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Policy to attract high-quality human resources for 5-star hotels in Vietnam

¹Dinh Hoang Anh Tuan, ²Vo Khac Truong Thanh, ³Vo Nhat Minh

¹ HUTECH University, Vietnam

^{2,3} University of Phan Thiet, Vietnam

Corresponding Author: **Dinh Hoang Anh Tuan**

Abstract

This article studies the policy of attracting high-quality human resources for the 5-star hotel service industry in Vietnam. In addition to presenting the characteristics of high-quality human resources as a premise for effective and

focused attraction policies, the article provides practical guidelines for hotel managers to operate and to fill up human resources for your business when the entire industry and market was ravaged by the Covid-19 pandemic.

Keywords: 5-Star Hotel, High Quality Human Resources, HR Attraction Policy

1. Attracting human resources

High-quality human resources in the hotel are those who have a good knowledge base, have good ideas and solutions, thereby contributing a lot to the process of creating benefits for the business. Not only that, these are also people who have a good vision, have the ability to lead, lead and can motivate other employees in the business.

Attracting high-quality human resources is the process of finding skilled workers that match an organization's needs and fulfill any labor requirements. Not only does it stop at finding a suitable person for the current position, attracting good people is also a process from searching for candidates, screening, selecting personnel and even continuing to follow up. Monitor unselected candidates so that they can be recruited when they are qualified for a suitable position in the future.

In other words, attracting high-quality human resources helps businesses create a sustainable pool of candidates, prepare human resources to meet a long-term operation period instead of focusing on short-term values.

2. Policy to attract high-quality human resources for hotels

First of all, we need to define the exact criteria to hire. Recruitment criteria is a combination of knowledge, skills and behaviors to be able to successfully complete a specific job in a specific environment. To determine the exact criteria for recruiting personnel for a particular job, employers should carefully consider the factors that determine the success of that job. For each specific job position, it is necessary to define 5-10 recruitment criteria. Based on these criteria, recruiters can easily find suitable candidates for the position to be recruited. In addition, recruitment criteria also play an important role in orienting and setting recruitment questions. To build the right job description, we should be based on the following 5 basic criteria:

- Job Duties: What does the job specifically do?
- Work experience: What basic background is needed to be able to do this job?
- Skills: What skills does the candidate need?
- Method: How will the candidate complete the job?
- Personality: Based on the candidate's personality, choose the right candidate for the job?

In order to have an accurate and applicable set of recruitment criteria in practice, employers need to consult information from many different sources such as the person in charge of the job, direct employees, job descriptions, etc. job, job criteria. From the above information sources, the recruiter summarizes and makes a job analysis table and a work environment analysis table. Based on that, the recruiter sets up a table of personnel recruitment criteria.

3. Determine the exact criteria to hire

Treat candidates like customers:

Make a good impression from the recruitment stage. During the pre-employment phase, HR focused on making prospective employees feel comfortable and respected by conducting interviews in an open, informal atmosphere during the interview. Recruitment officers always listen and empathize with candidates, helping to remove negative emotions such as anxiety and

anger from candidates. We are also very open to sharing with candidates about the company's working environment, such as the culture of serving internal and external customers, activities for social and environmental responsibility.

Reception of staff:

When employees take a job, the hotel wants to make them feel welcome and belong to a new "family" before the new employee takes the job, the human resources department often sends an email to the hotel department. employee to notify in advance. HR also uses a system to broadcast notices to relevant departments and departments, requesting the preparation of necessary records, documents or equipment so that new employees can quickly integrate with the company. In addition, the human resources department also prepares a set of documents "Welcome Kit" so that new employees can understand the relevant HR policies and quickly settle in the new environment. From the hotel's culture is to serve internal customers similar to external guests

Employee engagement:

Keeping employees up to date on company developments, plans and activities is one of the ways Ascott is making employees feel more in control and engaged with the company. Celebrating employee birthdays, building programs of physical and mental health are also some other policies to accomplish this purpose.

Remuneration:

Remuneration regime, also known as a compensation or enterprise's remuneration. This is the business that takes care of employees in terms of material and spiritual life to ensure employees work better.

Compensation for employees is simply understood as the policies of the enterprise, aimed at taking care of employees both materially and spiritually, helping them to have more working spirit and dedication. contribute more to the overall goals of the business. Some people working in Human Resources, or in the C&B (compensation and benefit) department, are still making a big mistake about compensation when they think that employee benefits are simply salaries, bonuses and contributions. prescribed insurance. That is a very wrong view. In fact, compensation includes much more than that. If it is simply a salary, then why are there still so many employees leaving the business even though they are being paid a high salary compared to the average?

Compensation for employees will include 3 basic components: cash compensation, benefits treatment, and non-financial remuneration.

Compensation for employees in cash. Compensation in cash includes: salary, allowance, bonus, etc., depending on different businesses.

1.) Salary

Salary is the issue that employees are most concerned about in the remuneration regime for employees. Typically, in interviews, up to 80% of candidates will ask questions related to salary issues to employers. Depending on the position and characteristics of the job, each business will have different forms of salary for employees.

2.) Allowances

In addition to the main amount of salary, businesses also have other supports to compensate for factors such as working conditions, difficulty levels, and living conditions. Currently, most businesses have basic allowances such as lunch allowance, parking allowance, communication expense allowance (for sales staff). In addition, some enterprises may have other special allowances such as heavy labor allowance, toxic allowance (usually applied in the remuneration regime for production workers).

