

Drivers of Organizational Resilience: A Case Study of Grand Hyatt Taipei

by

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ABSTRACT

This study is designed to comprehensively understand Grand Hyatt Taipei's resilience process, specifically focusing on its strategic human resources management and decisions. It also aims to identify other factors or changes that can contribute to the organization's resilience, providing valuable insights for human resource (HR) professionals and hoteliers. This study took a qualitative approach, employing in-depth interviews and document reviews, to delve into the resilience process of Grand Hyatt Taipei and its HR function and decisions. The participants in this study were two director-level HR professionals, and the collected data were analyzed using content analysis, which includes open coding and axial coding. The results show that four personnel HR functions- employee compensation, employee benefits, employee welfare, and employee relations- are the keys that help Grand Hyatt Taipei to recover from the COVID-19 pandemic. Furthermore, three types of training and development were identified as important reasons why the HR function helps Grand Hyatt Taipei to recover: employee career development in the COVID era, cross-training and job mobility enhancement, and expatriate training and international mobility enhancement. Lastly, five factors and changes were also identified as beneficial for Grand Hyatt Taipei's resilience in the post-COVID era: the critical role of the hotel industry in the Taiwan economy, government support, technology support, and strong organizational culture. The study provides insightful suggestions for Taiwan's hotel practitioners regarding using a hotel's HR function and other resources to respond to macro-level crises and build a resilient workplace.

Keywords: strategic human resource management, organizational resilience, COVID-19

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CHAPTER I INTRODUCTION

This chapter includes six sections, including the study's background, the problem statement, the study's purpose, the research questions, the research scope, and the definition of terms.

Background of the Study

The Human Resources (HR) departments in hotel organizations serve as the strategic hub for fostering cross-departmental collaboration. Both industry and academic communities acknowledge the significance and necessity of HR in engaging core business processes (Aurand et al., 2005; Becker et al., 1997; Ulrich, 1998). Strategic Human Resources Management has gained strategic importance in hotel administration due to rapid environmental changes, particularly in the economic and technological aspects. Collecting these effective strategies is designed to enhance the competitiveness of hotels and the value of their products or services (Camargos & Dias, 2010; Ferreira, 2013).

Hotels that integrate strategic human resource management practices with organizational strategies consider a comprehensive understanding of employees' demands. Consequently, these hotels provide benefits that enhance compensation (Nichele et al., 2015). The importance of Strategic Human Resources Management integrated into hotels lies in its ability to not only oversee day-to-day operations but also in its role in fostering a positive work environment, minimizing employee turnover, promoting positive attitudes, and motivating employees to deliver high-quality service and performance (Barreto et al., 2014; Petrocchi, 2002; Santos & Estender, 2016).

Ashton (2018) and Liu and Wall (2006) say that the hospitality industry is one of the most critical industries in terms of its economic impact. After martial law ended in 1985, the Taiwanese government gradually lifted restrictions on both inbound and outbound travel, which resulted in an 85.3% increase in annual tourist arrivals over the next ten years (Chang &

Hwang, 2003). Between 2004 and 2015, the growth rate of incoming passengers increased from 3.9% to 12.4% thanks to the International Tourist Growth Plan, which was launched in 2004 with the goal of attracting foreign tourists.

However, due to the political hostilities between China and Taiwan, there have been fewer international visitors from China since 2016. The average annual growth rate declined to 3.3% from 2016 to 2019. On the other hand, the impact on human health has been the most destructive and striking of all the damage caused by the coronavirus disease in 2019. The hospitality industry is also a labor-intensive industry where most service encounters need face-to-face interaction between customers and service providers. Therefore, the hospitality industry has been among the most severely impacted industries in the COVID-19 pandemic, when governments have forbidden social interactions between people and forced many businesses to shut down (Hall et al., 2020). For example, the travel restrictions showed hotel's low occupancy rates (Gössling et al., 2020; Jiang & Wen, 2020), and studies investigating the impact of such disasters on the lodging sector have demonstrated that these kinds of incidents significantly lower hotel earnings (Goodell, 2020; Napierała et al., 2020).

In response to the COVID-19 pandemic, the Taiwanese government has instituted border controls, which have had repercussions for the hospitality sector throughout the nation. According to statistics from the Tourism Administration, M.O.T.C. in 2020, the average occupancy rate of international tourist hotels in Taiwan plummeted from 68.49% to 37.7% between the first quarter and the third quarter of 2020. Additionally, the average room rate fell from NT\$3895 to NT\$3763, representing an annual decline of 3.39%. The average revenue per available room (RevPAR) experienced a significant drop from NT\$2620 to NT\$1419, reflecting a year-on-year decrease of 45.86%.

The international hotel companies (IHCs) in Taipei City, which catered primarily to foreign visitors, were among those most severely affected. The average occupancy rate fell from 73.23% to 25.74% between the first quarter and the third quarter of 2020. A decline of

19.98% annually was also observed in the average room rate, which dropped from NT\$4524 to NT\$3620. Indicating a significant year-over-year decline of 71.87%, the RevPAR plummeted from NT\$3313 to NT\$932.

Major problems were also encountered with the operation of one of our research targets—the Grand Hyatt Taipei Hotel. According to the statistics provided by the Tourism Administration, M.O.T.C. (2020), Grand Hyatt Taipei has reported a significant decrease in accommodation revenue with a 77.32% annual decline, which directly resulted in a 77.36% decrease in average room revenue. The hotel has also experienced a year-over-year decline of 33.73% in food and beverage revenue.

Hence, the business's capacity to adjust to disasters and bounce back from crises is paramount (Melián-Alzola et al., 2020; Romagosa, 2020). In 2023, the Taiwan Tourism Administration, M.O.T.C. reported that 6.16 million people traveled abroad between January and July. The recovery rate is approximately 60% when compared to the corresponding period in 2019, which witnessed the departure of around 10 million travelers. Even though we are already in the post-COVID-19 pandemic era and the world economy seems to be recovering from such a pandemic, the hospitality industry, such as the hotel business, should take this crisis as an important lesson and see how they can deal with similar systematic risk like this in the future to be able to minimize the damage and recover from such a crisis sooner. Therefore, this study intends to focus on one globally well-known hotel brand, Hyatt Hotels Corporation, to study its subsidiary in Taiwan.

One notable characteristic of the hotel industry is that service experiences constitute the final product. These experiences are heavily reliant on the performance of hotel staff and their overall interactions with patrons (Tracey, 2014). Hyatt Hotels Corporation rose from 28th to 5th in the global hospitality employer ranking between 2020 and 2022 (Jobs, 2022). Hence, the efficacy and competitiveness of hotel enterprises are substantially reliant on the performance

of human resources, as it impacts the quality of services rendered, customer satisfaction (which is a direct consequence of the services received), and overall service quality (Baum, 2015).

On the other hand, as stated on the Hyatt Development website, multiple hotel pipelines are under construction and remain as planned to open in the future. At the same time, Grand Hyatt Taipei renewed the management contract through five-year extensions in the 2020 COVID year. All these phenomena reveal that both Hyatt Hotels Corporation and Grand Hyatt Taipei are also bouncing back from the crisis of the last two years, which leaves us with an interesting research question: What are some important factors that contribute to Hyatt Hotels Corporation's and Grand Hyatt Taipei's hotel/organization's resilience? The resilience of an organization, or its capacity to react to difficult circumstances, is a strategy of the organization. Organizations must cultivate a capacity for resilience in order to identify and pursue new business opportunities in order to effectively surmount these challenges (Acs et al., 2014; Bouaziz & Hachicha, 2018; Duchek, 2019).

As discussed earlier, human resource management (HRM) is critical to the performance and capability of an organization to adapt to an environment that is constantly evolving. Additionally, the literature indicates that human resource management is crucial for the expansion, resilience, and recovery of an organization. (Lengnick-Hall et al., 2011). Organizational resilience refers to an organization's ability to withstand unexpected challenges, which can be improved through the use of Strategic Human Resource Management (SHRM) practices, has been demonstrated in a number of prior studies (Lengnick-Hall et al., 2011; Rehman et al., 2021).

Additionally, according to Bouaziz and Hachicha (2018) and Al-Ayed (2019), SHRM practices have an impact on organizational resilience. Therefore, this study aims to investigate how strategic human resource management (SHRM) contributed to Hyatt Hotel Corporation and Grand Hyatt Taipei's resilience to COVID-19 and identify other significant factors that aided in this resilience process.

