Research on Human Resource Management and Corporate Culture Construction of Travel Agencies

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Abstract: Human resources refer to the sum of various abilities that can promote the development of the tourism industry and help travel agencies achieve their expected business goals. Human resources are the most precious resource of a travel agency, because any other resource must rely on human resources to operate. Based on the important role of human resource management of travel agencies in tourism development, this paper proposes feasible solutions to the problems existing in tourism human resource management, and discusses how to build the corporate culture of travel agencies so as to enhance their competitiveness.

Keywords: human resource management of travel agencies | corporate culture construction of travel agencies

1. The Role of Human Resource Management in the Travel Agency Industry

Human resource management is the intermediate regulating link in the operation of the whole enterprise and is an absolutely vital resource; the operation of an enterprise requires the functioning of the human resources department. The following is the enterprise competency model, from which we can see the importance of human resource management.

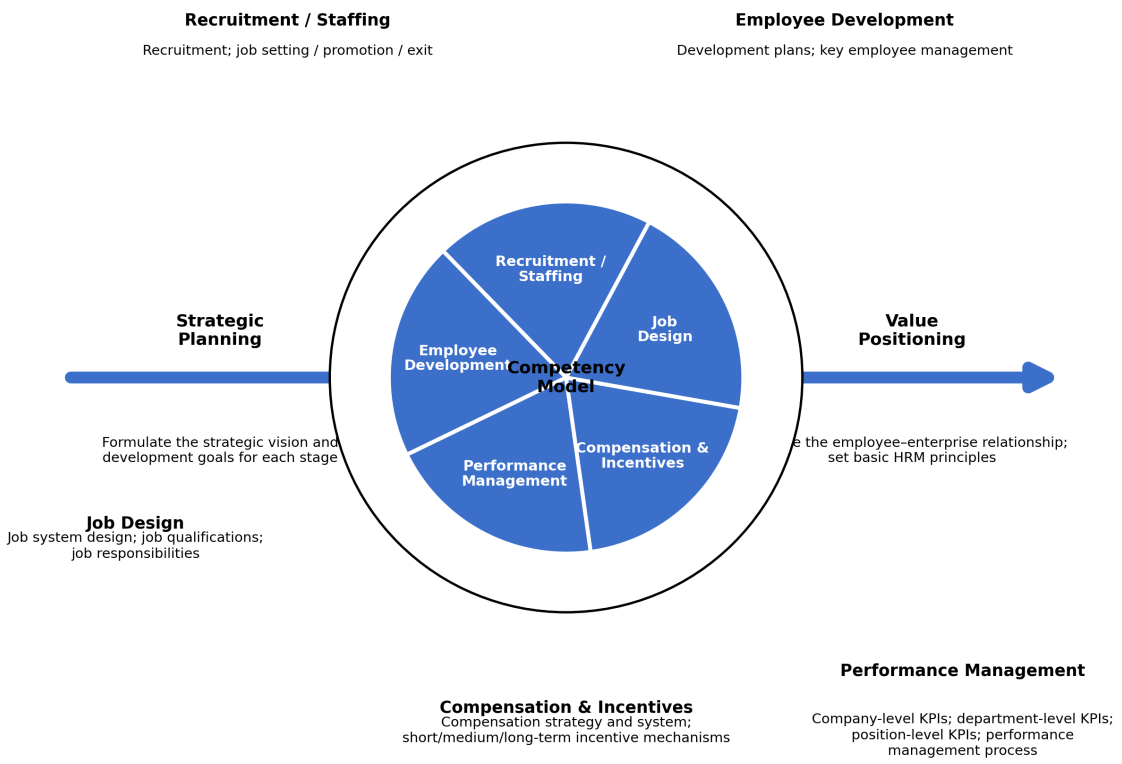


Figure The Enterprise Competency Model

Respect and the provision of good services are the prerequisites of travel agency management. For each specific individual, only when his various elements are coordinated on a voluntary basis can he become an effective worker. The essence of enterprise competition is the competition for talent, and travel agencies are no exception, because whether it is building a brand, engaging in offline innovation, or engaging in management, it is impossible to abandon human management. Emphasizing human resource management here does not mean that it can create core competitiveness for the travel agency by itself; rather, it means formulating an appropriate human resource strategy for the tourism enterprise so that, ultimately, we can comprehensively integrate the various factors of the tourism enterprise and form its own unique core competitiveness.

2. Common Problems

(1) Travel agencies lack sufficient understanding of the role of human resource management

China's tertiary industry started relatively late, and the tourism industry is the core of the tertiary industry. Most travel agencies have imperfect management, and

enterprise competitiveness cannot be effectively improved, ultimately leading to poor service quality of travel agencies. The vicious low-price competition triggered by this leads to blindness and inefficiency in the travel agency industry, and ultimately to the unhealthy development of the entire industry, becoming a bottleneck restricting the development of the industry.

