



Received: 12-11-2022

Accepted: 22-12-2022

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Centralization in the hotel management in Vietnam

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#### Abstract

This paper discusses and analyzes the centralization of power in management. From there, we get an overview of problems, situations, solutions and results at hotels in Vietnam. Currently, there are many different and increasingly diverse hotel models and systems, but there are still shortcomings in the management and meeting customer needs. That makes us need solutions to help boost the

human factor and work efficiency. We need to establish an organization with capable and responsible leaders to build and lead up a monument of centralization in hotel management in Vietnam. The article is researched according to the scientific research method: searching for documents, collecting information through books and newspapers; methods of analysis and synthesis; observation method.

**Keywords:** Centralization, Hotel Management, Vietnam

#### 1. Introduction to research problem

There are some opinions that the professional qualifications and working attitude of the service staff have not met the needs of customers, are not serious and dedicated to customers. Why is that so? It is because the management department has not fulfilled the responsibility of controlling and leading, not putting too much enthusiasm in the work, leading to lower-level employees also becoming not serious. To have an organization in general, a collective with professional management qualifications, today's topic will explore how to do it. Coming to the title "Centralization in management in hotels in Vietnam" will show us the process, methods and enthusiasm of the centralized authorities in management, thereby comparing with other the results have brought to customers as well as the feelings of those who have stayed at the hotel.

So, what is centralization? What is management? And what effect does centralization in management have on standards in hotels? Centralization is the principle of organizing state government with the content of concentrating all power in the hands of central agencies. These agencies hold decision-making power. For centralized authority, there are classifications as follows: Absolute authority and centralized authority with division of responsibility. In addition, management is an organized, oriented, purposeful and planned continuous impact of the managing subject on the managed object in order to command, control and link the elements. factors involved in activities into a unified whole, harmonizing the activities of the stages in a regular manner in order to achieve a defined goal in the changing conditions of the environment. In an organization, especially a hotel, the necessity of the department's management is extremely important. We can understand this as the central part because it is the core, the soul of a large system like a hotel. And why is that? Because management has an indispensable dimension. It is always an absolute necessity in all aspects of an organization. It takes management to have order, process and control according to the plan. From there, the organization can divide many different small and large jobs, to complete and build a complete hotel. Management becomes necessary because of its diversity, which is divided into many different management groups such as: "human resource management, financial management, marketing management" and many other management groups. formed. Therefore, in the hotel, in order to have optimal development, the highest powers (centralized) must be very professional and responsible to lead all work.

There is a question as follows: "Besides the delicate behavior of the service staff, as a hotelier, have you ever wondered what customers expect and expect when coming to stay at the hotel?" "There will be no exact answer to the question. Because the question will be answered from a subjective point of view and with many different opinions. Therefore, I myself have my own thoughts, which is the problem of capturing customer psychology. To become a hotelier or an administrator, manager will be difficult, but I believe most people have been customers. Therefore, the common demand in a hotel is the elements of cleanliness, working attitude delicate, welcoming and serious. And professional qualifications are indispensable. Thus, all of the above that we can briefly understand the importance of centralized management in hotels in Vietnam is extremely important.

## 2. Research problem overview

**Absolute centralization:** This can be called a form of power organization where the supreme central state agency directly appoints and directs all activities in the locality, the head of state (the emperor, the president). or the prime minister appoints/removes all high-ranking positions (heads, deputy heads and other senior positions) of central agencies and local government levels (usually up to district and equivalent, commune, commune and equivalent levels usually practice self-governance). All local government activities are under orders from a single central authority. This is the model of government of most of the countries of the ancient era in the period of centralized state feudalism and feudalism. In modern times, this pattern is common in the period when the country is at war. At present, this model still exists in many countries such as: Kuwait (specifically, the legislative power is divided between the Emir and the National Assembly), Saudi Arabia, Brunei... **Centralization with division of responsibilities Responsibility:** It can be said that, no matter how talented and intelligent, a king or emperor cannot rule all matters in the life of a country by himself. Therefore, kings often had to send mandarins and generals on their behalf to spy, patrol, keep the land, and reassure the people. Each mandarin, general at that time was authorized to carry out the orders of the king/emperor. To be ordained an official is to be assigned certain powers, including the right to decide on the lives of the people. But in a centralized system, these powers could be taken away by the king at any time. That is the nature of the autocratic state, a classic form of centralism with division of responsibilities, implemented through the forms of assignment, decentralization, and authorization.