Problem Statement

In 2019, the global tourism industry contributed more than 10.3% of the world's GDP, generating 8.9 trillion US dollars. According to the World Travel and Tourism Council [WTTC] (2020), one out of every ten jobs created worldwide is related to the tourism sector. As the hotel industry is a subsector of the tourism industry, the hotel industry's contribution to the worldwide economy is apparently significant as well.

Hyatt Hotel Corporation, one of the most well-known global hotel brands, has operated multiple international hotel companies (IHCs) in Taiwan since 1990. With a maximized 850 rooms, 13 grand event spaces, and 8 international dining restaurants, Grand Hyatt Taipei—the very first Hyatt brand hotel in Taiwan—with over 30 years of service, has over 1000 employees when approaching the full-staffed unit. However, Grand Hyatt Taipei announced a layoff plan to restructure roles across its global corporate function in 2021, due to ongoing closures and unpredictability regarding the uncertain future caused by COVID-19. The hospitality sector is adversely affected by both business and leisure travel, which poses an "existential threat." It severely impedes the industry's recovery (Partington, 2020).

According to Taiwan News (2022), the hotel industry in Taiwan is threatened by labor shortages and a high turnover due to COVID-19, job cuts in the accommodation industry have left many struggling to replenish the lost workforce, even as demand picks up post-pandemic. On the other hand, even though organizational resilience is not a new subject in the literature, most prior studies investigated organizational resilience in the context of unsystematic risk but not systematic risk such as COVID-19 and how such a global crisis can affect the entire global market. Also, the role of HR functions in organizational resilience has not been well understood yet, especially in the hotel industry. Nevertheless, a significant void exists in the tourism literature regarding organizational resilience, specifically in regard to the resilience of hotels (Prayag, 2018; Prayag et al., 2019). Hence, there is limited knowledge regarding how HR

strategies, approaches, and functions can contribute to a hotel's resilience to a systematic risk such as COVID-19. It is a notable research gap, and there is a need to investigate what role SHRM plays in helping hotel resilience in the context of COVID-19.

Purposes of the Study

The research aims to focus on a well-known global hotel brand, Hyatt, to understand its Taiwan branches' strategic human resources management and organizational resilience and how SHRM can help resilient hotels. There are two primary purposes of this research:

1. To investigate how SHRM helps achieve hotel resilience.
2. To explore any factors or changes that are helpful for hotel resilience.

Questions of the Study

This study aims to figure out the following research questions by utilizing interviews and document reviews as its research methodology:

1. How does SHRM help to achieve hotel resilience?
2. What other factors or changes are helpful for hotel resilience?

Significance of the Study

From a practical standpoint, the study's outcomes could be valuable to the hospitality industry sector, particularly international hotel firms in Taiwan. The research findings could offer essential insights to international hotels and possibly local hotels as well in creating strategies for their HR systems to reduce the negative impact of the systematic crisis in the upcoming days. Hence, the outcomes of this study could be beneficial to both HR management teams and hoteliers.

A significant gap in the literature exists in the fields of human resource management and hospitality, which needs to be addressed. The results of this study would indicate various firm-specific factors, including financial and operational characteristics as well as business

strategies, which afford hospitality firms varying degrees of resilience in diverse circumstances. All these can enrich the understanding of the extant literature on HRM and organizational resilience in the hotel context.

Research Scope

- This study is delimited to investigate Grand Hyatt Taipei Hotel.
- This study is delimited to using interview and document review to collect data.
- This study is delimited to investigate hotel resilience from the COVID-19 pandemic.



Definitions of Key Terms

Strategic Human Resource Management (SHRM)

Wright and McMahan (1992) defined SHRM as “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (p. 298). According to Huselid et al. (1997), successful SHRM involves creating and enforcing a set of rules and procedures which internally consistent and make sure that all employees' knowledge, skills, and abilities help the company reach its goals. Since this study intends to explore how SHRM enables a hotel to recover from crises such as COVID-19, it matches the central idea of the definition of McMahan (1992). Therefore, this study adopts the definition of McMahan (1992).

Organizational Resilience

Lengnick-Hall et al. (2011) defined organizational resilience as the capacity of a company to efficiently assimilate disruptive surprises that can jeopardize the organization's survival, develop specific situation responses to them, and ultimately commit to transformative actions. The capability of organizational resilience can be industrialized by an organization through the implementation of SHRM, according to Lengnick-Hall et al. (2011). Resilience fosters the development of fundamental capabilities among personnel, which empowers institutions to formulate responses that are tailored to specific circumstances, to assimilate uncertainty effectively, and to participate in endeavors that cause organizational change by transforming surprises and threats into chances (Lengnick-Hall et al., 2011; Pahi et al., 2015).

CHAPTER II LITERATURE REVIEW

This chapter includes two sections. The literature about the definition, concept, and implementation of Strategic Human Resource Management (SHRM) is reviewed in the first section. The second section reviews relevant literature about organizational resilience and how SHRM may help the organization achieve resilience, especially in the hotel sector.

Strategic Human Resource Management (SHRM)

By examining case studies of hotel companies, a multitude of scholars have investigated SHRM in the hospitality industry from a variety of perspectives (Malik, 2018; Xiao et al., 2012). Bailey et al. (2018) and Purcell and Boxall (2015) categorized past literature on Strategic Human Resource Management (SHRM) into three perspectives, which are the universal/best-practice model (BPM), best-fit model (BFM)/Contingency, and resource-based view (RBV).

According to Collins (2020) and Maroudas et al. (2008), they suggest that hotel managers can gain an advantage over competitors by utilizing a mix of *BPM*, *BFM*, and *RBV*. Hence, most studies suggest that by adopting these three perspectives, businesses are capable of developing sustainable operations, fostering internal innovation, and responding to industry-generated external pressures. (Lee et al., 2020; Teece, 2007).

Best-practice model (BPM) / The Universal

The universalistic, or "*best practice*," is based on the idea to approach human resource management is a set of best practices for SHRM and that adopting them will have a positive impact on organizations regardless of their unique circumstances. Delery and Doty (1996) conducted an extensive literature review and focused on SHRM policies with the aim of identifying the 'best practices' and 'universalist' approaches and institutionalizing SHRM. They argue that human resource practices, which place the human element at the forefront of

organizations, are essential for the positive development of both employees and the organization (Delery & Doty, 1996).

Moreover, explicit critiques of the SHRM approach to "best practices" have developed to acknowledge that certain HRM practices may be "table stakes" (Boxall & Purcell, 2008, 2011) and indispensable within different industries. As an indication of their legitimate membership in an industry, all organizations adopt these shared practices, which the SHRM considers to be an adaptation of the "best practice" (Bjorkman, 2006; Leonard-Barts, 1995).

Organizational performance will increase when best practices are implemented. As Colbert (2004) mentioned, the organization provides internal career opportunities, which means that they prefer to hire from within. They offer formal training systems to help their employees acquire the necessary skills. The organization evaluates its employee's performance based on specific results. They ensure their employees' continued employment and involve them in decision-making and problem-solving processes. Lastly, they consider the long-term sustainability of the organization's overall performance by sharing profits with their employees.

Best-fit model (BFM) / Contingency perspective

Wright and Snell (1998) contributed to the existing body of knowledge regarding the ideas of fit and flexibility. Milliman et al. (1991) and Lengnick-Hall and Lengnick-Hall (1988) previously introduced as well. They believed a company's strategy must fit well with three key variables: HRM practices, employee skills, and employee behaviors. Flexibility is a key factor for any organization to succeed in a competitive environment. It requires that the organization's human resources possess the necessary competencies and behavioral tendencies to enable the pursuit of diverse strategic alternatives. Additionally, HRM practices should be easy to recognize, develop, and implement in order to optimize the organization's Human Resources. Moreover, HRM practices should be flexible enough to be implemented in a variety of situations and capable of being rapidly reconfigured and redeployed. It is important to note that

HRM practices should promote both fit and flexibility, as they are complementary to each other rather than separate entities (Wright & Snell, 2001).

Resource-based view (RBV)

According to the firm's resource-based view (RBV), an organization's resources that are valuable, rare, hard to imitate, and non-substitutable can contribute to organizational stability in order to facilitate superior performance (Barney, 1991). A manager can effectively leverage the firm's assets for enhanced performance and attain competency by comprehending the three fundamental resources—physical resources, human resources, and organizational resources (Borchert, 2008).

