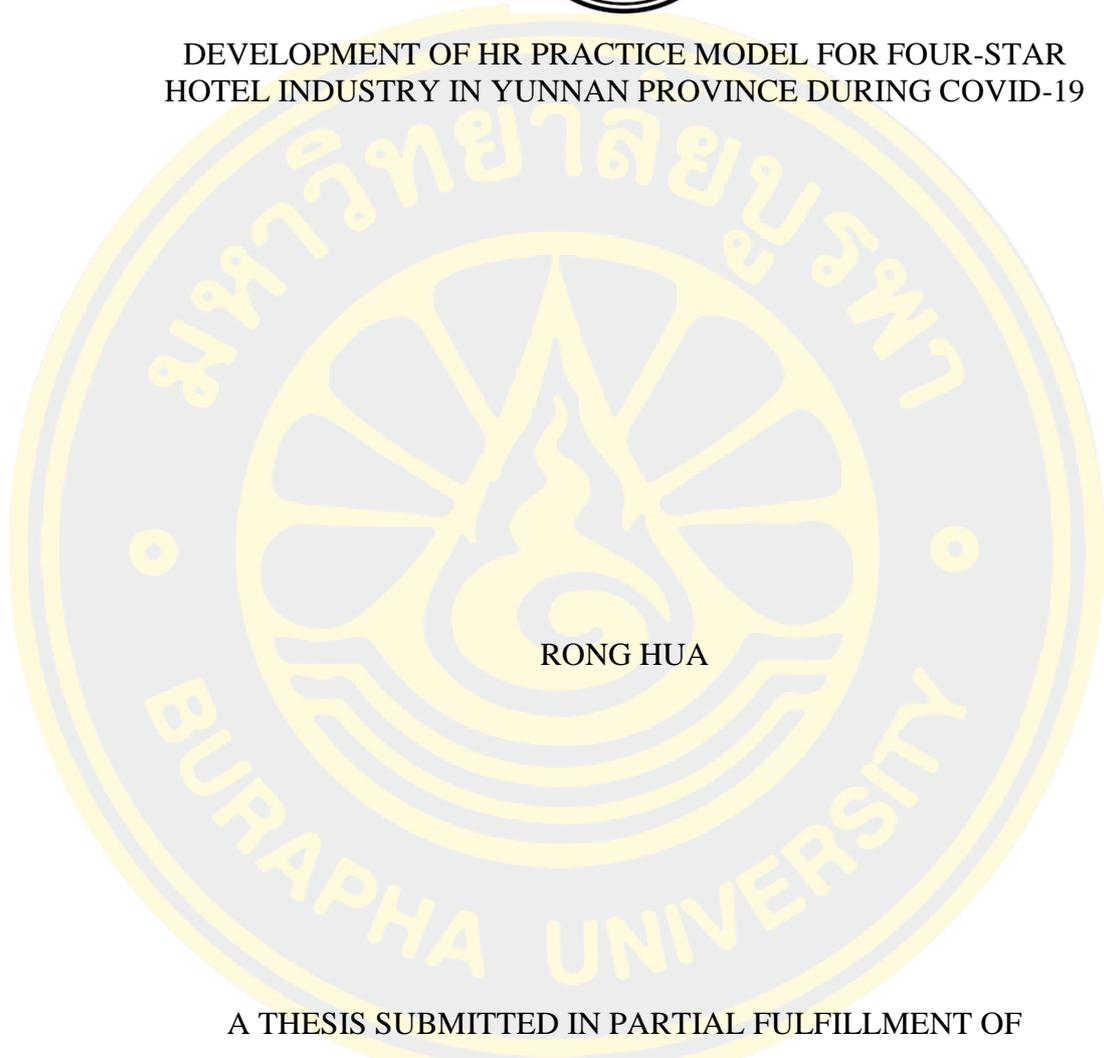




DEVELOPMENT OF HR PRACTICE MODEL FOR FOUR-STAR
HOTEL INDUSTRY IN YUNNAN PROVINCE DURING COVID-19



RONG HUA

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR MASTER DEGREE OF ARTS
IN HUMAN RESOURCE DEVELOPMENT
FACULTY OF EDUCATION
BURAPHA UNIVERSITY

2024

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วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรศิลปศาสตรมหาบัณฑิต
สาขาวิชาการพัฒนาทรัพยากรมนุษย์
คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา
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ลิขสิทธิ์เป็นของมหาวิทยาลัยบูรพา

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The Thesis of Rong Hua has been approved by the examining committee to be partial fulfillment of the requirements for the Master Degree of Arts in Human Resource Development of Burapha University

Advisory Committee

Examining Committee

Principal advisor

.....
(Assistant Professor Dr. Paratchanun Charoenarnpornwattana)

..... Principal examiner
(Associate Professor Dr. Chalong Tubsree)

Co-advisor

.....
(Dr. Jindapa Leeniwa)

..... Member
(Assistant Professor Dr. Paratchanun Charoenarnpornwattana)

..... Member
(Dr. Jindapa Leeniwa)

..... Member
(Associate Professor Dr. Sumeth Ngamkanok)

..... Dean of the Faculty of Education
(Associate Professor Dr. Sadayu Teeravanitrakul)

This Thesis has been approved by Graduate School Burapha University to be partial fulfillment of the requirements for the Master Degree of Arts in Human Resource Development of Burapha University

..... Dean of Graduate School
(Associate Professor Dr. Witawat Jangiam)

64920629: MAJOR: HUMAN RESOURCE DEVELOPMENT; M.A.
(HUMAN RESOURCE DEVELOPMENT)

KEYWORDS: HR PRACTICE MODEL/ FOUR-STAR HOTEL INDUSTRY/
COVID-19

RONG HUA : DEVELOPMENT OF HR PRACTICE MODEL FOR
FOUR-STAR HOTEL INDUSTRY IN YUNNAN PROVINCE DURING COVID-
19. ADVISORY COMMITTEE: PARATCHANUN
CHAROENARPORNWATTANA, Ph.D. JINDAPA LEENIWA, Ph.D. 2024.

The purpose of this study is to understand the HR impact of Covid-19 on the hotel industry in Yunnan Province, to study the role of HR practices in four-star hotels in Yunnan Province, to identify effective HR practices during covid-19, and to propose a model of effective HR practices for the hotel industry. The researcher used qualitative research as the research design. The research paradigm was social constructivism and grounded theory approach was used as the research strategy to study the role of HR practices in four-star hotels in Yunnan Province. The data collection method for this study was in-depth interviews.

The researcher collected data information from 20 participants who are HR workers in four-star hotels in Yunnan Province, including Hotel Deputy General Manager, Human Resources Directors, Human Resources Managers, Deputy Human Resources Managers, and Human Resources Workers. Participants were required to have at least two years of HR related work experience in order to collect sufficient information from the interviews. Data were hand-coded during the data analysis process. Through data analysis, the researcher summarized 3 themes and 16 categories and found that the human resource impacts of COVID-19 on selected four-star in Yunnan Province include: 1) Training issues, 2) Recruitment pressure, 3) Work pressure, 4) Negative emotions, 5) Human resources shortage, and 6) Employee health. Through data analysis, it was found that the role of human resources practice in responding to COVID-19 includes: 1) Enhance employee skills, 2) Reducing Human resources shortages, 3) Taking care of Employee Health, 4) Motivate employees, and 5) Alleviate negative emotions. Through data analysis, researchers have found that effective human resource practice of hotel industry includes: 1) Organizing training, 2) Career development, 3) Employee retention,

4) Employee care, and 5) Employee motivation; In summary, this paper presents an overview of the human resource practices in the hotel industry. Through data analysis, researchers have found that effective human resource practice of hotel industry includes: 1) Organizing training, 2) Career development, 3) Employee retention, 4) Employee care, and 5) Employee motivation. In conclusion, this study makes an important contribution to the hotel industry.



ACKNOWLEDGEMENTS

First of all, I would like to express my sincere gratitude to Burapha University for providing me with an excellent opportunity to study for my Master's Degree and for the support provided for my academic life. I would like to express my sincere gratitude to my principal advisor Assistant Professor Dr. Paratchanun Charoenarpornwattana, who has provided me with expertise in qualitative research methodology and has been such a great advisor and wealth of knowledge, without her constant care, teaching and support, this thesis could not have been completed. I would like to express my sincere gratitude to my co-advisor Dr. Jindapa Leeniwa, for her patience, guidance and assistance with this thesis. I would like to thank the distinguished Associate Professor Dr. Chalong Tubsree for his valuable comments and suggestions. I would like to thank my thesis examining committee for their patience and valuable comments. They have always taken care and supported my research. Once again, I would like to express my sincerest gratitude.

In addition, I would like to thank my family, especially my parents, aunts and uncles. They have cared and encouraged me throughout my long thesis journey. I would like to thank my girlfriend Ren Zhen, for her constant care, support and encouragement in my study and life. I have received full support from my family members throughout my life. They have always stood by my side and supported me in times of trouble and need.

In addition, I would like to thank all the participants for their kind contributions to this study. Without their time and effort, this study would not have any content at all.

Finally, I would like to thank all the staff at IG-HRD for their many forms of support and encouragement during my study. Many thanks to all the staff members of the Department of Human Resource Development, Faculty of Education, Burapha University served and assisted me throughout my study, as well as everyone not mentioned here.

Rong Hua

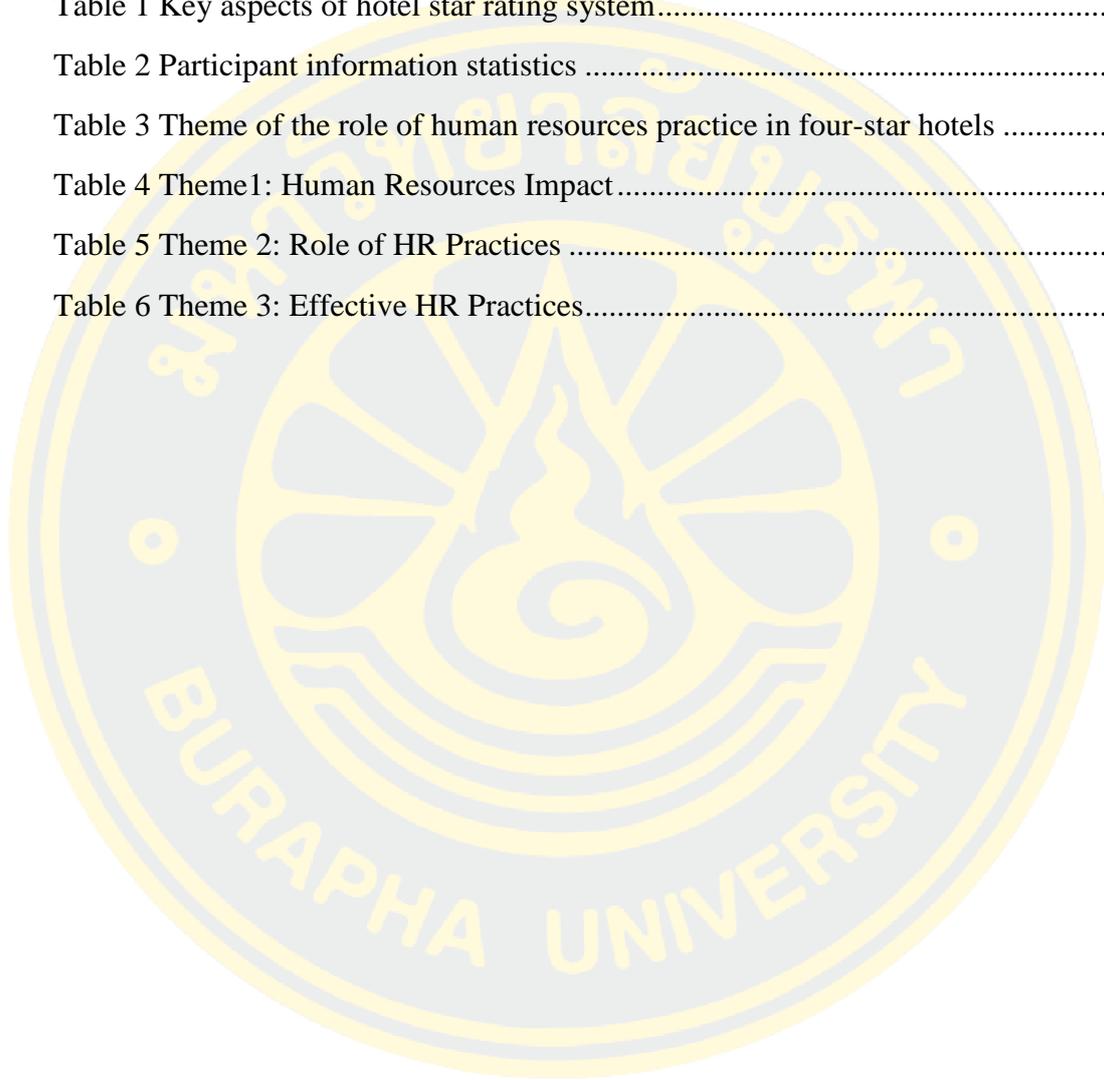
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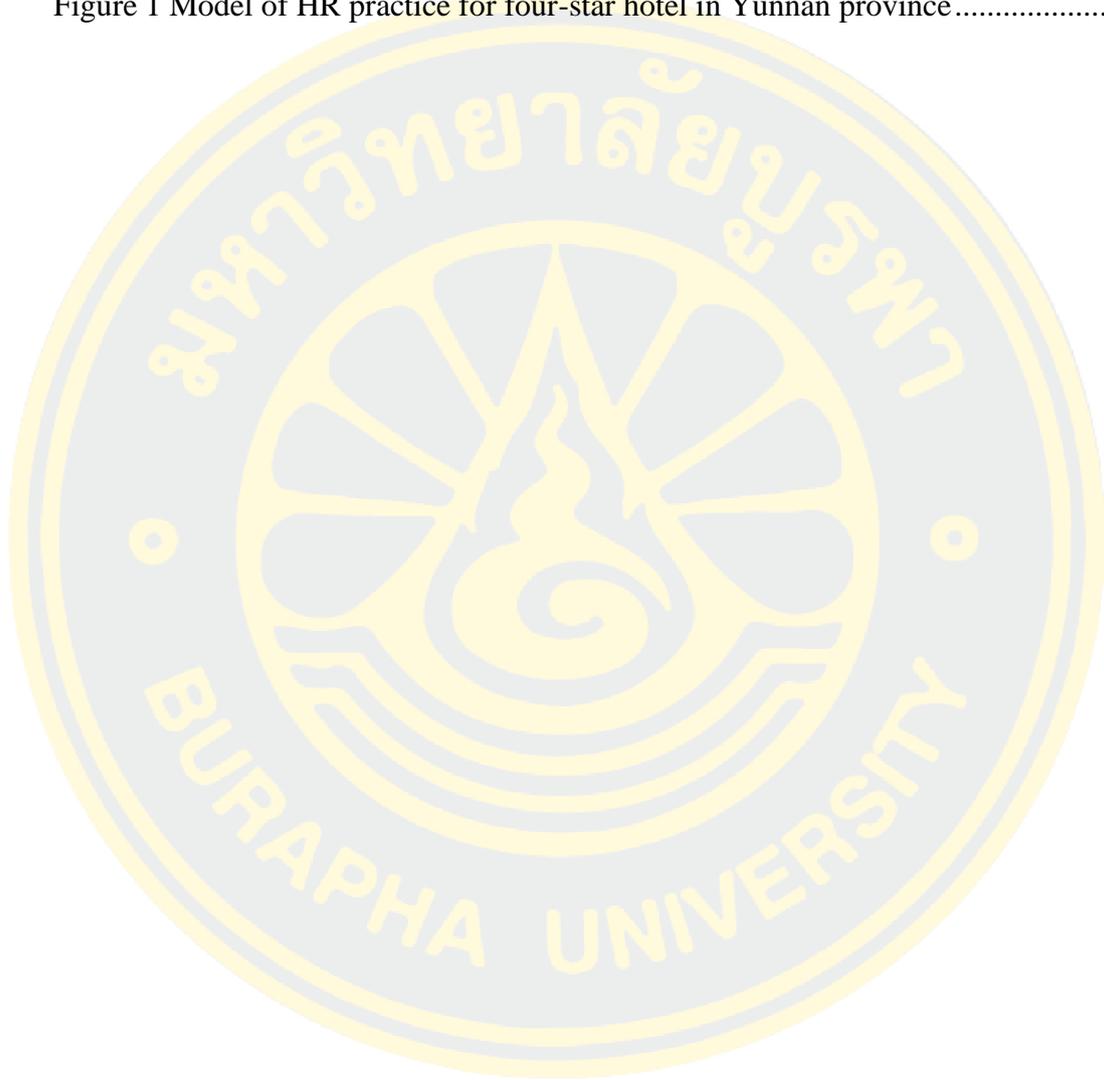
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CHAPTER 1

INTRODUCTION

Background of the study

Coronavirus or “Covid-19” cases have become a global pandemic. The World Health Organization (WHO) announced the coronavirus disease 2019 (Covid-19) pandemic on March 11, 2020 (WHO, 2020). The virus was found early in December 2019, and then grew rapidly. Many people around the world died of Covid-19 infections. Without reasonable control measures, the coronavirus can spread very quickly, even across countries. More and more countries have confirmed the presence of the coronavirus (Hanoatubun, 2020). However, with the passage of time, Covid-19 has some mutations, such as the Omicron mutant, which has the characteristics of stronger infectivity, stronger concealment and faster transmission. It is more likely to cause wider spread, and the pressure and difficulty of prevention and control increase sharply. Covid-19 has had an impact on various industries around the world, especially the tourism and hotel industries. This huge crisis has caused the hotel industry around the world to experience an unprecedented downturn. During the outbreak of Covid-19, 150 Hilton hotels were closed in China (HNN, 2020). However, research on the impact of impacts on the hotel industry often points to consumers and managers (Ritchie & Jiang, 2019).

In the process of fighting the epidemic, the Chinese government implemented some measures in order to control the spread of Covid-19. For example, it closed international flights, closed some high-risk cities, and closed entertainment places. People may need to be quarantined when they go to a new city. The implementation of these prohibitions has led to restrictions on people’s travel. This has had a great impact on the tourism industry. From May to September 2020, the desire to travel in Asia decreased by about 50 percent, and in the Americas and Europe by about 30 percent (Gallego & Font, 2020). Many tourists have had to postpone or even cancel their travel plans. Coronavirus also affects hotels, restaurants, retail entrepreneurs and other industries that support the development of tourism. The hotel industry has been greatly affected. Due to the reduction in the number

of guests, the normal operation of many hotels has been affected, the revenue has declined rapidly. Employment pressure is great, and many human resource problems are faced, and some hotels have even been forced to close.

Over the past few years, China's total tourist arrivals have only reached about 50 percent of the 2019 level due to the epidemic. Affected by the novel coronavirus epidemic, in the first quarter and the whole year of 2020, China's domestic tourist arrivals decreased by 56 percent and 15.5 percent, respectively, with a year-on-year decrease of 932 million; China's domestic tourism revenue decreased by 69 percent and 20.6 percent, respectively, with a year-on-year decrease of 1.18 trillion yuan; the number of inbound tourists decreased by 51.7 percent and 34.7 percent in the first quarter and the whole year, respectively, and the revenue from international tourism declined by 59 percent. Under this market situation of supply exceeding demand, many hotels went bankrupt and closed down, and many hotel workers lost their jobs.

Due to the continuous breakthroughs in medical achievements, people have more and more knowledge about the virus, and more and more vaccines and drugs to treat Covid-19 have been made available. Covid-19 has been controlled to a certain extent in the world. Some countries began to relax their epidemic control policy, some production industries also began to resume work, and the tourism industry also began to show signs of recovery. In the first quarter of 2022, the overall situation of Covid-19 in China improved somewhat, but some regions still have persistent infections and strict epidemic control policies, so the hotel industry is still in a state of recession. In the early and middle stages of the epidemic, due to the repeated waves of the epidemic and the impact of the epidemic controls, the difference between supply and demand of hotel rooms remained high, and occupancy remained low.

From March 27 to April 2, the total supply of domestic hotel rooms was 20.53 million nights, the total demand was 7.82 million nights (-39.3 percent year-on-year), and the difference between supply and demand was 12.71 million nights.

According to data from the Ministry of Culture and Tourism, the total number of domestic tourists in the first quarter was 830 million, down 19.0 percent year on year; domestic tourism revenue was 0.77 trillion yuan, up 4.0 percent year on year, and about 60 percent of the same period in 2019 before the epidemic. The supply of

the hotel industry and customers is relatively stable, but the demand is at a low level. The main reason is that the repeated attacks of the epidemic have led to a decline in people's demand for business travel. However, in 2023, the Chinese government lifted most of the epidemic prevention restrictions, and the tourism industry and the hotel industry began to recover slowly. According to the data center of the Ministry of Culture and Tourism, during the New Year's Day holiday in 2023, 52.7134 million domestic tourists traveled, up 0.44 percent year on year, and recovered to 42.8 percent of the same period of the New Year's Day holiday in 2019 according to the comparable caliber. Domestic tourism revenue reached 26.517 billion yuan, up 4.0 percent year on year, and recovered to 35.1 percent of the same period of the New Year's Day holiday in 2019 (CCTV, 2023)

Health, social and economic crises will inevitably lead to organizational changes and may pose a threat to employees (Meyer, Morin, & Wasti, 2017). Covid-19 not only has a huge impact on the revenue of the hotel industry, but also has an impact on hotel employees and every hotel organization. Unlike pandemics such as Ebola and SARS, in addition to its multiple serious consequences, Covid-19 is characterized by its asymptomatic transmission. Because hotel staff need to contact a large number of customers, employees may feel afraid, worried and anxious. Lack of protection knowledge, protection awareness and protective equipment will increase the health risk to employees. Covid-19 poses a social threat to the whole world (Göbbling, Scott, & Hall, 2020), and employees may have negative symptoms, such as stress, anxiety and fear. They are worried that Covid-19 will pose a threat to their lives. These worries and emotions may lead to poor performance and inefficiency of employees when they do their work.

Human resources are the most valuable and important part of an organization. It is a challenging task to successfully manage an organization's human resources and help the organization solve problems. Human resource management can help the organization achieve the expected ability, quality and performance, and influence the behaviour of individuals and groups through appropriate management to achieve the expected results and objectives (Lionel, Channuwong, & Wongmajarapinya, 2023). The human resource department is responsible for recruiting employees, managing the performance, wages and benefits of employees,

effectively helping employees and organizations solve problems and maintain their health. It can support them by creating some effective practical strategies.

HR practice aims to assist employees and organizations to achieve their work goals. In this process, human resource workers can provide some learning opportunities for organization members, thus helping them to acquire some corresponding professional knowledge (Jeong & Park, 2020). When supervising risk management, emerging human resources issues have become prominent issues in the organization (Cooke, Dickmann, & Parry, 2020). The practice of human resource management during the Covid-19 period is crucial to the organization, and a contingency plan must be prepared to manage the risks associated with human resource related issues (Carnevale & Hatak, 2020)

Statement of the problem

The hotel industry is very vulnerable to health crises, disasters and other risks. Covid-19 also brought some human resources problems to the hotel industry (Jung, Jung, & Yoon, 2021). Due to the serious decline in the number of tourists, in the face of various negative consequences, some hotels can only reduce the scale and reduce labor costs through layoffs, so as to maintain the operation of the hotel. The psychological impact of layoffs and Covid-19 will lead to stress, depression and loneliness (WHO, 2020), which will make some hotel employees feel threatened and produce job insecurity (Baum et al., 2020). Job insecurity caused by some crises can change the level of job motivation, and job insecurity significantly reduces the level of job motivation (Iqbal, Hekmat, & Ishaq, 2011). Although in such a crisis, the root cause of job insecurity is an external problem, the changes in organizations that are considered unfair show that employees also attribute job insecurity to internal problems of the organization (Van Hootegem et al., 2018). This will lead to a decline in employee loyalty and job satisfaction. The staff of hotels and restaurants expressed more concern because there are a large number of staff in these facilities. Due to Covid-19, some hotel practitioners meet in a complex protective work and dangerous work environment, which may increase the work pressure on employees and affect their job satisfaction. At the same time, Covid-19 has also changed people's working environment and working mode. Maintaining social distance

is a way to deal with the coronavirus. The human resource problem caused by Covid-19 is that some employees are unwilling to change their working mode and work achievements (Atkeson, 2020).