### 2.1 Compare the principle of centralization with the principle of decentralization:

**Similarities:** Both aim at the state's purpose of protecting and guaranteeing human rights and citizens' rights. Human rights are natural rights, inherent to human beings from birth, not the grant or empowerment of the state. Whether the state is organized according to the principle of centralization or decentralization, it also helps to protect and ensure that human rights are exercised and not infringed. All are ways of organizing state power. Accordingly, state power is a special form of political power, a special power because it is attached to a special organization, the state, and is exercised by special forms and methods. public force. State power is political leadership over society based on the strength of the state apparatus.

**Differences:** - Concept:

The principle of centralization: Centralization means the principle of organizing power in an individual or an agency and it can influence the formation or operation of other state agencies. The principle of separation of powers is the principle of organizing state power to be divided into separate branches of power, including legislative, executive, judicial, equal, independent, and counterbalanced. **Advantages:**

**Authorization rule:** Ensure power is not dispersed. Activities and policies are carried out throughout from the central to local levels, there is no competition for power between agencies. **Principle of decentralization:** Avoid autocracy and dictatorship in the exercise of state power. There is a clear and clear delineation of the scope of state power, thus highlighting the responsibility of each branch of

power.

**Centralization principle:** Autocracy, willpower, dictatorship. The lack of delineation of the scope of state power makes it impossible to uphold the responsibilities of legislative, executive and judicial powers. The lack of control over state power among agencies leads to the abuse of power and bureaucracy. Denying the relative independence of rights should limit the dynamism, effectiveness and accountability of each. **Authorization rule:** Easy to dispute, gain a lot of power over his agency. There is no synchronization, unity and cohesion among agencies

### 2.2 Principles of power organization in Vietnam today:

The organization of the exercise of state power is an important content of the political regime recognized in the Constitutions of Vietnam. This content governs the process of establishing and organizing the state apparatus, as well as the operating mechanism of agencies in the state apparatus in order to ensure the principle that all state power belongs to the people. The principles of organization of state power are stipulated in the 2013 Constitution as follows: "State power is unity, with assignment, coordination and control among state agencies in the exercise of legislative, executive and judicial powers" and "The people exercise state power." by direct democracy, by representative democracy through the National Assembly, the People's Council and other State agencies". First, state power is unified. Accordingly, all state power belongs to the people and is concentrated in the National Assembly according to the principle of socialist centralism. With the perception that the people are the subject of state power, but because they cannot exercise state power directly, they have given all their state power to the National Assembly. While in many countries around the world, state power is organized according to the principle of "separation of powers" with different variations, in our country these three branches of power are not organized in the direction of independence and opposition. importance to each other, but only division, coordination and control, this way of organizing power is temporarily called the secondary principle of "division - coordination - control". In the conditions of modern society and a unitary state institution, we only apply the rational element of the theory of decentralization, which is the division of power, but do not apply the entire content of this doctrine. State power is not a mere amalgamation of legislative, executive, and judicial powers, but may require them to be separate and independent from each other. Each agency does not merely, unilaterally exercise one right, but does not participate in the exercise of other rights. Although agencies are assigned to exercise different rights, in the process of exercising their powers, they must coordinate with other agencies. Second, state power has the assignment, coordination and control among state agencies in the exercise of legislative, executive and judicial powers. Compared to the unified state power, the assignment, coordination and control among state agencies in the exercise of legislative, executive and judicial powers plays a secondary, supportive and complementary role. This means that the assignment, coordination and control must lead to the unified exercise of state power. As for the assignment: although there is a division of three rights, all three powers of establishment, execution and judiciary are not completely separate but "binding each other". The purpose of the assignment of state power is to entrust the agencies holding a part of state power towards

controlling state power, ensuring the rule of law of the state to strengthen supervision. from the people, not to divide and separate branches of state power. Coordination: is the combination of activities of agencies together in a certain way to ensure that those agencies fully and effectively perform their functions and tasks in order to create unity, consensus and efficiency in the performance of their functions and duties by state agencies. Control: the main purpose of state power control is to prevent and limit the abuse of power by a part of the power in the state apparatus. The spirit of using power to constrain and control power has been recognized by our Party and has become the guiding point of view in designing the power model in the current period. Accordingly, the division of power and the control of power are closely related. The division of power is the basis and premise for controlling power, while the assignment is to clearly define the functions and authority of each branch of power. Through the above analysis, it can be seen that from a legal perspective, the nature of the organization of state power is that the subject of power (the people) uses legal means to realize people's sovereignty, ensuring that power belongs to the people, ensuring that state power is in the orbit of serving the people.