Lado and Wilson (1994) also demonstrate competitive vulnerability (by contributing to the destruction of organizational competencies and/or impeding their utilization) or sustained competitive advantage (by facilitating the development and utilization of organizational competencies)—how HR systems can either facilitate the development and utilization of organizational competencies or undermine their utilization, based on the resource-based view theory. In 1998, Boxall presented arguments that were similar to those made by Barney (1991) and Wright (1998) to explain how the firm's resource-based view could be affected by Strategic Human Resource Management (SHRM). According to Boxall (1998), two components of human resource advantage are organizational process advantage and human capital advantage. The former results from having better people than competitors, while the latter results from having better ways of working than competitors. Boxall (1998) also argued that the challenges of achieving human resource advantage differ depending on an industry's life cycle stage. Gaining a competitive edge through the utilization of scarce, non-replaceable, and valuable human resources is of the utmost importance (Morris et al., 2006).

Related Theory of Organizational Resilience and SHRM

The term resilience originated in ecology and referred to the ability of a system to sustain development despite disturbances and changing conditions. (Holling, 1973). Holling (1973) also considered that “Resilience” determines the ability of a system to endure despite changes in state variables, driving variables, and parameters. It is a measure of the system's ability to absorb these changes and still maintain its functionality. Lengnick-Hall et al. (2011) defined organizational resilience as the pertains to the capacity of a company to efficiently assimilate disruptive surprises that have the potential to develop situation-specific responses to jeopardize the survival of the organization and ultimately commit to transformative actions. The response of the organization to destruction is referred to as resilience, and it stresses the capacity to bounce back and grow in an emergency, discontinuous, and uncertain state.

Gunnigle et al. (2013) posit that an exact correlation exists between organizational resilience and human resource management to cultivate cognitive, behavioral, and contextual resilience. Lengnick-Hall et al. (2011) indicate that consistent HR practices are crucial. Organizations' ability to survive and adapt in a changing environment depends in large part on the HRM practices that are offered (Chadwick & Dabu, 2009; Galvin et al., 2014; Haimes, 2012; Nijssen & Paauwe, 2012) and the implementation of a SHRM practice by organizations enhances their resilience (Agarwala, 2008; Fottler, 2002). By developing individual capabilities at the highest levels of an organization, it becomes possible for the establishment to confront unpredictability, produce suitable reactions, and ultimately engage in change initiatives in order to maintain its existence. Lengnick-Hall et al. (2011) revealed that SHRM can be used to achieve organizational resilience. SHRM practices aim to foster the capacity that is most critical to the resilience of an organization—by ensuring that the skills, abilities, and behaviors of employees are motivated and committed to achieving a sustainable competitive advantage (Armstrong & Talor, 2020; Kuntz et al., 2017). A significant impact on

business operations is exerted by challenging and uncertain environmental conditions. In light of this, the ability of a company to effectively implement a strategic plan becomes critical to its achievement (Dimba, 2010; Rodríguez-Sánchez et al., 2021; Thierry, 2018).

The definition of building resilience in the hotel sector means: “A dynamic condition describing the capacity of a hotel, together with its stakeholders (staff, guests, and the local community), to assess, innovate, adapt, and overcome possible disruptions that are triggered by disaster” (Brown et al., 2017, p. 365). Effective leadership and management, well-trained staff with core competencies, attentiveness to market trends, situational awareness, and preparedness plans are essential for any successful business and are identified as critical attributes in Tibay et al.'s (2018) analysis of hotel resilience to any critical situation.

Summary

The literature review part focuses on two sections. The first section reviews relevant literature about SHRM. First, SHRM emphasizes how firms/organizations develop and affiliate SHRM practices in a way that copes with their strategy. There are three types of approaches, which are (1) the universalistic or best-practices approach, (2) the best-fit or contingency approach, and (3) the resource-based view approach. Second, this chapter reviews relevant literature about organizational resilience and SHRM. This research will mainly focus on understanding how SHRM may help organizational resilience, especially in the hotel sector.



CHAPTER III RESEARCH METHOD

An overview of the research approach, participants, conceptual framework, procedure, data collection, analysis, and quality are all covered in this chapter.

Research Approach

The main objective of this study is to comprehend the Strategic Human Resource Management of the Grand Hyatt Taipei and identify the factors and changes involved in this resilient process. The research was conducted using a qualitative approach, which is a subjective method that develops theories and draws conclusions from data based on words. This approach emphasized the need for a more practical understanding of the phenomenon (Pritchard, 2010; Welbourne, 2012).

It provided detailed data on reasoning phenomena (Bhosale, 2022) through direct quotes and descriptions of situations, events, interactions, and behaviors observed. (Klenke, 2016). “Qualitative researchers are interested in understanding how people interpret their experiences, how they construct their worlds, and what meaning they attributed to their experiences.” according to Merriam and Tisdell (2015, p.6). For this study, a qualitative approach was assumed. In order to gather information from the participants, the researcher utilized a questionnaire that contained questions pertaining to their personal details and willingness to be interviewed. Following the completion of the questionnaire, the researcher conducted interviews with the participants to encourage them to share their experiences and provide additional information. Finally, the researcher reviewed relevant documents to corroborate the information provided by the participants and their respective organizations.

Research Participants and Criteria

The study utilized purposeful sampling as the sampling technique in which specific candidates are chosen based on a defined inclusion criterion (Terrell, 2015), which is also known as intentional sampling. Purposeful sampling was initially employed based on the researcher's professional network, and the participants should be at the managerial position level (e.g., managers and directors) and have work experience in Grand Hyatt Taipei before. Table 3.1 illustrates the background of the Participants.

Table 3.1

Interviewee Background

Number	Gender	Age	HR Experience	Grand Hyatt Taipei Tenure	Status
1	Female	68	23 Years	30 Years	Retired
2	Female	42	17 Years	7 Years	Director HR

Participant 1 held several positions in Grand Hyatt Taipei, starting as the Administrative Assistant to the General Manager and then as the personnel manager to the human resource department, Director of VIP Services, and Director of Human Resources.

As of July 2024, Participant 2 has over 17 years of experience in hotel human resources, including seven years served at the Grand Hyatt Taipei.

Research Procedure

The researcher followed a clear, step-by-step process when conducting the study. Figure 3.2 illustrates the complete research process. Every step is provided in detail below.

Identify the Research Topic

In the initial segment of the research process, the researcher gathered crucial concepts and themes. This involved an analysis of the difficulties encountered by the hospitality industry in the hotel sector. After reviewing relevant literature, articles, and reports, the researcher was able to narrow down the research topic.

Review Literature

Literature regarding SHRM, the universalistic or best-practices approach, the best-fit or contingency approach, the resource-based view, and organizational resilience were reviewed after finalizing the topic.

Decide on Research Purpose and Questions

After conducting a literature review and selecting a research topic, the investigator established the aim of the investigation and formulated consistent inquiries.

Determine the Research Method

The researcher chose a qualitative data collection and analysis method to examine how Grand Hyatt Taipei uses the SHRM process to achieve hotel resilience.

Identify Research Participants

In consideration of the research objectives, the investigator devised a series of selection criteria for the participants.

Design Interview Questions

In order to gain a deeper understanding of human resources strategy, research questions were used to develop interview questions.

Conduct Peer Review/Expert Review

Prior to commencing the interviews, a comprehensive procedure were executed to ascertain the questions' accuracy. To begin, peers with expertise in human resources conducted a thorough review of the questions. Additionally, a review by an expert was undertaken to ensure that the questions pertained to practical facets of the discipline. In conclusion, a preliminary assessment peer conducted to ascertain the clarity and precision of the interview inquiries. Based on the feedback received from the reviews, the researcher modified the interview questions accordingly.

Distribute Questionnaire

The researcher disseminated the questionnaire via social media platforms and among acquaintances to acquire a wide range of data.

Conduct Interview

In this study, the researcher interviewed participants who met the criteria. The interviews were conducted either face-to-face or online to gain insights and suggestions from the participants. Prior to the interview, the researcher provided the participants with an interview consent form and questions to help them prepare.

Conduct Document Review

Throughout the document review, the researcher verified the accuracy of the data by cross-referencing the information provided by the participants with official websites and social media platforms.

Analyze Data

After transcribing and analyzing the interview data, the researcher compared the findings to the review of the literature.