There is little discussion on how these events affect hotel employees and organizations, and how human resources practices can help hotels cope with these events. Now that the overall situation of Covid-19 has improved, countries around the world have begun to cancel some measures of Covid-19. The United States lifted their entry restrictions in November 2021. In 2023, the Chinese government cancelled some regulations and restrictions on epidemic prevention and control. The Singapore government also announced on February 13, 2023 that no matter what the vaccination status of the inbound passengers, it would no longer restrict passengers arriving in Singapore, and the hotel industry worldwide showed some signs of recovery. However, this does not mean that Covid-19 has left. Although the number of people infected with Covid-19 in the world is decreasing, the number is not zero. The number of people infected with Covid-19 in all countries has declined, and has entered the late stage of Covid-19, but this does not mean that COVID-19 is no longer a global health threat (WHO, 2023). The latest wave of Covid-19 cases shows that with the emergence of new variants, reinfection has become more and more common. For example, Omicron causes the second or even third reinfection. As SARS-CoV-2 continues to evolve and behave more like its close relatives, causing common colds and repeated infections in people's lives, patients should not relax their vigilance (AMA, 2023). Every subsequent COVID infection will increase your risk of chronic health problems such as diabetes, kidney disease, organ failure, and even mental health problems (AMA, 2023). Therefore, it is very important to understand how HR practices can help organizations deal with Covid-19 and solve its impact and human resources problems. Since four- and five-star hotels are more comprehensively staffed than other hotels, they better reflect the impact of COVID-19 on hotel human resources. In Yunnan Province, there are more four-star hotels than five-star hotels, so four-star hotels were chosen as the object of this study. The researcher is interested in exploring the impact of Covid-19 on human resources in the hospitality industry and how the human resource practices during Covid-19 can help the hospitality industry so as to provide some reference for the recovery of the hospitality industry.

Objectives of the study

1. To explore the impact of Covid-19 on human resources for the four-star hotel industry in Yunnan province.
2. To study the role of HR practices for the four-star hotel industry in Yunnan province in dealing with Covid-19.
3. To study the HR practices of a four-star hotel in Yunnan province during Covid-19.
4. To propose a model of HR practices for the four-star hotel in Yunnan province during Covid-19.

Research questions

1. What are the impacts of Covid-19 on human resources for the four-star hotel in Yunnan province?
2. How did the four-star hotel industry in Yunnan province respond to Covid-19 in the early and middle stages of the pandemic?
3. What are the HR practices of the four-star hotel industry in Yunnan province during Covid-19?
4. What does the model of HR practice for the four-star hotel in Yunnan province look like?

Scope of the study

The researcher used qualitative research as the research design. The in-depth interview method was used in this study and the researcher invited and interviewed 20 participants who were HR managers and employees with at least two years of work experience from four-star hotels in Yunnan Province to collect data. The main purpose of this paper is to study the role of HR practices in four-star hotels in Yunnan Province in a Covid-19 environment. This study involves aspects of HR practices, the hotel industry and the impact of Covid-19 on the hotel industry, which the researcher will explain in detail in chapter two. This study started in January 2023 and ended in March 2024 and lasted for 14 months.

Significance of the study

Research on the impact of accidents on the hotel industry often points to consumers and managers (Ritchie & Jiang, 2019). However, few people discuss how these events affect hotel employees and organizations, and how human resources practices can help hotels face these events. Today, the global situation of Covid-19 has improved, and the tourism and hotel industries in various countries have shown some signs of recovery. This does not mean that Covid-19 has disappeared. Although the number of people infected globally is decreasing, people are infected with Covid-19 for the first time or again every day, and the world has entered the late stage of Covid-19. Therefore, it is very necessary to explore the role of HR practices in the hotel industry under the epidemic environment and put forward the corresponding HR practices model. This study can help human resource managers understand the human resource problems caused by Covid-19 in the hotel industry, and provide some solutions for the recovery of the hotel industry. It provides a reference for the human resource practice model of the hotel industry under the influence of Covid-19.

Definition of terms

1. Covid-19 refers to the Novel Coronavirus Disease 2019 (Covid-19), so named by the World Health Organization, refers to an acute respiratory infectious disease caused by a novel coronavirus infection in 2019. The virus began to spread globally in a short period of time, posing a considerable health threat to humans.

2. HR Practices refers to the Human resource practice is a group of processes and technologies that have been proven by research and experience to improve business performance results. They are the internal guidelines established by the company to simplify procedures and achieve the best results in all business areas

3. Role of HR Practices refers to the Organizations often create a set of standard practices that allow them to manage their operations effectively. Human resource professionals are often responsible for establishing and maintaining practices that encourage efficiency and employee satisfaction. Successful practices

align with an organization's business plan and contribute to its growth and productivity.

4. HR Practices Model refers to the HR model or human resource management model is a framework for elucidating the role and positioning of HR in the enterprise. It serves as a guide for human resource management and intersects with human resource strategy. It visualizes the future of human resources strategy, decomposing human resources models into plans to achieve goals.

5. Impacts refers to the negative and positive effects of Covid-19 on the human resources work of hotels, such as training issues, employee health, work pressure, recruitment pressure, etc

6. Human resources problems refers to the Human resources (HR) issues that employers often encounter include improving productivity, recruiting staff, arranging and conducting training, and preventing discrimination. Workers in personnel management also face challenges such as resolving conflicts and ensuring workers' safety.

7. Human resources shortage refers to the talent loss and personnel turnover in the hotel industry caused by Covid-19, resulting in a decrease in the hotel personnel ratio.

Chapter summary

This chapter introduces the research content of this study. The topic and background information are introduced, followed by research objectives, research issues, research scope, terminology definitions and the importance of research. The researcher studied the role of HR practices for the four-star hotel industry in Yunnan Province by qualitative research. This study adopts the method of in-depth interview to collect data.

CHAPTER 2

LITERATURE REVIEW

This chapter reviews relevant literature and research related to this study. The researcher reviewed the literature according to the purpose of this study, and his views are as follows:

1. Hotel industry
2. Covid-19
3. Change and impact of Covid-19 to work
4. Human Resource Management (HRM)
5. Human Resource Development (HRD)
6. HR Practices
7. HRM and Covid-19
8. Related research

Hotel industry

1. Definition of hotel industry

Hotels are the heart of the hospitality industry and have been for hundreds of years. The hospitality business is built on hospitality services and often spans several sectors of the hospitality industry (Elphick, 2024). The hotel is one of the most important components of the wide service industry, serving customers who require overnight accommodation. It is closely related to the tourism and hospitality industry, although there are significant differences in scope, and in a broad sense a hotel is a managed building or place that provides guests with a place to stay overnight for a short period of time in exchange for money (Barten, 2024). The hotel industry is a very important aspect and component of the tourism industry, which would not be complete without hospitality services. To go on vacation, visit tourist destinations, take leisure or entertainment trips, or any other long distance trip or journey, requires reception services. Without it, tourism would be almost impossible (Market Width, 2023). The specific features and services offered to guests from one hotel to another can vary greatly (Barten, 2024). An important difference to note is

that permanent/ long stay forms are generally not associated with the hospitality industry (Patrick, 2023). Hotels are a variety of accommodation types that fall under this general term, for example some of the most popular hotel types include hotel chains, the most common type of hotel, with tens of thousands of hotels around the world. A hotel chain usually belongs to a group of hotels operated by a company or owner (Barten, 2024). The term “motel” originated in the 1920s, long before the term “hotel”, and is a hybrid of the words “motorcar” and “hotel”. It is an affordable and easily accessible place to stay overnight on long distance driving trips. They are usually located along highways and other major roads and offer minimal convenience. Bed and breakfasts. Resort: A resort is usually a destination that tries to provide travelers with everything they need in one location: Accommodation, dining, drinks, shopping and entertainment. Some resorts, often located in popular holiday destinations, offer all-inclusive services that allow travelers to pay a single fee for unlimited services (Cvent, 2022).

Tourism includes the act of welcoming guests, ensuring their comfort and peace, meeting their needs and requirements related to accommodation and meals. In essence, the main focus of the hospitality industry is to provide food, beverage, accommodation and transportation services to meet the basic needs of individuals from the moment they leave home (Brotherton, 1999). The hospitality industry as a business experience has 5 key dimensions; Host and guest relations, generosity, enthusiasm and performance, lots of little surprises, and security. The hospitality industry should prioritize enhancing the guest experience by creating memorable interactions and engaging all 5 senses. The hotel is responsible for curating the guest’s experience, incorporating small surprises, and empowering employees to act as performers. Cultivating a culture of generosity is essential, avoiding triviality and preventing financial or procedural constraints from overshadowing the customer experience. Hotel organizations that embrace this sense of drama and generosity will gain a competitive advantage by delivering personalized, unforgettable experiences that enrich their guests’ lives (Hemmington, 2007).

In summary

The hospitality industry is closely related to tourism and is a very important aspect and component of tourism. In a broader sense, a hotel is a building or place that

provides short-term accommodation and services to guests. Tourism and its industry would be incomplete without hotel services. Hotels are the various types of accommodation that fall under this generic term, including hotel chains and resort hotels.

2. Chinese hotel industry

The development of China's hotel industry has always been closely linked to the evolution of China's politics and economy. As an important component of China's tourism industry, the star rated hotel industry became the most prominent symbol of China's reform and opening up in the early 1980s. At the beginning of the 20th century, economy hotels rapidly developed under the influence of industry marketization, driving the development of the mid-range market and the flourishing development of the Chinese hotel market (Li et al., 2020). The hotel industry was the first industry in China to adopt a joint venture approach after the reform and opening up in 1978. In the process of transformation from a production unit to a business unit, the operating system of state-owned hotels in China has undergone significant changes. In the late 1970s and early 1980s, the increasing demand for hotel rooms among tourists, coupled with the Chinese government's incentive measures for building new hotels, jointly led to an oversupply situation in the Chinese hotel market (Yu, 1992). After the rapid development of the hotel industry, China has become a relatively developed country in the hotel industry (Yu, 2013). In Dogru's study (2016), it was found that the high-end luxury hotel industry in China is dominated by international brands, while economy and bargain hotels are dominated by local brands. Especially stimulated by the Beijing Olympics and World Expo, China's hotel industry has begun to develop rapidly. More and more international hotel brands are starting to invest in China, including Accor, Hilton, Hyatt, IHG, Marriott, Starwood, and Wyndham. All these brands invest in high-end mid to economy hotels in China. In China, the star rated hotel industry has developed rapidly in recent years, becoming an important driving factor for the development of tourism and the rapid growth of the Chinese economy (Walheer et al., 2020).

In summary

As an important component of China's tourism industry, the star rated hotel industry became the most prominent symbol of China's reform and opening up in the

early 1980s. Due to the rapid development of China's tourism industry, the demand for hotel rooms among tourists has increased, and the Chinese government's incentive measures for building new hotels have driven China to become a country with a relatively developed hotel industry. The Chinese hotel market is now experiencing a situation of oversupply.

3. Hotel structure

As one of the fundamental pillars of world economic growth, the hotel and tourism industry has grown into a multi-billion dollar industry. During its rapid growth, hotels and resorts have been one of the major forces driving the industry forward Azzahra (2023). states that the larger and more upscale the hotel, the larger the departments required to operate it and the more staff it will have. There are usually 7 main departments that are critical to the day-to-day operation of a hotel:

Front Office Department: As the front line of every hotel, the Front Office Department is very critical. The task of this department is to shape the hotel's image, being mainly responsible for the guest check-in and check-out process, registration and other work.

Housekeeping: This department does most of the hard work behind the scenes. They make sure every guest has the comfort they deserve. Housekeeping is another key department that supports the success of the hotel's daily operations, with such great responsibility.

Food and Beverage: The main function of the food and Beverage Department is to provide catering services to customers, and in larger hotels, the Food and Beverage Department also provides guests with a range of other services, such as bars and pastries, provided by bartenders and pastry chefs

Security and Maintenance Department: The function of this department is to ensure the safety and comfort of everyone in the hotel area and to continuously maintain the integrity of the hotel buildings and facilities.

The Human Resources Department plays a vital role in ensuring the future growth of the hotel by recruiting good staff on a regular basis and its main tasks include planning human resource needs, recruiting, managing and maintaining employee relations, handling training and development, and retaining staff.

Sales and Marketing: In order for a hotel to generate revenue and be profitable, sales and marketing are critical to reaching the target audience and convincing them to make a purchase decision.

Finance: The finance department requires its ideal employees to possess high analytical, communication and time management skills, as well as a broad understanding of financial policies, procedures and systems (Azzahra, 2023).

In summary

The hotel provides guests with accommodation, dining, and entertainment services. The hotel is composed of multiple departments that work together to ensure the normal operation of the hotel. The larger and more upscale the hotel, the larger the department required for operation, and the more employees there are.

4. Rating of the hotel

In the hotel industry, star ratings are used to measure the quality of a hotel. The goal of a hotel rating is to provide a basic reference for customers' expectations. Although word of mouth and feedback from other customers are important, star ratings can bring additional influence (Barten, 2024). As one of the important components of China's tourism industry, the star-rated hotel industry has become the most prominent symbol of China's reform and opening up since the early 1980s. At the beginning of the 20th century, budget hotels developed rapidly under the influence of industry marketization, which led to the development of the mid-range market and the vigorous development of China's hotel market (Li et al., 2020). The Hotel Star Rating System is a classification tool that classifies hotels according to quality, service, facilities and accommodation standards (Barten, 2024).

Different countries and organizations have their own star rating criteria, which makes international standardization challenging, and hotels can be rated from 1 to 5 stars, with 1 star being the most basic and 5 stars being the most luxurious (Jones, 2020).

One-star hotel: A 1-star hotel is just a place to rest for the night. These hotels are usually owned by individual proprietors and offer modest rooms equipped with only one bed and one bathroom (Bell, 2023).

Two-star hotel: Two-star hotels will still cater to budget-conscious travelers and still provide essentials such as rooms, beds and bathrooms. Front desk service is better than a one-star hotel (Bell, 2023).

Three-star hotel: The 3-star hotel offers a wider range of facilities and is ideal for guests seeking above-average accommodation. Guests can enjoy well-appointed rooms with a variety of facilities to enhance their stay. These hotels are able to efficiently meet the needs of both leisure and business travelers, making them a popular choice for a variety of travel needs (Elphick, 2024).

Four-star Hotel: A four-star rating means that the hotel offers an exceptional guest experience. The hotel rooms are spacious, luxurious and beautifully decorated with plenty of extras. A lot of money will be invested in hotel technology, and customer service will be a top priority (Elphick, 2024).

Five-star hotel: Five star is a rating for the best hotels in the world. A five-star hotel is a hotel that offers luxury experiences and high-end accommodations. Five-star hotels are considered to be one of the most charming reception places in the world due to the level of service they provide. They are often beautifully built and feature state-of-the-art facilities. Guests can experience more professional service in five-star hotels (Jones, 2020).

Barten (2024) on The Hotel Star Rating System: Types, benefits, significance, examples. The report summarizes in this table about the hotel star rating.

Table 1 Key aspects of hotel star rating system

Hotel star rating	Key features	Typical amenities
1-Star	<ul style="list-style-type: none"> - Basic accommodations with minimal services. - Budget-friendly pricing. 	<ul style="list-style-type: none"> - Small, simple rooms with basic furnishings. - Limited or no on-site dining options.
2-Star	<ul style="list-style-type: none"> - Economical choice with improved comfort. - Suitable for budget and business travelers. 	<ul style="list-style-type: none"> - Private bathrooms with basic toiletries. - Basic in-room conveniences (e.g., Wi-Fi, desk).

Table 1 (Continued)

Hotel star rating	Key features	Typical amenities
3-Star	- Offers a range of services and amenities. - Comfortable accommodations with added perks.	- On-site restaurant, bar, and room service. -Fitness center, business center, and pool.
4-Star	- Upscale accommodations with luxury touches. - Suited for luxury vacations And business travel.	- Fine dining restaurants, lounges, and bars. - High-quality bedding, robes, and in-room technology.
5-Star	-Ultimate luxury with world-class amenities. -Catering to affluent travelers and VIP guests.	-Lavish suites and unique room designs. -High-end technology, entertainment, and wellness offerings.

In summary

The hotel star rating system is a classification tool that categorizes hotels based on quality, service, facilities, and accommodation standards. There is no unified rating for hotels, though most range from one to five stars. Among them, a five-star rating is the best, with more complete facilities that can provide customers with high-quality service and accommodation.

Summary of hotel industry

This chapter introduces the concept, composition, and rating of the hotel industry, in particular the hotel industry in China. The hotel industry is closely related to the tourism industry and is a very important aspect and component of the tourism industry. In a broad sense, hotels refer to management buildings or venues that provide short-term accommodation for guests in exchange for money. Without hotel services, the tourism industry and its subsidiaries would be incomplete. The hotel provides guests with accommodation, dining, and entertainment services. The hotel is

composed of multiple departments that work together to ensure the efficient operation of the hotel. Due to the rapid development of China's tourism industry, the demand for hotel rooms among tourists has increased, and the Chinese government's incentive measures for building new hotels have driven China to become a country with a relatively developed hotel industry. The Chinese hotel market is experiencing a situation of oversupply. The hotel star rating system is a classification tool that categorizes hotels based on quality, service, facilities, and accommodation standards. There is no unified rating for hotels, but most range from one to five stars, with five stars being the best.

Covid-19

1. Definition of Covid-19

Covid-19 is a respiratory disease caused by SARS-CoV-2, which is a coronavirus discovered in 2019. WHO updated its assessment of the epidemic as a public health emergency of international concern on January 31, 2020, and described the epidemic as a pandemic on March 11 (WHO, 2020). Its clinical manifestation is similar to that of the SARS virus which appeared in 2003, but its transmissibility is faster than that of the SARS virus and its transmission range is wider. At the initial stage of the outbreak (from the middle of January to the end of February, 2020), the center of Covid-19 moved to Italy, Spain and the United States in just two months (McArthur et al., 2020).

The virus is mainly transmitted from person to person through respiratory droplets and small particles produced by the infected person when coughing, sneezing or talking. When the infected person coughs, sneezes, speaks, sings or breathes, the virus will spread from the infected person's mouth or nose in the form of small liquid particles. These particles range from larger respiratory droplets to smaller aerosols (WHO, 2023). Covid-19 can also spread through pollutants, which may lead to higher transmission rates in public appliances such as floors, mobile phones, computer mice, door handles, and trash cans. The virus can survive for 72 hours outdoors, which also makes Covid-19 highly contagious (Van Doremalen et al., 2020). Most people infected with the virus will have mild to moderate respiratory diseases and can recover without special treatment. However, some people will be

seriously ill. The elderly and those with cardiovascular diseases, diabetes, chronic respiratory diseases or cancer and other basic diseases are more likely to suffer from serious diseases. The most common symptoms of Covid-19 infection include fever, cough, fatigue, and loss of taste or smell. Serious cases may cause dyspnea or shortness of breath, loss of speech or action ability, or confusion and chest pain. Anyone can become infected with Covid-19 and become seriously ill or die at any age (WHO, 2023).

In summary

Covid-19 has been rapidly spreading worldwide since 2020. The virus is mainly transmitted from person to person through respiratory droplets and small particles produced by infected individuals coughing, sneezing, or speaking. It can also be transmitted through pollutants and is highly contagious. The most common symptoms of Covid-19 infection include fever, cough, fatigue, loss of taste or smell. Anyone can be infected with Covid-19 and suffer from serious illness or death at any age.

2. Concept of Covid-19

Since the first case was found in December 2019, Covid-19 has spread rapidly around the world, and the number of cases and deaths has increased by thousands every day. As of April 8, 2020, the epidemic of Covid-19 infection has spread to 210 countries and regions around the world, with a total of more than 1.35 million confirmed cases (1,353,453 cases), and more than 73,000 newly confirmed cases (73,645 cases, including 92 cases in China and 73,533 cases overseas) on that day, an increase of 4.859 cases compared with the new cases on April 7. The total number of deaths exceeded 79,000 (79,237), with 6,621 new deaths on the same day. More than 316,000 discharged cases (316,309 cases) were cured in total. There are nearly 960,000 confirmed cases (957,907) (ZhiLing, 2020).

The total number of confirmed cases in the world has exceeded 1.35 million, and China has 83,249 cases, accounting for 6.15 percent of the global confirmed cases, showing a continuous downward trend. More than 1.27 million cases (1,270,204 cases) of Covid-19 have been confirmed in other regions of the world outside China. In May 2020, only North Korea, Turkmenistan, Tajikistan, Lesotho, Yemen and the Comoros had no cases of Covid-19 in the world. There are 17 countries with a

cumulative number of confirmed cases exceeding 10,000. The number of confirmed cases in these 17 countries is 1,183,573, accounting for 87.4 percent of the global confirmed cases. Among them, the cumulative number of confirmed cases in the United States exceeded 360,000, in Spain more than 140,000, in Italy more than 130,000, and in Germany more than 100,000 (ZhiLing, 2020)

However, as of April 20, 2022, the data received by WHO showed that the number of confirmed cases of Covid-19 had exceeded 504.4 million and the number of Covid-19-related deaths had exceeded 6.2 million. The Americas and Europe have the largest number of reported cases, accounting for nearly 3 quarters (72 percent) of the global reported cases. As of April 20, 2022, the incidence rate of these two regions is 14,862 and 22,589 per 100,000 population respectively. The incidence rate in other regions is less than 30/ 100,000. The vast majority of deaths were reported from the Americas and Europe. Due to incomplete death data in many countries, the actual number of deaths related to Covid-19 may be higher than this number (WHO, 2022). The case fatality rate of the elderly is higher than that of the young and children. Among critically ill patients, the case fatality rate is high. The probability of death after infection with Covid-19 in adults aged over 70 years old is 87.5-100 percent. In January 2022, Covid-19 was the leading cause of death among people aged 45-84 and the TOP 4 cause of death among other age groups (Onder et al., 2020).

In the early and middle stages of the Covid-19 epidemic, because the coronavirus is highly transmissible, even patients who recover from Covid-19 may still be infectious within a month after recovery. Many people in the world are unable to work normally because they are infected by Covid-19, so it has a huge impact on manufacturing, service, hotel and tourism industries (Coibion, Gorodnichenko, & Weber, 2020). Covid-19 has caused a wide range of negative social, human and economic consequences worldwide (Göbbling et al., 2020). In fact, since the Second World War, the unprecedented international travel restrictions and home orders caused by Covid-19 have caused serious damage to the global human, social and economic spheres (Göbbling et al., 2020). Therefore, Covid-19 may make people feel vulnerable, scared and stressed. In addition, Covid-19 is classified as a perceived external environmental risk dimension (Xie et al., 2020), which may pose risks to health and financial risks. The best way to prevent and mitigate transmission is to

fully understand the disease and the mode of transmission of the virus.

