



**Universitat de les
Illes Balears**

Facultat de Turisme

Memòria del Treball de Fi de Grau

Research on the impact of Chinese Traditional Concept on the Loss of Staff in Economic Chain Hotels ——In case of Home Inn

Yinxiang Qin

Grau de Turisme

Any acadèmic 2018-19

DNI de l'alumne: Y6451797N

Treball tutelat per Deya Tortella, Bartolome

Departament de Economia de la Empresa

S'autoritza la Universitat a incloure aquest treball en el Repositori Institucional per a la seva consulta en accés obert i difusió en línia, amb finalitats exclusivament acadèmiques i d'investigació	Autor		Tutor	
	Sí	No	Sí	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Paraules clau del treball:

Budget hotel, Home Inns, Chinese traditional concept

Index of contents

Abstract.....	1
Introduction	2
1.1 Research background	2
1.2 Research significance	3
1.2.1 Theoretical significance	3
1.2.2 Practical significance	3
1.3 Research content	4
Literature review.....	4
2.1 Definition and characteristics of employee turnover.....	4
2.2 Factors that trigger employee turnover	5
2.3 Comments and revelations	8
Research design.....	8
3.1 Research methods	8
3.1.1 Data collection method	8
3.1.2 Data Analysis Method	9
3.2 Case selection.....	9
3.3 Data collection results	10
Hotel overview and employee turnover status	12
4.1 Hotel Overview.....	12
4.1.1 Advantages.....	12
4.1.2 Weakness	12
4.1.3 opportunities	13
4.1.4 Threats.....	13
4.2 Hotel staff turnover status	14
4.2.1 High turnover rate of front-line employees	14
4.2.2 High loss rate of interns	15
4.2.3 High turnover rate of highly educated employees	15
Research findings	15
5.1 Result Analysis.....	15
5.1.1 Open Coding.....	15
5.1.2 Spindle Coding	16
5.1.3 Selective Coding.....	16
5.2 China's traditional prejudice against the hotel industry.....	16

5.2.1 Low social status in the hotel industry.....	17
5.2.2 The nature of hotel work is not serious	17
5.2.3 Low Professional Value of Hotel Industry	18
The impact of traditional bias on the loss of staff in the hotel industry....	19
6.1 Affecting professional identity	19
6.2 Affecting employees' Social Support.....	19
6.3 Affecting work performance	20
Countermeasures.....	21
7.1 Employee First and Emphasis on Employee Training.....	21
7.2 Standardize hotel operation, transform hotel image.....	22
7.3 School assistance, focusing on student guidance education	22
Conclusions and prospects	23
References	25
Appendix.....	27

Abstract

The vigorous development of the social economy has promoted the prosperity of the tourism industry, and the development of tourism directly affects the relevant tourism industry, including the hotel industry. Among them, the economical hotel as an important branch is developing rapidly and the market share is increasing rapidly. However, the management and development of hotels are inseparable from talents. The high rate of employee turnover is an established fact in the current environment and a problem that needs to be solved urgently. This paper adopts the method of literature collection to sort out the main reasons that affect the loss of employees in China's hotel industry. Then, from the perspective of one of the reasons of traditional Chinese concept, the case of Home Inn Chain Hotel is used as a case to interview the employees. Organize and use the three-level code of grounded theory to comprehensively summarize the traditional prejudice faced by the hotel industry. On this basis, we explored the impact of the loss of hotel staff. The study found that traditional concepts indirectly caused employee turnover through the impact of employee professional identity, job performance, and social support. The article puts forward some strategies that how to reshape the tradition from multiple perspectives. This is a theoretical supplement to how to reduce the loss of employees in the hotel industry. At the same time, for the current budget hotels, it will help them to understand the reasons for employee turnover and implement more effective talent management.

Introduction

1.1 Research background

The concept of a budget hotel originated in the United States and gradually spread to Europe and China. From the late 1930s to the end of the 1990s, foreign budget hotels experienced a period of germination, rapid development, mature and stable period. Due to the special background of developing inbound tourism before outbound tourism in China, economic hotels entered the initial stage of development only after the reform and opening-up. Jinjiang Inn is China's first budget hotel, after the Home Inn, Hanting and other local brands have been established, and foreign brands were also stationed in China. With the gradual improvement of people's quality of life, the number of mass tourists has increased, and the economy hotel has attracted a large number of consumers by virtue of its price advantage. The market demand for budget hotels continued to rise, and the monopolistic competition period has already arrived. However, while the economy hotel was developing rapidly, it also faced a series of problems. Especially compared with foreign countries, the economic hotel has insufficient domestic experience. At present, the domestic hotel industry is developing rapidly, the star hotel is expanding rapidly, and there are foreign brands. The impact of the economy hotel facing the "inside and outside the attack" situation, its development is bound to be limited. Economic hotels are labor-intensive enterprises. The biggest capital of a hotel is "people". Talents are the core, while the problems of budget hotels are mainly reflected in human resources. The concentrated performance is in the areas of high turnover rate and lack of professional talents.

Relevant research results show that the talent loss rate of the hotel industry ranks first in all major industries, and the average turnover rate is about 25.74%. The average wastage rate between 2005 and 2015 is 27%. Among them, the proportion of hotels with employee turnover rate less than 10% is about 5%, the proportion of hotels with employee turnover rate between 15% and 30% is as high as 36%, and the proportion of hotels with turnover rate exceeding 30% is more than 30%. The development of the hotel in the retention mechanism is very unsatisfactory, and the core technology that the employee turnover may bring, the loss of the cooperation customer, may also cause the situation that other employees may be taken away.

Chinese scholars have already recognized this problem and the seriousness of the problem early, and have conducted detailed research in this area. Judging from the existing research results, the exploration of the causes of employee turnover, each scholar has analyzed from the perspective of enterprises and employees, from the

internal salary mechanism, training mechanism, etc., also from employee satisfaction, organization Commitment and research on employee turnover intentions. In general, China's extensive research in this area has been relatively complete, but research on some small entry points can be further explored, such as the impact of the traditional concept of employees on employee turnover. Prejudice in traditional concepts is an important reason for employees to choose to leave. It is only mentioned in many studies and has not been thoroughly analyzed. This article will use this perspective as an entry point to compare Chinese and Western hotels, from social perceptions of hotels to employees' perceptions of their work, to find out which Chinese traditional concepts affect the loss of hotel staff, thus providing theoretical references about the management of hotel staff.

1.2 Research significance

1.2.1 Theoretical significance

Based on the theory of employee turnover at home and abroad, this paper conducts a series of data collection for China Home Inns, designs employee interview questionnaires, and deeply explores employee turnover intention from the perspective of traditional concepts. And in the case of comparing domestic and foreign, provide ways and opinions to improve hotel management on employee turnover. At present, the research on the impact of the traditional concept of the hotel industry on employee turnover is relatively weak. Therefore, the analysis of the status quo of typical hotel chains in China and the comparison with foreign hotels can provide a more detailed theoretical basis for the problem of employee turnover in China's budget hotels, and it is also a supplement to the existing research theories.

