

# Consideration on The Effect of Strategic Human Resource Management on Organizational Effectiveness in Hotel Enterprises

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**Abstract.** With the development of global economic integration, China's hotels are facing increasingly complex competition environment, and maintaining a good competitive advantage has become the survival of the road. The traditional view is that the human resources department is the only hotel enterprises not affect the general situation of the accessories, and is responsible for the formation of copy and program are unable to create value. Strategic human resource management to human resources management department is regarded as an important part of the value that chain hotel enterprises cannot lack, an important strategic business unit which is to provide human resources products, an important strategic cooperation which is also the hotel enterprises in other sectors, and is very helpful to the hotel enterprises improve efficiency, gaining greater competitive advantage. This paper expounds the strategic human resources management, and analyses the matching of strategic human resource management of the hotel business, and the effect of strategic human resource management of hotel enterprises organizational effectiveness.

## Introduction

Nowadays, the human society has entered into a new era of service economy, which provides a good opportunity for the development of the upgrading of the industrial structure of our country. However, acceleration of economic integration process also changed Chinese hotel enterprise competition situation. Foreign hotel group is very optimistic about China's strong economic development potential and the hotel industry a great profit space, its organizational effectiveness and market needs to be matched, lead a considerable gap between China's hotel enterprises and foreign business class hotel. Strategic human resource management is able to adapt to changes in the competitive environment of enterprises, so as to help the hotel enterprises recognize the status of organizational effectiveness. Through the strategic human resource management measures to implement the reasonable, can let the strategic goal of hotel enterprise be more predictable, to promote the hotel enterprises for environmental change adaptation.

## Meaning of Strategic Human Resource Management

Strategic human resource management mainly refers to contact the company's human resource management and organizational forms of management strategy, focusing on collaboration and consensus of various categories of human resource management. Human resources management is different from the human resource management in the traditional sense, mainly oriented approach to explore the interaction between human resource management and organization, to consider the organization of the external activities and internal advantages and disadvantages, in order to confirm the possible to get the opportunities and threats, to combine the good competitive strategy related activities in the human resource management and organization, so as to improve the status of the human resource management, so as to help the organization to get competitive advantage to achieve the target.

## **Matching of Hotel Enterprises's Strategic Human Resource Management**

Strategic match or fit can be said to be the strategic human resources management center. For enterprises, the core issue is not how to identify what is the optimal human resources policy, but to find the external environment of the enterprise overall strategy and human resources management policy, the best matching point of execution. There are external matching strategy to match with internal matching points. The former refers to the human resources strategy and the hotel strategic keep pace, keeping consistent with the enterprise development stage, taking into account the dynamic of the hotel business, and in line with organizational characteristics. External matching is considering the relationship between human resource strategy and enterprise strategy, also known as the longitudinal matching. The latter is called horizontal matching, including the matching between the function of human resources management and other functions of the hotel human resource matching, internal functions. Hotel corporate human resources agency affect strategic management mainly through restrictions on the strategic choice to achieve, but also allows managers to consider the same question to be realized, that is, at what cost to acquire or develop businesses use to achieve strategic the necessary human resources.

## **Effect of Strategic Human Resource Management on Organizational Performance of the Hotel**

### **Status of Hotel Enterprise Human Resources Management Department Organizational Effectiveness**

#### **flat organization**

Given accelerate the pace of development of economic globalization, large hotel property is being gradually realized the situation and the scale of operations of the international. At the same time, Because of the ever-changing market, the hotel business to meet the needs of the market, should continue to improve resilience. The traditional sense of the centralization mode has been difficult to survive, especially along with the computer network popularization and the development of globalization, to realize the information sharing of global information technology, can be used to all aspects of hotel management become more convenient, thus greatly improve the working efficiency, therefore, reducing the management level, improving the management range becomes more urgent. The flat nature of organization management is based on information, and pay more attention to the market as the basis to reduce the management level, to make it become more professional and flexible, which requires the implementation of the strategy, to promote enterprise employees more actively in autonomous learning, so as to adapt to the market needs. Flat management is as a simplified vertical management level. Resources and power of hotel enterprises pay more attention to the grassroots, because management is relatively small, compared with the traditional organization structure, speed of information transmission is fast, less distortion, which is conducive to improve efficiency.

#### **flexible organization**

Personnel management characteristics of the traditional sense of the hotel enterprises are simple and sensitive. The lower rigid management is mainly to be pressed by regulations and punishment and other means, and compulsory color is very strong. This kind of rigid management established in no respect for human personality, psychological behavior and does not conform to the people, and human resource management based on economic growth, the development of human resources as the current psychological guiding ideology of the modern enterprise management, flexible management has attracted the attention of all walks of life. Between the flexible management and rigid management is a new mode of human resources management. Flexible management is mainly to produce flexible as the center, continuously expand to other functional flexibility, for example, marketing flexibility and supply chain flexibility etc.. With the advent of knowledge economy era, the hotel enterprise labor relations appear revolutionary changes. The original mandatory order is more and more difficult to obtain the effect, which causes the enterprise management authority difficult to rely on the power to maintain the natural, and efficacy is not ideal, so, the hotel enterprise human resources management should apply flexible management.