Keep a distance of at least 1 meter from others, wear a suitable mask, wash hands frequently or use alcohol wipes (WHO, 2023).

In summary

In the early and middle stages of the Covid-19 pandemic, due to the high transmissibility of the coronavirus, even patients who recover from Covid-19 may still be contagious within 1 month after recovery, causing large-scale infections worldwide, resulting in some deaths. Covid-19 has caused widespread negative consequences worldwide.

3. Situation of Covid-19

The 2019 coronavirus disease (Covid-19) was identified at the end of 2019, posing a huge threat to global public health, and there were various mutations. In order to give priority to monitoring and research on these mutations, WHO divided them into 3 categories: Concern mutations (volatile organic compounds), interest mutations (VOI) and monitoring mutations (VUM). The first four volatile organic compounds include Alpha (B.1.1.7), Beta (B.1.351), Gamma (P.1) and Delta (B.1.617.2) (WHO, 2021). A new variety of Covid-19 was found in South Africa and Botswana for the first time. The new variant of severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) B.1.1.529 has led to a rapid increase in Covid-19 cases. On November 26, 2021, this new variant was designated by the WHO as the fifth type of VOC, named Omicron (B.1.1.529). These diseases have triggered a new wave of epidemics, causing thousands of deaths in many countries and regions, and even globally, immediately attracting global attention (He et al., 2021).

Studies on the variation of Covid-19 virus show that Omicron is very different from other Covid-19 mutations, and it is difficult to determine its closest relative (Kupferschmidt, 2021). Kumar et al. (2021) research results showed that Omicron mutation may have been differentiated from other Covid-19 virus mutations very early, rather than developing from previous volatile organic compounds. The Omicron variant did not develop from an early known variant, which proved the difference between several genomes. For the development of Omicron variation, 3 possible explanations have been proposed: the silent evolution of a population with little sequencing, the long-term evolution of 1 or several chronic infected persons,

or the evolution of other animals, especially rodents. It is noteworthy that the Omicron variant is not a single strain, but has evolved into 3 lineages: BA. 1, BA. 2, British A. 3. BA. 1 was the most popular strain in the world; However, BA. No. 2 is gradually replacing BA 1. In several countries, such as Denmark, Nepal and the Philippines. BA's transmissibility and Omicron mutation caused global panic and concern due to its infectivity and vaccine escape mutation. Up to 60 mutations have been found in BA.

The high transmission rate of Omicron variants is the main cause of global concern. A few days after the discovery of Omicron in Africa, this variant quickly began to appear in other continents. Today, this mutated Covid-19 virus has begun to spread rapidly around the world. The average number of Covid-19 cases per day increased from 280 to 800 (Karim & Karim, 2021). More than 2,000 cases occurred on November 26, 2021, and more than 10,000 cases occurred on December 3, 2021. Since the emergence of Omicron, it has rapidly become the main strain in the world. The transmission rate of Omicron was 3.2 times that of Covid-19, and the doubling time was about 3 days (Long et al., 2022). Generally speaking, BA infectivity of ~2 is 1.4 times that of BA. The transmission rate among family contacts is ~13.4 percent, while BA. 1 is 10.3 percent (Yamasoba et al., 2022). In addition, tracking the source of Covid-19 cases shows that Omicron may have spread in Western Europe before the first case was found in southern Africa.

The rapid transmission of Omicron variant is mainly due to its immune escape ability, which is the reason for the infection of vaccinated and previously infected individuals (Chaguza et al., 2022). In addition, changes in cell entry and cell tropism in the Omicron variant may also promote rapid transmission (Peacock et al., 2022). In addition, the Omicron mutation has been proved to cause more asymptomatic infections than other mutations, which may lead to silent transmission of the virus (Garret et al., 2021). According to ZOE (2022) about Covid research and analysis, the most common symptoms of Omicron infection are runny nose, headache, fatigue (mild or severe), sneezing and sore throat. In general, the symptoms of Omicron and Delta are not different. The incidence of typical symptoms such as fever, cough or loss of smell or taste in patients with Omicron infection is low.

So worldwide, people may be infected with Covid-19 for the second time, or even multiple times.

4. Post Covid-19 era

The outbreak of Covid-19 epidemic has brought some impacts to all industries. It has caused a serious socio-economic slowdown and an increasing threat to the world's human health (Gebreslassie, 2020). There has been an alarming impact on the economic degradation of countries, including manufacturing, tourism, aviation and finance. Millions of people died and others suffered psychological panic. World Health Organization (2022). The Covid-19 pandemic has caused more than 6 million deaths and more than 600 million infections worldwide. Production disruption and logistics setbacks lead to unsatisfied market demand, increased risk of bankruptcy of small and medium-sized enterprises, and expanded demand fluctuations, which are also the offsetting effects of the pandemic on the manufacturing supply chain (Cai & Luo, 2020).

Manufacturing is one of the most affected sectors. Due to the high risk factors brought by Covid-19, the added value of manufacturing in Africa has only increased by 1.5 since 2018. In addition, this impact has become more obvious in the manufacturing system and its supply chain, because factories have been forced to lay off workers, causing serious disruption in their entire industrial network. A weekly survey conducted by the US Census Bureau found that in the first week of June 2020, nearly 50 percent of manufacturing companies experienced revenue decline (Bait et al., 2021). In order to cope with these impacts, countries with economic influence such as the United States and China, as well as international institutions such as WHO, have shifted their attention to the main response to the pandemic. The manufacturing industry around the world has a lot of opportunities to deal with production interruption and realize economic recovery after the Covid-19 pandemic (Bait et al., 2021).

The Covid-19 crisis has brought a series of new challenges to the recovery of small enterprises. Due to health and safety constraints, many people are facing weak demand, new customer expectations and operational challenges. Recovery takes time. After the economic recession in 2008, the larger companies will recover their contribution to GDP before the crisis in an average of four years, while the smaller

companies will take an average of 6 years (Kobe & Schwinn, 2018). Nearly one third of the respondents had been losing or breaking even before the crisis. The profit margin of small retailers selling groceries and other necessities is usually less than 5 percent, while that of small retailers selling non-necessities is less than 10 percent. The balance sheets of small enterprises in the manufacturing, retail and restaurant sectors also lack flexibility, because a large part of the costs of small and medium-sized enterprises in these 3 industries are relatively fixed (Dua et al., 2020).

The outbreak of Covid-19 has also had a huge impact on tourism worldwide. The latest research report of the World Travel and Tourism Council (WTTC) lists as many as 75 million workers who face direct job risk due to Covid-19. Research shows that tourism GDP may lose up to US \$2.1 trillion in 2020. WTTC also estimated that due to the widespread impact of the coronavirus pandemic, the tourism industry has lost an astonishing 1 million jobs every day. The total contribution of global tourism to GDP will drop from -2.93 percent to -7.82 percent. The employment of the tourism industry will decrease by -2.44 percent to -6.55 percent. The loss of inbound tourists' expenditure increased from -25.0 percent to -35.0 percent. The total capital investment decreased due to the pandemic ranged from -25.0 percent to -31.0 percent (WTTC & Global Rescue, 2020).

In May 2023, the World Health Organization decided to declare that the Covid-19 epidemic no longer constitutes a public health emergency of international concern. But this does not mean that Covid-19 is no longer a global health threat. The economic impact of the Covid-19 pandemic is now decreasing. Although the WHO Committee acknowledged that the potential mutation of the virus still constitutes uncertainty, "it is time to transition to long-term management of the Covid-19 epidemic" (WHO, 2023). In 2023, China released restrictions related to Covid-19, and various industries in China have gradually entered the stage of recovery.

In summary

The rapid spread of Covid19 and its variants is mainly due to its immune escape ability, which puts vaccinated and previously infected individuals at risk of reinfection. At the same time, the outbreak of Covid-19 has had a certain impact on

various industries. It has caused a serious socio-economic slowdown and poses a serious threat to human health worldwide.

5. Summary of Covid-19

This section introduces the definition and concept of Covid-19, explains the trend of Covid-19 development and the impact caused by Covid-19. Covid-19 experienced a large-scale outbreak in the world in 2020, characterized by high transmissibility, rapid spread and many variants. It has caused considerable impact on human health, and infected people usually suffer from fever, cough, and weakness, which affects people's normal life and work. In addition, Covid-19 has also affected various industries around the world, especially the tourism and hospitality industries, with a downward trend in tourism in the global atmosphere and an impact on hotel revenues.

6. Change and impact of Covid-19 on work

The outbreak of Covid-19 has brought some changes and impacts on people's work. Although many people survived the acute phase of Covid-19, more and more evidence shows that the residual impact of Covid-19 infection will affect the quality of life and the ability of patients to return to work. People infected with Covid-19 are weak and need time to recover. There are usually a series of persistent symptoms, including dyspnea, fatigue, loss of taste and smell, cognitive impairment, chest pain and joint pain (Nalbandian et al., 2021). These symptoms can be new, recurrent, or persist more than 4 weeks after the infection begins. Patients with post-Covid-19 diseases may have symptoms of different degrees during acute infection (CDC, 2022).

For patients with 2019 coronavirus disease (Covid-19), overcoming the acute symptoms of the disease may only be the beginning of a long and challenging rehabilitation path. In the study of SARS virus in 2003, it was found that after the virus infection, the patients were often limited in maintaining their functions for a long time after discharge. In many cases, physical, cognitive and psychological barriers will last for several years (Tansey, 2007). In addition, patients with post-Covid-19 syndrome may have lifelong infection. When some stress weakens the host's immune system, these infections can be reactivated (Gedefaw et al., 2021).

After patients infected with Covid-19, there was no correlation between the severity of acute symptoms and the prevalence of persistent fatigue. Individuals with Covid-19 disease have a lot of post-viral fatigue after the acute phase of the virus (Townsend et al., 2020). Globally, the blockade has led to a long-term lack of sports activities becoming more and more common. Lack of physical activity during these periods may lead to a decrease in the excitability of motor neurons (Campbell et al., 2019). For many patients, the fatigue associated with Covid-19 can occur simultaneously in the environment of stress, anxiety, depression and fear (Morgül et al., 2020). Many measures used to fight the pandemic, such as isolation, social distance and isolation, have been proved to be effective in slowing down the spread of the virus, but may have unexpected consequences and increase the fatigue of Covid-19 patients' rehabilitation. These negative psychological consequences include post-traumatic stress symptoms, anxiety, confusion, depression and anger. When these factors are added together, people think that they may be an important factor leading to fatigue (Brooks et al., 2020). In addition, anxiety and pain about the pandemic may lead to increased fatigue while not performing physical activities during isolation

Covid-19 is a prolonged disease more than 3 weeks after the onset of acute symptoms. More than 10 percent of Covid-19 patients will suffer from long-term illness. However, the term chronic Covid-19 is defined as an attack of persistent symptoms lasting more than 12 weeks (Greenhalgh et al., 2020). Many symptoms of patients with post-Covid-19 syndrome lasting for more than 4 weeks are often caused by damage to the respiratory system, cardiovascular system, nervous system, gastrointestinal system and other systems. Some patients with post-Covid-19 syndrome may have lung injury or fibrosis. These people suffer from dyspnea and chronic dry cough caused by exercise, and may need to supplement oxygen and lung rehabilitation (Oronsky et al., 2021). It is very dangerous for some patients to exercise intensely during their rehabilitation, which may cause myocarditis, even heart failure. About 70 percent of the people with these symptoms were healthy before the onset of the disease and were sedentary due to the severity of the symptoms (Carfi et al., 2020). A study in Australia shows that 87.4 percent of patients who recover from acute COVID-19 experience persistent symptoms, with an average follow-up time of

up to 60 days from the onset of the first symptom. Fatigue (53.1 percent), difficulty breathing (43.4 percent), joint pain (27.3 percent), and chest pain (21.7 percent) are the most common symptoms, with 55 percent of patients experiencing 3 or more persistent symptoms (Carfi et al., 2020). Some employees have been in an unhealthy condition for a long time due to the infection of Covid-19 virus, which greatly increases the psychological pressure of employees and affects their normal work.

In summary

The outbreak of Covid-19 has brought some changes and impacts to people's work, and the residual effects of Covid-19 infection will affect the quality of life of patients and their ability to return to work. People infected with Covid-19 are physically weak and require time to recover. Some employees have been in an unhealthy state for a long time due to being infected with the Covid-19 virus, which greatly increases their psychological pressure and affects their normal work.

7. Change and impact of working environment

Keeping social distance is one way to deal with coronavirus. The Covid-19 has changed the working experience of most employees. It forces organizations around the world to adjust their working methods and environment (Atkeson, 2020). In order to cope with the current crisis, the business and operation modes of enterprises have undergone major changes. Since the beginning of the Covid-19 crisis, about 60 percent of restaurants in the United States have increased roadside pickups, and more than one third of consumers who have picked up meals in stores or on the roadside are using this service for the first time. Retailers also innovate rapidly to adapt to the new environment. Grocers began to provide roadside pickup services, limit the number of customers in their stores, and adjust their working hours. In order to further maintain physical distance, many people have tried new payment methods and applications. Retailers try to provide free delivery and extend the return policy by quickly uploading products to their e-commerce websites. The factory also needs to adapt to the business challenges to meet the health needs (Dua et al., 2020). In order to protect employees, it is necessary to reconsider the manufacturing layer and keep the distance between workers. In many cases, workers will also need

additional personal protective equipment and regular health tests, including temperature checks before entering the building (Dua et al., 2020).

Information and communication technology (ICT) is an interactive tool that humans use to respond to potential stress extreme events (such as natural or technological disasters) (Gaspar, Yan, & Domingos, 2019). ICT is widely used to combat the Covid-19 pandemic crisis and plays a crucial role (Kobayashi, 2021). Koirala and Acharya (2020) found that telecommuting is a new aspect. It refers to a method of completing work tasks supported by the Internet communication system. Telework is a major trend in HRM. The prevalence of Covid-19 highlights the importance of telework in organizational practice. Keeping a safe distance is an effective measure to prevent the spread of Covid-19 (Atkeson, 2020). In order to provide employees with a safe working environment and protect their health, many organizations have begun to use telework. For many organizations, the adoption of new technologies will require significant changes. The scale of the necessary digital transformation is enormous. Including digital training courses for employees, digital floor walking and performance management tools to reduce on-site check-in may become necessary (Dua et al., 2020).

To control the spread of Covid-19 governments have issued an unprecedented wide range of closures and policies, thus eliminating most face-to-face interactions. Therefore, enterprises and organizations are forced to work remotely (Buchanan et al., 2021). Working from home has become a new way for millions of employees around the world to work. Due to the influenza pandemic, many workers and organizations are not allowed to use unfamiliar telework for the first time, and have not made any preparations. Remote work will continue to exist (Molino et al., 2020). The new survey results show that in 2021, 41.7 million employees across the European Union worked remotely, confirming that the number of remote workers has doubled since 2019. Although there will be a slight decline in 2022, this upward trend will resume as technology advances and the number of remote work jobs and employees increases. Employers tend to prefer remote work (Eurofound, 2022). In order to curb the spread of the virus, China has rapidly adopted family imprisonment measures, which have been extended for several months since

the spring of 2020. Like other European countries, many organizations have begun to use telework.

With the change of all organizations, remote also has some advantages and disadvantages. Generally, mixed working mode is considered as a good choice, which requires a period of design, preparation and adaptation to enable the organization to adapt to effectively support the productivity of employees and ensure their better work-life balance (Gajendran & Harrison, 2007). However, the Covid-19 epidemic has seriously forced most organizations to adopt this mode of work, but they often fail to provide employees with the necessary skills for remote work (Wang et al., 2020). This makes many employees not start to work remotely without fully mastering their skills, affecting their work efficiency, and even some employees are unwilling to change their work environment.

In the study by Błaszczyc, Popović, Zajdel, & Zajdel (2023), it is estimated that nearly 50 percent of companies may return to pre pandemic practices (offline work). 21 percent of people are considering a hybrid work model that focuses on fixed jobs, emphasizing the value of face-to-face collaboration. In addition, 16 percent of people are planning a hybrid work mode dominated by remote work, indicating that remote work arrangements continue to be popular. Another 13 percent of companies plan to transition to a fully remote work mode, marking a permanent change in remote work. However, from the perspective of managers, remote work is mainly considered much worse than fixed work. Concerns about the efficiency and effectiveness of remote work mainly focus on monitoring the tasks of remote workers, difficulties in maintaining effective communication within the team, negative impacts on employee motivation and happiness due to limited opportunities for interaction and relationship building, and difficulty in concentrating attention in the home environment. There are interference, technical malfunction, or network issues (Błaszczyc et al., 2023).

In summary

Covid-19 has changed the work experience of most employees. It forces organizations around the world to adjust their work methods and environments, and more and more organizations are using remote work to reduce personnel contact and control the spread of viruses.

8. Changes to the hotel industry

The epidemic crisis is an important topic in the hotel industry (Lee, 2009). Since the outbreak of Covid-19 at the end of 2019, various industries have been plagued by uncertainty, especially in the tourism and hotel industries. As an industry based on human mobility and close interaction, tourism and the hotel industry are the biggest victims of the Covid-19 crisis (Laesser & Bieger, 2020). In the early and middle stages of the Covid-19 pandemic, some countries have taken some measures to control the epidemic, including restricting international flights and implementing home isolation, which greatly limits people's movement trajectory. Hotels are particularly vulnerable to the decline in tourism and tourism volume and the slowdown in economic activity (Hoisington, 2020). As hotel activities around the world continue to be canceled or postponed, hotel occupancy rates plummet, and the Covid-19 pandemic has severely hit hotel operators around the world. This has had a great impact on the tourism industry and the hotel industry (Jiang & Wen, 2020).

Different types of disasters can bring different industry consequences and prompt hotel operators to take measures to address the various challenges brought about by the crisis (Chan & Lam, 2013). In the face of the health crisis caused by Covid-19, the hotel industry is facing serious challenges (Japutra & Situmorang, 2021). These challenges have affected every practitioner in the hotel industry. Due to the promulgation of some epidemic prevention and protection measures related to Covid-19, people's travel has been greatly restricted. Tourists' willingness to travel and travel opportunities decreased significantly. Some tourists even canceled their travel plans and hotel reservations because of Covid-19, which has seriously affected the work and income security of practitioners in the entire hotel industry (United Nations News, 2020). In order to survive, many hotel owners, especially individual hotel owners, have temporarily closed or transferred their hotels. China was the first country to be affected by Covid-19, and its hotel industry has also been greatly impacted (Hao, Xiao, & Chon, 2020). Epidemic crises can reduce the number of tourists arriving with the reduction of hotel room demand, hotel room prices and occupancy rates will also decrease (Kim, Haejung, & Lee, 2005). In the first and middle period of Covid-19, the revenue of the American hotel industry

(per available room) decreased by 11.6 percent, while in China, the hotel occupancy rate decreased by 89 percent (Gürsoy & Christina, 2020). This unparalleled crisis has plunged the tourism industry, especially the hotel industry, into an unprecedented recession. In fact, 150 Hilton hotels in China were closed during the outbreak of Covid-19 (HNN, 2020).

The global hotel and resort market size exceeded trillions of dollars for four consecutive years from 2016 to 2019 and showed a growing trend. In 2020, due to the global impact of the Covid-19, the decline was 146.9 percent, and the global hotel and resort market size in 2020 was 610.2 billion dollars. In 2021, with the epidemic prevention and control and the global vaccination of Covid-19 Vaccines, the market size of hotels and resorts recovered to 948.9 billion dollars. In 2021, the global hotel scale increased by 55.5 percent compared to last year, but in the 5 years from 2016 to 2021, the average market size decreased by 4.4 percent (TravelDaily, 2022).

According to the data of China Hotel Association's report, China's hotel industry lost more than 67 billion yuan (about 9.44 billion dollars). In January and February 2020, 74.29 percent of China's hotels closed for an average of 27 days (Pengpai News, 2020). According to STR (2020), from January 14 to 28, the occupancy rate of the hotel decreased from about 70 percent to 8 percent, and remained below 10 percent in the next 28 days. Nearly 40 percent of hotels are temporarily closed. According to a study of 498 hotels, the overall occupancy rate decreased by 89 percent from January 14 to 28, and then remained at about 10 percent until the end of February. Covid-19 has affected and changed the working environment of the hotel industry to a certain extent. In the study on the Jakarta chain hotels, the appropriate steps to prevent the spread of virus and save the hotel industry during the period of Covid-19 were discussed. The research results show that when the hotel keeps open, the hotel must do this: a) issue standard operating procedures (SOP), such as checking body temperature, Covid-19 detection, providing hand sanitizer, using masks, and keeping body distance, b) provide supplements and vitamins and provide regular health checks for employees, c) Use disinfectant and personal protective equipment to clean the whole hotel room, d) if there are Covid-19 symptoms, isolate, e) Specify the time for entering and leaving the hotel, f) not allowed to receive guests in the hotel lobby, and g) cancel the chairs and tables in the restaurant, etc (Diayudha, 2020).

In summary

The Covid-19 pandemic has severely impacted hotel operators around the world. This has had a significant impact on the tourism and hotel industries. Customers have delayed and canceled their travel plans, which has seriously affected the work and income security of practitioners in the entire hotel industry. The occupancy rate and revenue of the hotel are affected. At the same time, in order to ensure the safety of employees and customers, it is necessary to add some health protection measures when the hotel remains open.

9. Summary of change and impact of Covid-19 to work

This section describes the effects of Covid-19 on human health through a literature review. After being infected with Covid-19 it takes a while for people to return to their previous level of health, and even leaves some after-effects, which greatly affects people's work and life. In addition Covid-19 has changed the way people work, with many organizations using telecommuting during this period. For the hospitality industry, Covid-19 has not only dealt a blow to the operations of the hotels but has also affected and changed the working environment and processes of the hospitality industry to some extent.

Human Resource Management (HRM)

1. Definition and theory of HRM

Human resource management and human resources are an important part of the company's overall success, and one of the conditions for the company to create advantages. Human resource management (HRM) includes human resource preparation, human resource management, strategic recruitment, employee training, growth compensation management, efficiency, employee relations, health care, and employee satisfaction and employee service provision. Human resource management (HRM or HR) is a strategic and coherent approach to the effective and efficient management of personnel in a company or organization so that they can help their enterprises gain competitive advantages. It aims to maximize employee performance and serve the strategic objectives of the employer (Johnson, 2009). It includes policies and practices aimed at improving organizational efficiency, employee engagement and work quality (Khan & Abdullah, 2019).

French (1973) defined human resource management as the recruitment, selection, development, utilization and adaptation of human resources by an organization. The human resources of an organization consist of all individuals involved in the organization's activities, regardless of their roles. Human resource management functions, namely recruitment, selection and development, followed by staff utilization and staff accommodation. Personnel is the function of all enterprises, and effective use of human resources to achieve enterprise goals and employee satisfaction and development. Human resource management exists in all enterprises, which involves effective use of employees to achieve enterprise goals and employee satisfaction and development. Human resource management applies to both organizations and employees (Ivancevich & Glueck, 1979). Csoka et al. (1987) defined effective personnel management as recognizing the importance of employees as important human resources, and making use of several functions and activities to ensure that they are effectively and legally used for the interests of individuals, organizations and society. Including the following characteristics: 1) The importance of the company's labor force is recognized, 2) Several functions and activities are utilized, and 3) Use functions and activities in an effective and legal manner for the benefit of employees, organizations and society. Human resource management is defined as a group of functions or activities aimed at affecting the effectiveness of employees in the organization. Human resource management aims to influence the efficiency of employees in the organization. There is a group of functions or activities in the organization, whose purpose is to affect the effectiveness of the organization's employees. Attraction, performance, loyalty, attendance, satisfaction, etc. are considered as personnel/ human resources achievements, and are realized through personnel/ human activities (Belcher et al., 1982).