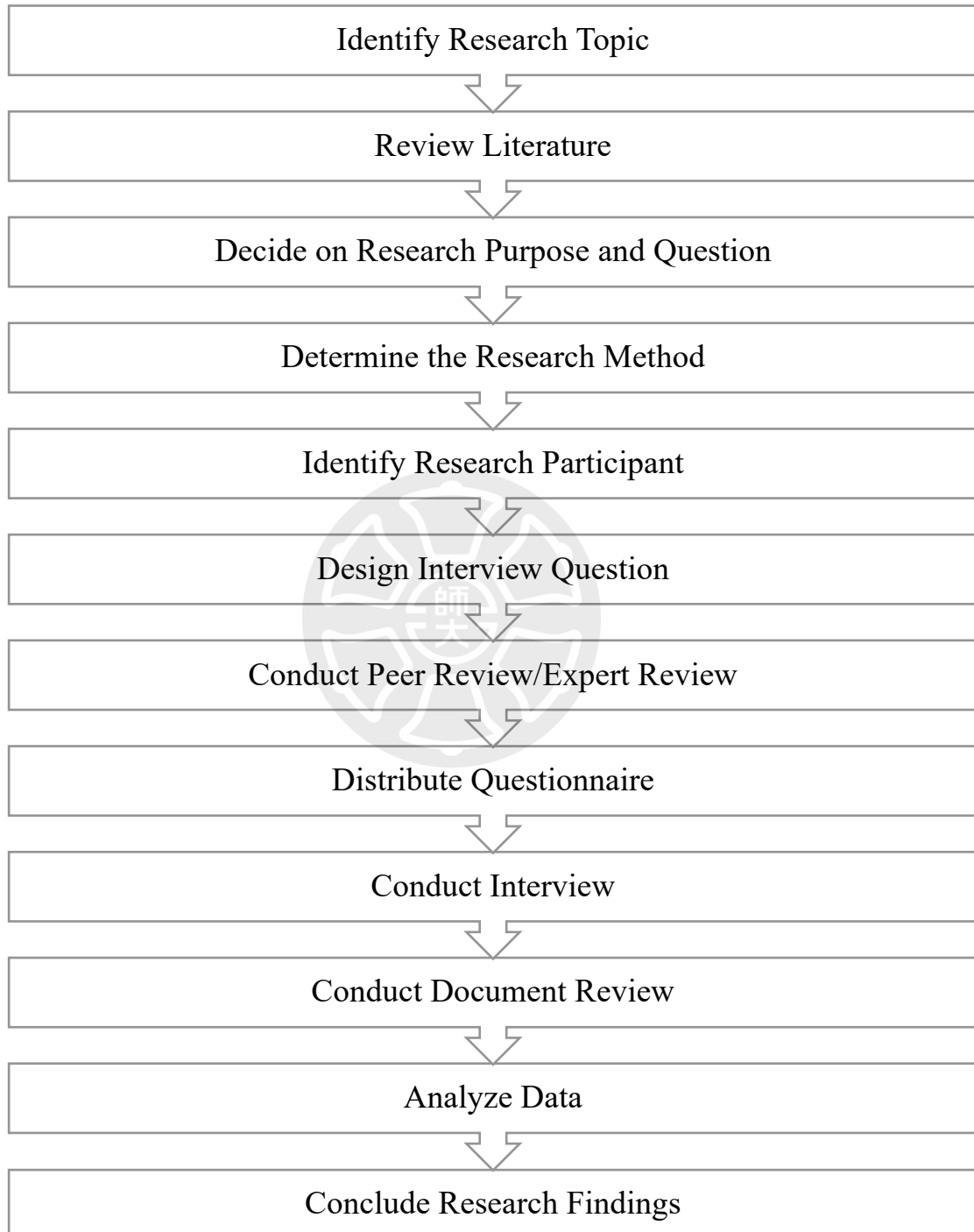
Conclude Research Findings

Following the data analysis, the researcher disseminated the study results and proposed future courses of action for hotels and organizations.



Figure 3.1

Research Procedure



Data Collection

The interviews were conducted in English or Chinese. An English version of the consent form, interview questions, and Appendix were provided.

Interview

Each participant in the research study received a consent form and an email invitation to take part in the interview. The researcher conducted the interview and document review in accordance with the demographic information, which included job title, managerial position, name, age, and tenure. After completing the form, they were sent a subsequent email with interview questions and a calendar. Participants were asked to write their answers on paper before the face-to-face interview to encourage more comprehensive responses and facilitate the interview process. Pilot interviews were carried out with the participants from each category. A consent form will be distributed before each interview to verify data availability. Interview durations will range from 80 minutes to 100 minutes, and each voice-recorded interview was transcribed to generate several pages of transcript data.

Document Review

Merriam and Tisdell (2015) defined documents as comprehensive collections of written, visual, digital, and physical materials that pertain to the study. Common documents, such as newspaper accounts, official records, diaries, and blogs, can be found in the physical environment, on a website, or both. The researcher used application and interview forms that were originally designed for executive recruitment at different hotels.

Data Analysis

The researcher recorded the conversation throughout each interview session and took notes to ensure accurate documentation. Once the interview was completed, the researcher listened to the recordings multiple times and created transcripts to gain a thorough understanding of the conversation.

For this study, the data was analyzed using content analysis, which includes open coding and axial coding. Open coding implicates breaking down the data into smaller segments for interpretation (Corbin & Strauss, 1993). The researcher examined the data acquired from the interview transcription, classify the data, and arrange the codes into different categories based on the pertinent phenomena pertinent to the research. These categories constitute the initial level of results obtained through open coding. Subsequently, the researcher utilized axial coding to compare and establish correlations between the codes.

The detail coding process and data analysis procedure are as follows, for example: To analyze the first research question, which is about how SHRM helps Grand Hyatt Taipei achieve hotel resilience, both participants mentioned saving labor cost, so two words were coded as A1 and A2, which later were grouped and assigned a theme named “workforce reduction strategy”. We follow the same procedure to come up with other two sub-themes, which are “Pay Cuts & Layoff” and “Layoff Control for Resilience”. These three sub-theme were further grouped together and assigned a main theme named “Employee Compensation”.

Research Quality

According to Lincoln and Guba (1985) and Merriam and Tisdell (2015), quality criteria for research include credibility (internal validity), transferability (external validity), dependability (reliability), and confirmability (objectivity). The researcher addresses credibility and transferability in this research, which will be carefully evaluated.

Credibility

To ensure the credibility of the research, the researcher will utilize the following methodologies.

Expert Review

The professional human resources reviewed the interview questions to ensure accessibility and clarity.

Member Checks

The researcher ensured that the transcript faithfully reflects the participant's intended message by providing a concise summary to the participant following the interview, thereby preventing any potential confusion or misinterpretation.

Triangulation

The researcher collected data from various sources, including interviews, document reviews, and surveys, to avoid drawing biased conclusions.

Transferability

The researcher enhanced research transferability by providing detailed data to let the reader understand the context of this research, ensuring the applicability of research findings to other contexts, situations, times, and populations establishes the transferability or external validity of the study (Cooper et al., 2009). Transferability refers to the degree to which the results can be applied to other contexts (Patton, 2002).



CHAPTER IV FINDINGS AND DISCUSSIONS

In this chapter, the main findings of this research are explained in the following section, aiming to address the research questions and provide an overall understanding of the research phenomenon.

How SHRM Helps Grand Hyatt Taipei to Achieve Hotel Resilience

Before the researcher started the interview, Participant 1 defined “Resilience” in the hotel sector. In essence, Participant 1 mentioned that "hotel resilience" referred to the hotel's capacity to adjust to change effectively. This could entail managing crises, navigating shifts in the market mix, adapting to changes in the labor market, complying with regulations, or adjusting to alterations in labor laws.

Participant 1’s response matched the previous studies: “A dynamic condition describing the capacity of a hotel, together with its stakeholders (staff, guests, and the local community), to assess, innovate, adapt, and overcome possible disruptions that are triggered by disaster” (Brown et al., 2017, p. 365).

“When we talk about organizational resilience, I'm just trying to emphasize the ability to change and adapt. This pertains to a whole range of conditions, not just crises.” (Participant 1)

Participant 1 has over 30 years of work experience in Grand Hyatt Taipei and 19 years of experience as the Director of Human Resources. When Participant 1 is still in service at Grand Hyatt Taipei, she explained the HR function in the hotel:

“To sum up, I think the Director of Human Resources is mainly in charge of two major areas: the personnel function and the training function.” (Participant 1)

This research also consistent with Participant 2's responses, who has over 17 years of human resources experience in the hotel sector, including 7 years served at the Grand Hyatt Taipei.

Personnel HRM Function

Participant 1 continued that the main HR functions under personnel include **employee compensation and benefits (C&B)**, **employee welfare**, and **employee relations**. Under the training function, new hire training and training were provided for people who are currently on board, which will be discussed in the next chapter.

Employee Compensation

Workforce Reduction Strategy

Due to the initial impact of the pandemic, both participants agreed that HR needs to figure out how to help hotels save on labor costs.