### 3. Actual situation in hotel management

**Reception problem:** is considered the "face" of the hotel. The duties of this department are: booking, canceling rooms, check-in, check-out, remembering special requests of guests. Every day, the receptionists have to welcome hundreds to thousands of guests. With such a large workload, mistakes are inevitable. In particular, mistakes will happen more often if the front desk department uses books to record booking information, for example: Misplaced bookings, rooms, duplicate rooms or forget to book. These incidents will make customers feel uncomfortable, worse, have a bad impression of the hotel. In the long run, this will affect the image of the hotel.

**Room cleaning problem:** For hotels, "room management" is the most difficult job. With a large number of guests entering and leaving the hotel every day, managing which rooms have been cleaned and which have not been cleaned is also a difficult problem.

**The issue of employee self-discipline:** Employees are one of the most important factors that make up the hotel's image. If they do not actively work, the progress of the business will be extremely stagnant, directly affecting the company's revenue. At that time, if managers do not have the right solutions, no strings attached and effective management mechanisms, employees will have more opportunities to cheat.

**The problem of unprofessional work:** For service business activities, professionalism is one of the extremely important factors contributing to the image and impression of the hotel to each customer. Many hotels today operate not really professionally because the management is still fragmented, there is no customer information system that easily leads to confusion. so that customers have to wait a long time when checking - in, check - out because of the ineffective communication between the reception department and the housekeeping department.

**The problem of not being able to connect the parts:** The fact that the departments operate separately, separately and not with each other can lead to many errors in the process of providing services to customers. Because in an enterprise,

all jobs are closely related and affect each other. The cause of this problem may be because the working position of the parts is not close together, resulting in loose linkage. Or in many cases, common means of communication are not available or of poor quality.

**The problem of staffing:** The arrangement of staff in shifts and departments is not really reasonable. The foreign language level of the staff is not high enough to meet the needs of the hotel. The management of employees of each department is not really reasonable, sometimes employees still use their phones and spend time for personal purposes.

**The problem of working attitude:** need to have a curious and eager to learn attitude. Lower your "ego" down, you will learn a lot of valuable experiences from previous employees. Gradually, you will perfect your skills.

**Notification or warning problem:** In the process of working, you can hardly avoid some situations arising. Maybe in some cases, in the reception department, or in the cleaning department, there is a lack of staff, the manager can grasp the situation and find a solution in a timely manner.

**Problem of skills training, case handling:** The service industry is closely linked and depends greatly on the human factor. How to effectively manage a hotel, experience in hotel management is to train a team of professional, dedicated staff with good situational skills and the ability to communicate to satisfy customers. The employee is like the face of that hotel or restaurant, customers who come into contact with the staff feel satisfied and sympathetic, they will return to use the service and contribute to spreading a good image of the brand.

**The problem of establishing discipline and habits:** Discipline and creating good habits will help you focus on completing tasks quickly, thereby saving a lot of time.

**The problem of talent shortage:** Some hotels have not approached the right channels to connect job seekers. In addition, the reason may stem from the lack of information for managers to accurately assess the candidate's ability.

**Cultural issues:** Hotel businesses always have to welcome tourists from different countries and cultures around the world. The ability to perceive culture, grasp the cultural standards of your own and other countries is very important because each customer will have different values, belief systems and perceptions, so businesses must know how to break out of cultural barriers, help customers feel comfortable with the service and space you bring. The goal is to satisfy the needs, bring satisfaction to them to continue using the service as well as recommending to others.

**The problem of staff shortage:** The shortage of staff is a common problem of most hotels today, especially the wait staff. During peak seasons, this shortage is more severe than ever. The number of customers is large, but the hotel does not have enough human resources to serve, which will significantly affect the capacity of your business.

**Service quality issues:** This is the first factor that customers care about when they learn about the hotel, what they need is the service consciousness of the staff. Many hotels do not really care about the customer service attitude of their staff, which greatly affects the reputation of the hotel.

**The problem of facilities:** The items are very small such as wifi, telephone, towels, soap... but are counted by customers in the quality of the hotel's service. However, many managers have not really paid attention to that.

**Security issues:** Hotel security is a part of the hotel's management. This department ensures the safety of all hotel

operations. The guests, employees, people in the hotel are protected by the security department. All bad actions, disturbances, thefts... are prevented by this department.

Food issues: In order to run a restaurant business, hygiene and food safety always need attention. Some notes in the restaurant to ensure food hygiene and safety

The problem from customers: Customers of the hotel industry are not like the consumer goods industry, building customer loyalty is very difficult. Because the tastes of customers with hotels are always changing. People always want to experience many hotels to compare and receive quality and different services and facilities than the previous ones. The price factor also has a great impact on customer behavior.

