1) The demoralization of staffs

Hotel staff turnover is often due to staff dissatisfaction with the hotel's work system and wages. From one aspect, hotel jobs are often complex and have extended hours, but the pay is low. Therefore, those talented people who have plans and expectations for their jobs will shift. The departure of this part of staffs will have a negative impact on other hotel staff's work enthusiasm and morale. For example, one of the staff in Addison Hotel proposed to quit moving to a more remunerated industry, and achieved higher achievements quickly. When other employees know

about it, they will have negative feelings towards the work of the hotel. From another aspect, the loss of management personnel will lead to lack of leading and employees who work freely and without a plan and core goal. Without a leader, a group will fall apart. Members will not be able to distribute their work and form practical cooperation properly. Gradually, they will conflict with each other and distrust each other. The above situation will make employees have negative feelings towards work and cause the morale of the whole hotel.

(2) The increase in The cost of hotels

The annual increase of human capital expenditure has been one of the difficulties that the hotels are difficult to overcoming. Talents are not born. It must go through the day after tomorrow training and cultivation. The hotel is a service industry directly facing the public. Its service model and management mode must adapt to the development of the society. Therefore, the hotel must arrange relevant courses for the staff time so that the staff can master more skills to cope with different situations and development needs. As is known to all, enterprises usually invite professional teachers from outside or send employees to specialized institutions to take courses for their employees, which will incur a high cost. From the opposite, in order to ensure the regular operation of the hotel, it must recruit appropriate personnel to fill the vacancy after the departure of the staff, which will invest a certain amount of human resource replacement costs, such as staff training costs and regular service operation. These investments belong to the operating costs, so the loss of staff will cause a considerable loss of the hotel's human and financial resources.

(3) The constant decline of the quality of hotels' talents

In hotels, especially high-star hotels, service personnel and management personnel usually need to have the ability to deal with all kinds of emergencies in their work, such as the guidance of emergency personnel, emergency treatment of sudden failures, and guests gathering trouble. However, if employees want to have this comprehensive ability, they must go through long-term work accumulation and professional training. Therefore, the frequent flow of personnel dramatically reduces the training and working time of service personnel and management personnel to a certain extent, which leads to the failure of service personnel to master relevant service skills and the failure of management personnel to manage the team.

5 Conclusion

Despite the rapid development of science and technology, the development of hotels is still inseparable from people. The hotel industry is booming worldwide, especially in developing countries. For example, according to the China Hotel Industry Development Rn, Janssen, Jonge, and Bakker (1999), the number of star-rated hotels in China has grown by 85% from 124,000 in 2015 to 232,000 in 2018. Therefore, human resources are still the critical resources of the hotel industry. Only by retaining talents and establishing their talent pool can the hotel be guaranteed to obtain the maximum benefits. Taking effective measures to retain talents is the top priority of hotel development.

First of all, the hotel CEO must be clear about the characteristics of the hotel industry, establish a sound reward system, and strengthen humanistic care to make employees feel their value, so that employees can get satisfaction and a sense of achievement. Second, senior managers should establish a fair and reasonable employment and dismissal system to mobilize employees' enthusiasm. Thirdly, HR should pay attention to staff training, let staff learn the knowledge of

various hotel departments, arrange multi-task training, increase job rotation opportunities, retain talents, and further develop talents. Finally, an excellent corporate culture is also an invisible way of management, which can help people establish a common value concept centered on the enterprise, motivate employees to set clear goals, and enhance their cohesion.

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