1.2.2 Practical significance

Based on the theory, this research takes the example of Home Inn, and randomly selects employees to conduct interviews. From the employee's point of view, it extends to the family members and friends of the employees. While understanding the employees' inner thoughts, it also has a certain degree of ideas for their relatives and friends that have some understanding and help hotels to have a deeper understanding of the impact of traditional attitudes on staff turnover. The improvement strategy proposed in the paper also provides a reference for the future development of the hotel, which is beneficial to the hotel to retain talents, ensure the stability of internal staff, and contribute to the sustainable development of the hotel.

1.3 Research content

The first part: Introduction, explain the background and significance of the research, content, methods, and lay the foundation for the latter.

The second part: literature review, collecting and summarizing relevant literatures at home and abroad, including the definition of employee turnover, its characteristics and classification, the factors that lead to employee turnover.

The third part: Analyze the problem, use SWOT analysis to explain the overall situation of the hotel, and explain the current situation of hotel staff turnover. Using the three-level code of Grounded theory to find out the traditional prejudice against China in the hotel industry, and further analyze the influence of traditional concepts on employee turnover intention through the comparison of Chinese and Western hotels and interview results.

The fourth part: implementation countermeasures, from the three aspects of employees, hotels, social environment, targeted strategies to improve prejudice and reshape new ideas, help the hotel industry out of the lack of talent, high turnover rate.

The fifth part: conclusions and prospects, summarize the main ideas of the article.

Literature review

2.1 Definition and characteristics of employee turnover

Employee turnover is now defined as the voluntary departure of employees from their organization. In general, organizations are reluctant to have such outflows. Combining the current research situation of international and domestic research, the understanding of employee turnover has many definitions according to different perspectives. For example, the content of Blackwell Human Resource Management Encyclopedia Dictionary points out that employee turnover refers to the interruption of an individual as a formal member of an organization. Dalrmples (1982) pointed out that employee turnover is the departure of employees from the organization because of separation, such as promotion, resignation, retirement, and dismissal. Ann Denvir & Frankme Mahon (1992) argues that employee turnover refers to the behavior of individuals being hired or leaving an organization. These definitions clarify the perspective of employee turnover from different

perspectives, and also help readers grasp the concept of employee turnover. It should be noted that employee turnover is different from the perspective of research. It can be mainly divided into active employee turnover and passive employee turnover. Literally, initiative refers to the decision of employees to leave their jobs, that is, the resignation of employees. Passivity refers to the decision of resignation that can be controlled by the organization, including dismissal, layoffs and so on.

As for the characteristics of employee turnover, there are three definitions: group, time and profit-seeking. Group nature refers to the group of people who are frequently lost, including the emerging industries with large labor demand, innovative thinking, professional mismatch, low satisfaction with enterprises, business management elites, no specific career planning for the future, poor interpersonal relations and feeling unfair treatment. This part of the masses feels dissatisfied with the current work, easily shake their hearts, coupled with the fierce competition among enterprises, the phenomenon of digging each other's feet is becoming more and more intense, which promote the loss of employee initiative. The second characteristic is the time rule of employee turnover. Most of them focus on the distribution of wages and bonuses, after the Spring Festival, after the improvement of educational level, after the promotion of professional titles or personal liquidity. For those employees who are dissatisfied with the company, they will leave the company voluntarily after they get the salary they deserve. On the other hand, when employees find that they have better development prospects and organizations will limit their development, they will also choose to resign to find better development opportunities. The last feature is profit-seeking, which is easy to understand from the literal meaning. Human beings tend to benefit and avoid harm. Although organizations will emphasize collective honor above all else, most employees will put individuals before enterprises and pay more attention to self-interest and goal realization.

2.2 Factors that trigger employee turnover

Thomas W. Lee (1988) replicated the Mobley (1977) model test to see how job dissatisfaction leads to employee turnover and expands Mobley by testing whether the theory also applies to organizational commitment and job engagement to replace job satisfaction.

From the perspective of employee satisfaction, Kuang Jiaqing (2013) believes that the reasons for employee turnover can be summarized as the influence of traditional ideas, the lack of reasonable employment mechanism (mainly in the area of talent training), low salary level, high intensity of work, poor working environment and limited career prospects.

Yun Yang and Jiannan Li (2014) studied the impact of gender differences on employee turnover in Chinese hotels, and concluded that married staff usually choose to continue to work in service, with a low turnover rate; unmarried women and men tend to leave, and male turnover rate is higher than female turnover rate.

Another scholar also discussed the impact of gender on hotel employee turnover. Fan Yuxiang detailed the reasons for the loss of female employees in the hotel industry and countermeasures in his article, 'The Source and Countermeasures of Female Employees Loss in China's Hotel Industry.' The proportion of female employees in the hotel industry is much higher than that of men, but the rate of employee turnover has also remained high. The first reason is the physical and psychological characteristics of female employees. Physiologically, the career development period of female employees coincides with their best reproductive age, which causes some employees to choose a family and temporarily abandon their careers. For psychological reasons, women are more sensitive and think more than men, and may choose a more stable job. Secondly, the nature of the work of the hotel industry makes the society more malicious to women in the hotel industry, and at the same time leads to conflicts between work and family. In the traditional concept of Chinese society, women are given the goal of family happiness as the main achievement, and they need to bear more family responsibilities. This concept will invisibly affect the professional concept of female employees.

In a study of a hotel chain in Hainan Province, Fujie (2016) pointed out that the factors causing staff turnover are generally related to job reward, job expectation, corporate culture, working environment and satisfaction with the company. The biggest impact is the unreasonable salary. In the hotel industry, the turnover rate of front-line employees is much higher than other departments. The work content of front-line employees is more cumbersome and laborious, but the remuneration may only reach the minimum wage level. In the long run, the dissatisfaction of employees will continue to increase.

Chen Qiong (2016) from the perspective of motivation of post-90s talents in economic hotels, analyzed the reasons for the large outflow of post-90s talents. First, its stability is poor. Generally speaking, it only regards economy hotels as a springboard. Secondly, it is influenced by traditional concepts. Most of them think that economy hotels have insufficient space for development. They want to seek more attractive jobs. Others, such as high pressure of work and unreasonable salary system, are also the reasons for brain drain.

Liu Hongbo (2016) used interview method to summarize the reasons for the loss of staff in star hotels. The reasons are mainly divided into the following points: the first point is the impact of traditional ideas, influenced by traditional ideas, some employees believe that their work is not glorious, but also subject to the abuse and insult of guests, a

heavy mental burden, so they will choose other industries under the same salary. The second point is the fierce competition in the hotel industry. In order to acquire talent, the newly-started hotels will use favorable conditions to attract experienced staff from other hotels. The third point is that the salary is low, and the labor paid by employees is not equal to the salary received. Other reasons are that hotels do not create a sense of belonging for employees, so that employees cannot have a sense of identity with the enterprise.