Human resource management mainly focuses on the management of personnel within the organization, focusing on policies and systems (Paauwe & Boon, 2009). Human Resources also focuses on the balance between organizational change and labor relations, or between organizational practices and the requirements arising from collective bargaining and government laws (Klerck, 2018). The overall goal of human resources (HR) is to ensure that the organization can succeed through people (Armstrong, 2006). Human resource professionals manage an organization's human

capital and focus on implementing policies and processes. They can focus on finding, recruiting, selecting, training and developing employees, maintaining employee relations or welfare. Training and Development professionals ensure that employees are trained and continuously developed. This is achieved through training programs, performance reviews and incentive programs. The Employee Relations department deals with the concerns of employees when policies are violated, such as cases involving harassment or discrimination. The management of employee benefits includes the establishment of salary structures, maternity leave plans, discounts for employees and other benefits. Human resources professionals can work in almost all fields, or they can be industrial relations representatives working with unionized employees (Armstrong, 2006).

Human resource management as a part of the management process of managing personnel in the work organization. Human resource management emphasizes that employees are the main resources to obtain sustainable competitive advantage, human resource activities need to be combined with the company's strategy, and human resource experts help the organization controller to achieve efficiency and fairness goals (Bratton & Gold, 1999). Werther and Davis (1996) defined human resource management as studying how employers acquire, develop, utilize, evaluate, maintain and retain the right number and type of workers. They use the term "human resources worker" to refer to human resources. They define it as a person who is ready, willing and able to contribute to the organization's goals. According to Witter and Davis' definition of human resource management, human resource management is a discipline that studies how employers acquire, develop, utilize, evaluate, maintain and retain employees. Manage the plans, policies and practices of the organization's workforce. The Human Resources Management Bureau has plans, policies and practices for managing the organization's workforce (Harris, 1996).

HRM is defined as an organizational function that consists of practices that help organizations deal effectively with employees at all stages of the employment cycle. Human resource management is a management tool for competitive advantage (Kleiman & Kleiman, 1999). Human resource management is one of the important components of improving organizational performance. This is because human

resources are the most valuable asset that can drive the growth and prosperity of organizations and enable global market competition (Lionel et al., 2023). Similarly, human resource management is concerned with all aspects of the employment and management of employees in an organization. It can be defined as a strategic, integrated and coherent approach to promoting the employment, development and well-being of staff within an organization. Human resource management includes all aspects of recruiting and managing people in an organization (Armstrong, 2006). Bohlander (2012) defined human resource management as the process of managing human resources to achieve organizational goals. Successful organizations are particularly good at bringing different types of people together to achieve common goals, which is the essence of HRM. Processes for acquiring, training, evaluating and compensating employees, and addressing industrial relations, employee health and safety and equity issues.

In today's globalized work environment, most companies are focused on reducing employee turnover and retaining the talent and knowledge they have. Hiring new employees is not only expensive, but also increases the risk that the new employees will not fully replace the old ones. The HR department strives to provide employees with attractive benefits, thereby reducing the risk of employees losing commitment and psychological ownership (Obedgiu, 2017). Human resource management is the leadership and management of people within an organization. It uses systems, methods, processes and procedures to enable employees to achieve their goals, thereby enhancing their positive contribution to the organization and its goals. It can well influence policies, practices, and systems that affect employee behavior, attitudes, and performance (Noe et al., 2006).

In summary

This section reviews the definition and concepts of human resource management. Human resource management and human resources are important components of a company's overall success. Human resource management (HRM) includes human resource preparation, human resource management, strategic recruitment, employee training, growth compensation management, efficiency, employee relations, healthcare, employee satisfaction, and employee service provision.

2. HRM function

The human resources (HR) function is at the forefront of the company's 2 key elements of organizational design, personnel and organizational structure. Although human resource practices vary around the world, it seems a common fact that in order for companies to successfully achieve their strategic goals, they must strive to attract, motivate, and retain those employees who are most qualified to carry out necessary activities and ensure that they are placed in the correct positions within the most effective organizational structure. The traditional role of human resources is considered primarily administrative-recruiting and interviewing potential employees, managing welfare plans, and formulating policies-often referred to as the "personnel management" approach (Gutterman, 2023). Human resource management can help organizations inspire and extract the knowledge, skills, expertise, talents, and abilities of employees, striving for the success and growth of the organization. Without effective human resource management, organizations cannot achieve their goals and objectives through business operations. Therefore, every organization focuses on recruiting and selecting knowledgeable, skilled, and capable employees, and providing them with fair benefits and compensation to establish their organizational commitment and strive to improve organizational performance. In addition, organizations should train ignorant and unskilled employees to possess more knowledge and skills needed for organizational work (Jain, 2023).

Everything about HRM is about balancing the organization's personnel and processes to best achieve the organization's goals and strategies, as well as the goals and needs of employees. The main role that HR managers must play is to integrate business operations and strategies across a wide range of cultures, products and ideas, and effectively delegate work to HR experts and production line managers. In addition to focusing on the local issues of employees, HRM must also consider the functions and impacts of employee diversity, legal restrictions, performance management, training and professional development (Ahammad, 2017). In larger companies, the entire functional team is usually dedicated to this discipline. Employees are specifically responsible for various HR tasks, and functional leaders participate in the strategic decisions of the entire enterprise. In order to train practitioners in this field, higher education institutions, professional associations and

companies have established learning programs specifically for this function. The functions of HR include: Aligning HR strategy with business strategy; Redesign the organizational process; Listen and respond to employees; Management transformation and change. At the macro level, HR is responsible for supervising organizational leadership and culture. The Human Resources Department also ensures compliance with employment and labor laws that vary from region to region, and regularly monitors health, safety and security (Ulrich, 1996).

Human resource management has four basic functions: staffing, training and development, motivation and maintenance. Staffing refers to the recruitment and selection of potential employees through interview, application and network. There are 2 main factors in staffing: Attracting talents and recruiting resources that meet the requirements of the organization. HR managers must formulate a detailed recruitment strategy and make an action plan during recruitment. Next, managers can develop strategies through recruiting resources, and find the most suitable newcomers for the team through expansion. Recruitment competition is very fierce, because every company wants the best candidate. Using strategies such as mass media can attract the attention of potential candidates. Training and development is the next step, involving the continuous process of training and developing competent and adaptable employees. Here, motivation is regarded as the key to keep employees working efficiently. This includes employee benefits, performance evaluation and rewards. Employee welfare, assessment and reward are all incentives to promote the best employees. The last function, maintenance, involves maintaining employees' commitment and loyalty to the organization. Employee retention management involves strategic actions to keep employees motivated and focused so that they can choose to continue to be employed and give full play to the interests of the organization (Salian, 2023). The HR manager can perform various functions in the company, including: a) determining the needs of employees/ personnel, b) Determine whether to use temporary employees or hire employees to meet these needs, c) Determine what to do and what not to do, d) Train and develop management style, e) recruit and/ or interview the best employees, f) train employees and improve their learning knowledge, g) supervise work, h) evaluate work, i) establish a disciplinary work culture in the organization, j) avoid politics in the office,

k) Apply HR software to simplify work in the organization, l) Manage employee relations. Mediate disputes, m) Manage employees' wages, benefits and salaries, n) Ensure equal opportunities, o) Deal with discrimination, p) Handle performance issues, q) Ensure that human resources practices comply with various regulations, r) Encourage employees, and s) Disseminate information in the organization to promote its development (Mathis & Jackson, 2003).

In summary

This section mainly reviews the functions of human resource management, which has four basic functions: personnel allocation, training and development, and motivation and maintenance. Everything in human resource management is aimed at balancing the personnel and processes of an organization, in order to best achieve its goals and strategies, as well as the goals and needs of its employees.

Summary of HRM

Human resource management is very important in every organization and the functions of human resource management mainly include recruitment, training, appraisal and motivation. Good human resource management can help the organization to achieve success.

Human Resource Development (HRD)

1. Definition of Human Resource Development

The scope, role, significance, definition, and theoretical basis of HRD have been widely questioned in this field. Since the emergence of the term "human resource development", there has been a long-standing debate on this definition (Swanson, 2001). The traditional ways of HRD include training and development, organizational development, performance improvement, organizational learning, career development, management and leadership development. Therefore, HRD aims to "improve performance and learning" (Swanson, 2001). HRD is the process of developing and releasing human professional knowledge through training, development, and organizational development. Learning is the core of all HRD efforts (Swanson, 2007) Jacobs and Park (2009) defined workplace learning as "the process an individual uses to acquire the skills necessary to meet current and future job requirements while engaging in training

programs, educational and developmental courses, or some type of experiential learning activity.” Therefore, human resource development (HRD) can be defined as a set of systematic and planned activities designed by an organization to provide opportunities for its members to learn necessary skills to meet current and future job needs. Human resource development encompasses any process or activity that develops work-based knowledge, professional knowledge, productivity, and satisfaction, whether for the benefit of an individual or group, or for the benefit of an organization, community, country, or ultimately, the entire organization. Human beings (McLean & McLean, 2001). Human resource development is the process of increasing the knowledge, skills, and abilities of all people in society. In economic terms, it can be described as the accumulation of human capital and its effective investment in economic development. From a political perspective, human resource development prepares people for adult participation in political processes, especially as citizens of democratic countries. From a social and cultural perspective, human resource development helps people lead more fulfilling and enriched lives, reducing traditional constraints. The human resource development process opens the door to modernization (McLean & Wang, 2007). HRD is a series of activities that support employee behavior change and learning opportunities (Abdullah, 2009). HRD’s activities aim to cultivate employees. The overall goal of HRD activities is to achieve high performance, specific examples of development activities, including training and development, feedback and evaluation, career planning and development, and change management (Abdullah, 2009). HRD is about the functions of adults in the production system. The purpose of HRD is to focus on the resources that humans bring to the success equation-including individual success and organizational success. The 2 core clues of HRD are: 1) individual and organizational learning, and 2) individual and organizational performance (Ruona, 2000; Watkins & Marsick, 1992;).

2. The role of HRD

Swanson and Holton (2014) provide a preliminary understanding of the motivation and framework of the HRD profession:

2.1 Organizations are human entities that rely on establishing and implementing human expertise to achieve their goals. This belief acknowledges that

organizations are variable and fragile. Organizations are created by humans, and HRD is intricately linked to the fate of any organization. Human resources expertise is developed and maximized through the HRD process, and should be done for the mutual benefit of sponsoring organizations and relevant individuals. HRD professionals have powerful tools that allow others to think, accept, and act. The ethical issue is that these tools are not used for exploitation, but for the benefit of everyone.

2.2 HRD professionals advocate for personal/ team, workflow, and organizational integrity. HRD professionals typically have a very advantageous position in obtaining transmission information (Swanson & Holton, 2014).

McLean (2001) believes that the roles of HRD can be divided into at least 9 different roles; 1) Human resource strategy consultants will handle strategic decision-makers on HRD issues that directly affect the clarity of organizational strategy and performance goals. Including human resources strategic planning, as well as strategic planning for education and training programs, 2) The designers and developers of human resource systems assist human resource managers in designing and developing human resource systems that affect organizational performance, 3) Organizational change agents provide recommendations to management on the design and implementation of changes to organizational change strategies, 4) Organizational design consultants provide recommendations to management on work system design and human resource efficiency, 5) Lecturer/ counselor, providing materials and guidance, and promoting a structured learning experience. This includes selecting appropriate teaching methods and techniques, as well as the actual human resource development project itself, 6) Personal development and career advisors assist employees in evaluating their abilities and goals to develop realistic career plans, 7) Performance consultants (or coaches) provide recommendations to line management on appropriate interventions aimed at improving individual and team performance, and 8) Researchers use appropriate statistical procedures to evaluate human resource development practices and plans to determine their overall effectiveness and communicate the results to the organization.

In summary

This chapter presents the concept and role of HRD through a literature review. HRD is the process of developing and releasing human professional knowledge through training, development, and organizational development, providing its members with opportunities to learn necessary skills to meet current and future job needs. Learning is the core of all HRD efforts. Provide opportunities for its members to learn necessary skills to meet current and future job demands

HR Practices

1. Definition and concept of HR Practices

Successful organizations believe that HRM practice is a key factor that directly affects employee performance. The practice of HRM is a process of attracting, motivating and retaining employees to ensure the survival of the organization (Schuler & Jackson, 1987). The design and implementation of HRM practices enable human capital to play an important role in achieving organizational goals (Delery & Doty, 1996). Proper use of HRM will have a positive impact on the level of commitment of employers and employees (Purcell et al., 2003). HRM's training and development, performance evaluation and other practices encourage employees to work better to improve organizational performance (Snell & Dean, 1992)

The practice of creating good HRM will actively improve the company's performance; For example, revenue return, revenue, competitiveness and market share (Katou, 2008) regularly monitor and evaluate these practical strategies and plans to ensure that they enable the organization to develop in the desired direction, including narrowing the staff capacity gap and correcting it as needed. Human resource practice planning is a continuous process of system planning to achieve the best use of the organization's most valuable asset-human resources. The goal of human resources (HR) practice is to ensure the best match between employees and work, while avoiding labor shortage or spare parts. The 3 key elements of the human resources practice process are to predict the labor demand, analyze the current labor supply and balance the expected labor demand and supply. Competency-based management supports the integration of human resources planning and business planning by

allowing organizations to evaluate their current human resources capabilities based on the capabilities required to achieve the organization's vision, mission and business objectives. Then design, develop and implement targeted human resources strategies, plans and programs (such as recruitment/ staffing; learning; career development; succession management, etc.) to close the gap (Admin, 2023).

Human resource practices can help create a source of sustainable competitive advantage. In the past ten years, good human resource practice has become a key factor to improve the competitiveness of organizations (Ulrich, 2022). Human resource management practices include promoting labor force participation, evaluation, application of knowledge, and ability preparation, employee training, and retention of employees, as well as management issues (Singh, Del Giudice, & Chierici 2020). In this process, human resources workers can provide some learning opportunities for the organization members to help them acquire some corresponding professional knowledge (Jeong & Park, 2020). The innovation of HRM practice needs time; Put forward some new ideas to effectively manage employees and ensure employee satisfaction to generate maximum productivity. These HRM practices help employees better adapt to organizational life and have an impact on the organization's commitment to the well-being of employees. The planning process of most best practice organizations not only defines the work to be completed within a given time frame, but also defines the number and type of human resources needed to achieve the established business objectives (for example, the number of human resources; required capabilities; when resources are needed; etc.) (Baptiste, 2008).

In summary

This section reviews the definition and concepts of human resource practice through literature. The practice of human resource management is a process of attracting, motivating, and retaining employees to ensure organizational survival. Successful human resource management practices are a key factor that directly affects employee performance and helps organizations create competitiveness.

2. Role of HR Practices

The HRM function of an organization focuses on the personnel aspect of management. Successful practices align with the organization's business plan and contribute to its growth and productivity. Practice is different from activities, which

are daily tasks that allow human resources teams to execute their practices and strategies. This includes responsibilities such as handling payroll, hiring professionals, and training new team members. Implementing effective practices is crucial for promoting organizational growth and success, and some potential benefits of human resource practices include high levels of job satisfaction; employee productivity and retention rate; positive organizational reputation; continuous improvement; effective talent management; progress in achieving organizational goals (Indeed Team, 2023).

3. Training and development

The training and development function of human resource management encompasses organizational activities aimed at enhancing the performance of individuals and groups within an organizational setting. Training and development play a crucial role in contributing to the overall growth of the organization. Training involves the enhancement and cultivation of skills required by employees in their respective roles (Dessler, 2011). It is a systematic approach that enables employees to acquire knowledge and skills for improving work effectiveness, thereby influencing their behavior positively (Armstrong, 2006). By developing the necessary skills or competencies essential for ensuring sustainable success within an organization, organizations can enhance the quality of their workforce through comprehensive training and development initiatives (CIPD, 2023). Investing in training can yield favorable outcomes for organizations (Bartel, 1994). Managers are responsible for providing on-the-job training as well as refresher courses for both new hires and existing staff members. This is one of the most critical functions, as lack of training opportunities can lead to employee dissatisfaction. Therefore, it is imperative to streamline the training system across various locations to facilitate convenient communication and resource sharing. Measurement and monitoring are also vital aspects of training that encourage employees' adoption of new skills.

Most organizations consider training and development to be a very important human resource management practice. Training can be used as a tool to improve employee performance by developing knowledge and skills. Training is a way to provide new or existing employees with the skills they need to do their jobs (Dessler, 2011). Planned and systematic behavior modification through learning activities, planning, and coaching enables individuals to achieve the level of

knowledge, skills, and abilities needed to work effectively (Armstrong, 2006).

Improve the capabilities needed today or soon (Jackson & Schuler, 1999).

Training can be used as a tool to improve employee effectiveness and efficiency, thereby improving organizational performance (Coffey et al., 1994). Planned and systematic behavior modification through learning activities, planning, and coaching enables individuals to achieve the level of knowledge, skills, and abilities needed to work effectively (Armstrong, 2006). Improve their performance and gain a strategic position relative to their competitors (Brown, 2005). Training programs play an important role in achieving organizational goals, and providing appropriate training for employees can help organizations achieve desired performance changes (Huselid, 1995).

According to Dessler (2011), the training process starts with determining what kind of training is needed. The analysis of training needs depends on whether training new employees or existing employees. The main task of analyzing the training needs of new employees is to determine what needs to be done and break it down into smaller tasks. Teach each small task to new employees. Analyze the training needs of existing employees through task analysis and performance analysis. Identify 3 levels of training needs-organizational needs analysis, which includes an examination of the short-and long-term goals of the organization and trends that may affect those goals. It can include human resource analysis, efficiency indicator analysis, and organizational environment evaluation. In conclusion, a complete training should include: 1) Identify training needs, 2) Design training, 3) Implementation, and 4) Evaluate training. The training program can be evaluated in 4 stages: Response, and the level of interest in the training can be judged by the response of the training participants. A positive response to the training program may make it easier to encourage employees to participate in future training programs. However, if participants respond poorly, they may not be willing to acquire knowledge and skills during this training. Learning can be done through a number of questions and tests to judge whether the participants have learned knowledge and skills. If the learning is not transferred to the job, the training will not affect the efficiency of the employee or the organization. Training or human resource

development work will improve the efficiency of the organization (Werner & DeSimone, 2011).

Organizing employee training means investing time and resources to help employees grow. This not only benefits employees and makes them experts in their respective positions, but also helps the entire organization. Therefore, training and development plans can ultimately help organizations improve the productivity and performance of their employees in their current job roles. Employee training plays a crucial role in improving job satisfaction and productivity. By providing learning opportunities, the organization empowers employees with new skills and knowledge, paving the way for career development within the company. Training can help organizations in the following ways: 1) Addressing performance gaps. Implementing training can effectively improve overall performance, and organizations can customize training courses to meet the individual needs of employees, 2) Optimize the potential of the labor force, regularly train employees to make up for their weaknesses and acquire new skills and knowledge. Skill development can not only enhance individual abilities, but also enhance the collective proficiency of the entire workforce, thereby improving productivity and efficiency, 3) Ensuring employee satisfaction, strategic investment in employee development and training can cultivate employee satisfaction. When employees feel that their organization is committed to their growth and career development, they become more committed and proactive in fulfilling their responsibilities, 4) Improve organizational productivity, provide training and development plans to keep employees up-to-date and acquire new abilities, and provide necessary tools and knowledge for employees, and 5) Cultivate employee self-motivation, participate in comprehensive training and development courses to enable employees to independently respond to workplace challenges, and reduce reliance on continuous supervision and guidance (Chellappa, 2023).

Effective training can reduce learning costs; Improve performance in terms of individual, quality, speed and overall productivity; Increase operational flexibility by expanding the range of employee skills (multiple skills); Attract high quality employees by providing learning and development opportunities, increasing the level of competence and skills in a way that allows them to gain more job satisfaction,

gain higher returns and progress in the organization. By increasing the understanding of the reasons for such changes, provide people with the knowledge and skills required to adapt to the new situation. Help develop a positive culture and performance in the organization and provide customers with a higher level of service (Armstrong, 2006).

4. Recruitment and selection

Recruitment and selection are vital functions of human resource management in any organization, serving as fundamental pillars of HR operations. This process involves attracting and choosing candidates for employment, with the quality of a company's human resources hinging largely on the efficacy of these 2 functions (Gamage, 2014). Effective hiring is especially crucial in a competitive labor market, ensuring that employees possess the necessary skills and competencies to meet both current and future organizational needs. Resource allocation should not only address immediate gaps but also consider the skills required for long-term business success, aligning with organizational performance objectives. Recruitment encompasses both attracting individuals to job roles and selecting suitable candidates to fill those positions. Selecting the right candidate is a critical responsibility not only for HR teams but increasingly for line managers as well; all involved parties must make sound and equitable hiring decisions (CIPD, 2023).

In order to attract, hire and retain experienced, engaged and motivated employees, a great deal of consideration and resources are required. This task has several key points such as developing a job description, Posting a job advertisement, screening applicants, conducting interviews, making an offer, and negotiating salary and benefits. Companies that value their employees invest heavily in recruitment and staffing services. Because a group of good employees can not only improve the visibility of the company, but also help the company to achieve profitability and maintain effective and efficient operations. Ongori and Temtime (2010) explain that it is imperative to maintain the right path of recruitment and manpower into the organization to ensure that they attract the right employees as part of their culture and atmosphere to achieve their overall strategic goals. Hiring and selecting incompetent and wrong candidates can have a huge negative cost and cause no small loss to

the organization. According to Gamage (2014), the general purpose of recruitment is to provide an organization with potential qualified job candidates. The quality of an organization's human resources largely depends on the quality of the applicants it attracts. Therefore, the overall goal of internal recruitment and selection is to obtain the quantity and quality of employees required to meet the strategic objectives of the organization at the minimum cost (Ofori & Aryeetey, 2011).

5. Performance appraisal

Performance evaluation is a review and discussion of how well an employee performs assigned duties. This evaluation is based on the employee's job results, not their personality traits. This process is also known as a performance review, performance review, career development discussion, or employee evaluation. It is a method of recording and evaluating the performance of employees.

Performance appraisal is a systematic evaluation of the performance of employees in assigned tasks. The main purpose of performance evaluation is to improve employee motivation and self-esteem, and performance evaluation may affect the efficiency and performance of the organization (Ikramullah, Shah, Khan, Hassan, & Zaman, 2012). In fact, it is used as a tool in the evaluation process to improve employee performance, distribute rewards and improve competence. In addition, organizations can identify employees' strengths and development needs (Moulik & Mazumdar, 2012). Helping employees perform well is a core responsibility of line managers and HR professionals. Employees are the biggest creators of organizational value, so effective management of employee performance is critical to organizational success. Performance evaluation is a process in which managers evaluate and discuss the performance of employees. Assessing and providing performance feedback is an important way to achieve goals, as monitoring the progress of goals is highly motivating. Performance reviews can also be important opportunities for learning and improvement (CIPD, 2024).