“Saving on labor costs essentially means reducing the workforce, I think HR's basic roles back then would be how to limit or reduce the workforce.” (Participant 1)

Participant 2 mentioned that the Business City Hotel suffered a lot during the pandemic in terms of business and other aspects. From the operation's perspective, there were many considerations about cost reduction and saving on labor costs.

“We hope to balance labor and management without causing too much disruption.”
(Participant 2)

Participant 2 took the first step strategy as the use of annual leave:

“In the scenario of reducing manpower, the first thing to do is to exhaust everyone's annual leave, as this is less disruptive to employees.” (Participant 2)

Furthermore, Participant 2 mentioned that many employees accumulated a substantial number of unused annual leave and overtime hours due to our heavy workload before the pandemic. Grand Hyatt Taipei has the opportunity to unwind and utilize a portion of the accumulated leave during this period. By using these days off, the organization will be able to compensate for the absence for an extended period.

“Because we were quite busy before the pandemic, and perhaps many accumulated a lot of annual leave that the workers didn't have time to take, so the pandemic might take advantage of this time to rest.” (Participant 2)

Participant 2 maintained that the act of employees taking annual leave can serve as a "Resilience" for both the hotel and its employees.

“This situation of taking days off helps us manage our labor costs and provides a much-needed opportunity for our hardworking employees to rest and rejuvenate, and this should be enough to cover for a few months.” (Participant 2)

Pay Cuts & Layoff

However, the COVID-19 situation had deteriorated by May and June 2020. HR had already exhausted the worker's annual leave, leaving Hyatt to contemplate its subsequent actions, which resulted in the pay reduction.

“I think HR's role back then would have been to reduce payroll costs because the business was not there drastically. Basically, HR would try to bring your headcount down because there is no business, and your payroll is still high, which is certainly not good for the owners. The hotel owners will also have a lot to say.” (Participant 1)

Participant 1 mentioned that when the hotel needed to reduce its payroll costs, HR enticed or encouraged senior employees to retire, eliminated part-time workers, and sent interns back to school:

“This brings me to my situation, **why I was asked to retire**. Because I could continue working until I reach the age of 65, but because I've been there so long, my salary tends to be on the higher side of the scale.” (Participant 1)

Layoff Control for Resilience

Participant 2 highlighted a key decision Grand Hyatt Taipei made: there were not too many layoffs of workers. The entire department's main core or key personnel were still intact, so the impact was not as significant as in other hotels.

“In terms of the Grand Hyatt Taipei, during the pandemic, there were certainly some layoffs, but not too many; it was a tough choice made out of necessity. But I believe this internal organizational advantage was quite beneficial.” (Participant 2)

Employee Benefits

According to the policy delineated in the document "Working with Hyatt" (2024), Hyatt employees are entitled to reserve up to 12 complimentary room nights annually at any Hyatt hotel worldwide, the requirement of the full-time job length changed from a year to 90 days. In addition, employees are eligible for a 50% discount on food and beverages and a 20% discount on all spa services during their stay. Furthermore, Hyatt employees are entitled to complimentary on-site dry cleaning services for their work uniforms and suits. Hyatt also provides breakfast, lunch, and dinner options in coworker dining rooms to accommodate employees who work varying shifts. The employees are granted access to these meals at a nominal or nonexistent expense.

Participant 2 indicated that the Grand Hyatt Taipei offers numerous employee benefits, such as complimentary hotel stays, free on-site dry cleaning, a colleague dining area, shower rooms, and recreation rooms. Moreover, Participant 2 maintained that these advantages were advantageous and positively impacted the post-COVID recovery from the pandemic.

“I think they do have an impact. Employees can shower after work if they get dirty, and we have a staff rest area where they can nap if they're tired after work. These are things that hospitality groups outside don't usually provide.” (Participant 2)

Employee Welfare

Participant 2 and Hyatt's primary concern was the safety and well-being of their employees, as the pandemic situation remained severe following the resumption of domestic travel.

“Domestic travel resumed in August and September, as I recall. Domestic travel was prevalent at that time, and business was flourishing. It was our sole and essential strategy to guarantee the well-being of our employees.” (Participant 2)

Both participants agree that safety is the top priority during COVID-19, and the role of HR has become the disruption handler.

“Because the pandemic remains severe, we must ensure the health and safety of our frontline employees serving customers. HR plays an immensely important role in this aspect.” (Participant 1)

“Ensuring health and safety is our top priority during that time. We've made various arrangements to protect our employees' health and workplace safety.” (Participant 2)

Vaccination

For instance, Participant 2 and the Grand Hyatt Taipei HR team organized vaccine appointments, encouraged and reminded employees to receive vaccinations, and implemented standard operating procedures (SOPs) to ensure employee safety.

“We strongly encourage vaccination among our employees, even maintaining a statistical record of vaccinations. However, we understand that some colleagues may not be able to get vaccinated due to health reasons, and we still recorded these reasons.” (Participant 2)

Workplace Safety

Grand Hyatt Taipei also prioritized employee health. Participant 2 noted the cleanliness of employee areas, the provision of alcohol, social distancing, and the differentiation of areas for employee dining.

“Additionally, we address the implementation of separation through partitions, markings, or specifically designated seating.” (Participant 2)

Naturally, regular inspections of the working environment for safety result in real-time care. In contrast to other typical restaurant places, Participant 2 emphasized that the Grand Hyatt Taipei Hotel was equipped with occupational safety and health specialists and supervisors.

“People might receive a well-paid salary in other places, but you don't necessarily feel safe in the workplace. Would you receive comprehensive coverage if you were to get injured here today? These are all things we want job seekers to know.” (Participant 2)

Employee Relations

Participant 2 previously mentioned that HR professionals devise various strategies, considering how to help the company save costs. However, during the pandemic years, HR shifted its focus to achieving harmony and balancing both labor and management.

“However, cost-saving processes often affect employees' mindset, so at this point, our role is to ensure a balance between labor and management. We need to figure out how to help the company save costs while still taking good care of the employees as much as possible.” (Participant 2)

Caring for People - World of Care

According to the World of Care (2024), Hyatt is committed to cultivating an environment where their colleagues can be their true selves and thrive. Hyatt believes that authenticity is not just a value but a behavior crucial to success. By encouraging their colleagues to bring authentic selves to work, Hyatt enables them to identify the factors contributing to their overall well-being, happiness, and satisfaction in their personal and professional lives.

Participant 1 recalled an employee event that was held at the Grand Hyatt Taipei:

“Whether it's a family day or an employee night, we call it 'bird-seeking' breakfast. We have this event every few weeks or months. When the employees come in, I'll give them sandwiches. Then, at 3 or 4 o'clock in the afternoon, when people get off work, they can take a bunch of snacks home. It's not a big expense, but this is just something people appreciate, and they take it home for their family and kids. It just gives everyone a warm feeling.” (Participant 1)

Training and Development Function

Moving on, this section discussed the another core parts mainly in charge of the HR field and helped hotels achieve resilience. Here is the explanation from Participant 1:

“Overlooking at the training and development, we have what we call a new hires orientation for all the new hires that come on board. And for those who are existing on board, we have continued on-the-job training.” (Participant 1)

Participant 1 believes the training and development are very important to Grand Hyatt Taipei and for the all the hotel industries:

“I think that for future talents coming into the HR field, that will definitely be an area to look at, and I think a very important part of training is what we call employee development and talent succession, preparing ahead for all the hotels.”(Participant 1)

Participant 1 continued training is more important in the post-COVID era:

“I think now more than ever, the role of human resources in terms of training, talent management, and people development is even more crucial.” (Participant 1)

When Participant 1 was the Director of HR, she had an annual training plan. Training lessons include these expenses in the Grand Hyatt Taipei annual budget in the HR department. Participant 1 also asked her HR team in the training department to list what training class they wanted to launch next year, which was monthly, quarterly, biannual, or annual.

“I’ll even invite the lecturers outside to talk about leadership management training, succession planning, and emotional EQ, which we call EQ.” (Participant 1)

Employee Career Development in the COVID Era as Strategy

Participant 1 thought that, besides reducing payroll costs, she would also use it as an opportunity to provide training. It is imperative to maintain employee motivation during periods of low business activity. Specific employees with high potential would be chosen for cross-training in other disciplines. This strategy would preserve their enthusiasm for the organization and prevent them from departing, particularly during periods when we are already terminating personnel.

