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1 Exploration of Hotel Human Resource Management Mode after 2 the Background of COVID-19

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7 Abstract

8 In 2020, the novel coronavirus pneumonia began to become familiar on a global level. The
9 New Coronavirus Pneumonia outbreak has multi -sensor data functions in the hotel more
10 challenging and complex. Some hotels find it difficult to deal as well as for reduced clientele
11 and high turnover in staff. The hotel, as a service-oriented industry, plays an essential part in
12 national economic development. Enterprises are the core of the national economy. The
13 operation and development of all hotel industries must be affected by the global epidemic.
14 From the beginning, all hotels suspended work in a large area and then resumed work offline
15 in an informed manner. The ability of an enterprise to respond to emergencies and adapt to
16 the environment is illustrated in how it makes measures to survive the crisis smoothly. Human
17 resource administration is vital during this period. Finally, the battle in the hotel industry is
18 a competition of talents.

19 *Index terms—*

20 1 I. Introduction

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22 Pneumonia outbreak has multi -sensor data functions in the hotel more challenging and complex. Some hotels
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30 measures to survive the crisis smoothly. Human resource administration is vital during this period. Finally, the
31 battle in the hotel industry is a competition of talents.

32 The literature available mostly describes the influence of emergencies on the future development of society and
33 enterprises, with so little focus on specific human resource management. -starting with six modules of human
34 resource management, this paper analyses effective human resource countermeasures in the hotel industry in the
35 case of an epidemic situation. It provides a theoretical basis for the hotel industry to survive the crisis and
36 develop in the long term. So that an enterprise's overall human resources will effectively adapt to significant
37 emergencies, guarantee regular operation and stable development.

38 2 a) Current Situation of Hotel Human Resources Management 39 during the Epidemic

40 The unique coronavirus pneumonia epidemic hit at the end of 2019 caused major damage to the hotel industry,
41 and the entire industry market is sluggish. The global hotel fell by 85% -90%, more than half of the employees

42 were affected, and about 100,000 positions were eliminated (ChunE Zhang 2022). So many hotels have adopted
43 brief emergency plans, also including closing some restaurants, reducing on-duty staff, closing some guest floors,
44 and even closing hotels outright.

45 This poses risks to the hotel's human resource management and stresses the importance of human resource
46 management strategy and the pillar role of human resources in hotel reform.

47 **3 b) Current Situation of Hotel Human Resources**

48 Management after the Epidemic

49 **4 i. Reduction of Staff Aggregation in the Hotel Industry**

50 The hotel industry is a labor-intensive industry employees provide services to customers face to face to understand
51 and meet customers' diverse and relevant needs, while prevention and control require reducing group aggregation,
52 which challenges the hotel industry's traditional service and business model.

53 **5 ii. The Cost of Hotel Human Resources Management is too High**

54
55 During the epidemic, the flow of personnel basically declined, the hotel's operation was impacted, and income
56 declined sharply. Even so, human resource costs account for a large part of the count. Many hotels have layoffs to
57 save costs and must bear hefty human resource costs while not operating. This requires a rethink of 's employment
58 model of managers.

59 **6 iii. "Unpaid Leave" brings Challenges to Labor**

60 Relations During the epidemic, many hotels succeeded in of "unpaid leave," while some hotels were overwhelmed
61 and began to lay off staff. This has put economic and spiritual pressure on employees and hurt their belief in the
62 sector. They are afraid about the recovery and future of the travel industry, which is challenging labor rights,
63 and are receptive to tense employee relations.

64 **7 a) It is Difficult for the Hotel Industry to Resume Work,**

65 there is a Shortage of Employees, and the on-the-Job Rate of Employees is Low Small and micro brands account
66 for 63.6% of the 11 sample enterprises of hotel accommodation, culture and entertainment, and tourism surveyed
67 in Anshun, China. Given the epidemic control measures, two accommodation and catering industries and one
68 tourism industry are forced to delay their start of work for up to 30 days. Some enterprises fail to operate online
69 or return to normal enterprise offline. 20% of sectors say they can only bear the loss of a delayed return to work
70 for weeks, and another 10% say they can only bear the loss of a delayed return to work for to 2 years (Ling Duan
71 2020).

72 The epidemic had the most effect on the consumer service and education and training industry. 50% of the
73 consumer service sector and 40% of the education and training industry believe the epidemic will have a crucial
74 impact on businesses. About 90% of consumer service enterprises and 60% of education and training enterprises
75 say the epidemic's impact on the industry is serious or very serious.

76 The proportion of the "very adverse" impact of the epidemic on its domestic market is relatively high, reaching
77 77.1% and 59.6%, respectively, by industry, accommodation, and catering industry, and culture, sports, and
78 entertainment enterprise. So many people in the service industry have chosen to change industries and no longer
79 serve in their original jobs (Fang y u 2018).