Organizations often use performance appraisal to motivate and measure employee performance (Getnet, Jebena, & Tensay, 2014; Sels et al., 2003) pointed out that performance evaluation can improve employee productivity and thus organizational performance. Performance reviews promote professional growth by identifying areas of performance improvement. Transparent performance evaluations

encourage employees to work more to achieve organizational goals (Singh, 2004). Performance-based performance appraisal improves employee motivation and commitment and has a significant impact on organizational performance (Wan, Ong, & Kok, 2002). Performance evaluation in specific situations can help organizations determine promotion, bonus and training needs, thus generating work motivation and commitment to the organization. Therefore, performance evaluation practice is an inherent and integral part of an organization (Poursafar, Rajaepour, Seyadat, & Oreizi, 2014). In addition, this performance measurement practice can also be used to detect employee perceptions, preferences, beliefs, and areas of development regarding organizational goals. As a result, employees may make a greater commitment to their organization. Therefore, organizations must understand employees' views on performance evaluation and improve performance evaluation (Roberts, 2003).

6. Benefits and compensation

Compensation refers to the process of providing monetary value for the work done by employees. Compensation can be used to hire skilled employees, reward performance, and encourage company loyalty by reducing turnover. Compensation may include basic salary, overtime, bonus, travel/ accommodation allowance, stock option, medical allowance, commission and profit sharing. Compensation strategies play an important role in recruiting and retaining skilled employees (Frye, 2004). Most companies use performance-based compensation to reward employees (Collins & Clark, 2003). An effective HRM strategy is to integrate performance and compensation systems to improve employees' willingness to work effectively and efficiently (Wright & Gardner, 2002). Performance-based compensation has a positive impact on employees' performance (Brown, Sturman, & Simmering, 2003). Tessema and Soeters (2006) show that there is a significant correlation between compensation and employee performance. It is important that the employer's approach to compensation is beneficial, because it seriously affects the recruitment, turnover and productivity of employees

If the company adopts a new method of providing benefits to its employees, it is more likely to succeed. Non-traditional benefits that can more or less attract or retain new skilled workers include: 1) flexible working hours or working days,

2) Extend vacation time, 3) Paternity leave or childcare, 4) Medical insurance, 5) Corporate fitness member discount, 6) Continuing education/ skill development, 7) Reward and recognition plan, 8) Medical insurance, 9) Life insurance, 10) Disability insurance, 11) Retirement, 12) Voluntary accidental death and disability insurance, 13) Resignation and transfer plan, 14) Tuition Assistance Scheme, and 15) Training opportunities (Haan, 2023).

7. Career planning

The process of developing human resources to improve organizational performance is called career planning (Leibowitz, Farren, & Kaye, 1986).

Career planning is the process of planning one's personal life and work by setting career goals and identifying ways to achieve them. Career planning is a tool used to motivate employees to work for organizational development (Wright & Snell, 1998). Career planning focuses on motivating employees to achieve the desired match between personal goals and organizational goals. The career development process helps to determine the skills and experience of employees and assign their tasks accordingly. Group provides career planning and career development opportunities to meet the needs of staff related to the professional and the target (Cao, Chen, & Song, 2013). In general, employees prefer to join organizations that have ample opportunity to pursue career goals and reach their full potential (Gardner, Wright, & Moynihan, 2011). Career planning is a tool that motivates employees to work effectively to achieve organizational goals. Career planning is a deliberate process that provides opportunities for successful development (Snell, 1992).

Organizations can strengthen employees' career planning, which can not only provide employees with opportunities for continuous learning and progress to establish a successful career, but also stimulate employees' enthusiasm, restore morale, and reduce employees' turnover intention (Lin, 2017).

Career planning is regarded as an important human resources practice to maintain the survival of employees, and effective career planning is the main factor controlling employees' turnover intention (Jiang & Klein, 2002). Personal career planning can significantly reduce employees' turnover intention (Johari, Yahya, & Ahmad, 2012).

Career planning activities increase employee career satisfaction through sharing, as it helps employees identify their own place and follow their own goals and

plans. Employees enter organizations in connection with career plans that they expect to meet their needs (Ahmed, 2017). Employees seek to structure and organize their careers in a way that actively helps them to develop and improve, thereby increasing their career satisfaction (Hicks-Clarke & Iles, 2000). Career planning is an important measure of human resource management, which has the potential to improve employees' career satisfaction. Career planning activities contribute to career satisfaction as it can help them identify new positions and track them according to their goals and plans (Lee & Heard, 2000).

In summary

This section reviews the role of human resource practice through literature, which includes learning and development, training, recruitment and selection, performance evaluation, benefits and compensation, and career planning. The human resource management function of an organization focuses on the personnel aspect of management. It includes practices that help organizations effectively manage employee relationships at various stages of the employment cycle, including pre-employment, staffing, and post-employment.

Summary of HR Practices

This part explains the definition and concept of HR Practices mainly through literature review. Successful organizations consider HRM Practices as a key factor that directly affects the performance of their employees, and organizations can adopt various HR Practices to improve the skills of their employees and motivate them to work harder to achieve the set goals.

HRM and Covid-19

Due to the spread of Covid-19, a pandemic has clearly led to a complex and challenging environment for managers and human resources management (HRM) practitioners. They need to find ingenious solutions to maintain their company's business and help their employees cope with the challenges brought by Covid-19. Training plays an important role in times of crisis, such as pandemics (Devyani, Delvallee, Jewan, Bansal, & Deng, 2020). It helps to develop the skills needed for employees, improves people's awareness of Covid-19, reduces the risk of virus transmission, and prevents mental health problems (Quaedackers et al., 2020).

It also helps support employees in the process of transition to remote work. In fact, not all employees have appropriate digital skills to cope with the use of ICT caused by these changes, so it is necessary to train them, which will help promote their work and communication with managers and peers when they are away from their workplaces (Greer & Payne, 2014). The main challenge of HRM practitioners may be to adapt the development of training plans to the new reality of the organization and employees, select appropriate training methods, consider physical distance measures, and require employees to quickly operate and maintain the company's business. This shows that managers and HRM practitioners need to go beyond traditional training methods (Devyani et al., 2020).

Due to Covid-19, the existing discussion on the advantages and disadvantages of working at home (WFH) has been made. Some studies believe that Covid-19 magnifies the challenge of balancing the work and life of employees by creating new remote work life for employees, resulting in additional stress, which may lead to overwork, burnout and lower employee performance. In contrast, the WFH induced by Covid-19 actually reduces the challenges experienced by employees, such as reducing the pressure related to communication, the ability to work without continuous monitoring by managers, and saving the time to go to the workplace. In addition, WFH ensures business continuity, promotes social distance, curbs viruses, and improves the well-being of employees (Green, Tappin, & Bentley, 2020). This landscape becomes more complex because the possible mediators of this relationship have been identified. The success of telework also depends on managers' understanding of employees' virtual supervision (Aitken-Fox et al., 2020). In this case, HRM practitioners should play a strategic role by supporting and training these managers on how to manage a virtual team, helping them overcome these difficulties and cope with the challenges of remote work in order to support their team members (Hamouche, 2020)

In addition to training, Covid-19 has also posed significant challenges to the organization's career development, leading to significant career impacts (Akkermans, Richardson, & Kraimer, 2020). In addition, compensation management is particularly challenging in workplaces with high pollution risks, such as hospitals (Hecker, 2020). According to Hecker (2020), individuals choose to work according

to their risk tolerance, so as to obtain more compensation for higher risks.

Generally speaking, the employer's intervention is aimed at the necessary control of risks, so that individuals can be recruited for positions with higher risks.

Therefore, if there is no sufficient compensation for the high risk of the job position, many employees may decide to leave the organization. The organization has the responsibility to protect employees when they work. They must ensure that the workplace is free from any danger that may cause psychological or physical injury or death to them. Covid-19 has created a new workplace hazard (Hecker, 2020).

At the same time, it also brings a lot of pressure to bear on employees (Shaw et al., 2020). The arrival of Covid-19 also has a great impact on employees in the hotel industry. Covid-19 is a great threat to the health and safety of employees, and employees may have negative opinions, such as stress, anxiety and fear.

They are worried that Covid-19 will pose a threat to their lives. These worries and emotions may lead to poor performance and inefficiency of employees when they finish their work. If the interests of the organization and the needs of employees are not balanced, some employees will be injured (Collings, Nyberg, Wright, & McMackin, 2021). High levels of job insecurity can have a negative impact on the job satisfaction of hotel employees. Work insecurity accelerates and encourages the development of employee turnover intentions, as employees believe it is one of the effective ways to cope with the pressure caused by not knowing whether they will continue working (Artz & Kaya, 2014). The insecurity of work will lead to the development of the organization in a bad direction, and the risky work behavior will also lead to the decline of employees' job satisfaction (Bajrami et al., 2021).

A survey of 21,421 respondents in Sasaki (2020) found that more than 30 percent of the respondents were worried about job instability, and 2.3 percent had experienced workplace harassment. Some of them expressed fear, worry, workplace harassment and strong psychological distress.

Atkeson (2020) showed that Covid-19 is a major HRM challenge.

It has brought about a pandemic that is difficult to adjust new and current employees, and to maintain social distance in response to a radical change in working conditions involving changing the remote working environment or implementing new unpopular workplace policies and procedures, which is a way to prevent coronavirus.

However, some employees are unwilling to change their working methods and achievements Covid-19 has been a direct threat to human resources and has also brought some negative effects to the organization. Therefore, good hr practice plays a very important role in the organization (Ulrich, 2022).

When employees have a negative perception of job security, their performance will decline. On the contrary, their attitudes can also change due to violations of rules, leading to an increase in workplace accidents. Work safety is one of the most important factors in the work environment, and a comfortable working environment should be strictly created in the workplace (Saidi et al., 2019). Due to the prevalence of Covid-19, the working environment of hotel practitioners has undergone some changes. Only by mastering good epidemic prevention skills can employees' safety be protected. At the same time, through training, employees can better adapt to the working environment and master new working skills. According to the recommendations of the World Health Organization, these hotels provide training for employees on increasing hygiene requirements, infection prevention, and safety protocols (Shehata & Selem, 2021). Successful training not only improves the effectiveness of employees' skills and knowledge, but also helps to improve employee satisfaction, which is very important to achieve organizational goals (Guest et al., 2020). The training provided by human resources practice aims to link the needs and skills of the market with the expectations of the market. Understanding the needs of employees and the market environment, re-improving employees' happiness, formal training, making the workplace safer, and reviewing training are all very important measures, which have a substantial impact on the company's performance (Alserhan & Shbail, 2020).

Since the situation of Covid-19 has improved somewhat, the tourism industry and the hotel industry have obviously warmed up, and the employment demand of the hotel has changed. Recruitment has become the key work for the hotel industry to cope with the recovery of the industry. The determination of personnel needs, also known as human resource planning, is the process of assessing and defining the human resource needs of an organization, so that the company can decide the actions that must be taken to achieve its strategic objectives (Armstrong, 2006). Organizations should hire the right employees to make them the least willing to leave

for other jobs. In addition, Anwar and Zebari (2015) pointed out that a key strategy in human resources management can be simply described as a time-consuming and expensive recruitment process. Introducing the right staff can enable enterprises to make the best use of their resources, have a positive impact on the overall efficiency, and minimize the cost of training and development (Zhao & Zhou, 2021).

Covid-19 enables a range of proactive HRM practices to curb the adverse effects of Covid-19, including workplace guidelines and support, access to remote work, safe working conditions, performance management and compensation adjustments, suspension of layoffs, online human resource practices, and emotional and psychological support (Gigauri, 2021)

Summary of HRM and Covid-19

This section demonstrates the HR issues in Covid-19 on organizations such as employee health issues, working environment, negative emotions etc. by means of literature review. It also explains the role of some HRM measures in Covid-19.

Related research

This research has contributed to the research of other related topics: Hotel industry, human resource practice (training, recruitment, performance evaluation, career development, etc.), Covid-19 pandemic. These related studies are an integral part of this study-The role of human resources practice in the hotel industry in Yunnan Province. The researcher hopes that this paper can contribute to the development of human resources in the hotel industry in Yunnan Province. This part is a brief summary of these related studies.

Hassan (2016) studied “Impact of HRM Practices on Employees Performance,” and verified the impact of human resource management practices on employee performance in Pakistan’s textile industry. In this study, a random sampling technique was used to collect data. A questionnaire of 34 items was distributed to 68 employees in the textile industry to collect data. In order to check the relationship between human resource management practice and employee performance, Pearson correlation statistical technology and regression analysis were applied to the data. The results show that human resource management practices such as salary, career planning, performance evaluation, training and employee participation have

a positive impact on employee performance. It can be clearly seen from the research results that human resource management (HRM) practices (salary, career planning, and performance evaluation, training and employee participation) have a positive role in improving employee performance, so organizations should implement these practices to achieve the expected goals. These organizations should use various reward and recognition procedures to promote high performance behaviors.

This study reveals the significant relationship between human resource management (HRM) practices (compensation, career planning, performance evaluation, training and employee participation) and employee performance. Research shows that employees' performance can be improved by giving them an opportunity to make effective decisions.

Chand and Katou (2007) studied "the impact of human resource management practices on the organizational performance of the Indian hotel industry". The research has 2 purposes: to investigate whether certain specific characteristics of hotels will affect the organizational performance of the Indian hotel industry; and investigate whether some HRM systems will affect the organizational performance of the Indian hotel industry. The researcher Tongduo conducted a questionnaire survey on 439 hotels (from three-star to five-star luxury hotels). The questionnaire measures 27 human resource management practices, 5 organizational performance variables and ten demographic variables. Conduct factor analysis to determine the HRM system, use one-way ANOVA to test the relationship between demographic variables and organizational performance, and use correlation analysis to test the relationship between HRM system and organizational performance. The results show that hotel performance is positively correlated with hotel category and hotel type (chain or independent). In addition, hotel performance is positively related to human resource management systems such as recruitment and selection, human resource planning, job design, training and development, quality circle and salary system. This means that effective human resource practices can help hotels improve their performance.

According to Akhtar, Ding, and Ge (2008) "the practice of strategic human resource management in Chinese enterprises and its impact on company performance". Based on the data collected from 2 questionnaires conducted by

the general manager and the director of human resources management of 465 Chinese enterprises, this paper examines the effectiveness of strategic human resources management practice and its impact on company performance. The survey covers their company's product/ service performance and a series of strategic human resource management practices. The research results show that an effective set of strategic HRM practices (training, participation, results-oriented evaluation and internal career opportunities) will affect product/ service performance and financial performance.

Chand (2010) conducted a study on "the impact of human resource management practices on service quality, customer satisfaction and performance of the Indian hotel industry". The researcher investigated the impact of HRM practice on service quality, customer satisfaction and performance of the hotel industry. The data was collected through a questionnaire survey of 52 human resource managers, 260 employees (5 for each hotel) and 260 customers (5 for each hotel) in 52 hotels in India. The results show that human resource management practice has a positive impact on improving service quality, customer satisfaction and hotel performance. The hotel can achieve customer satisfaction and value creation by improving its response to customer needs, and the creation of customer value has a positive impact on the company's profitability. The research results show that the practice of human resource management has improved the efficiency of hotel service, so the company performance has been copied and expanded in the background study of human resource management.

Snape and Redman (2009) conducted a study on "Human resource management practice, organizational citizenship behavior and performance: Multilevel analysis", and studied the relationship between human resource management practice conceptualized in the workplace and employees' personal attitudes and behaviors. The research results show that human resource management practices are significantly related to perceived organizational support, which indicates that employees regard such practices as indicating that organizations care about their welfare and value their contributions. The impact of human resource management practices on compliance and altruism is only transmitted through perceived work impact. Researchers found that the discovery of the importance of perceived work

impact in HRM practice-compliance relationship supports the view that human resource management practices are of great significance, not only as the currency of social exchange relations with employees, but also because of their role in enhancing employees' sense of work impact. The latter may provide internal motivation and self-confidence. The research results show that the role of these issues in the link between HRM practice and performance represents a fruitful field for further research. Rasool, Samma, Wang, Zhao, & Zhang (2019) studied "How Human Resource Management Practices Translate into Sustainable Organizational Performance. Human resource management is defined as multi-dimensional, including staffing, employee development, performance management, and compensation and benefits. Use the partial least squares structural equation model (PLS-SEM 3.2) to estimate the effect. The research results show that human resource management practices of performance management and compensation and welfare have a direct and positive impact on sustainable organizational performance. From the perspective of indirect relationship, all four dimensions of HRM practice are positively correlated with organizational innovation (product, process and knowledge innovation), and organizational innovation is positively correlated with sustainable organizational performance. Therefore, it shows that good human resource practice can promote sustainable organizational performance.

Munjuri (2011) studied "The Effect of Human Resource Management Practices in Enhancing Employee Performance in Catholic Institutions of Higher Learning in Kenya". The research focuses on the impact of human resource management (HRM) practices on employee performance. The purpose of this study is to determine the impact of training, performance-related compensation, employee empowerment, job design and job safety on the performance of employees of Catholic higher education institutions in Kenya. The target population of the study is all the support personnel of the institution. Use correlation and regression analysis to establish the relationship between various HRM practices and employee performance. The study found that performance-related compensation has the greatest impact on improving employee performance. Training and employee empowerment also improve employee performance. Job design and job security have the least impact on performance.

Kadiresan, Selamat, Selladurai, Spr, and Mohamed (2015) carried out the study of “Performance Appraisal and Training and Development of Human Resource Management Practices (HRM) on Organizational Commitments and Turnover Intention”. This study aims to understand the impact of HRM practice on organizational commitment and turnover intention. The main purpose of the study is to prove the relationship between HRM practice and organizational commitment and its impact on turnover intention. The research results reflect the correlation between performance evaluation, training and development (HRM practice) and organizational commitment, which is inversely proportional to employee turnover intention. Greater commitment developed among employees will improve organizational efficiency by maintaining skilled and experienced employees, thus reducing turnover intention. In this study.

Chiang, Back, and Canter (2005) studied “the impact of employee training on job satisfaction and retention intention in the hotel industry”, and continued the research after finding that training is related to improving job satisfaction and employees’ willingness to stay. The purpose of the study is to investigate the expectations and opinions of hotel managers and employees on the training quality, and put forward suggestions on improving the training quality, training satisfaction, job satisfaction and the retention intention of hotel employees. After analyzing the research data, the results show that training is positively correlated with training satisfaction and job satisfaction. Job satisfaction has a positive impact on the willingness to stay. The indirect impact of training quality on retention intention is adjusted by job satisfaction. This study suggests that we should learn more about the importance and consequences of training quality and pay more attention to employee training. Therefore, it illustrates the importance of good training practice in organizational development.

Mokaya (2013) studied “Effects of Organizational Work Conditions on Employee Job Satisfaction in the Hotel Industry in Kenya”. The purpose of this study is to evaluate the impact of organizational work conditions on job satisfaction of employees in Kenya’s hotel industry. Among the participants in this study, employees’ job satisfaction with working conditions is relatively high, and there is a strong positive correlation with employees’ job satisfaction. Salary satisfaction is

81 percent, which has a strong positive correlation with employee job satisfaction. The degree of satisfaction with the promotion system was 79 percent, which was positively correlated with the job satisfaction of employees. These 3 independent variables account for 80 percent of the difference in employee job satisfaction, so they are crucial to employee job satisfaction. In order to improve employees' job satisfaction, the hotel management should provide training, good compensation and development opportunities for employees to improve their work skills; Regularly review working conditions and other terms of service; In particular, the promotion system is combined with the industry trend to make it more competitive. Therefore, it shows that providing effective human resource management practices for employees can improve their job satisfaction.

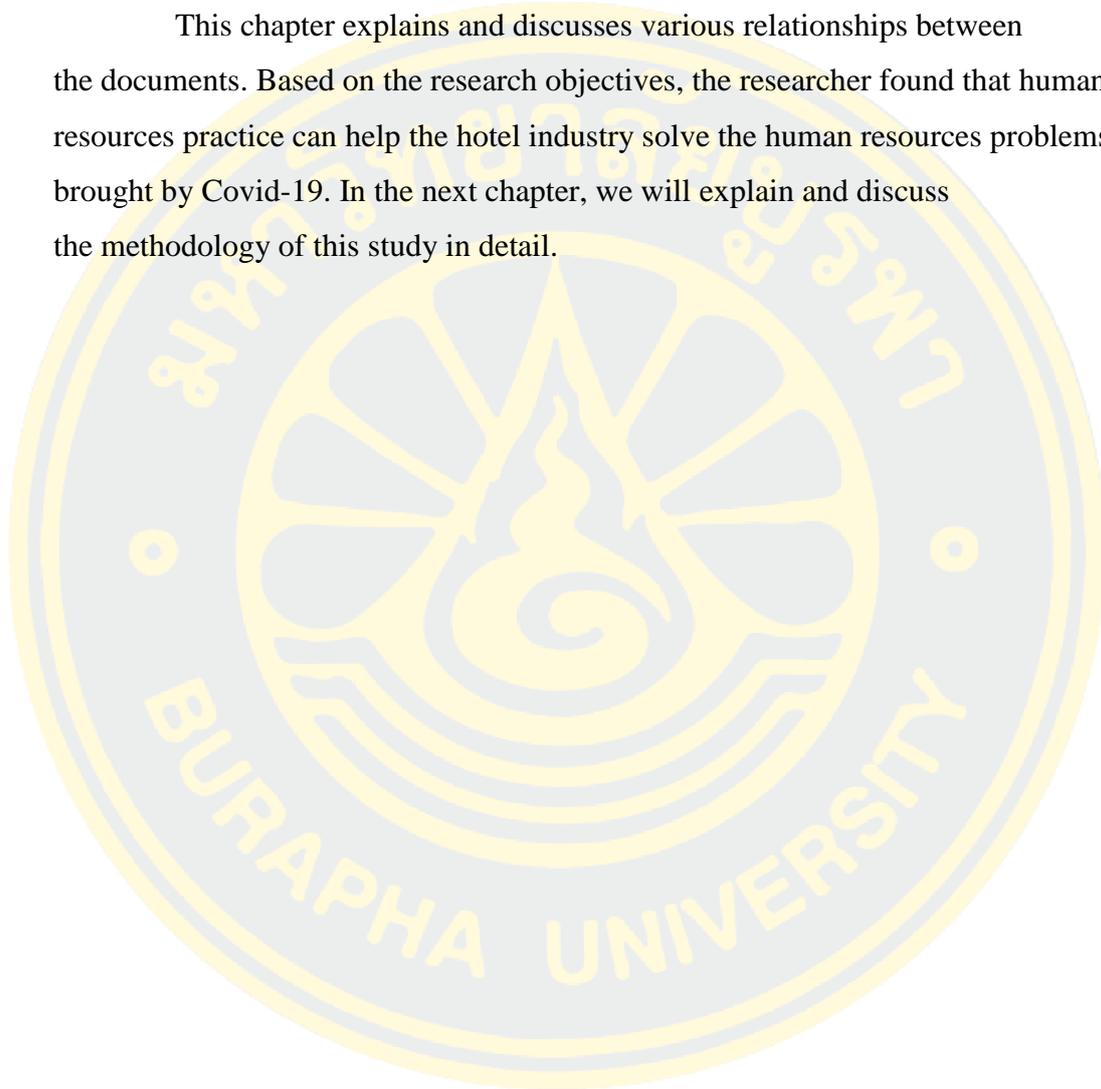
Cheung and Law (1998) studied "Hospitality service quality and the role of performance appraisal". This study introduces the human resource practice process in the hotel industry and its relationship with service quality (SQ) and total quality management (TQM). The research results put forward a new service quality measurement model, which included the performance of hotel staff into the SQ level measurement. Since SQ is a basic component of TQM, this new SQ model for customer satisfaction can be directly integrated into the hotel TQM operation. This new model is superior to the traditional SQ model in several aspects. The research results show that effective performance evaluation can improve the engagement of hotel employees and better regulate their work.