## **learning organization**

After the development of the knowledge economy, leading to the emergence of two major management changes: The first change is that social environment changes becoming ever-changing, and hotel enterprises must change to the social environment for rapid and accurate reaction. Second change is the knowledge economy caused transformation technology fundamental. The foundation is the knowledge, and the organization members are should be knowledge of experts, through continuous learning to identify and solve all kinds of problems. The main task of management is to create the ability to organize learning, in order to adapt to the fundamental transformation, built the model of learning organization with creative ability. Economic organization in the traditional sense take the work efficiency as the key objectives of the hotel enterprise, and management efficiency comes from the pursuit of a minimum input material and technology, human resources, so as to get the maximum output. The survival and development of the learning type organization focused on hotel enterprises of this long-term goal, and profits can only be taken to achieve the goal of. Learning organization requires the hotel human resources management enterprises in the implementation of the transformation from the concept, organization and methods, adapted to the enterprise long-term development.

## **Reconstruction of Strategic Human Resource Management of Hotel Enterprises Organizational Effectiveness**

### **Hotel virtual human resources organizational effectiveness**

Organization structure of human resource of hotel enterprises in different development period of the main changes from the recessive structure to the linear structure. The virtual management of the human resource is a kind of organization structure emerged in recent years. Because the hotel operating environment is complex, competition is becoming increasingly fierce, and those big and whole enterprise has been difficult to adapt to these changes. In order to win in the competition, a part of the hotel companies will struggle to find new, more flexible way, efforts in human resource management to seek to the outside of the breakthrough, resulting in human resources organization structure of virtual hotel enterprises. The structure can play business expertise, the competitive advantage of enterprises to be combined, so as to better complete the functions of hotel enterprises. This puts some of the functions of human resource management to other companies to manage the organization, is in the form of Virtual Human Resources organization. This structure is non strategic human resource management function of outsourcing, can not only improve the efficiency of human resources management, so as to enjoy low-cost economies of scale, reduce the hotel business in the management of the burden, but also dispersed hotel enterprises in the management of risk. However, all the functions of virtual organization structure is not representative of that human resources management are suitable for outsourcing. Enterprise human resources management functions for outsourcing, easily lead to dissatisfaction with the hotel staff, but also easier for enterprise talent appear leakage of confidential. The use of virtual human resource organization structure of the enterprises tend to be the central function of human resource management control in private hands, and outsourcing company is only responsible for preparatory work or routine work. Hotel enterprises to fully understand the external environment condition and its competitive advantage and the reasonable selection of human resources, organizational structure, use management methods to adapt to enhance the management level.

### **Reengineering the hotel human resources organization effectiveness**

Because of the rapid development of modern information technology, the development of many hotel has been the use of information technology to speed up the office automation. But, not to the large number of the hotel is that the organization of work process is very complicated, be misfits and modern science and technology. In view of this, it needs to be redesigned to improve hotel organizational effectiveness process, so as to realize the new organizational effectiveness. The hotel human resources operation process in-depth reform, is to implement the most sweeping reform, so as to quickly upgrade the quality of services, to help the hotel get the advantage in the fierce market competition position. Reengineering the hotel human resources organization efficiency is the process of comprehensive improvement and integration. Through careful thought, to implement the necessary

compression or consolidation, through the re-organization of the design process, the original partition too thin, such as recruitment, staff training, conduct a comprehensive integration. The hotel human resources mechanism to realize matching the front office, guest room, restaurant, and so the front office to achieve good communication, we should increase the field staff. These are mainly composed of general human resources management workers, they were arranged to hotel each front sector, often at the same time and double work report, not only to lead to the business sector report, but also to the human resources department leaders to report, to help their own departments can pay attention to the problems from the angle of strategic human resource management, and human resource security system can help the hotel to implement its strategy. By reconstruction of hotel human resources and organizational effectiveness, not only brings change process, but also lead to a redistribution of power, a good opportunity for the hotel staff to get decision-making and decision-making more, which not only requires the employee has a high decision-making ability, but also require employees to be more actively participate in the organization to enhance the effectiveness. So, the hotel human resources departments should give employees new ideas transmission in thought, so as to strengthen the staff of the recognition and understanding of the new management mode, effectively reduce the risks that the implementation of the new model is likely to encounter, to achieve organizational effectiveness.

### **Hotel human resources organizational effectiveness after reconstruction**

After the implementation of the adjustment through the human resource structure of hotel enterprises in traditional organization structure, human resources and the original pyramid structure, by comparison, has the following characteristics: first is that the organization structure of hotel enterprises new more tend to flat. After the adjustment of the hotel to reduce management link, and compression of the internal management level, will certainly be able to make the transfer of hotel information more quickly, and between the upper and lower communication is more effective, more scientific decision-making mechanism, improving thus the performance of the overall hotel working efficiency and benefit. The second is that by adjusting the hotel Human Resources management, effectively reducing the amount of the corresponding functions can be socialized, very conducive to focus on human resource managers of the hotel, good implementation of strategic human resource management. Again is the addition of field work, to realize the seamless connection between the hotel foreground and background, can match with each other between the real human resource management and other management functions, and make the human resources management information between various departments within the hotel flow becomes more smooth, more convenient. Finally is the human resources management workers has become an important part of the hotel management, and human resources management has become an important partner of other departments of the hotel. To improve organizational effectiveness of hotel enterprises is particularly important, which fully embodies the enterprise human resources management is a strategic.

### **Conclusion**

To sum up, under the background of the increasingly fierce market competition, how to use the strategic human resources management to enhance their organizational effectiveness of hotel enterprises, to gain a competitive advantage has become a critical issue. Hotel strategic human resource management capability will directly affect the enterprises survival and development, whether it is considered from the stock of human capital, or from the integration of human resources observation, strategic human resource management is the key to gain competitive advantages. Therefore, the strategic human resources management hotels take as the focus, to enhance the effectiveness of the organization, strengthen the service innovation, so as to promote the enterprises to gain the advantages of sustainable development.

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