80 The hotel industry faces much pressure to create and run in the face of New Coronavirus pneumonia. In
81 danger of a decrease in basic income, a threat to personal safety, a threat to physical health, and unemployment.
82 The epidemic has also forced the closure of many hotels. Many employees return to their units' locations to
83 isolate online work and take their jobs offline in an orderly fashion. There are also personnel factors that are
84 very unstable (ChunLi Song 2020).

85 Training is a crucial area and method for employees to develop their careers. Employees could grow more
86 productive or feel more a part of the organization via training, which can be helpful to the long-term expansion
87 of the company. However, many managers now only ask staff to complete the current short-term workload and
88 do not pay enough importance to worker training. Many too fail to realize the benefits of implementing staffs'
89 innovative issue skill's (Jin-soo Lee, Ki-Joon Back, Eric SW Chan 2015).

90 **8 b) The Traditional Human Resource Management**

91 Mode of the Hotel Industry Hinders Future Development Most hotel service the-jobs are on offline services and
92 in-store customer consumption. Due to the rapid spread of overseas epidemics and sporadic domestic cases,
93 conventional offline economic activities will be severely hampered in a short period of time, resulting in major
94 consequences on the commercial trade and service industry, financial investment industry, real estate industry,
95 construction industry, and so on (ZhiGuo Zhang 2016).

96 In the hotel industry, demand for medical materials has grown in light of the epidemic's onset, especially for
97 materials for trying to prevent outbreaks, such as masks, alcohol, and protective clothing (Chen Yanping Wang
98 Xinyi Zhao Liuxi 2020).

99 The hotel is also used to using the consistent offline interview method when recruiting, and rarely uses the
100 multi-dimensional scientific detection method to detect the professional quality and comprehensive quality of the
101 recruiter, which leads to the effective screening of the candidates' real purpose. The recruitment method is simple
102 and backward, which reduces recruitment efficiency. Also, there are adverse "blind employment" and "Pro only
103 employment" phenomena which can easily end in some employees can become upset with the enterprise, reducing
104 employee loyalty and identity, and increasing the rate of employee turnover (Fang yu 2018).

105 **9 c) Staff Recruitment and Training Methods are Single and** 106 **Rigid**

107 Employees, as we all know, are the "brick" of the company and the basis for its growth and development. Only
108 excellent employees can help the company grow in the long run. In employee recruitment, we should pay special
109 attention to the interviewing process, which cannot be handled simply. We need do the necessary background
110 research.

111 The traditional recruitment and instruction activities in the hotel industry are mainly offline because of their
112 uniqueness. Such hotels canceled offline interviews after the epidemic launched. A few hotels are pressed to
113 cope with issues as a result. The traditional highlight recruitment method is de rigeur in most firms. They are
114 periodically reluctant to turnaround, and the number of recruits is limited. (Ying Zhang 2020)

115 **10 a) Adopt Flexible Management**

116 The essence of so-called flexible management is a process based on a human starting point. It is led to Simon
117 once believed that decision-making is addressed by the principle of satisfaction rather than optimality. Flexible
118 management is also the transformation of managers from optimization criteria to satisfaction criteria in decision-
119 making. In essence, it is the transformation from rigid to flexible standards.

120 The decision-making process also poses the flexibility of management decision-making. "One speech decision-
121 making" is a tough decision-making task, whereas "group speech decision-making" is one formed by the
122 independent and permitted expression of opinions and suggestions by appropriate personnel, followed by thorough
123 analysis and devotion the right action to take. I can call to its flexible decision-making.

124 People typically accept that "there are viruses in the air" in the context of the spread because they can see how
125 the virus will "spread from person to person." In particular, front-line service personnel in the hotel often have
126 more worried attitude when dealing with various groups for a long time. You'll feel anxiety since you manage
127 the work and management of the hotel. Even a wave of resignation will risk coming. Resulting in a substantial
128 voluntary turnovers.

129 As hotel managers, we should use a flexible management style. In terms of welfare benefits, in especially.

130 **11 1) Quite Flexible Working Hours and Paid Sick Time as** 131 **Employees**

132 The hotel business is very different during the epidemic era, and the number of hotel members will be lesser
133 than before. Meantime, the hotel's staff did not work as hard during the epidemic. Low-wage, lowintensity, and
134 flexible working methods may be possible. From table 3-1-1: As per the chart, 80% of employees' responsibility
135 will be allocated. The work is divided into odd and even weeks. Employees take turns working on Monday and
136 Tuesday, Wednesday, and Weekends in odd weeks, on Thursdays and Tuesdays in even weeks, and weekends in
137 even weeks. In this tactic, during the epidemic, the hotel may not only save expenses, but also get a charming
138 good rest while making a good salary.