“So, on the one hand, you want to reduce your payroll, but on the other hand, you also want to keep the people you see as potential future mid-management or even senior management. You want to motivate them and keep them interested in their jobs.” (Participant 1)

Participant 1 would like to make the best use of the time to train the employee :

“But I would imagine—I’m just saying—I would imagine that if I were still in that position in the COVID year, I would use that as a chance for people to cross divisions to train.” (Participant 1)

Cross-Training and Job Mobility Enhancement

Participant 1 mentioned the training programs at Grand Hyatt Taipei:

“Hyatt hotels have provided cross-training and exchange training programs, where people in the hotel move or train in another division for a certain period of time to prepare them for their next role, then return to their original division so that they have cross-training.” (Participant 1)

Participant 1 took herself as an example:

“When I was the Assistant of HR, they (Grand Hyatt Taipei) decided that I needed to have some experience in hotel operations, so they (Grand Hyatt Taipei) transferred me to be the Director of VIP services.”

In that position, Participant 1 worked closely with the Front Office and the Grand Club to take care of all the VIP room guests. She also worked closely with the food and beverage division to take care of the VIP banquet and F&B guests. In addition, Participant 1 had a chance to work with the operating teams. After two years of doing that, Participant 1 returned back to the Human Resource Department and became the Director of Human Resources.

Expatriate Training & International Mobility Enhancement

Hyatt is an International Hotel Brand worldwide; the workers at Grand Hyatt Taipei can be exposure trained or expatriated to other countries.

“We also have exposure training where we actually send people outside to sister hotels in the Asia Pacific because it's closer. Most of the cross-exposure was to neighboring Asian countries because of their proximity and closeness in cultures. We've also had rare occasions when we sent people to Paris or the United States, but those are rare.” (Participant 1)

Participant 1 also mentioned that culture shock would also be a consideration for employees who want to expiate overseas and make decisions in certain places.

“If you send somebody out to Europe, some local workers run into many problems because of the culture shock. So everything in Asia is easier.” (Participant 1)

Factors and Changes Helpful for Hotel Resilience

In addition to the HRM and training functions that help Grand Hyatt Taipei be resilient, some other factors and changes might also help the hotel.

Key Role of the Hotel Industry for Taiwan's Economy

Participant 1 mentioned the importance of the service sector and the hotel industry. She thinks that the hotel industry in Taiwan is not just a sector but a significant contributor to Taiwan's economy. It plays a crucial role in both foreign and domestic travel, making it a key player in our economic system.

“Of course, Taiwan's most important industry is the microchip semiconductor. However, the hotel industry is also very important, not just for foreigners but also for domestic consumption.” (Participant 1)

Government Support

Participant 1 believes that the government is pivotal in supporting the hotel industry. By addressing human resources issues and considering the industry's unique needs, the government can provide a solid foundation for its growth, instilling confidence in its future.

Participant 1 also thought the political environment in Taiwan would definitely support it, no matter which party.

“Whether political parties run the country, they should all support a healthy economic system. I think all the political parties in Taiwan now support strengthening our economy. I hope our country's economy can maintain a certain level of growth or the country's GDP, our per capita, is at a certain level. So I think the government still supports it, but they must consider the hotel's human resources.” (Participant 1)

Reopen Border Policy

Regarding the impact of government policies post-pandemic, Participant 2 agrees that reopening the border for foreign visitors is truly significant for Grand Hyatt Taipei.

“It will be incredibly good news for us once they open up. Since the borders reopened in March or April last year, it was a tremendously positive development for us.”

(Participant 2)

Participant 2 also mentioned that with the borders opened, business could resume. Over the past nearly year, Grand Hyatt Taipei’s business has indeed returned and has maintained an optimistic outlook in the post-pandemic era.

“Once the borders reopened, many businesses gradually began negotiations. For instance, MICE events, meetings, some business trips, travel, group tours, and even government delegations started to pick up. Business has genuinely returned, at least to around 80% of what it was.” (Participant 2)

The Grand Hyatt Taipei has a significantly higher number of rooms than other hotels. Moreover, due to the borders being opened, the overall occupancy rate remains consistently high, averaging at least 80% throughout the month and typically reaching levels of 80-90%. Participant 2 thought that it was quite impressive that 850 rooms are able to maintain such high occupancy rates:

“If you look at other hotels, most of them have around 400 rooms only. With Grand Hyatt Taipei’s 850 rooms, an 80% occupancy means over 600 rooms are occupied. You can hardly find hotels in Taipei with over 600 rooms.” (Participant 2)

Openness to International Talents

Both participants addressed that the government could open up the foreign labor market:

“I think the government is supportive. But I think whoever is in power needs to understand that Taiwan's labor market for the hospitality industry is so tight.”

(Participant 1)

Participant 2 thought the government could be more open-minded to international talent:

“From an HR perspective, I believe it's crucial to emphasize that we are dealing with people. I still hope that the government can be more open-minded. Key factors include whether it's regarding applying for these evaluation systems or attracting talented individuals from abroad.” (Participant 2)

Participant 1 also thought the government could consider to open up international talent:

“One area that the government can consider is opening up the labor market to foreign workers. It is imperative that Taiwan opens up its labor market to foreign workers, particularly in the hospitality industry. The sooner this is done, the better it will be for the hotel industry, which is currently facing a severe local labor shortage.”(Participant 1)

Participant 1 mentioned that the function and service would be reduced if no one stayed in this industry.

“I think Taiwan needs to consider this and speed up. Because, like I said, you can't find people in all industries. If you can't find people, your service will be greatly reduced, and Taiwanese people won't be willing to come. The birth rate is low, and they won't stay in this industry long. How are you going to function?” (Participant 1)

Participant 1 stated the hotel is a people business and cannot replace them with robots. Some industries can use robots. However, it is not the hotel business.

“I know there are some places in China where robots are used to deliver things. For example, you call room service. You can deliver three bottles of mineral water, and the robot will deliver the mineral water. But you still need the human touch to serve food and check people in and out. So this is unavoidable.” (Participant 1)

Technological Support

Participant 1 doesn't think that hotels are big technology users but more like big users of software enhancements.

“With a smaller workforce, again, this comes back to having fewer people. What software do you have in place to make jobs easier?” (Participant 1)

However, Participant 2 has a different opinion:

“These past three years have truly been a learning experience in the realm of technology.” (Participant 2)

As a matter of fact, Participant 2 noted that Grand Hyatt Taipei's foray into technology and new techniques over the past three years has been a transformative experience.

“We've harnessed the power of social media, conducted online employee training sessions, and even mastered the art of video interviews, all uncharted territories for us. We also learned how to maintain online interactions with employees because we couldn't entirely forego interaction due to social distancing over the past three years.” (Participant 2)

Participant 2 continued:

“We realized the importance of these interactions in making our employees feel valued and integral to the company’s operations. We cannot create distance between employees, or else they will feel estranged due to lack of engagement. Employees might feel that the company can’t see what they are doing, and they won’t feel cared for. We learned a lot during that time, like setting up computers, applying for accounts, and getting everyone on streaming platforms. And we also have to learn about new technologies and techniques in the life of a worker meeting.” (Participant 2)

Strong Organizational Culture

From an HR perspective, Participant 2 mentioned that organizational culture always comes back to people. The consistent goal remains to take care of their employees throughout all stages—pre-pandemic, during the pandemic, and post-pandemic. Ensuring employees’ happiness at work is crucial. Participant 2 believed that when employees are happy, they can contribute positively to their work and society, and this principle applies universally.

“When our employees are happy and performing well, their customer service becomes a form of societal contribution.” (Participant 2)

Moreover, Participant 2 pointed out that a positive work environment is not just about the company’s success; it’s about making a difference in society.

“When we make these kinds of constructive contributions to society, we are inspired to make more charitable contributions in the future.” (Participant 2)

Community Engagement and Volunteerism

Hyatt's World of Care program also included community engagement and volunteerism, which is known as corporate social responsibility (CSR).

“The program's name may change, but its essence remains constant” (Participant 2).

“In addition, we talk about what they intend to implement. What types of activities does HR intend to engage in within the forthcoming year? Therefore, those are critical concepts for HR professionals; you have meticulously organized this.” (Participant 1)

Regarding CSR commitments, Grand Hyatt Taipei engages in at least two activities yearly, one in the first and one in the second. For example, visiting care homes in the first half is given. Then, in the second half, HR can choose where to volunteer, whether it is cleaning up a place, organizing book or toy drives, donating money, finding appropriate channels to distribute these donations, and ensuring tangible impact. Participant 2 shared a CSR experience at the Grand Hyatt Taipei:

“We have the autonomy to decide and plan a themed activity ourselves twice a year. For example, recently, we've been tasked with our social enterprise responsibility, which involves visiting care homes for children. We visit care homes every year, donating supplies, helping with repairs, and spending time with the children, telling them stories. We still need to follow the Hyatt headquarters. Every year, they set goals for us regarding our Corporate Social Responsibility (CSR) initiatives, specifying the frequency and the percentage we need to achieve, and we need to report back to them accordingly.” (Participant 2)

Brand Image and Culture

Brand culture image certainly possesses advantages. Initially, the brand's strength is of paramount importance. People's hearts are deeply ingrained in the brand; numerous individuals will recognize the brand simply by mentioning it or simply stating it to local customers, and it is possible that other brands are not as well-known.