Islam, Bano, Muhammad, and Jehan (2016) conducted a study on "The impact of HR practices on job satisfaction: A case study of the hotel industry in Pakistan". The purpose of this study is to investigate the impact of human resource practices (recruitment, authorization, working conditions and compensation) on job satisfaction in the future of Pakistan's hotel industry. This study is limited to 10 hotels in Peshawar. The survey results show that there is a significant relationship between human resource practice and job satisfaction. Recruitment and recruitment, selection, authorization and working conditions have a positive impact on job satisfaction, while salary has a negative impact on job satisfaction, indicating that most employees are not satisfied with the employer's salary. The empirical survey results show that the best human resource practice has a significant positive impact

on employee job satisfaction. Therefore, it is recommended that human resource managers correctly understand and implement human resource practices.

Chapter summary

This chapter explains and discusses various relationships between the documents. Based on the research objectives, the researcher found that human resources practice can help the hotel industry solve the human resources problems brought by Covid-19. In the next chapter, we will explain and discuss the methodology of this study in detail.



CHAPTER 3

METHODOLOGY

Research design

This study selected qualitative methods as the research design. Qualitative research begins with the possible use of assumptions, worldviews and theoretical perspectives, as well as the study of research issues, to explore the significance of individuals or groups to social or human problems. Qualitative researchers use an emerging qualitative method to conduct surveys, collect data in the sensitive natural environment of the people and places to be studied, and summarize and establish models or themes for data analysis Creswell (2007). Qualitative research includes the use and collection of various empirical materials, such as case studies, personal experiences, and life stories, interviews, and observational, historical, interactive and visual texts, which describe conventional and problematic periods and experiences in personal life (Denzin & Lincoln, 2005).

In addition, in this study, the researchers decided to use qualitative research methods as the research design for at least the following reasons:

1. Qualitative research can be used for a wide range of applications (Hennink, Hutter, & Bailey, 2020).
2. Qualitative research is a systematic and subjective method, which describes people's life experiences and gives them meaning (Yauch & Steudel, 2003).
3. Qualitative research is to study things in the natural environment and try to understand the phenomenon brought by people (Hennink et al., 2020).
4. The qualitative method is an extensive and open survey, allowing participants to ask the most important questions for them (Yauch & Steudel, 2003).
5. When qualitative research has partial or insufficient theories for some groups and samples or existing theories cannot fully capture the complexity of the problem we are studying, develop the theory.

Research strategy

5 inquiry strategies are mainly used in qualitative research: biography/narrative research, phenomenological research, grounded theory, ethnography and

case study (Creswell, 2009). The constructivist (interpretive) paradigm can be regarded as a substitute for the accepted view or the positivist paradigm.

Creswell (2007) and Lincoln, Guba, and Pilotta, (1985) suggest that individuals seek to understand the world in which they live and work. They have developed the subjective meaning of their own experience, that is, the subjective meaning of certain objects or things.

This study adopts the paradigm of constructivism to explore the knowledge and experience of participants, and tries to build a new model. The purpose of this study is to propose an HRD practice model for the hotel industry during Covid-19. Because they are purposeful and theoretical choices to help researchers explain the theory. The grounded theory combines the tradition of positivist philosophy, general sociology, and especially the symbolic interactive branch of sociology. According to Ralph, Birks, and Chapman (2015), grounded theory is not a complete methodology, but rather provides a means to build a method to better understand the human situation.

In conclusion, this study adopts the research strategy of grounded theory, because grounded theory is a set of methods to help researchers build a theory based on the data itself, including a systematic and flexible guide to the collection and analysis of qualitative data (Charmaz, 2006). Glaser (2001) claims that classical grounded theory as a conceptualization method is independent. Rooted in inductive quantitative analysis and theoretical construction, the hypothesis generation in grounded theory is essentially a probability statement that explains the underlying patterns of social behavior (Glaser, 1998). As a form of latent structural analysis, grounded theory reveals fundamental patterns in substantive or formal domains. By using concepts based on empirical data and integrating them into theoretical coding, hypotheses can be written quantitatively or qualitatively based on data and researchers. The special value of grounded theory lies in its ability to provide a conceptual overview of the phenomenon being studied. It focuses on the viewpoints of participants and provides them with the opportunity to express their thoughts on the issues they consider important, enabling them to reflect on these concerns to gain understanding and gain new insights (Glaser, 1998). This ability does not make grounded theory superior to quantitative or qualitative methods, but rather

complementary. Quantitative research and data analysis respectively provide descriptions of the overall and in-depth case studies, while grounded theory provides a conceptual overview, including grounded explanations, interpretations, impacts, root causes, etc. (Glaser, 2001).

Research methodology

1. Participants

According to a literature review, Creswell (2007) discussed the importance of selecting appropriate candidates for interviews. In this study in order to obtain qualified candidates who can provide the most reliable information for the study, the researcher used a purposive sampling method to help the researcher to identify suitable participants and study sites, and since this study is dedicated to the study of issues related to human resources in the hospitality industry. Due to the more comprehensive staffing of four-star and five-star hotels compared to other star rated hotels, it better reflects the impact of Covid-19 on the completion of hotel human resources. In Yunnan Province, there are more four-star hotels than five-star hotels, so this study chose four-star hotels as the research object. The researcher believes that human resource personnel in four-star hotels in Yunnan Province can provide useful information for this study. Therefore, in this study, the researcher selected 20 participants from four-star hotels in Yunnan Province who are human resource managers and employees with at least 2 years of work experience. After the researcher determined the location and target population for data collection based on the target sampling method, the researcher contacted the managers of the hotels by email, telephone, and WeChat (social software) to introduce the significance of this study and the objectives of the study, and explained the process of data interviews, the target population for data collection, and the purpose of the data, and then presented the hotels with this study's data collection of the application.

Purposeful and theoretical sampling method was used in this study and the researcher needed the participants to have knowledge of human resources and experience of working with human resources in the hotel industry in order to participate in this interview, and if they did not have knowledge of human resources and experience of working with human resources in the hotel industry then they could

not participate in this study. After obtaining approval for data collection, the researcher consults and communicates with the hotel's human resource manager to get information about eligible participants through the human resource manager and identify the list of interview candidates with the help of the hotel's human resource manager. After the interview candidates were identified, the researcher would communicate patiently with the interviewed candidates, introduce the significance of this study and the research objectives to them, and explain the process of this data interview and invite them to participate in this study. Participation in this study was voluntary and participants could refuse and withdraw at any time. The number of participants in this study depended on data collection until saturation was reached. The data collection process took place from 16th November to 31st December 2023. Interviews were conducted with 20 human resource practitioners from four-star hotels in Yunnan Province. Each participant was interviewed in depth for about 45 minutes and each interview was recorded through audio recording.

2. Data instrument and data collection

Data Instrument: The basic methods used by qualitative researchers to collect information include; 1) environmental participation, 2) in-depth interviews, and 3) literature review (Marshall & Rossman, 1999). In this study, the researcher used in-depth interviews as a data collection instrument with the participants. Creswell (2007) suggests that grounded theory should be interviewed with 20-30 individuals to 'saturate' the categories and elaborate on the theory. This means that data is collected through this human instrument.

Based on the literature review and related research, the researcher developed an interview guide. Based on the recommendations made by Patton (1990), 6 interview questions were proposed, including experience and behavioral questions, opinions and values questions, feelings questions, knowledge questions, sensor questions and background/ demographic questions. The interview guide was reviewed by 3 human resource development professors at Burapha University. After receiving feedback from the review, the researcher modified the questions and started the test based on the suggestions and made improvements accordingly after the instrument was trialed. The answers to the interviews were recorded in short notes and audio recordings with the consent of the interviewees.

Data collection process: After obtaining ethical approval for the proposed study from the Research Ethics Committee of the Graduate School of the Burapha University, the researcher started collecting data. The process of collecting data from the participants was divided into the following 6 steps:

1. The researcher contacted the manager of the hotel through the use of emails, phone calls, and social software, and after briefing the manager of the hotel about the purpose of the study and the process related to data collection, a request was made to the hotel regarding the data collection for this study.

2. The researcher selected the participants of this study through the method of purposive sampling. The researcher believed that human resource staff from four-star hotels in Yunnan Province with more than 2 years of human resource work experience could provide useful information for the study. After obtaining permission from the hotels for data collection, the researcher will consult with the hotel's human resource managers to select suitable participants for this study.

3. The researcher communicated with the participants who were suitable for this study, which required voluntary participation, to explain and justify the purpose and significance of the study and data collection. Introduce and explain to them the process related to data collection and invite them to participate in this study voluntarily.

4. After determining the list of participants, the researcher started to make appointments with the participants of this study, including the time and place of the interviews. All the participants are voluntary and the information of the participants will be protected (including, name, position and department, etc.). If they did not wish to participate, they had the option to decline at any time.

5. The researcher arrives at the interview site 40 minutes prior to the scheduled time for each interview after the appropriate interview time has been set; this is to ensure that the researcher is adequately prepared.

6. The researcher began in-depth interviews with the participants. The researcher interviewed the participants using an interview guide that had been ethically approved by the Research Ethics Committee of the Graduate School of Burapha University, and with the consent of the participants, the researcher recorded

each participant's responses in short notes and audio recordings that were used for subsequent data analysis. Each participant was interviewed for 45-60 minutes.

Data analysis and interpretation

This study used interview data and analyzed the data manually. The researcher compiled and analyzed the data and then wrote the research report. This study used qualitative research methodology to draw conclusions from understanding and interpreting the results of analyzing the interview data

The research adopted by Charmaz (2006). It consisted of the following four steps. Step 1: Initial coding: Verbatim analysis to explore and identify any possibilities in the data. Step 2: Focused coding: Synthesis more meaningful and directional data; Step 3: Axial coding: Relate categories to subcategories.

Axial coding specifies the attributes and dimensions of the categories.

Step 4: Theoretical coding: Theoretical coding is conceptualized and specifies how all the categories relate to each other to generate a new theory or model. There were 20 participants in this study. During data collection and data analysis, the researcher reached data saturation when 20 participants were involved.

Trustworthiness

In order to ensure the credibility of this qualitative study, the trust strategies adopted by the researchers include: 1) the researchers send the collected research data and results to the researchers' supervisors and co-supervisors for review, thereby ensuring the accuracy of the research results and conclusions, preventing bias and factual errors, 2) clear documents, including details and clear descriptions of data collection, recording dialogue, observation and interpretation of data collection, and 3) Reflection Record-A reflection summary of the data analysis process for each participant.

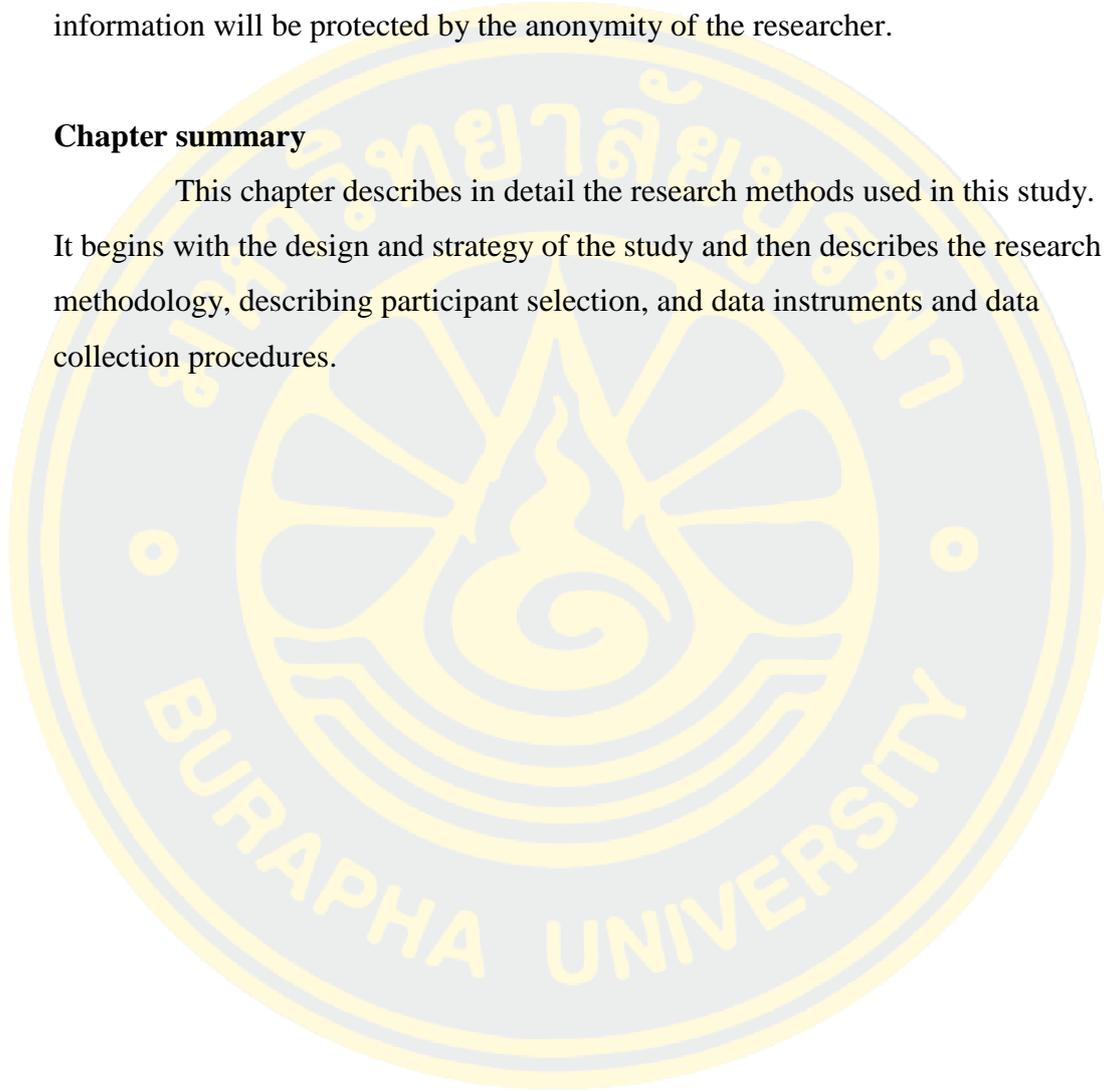
Research ethics

The researcher applied for ethical approval from the University's Research Ethics Committee, and obtained the research project code for this study: G-HU276/ 2566. To ensure that the researcher was able to consider all relevant ethical

issues, the researcher developed an informed consent form for the study for participants to sign prior to their involvement in the project. All participants were informed that the study required participants to participate voluntarily and to understand the purpose of the study and how the results would be used. Their information will be protected by the anonymity of the researcher.

Chapter summary

This chapter describes in detail the research methods used in this study. It begins with the design and strategy of the study and then describes the research methodology, describing participant selection, and data instruments and data collection procedures.



CHAPTER 4

RESEARCH RESULTS

This chapter presents the results of this study through direct quotation. The researchers converted the recorded interviews into text, then began data analysis and presented the results of this study, including: Population statistics of participants in this study. Survey results on the role of human resources practice in four-star hotels in Yunnan Province:

Participant information

Table 2 Participant information statistics

No.	Gender	Position	Department	Hotel
P1	Female	Director of Human Resources	Human Resources Department	A
P2	Female	Human Resource Manager	Human Resources Department	B
P3	Male	Human Resources Workers	Human Resources Department	C
P4	Male	Director of Human Resources	Human Resources Department	D
P5	Female	Human Resources Workers	Human Resources Department	D
P6	Female	Director of Human Resources	Human Resources Department	E
P7	Male	Deputy Human Resources Manager	Human Resources Department	F
P8	Female	Deputy Human Resources Manager	Human Resources Department	F
P9	Female	Director of Human Resources	Human Resources Department	F
P10	Male	Director of Human Resources	Human Resources Department	G
P11	Female	Human Resource Manager	Human Resources Department	H
P12	Male	Human Resource Manager	Human Resources Department	I
P13	Female	Human Resources Workers	Human Resources Department	I
P14	Female	Human Resource Manager	Human Resources Department	J
P15	Female	Deputy General Manager of the Hotel	Human Resources Department	J
P16	Female	Human Resources Workers	Human Resources Department	J
P17	Male	Human Resources Workers	Human Resources Department	J
P18	Female	Deputy Human Resources Manager	Human Resources Department	L
P19	Female	Human Resources Workers	Human Resources Department	L
P20	Female	Human Resource Manager	Human Resources Department	L

From Table 2, it can be seen that the Participant Information of these 20 employees are as follows:

1. Gender: 14 females and 6 males
2. Job positions: 1 Hotel Deputy General Manager, 5 Human Resources Directors, 5 Human Resources Managers, 3 Deputy Human Resources Managers, and 5 Human Resources Workers
3. Department: The 20 participants in this study were all from the human resources departments of various hotels
4. Hotel: Among the 20 participants, there is 1 from Hotel A, 1 from Hotel B, 1 from Hotel C, 2 from Hotel D, 1 from Hotel E, 3 from Hotel F, 1 from Hotel G, 1 from Hotel H, 2 from Hotel I, 4 from Hotel J, and 3 from Hotel L.

Finding results on the role of human resources practice in four-star hotels in Yunnan Province

The researchers analyzed the role of human resource practice in four-star hotels in Yunnan Province through data collected through interviews, and proposed the results based on the research objectives and questions of this study.

Table 3 Theme of the role of human resources practice in four-star hotels

No.	Theme
1	Human Resource Impact
2	Role of HR Practices
3	Effective HR Practices

Research question 1: “What are the impacts of Covid-19 on the human resource for the four-star hotel in Yunnan province?”

Table 4 Theme1: Human Resources Impact

Theme 1	Category
Human resource impact	1. Training issues 2. Recruitment pressure 3. Work pressure 4. Negative emotions 5. Human resources shortage 6. Employee Health

Theme1: Human Resources Impact

The research results found that Covid-19 has had a significant impact on the human resources work of the selected four-star hotels in Yunnan Province in this study. In the years since the outbreak of the Covid-19 pandemic, whether it was the almost cessation of operations in the entire hotel industry in the early stages of Covid-19, or the recovery of the entire tourism and hotel industries after the pandemic, human resource workers in the hotel industry have been facing various human resource problems brought about by Covid-19.

Through data analysis, researchers have found that the human resource impacts of Covid-19 on selected four-star in Yunnan Province include:

1) Training issues, 2) Recruitment pressure, 3) Work pressure, 4) Negative emotions, 5) Lack of personnel, and 6) Employee health. They can be explained as follows:

1. Training issues: Training issues refers to the situation in the early and middle stages of Covid-19, in order to prevent the spread of the epidemic, people were not supported to engage in large-scale offline activities, so the training method was changed from traditional offline training to online training, and some training courses had to be suspended. Although online training is more flexible and convenient, it has also caused some problems, such as the inability of students to

improve learning efficiency through practice during technical training, and the difficulty in evaluating training effectiveness. Some examples directly cited include:

“Because in fact, the effectiveness of many online training programs cannot be evaluated because you cannot see whether the students are listening attentively or doing other things. Although they have logged in online, they cannot achieve effective supervision, and the effectiveness of the training cannot be assessed.” (P7)

“Even during Covid-19, we actually conducted online training. Everyone came in through a fixed IP platform. I think the training will be basically distributed online and offline now. In addition to the group, we also send out a lot of online courses to complete the course training, but there are drawbacks. To be honest, online training is easier for people to doze off, and the forms of online training are similar. It depends on whether the trainees can listen to it or not, and there is less interaction with the trainees during the training process” (P8)

“Because large-scale offline gatherings were not allowed during that period, and we also had to consider the physical health of our employees, the vast majority of the training we conducted was online. However, for some frontline employees, such as the housekeeping department or catering department, it was difficult to evaluate the results of their professional skills training because sometimes. Especially in the training of these professional skills, employees need to practice and experience it themselves in order to learn faster. During this period, I have also communicated with the training managers of our departments, and perhaps everyone feels that the training progress or results of this course on professional skills in each department will be affected during the epidemic.” (P13)

“Due to the pandemic, large-scale gatherings are not allowed, so many of our training courses cannot be carried out, such as some practical training in our guest rooms, some training courses in the catering department and front desk. Some training courses are actually difficult to present online.” (P17)

“During the epidemic, some of our training work had to be vacant for a long time, which may have been more than a year, so the training work may not have been carried out.” (P19)

2. Recruitment pressure: Recruitment refers to the need for human resources workers to find suitable employees for various positions in the organization in order to meet the organization's employment needs. The Recruitment pressure in this study refers to the recovery of the tourism industry during the Covid-19 opening period, resulting in a sudden increase in employment demand in the hotel industry and an increase in recruitment workload. Some examples directly cited include:

“Indeed, after the sudden lifting of the epidemic this year, the tourism industry in Yunnan Province began to grow rapidly. Many people came to Dali to play, and there were not enough hotel staff at the first time. At that time, there was really more recruitment pressure because many hotel industry personnel had changed careers in the past 3 years, which resulted in a small talent pool in this industry. How can you quickly use some flexible employment methods. How to mobilize some of your temporary labor resources in society, retain this person, and then provide excellent service to hotel guests, not to mention how good it is, at least to ensure that they can operate normally in the hotel.” (P1)

“In order to cope with Covid-19, our hotel did not replenish staff after normal staff turnover. However, if there is a turnover, the biggest problem may be that when I want to resume hotel operations, I need to find suitable people again. This is a relatively difficult task, so we may not have as many manpower to provide the services that guests deserve when they come to our hotel In terms of service guarantee, due to the lack of personnel, we may face significant difficulties during such a gap of one month” (P3)

“In the early stages of the epidemic, it was still quite difficult to recruit people. Many people would resign, and some would say that due to the epidemic, they wanted to stay at home, so it was difficult to recruit people during that period, and job hunting seemed to be not very easy. I think this is how I feel from the perspective of recruitment.” (P8)

“There has been such a personnel change, where 3 hotels may have laid off 100 people, with each hotel possibly having around 30 people, and it may not be as if there were around 20-30 people. However, in June, July, and August will soon usher in a small peak of summer vacation. It's just that we suddenly have a shortage of human resources again, which makes us very nervous.” (P9)

“When the tourism industry opened up in 2023, it began to recover. As you can see, especially during the Chinese New Year, there were actually many tourists here. Because we didn’t know when it would open up in advance, we were almost unprepared for the peak of that wave of tourism. In addition, due to the previous response to the epidemic, the personnel ratio of our hotel was reduced, so when facing the peak of the first wave of tourism industry recovery, there is not enough manpower, so my recruitment work pressure is still quite high because it is actually difficult to find suitable people in a short period of time.” (P14)

3. Work pressure: In this study, work pressure refers to the economic pressure caused by Covid-19, which leads to a decrease in hotel employee salaries and some employees’ livelihoods not being guaranteed. And due to the loss of hotel staff and employee health issues caused by the epidemic, there was a shortage of manpower during the resumption of work, which led to an increase in the workload of those employees who stayed at work and created work pressure. Some examples directly cited include:

“During that period, we started remote work and online meetings. When our meeting was not available onsite, we started using Tencent Meeting crazily. So, meetings started to come in all sorts of ways. For a period of time, we really used these methods, which were convenient and fast, but at the same time, it also accelerated our work pace, causing us to have a bit of Work pressure.” (P1)

