Volume 23 Issue 9
Originally issued as A4



Global Journal of Management and Business Research: A Administration and Management
Volume 23 Issue 4 Version 1.0 Year 2023
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

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

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Introduction- In 2020, the novel coronavirus pneumonia began to become familiar on a global level. The New Coronavirus Pneumonia outbreak has multi - sensor data functions in the hotel more challenging and complex. Some hotels find it difficult to deal as well as for reduced clientele and high turnover in staff. The hotel, as a service-oriented industry, plays an essential part in national economic development. Enterprises are the core of the national economy.

The operation and development of all hotel industries must be affected by the global epidemic. From the beginning, all hotels suspended work in a large area and then resumed work offline in an informed manner. The ability of an enterprise to respond to emergencies and adapt to the environment is illustrated in how it makes measures to survive the crisis smoothly. Human resource administration is vital during this period. Finally, the battle in the hotel industry is a competition of talents.

GJMBR-A Classification: *LCC: HD8039.H6525*



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

Xu Hai [α], Yun Liu [σ], LeHan Zhang [ρ] & Benjamin [ω]

I. Introduction

In 2020, the novel coronavirus pneumonia began to become familiar on a global level. The New Coronavirus Pneumonia outbreak has multi - sensor data functions in the hotel more challenging and complex. Some hotels find it difficult to deal as well as for reduced clientele and high turnover in staff. The hotel, as a service-oriented industry, plays an essential part in national economic development. Enterprises are the core of the national economy.

The operation and development of all hotel industries must be affected by the global epidemic. From the beginning, all hotels suspended work in a large area and then resumed work offline in an informed manner. The ability of an enterprise to respond to emergencies and adapt to the environment is illustrated in how it makes measures to survive the crisis smoothly. Human resource administration is vital during this period. Finally, the battle in the hotel industry is a competition of talents.

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

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

The unique coronavirus pneumonia epidemic hit at the end of 2019 caused major damage to the hotel industry, and the entire industry market is sluggish. The global hotel fell by 85% – 90%, more than half of the employees were affected, and about 100,000 positions were eliminated (ChunE Zhang 2022). So many hotels have adopted brief emergency plans, also including closing some restaurants, reducing on-duty staff, closing some guest floors, and even closing hotels outright.

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

b) Current Situation of Hotel Human Resources Management after the Epidemic

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

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

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

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

iii. "*Unpaid Leave*" *brings Challenges to Labor Relations*

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

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II. Analysis of the Epidemic Situation in Hotel Human Resources Management

a) *It is Difficult for the Hotel Industry to Resume Work, there is a Shortage of Employees, and the on-the-Job Rate of Employees is Low*

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

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

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

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

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

b) *The Traditional Human Resource Management Mode of the Hotel Industry Hinders Future Development*

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

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

The hotel is also used to using the consistent offline interview method when recruiting, and rarely uses the multi-dimensional scientific detection method to detect the professional quality and comprehensive quality of the recruiter, which leads to the effective screening of the candidates' real purpose. The recruitment method is simple and backward, which reduces recruitment efficiency.

Also, there are adverse "blind employment" and "Pro only employment" phenomena which can easily end in some employees can become upset with the enterprise, reducing employee loyalty and identity, and increasing the rate of employee turnover (Fang yu 2018).

c) *Staff Recruitment and Training Methods are Single and Rigid*

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

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

III. Countermeasures of Hotel Human Resources Management after Covid-19

a) *Adopt Flexible Management*

The essence of so-called flexible management is a process based on a human starting point. It is led to

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using non-mandatory approaches for enterprise management specific to a particular based on people's psychology and behaviors law (Fei Chen 2009).

1. Beginning with needs of the employees, create a flexible management mechanism. In comparison to rigid management, one of most notable features of flexible management is that it is determined by mental factors of employees, along with initiative, internal potential, and creative spirit inspired by each employee's heart. As a result, it's got an obvious internal drive (MeiMei Tuo 2018).

Simon once believed that decision-making is addressed by the principle of satisfaction rather than optimality. Flexible management is also the transformation of managers from optimization criteria to satisfaction criteria in decision-making. In essence, it is the transformation from rigid to flexible standards.

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

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

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

1) Quite Flexible Working Hours and Paid Sick Time as Employees

The hotel business is very different during the epidemic era, and the number of hotel members will be lesser than before. Meantime, the hotel's staff did not work as hard during the epidemic. Low-wage, low-intensity, and flexible working methods may be possible. From table 3-1-1:

Table 3-1-1

Date	Monday	Tuesday	Wednesday	Thursday	Friday	Satarday	Sunday
Work Method (Odd weeks)	Work	Rest	Work	Rest	Work	Take turns to work	Take turns to work
Work Method (even weeks)	Rest	Work	Rest	Work	Rest	Take turns to work	Take turns to work
The employee's salary is 80% of the previous salary							

As per the chart, 80% of employees' responsibility will be allocated. The work is divided into odd and even weeks. Employees take turns working on Monday and Tuesday, Wednesday, and Weekends in odd weeks, on Thursdays and Tuesdays in even weeks, and weekends in even weeks. In this tactic, during the epidemic, the hotel may not only save expenses, but also get a charming good rest while making a good salary.