#### 4. Solution

To get a complete organization, especially a 5-star hotel, or at least qualified to meet customer needs. Then it will need the optimal measures, the correct solutions to overcome the shortcomings and improve the quality of the hotel. There will be 4 main groups of problems that need to be solved in a hotel: professional problems; security and safety issues for customers; infrastructure problems, customer care issues. Thus, the management role will have to take on a lot of work to form the foundation for the above problems.

First, in the professional issue we need to solve the "priority face" is the place that passengers will face from the beginning when experiencing at the hotel, the reception is a position that requires sophistication and spirit. Work hard, in order to avoid unnecessary omissions, we should increase the training sessions, and also adjust the regulations at the hotel to become stricter. Thus, the hotel's street frontage can do its job better. Besides the responsiveness of the front desk, the service staff in the hotel is also very important. Because the jobs are refreshing and clean, the service staff requires diligence and additional responsibility. We see that the times when it is not very clean or tidy, the solution is to hire more employees, select highly qualified employees to shorten the working time when taking on too many jobs at the same time. As a standard employee, it is indispensable for self-discipline and high responsibility. But there are still employees who do not fulfill their obligations, to overcome it we need to have the tight ties of human resource management, this time a conscientious manager will be the one who can listen, lead and correct errors internally and must know how to properly use human resources. Next, when it comes to the intimate connection, the manager will immediately think of solutions to make the system and parts of the hotel connected. That is, we build more communication methods, organize team-building meetings to unite, and care about each other. From there, the parts will become close without being discrete and inefficient. Besides, not only linking but also needing to arrange and arrange employees appropriately. Managers need to improve their ability to recruit and use human resources, and need to recruit more talents with professional qualifications and foreign languages. The necessity is very high because communication is minimal in a high-class hotel staff. Managers also have to clearly recognize the strengths and weaknesses of each employee so that human resources can promote their full capabilities, suitable for any position or department in the organization. Because when appropriate, it will minimize the lack of responsibility of employees. Should prioritize and reward many benefits for personnel

who have a broad understanding of cultures across countries, also with foreign languages. Popularizing many cultural features to the working environment, helping to improve the strategic vision, having many events, new colors for the space, creating a more joyful and comfortable atmosphere for visitors. The core of a professional service staff is always accompanied by a respectful and friendly attitude towards customers. As a solid foundation for a career process, a manager must really appreciate and guide employees who have the habit of working diligently and hard. From there will be born talented people on the road to success without the footprints of lazy people. Managers should observe and control more closely on soft skills and situational acumen. Need to open classes to practice skills and hone professional knowledge. Establish a sequence that employees must follow, enhance human capabilities, enhance the business.

Next is the issue of security and safety for guests residing at the hotel. When it comes to security, what immediately comes to mind makes customers feel secure? It is a controlled protection of information, which is not allowed to leak outside the area. That is the rigor in the protection of tourists when visiting with peace of mind and stopping at unfamiliar places. Protect visitors from the dangers of theft or ensure a good night's sleep. Suggest solutions such as installing cameras where people can see them frequently, installing enough quantity and quality for uninterrupted recording. Recruit experienced and focused security guards for the job. Besides security, we also mention food safety at the hotel. How do visitors stop and dine at this place to have a meal that is not only delicious but safe? The management department on food safety assurance and control must be extremely serious in this department because it is mainly related to the health of visitors. Also select chefs with experience in food handling, if possible, organize a separate food control department in the hotel. Make sure the health of your guests is a top priority. Managers should pay close attention when making decisions about the material of the infrastructure here. Because it is a hotel, aesthetics is also very important that will attract long-distance travelers to stop temporarily at a place with a luxurious design and color that is suitable for many people. Therefore, special attention should be paid to facilities, fully equipped with amenities, and increasingly developed. The most special is the clean element in the luxurious space with the spotless white wall background. It will be great if visitors come here and are very comfortable about soft pillows or blankets or every small but delicate detail, from the arrangement of towels, slippers in the room, and pleasant color tones, and the level of neatness. of the room makes the occupants feel very relaxed.

Customer care issues

Step 1: Manage customer information

In the customer care process, the first step is to manage customer information. In order to manage customer information well, it is necessary to fully understand the following factors: Sources of customers: Where do they come from, how do they know about the product. Personal information: Full name: Full name, date of birth, age, gender...Contact information: Customer phone number, email, home address...Needs: What products and services are customers interested in, try to exploit other needs of customers. customers to sell other products.Purchase history and consulting content: Know the knowledge of the

products that customers have purchased to be able to support the best customer advice. Information about orders. Note that just a small mistake in this step can greatly affect the business

**Step 2: Categorize and make a list of customers to contact**  
Categorizing and making a list of customers to contact helps businesses reach customers quickly and effectively. From the information contained in the contract, the customer service staff will know who the customer brings. big source of revenue for businesses, who are loyal customers, customers with great potential, negative customers or bring small value ... From there, have the best customer care policy to achieve high efficiency.