(2) The travel agency industry has not provided tour guides with a reasonable living environment

There is no doubt that in the business of travel agencies, tour guides are the core of important talent. At present, the quality of guides is insufficient, and tourists will not receive warm and thoughtful service. The standard for many guides when leading a group is simply "no complaints" — the bottom line is too low. Moreover, the living environment of guides is getting worse, and their workload is out of proportion to their input.

(3) The tourism industry has not formed a standardized and orderly management system

At present, travel agencies have not formed a standardized and orderly management system in their operations. Departmental contracting systems and other non-standard practices, or even travel agencies violating tourism regulations and systems, are still common. In such business processes, human resource management plays no role at all. As a result, travel agencies have long been in a situation of being "small, chaotic, and weak," and a group of highly competitive companies cannot be formed. The industry as a whole lacks a basic position as a core industry, which in the long run will affect the development of China's tourism industry.

3. Countermeasures to Strengthen Human Resource Management

(1) Do a good job in the recruitment and selection of enterprise employees.

(2) Do a good job in employee training.

(3) Cultivate backbone talents.

(4) Pay attention to the construction of corporate culture.

4. Characteristics of Corporate Culture Construction of Travel Agencies

(1) Attachment (dependence)

Culture is active in every corner of society. Culture and enterprise complement each other. Corporate culture develops through the mutual contradictions and conflicts of interpersonal behavioral activities, yet with continuous coordination. It can be seen that the construction of corporate culture is rooted in and attached to the enterprise; all the content it contains is inseparable from the main body of the enterprise.

(2) Purposefulness

The construction of corporate culture has a clear purpose: corporate culture must closely serve the company's own goals. This is because the construction of corporate culture is attached to the enterprise, and the two coexist. Moreover, the construction of corporate culture is closely related to the vital interests of employees and the profitability of the enterprise. If the construction of corporate culture is improper, it will lead to the loss of talent and ultimately affect the development of the company.

(3) Sociality

An enterprise is a cell in the development of society, and cells rely on the body to survive. Although the corporate cultures of individual travel agencies are not the same, they are closely related to and influence one another.

(4) Universality and Difference

Every enterprise has a corporate culture and its own business philosophy and service philosophy. However, for each enterprise, their corporate cultures are quite different. Due to their different corporate culture construction policies, each enterprise will also adopt different methods to gather the creativity of the enterprise.

5. Suggestions for Promoting Culture Construction

(1) Raise the awareness of business operators

First, we must guide operators to improve their understanding of the corporate culture of travel agencies, and make them realize that any enterprise, regardless of its ownership and scale, must have a corresponding corporate culture. Let them

understand that a good corporate culture is a kind of intangible capital, which plays a very positive role throughout the operation of the enterprise. Second, we must guide operators to improve their overall quality, including compliance with laws, regulations, and ethical requirements. Third, we should guide operators to improve the business management system, protect the legitimate rights and interests of employees, strive to enhance the company's attractiveness and cohesion to employees, and maintain a relatively stable workforce.

(2) Refine the core values of the travel agency

Travel agencies organically link the six major elements of tourism — "food, accommodation, transportation, sightseeing, shopping, and entertainment" — comprehensively invigorating the entire tourism industry and directly or indirectly promoting the development of other industries. Tourism is different from other physical products: tourism services are closely related to tourists' personal experiences and psychological feelings. Therefore, travel agencies should proceed from reality, combine the objective environment, carefully study their own business environment, and, through analysis and research, develop the value system of the travel agency, summarizing the corporate philosophy that can promote and maintain the long-term development of the tourism enterprise.

(3) Strengthen the creation of learning-oriented enterprises

Improve the quality of employees, create a positive and healthy corporate culture, create a good working environment, and help employees learn the company's cultural mechanisms. Enterprises should also continue to strengthen employee training, gradually improve employees' team awareness and innovation awareness, and raise the overall quality of employees.

(4) Emphasize brand effect and improve corporate image

A brand is an important symbol of a travel agency. After China's accession to the World Trade Organization, there are new opportunities and challenges. Brand management is the weapon for improving the competitiveness of tourism enterprises. Consumers' emotional consumption requires brand management strategies. The brand management of travel agencies improves customer satisfaction and loyalty as well as the visibility and reputation of the agency through brand design and promotion. Emphasizing the brand effect and implementing a brand

management strategy can increase the visibility of the travel agency, win the market, and ensure the provision of high-quality tourism products.

(5) Appropriately increase investment

Operators should be guided to fully recognize the necessity of investment in culture construction, and to increase the input of human and material resources. Appropriate material investment can ensure that culture construction has the necessary infrastructure, and appropriate human input is the main reliance of corporate culture for summarization, promotion, and continuous innovation.

Because the competition among travel agencies will ultimately become a competition between corporate cultures. In addition, an excellent travel agency must also have corresponding advantages in human resource management. Therefore, in order to improve the overall quality of travel agencies, we must conduct more research on both human resource management and corporate culture cultivation, striving to raise the level of both aspects and make our own contribution to the development of China's travel agencies.