Amlan Haque, Mario Fernando and Peter Caputi (2017) studied the relationship between responsible leadership, organizational commitment and employee turnover intention. Using social identity theory and psychological contract theory, through empirical research on Australian employees, it was concluded that responsible leadership can significantly affect employee organizational commitment and turnover intention.

Kristin Malek, Sheryl Fried Kline and Robin DiPietro (2018) analysis showed that employees' perceptions of their managers were negatively correlated with turnover intention. In addition, it is found that there is a significant inverse relationship between management training and management style and employee turnover intention. Finally, the study found that with the increase of manager training, employee turnover intention decreased. This study shows that if hotel investment management training, staff turnover intention will be reduced.

To sum up, the main factors affecting employee turnover are unreasonable salary, inadequate development space, the impact of traditional concepts, competition between hotels, corporate culture, and the factors of employees themselves. Another important factor is the qualifications required for the job. For jobs with lower qualification requirements and lower technical requirements, the employee turnover rate is higher than those with higher qualifications for employees. The entry point of this paper is the impact of traditional ideas on employee turnover. Traditional ideas may have less influence than other factors, which is one of the reasons why the current research on this aspect is slightly inadequate. Although the influence of traditional concepts is decreasing with the development of society, it will not completely disappear in a short time, and still restricts the development of the hotel industry. Hotel managers need a comprehensive understanding of the problem in order to better solve it. In addition, the positioning of hotel industry in Chinese and Western social concepts is different. By comparing Chinese traditional concepts with Western ones, we can further recognize the shortcomings of Chinese Hotel industry.

2.3 Comments and revelations

It can be seen from the above related theories and literatures that foreign research on employee turnover started earlier, has a wide range of research, and has obtained rich research results, providing a basis for domestic research. However, the development foundations of foreign and domestic hotels are different, and the actual situation is different. It is impossible to reach a complete agreement on the conclusion. The domestic needs to draw on existing theories and research, and aim at its own shortcomings and strengths, and adapt to local conditions. The field of human resources has always been the focus of research by various scholars. As a significant problem in the field of human resources, employee turnover has also received a large number of outstanding achievements. Many scholars have given good answers on the causes of employee turnover in economic hotels, improvement measures and other aspects, but the current research is not comprehensive, most of the articles focus on the current mainstream issues in the hotel industry. The research on traditional concepts is still very lacking. In the process of reading the literature, the discovery is only a simple mention, lack of in-depth research and analysis. Based on the existing research theories, this paper analyzes the case hotel from point to point. Define the traditional prejudice facing the current hotel industry and explore its relationship with employee turnover, and finally propose countermeasures to supplement this research.

Research design

3.1 Research methods

3.1.1 Data collection method

Literature Research Method: By collecting and reading research materials about economic hotels at home and abroad, summarizing the relevant theories about employee turnover, forming the theme of this paper, and combining the case hotel for specific analysis and research.

Multidisciplinary approach: Budget hotels are labor-intensive companies that are closely related to people. The main body of service is people, and the service targets also involve various types of customers. Interpersonal relationships and generated activities are complex and diverse. Therefore, the subjects involved in budget hotels are diverse, including human resources, marketing, organization, and sociology.

Only by combining multiple disciplines, can we make the research as comprehensive and accurate as possible.

Interview method: Through interviews with employees, the interviewees include employees of different age groups, different positions, and employees who leave their jobs. We can learn more about the inner thoughts of employees, and organize the interviews and analyze the results.

3.1.2 Data Analysis Method

Qualitative analysis method: This study, through three-level coding based on Grounded theory. Grounded theory is a way of qualitative research that is based on empirical data. Generally, there is no theoretical hypothesis. The researchers start from the actual observations, sum up the empirical summary from the original data, and then rise to the systematic theory. This paper gradually carries out open coding, spindle coding and selective coding, conceptualizes and categorizes the original data of interview results, and seeks for the traditional Chinese conceptual factors affecting staff turnover in Hotel industry.

3.2 Case selection

This study selected the Home Inn Chain Hotel as a case, and the Home Inns Hotel was the first budget hotel to develop. Compared with other budget hotels, such brands have higher visibility, and their branches have spread all over the country. The market covers a wide geographical range, and the customer base is more powerful and representative. Its development represents the changing trend of industry development to a certain extent.

In addition, as the "leader" of economic hotel chains, Home Inn has become the object of reference for many later hotels. The research on how to help Home Inn Hotel reduce staff turnover can set up a model of managing staff turnover from the traditional perspective for the current economic hotels in the market. The recent financial reports of Home Inn show that the net profit of Home Inn is declining gradually, which indicates that Home Inn is facing challenges, Home Inn must start from itself and cope with industry changes. This study also pays attention to this point, so we choose Home Inn as the starting point, which affects the whole economy hotel market.

3.3 Data collection results

In order to have a more direct and thorough understanding of the psychology of hotel staff, this study contacted the Home Inn Hotels in Beijing, Shanghai, Changsha and other places, and contacted 50 employees, covering all ages, positions and levels. Due to the limitations of conditions, it was impossible to use interviews, through telephone interviews and e-mail exchanges. In this interview, the gender, educational background, and length of service of the employees are shown in the following charts:

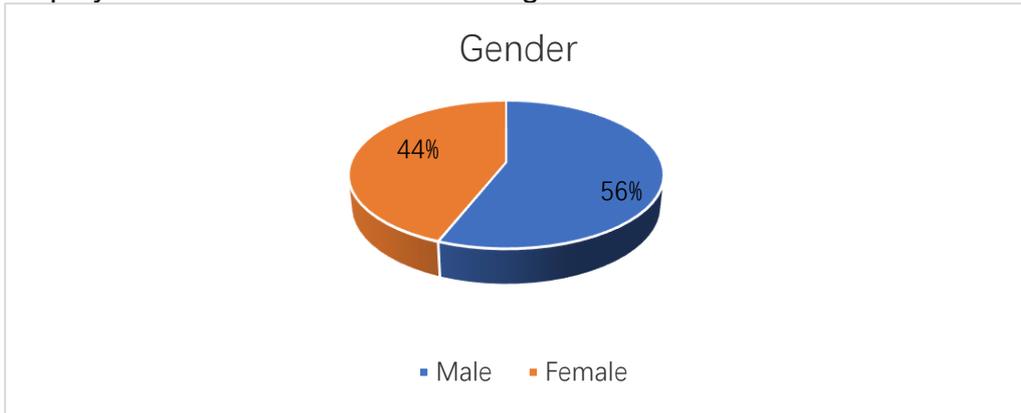


Figure 3.1 Gender composition of interviewees

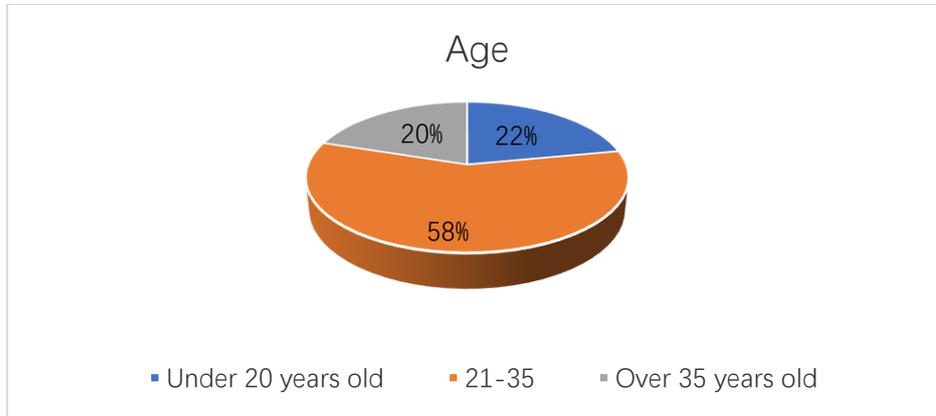


Figure 3.2 Age composition of interviewees

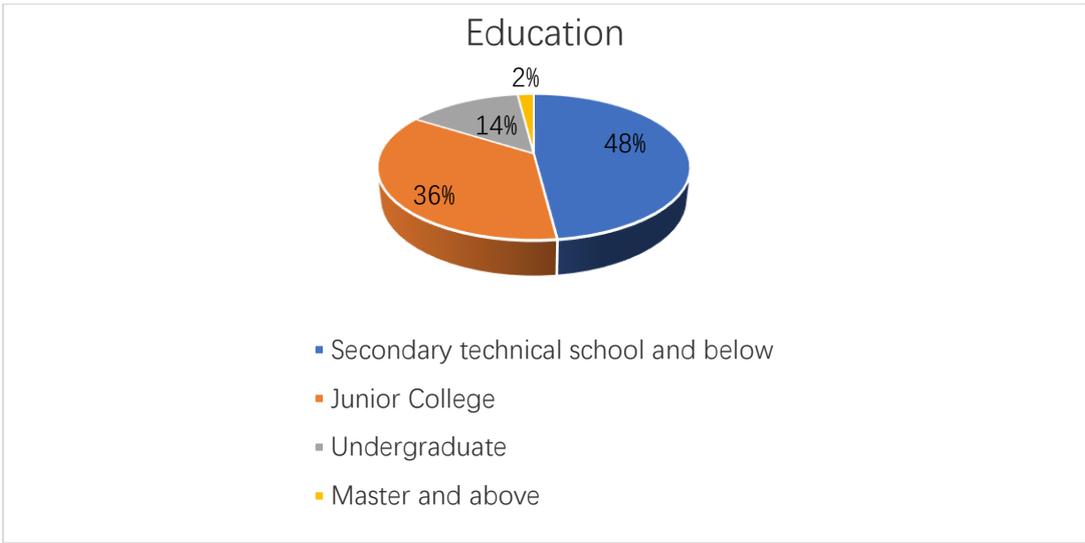


Figure 3.3 Educational background composition of interviewees

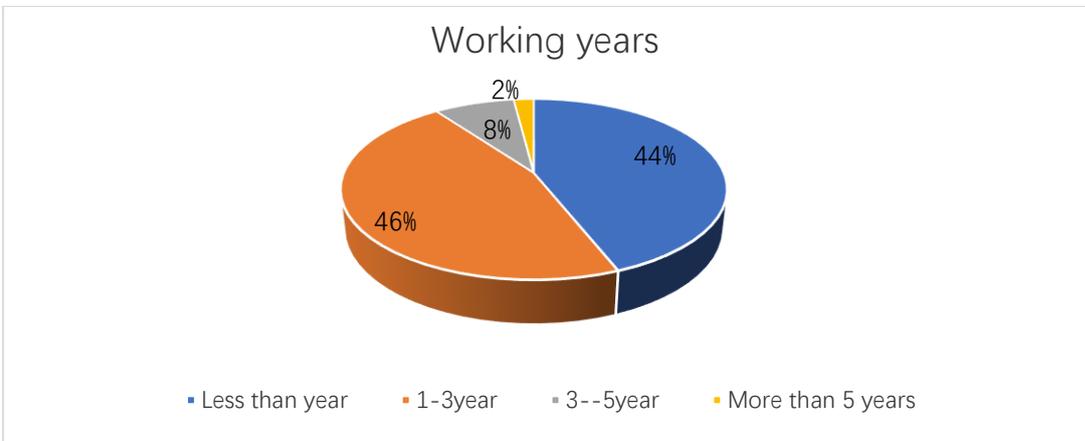


Figure 3.4 Composition of the length of working years of the interviewees

The interview outline is divided into three parts. The first part is the basic information of employees, the second part is the views of employees themselves and family society on the hotel industry, and the third part is the study of employees' turnover intention, which is detailed in the appendix. The interview results are recorded by researchers, and the interview data are summarized by three-level coding of Grounded theory, and finally the traditional bias affecting employee turnover was obtained

Hotel overview and employee turnover status

4.1 Hotel Overview

Home Inns Hotel, affiliated to Home Inns Group, is one of its three major brands. Home Inn is a local brand established in the early days of developing economical hotels in China. It was established in 2002 and has a very strong brand foundation. In the process of China's budget hotels gradually entering maturity, Home Inns has maintained a good development trend, laying the foundation for the establishment of other budget hotels in China. As the pace of opening up the Chinese market continues to accelerate, new local brands and foreign brands have entered the market one after another, and Home Inn hotels are also facing enormous challenges.

4.1.1 Advantages

As one of the famous chain brands in China, Home Inns has nearly 1,000 hotels nationwide in 2018. As one of the famous chain brands in China, Home Inns has nearly 1,000 hotels across the country in 2018. As a chain hotel, it has more advantages in marketing. Home Inns adopts a comprehensive marketing model, which is both online and offline, which helps to increase brand awareness and expand market share. At the same time, chain operations can reduce costs, including marketing costs.

On the other hand, Home Inns, as the first hotel to develop, has more experience and advantages in service standardization and cost control. Compared with foreign brands, Home Inns understands the domestic market environment and consumer demand, and has a local advantage.

4.1.2 Weakness

As a budget hotel, Home Inns lacks the personalization of the services and products provided, the homogeneity of the products is very serious, and the degree of differentiation is insufficient. At the same time, the quality of service in the store varies from place to place, which affects the reputation of the hotel to a certain extent. Another obvious disadvantage is that Home Inns as a budget hotel has serious shortcomings in corporate management and corporate culture construction compared to star-rated hotels. In recent years, Home Inns has been repeatedly exposed to scandals, which is closely related to the unscientific and imperfect management system of the company.