“This can also provide a basic guarantee for the operation of the hotel. At that time, we were also very worried because we were afraid that the front desk operations department would fall ill, which may have put a lot of operational pressure on our hotel. This also led to the fact that at that time, the workload of our entire hotel staff was relatively high. Because there may be 10 people in a department, and then 2, 3, or 4 people fall ill, healthy employees may need to help those sick employees complete the work of their entire department. At that time, if we said to recruit 1 or 2 or 3 more employees, it may not be realistic, and this may also be a part of labor costs, So what we can only say is to carry out such a supplementary job, which is to make employees work overtime as much as possible to stick to that part of the more difficult period, so the workload or work pressure of employees increases during that short period.” (P5)

“Because at that time, everyone was receiving basic wages, taking vacations at home and earning a monthly salary of over 1000 to 2000 yuan. However, his employees were unstable at that time, and many of these incomes could not support their daily lives.” (P7)

“But when there is no business in the hotel due to the pandemic, it can lead to a situation of reducing staff. For example, initially there are 10 people in this position, but during a pandemic there may not be much business and he may leave only a few people. In this case, the workload of the others will also increase. There will then be situations where various departments will help each other, for example, when there are not enough staff in the catering department. In fact, there are still some employees who are unwilling to do so. For example, some colleagues who go to other departments to help feel that although I go to help you, I do not finish the work myself. This is equivalent to saying that when I come back, I have to work overtime for free in order to finish my own work. For some coworkers, they may feel that these are things they don't want to do themselves, but must do.” (P8)

“At that time, the main focus was on grassroots employees, especially those in the room and catering industry, as the rooms were quite full. However, at that time, due to the shortage of people in the market, there was a sudden surge in tourism in Yunnan, and every hotel was full of rooms. So, small hotels were full of rooms. So at that time, we would basically provide more internal support, and basically all the management personnel would go to the operations department to support. This was a time when the support was relatively heavy.” (P9)

4. Negative emotions: Covid19 has caused some negative emotions among hotel employees, especially frontline staff who need to interact with guests every day. This has led to some employees feeling worried about their physical health and work environment, resulting in feelings of tension, anxiety, panic, and other negative emotions. At the same time, some necessary measures regarding epidemic prevention and control can also cause psychological pressure on employees. Some examples directly cited include:

“So during that period, in that environment, especially the frontline employees of our hotel, there may still be a little bit of anxiety, just the idea of worrying about their physical health.” (P1)

“Because during the epidemic, everyone was relatively isolated in their own homes, and there was also a lot of psychological pressure on everyone.” (P7)

“As a matter of fact, the staff is pretty scared too. But you still have to serve the guests. We’ve been exposed to working in quarantined hotels before. The fact is that the psychological panic is still very scary for everyone.” (P8)

“I feel that employees still have a little bit of nervousness, because after all, no one wants to get sick, right? And we are in this industry and have to deal with some customers every day. We have taken some protective measures, but there is inevitably a risk of infection, so employees are still a bit worried about their own health, including myself.” (P13)

“There are still some concerns about health, including our business, which is the same, we meet different clients every day. There are still some concerns about health. I think during that time, when I was walking down the street, I had that concern, let alone in hotels, especially front desk staff, who are directly dealing with customers, so there are still certain risks, especially if we come into contact with some of our customers who are sick mutual or co-workers, we’re especially worried about getting sick.” (P19)

5. Human resources shortage: Due to the significant impact of Covid-19 on the hotel industry, it has been in a stagnant state for a period of time. Some hotels have lost some employees in order to control human resource costs. At the same time, facing the stagnation of the hotel industry, the decrease in salaries, and the loss of some talent in the hotel industry, they have turned to other industries for development:

“Anyway, it is now very obvious that a large number of talent in the hotel industry have actually been lost, which has caused a difficult situation for me. The hotel industry is really facing a shortage of talent, especially those who are particularly high-quality and willing to work hard to put this position into practice.?” (P1)

“The real biggest problem of Covid-19 in this industry may be here. Because the whole industry almost went through a state of standstill at that time. Many companies may take the method of first giving our employees pause, compensatory leave, and then stop taking, or then take compensatory leave, a similar way to control and save labor costs. Because our highly service intensive industries require a large amount of manual labor to build. When our business is not running smoothly, our biggest cost is to control labor costs. But this is a practical problem that many of us will face. So during that period, it also led to a lot of personnel turnover.” (P3)

“At the beginning of the pandemic, we had about 400 people. However, after all these years, between the end of the epidemic and the resumption of work, we had only 328 people, a reduction of about 100 people.” (P4)

“Our hotel, or the vast majority of hotels during this period, began to reduce labor costs. At that time, we started taking turns and had no choice but to pay some minimum wages to employees. This also led to the loss of some employees in our hotel.” (P5)

“One of the challenges at that time was a serious shortage of manpower. We might not have thought before, but how could such a thing happen? Suddenly, the epidemic hit, and the school called back all the interns. We interns, for example, accounted for 10 percent, and we had 20 interns. In some departments where interns were the main focus, such as catering services, suddenly you faced the problem of a shortage of people.” (P6)

“Basically, the first issue we are facing now is a shortage of personnel. Because the carrying capacity of the entire human resources in the hotel industry is becoming smaller and smaller, the subsequent ones cannot keep up. Well, many of the previous ones are also facing a break.” (P10)

6. Employee health: Covid-19 has brought some health problems to the hotel industry, especially in the later stages of the epidemic, as the tourism and hotel industries began to recover and the number of tourists increased, increasing the health risks for hotel employees. Many employees have suffered from health problems caused by Covid-19, manifested as fever, cough, weak limbs, and extremely

contagious. Employees may not be able to work properly during the infection period. Some examples directly cited include:

“After the epidemic was lifted, many tourists came to travel, and the flow of people suddenly increased. It also brought a lot of bacteria, and the spread accelerated, causing hotel employees to fall ill. At that time, many employees still fell ill.” (P1)

“At the beginning of the pandemic, the problem we faced was that our employees began to fall ill one after another, and they were unable to work normally.” (P3)

“So during that period, the safety of our employees’ lives was the top priority. Later on, even after the hotel resumed operations, the safety of our customers was also a concern. Because our front desk employees are now wearing masks like these. However, if some customers are infected, there is also a possibility that they have already been infected. We must ensure the safety of our customers and employees.” (P6)

“It was still difficult for us at that time. Because a sudden wave of peak time made many of our employees, that is, it would start to spread in large quantities. Well, it might not be serious, but it could be a period of relatively rapid spread. At that time, we might have a group of people who fell ill in a short time, and one third of them fell ill” (P9)

“At the beginning of the opening and opening up, the biggest problem for many employees during that month was their health problems. For health issues, they may not be able to come to work, and they are just resting at home.” (P18)

Research question 2: “How did the four-star hotel industry in Yunnan province respond to Covid-19 in the early and middle stages of the pandemic?”

Table 5 Theme 2: Role of HR Practices

Theme	Category
Role of HR Practices	<ol style="list-style-type: none"> 1. Enhance employee skills 2. Reduce Human resources shortages situation 3. Taking care of employee health 4. Motivating employees 5. Alleviate negative emotions

Theme 2: Role of HR Practices:

Among the selected four-star in Yunnan Province, some human resource issues have arisen due to the outbreak of Covid-19. Human resource practices play a crucial role in addressing and resolving these human resource issues.

Through data analysis, it was found that the role of human resources practice in responding to Covid-19 includes: 1) Enhance employee skills, 2) Reduce Human resources shortages situation, 3) Taking care of employee health, 4) Motivate employees, and 5) alleviate negative emotions; They can be explained as follows:

1. Enhance employee skills: During Covid-19, participants improved their employee skills through training, enabling them to acquire knowledge of Covid-19 prevention, disinfection processes, and skills related to protecting employee health. At the same time, organize employees to receive training on various job skills, expand and develop their skills, so that they have multiple job skills and develop their potential. Some examples directly cited include:

“Of course, the training will be based on the knowledge of protection provided by the community as a whole at that time. Our group will also be based on the operational processes of a particular service industry, including the basic processes you need on how to sanitize and disinfect on a daily basis, how to come into contact with guests, or what kind of protective equipment you need. How you need to protect yourself after you arrive at the post and the training is already in place.” (P3)

“We have conducted some psychological counseling lectures, including some online courses at the headquarters, including our cleaning manual. This is to launch this cleaning manual, teaching us how to protect ourselves and how to do some hygiene protection.” (P6)

“But in general, we may not have that much work to do during working hours. That is why we will organize a lot of training. At that time, the time for training with each person will increase to training organized by many departments, HR departments and various forms. So everyone will have a lot of time to learn by being off duty. In addition to the specialized training for certain positions, there is some interesting training. For example, we have organized some studies on English language or office software, as well as some studies on mobile photography and short video editing. Of course, we are also very interested in training everyone in skills which are specialized and general. Since there was also more time for training then, each person had to focus on the direction of their training when they had free time, and this was an effort in that direction. Then, when we needed to hire staff, anyone who needed help could come in and help out, no matter which restaurant was busy. People in the back-of-house department are probably learning how to make beds and check rooms, too. Everyone can go up there when we need them.” (P9)

“During the epidemic, our main goal is to expand the skills of our staff so that we can achieve versatility and specialization. If you want that person to be a versatile employee, we will extend the training cycle.” (P10)

“Then, during the epidemic, our workload is not that large. Therefore, our employees have more free time, so how can we make use of this free time? We will start organizing employee training and try our best to help them learn more skills or knowledge during this period.” (P15)

2. Reduce Human resources shortage situation: When facing the shortage of human resources caused by Covid-19, participants can flexibly mobilize employees to make up for the shortage of personnel in some areas, while cultivating employees with multiple skills. When the hotel needs more, these employees can handle multiple positions. Through human resource measures, the shortage of hotel human resources can be alleviated in a short period of time. Examples they directly cited include:

“Just send someone over here to support them, and they just happen to be able to solve their urgent need. Or, in other words, because some places like Guangzhou and Shenzhen may have difficulty recruiting people. So they may not have as many people. So, once they have these needs, they will contact the heads of human resources from various companies. And maybe we can do this on our end. Due to the impact of the epidemic, when there is not as much business volume, we can send help to them.” (P2)

“In the face of the problem of insufficient manpower, we also solve it through one specialist and multiple abilities. What is one specialist and multiple abilities? We hope to cultivate an employee who can not only do their job well, but also learn some other job skills, so that when we need them, they can take on multiple positions and have the ability to do them. What are the benefits of doing this? Firstly, it will reduce our labor costs. Perhaps it was originally done by 5 people, now 3 or 4 people can solve it” (P11)

“For example, for the past month or two, this hotel has been full. This hotel gets a lot of catering, receptions, various wedding receptions, group parties, and company meetings. At this time of year, people from various departments come to help. But you will find that there is not enough manpower, there is really not enough manpower. Especially if you let your employees take full responsibility for a month, it is impossible to go a month without a break. Some employees are willing, but their bodies can't take it. We're just trying to work internally, for example, when we in the rooms department put together a room, the room and the food and beverage work different hours. That room can accommodate all-day dining, breakfast in the morning, lunch at noon, and dinner at night. At this point, the rooms department employees can go to the food and beverage department to help out after work.” (P12)

“Firstly, we encourage employees from various departments to help each other and also encourage them to develop and learn diverse skills. Additionally, we also hire some hourly workers. For example, when we receive a large banquet, we only lack some frontline service personnel for one or two days. We will use the method of hiring hourly workers to solve our short-term shortage of personnel.” (P14)

“Regarding the shortage of personnel, we have alleviated the situation by using hourly workers and implementing one to many transfers.” (P17)

3. Taking care of employee health: The participants provided some protective measures for the health of hotel employees, prepared relevant medicines for employees, and provided necessary protective equipment and disinfection tools. And formulate corresponding policies to prevent the spread of the virus, thereby providing a certain degree of protection for the health of employees. Some examples cited include:

“At that time, the hotel invested a sum of money to buy these medicines for the employees, some of which were basic for fever and fever relief. There were also some medicines that were stored in the human resources department to relieve your cough and other symptoms. For example, if the employee had any discomfort, they would come to the human resources department to receive medicine...For example, in these public areas and so on, they are regularly disinfected every day. So, the overall atmosphere is still relatively safe” (P2)

“We purchased a lot of medicines at once, so the hotel stocked a lot of supplies at that time. This is one of the priorities of our work, which is to ensure the safety and health of employees on a case-by-case basis. In addition, we also provided some herbal tea for everyone in the staff restaurant. At that time, it was said that there was a Chinese herbal formula that was very good. In my office, we boiled Chinese medicine every day to help people protect themselves. Of course, our focus was our front-line colleagues at the front desk, including providing these high protection masks, including the colleagues in the guest rooms, if a guest showed symptoms like fever. Then we go and clean the attendant in that room. We all put on a full set of protective clothing for him. We’ve bought several suits, put them on and then we go in and clean them, and we need to change and sanitize them immediately.” (P6)

“Under the influence of Covid-19’s conditions, we will have to consider whether employees should have separate meals and whether they should have separate meals in different periods of time. Under the current policy, does it have meals that are so serious that they have to be separated or in batches? In fact,

people usually live together every day, which does not affect our need to evaluate, and then we need to pay attention to some national policies at any time.” (P9)

“There are several hospitals in front and behind the hotel. At that time, we had to strictly follow national policies for employees to undergo physical examinations. After guests checked in, we had to measure their temperature. We also required our employees to undergo regular nucleic acid testing and monitor their health status in real time.” (P12)

“When there was an epidemic just now, every department had to issue masks to them, especially the front-line staff. We had to issue masks to them, and then every department had to teach them to wash their hands diligently, and every department had to be equipped with sanitizing hand sanitizers, and they also had to learn how to protect themselves, especially the front-line staff. Also, when meeting customers, they must wear masks.” (P19)

4. Motivating employees: In the face of increased workload and insufficient personnel, participants have developed some reward mechanisms to motivate employees to work better through salary and benefits, enhance their work enthusiasm, encourage employees to learn more skills, and give them some material recognition. Some examples directly cited include:

“So when we started resuming work, there were quite a few overtime tasks during that time. At this time, we not only encouraged our employees, but also established some reward mechanisms. We would give some compensation to employees who completed overtime work.” (P3)

“Perhaps during that period, the manpower was not very sufficient, and most departments of our hotel needed to maintain the operation of the hotel through employee overtime. At this time, the workload or work pressure of employees would definitely be higher than usual. Therefore, we would propose some incentive policies to motivate employees, such as paying overtime pay or calculating compensatory leave for employees. Let their hard work be rewarded with some compensation.” (P5)

“So for each project, each individual and independent project, when we draft and plan this project in the early stages, we will think carefully. We will have an incentive plan, which is to give some of the people who join this project either money, hotel meal vouchers, or hotel room vouchers. We will give them some recognition and

incentives, including material recognition. Of course there is both material and spiritual recognition. If he participates in these activities more often, we will be biased when selecting excellent employees. Okay, then when we promote employees, there will also be some bias, and he will lean towards these employees. So let's just have some spiritual and material recognition.” (P6)

“First of all, we will ensure their welfare. Well, then, whether it's in terms of catering or accommodation, I do my best. Secondly, we will provide some additional benefits such as seniority allowances to improve their job satisfaction as much as possible. We also have some employee training plans or career development plans to motivate employees to work on these things. We will have different development plans for the supervisor level, manager level, and director level.” (P10)

“Since the beginning of this year, our group has set up a recognition fund in each of our hotels for those who have performed well in their work. The commendation fund allows those employees with outstanding performance to receive monthly bonuses at their discretion. In addition, there are quarterly competitions for outstanding employees and these activities are carried out. There are also staff birthday celebrations where cakes are distributed and birthday parties are organized every month.” (P19)

5. Alleviate negative emotions: When facing the negative emotions of Covid-19 on hotel employees, participants establish a good working atmosphere, care for employees, actively communicate with them, provide psychological counseling for employees, and thus alleviate their anxiety and pressure. Some examples directly cited include:

“Some bad emotions have something to do with the atmosphere. The first one I think is to set up the atmosphere of the company. We also know that Covid-19 is not terrible, but will do some publicity and implementation with employees.” (P1)

“For overtime, we would choose to have some policies at that time, such as if you worked overtime, if I worked overtime, then maybe I would settle the overtime pay generated in that month to you. Through this form, employees would feel that I have paid back and that my efforts are directly proportional to my rewards. They would feel more comfortable in their hearts, and we would also do these things in this way.” (P4)

“I think our care is still very well done, but it doesn't make employees feel particularly panicked. In addition, some psychological counseling, and some care, including our leaders, are especially standing together with us and colleagues.” (P6)

“Also, even though we say we are on lockdown at home, we hope to do some online activities to mobilize people. Regardless of whether it's a hierarchical relationship or not, everyone will still hang out together. This leadership relationship can make everyone seem closer and friendlier.” (P9)

“At this time, we have already laid the groundwork for what we should have done earlier. So, while I am working with you on this matter, I will not forcefully pressure him. Let's discuss and see which step he can accept. You can only use this method. I think this is a relatively effective way that everyone can accept.” (P15)

Research question 3: “What are the HR practices of the four-star hotel industry in Yunnan province during Covid-19?”

Table 6 Theme 3: Effective HR Practices

Theme	Category
Effective HR Practices	1. Organize training 2. Career development 3. Employee retention 4. Employee care 5. Employee motivation

Theme 3: Effective HR Practices:

Among the selected four-star hotels in Yunnan Province, some human resource practices adopted by human resource workers to address the human resource problems caused by Covid-19 are very effective. Through data analysis, researchers have found that effective human resource time to address human resource issues caused by Covid-19 includes: 1) Organizing training, 2) Career development, 3) Employee retention, 4) Employee care, and 5) Employee motivation. They can be explained as follows:

1. Organize training: The participants expressed that organizing training is important, and through training, employees can acquire some epidemic prevention knowledge and enhance their epidemic prevention awareness. At the same time, it can also enable employees to master more types of work skills, cultivate multi-skilled talents, encourage and motivate employees to learn more skills while working in other positions. Some examples directly cited include:

“If it’s more important, it’s training. In the early stages of the epidemic, we will train employees online on some epidemic prevention measures, which are how to prevent them, and what to pay attention to during the epidemic to enhance employees’ awareness of prevention.” (P4)

“This is for everyone’s all-around skill training. So, everyone should focus on their training in their free time, and that’s what they’re working toward. And then when you need to use people, they can all go and help out. People in the backline departments can also learn how to make beds, how to check in, and everyone can go and help out when needed.” (P9)

“We can conduct some online training and offline training. We can provide skills training for this position online, including marketing and guest rooms, to help employees improve their work skills.” (P12)

“Then we will carry out some training during this period. First of all, there must be some training on how to protect ourselves. Second, we can cultivate multi-skilled talents, encourage and encourage our employees to learn more skills in other positions while doing their own work well. In this way, when we are short of staff, these employees with multiple skills can help the hotel to achieve such a flexible employment situation. Similarly, when our employees learn a variety of skills, they can also help their future career development and career planning” (P15)

“I think during the epidemic, the first thing to do is to improve online training and improve its efficiency. This can also help hotels cultivate more versatile talents during the epidemic.” (P17)

2. Career development: Participants emphasized the importance of developing career development plans for employees in order to motivate them to work and unleash their potential. Provide career development opportunities for employees,

encourage them to learn more skills, and pursue career development. Some examples directly cited include:

“We can provide employees with more career development plans, encourage them to master more job skills and knowledge, not only provide employees with more development opportunities, but also meet the hotel’s employment needs.” (P4)

“Cultivate versatile employees and encourage them to learn more other job skills. With this training, I can be flexible in dealing with the ups and downs of business when I have fewer employees.” (P9)

“It is important to develop career development plans for employees in order to motivate them to work and develop their potential.” (P10)

“We can cultivate multi-skilled talents, encourage and advocate our employees to learn more skills from other positions while doing their job well. This way, when we encounter a shortage of manpower in a short period of time, these employees with multiple skills can help the hotel achieve such a flexible employment situation. Similarly, when our employees learn multiple skills, their future career development and career planning can also be of great help.” (15)

“We are more advocating for employees to improve their skills, and in some cases, employees can demonstrate their abilities in their positions.” (P18)

3. Employee retention: Participants expressed their intention to retain employees as much as possible, reduce the loss of manpower in the hotel, and try to retain some outstanding employees or employees in the talent market that are in short supply. This will also be helpful for the hotel’s subsequent recovery and resumption of work. At the same time, employee training requires hotels to invest a significant amount of costs, and retaining employees can reduce hotel losses. Some examples directly cited include:

“You can only retain your employees as much as possible through some current human resources policies that you think are suitable.” (P1)

“But if it happens again, we can actually calculate what kind of funds or support we need to ensure a certain period of time through our own methods. We can do it for a period of time, not too long. We can plan every 6 months and a year, and we can calculate the cost of funds needed during this period. After doing a good calculation, we will have a lot of money Support from multiple policies.

Because there is a group behind us that endorses. When we need this funding to sustain our operations, we can retain our employees. (P3)

“Secondly, I think it is very important to find ways to retain the employee during that period, especially to retain some excellent employees. For excellent employees, first of all, we need to invest in them and cultivate them. They have already invested a lot to become excellent employees. At this time, we need to find ways to retain them to reduce our manpower loss, which will also be helpful for our hotel’s subsequent recovery work and resumption of work.” (P5)

“From this perspective, we have actually lost a lot of good talents during the epidemic. These talents, whether due to livelihood reasons, must go to other places to make money, or they are no longer optimistic about the prospects of the hotel industry and think that this industry will not be good in the future, so I will switch careers. Well, it’s a pity. So if there are really things like this coming over, I think the enterprise we will do, if we can do it, is to increase their basic security, so that they can maintain their quality of life during this epidemic period, not to say that they have to switch careers and work in other jobs, which will lead to giving up their current jobs. This is like how we can maintain their industry. Development.” (P10)

“So, as we summarized later, we were just employees at that time. Although we went back to rest, we paid salaries normally, and it was very good for many of our old employees to stay. When the epidemic was lifted, everyone came back to work and dealt with the phenomenon of a surge in different customer traffic. In fact, many of our employees came back because their salaries were paid normally, and the vast majority of employees immediately started working normally. So it did not have a significant impact on our hotel.” (P12)

4. Employee care: Participants expressed that caring for employees is important, allowing them to feel more warmth, improving employee benefits, and preparing better meals for employees to feel valued. Some examples directly cited include:

“To improve employee welfare, prepare better meals for employees and prioritize employee care. To exchange heart for heart, through the form of employee care, let employees feel warmth.” (P1)

“If we come back to the period of Covid-19, I still think that humanistic care is very important, because the first thing our human resources department should do is to put people first. We need to take good care of our hotel employees. Then in that period, it may be very difficult for everyone. What we need to do is to make employees feel more warm, and then find ways to improve the working atmosphere of the whole hotel. Let’s have more cohesion throughout the hotel, so that we can better get through this difficult time together.” (P5)

“I believe that as long as the heart is with the employees, it should still be possible to do well. It is because my heart is indeed concerned about the employees. Then, through the organization of various activities, we can unite everyone to restore our business and production. This is definitely what we need to do after a disaster.” (P6)

“Does the hotel need to show concern for its employees? You can’t just say that I’m sick and I’m taking a leave, so you don’t pay attention. Yes, as an employee in the department, you also need to take care of them, even if it’s greetings. I feel that employees are valued psychologically.” (P8)

“Firstly, I believe that life is the most important thing, and I believe that there is nothing that can be compared to it. My first priority is to ensure the safety of employees, their health and safety. This is my top priority, and I will pay more attention to employees. Therefore, the most important thing is how I will do everything possible to use all the resources of the hotel to ensure the personal safety of my employees.” (P13)

5. Employee motivation: Providing material rewards to employees through some reward systems, in addition to material recognition, spiritual recognition is also necessary. So as to improve their work enthusiasm. Some examples directly cited include:

“I think giving employees some positive incentives is crucial.” (P1)

“Prepare some incentive plans for employees, whether it’s money, hotel meal vouchers, or hotel room vouchers. Give employees some recognition and motivation, just material recognition. Of course, in addition to material recognition, spiritual recognition is also necessary.” (P6)

“Our reward mechanism is quite effective. Generally, we used to give year-end bonuses. However, in the 2 years since the outbreak of the epidemic, we shortened it to process incentives, monthly or quarterly bonuses. It is possible that in the first 2 months, everyone paid half of their salary or took a lot of unpaid leave, and then deducted a lot of money without paying much. Then, maybe the business will be good in the second 2 months after this quarter, Rapidly advancing.