2) Increase Employee Guarantee in COVID-19

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

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

2. Implement Flexible Management in Accordance with Employee Ages

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

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

Employee turnover of Chinese workers raised that after 1980s and the 1990s is substantially high compared to that of their parents. They like those tiresome and tedious jobs and are unhappy with the

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present situation. They prefer demanding jobs. Employees who lived only after 1980s and 1990s appear to focus their own self-worth and career development. On the contrary, when confronted by challenges at work, they do not see it as pressure but rather as a type of enjoyment. The hotel is brought back to life by this post-80s and post-90s personal characteristic, which provides the opportunity for the hotel to expand and change with the times (Yanhong Li 2018).

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

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

b) Adopt a Variety of Recruitment Methods to Increase Online Recruitment

1. Expand the Recruitment Mode and Enable for Some Large Number of Online Freshers

The hotel industry is more traditional, and personnel selection is more or less based on face-to-face exchanges. However, the changing social environment had a significant impact on the hotel's standard recruitment model. The first is a market change. The gradual advancement of technology forces the industry to change. The advent of the information age has opened a new door for hotel development.

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

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

For example, in traditional staff recruitment, most hotel staff need take many forms and materials to the recruitment site, and the recruitment date and time are also entirely fixed. The efficiency is low, the time is frequently occupied, and recruiter communication generates certain expenses, which are often counterproductive. Presently, against the background of an epidemic, we can use information recruitment to implement recruitment innovation, as shown in Figure 3-2-1:

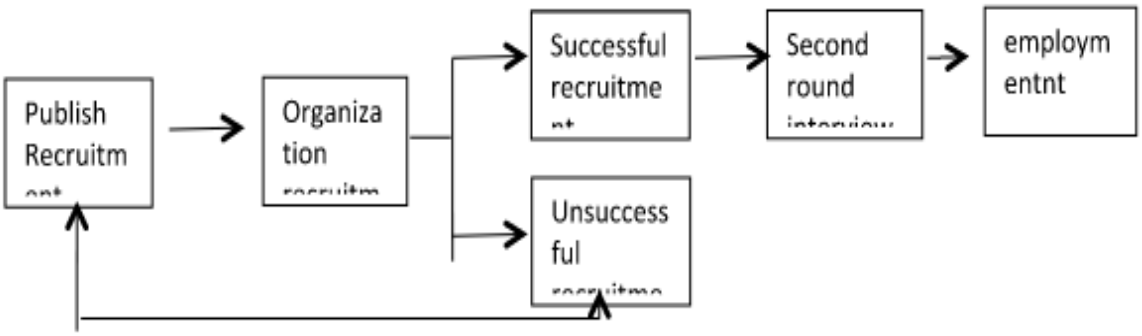


Figure 3-2-1: New Recruitment Process

The first step in recruitment is to publish job postings online and wait for applicants to submit resumes. Once we find a suitable person, we can contact the recruiter for the first time to set up an online recruitment group chat. If successful, the employee will be employed after the second interview; if failed, the information will be disclosed again. In an epidemic, we may use online hiring to decrease recruitment time and

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implement 24-hour recruitment. The so-called 24-hour recruitment method has had no fixed time, no fixed place, and no set time. Once the right individuals are collected online, we can use the network to build a recruitment group.

c) *Accelerate the Development of Hotel Informatization and Establish a Human Resource Sharing Mode*

Given the epidemic's immense impact, many hotel operators are looking toward online management. The growth of online technology has expedited the transmission of information across enterprises, which has also expedited the update and reform of the sharing system. Book value co-creation models are emerging. The epidemic period is a golden period of innovation and a period of major changes in the service ecosystem of the service industry.

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

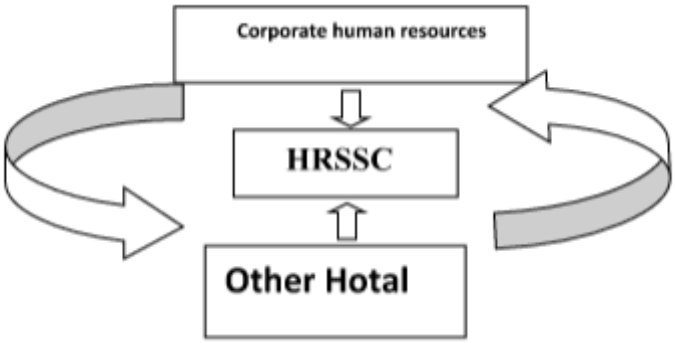


Figure 3-3-1

The HRSSC, which runs the input and output of internal and external human resources, is first and all at the core of the whole procedure and serves as one primary axis. So many hotels outside of the company are connected at the same time, and unified scheduling through HRSSC is suggested to input and output human resource information. Understand the enterprise's human resource status and promote information on demand and supply in an efficient way to shrink the human resource gap and deal with such surplus human resources. Ensure a talent exchange and collaboration network to change information communication between talents and between talents and employers.

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

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

IV. Conclusion

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

Influence. It also provides some questions for hotel human resource management in the future. Contactless online management has gradually replaced traditional methods as the epidemic has advanced. The new management mode improves human resource management operation mode, so promoting network, platform, and informatization of human resource management has become a notable trend. Like an end, future human 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.

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