In addition, the lack of hotel talent is the reality of the current hotel industry and an important factor restricting hotel development. Home

Inns is developing rapidly, and the demand for talents has also risen sharply. However, in order to control labor costs, hotel staff may have to work on several tasks, which requires high professional quality of employees, but often high-quality talents are not willing to be in the budget hotels, resulting in the low overall quality of the current staff of Home Inns

4.1.3 opportunities

At present, in the popular first- and second-tier cities, the overall market saturation of the hotel is relatively high, including budget hotels, so the gradually developing third- and fourth-tier cities have become a new market for economic hotel expansion. China's economic development in recent years has promoted the development of third- and fourth-tier cities, and has also shown good potential in the hospitality industry. Home Inns as an economic chain hotel, its branches have been widely distributed in major cities.

Another positive development opportunity is that the development of mass tourism has made the market demand for hotels more and more high. Home Inns is popular among mass tourists as a well-known budget hotel.

4.1.4 Threats

As the entry threshold of the economy hotel market is low, its growth rate is fast. By 2018, the number of economy hotels in China has reached 32 444, an increase of 10 636 over the previous year. (see figure 4.1) Home Inns formed a market monopoly at the beginning of its development, but with the rise of other budget hotels, including new local brands and foreign brands, competition between budget hotels has become increasingly fierce, such as price wars, talent wars. In this situation, Home Inns gradually lost the advantage.

At the same time, the increase in the number of hotels has led to a strong substitution of products and services between hotels. Different hotels are even similar in terms of decoration style and facilities, and the hotel gradually loses its core competitiveness.

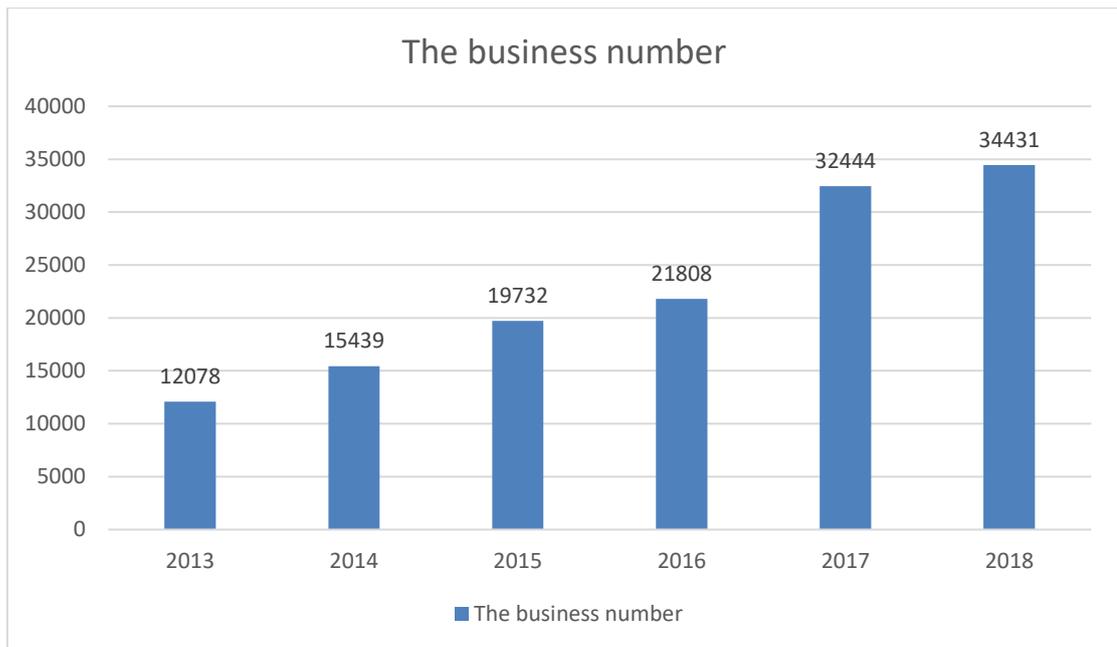


Figure 4.1 Number of budget hotel chains operating in China from 2013 to 2018

4.2 Hotel staff turnover status

According to the relevant information inside the hotel, the average employee turnover rate of Home Chain Hotels in recent years is as high as about 38%. Through comparative study, the staff turnover of Home Inn is mainly manifested in several aspects:

4.2.1 High turnover rate of front-line employees

The high turnover rate of front-line staff is a problem faced by the whole hotel industry, and it is also one of the difficult problems to solve. The turnover rate of front-line employees is closely related to the reality of the hotel industry. In the interview, it was found that the most unsatisfactory part of most front-line employees to the current job lies in the unequal salary and other aspects. As an economic hotel, its salary level is low in the whole hotel industry. For Hotel employees, they are also engaged in the hotel industry, but the difference in salary will lead to a psychological gap. When they have enough ability, they will choose star-rated hotels with more perfect in all aspects. The lack of talents in economic hotels is more serious. Home Inn, as an economic chain hotel, needs to strictly control the cost. Talent cost occupies the main position of cost management. In addition, the lack of talent, one person needs to take several jobs, and the intensity of work increases. Under this pressure, the loss of employee initiative is aggravated.

4.2.2 High loss rate of interns

As one of the hotel's talent resources, most interns will leave the hotel after the internship expires, or even part of them choose to leave the hotel halfway. As interns, it is equivalent to cheap labor, especially most of them are just out of school, no social experience of students, they cannot accept the monthly meager wages after they have experienced the intensity of work. Home hotels also have lower salaries for interns, making it more difficult to retain these new forces. On the other hand, some interns choose to work in economic hotels only because of their low threshold and regard it as a springboard. After they have accumulated some experience and have better development opportunities, they will leave.

4.2.3 High turnover rate of highly educated employees

Among the staff engaged in Hotel industry, most of them have medium or low educational background. Among the 50 employees interviewed, only 16% have bachelor degree or above. Employees with higher education often think that their current work does not match their own abilities. They are pursuing higher goals. For some college students, they cannot bear to start at the grass-roots level.

On the other hand, highly educated employees are the lack of talents in the hotel industry. They face more career choices. Economical hotels have lower competitiveness and lower attraction in this respect. Under the circumstance of outstretching "olive branch", employees who are faced with better treatment are prone to shake.

Research findings

5.1 Result Analysis

5.1.1 Open Coding

The process of open coding is the process of collecting the information of the original data and realizing its conceptualization according to different genera. In this process, we should pay attention to the primitiveness of the data and login according to the status presented by ourselves. By summarizing the answers of employees and their family and friends to hotel views, this paper focuses on the negative views that help to analyze the prejudices of society towards hotel industry, classifies similar answers, reassembles them on the basis of original sentences, and obtains a new concept. At the same time, it constantly

compares the connections between concepts. This is the process of conceptualization, and finally draws 16 related ones. The 16 concepts are categorized into five categories: inferior person (A1), unskilled content (A2), no future for development (A3), unequal salary (A4), and improper nature of work (A5).

5.1.2 Spindle Coding

Spindle coding is a process of forming spindle category by linking the concepts derived from it on the basis of open coding. This step mainly analyses the relations among various categories, searches for the connections among them, and summarizes the scattered categories into a new main category. The scale of this study is small, the number of interviews is small, and the number of categories obtained in the open coding stage is also small. After repeated comparisons among these five categories, three main categories are drawn after abstract analysis: low social status (AA1), low occupational value (AA2), and unhealthy work nature (AA3).