3.) Benefits

Unlike salary or allowance, welfare is usually not paid directly in cash, but it will be an indirect remuneration that businesses pay to support workers' lives. Benefits are usually divided into two main types: Compulsory benefits: Is the minimum benefit that any business must meet according to regulations, including social insurance, health insurance, unemployment insurance.

Voluntary benefits: depending on the financial potential as well as the orientation of the leader.

4.) Bonuses

In addition to the above, in the cash compensation regime, there are other forms such as rewarding employees with good initiatives at work, hot bonuses, or some businesses can also reward with shares. promissory note

Employee treatment with benefits

1.) Training

In order to develop a team of employees, the implementation of periodic training programs is extremely necessary, helping trainees improve professional knowledge, as well as job service skills.

2.) Rest and entertainment

Employees should be entitled to leave with public holidays according to the State's regulations. In addition, the addition of entertainment and tourism activities will also increase the cohesion in the enterprise, help improve the spiritual life of the company's members, and reduce the pressure at work.

3.) Other benefits and treatment regimes

For large enterprises, they also have more incentives for employees at a higher level, in order to retain talents, such as: additional insurance (to increase benefits for the insured), providing provide valuable means of transportation (cars, motorbikes depending on the employee's rank), preferential cards, membership cards for services such as shopping and entertainment.

Non-financial remuneration regime

1.) Working environment

In the remuneration regime for employees, creating a good working environment helps employees feel secure to work and can maximize their working performance. Factors related to the working environment include: boss, colleagues, corporate culture.

2.) Means of work

An enterprise with a good remuneration regime will always be interested in the means and tools to support employees to work best, including: working computers, supporting

software, stationery equipment.

4. Nature of work

One of the headaches of managers and personnel related to work is not knowing how to create excitement for employees. To do that, the job must be suitable for the employee's capacity and qualifications, and at the same time, it must provide opportunities to help employees develop further. In addition, a detailed working process, plus a clear promotion path, and timely recognition of contributions are also factors that help increase motivation at work.

Advanced training mode

1.) Organize live training classes

This is the most popular form of hotel staff training today. Usually, in direct training sessions, managers, or those who have worked for a long time, who know the working procedures at the hotel will be the ones who directly teach. The advantage of this form of training is that it saves training costs. Moreover, the trainers are also the people who directly work at that hotel, they easily know what the actual problems are, and their hotel staff is in need of training on the content. However, the downside of this form of training is that managers are often very busy, and the training schedule can be jostled by the trainer's schedule. In addition, because the training is in-house, it will be difficult for the hotel to get fresh perspectives in the industry.

2.) Online Training

Online training is a relatively popular training method in recent times, demonstrating the progress in applying technology to the training plan development process. Online training will save time and training costs, employees can participate in training at any time.

3.) Intermediary training

Intermediary training is a relatively expensive form of training, because the enterprise will have to pay the costs of inviting experts to train. This method is often applied to train senior hotel managers, with advanced and in-depth training knowledge.

- The most standard hotel staff training plan framework

In fact, each hotel will have different employee training plan formats, depending on each situation and training needs. However, here is a basic planning framework, with 7 important items, that can be applied to many different businesses:

Define training objectives, target audience and training duration.

Analyze existing qualifications and skills of hotel staff

Estimate budget and training time

Training Timeline

Development of training materials and content

Organization and implementation of training

Evaluation after training

1.) Friendly atmosphere in the business

The friendliness of employees makes up the company's culture, which represents the way the business interacts with customers. Customers are more willing to connect with a business if they feel welcome. Leaders should aim to create

a business-friendly atmosphere at all levels of the organization, by communicating with employees in a warm, friendly tone that conveys the way managers I want employees to behave with customers.

2.) Do your best

Businesses can't always provide a solution to a customer's problem, but show them you've done your best. A positive attitude with a sincere apology is enough for customers to feel that their problem is important and that the business cares. The role of a leader is expressed through motivating employees to reach their full potential. An environment where employees are cared for, understood, will encourage them to constantly strive to solve problems for customers.

3.) Consistency between words and actions

Consistency between words and actions is an effective way to help businesses build customer trust. Ensure activities are carried out in line with the brand's mission, goals, and core values to increase authenticity. Consistency is shown through small actions such as: always on time, adhere to the given timelines, notify and consult customers when problems arise. Leaders can instill trust in employees and customers, as they are at the forefront of delivering on their commitments, emphasizing the parallels between words and actions as the way the business is run.

4.) Sincerity

It's easy to say what customers want to hear and please them in the short term. However, sincerity is what keeps customers in the long run. Sincerity comes from acting on the wishes and interests of the client. Sincerity combined with business consistency makes it easy for customers to manage the expectations they set with the business, allowing them to perceive the authenticity and effectiveness of their work. Leaders can make this part of their culture by emphasizing honesty in their day-to-day operations.

5.) Active listening

One of the ways to demonstrate active listening is to repeat what you heard when the customer expressed his or her problem. This lets customers know that you really care about their problem. Business managers should create an open atmosphere in the business, when active listening takes place in both employees and customers. You may not be able to satisfy every customer, but by taking the time to listen, you're showing your customers that they play an important role in your business's success. Corporate culture gives you the edge to help you expand your business and retain customers. When these 5 factors are applied and instilled in the daily activities of the business, it will create a change in the customer service culture.

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