Therefore, Participant 2 believed that this is the primary benefit of Grand Hyatt Taipei's brand image and culture:

“I believe our brand has significant advantages. Firstly, our brand is very strong and well-established and holds a special place in people's hearts. Just the mention of 'Grand Hyatt' is enough for many locals to recognize and appreciate our brand. This level of recognition may not be applicable to other brands. This exemplifies the advantage of our brand culture, and I am confident that it will provide us with unique benefits.” (Participant 2)

In the end, both Participants emphasized the importance of the human resources management functions in the hotel sector:

“So, I feel that we would face significant challenges without the assistance of human resources management functions like the things above I just mentioned.”

(Participant 2)

“The HR function is integral, very integral to the hotel industry. You cannot do without a hotel HR function. You cannot.” (Participant 1)



CHAPTER V CONCLUSION AND SUGGESTION

This chapter has four parts: conclusion, implications, limitations, and suggestions. The conclusion presents a brief summary and main findings. Implications are provided for human resources and hotel practitioners in Taiwan who want to build resilience. Some factors that cannot be covered in this study are limitations. Finally, suggestions for future studies are included in this chapter.

Conclusions

The research adopts a systematic approach to comprehending Grand Hyatt Taipei's COVID-19 experience, human resource decisions, and the efficacy of strategic human resource management in fostering the hotel's resilience. The study rigorously reviews HR functions, training and development, and other factors and changes, establishing a robust theoretical foundation for the research. The interview audio recording was meticulously coded, categorized, and distilled into three key areas: personnel HR Functions, training and development, and other factors and changes, all instrumental in fortifying hotel resilience.

Main Findings

The main findings of this study are divided into three dimensions to answer the research questions.

Personnel HR Function That Helped to Achieve Hotel Resilience

This study confirmed that four personnel HR functions: employee compensation, employee benefits, employee welfare, and employee relations, have the potential to positively influence the post-COVID recovery. Employee compensation, for instance, can help manage labor costs and workforce reduction during challenging times. Employee benefits, on the other

hand, can serve as a catalyst for recovery. Employee welfare, a company's commitment to employee safety, can inspire confidence. And employee relations, striving for harmony and balance, can foster a positive work environment.

Training and Development That Helped to Achieve Hotel Resilience

This study concluded three types of training and development: employee career development in the COVID era, cross-training and job mobility enhancement, and expatriate training and international mobility enhancement. Regarding employee career development in the COVID era, HR would use this opportunity to help people cross divisions and train during the COVID year. Regarding cross-training and job mobility enhancement, Specific employees with high potential would be chosen for cross-training in other disciplines, which would be preserved for the organization. Regarding expatriate training and international mobility enhancement, exposure training sends people outside to sister hotels to experience cultural closeness.

Other Factors and Changes That Are Helpful for Hotel Resilience

The researcher found that the hotel industry considers five factors and changes when making career development-related decisions in the post-COVID era: the key role of the hotel industry in the Taiwan economy, government support, technology support, and strong organizational culture. However, the government supports the opening up of the foreign labor market to bring in international talent, which is an expectation from the hotel HR.

Implications

The implications of this study for hotel human resources and government are provided in the section.

For HR in the Hotel Sector

Firstly, during the interview, both participants mentioned that the hotel's HR function helped resilience when experiencing struggles and decisions while facing the COVID-19 pandemic and the post-COVID-19 era. The Human Resource functions responded with employee compensation, employee benefits, employee welfare, and employee relations can help achieve resilience. Regarding employee compensation, the resilience strategy during the pandemic is to reduce the payroll; it is necessary to increase the budget to fulfill the job vacancies and talent since the hotel business is returning in the post-COVID era. Hyatt offers a competitive benefit compared to other brands or workplaces regarding employee benefits. However, the cost and adjustment in the post-COVID era will be an important part of the follow-up. Safety should always be the first priority regarding employee welfare, no matter the situation. In terms of employee relations, as the motto of Hyatt says, "We care for people so they can be their best," the relationship between people is crucial because the hotel is a people business. As mentioned, this could be a reference for human resources in other hotels to view different HR strategies and choices that lead to various situations in the post-COVID-19 era.

Second, training and development have emerged as critical needs in the hotel sector, and it's high time HR addressed the issue of insufficient training. Based on hotel HR executives' views, this study's findings underscore the importance of cross-training and job mobility during and after the COVID-19 pandemic. There is a need to preserve employees' enthusiasm for the organization and prevent attrition. Additionally, hotels may leverage the off-peak season to implement various strategies such as online staff training, encouragement of annual leave, staff development support, and work schedules and hour reductions (McKercher, 2020). This

approach may maintain the employee's motivation and decrease the layoff intention. In terms of developing talent for future needs, whether cross-training or expatriate training, the key to retaining is keeping them in the Hyatt-Brand network system, which demands immediate attention.

For Government

The labor shortage and talent retain has become an important issue, the hotel field is paying attention to it and suggesting that international talent be opened correspondingly. To formulate open foreign labor market policies, HR in hotel organizations suggested the government could be more open-minded or agree with the foreign labor market. As the awareness of changes and factors has risen, the support of government and policy is highly suggested to consider opening up the foreign labor market to receive international talents to decrease the labor shortage challenge as soon as possible. The findings of this study provide a guideline regarding laws and policies specifically from the point of view of hotel human resources and could help hotels, human resources, and the government make decisions or adjustments regarding labor laws for international talents. For example, to provide internships for international students or open up a yearly quota for foreign workers to work in Taiwan, such as working holidays or even immigration.

Limitations

While this study provides new findings, it includes several research limitations. First of all, data was acquired through one International Hotel Company – Hyatt, as a case study, which may lead to sample bias and restrictions on the generalizability of the research results. Secondly, this study had only two participants' data, which means the sample size is small. However, the study may miss certain important aspects due to the limitation of a small sample size because of the interviewee's busy schedule and the time arrangement. Future research may interview

more participants to gather fuller data. A large sample size may become more representative of the factual findings. Lastly, the interview was conducted in English and Chinese for better mutual understanding, which cannot be generally used in other countries that do not use both of these languages. During the interview, the researcher found that participant status differences would lead to different considerations and feedback.

Suggestions for Future Study

The researcher has several suggestions for future research. First, future research can conduct a similar study by interviewing practitioners of other international hotel brands to test the generalizability of this study's findings. Moreover, future research can also track the HR function of other international hotel brands in the post-COVID-19 era and see if the HR function really helps resilience from the pandemic.

Second, as this study only used qualitative methods to collect and analyze the data, future research can consider adopting a mixed-method approach by including a quantitative research approach to increase the objectiveness of its findings.

Lastly, it is crucial to note that many literature reviews and interviews describe HR functions from the human resources point of view instead of employees and workers in the hotels. Future research may focus on understanding employees' and workers' experiences and career-development-related decisions, thus providing a more balanced perspective.



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APPENDIX A PERMISSION LETTER

Dear Participants,

I am Yung-Hsiang Huang, an MBA student at the Graduate Institute of International Human Resources Development at the National Taiwan Normal University. I am conducting a research study on organizational resilience and strategic human resource management for executive positions in the hotel sector in Taiwan. I would like to invite you to participate in this study. The interview responses will be anonymous and confidential. The results will only be used for research purposes and to provide information regarding operational development for hotel establishments and human resources practitioners. If you agree to participate in the study, you will be asked to answer demographic questions by marking the appropriate response category. After completing the questionnaire, a 80-100 minute face-to-face interview will be conducted. The online interview is also acceptable, considering the participants' schedule and flexibility. If you have any questions about the survey or being in this study, you may contact me via email at 61186006i@gmail.com.

With much appreciation and sincere regards,

National Taiwan Normal University

Graduate Institute of International Human Resource Development

Advisor: Cheng-Chieh Lu, Ph.D.