139 **12 2) Increase Employee Guarantee in COVID-19**

140 People's awareness and demand for insurance are growing as a result of this rapid epidemic.

141 They always are concerned about their worker safety as hotel employees, so their views and demand for
142 insurance are quietly changing, and they are gradually realizing the importance of insurance. The majority of
143 hotel employees, mainly those on the front lines, are impoverished in their own lives. Likewise, persons with
144 low salaries are less apt to make the effort to buy insurance. At this time, as a hotel, providing the epidemic
145 disease for employees for the first time will not only reduce employee anxiety at work, but also admit the hotel
146 management from the heart and stimulate their work enthusiasm.

147 **13 Implement Flexible Management in Accordance with**

148 Employee Ages The post-1990s and even the post-2000s gradual becoming the mainstream of social work. From
149 the top to the bottom of the hotel industry, there is a younger trend in grass-roots staffers. They have their way
150 of lying as workers from post-1990s age.

15 C) ACCELERATE THE DEVELOPMENT OF HOTEL INFORMATIZATION AND ESTABLISH A HUMAN RESOURCE SHARING MODE

151 Unlike the post-60s and Post-70s, the post-90s have come of age in a caring and responsive environment,
152 which makes them lack the tenacity to face pressure and difficulties in the workplace, especially authoritative
153 management, authoritarian leadership, and simple preaching, which they commonly despise. On the contrary,
154 they prefer to be rewarded and accepted. As a rule, they are sensitive to and attentive about positive incentives
155 (Bandar abutayeh, Manar al qatawneh, 2012).

156 Employee turnover of Chinese workers raised that after 1980s and the 1990s is substantially high compared to
157 that of their parents. They like those tiresome and tedious jobs and are unhappy with the Employees who lived
158 only after 1980s and 1990s appear to focus their own self-worth and career development. On the contrary, when
159 confronted by challenges at work, they do not see it as pressure but rather as a type of enjoyment. The hotel
160 is brought back to life by this post-80s and post-90s personal characteristic, which provides the opportunity for
161 the hotel to expand and change with the times (Yanhong Li 2018).

162 Employees formed just after mid-1980s prefer so-called "unrestricted" and "free" management. Furthermore,
163 "flexible management" allows the individual govt of employees. Rely on human liberty, equal power, and
164 democratic leadership to fire each employee's internal potential, initiative, and creative spirit from the bottom
165 of their heart. So that they can feel comfortable and spare no effort to develop an amazing performance for
166 the subsidiary, and become the source of strength for the enterprise to get a competitive advantage in the fierce
167 global market fight.

168 The characteristics of "flexible management" include that the internal is more important than the external,
169 the psychological is more important than the physical, the oral teaching is more important than the personal
170 teaching, the affirmation is more important than the negation, the incentive is more important than the control,
171 and the pragmatism is more important than the retreat. Yanhong Li said in 2018 that generation is more
172 disciplined and lively than the era that came of age in the 1990s. The enthusiasm and originality of employees
173 should be prioritized as employees, and of initiative and self-discipline.

174 14 b) Adopt a Variety of Recruitment Methods to Increase

175 Online Recruitment 1. Expand the Recruitment Mode and Enable for Some Large Number of Online Freshers
176 The hotel industry is more traditional, and personnel selection is more or less based on face-to-face exchanges.
177 However, the changing social environment had a significant impact on the hotel's standard recruitment model.
178 The first is a market change. The gradual advancement of technology forces the industry to change. The advent
179 of the information age has opened a new door for hotel development.

180 Essential new technologies like the Internet of Things, cloud computing, mobile Internet, information intelligent
181 terminal, and the coming 5G era will inevitably improve the standards for service and management at traditional
182 hotel. Second, due to the global epidemic, was a drop in communication and interaction. The state's policy control
183 itself has reduced a fraction of gathering activities, such a large-scale job fairs, offline recruitment, enterprise school
184 training, etc.

185 In an epidemic situation, hotel revenue growth is relatively slow, and online recruitment can save enterprises
186 specific resources. For example, hotel managers should be able to leverage information techniques to tackle
187 problems like internal hotel control, development of human resources, recruitment efficiency, and hotel energy
188 consumption (Feng Lin 2018).