**Step 3: Consulting, supporting and answering questions for regular customers**

Customer care consulting is an important element in the pre-sales customer care process. Because it greatly affects your order closing. You need to consult with detailed information of products or services through many forms such as email, workshop, or phone call... For example: When you sell children's clothes, the customer care department can email once a month the latest models and designs for customers to follow. In the process of customer care, receiving questions or complaints from customers is inevitable. Therefore, customer service staff should always be ready to receive information, always keep a calm and friendly attitude to support customers. If you do this well, it will help customers to be satisfied and remember your brand products.

**Step 4: Consulting sales for customers**

This is also an important step, helping businesses sell goods, helping customers understand the benefits that your products and services provide. At this time, employees need to have communication skills, understand the product well to be able to advise customers in the best way, close orders quickly.

**Step 5: Build long-term relationships with customers**

After successfully closing the order, it is necessary to continue to take care of these customers to build a close, long-term, sustainable relationship. And from there, turn customers into loyal customers by methods such as: Email Marketing, SMS happy birthday, periodic holidays, New Year wishes. If this step is done well, customers will come back to buy products and even recommending to relatives and friends to use your products and services

**4.1. Conditions and foundations:** As a talented manager, not only do you need professional ability, but you also need to have the conditions and foundations to develop your business. Thus, the condition to make the optimal solutions is a huge investment or capital to maintain the development process for a long time. Of course, we need to have finance to do this, to maintain a business, a large hotel, that is extremely important. In the end, the results of the solutions will be many achievements, raising the level of development, honor and premise for the business. The need for the solution is very much, so it is necessary for managers with high sensitivity to come up with the most reasonable solution, which has also helped avoid risks or even develop the business.

## 5. Conclusions and recommendations

So, what can we look back at throughout the essay and what can we learn? Centralizing management is a key role in the hotel, to become perfect, it is indispensable for the management to lead all large and small departments, control the development process and control the development

process. brand extension in the market. Centralization understands the important functions of management, grasps the need, and knows that it must invest in this position. Centralization also clearly affirms its position or that of any other department in the hotel, because it is the leading department, so it is the bright face that is displayed in front of the large market. As well as the name of the hotel being under the leadership of the management, which follows the development path like a kite in the wind.

Management is understood as a block of work that controls and leads everything in the right direction, the goals of the organization. Understanding its importance, as well as understanding the strengths of the organization, embracing and investing in management will reap success.

The important factors are not mentioned when it comes to how to manage a hotel well. Those factors depend a lot on internal and external influences, if a good manager will have a high sense of responsibility, expertise and skills at the top. That is a subjective factor, in order to manage proficiently, you also know how to listen, listen to the feedback of customers, the opinions of visitors when stopping here, whether the service quality is good or not, whether the service is attentive or not? Or the manager is also the person who is responsible for the actions of the staff, for example, when an employee has a behavior that is not satisfied with the visitor, he will definitely come to the manager to solve it. Since then, managers must guide and instruct their employees. Whether they have the same or different departments, every manager needs to be very subtle, grasp the psychology of tourists and understand what they want. It will be easier if we can do that, so we can meet the needs of customers as well as people with ten ideas, which are difficult to do.

In a hotel, is a service profession that brings satisfaction to customers. Thus, the factor that makes that service industry large or not depends on customer needs. At the present time, the more and more needs appear, the higher the level and the diversification of needs, but the need to rest is already an essential part, having a place to stay when traveling. Since having a business model based on human factors, our businesses have grown very strongly because there is always a close connection between people living in the same atmosphere. But to grasp and capture customer psychology, someone is really difficult. So the management professions in places become very popular with the media today. Because it makes learners and workers have a coherent mindset, have a confident communication style or even have the ability to see people who know people. Being able to understand and identify problems is an important ability in this management. Good observation, good observation also helps us to remember more easily the things in front of us, and training the skills of a manager needs high sensitivity.

In short, managing the hotel's departments is the key issue that makes up the success story. The big centralized authorities not only have to take care of this job, but also shoulder an invisible weight, of countless difficulties from other actors. But even so, in order to have a desirable hotel, one understands the importance of great responsibility when holding this position.

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