Graduate Student: Yung-Hsiang Huang

APPENDIX B CONSENT FORM

Dear Sir/Madam

Your contribution is being solicited in a research study. The researcher is the graduate student at the Graduate Institute at National Taiwan Normal University. The research title is "Drivers of Organizational Resilience: A Study of an International Hotel Brand in Taiwan." The research study aims to (1) investigate how HR function / strategic human resource planning helps to achieve hotel resilience and (2) explore any factors or changes that are helpful for hotel resilience. This form contains information regarding the research. The researcher will provide an overview of the study and address any inquiries. Please review the subsequent details and verify your comprehensive understanding of everything prior to engaging in this research.

- Participants will be asked to participate in an interview lasting about 35–40 minutes.
- General discussion topics will include hotels, human resource strategy, and organizational resilience.
- A follow-up interview with the participant may be required for clarification purposes only.
- The interview will be recorded and the researcher will take notes.

Confidentiality: Details of the conversation and other exchanges with the investigator concerning

This study is being conducted in confidence. The raw data will only be accessible to the researcher and the pertinent staff (committee members and advisor). Writings resulting from this study won't contain any details that might identify a specific participant. Participants will be given pseudonyms to safeguard their identity.

If you have any concern or question, please contact Yung-Hsiang via email 61186006i@gmail.com.

I have read and fully understood this consent form. I have signed it freely and

_____ Signature of the Participant (Name in Print) _____ Date

I hereby confirm that I have personally explained this document to the participant before requesting his/her signature.

_____ Signature of the Researcher (Name in Print) _____ Date

APPENDIX C INTERVIEW QUESTION PART I

How does SHRM help to achieve hotel resilience?

The definition of building resilience in the hotel sector means: “A dynamic condition describing the capacity of a hotel, together with its stakeholders (staff, guests, and the local community), **to assess, innovate, adapt, and overcome** possible disruptions that are triggered by disaster” (Brown et al., 2017, p. 365)

1. To your opinion, what **roles** do you think **HRM functions** play in helping **Grand Hyatt Taipei** to recover from **COVID-19 pandemic**?
2. To your opinion, in **which ways** do you think **HRM functions** help **Grand Hyatt Taipei** to recover from **COVID-19 pandemic**? In which aspects and any examples?
3. To your opinion, do you think **Grand Hyatt Taipei** will **struggle** with recovering from **COVID-19 pandemic** without **HRM functions**? In which aspects?
4. Do you see any unique strengths of **HRM functions** in **Grand Hyatt Taipei** that **other hotel brands** do not have? Do you have any examples? Are these strengths also the key to helping **Grand Hyatt Taipei** recover soon from the **COVID-19 pandemic**?

APPENDIX D INTERVIEW QUESTION PART II

What changes are helpful for hotel resilience?

Political:

1. To your opinion, the current political environment in Taiwan is positive or negative for **Grand Hyatt Taipei** to recover from COVID-19 pandemic? Why? What changes should be made if it is negative?
2. Based on your experience, what's your **suggestion** for the current political environment in Taiwan after COVID-19 pandemic?

Legal:

3. To your opinion, the current legal environment in Taiwan is positive or negative for **Grand Hyatt Taipei** to recover from COVID-19 pandemic? Why? What changes should be made if it is negative?
4. Based on your experience, what's your **suggestion** for the current legal environment in Taiwan after the COVID-19 pandemic?

Economic:

5. Can you provide some examples of **specific strategic HR initiatives or policies** implemented by **Grand Hyatt Taipei** to navigate through the **economic challenges** posed by COVID-19?
6. To your opinion, is the current economic environment in Taiwan positive or negative for **Grand Hyatt Taipei** to recover from the COVID-19 pandemic? Why? What changes should be made if it is negative?

Social:

7. To your opinion, the current social-cultural environment in Taiwan is positive or negative for Grand Hyatt Taipei to recover from the COVID-19 pandemic? Why? What changes should be made if it is negative?
8. From your observations or experiences, how has the organizational culture within Grand Hyatt Taipei **evolved or adapted** in response to the post-COVID-19? Did you seek assistance from organizations or support networks?

Technological:

9. To your opinion, the current technological environment in Taiwan is positive or negative for Grand Hyatt Taipei to recover from the COVID-19 pandemic? Why? What changes should be made if it is negative?
10. Based on your experience, what role should technology play in **enhancing resilience** in Taiwan's hotels, especially Grand Hyatt Taipei, and how has technology continued influencing operations in the post-COVID-19 era?

Environmental:

11. To your opinion, the current macro environment in Taiwan is positive or negative for Grand Hyatt Taipei to recover from the COVID-19 pandemic? Why? What changes should be made if it is negative?
12. What are the Grand Hyatt Taipei's internal organizational strengths and weaknesses, and what is the external environment for opportunities and threats after COVID-19?

APPENDIX E CHINESE PERMISSION FORM

訪談同意書

_____ 您好：

感謝您願意撥空接受訪談，參與本研究計畫的進行，在此致上誠摯的謝意與感激！為保障您的權益及尊重您的採訪意願，以下將向您說明訪談的相關訊息。

本研究主要希望透過訪談了解策略人力資源管理對於飯店在 Covid 期間及後疫情時代的復甦、如何適應或克服這些困難，研究對象為台北君悅酒店的人力資源專業人士。

訪談總需約 80-100 分鐘的時間；為便於口述資料的完整性及後續分析，本訪談將全程進行錄音；關於您的個人資料（如姓名、年齡、足以辨認出您身份的內容）皆會以匿名方式處理，未經您的同意絕不任意公開。研究團隊將盡力維護您的隱私及善盡保密責任，此研究未來將發表於學術論文及期刊，亦無衍生的商業利益。

若您有興趣得知研究結果，此研究預計於 2024 年內完成，歡迎您以 email 聯絡研究者索取研究結果摘要。



我已閱讀並完全理解本同意書，自願且同意簽署它。

受訪者：_____（正楷簽名）

研究者：_____（正楷簽名）

Email: 61186006i@gmail.com

研究者：黃詠翔

指導教授：盧承杰

國際人力資源發展研究所

國立臺灣師範大學

日期：中華民國_____年_____月_____日

APPENDIX F CHINESE QUESTION PART I

1. 在您看來，台北君悅酒店/凱悅酒店集團在 COVID-19 的復甦中，人力資源管理（HRM Function）扮演了什麼樣的角色？
2. 您認為人力資源管理（HRM Function）有哪些方式可協助台北君悅酒店/凱悅酒店集團從 COVID-19 中恢復？有具體的人力資源管理策略嗎？
3. 您認為如果沒有人力資源管理（HRM Function）的協助，台北君悅酒店/凱悅酒店集團在 COVID-19 的復甦中，是否會遭遇到困難？
4. 與其他酒店品牌相比，您是否認為台北君悅酒店/凱悅酒店集團的人力資源管理（HRM Function）有獨特的優勢？這些優勢是否也是台北君悅酒店/凱悅酒店集團從 COVID-19 疫情中迅速復甦的關鍵？
5. 根據您的觀察或經驗，COVID-19 期間台北君悅酒店/凱悅酒店集團是否尋求過集團及組織網絡的幫助？組織文化是否有改變？
6. 台北君悅酒店/凱悅酒店集團的內部組織優勢和劣勢是什麼，COVID-19 後疫情時代的外部環境中存在著哪些機遇和威脅？

APPENDIX G CHINESE QUESTION PART II

1. 從 COVID-19 的復甦中，在您看來現階段的國家政策及情勢，對於台北君悅酒店/凱悅酒店集團是正面還是負面？為什麼？如果是負面的，該做出哪些改變或給予什麼樣的幫助？
2. 從 COVID-19 的復甦中，在您看來現階段的經濟環境，對於台北君悅酒店/凱悅酒店集團的是正面還是負面？為什麼？如果是負面的，該做出哪些改變或給予什麼樣的幫助？
3. 從 COVID-19 的復甦中，在您看來現階段的社會文化環境，對於台北君悅酒店/凱悅酒店集團是正面還是負面？為什麼？如果是負面的，該做出哪些改變或給予什麼樣的幫助？
4. 從 COVID-19 的復甦中，在您看來現階段台灣的科技與技術，對於台北君悅酒店/凱悅酒店集團是正面還是負面？為什麼？如果是負面的，該做出哪些改變或給予什麼樣的幫助？技術在 COVID-19 後疫情時代扮演著什麼樣的角色？
5. 從 COVID-19 的復甦中，在您看來現階段台灣宏觀的大環境，對於台北君悅酒店/凱悅酒店集團是正面還是負面？為什麼？如果是負面的，該做出哪些改變或給予什麼樣的幫助？