

Research on Human Resource Cost Management and Control in Hotel from the Perspective of Value Chain

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Abstract: The value chain emphasizes the competitive advantage of a single enterprise, and from the essence of enterprise development and operation, human resources is the core competitiveness of enterprises in the market competition. In recent years, it is the human resource cost that is gradually increasing in the proportion of the total operating income of the hotel industry, and this trend seriously affects the real income of the hotel. Based on this, the hotel human resources cost control is more and more urgent from the perspective of the value chain.

1. Introduction

Under the background of the development of economic globalization at present, the competition pressure of hotel enterprises has been greatly increased, and the inevitable development of competition trend has become the internalization of international competition and the internationalization of domestic competition. In this context, the hotel industry can be described as both opportunities and challenges. Talent is an important driving force for the development of an enterprise, so it is very important to say that human resources occupy a key position in an enterprise, but it is worth noting that in order to ensure the continuous improvement of its own talent level, it is necessary to actively and continuously introduce high professional and high-skilled and high-quality comprehensive talents to meet the needs of development, so it is necessary to invest a lot of capital cost. And how to improve the overall level of human resources under the condition of ensuring the stability of enterprise cost, the realization of this goal has to study the cost management and control of human resources.

2. Analysis of Hotel Human Resource Cost Management and Control Function

The hotel's application of human resources and the process of development and management reflect the cost control of human resources management. At present, some hotels in our country do not attach great importance to the human resource cost control work, so the human resource cost of the hotel has been in the growing state, which seriously affects the economic benefits of the hotel. At the same time, some hotels that have already carried out the human resource control work often attach too much importance to the consumption of products and the purchase of production cost rooms, but have a neglected attitude towards the human resource cost management, and the corresponding consensus has not been reached. In addition, under the background of the implementation of the new labor law, hotel labor costs can be increased, thus greatly reducing the hotel profit space.

Therefore, from the perspective of the new period value chain, from the hotel human resources cost control as the starting point, the use of modern and scientific methods to carry out specific work, reasonable and effective organization and training of human resources, so as to promote the best proportion of human resources allocation to maintain a good quality; at the same time, the hotel should also fully grasp the thinking of personnel, and actively advise and coordinate staff psychological problems, ensure that the enthusiasm of staff can be fully triggered, fully explore the potential human resources to provide comprehensive protection for the optimal allocation of human

resources costs. In carrying out the concrete management work, we should actively carry out the human resources investment and development planning, based on the establishment of a complete set of systems, to effectively solve the problem of human resources cost expenditure randomness and blindness, scientific joint efforts to control the phenomenon of human resources cost waste, and then reduce the cost of human resources, to ensure the effective solution of hotel operating costs, and to promote the gradual improvement of hotel operating efficiency.



Figure 1 Rational control of human resources costs

3. Strategy of Human Resource Cost Management and Control in Hotel from the Perspective of Value Chain

3.1. Enhanced Budget Management and Control of Overall Costs

In the process of the hotel's financial budget management, the good realization of the hotel's human resources cost control is the primary goal, which can guarantee the optimization of the hotel's economic benefits under the background of the goal realization. Based on this, the hotel's financial budget management should be strengthened from the aspect of human resource cost control in the process of carrying out, in the budget management did not play a significant economic benefit promotion phenomenon, the human resource cost budget management will basically be in a virtual state, the corresponding substantive role is difficult to play. In the process of hotel operation, detailed development planning is inevitable, and it is more reasonable to evaluate the development status of the hotel on the basis of reasonable budget management around the detailed development plan. On the basis of guaranteeing its normal operation, the hotel should forecast the amount of its own human resource cost, which can be predicted in several ways, that is, the type of all the positions, the number of personnel and the number of recruitment, the type of job training, the change of salary system and so on, and then, based on the actual forecast results, the plan of total labor cost and salary synthesis and recruitment cost can be reasonably formulated to ensure the overall cost of human resources can be effectively controlled.