5.1.3 Selective Coding

After completing the first two stages of coding, we entered the selective coding analysis. The main purpose of this stage is to extract a core category from the main category that has been drawn. This core category is more profound and concentrated than the main category and occupies the central position in all categories. The core category in this coding process is "the traditional prejudice of Chinese society towards the hotel industry", which covers the main category drawn from the above process and is more complete. Finally, it can be concluded that the traditional prejudice of Chinese society towards the hotel industry includes three aspects: the recognition of social status, the recognition of professional value and the recognition of the nature of work. Detailed information can be found below.

5.2 China's traditional prejudice against the hotel industry

The foregoing explains the current situation of employee turnover in Home Inns in recent years, and what causes the loss of its employees? There are many reasons for employee turnover. According to current research, there is insufficient promotion space, no development prospects, and low wages, which directly or indirectly cause the loss of employees. One of the important reasons is that the society's traditional prejudice against the hotel industry makes the employees of the hotel industry even look down on their own occupations and deviate from their own professional cognition, which directly affects their work performance and thus increases the instability of employees in their positions. Compared with star-rated hotels, budget hotels are more low-

level in people's minds, and they receive more prejudice. The employees of budget hotels are also more dissatisfied with their own occupations, so the management of staff turnover in the economy hotel needs to pay more attention to the impact of this aspect. According to the concept, category and main category constructed by three-level coding, the following main traditional prejudices are drawn.

5.2.1 Low social status in the hotel industry

There are differences in the development process of Chinese and Western hotels, and cultural concepts are also different. The attitude towards the hotel industry also reflects this difference. In Western society, the hotel industry is considered to be the service of gentlemen and ladies. For most people, working at a hotel means a steady income, a considerable tip, and no need to go out and work hard, it is a decent job. In the service process, employees and guests have equal status and can respect each other. If the performance is good, the tip is also the return of your service, and there is no charity.

In Chinese society, since ancient times, the deep-rooted Confucianism has played a great role in social development. In Confucianism, there exists the concept of hierarchy, which holds that the superiority and inferiority are different, while the traditional service industry in the people's impression is not influential, inferior to others, is the work of inferior people. As a branch of the service industry, in the old generation's view, working in a hotel is equivalent to serving others. It is only a manual work with no technical content, not a work worth showing off. In the process of staying with the guests, the guests often assume superior posture. Influenced by this environment, service providers themselves will deviate from their own positioning. This prejudice is not only rooted in traditional ideas, but also related to the reality of the hotel industry. The hotel industry has always been the representative of low salary, especially the front-line employees, who have the lowest salary but bear the heaviest work. This long-term unequal labor volume and salary will deepen the turnover intention of employees. Due to frequent staff turnover, the hotel industry has been short of talents. In order to fill the vacancy of talents, the hotel industry may reduce the standard of recruiting talents. The decline of professional quality makes the misunderstanding of the hotel industry deepen and forms a vicious circle.

5.2.2 The nature of hotel work is not serious

The western hotel industry has experienced a long development and has a deep foundation and formed a scientific management philosophy and mechanism. In Western society, the hotel industry, like other industries, is one of the ways to obtain remuneration through its own labor. They do not look at the individuals engaged in the hotel industry

with colored glasses. The hotel industry is only one of the labor methods chosen by individuals., is legal and formal.

In China, due to the nature of the services sold in the hotel industry, in some people's minds, the hotel is even linked to topics such as pornography, gambling and poisoning. It is a place to breed these negative things. Due to the lack of management and the lack of a strict disciplinary system, there are indeed a number of illegal service items and unfair competition in a few hotels. We cannot deny the existence of these gray parts. According to statistics from the International Labor Office, 55% of hotel employees worldwide are women, but the turnover rate of female employees is also high, much higher than that of men. In addition to the influence of its own physiological characteristics and psychological characteristics, social traditional concepts are also one of the important reasons. Except for the lack of support from family and friends, in some of the more ignorant concepts, the women who work in the hotel are not innocently linked to the innocence of the hotel, and the women working in the hotel are greatly misunderstood and malicious. Under this pressure of public opinion, the probability of female employees leaving the job increases.

5.2.3 Low Professional Value of Hotel Industry

The so-called professional value refers to whether self-worth can be embodied in a job. According to the interview results, the perception of some employees and their relatives and friends to the hotel industry is the one-sided impression of manual work, formatted work content and lack of technical content. In fact, the hotel industry is not traditionally said to eat youth food industry, it is very necessary to have sufficient experience, all aspects of high-quality talent, but obviously many people cannot correctly recognize this point.

According to previous studies on employee turnover, when analyzing the causes of employee turnover, it is always mentioned that the development prospects are limited. In the relevant interviews in this article, some interviewees said that the reason why family and friends do not support their work is that they feel it is too difficult to get promoted or have few opportunities, especially in economic hotels. The hotel industry does have some limitations on the personal development of employees, and the promotion opportunities may not be as good as other industries, but it cannot be said that he has no future. Many families will even prevent their children from choosing a major in hotels, thinking that hotels have no technology to speak of, nor can they talk about their own development.

The impact of traditional bias on the loss of staff in the hotel industry

The prejudice on the hotel industry is mainly based on the above three points. It is precisely because of these traditional prejudices that the loss of employees as a low-rise budget hotel in the hotel industry is more affected by these prejudices. According to the relevant research theories and the interview results, the impact of traditional bias on employee turnover is mainly as follows:

6.1 Affecting professional identity

The sense of professional identity is based on the individual's overall view of the current occupation. Whether the occupation is in line with the interests and goals pursued by the individual, there are many factors influencing the professional identity. Social status and social identity are the influencing factors. Under the influence of traditional prejudice, employees can't get the respect they deserve. They think that this work can't bring social status equal to other groups. In this case, employees may choose to resign directly or behave as job burnout, bringing passive employee turnover.

In the traditional concept, the hotel industry has no technical content. When employees first enter the hotel industry, they generally start from the grassroots level. Under the dual influence of reality and traditional ideas, they think that this work can not reflect their own value and lose interest in this job, and disagree with its own work. In this case, the employee turnover is only a matter of time.