189 For example, in traditional staff recruitment, most hotel staff need take many forms and materials to the
190 recruitment site, and the recruitment date and time are also entirely fixed. The efficiency is low, the time is
191 frequently occupied, and recruiter communication generates certain expenses, which are often counterproductive.
192 Presently, against the background of an epidemic, we can use information recruitment to implement recruitment
193 innovation, as shown in Figure ?? The first step in recruitment is to publish job postings online and wait for
194 applicants to submit resumes. Once we find a suitable person, we can contact the recruiter for the first time to
195 set up an online recruitment group chat. If successful, the employee will be employed after the second interview;
196 if failed, the information will be disclosed again. In an epidemic, we may use online hiring to decrease recruitment
197 time and

198 15 c) Accelerate the Development of Hotel Informatization and 199 Establish a Human Resource Sharing Mode

200 Given the epidemic's immense impact, many hotel operators are looking toward online management. The growth
201 of online technology has expedited the transmission of information across enterprises, which has also expedited
202 the update and reform of the sharing system. Book value co-creation models are emerging.

203 The epidemic period is a golden period of innovation and a period of major changes in the service ecosystem
204 of the service industry.

205 Establish, develop, and extend a human resource-sharing service in the regional hotels sharing human resources.
206 HR Shared Service Center (HRSSC) is one of the three-pillar models proposed by David Ulrich, which is a place
207 that provides comprehensive shared services to enterprises' human resources (RuZhao Yue, RenZhou 2021). The
208 process is shown in Figure ??-3-1:Figure 3-3-1

209 The HRSSC, which runs the input and output of internal and external human resources, is first and all at
210 the core of the whole procedure and serves as one primary axis. So many hotels outside of the company are

211 connected at the same time, and unified scheduling through HRSSC is suggested to input and output human
 212 resource information. Understand the enterprise's human resource status and promote information on demand
 213 and supply in an efficient way to shrink the human resource gap and deal with such surplus human resources.
 214 Ensure a talent exchange and collaboration network to change information communication between talents and
 215 between talents and employers.

216 It's been said that the establishing of the HRSSC Center is of great significance in light of the global epidemic,
 217 especially during the control of the epidemic, where offline work has encountered huge resistance and information
 218 communication has been hindered. In to hire, train, and get ready for the future, the hotel industry needs
 219 information communication and transmission. The previous single hotel enterprise management is incapable of
 220 adapting to the new development requirements, and the establishment of an exclusive public platform for hotel
 221 resources can achieve efficient management of human resources.

222 The second platform's information sharing has regional diversity. Hotels can focus on publishing posts on
 223 the forum, collaborate on recruitment, avoid competition and other undesirable phenomena, and improve the
 224 effectiveness and timeliness of the service industry according to their own needs. Excellent hotel management
 225 politicians can be screened using a platform at the same time.

226 16 IV. Conclusion

227 The hotel industry's production and operation have been strongly impacted by the new crown outbreak.

228 Influence. It also provides some questions for hotel human resource management in the future. Contactless
 229 online management has gradually replaced traditional methods as the epidemic has advanced. The new
 230 management mode improves human resource management operation mode, so promoting network, platform,
 231 and informatization of human resource management has become a notable trend. Like an end, future human
 232 resource management must be a management model the includes latest tech and coats. A new technology and
 information-based human resource management structure will grow as technologies such as 5G and VR mature.

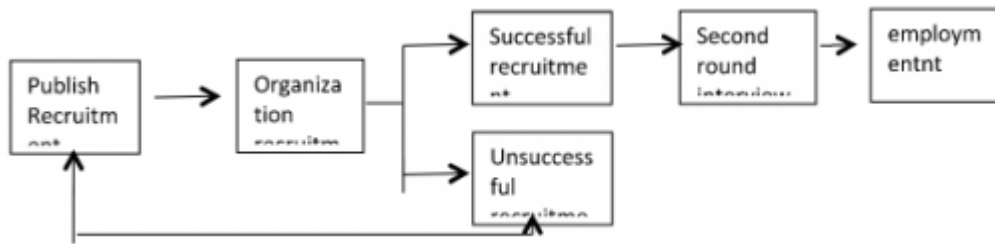
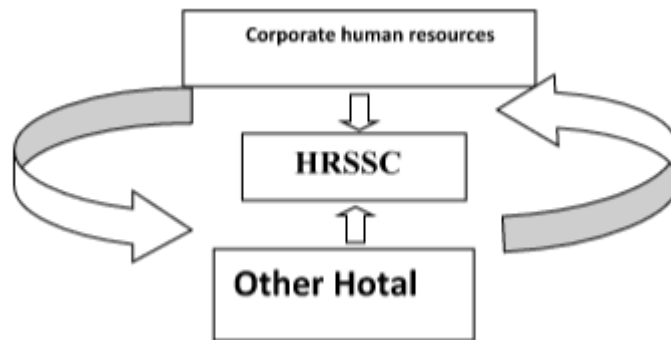


Figure 1:

233 1 2



321

Figure 2: Figure 3 - 2 - 1 :

3

1-1

Figure 3: Table 3 -

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