3.2. Scientific Selection of Talents and Improvement of Employment Mechanism

The hotel should actively innovate the human resource operation mode to effectively avoid the misunderstandings in the use of talents. Misunderstanding one, high consumption talent use. The main performance of this misunderstanding is that some positions in the hotel are too one-sided pursuit of talented people with high academic qualifications. Some managers think that high academic qualifications represent high ability, so there is often a high demand for academic qualifications in the recruitment process, which will increase the cost of human resources recruitment [1]. Misunderstanding two, talent can be used. In some positions of high-quality and high-skilled talent demand difficult to meet, the hotel will take the way of personnel, the recruitment requirements will be arbitrarily reduced, so that the introduction of talent and post requirements difficult to match, and then affect the efficiency of the hotel, the waste of human resources will lead to this phenomenon. Therefore, the hotel human resources recruitment process, from the headhunting costs can be appropriately reduced, some free job fair form of active choice, through the use of some recruitment sites, the release of specific job information, this behavior can effectively reduce advertising costs. The hotel should also pay attention to the development of internal training, can be fully exploited from their own internal resources, the training model is

constantly innovative, from their own internal staff experience exchange and internal case analysis and other aspects of specific training courses to ensure that the cost of training can be effectively reduced. The hotel can also actively optimize the temporary and short-term work costs, outsource some simple business, and then optimize and integrate its own internal resources to achieve effective control of human resources costs.



Figure 2 Scientific selection and rational use of talent

3.3. Improve Performance Appraisal and Compensation System and Reduce Replacement Costs

Implementation of the performance appraisal system. Reasonable investigation of the hotel staff's work status and work quality is the main content of the performance appraisal, based on the effective development of performance appraisal, can provide reference for the self-understanding of the staff's work performance and the hotel's reward and promotion to the staff. From the practical point of view, the performance appraisal and evaluation carried out in the hotel management process, some employees often have a vigilance mentality, because they often think that the corresponding management will have a subjective bias phenomenon, so it cannot guarantee the rationality of the performance appraisal and evaluation. To this end, in the process of performance appraisal and evaluation, the corresponding management should strictly abide by the performance appraisal system, and ensure that the standard assessment evaluation is carried out, so as to effectively reduce the staff's vigilance and psychology, and also promote the enthusiasm and enthusiasm of the staff to be fully triggered, so as to avoid the occurrence of the phenomenon of lower work efficiency caused by the unequal treatment of employees. The regularization and standardization of performance management can enhance the staff's high recognition of the hotel, but also make the hotel due to unfair assessment of the background caused by the large number of hotel staff turnover phenomenon to effectively avoid, to achieve effective staff replacement cost control.

The pay system is perfect. Post pay, performance pay, basic living security costs for most hotels to adopt the salary system. From the actual situation of this compensation system, the corresponding flexibility and flexibility is relatively lacking, and there is also a phenomenon of uncoordinated post salary ratio, which is difficult to reflect the actual work ability of the staff in an all-round way, and will also have a negative impact on the enthusiasm of the staff. Therefore, under the view of the value chain, the hotel should use the reasonable performance appraisal system efficiently, based on the scientific foundation of people-oriented management, the former single salary model should be actively abandoned. In order to ensure the rationality of the salary of the core staff in some key positions, it is necessary for the hotel staff to determine the salary of the staff by means of the staff in different positions. In this process, it is necessary for the hotel staff to make a scientific and reasonable definition of the index and proportion of the staff's workload, so as to ensure the rationality of the salary of the core staff in some key positions in the hotel, so as to promote the promotion of the loyalty of the staff to the hotel, and reduce the cost of separation and replacement effectively [2].

Flexible welfare. At present, some hotels often adopt the single welfare form, such as the unified payment of various kinds of insurance, and the employee paid leave and other welfare methods, the process of providing the corresponding welfare to the employees of the unit has not fully considered the individual needs of the different employees, so it is difficult for some employees to fully meet

the personal welfare needs. For example, when a hotel provides paid leave to its employees, it often requires them to take their vacations consecutively. At this point, some employees will want to take their vacations when something is wrong, rather than take them all in a continuous way. In order to ensure the improvement of employee satisfaction, the hotel should fully consider the actual situation of employees, and then provide personalized welfare to employees to ensure that the personal welfare needs of employees can be fully met. The implementation of flexible welfare can greatly promote the improvement of staff's satisfaction with the hotel, and also promote the effective reduction of the cost of the hotel on the benefits that employees do not need, and ensure the effective control of the cost of human resources to a certain extent.



Figure 3 Improve performance appraisal and pay system to reduce staff replacement costs

4. Conclusions

In a word, from the perspective of value chain, hotel enterprises should attach great importance to their own cost management, while effectively controlling the operating cost and material cost, they should also pay attention to the effective control of human resource cost to ensure the rational optimization and allocation of human resources under the background of ensuring their own effective control of human resource cost, and gradually enhance their core competitiveness.

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