6.2 Affecting employees' Social Support

There are many studies on the definition of social support abroad. Social support refers to the help individuals get from the surrounding groups, which involves the spiritual and material levels. Employees' social support can make them more identify with their work and help them adapt to their working environment. Social support mainly comes from employees' interpersonal networks, including family members, lover, colleagues, material and spiritual support, and information support from Internet media. According to the existing surveys, the social support intensity of employees in economic hotels is low. The figure below shows the proportion of employees' relatives and friends' attitudes toward whether they support their work or not:

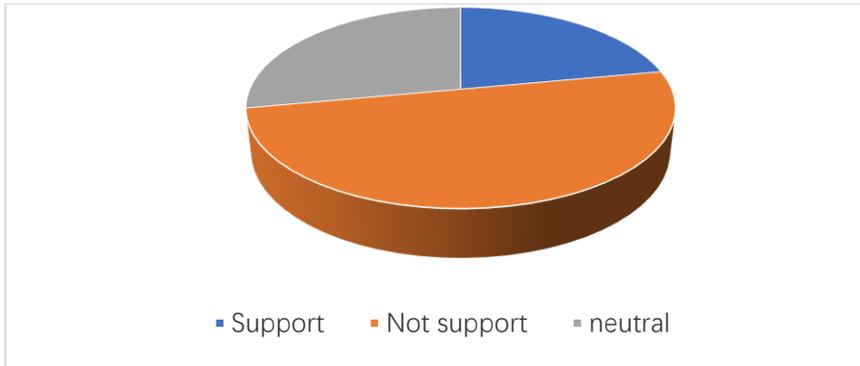


Figure 6.1 The attitude of the friends and relatives of the interviewed employees

As can be seen from the figure above, 50% of the respondents hold unsupportive attitudes, while most of the reasons for unsupportive attitudes mentioned in interviews are influenced by traditional prejudices. Without the support of relatives and friends, employees may not be able to express and resolve the negative emotions in their work. When the pressure is accumulating and they cannot get help from the people around them, employees' psychology will become very fragile. Perhaps a cold word from the guests, a scolding from the superiors can break their psychological defense line and finally choose to leave.

As a well-known economic hotel, Home Inn Hotel has a high popularity in the country. Compared with other economic hotels, the social support network strength of employees will be higher. But as shown in the figure above, the situation is not optimistic. From this, we can infer the overall situation of economic hotels, which is also one of the reasons for the high turnover rate of employees in economic hotels.

6.3 Affecting work performance

Employees have a low sense of professional identity and low social support, and their work enthusiasm and job interest are greatly diminished. They only regard work as a task that needs to be completed. The staff of the hotel industry, especially the front-line staff, need to face a large number of guests every day. In the absence of work enthusiasm and work interest, it is difficult to provide guests with dedicated services, which is why hotels are complained about poor service attitude.

Work performance is directly linked to the performance appraisal of employees. Poor performance will only lead to the failure of performance appraisal, and even affect the promotion and salary increase of employees. For employees who fail to pass the performance

appraisal, the hotel will give some punishment and guidance. Some employees may recognize their mistakes and improve, but there is still another part of the staff in the hopeless situation of promotion and salary increase, will blame the hotel, at the same time, more self-abandonment. In the case of a vicious circle, the hotel will consider dismissing employees and causing passive employee turnover.

Countermeasures

7.1 Employee First and Emphasis on Employee Training

Since the development of the hotel industry, we have been pursuing the management philosophy of "customer first" and "customer is God". This concept is naturally correct, and customers are indispensable to the hotel industry, especially in today's highly competitive market. Only by grasping customers can we take advantage. However, the concept of customer first should be reasonable and moderate, rather than requiring employees to be tolerant. Excessive customer first will encourage social prejudice against the hotel industry, and will also make employees consciously assume inferior posture. For hotels, talent is fundamental, and employees should also be placed in the first place. The so-called "employee first" does not mean to put employees above customers, "employee first" and "customer first" are not contradictory, but juxtaposed and interdependent. "Employee first" refers to the attitude of hotel managers towards employees. It is necessary to convey a sense of being respected, valued and cherished for employees, and create a sense of belonging for employees, so as to shape the correct career orientation of employees and eliminate the prejudices of employees themselves towards the hotel industry. Home Inn is dedicated to making customers feel at home. The premise is to make employees feel that this is a big family. Only in this way can we really provide customers with attentive service.

Hotels should put "employee first" into practice. While giving employees care and care, they should consider themselves as employees and dispel their worries about their career. Compared with foreign hotel industry, there is one obvious shortcoming in Chinese Hotel industry. Employee training is very important for both employees and hotels. For employees, training can enable them to learn new skills and improve their working ability in all aspects. It is the implementation of the concept of "employee first". For hotels, employee training can improve the quality of hotel talents. There is an improvement in service quality. Most foreign hotels attach great importance to staff training, with advanced and long-term training concept, systematic training plan, and professional trainers. However, the training of domestic hotels is relatively loose. Most of the training is carried out by hotel managers,

lacking of professional teachers, and even many economic hotels have no training plan at all in order to control the cost. According to the survey, there are pre-employment training for employees in hotels such as home, but most of the training forms are PPT teaching by staff of HR department, and then training by old staff with new staff. This form is also adopted by most domestic hotels. Home hotel training should learn from foreign excellent experience, increase investment in training, introduce professional teachers, establish the correct professional awareness of employees in the training process, and then design training plans according to the needs of employees. Only in this professional training process, can employees correctly understand the hotel industry and its professional value.

7.2 Standardize hotel operation, transform hotel image

As mentioned above, one of the traditional prejudices of the Chinese society in the hotel industry is that there is a problem in the nature of the work of the hotel industry, and that the hotel industry is filthy. In recent years, the hotel industry has continued to expose scandals, and even the poor news of installing cameras in hotel rooms shows that social prejudice is not groundless. If the hotel industry wants to improve this prejudice, the most fundamental thing is to start from its own image, reverse its negative image and establish a positive hotel image.

On the one hand, the relevant state departments should strictly formulate the hotel's operating specifications. If there is a violation, it should be severely punished and not tolerated. On the other hand, no matter how strict the law cannot completely prevent the occurrence of illegal phenomena, the most important thing is the hotel industry's own normative awareness. When the hotel manager strictly demands his own behavior, there must be corresponding management in the lower-level employees. The management regulations can establish an anonymous reporting mechanism to regularly report misconduct in hotels and allow employees to participate in supervision. The hotel staff should treat the illegal behavior of the guests at the same time as self-respect and self-love, and should not be able to condone the growth of bad atmosphere. This two-pronged approach will help transform the image of the hotel.

7.3 School assistance, focusing on student guidance education

Part of the talent structure of the hotel industry is the students who have just left the school. Their knowledge of the hotel industry is mainly from the education received at the school, so school education is very important. They have learned a lot of theoretical knowledge in school, but theoretical knowledge does not allow them to form professional

cognition, they are often formed in the work. For the graduates who have just entered the hospitality industry, their work must be started from the grassroots level, and the grassroots work for the graduates who have just left the school, the gap between the grass-roots level and their school life is very big. The span from a relaxed student to a laborious hotel staff is very large and difficult to adapt. In this process of gradual adaptation, inexperienced beginners will inevitably encounter many setbacks, their professional awareness will deviate from the beginning, which is one of the reasons why the hotel intern turnover rate is high. For those who enter economic hotels such as Home Inn, they may feel inferior when compared with their peers who enter better places of employment. Therefore, the school should play a guiding role in the beginning, set up a correct concept of employment for students, help students not to be influenced by traditional ideas, and form a high degree of recognition for their own professional and forthcoming work.

For students majoring in hotel management, besides offering relevant professional courses, schools should add courses on establishing correct professional concepts. For non-hotel management majors, before they go out of school to get a job, the school can hold lectures and other related lectures to convey the idea that the profession is not expensive or cheap. Whatever job they do, they should be down-to-earth to do such a positive concept. It is difficult for the older generation to change their ideas. The new generation should set up a correct concept of hotels as soon as possible. Only with the joint efforts of many parties, can it be possible to improve traditional prejudices.

Conclusions and prospects

This paper studies the staff turnover of economic hotels in China, such as Home Inn Chain Hotels. Employee turnover in economic hotels has become very serious and must be paid attention to. This study studies the traditional prejudices against hotels in Chinese society from the perspective of traditional ideas. By defining the main traditional prejudices, this paper elaborates their impact on employee turnover. After putting forward the question, it is the countermeasure for how to improve prejudice. Prejudice is not formed in a day, but accumulated through the development of Chinese Society for so many years. It cannot be eliminated in a day, even it cannot be eradicated at all. Therefore, the countermeasure mentioned in this paper is only to help reduce prejudice and formulate.

This article mainly puts forward three countermeasures from the angle of hotel to staff, Hotel itself, and external environment. First, the attitude of hotel to staff and the training aspect. This countermeasure is mainly for correcting the prejudice of staff to hotel industry. The concept of

"employee first" and the improvement of training aspect are the aspects that deserve to be implemented by hotel industry, especially in budget hotels that are quite inadequate in this respect. The second countermeasure is the hotel's own efforts. The purpose is to improve the society's inherent image of the hotel industry. This process may be very long, but the society is developing, people's ideas will gradually change, the hotel industry's own changes are the fundamental to reshape the concept, the third strategy from the perspective of the school, the school provides a steady stream of talents for various industries, including the hotel industry, and the school plays an indispensable role in the formation of individual ideas and the development of abilities. Therefore, the assistance of the school is also crucial. With the efforts of all sectors of society, traditional prejudice will only be less and less, and its impact on staff turnover will be gradually weakened. However, there is still a long way to go for economic hotels. For example, in the process of development, Home Inn should pay attention to the problems of staff management and their own standardized operation, so as to set a good example for the development of other economic hotels.

References

- [1] Feng Dongming. (2006) .Economic hotel: development, problems, strategy. *Tourism Journal*, 7, 58-62.
- [2] Mao Fei.(2013). *Research on the development model of China's budget hotels*. Shanghai: Fudan University.
- [3] Zhang Ting. (2010).*Research on the brand of Home Inns Group*. Xi'an: Northwest University.
- [4] Wen Hong.(2017). *Analysis of the expansion process and expansion dynamic mechanism of China's budget hotels*. Beijing:China Tourism Science Conference.
- [5] Cui Guiping.(2017). *Research on the Competitiveness of Chain Economy Hotels——Taking Home Inn A Store as an Example*. Beijing: Central University for Nationalities.
- [6] Peng Yu. (2016).Mode and Ways of Talent Cultivation in Economical Hotels in China. *Caizhi*, 251-252.
- [7] Fu Wei.(2016). *Research on employee turnover of Hainan M chain hotel*. Hainan: Hainan University.
- [8] Chen Qiong.(2016). *Research on the “90s” Talent Incentives of Budget Hotels——Taking A Chain Hotel as an Example*. Hubei: Hubei University of Technology.
- [9] Zhai Jiaqing. (2013).Analysis of the Causes of Hotel Staff Loss and Countermeasures——Based on the Perspective of Employee Satisfaction. *Development Research*, 2,142-145.
- [10] Liu Hongbo. (2016).Reasons for the Loss of Staff in Star Hotels Based on Interview Method and Coping Strategies——Taking Shanghai H Hotel as an Example. *Journal of Leshan Teachers College*, 4(31).
- [11] Gong Ping. (2016).*Research on the Impact of Social Support Network of Economic Hotel Staff in Changsha on Turnover Intention*.Changsha: Xiangtan University.
- [12] Jia Haizhi. (2003).My opinion on the difference between the development history and the status quo of Chinese and Western hotels.*Taiyuan University Tourism Vocational and Technical College*, 3, 84-87.
- [13] Chen Yusheng., Ji Ming., & Feng Wei. (2018).Research on the Extension Mechanism of Sea Rice Breeding Based on Grounded Theory. *Academic Journal and New Perspectives*, 11,163-171.

- [14] Mao Yilei., & Liu Zhihui. (2018).Research on the Factors Affecting the Competitiveness of Listed Companies Based on Grounded Theory. *Library and Information Service*, 10,95-101.
- [15] Xie Lingjian. (2010).Talking about “Guest Supreme” and “Employee First”. *Management Aspect*, 10, 117-118.
- [16] Qu Di.(2011). *Comparative study on staff training in Chinese and foreign hotels*. Liaoning: Liaoning Normal University.
- [17] Cheng Jing.(2018). *Research on the Influencing Factors of Professional Identity of Professional Interns in Secondary Vocational Schools*. Changsha: Hunan Normal University.
- [18] Thomas W. L.(1988).How Job Dissatisfaction Leads To Employee Turnove.*Journal of Business and Psychology*, 2, 263-271.
- [19] Malek, K., Kline, S. F., & R. DiPietro. (2018).The impact of manager training on employee turnover intentions.*Journal of Hospitality and Tourism Insights*, 1,203-219.
- [20] Yang, Y.& J. N. Li. (2014).The Effect of Gender Difference on Turnover of Hotel’s Employees in China. *Tourism and Hospitality Development Between China and EU*, 23-35.
- [21] Haque, A., Fernando, M., & P. Caputi. (2017).The Relationship Between Responsible Leadership and Organizational Commitment and the Mediating Effect of Employee Turnover Intentions: An Empirical Study with Australian Employees.*Journal of Business Ethics*, 5,2-16.
- [22] Deery, M.& R. Shaw. (1997).An exploratory analysis of turnover culture in the hotel industry in Australia.*Hospitality Management*, 16,375-392.

Appendix

Hello everyone, thank you for taking the time to conduct this interview during your busy schedule. This is an interview about the impact of traditional concepts on the turnover rate of hotel staff. I sincerely hope to receive your support and help!

The interview is conducted in an anonymous manner, and any information you have will be kept strictly confidential. I hope that you can answer it according to the actual situation, thank you for your cooperation!

1. Your gender, age, education?
2. How long has your position been?
3. Your work level (operational level, supervisory level, decision-making level), annual salary level? (20,000 or less, 2-5 million, 50,000 or more)
4. What is your opinion on the hotel industry?
5. What are you most satisfied with and the most dissatisfied with this job?
6. Do your family and friends support your job, and why?
7. In which case would you choose to resign?
8. Do you currently have a willingness to leave, why?
9. If you have other choices, will you still choose the hotel-related work?