“In this situation, we may take out a portion of the money and use it as a bonus, which is a process incentive bonus.” (P9)

“The working atmosphere is very important. A good working atmosphere and good team cohesion can also motivate employees, because during that period, the entire environment may put a lot of pressure on our hotel industry, which is actually very significant. Therefore, it is important to make our employees feel a positive and relaxed working atmosphere at this time.” (P15)

“Caring for employees’ health and providing them with some benefits, such as providing nutritious employee meals and giving them more small gifts during holidays, can alleviate their anxiety and make them feel warm and happy, so that they can work better.” (P16)

Research question 4: “What does the model of HR practice for the four-star hotel in Yunnan province look like?”

Through analysis, researchers have identified some human resource impacts of Covid-19 on the hotel industry, as well as some effective human resource practices to address these impacts. Therefore, researchers used all themes and categories to create the following model.

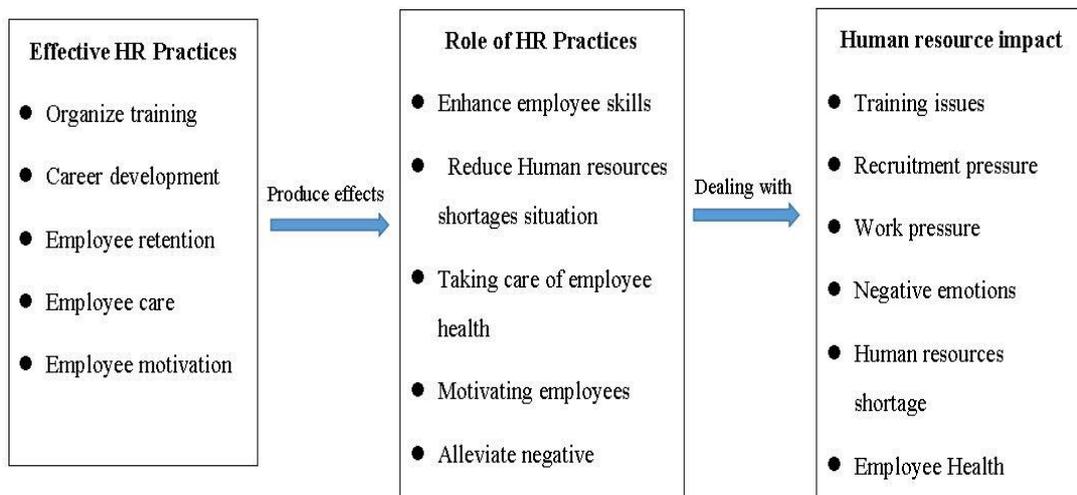
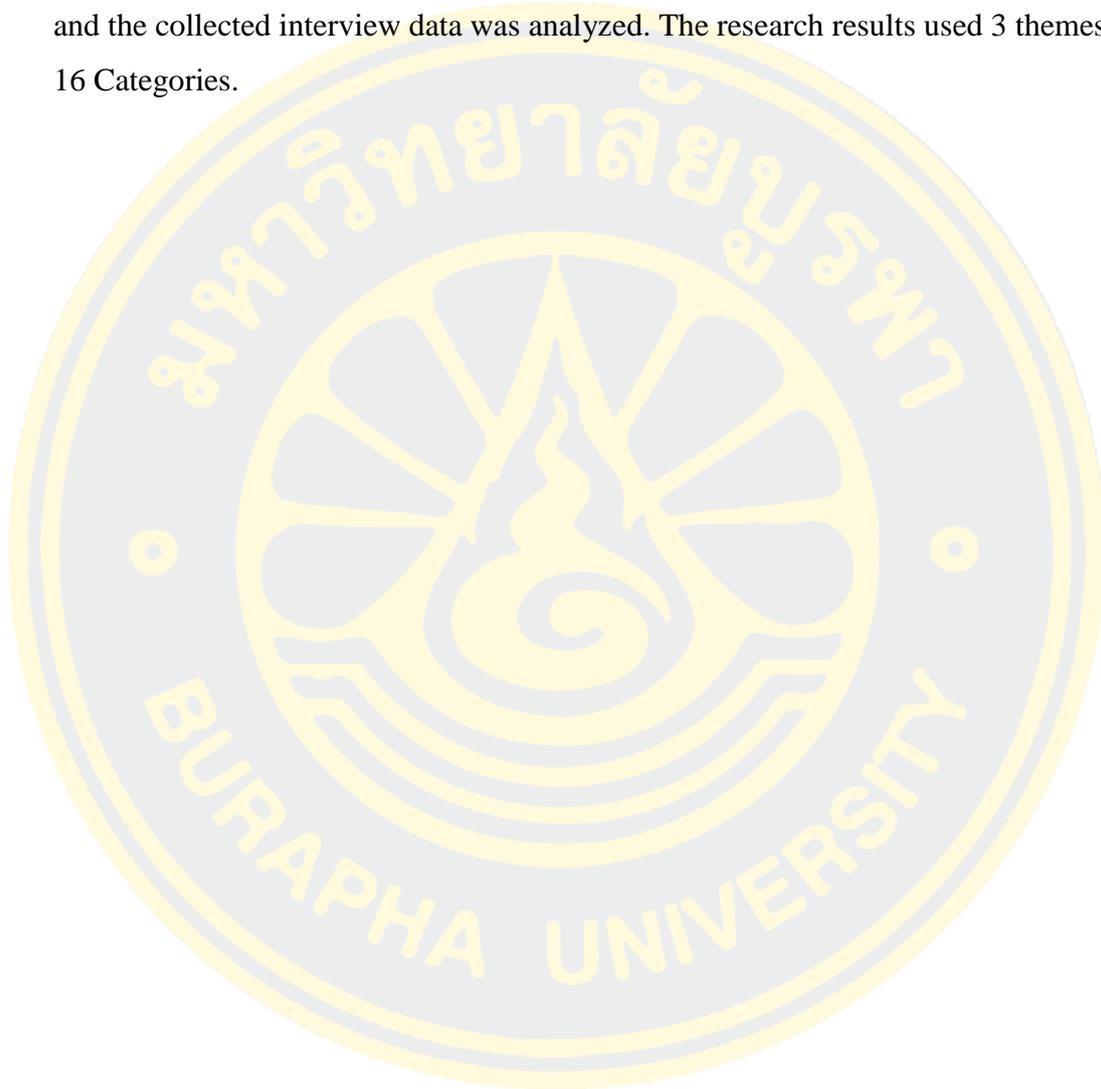


Figure 1 Model of HR practice for four-star hotel in Yunnan province

This model is proposed based on the results of this study, consisting of 3 themes and 16 categories. The model indicates that during the Covid-19 period, four-star hotels in Yunnan Province took some human resource practical measures, including organizing training to improve employee protection knowledge and providing opportunities for employees to learn various job skills; Provide career development opportunities for employees, encourage them to develop multiple job skills, and tap into their potential; Employee retention, especially for some outstanding employees or employees with a shortage in the talent market, in order to reduce the loss of manpower in the hotel; Employee care, providing care to employees, making them feel valued and cared for, and providing benefits for employees; Employee motivation, through some reward systems, provides material rewards to employees. Provided some human resource assistance to the hotel to help enhance employee skills, solve human resource shortages, take care of employee health, motivate employees, and alleviate negative emotions. In order to address the training issues, recruitment pressure, work pressure, negative emotions, shortage of human resources, and the impact on employee health caused by Covid-19 on the human resources of four-star hotels in Yunnan Province. I hope this model can help HR practitioners in the hotel industry. And provide reference for research related to human resources practice in the hotel industry.

Chapter summary

This chapter describes and explains the results of the 3 research questions outlined in Chapter 1. Through purposive sampling, in-depth interviews were conducted with 20 human resources workers from four-star in Yunnan Province, and the collected interview data was analyzed. The research results used 3 themes and 16 Categories.



CHAPTER 5

CONCLUSIONS DISCUSSION AND RECOMMENDATION

This chapter is mainly used to summarize this study and present the findings and research implications of this study and make some recommendations for future related research. Each of the themes from the data analysis in Chapter 4 will be discussed in this chapter. This chapter is divided into 5 sections which include:

1. The Overview of the Study
2. Summary of Finding
3. Discussions
4. Implication
5. Recommendations for Future Research
6. Chapter Summary

An overview of the study

Due to the onslaught of Covid-19, the entire hospitality industry has suffered a huge shock and faced various challenges, which has led to the emergence of some new human resource issues in the hospitality industry. This research is qualitative in nature. The objectives of this study are: 1) to explore the impact of Covid-19 on the human resource for the four-star hotel in Yunnan province, 2) to study the role of HR practices for the four-star hotel industry in Yunnan province in dealing with Covid-19, 3) to study the HR practice of four-star hotel in Yunnan province during Covid-19, and 4) to propose a model of HR practices for four-star hotel in Yunnan province during Covid-19. The participants in this study were 20 individuals from four-star hotels in Yunnan Province who had more than 2 years of HR experience. In this study, purposive sampling was used to help the researcher identify suitable participants and research sites. This study is dedicated to researching issues related to human resources in the hospitality industry and the participants need to have knowledge of human resources and experience of working in human resources in the hospitality industry. The researcher believes that human resources workers from four-star hotels in Yunnan Province can provide useful information for this study.

These participants have more than 2 years of experience of working in human resources in the hospitality industry. The researcher collected research data by conducting interviews with each participant, which lasted approximately 45 minutes per participant, and recorded the dialogue using audio recording devices with the participants' consent. The interviews were conducted according to the interview guide for this study. The interview guide for this study was developed by the researcher by reviewing the literature and relevant studies, based on the recommendations made by Patton (1990) and approved by the Ethical Research Committee of Burapha University. And the data were analyzed according to the recommendations of Charmaz (2006). Based on the research objectives of this study, the researcher asked four questions: 1) what are the impacts of Covid-19 on the human resource for the four-star hotel in Yunnan province?, 2) how did the four-star hotel industry in Yunnan province respond to Covid-19 in the early and middle stages of the pandemic?, 3) what are the HR practices of the four-star hotel industry in Yunnan province during Covid-19?, and 4) what does the model of HR practice for the four-star hotel in Yunnan province look like?

Summary of findings

The researcher adopted the grounded theory as the research strategy for this study and collected participants' views as research data through in-depth interviews, then analyzed, organized and coded the data and presented the key concepts and themes of this study. This research simply explores four questions: 1) what was the impact of Covid-19 on human resource practices for the four-star hotel in Yunnan province?, 2) how did the four-star hotel industry in Yunnan province respond to Covid-19 in the early and middle stages of the pandemic, 3) what was the human resource practice of four-star hotels in Yunnan province during Covid-19?, and 4) What does the model of HR practice for a four-star hotel in Yunnan Province look like? The researchers analyzed interview data from 20 participants working in human resources in 11 four-star hotels in Yunnan Province, using both purposive and theoretical sampling techniques to arrive at their findings. The research findings were initially open codes derived from the interview data, which were then developed into 3 themes and 16 categories

of concepts. These themes were derived from the purpose of the study, the research questions and the interview guide, so as we can see from the content of all the interviews with the participants, the key points that led to the 3 themes are as follows:

1. Human resource impact

1.1 Training issues: In the early and mid Covid-19 period, in order to prevent the spread of the epidemic, people were not able to conduct large-scale offline activities, so the training methods were changed from the traditional offline training to online training, and even a few training courses had to be suspended. Although online training was more flexible and convenient, it also caused some problems, for example, when conducting some technical training, trainees could not improve their learning efficiency through practice, etc., and it was difficult to assess the training effect.

1.2 Recruitment pressure: During the re-opening after Covid-19, the tourism industry began to recover, and the demand for employment in the hospitality industry suddenly increased, and the workload of recruitment increased, and finding the right people was a problem. It is not easy to find enough suitable people in a short time.

1.3 Work pressure: Covid-19 caused the overall income of the hotel industry to fall, the hotel staff salary drop caused many employees to face economic pressure of mortgages, car loans, etc. Furthermore, the resumption of work with a shortage of manpower caused the staff's workload to increase the pressure.

1.4 Negative emotions: The arrival of Covid-19 created a lot of uncertainties in the hotel industry, and employees facing these uncertainties may have some negative emotions, such as nervousness and panic in unsafe workplaces, worrying about their health, and anxiety in the face of salary reductions.

1.5 Human resources shortage: Some hotel workers chose to leave the hotel industry during the period of Covid-19. Covid-19 led to a brain drain in the hotel industry, loss of personnel, and a reduction in hotel staffing ratios.

1.6 Employee Health: Covid-19 can cause employee health problems, such as fever, cough, limb pain and weakness, and has a strong transmissibility. Employees may not be able to work normally during the period of infection.

2. Role of HR Practices

2.1 Enhance employee skills in order to cope with Covid-19.

The participants organized training for the employees to acquire skills related to Covid-19 prevention, disinfection and protection of employee health, as well as to develop new work skills.

2.2 Reduce Human resources shortages through some human resources measures to alleviate the problem of staff shortages in a short period of time.

2.3 Taking care of employee health, providing some necessary protective gears and disinfection tools for employees can provide health protection for them.

2.4 Motivating employees, by means of pay and benefits to motivate employees to work better, improve the passion of the staff, and encourage employees to work. Improve employees' passion for work and encourage them to learn more skills.

2.5 Alleviate negative emotions. Caring for employees, being positive with them, taking care of their emotions, and relieving their negative emotions such as anxiety and stress can help the hotel industry cope with Covid-19.

3. Effective HR Practices

3.1 Organizing training so that employees get the protection skills in Covid-19, work skills and job knowledge is effective.

3.2 Career development: The hotel can provide career development opportunities and programs for employees, and encourage employees to learn more skills.

3.3 Employee retention: As far as possible retain some of the best employees because the shortage of employees in the talent market can cause a shortage of human resources during Covid-19.

3.4 Employee care: Care for employees, take care of employees, so that employees feel the warmth of the organization.

3.5 Employee motivation: Through some of the incentive systems for employees to provide material rewards and spiritual recognition, can improve the work attitudes of employees.

Discussions

Response to research question 1

1. What are the impacts of Covid-19 on the human resource for the four-star hotel in Yunnan province?

The researcher responded to this question by combining the human resource issues caused by Covid-19 and the normal human resource issues in the hotel industry. The findings of the participants are as follows: 1) Training issues, 2) Recruitment pressure, 3) Work pressure, 4) Negative emotions, 5) Human resources shortage, and 6) Employee Health.

1.1 Training issues

The results of this study show that due to the impact of Covid-19 pre-midterm, hotels had to suspend offline training and shift to online training, and in the process, the problem of difficulty in assessing the training outcomes to ensure the motivation of the students arose, which is the same as Gicas et al. (2021). After Covid-19, the hotel HR department must be concerned about the training issue; it must focus on increasing the hotel employee skills and knowledge. Hotel employees need to multitask because of the shortage of employees. Thus training is the HR practice that hotels are concerned about (Boonsri et al., 2023).

1.2 Recruitment pressure

This study found that hotels had to release some of their staff during Covid-19 in order to reduce operational costs. The insecurity caused to the hotel industry due to Covid-19 can have a negative impact on the recruitment of future hotel employees (Mao et al., 2020). The existence of recruitment pressure on hotels during recovery is in line with the findings of Kaushal and Srivastava (2021), who argued that in the form of reduction of employees or layoffs, then when the industry recovers there is a need for re-recruitment. Japutra and Situmorang (2021) further explains this view that restarting the recruitment process is costly. Recruitment costs do not only include the money spent on inviting applications from potential candidates; it is also related to the time spent on finding the right candidate. In the post-Covid-19 era, the recruitment of senior hotel managers may become more difficult (Filimonau et al., 2020).

1.3 Work pressure

This study found that during the first and middle stages of the epidemic employees faced financial stress due to reduced workloads and salaries, followed by stress due to understaffing and increased workloads during the opening of the epidemic restrictions and the resumption of work. This is in line with Agarwal (2021), who in his study stated that Covid-19 exacerbated the problem of long working hours in the hotel industry, in addition to the cancellation of all incentives and benefits in all hotels. All but 3 hotels have cut the salaries of all employees by about 50-60 percent. Agarwal (2021) study states that the overload of work exacerbated by Covid-19 will create negative work attitudes, job insecurity, burnout, and other negative emotions among employees. Rosemberg (2020) study states that as the number of guests plummets, the job insecurity of hotel housekeepers will increase as they may be told not to go to work due to reduced demand. Additionally, those exposed to Covid-19 may not have paid sick leave and are at risk of losing their jobs due to the need to self-isolate or care for affected family members. Wong et al. (2021) also explain that the Covid-19 pandemic creates a state of extreme anxiety, and also creates a new source of stress for those working in the hospitality industry (precarious and more demanding hotel jobs, environmental stressors and stressors from unethical hotel labor practices).

1.4 Negative emotions

This study found that hotel workers experience some nervousness, anxiety, panic, and worry about their health and work environment due to the spread and danger of Covid-19. This is supported by the study of Shehata and Selem (2021), who stated that the fear of Covid-19 infection has become a concern as it not only impairs hotel employees' emotions, but also impairs cognitive and behavioral responses. In Hu et al.'s (2021) study it was similarly shown that the public health hazard of Covid-19 is one such external factor that poses a double threat to organizations and their employees; this threat is related to physical safety. Employees become worried and fearful of contracting the virus. This view is echoed by Japutra and Situmorang (2021) who state that the Covid-19 pandemic has brought a new level of depression in Indonesia, and that the hospitality industry has been hit the hardest. Due to the high health and safety risks, employees are uncomfortable to

work in such a situation. Secondly, hotels that did not decide to take leave turned to a pay cut policy, a policy that created anxiety and tension among employees.

Yu et al.'s (2021) similarly argued that employees perceived negative events such as the Covid-19 pandemic as a source of stress, leading to the feeling of subjective pressures and negative emotions associated with working in the industry.

In Del Rio-Chanona et al.'s (2020) study all managers and employees reported that the industry was hit the hardest by the crisis, leading to continued anxiety about job security.

1.5 Human resource shortage

This study found that Covid-19 exacerbated the staff shortage in the hotel industry. In order to control costs, hotels had to release some of their staff during Covid-19, and in the face of pay cuts, some talented people with good skills turned to other industries. Xue et al. (2022) proved this point. Their study said that Covid-19 made the staff shortage problem in the hotel industry further complicated. Covid-19 pandemic affected the tourism industry and the hotel industry.

The development of the tourism industry needs sufficient talents, but the hotel industry currently has a large talent gap and insufficient recruitment channels. Coupled with the Covid-19 pandemic and other external factors, the tourism industry's job market is tightening, the staff turnover rate rises, employment willingness declines, and the shortage of talent intensifies. The shortage of personnel is an urgent problem that must be solved.

In addition, the Covid-19 pandemic made the hospitality sector less attractive. This relates in particular to senior management positions, the holders of which may replace hospitality jobs with safer, more rewarding employment in other sectors of the economy (Filimonau et al., 2020). Yin et al.'s (2022) study showed that Covid-19 led to poor business performance in the hospitality industry, with hotels dismissing many of their employees during the pandemic. In terms of employee turnover intentions, the intensity of the Covid-19 event did not directly affect turnover intentions, but rather indirectly through the mediating effects of perceived business performance and the mediating role of job insecurity indirectly affected turnover intention.

1.6 Employee health

This study found that Covid-19 can be hazardous to the health of employees, especially those who provide services to guests, because they need to contact a large number of guests every day and have a higher risk of infection. Infection with Covid-19 manifests itself in the form of fever, cough, limb pain and weakness, etc. and is highly transmissible. Employees may not be able to work normally during the period of infection. This view is supported by the study of Chinazzi et al. (2020) who stated that during a Covid-19 pandemic, after healthcare practitioners, the next high-risk occupations would be the various job positions in the tourism and hospitality industry, which are particularly susceptible to the risk of contracting the disease. The study by Shanbehzadeh et al. (2021) similarly demonstrated a wide range of physical and mental health problems in the 3 months following the occurrence of Covid-19, with the most common physical health problems being fatigue, aches and pains, joint pains, and decreased physical abilities, as well as decreased physical role functioning, daily care, and activities of daily living, and a number of mental health problems. In a study by Kaushal and Srivastava (2021) on the hospitality and tourism industry amid the Covid-19 pandemic, it was stated that the participants were clearly aware of the severity of the health effects of physical interaction and proximity.

2. How did the four-star hotel industry in Yunnan province respond to Covid-19 in the early and middle stages of the pandemic?

Through data analysis, the participants' findings were as follows

Role of HR Practices: 1) enhance employee skills, 2) reduce human resources shortages, 3) take care of employee health, 4) motivate employees, and 5) alleviate negative emotions.

2.1 Enhance employee skills

The results of this study show that hotels are upgrading their staff skills through training to acquire some skills and knowledge about Covid-19 prevention, disinfection and health protection, as well as developing new work skills for staff to cope with Covid-19. This view is supported by Agarwal's (2021) study, which showed that hotel employees were less fearful after receiving training. The study by Kaushal and Srivastava (2021) also indicated that new training topics include

Covid-19 safety training, coping with stress and anxiety, and lifestyle-based training. Teng et al. (2020) also explained that appropriate training is critical during and after the Covid-19 pandemic to help educate employees on the necessary behaviors and their importance in preventing the spread of the virus (Hamouche, 2020), for example, by training employees on various measures to protect against Covid-19, including causes, types of transmission, symptoms, cleaning and disinfection safety procedures.

2.2 Reduce Human resources shortages situation

This study found that during Covid-19, hotels adopted human resource measures such as multi-tasking and flexible employment to alleviate the shortage of hotel personnel in a short period of time. Mousa, Arslan, and Szczepańska-Woszczyna (2022) agreed with this view. Their findings highlighted the importance of multitasking and other abilities of hospitality workers in the extreme environment required by Covid-19, and found that organizational support and continuous learning play a crucial role in the resilient development of individual employees. The findings of Agarwal (2021) also agree with this view. In his study, hotels quickly designed new human resource management practices and employees were trained in various roles.

A study by Xue et al. (2022) sheds more light on this view, arguing that the university internship system is a good strategy to solve the shortage of hotel talents. Providing job opportunities for students to develop their skills and ensuring that hotels have a pool of candidates to fill basic operational positions can address staffing shortages.

2.3 Taking care of employee health

This study found that providing some essential protective equipment and disinfection tools for hotel employees during Covid-19 can provide some protection for the health of employees. This is in line with the findings of Salem et al. (2021), who recommend that hotels install new technologies such as electrostatic sprayers with disinfectant mist and allow for non-contact UV disinfection capabilities and electronic disinfection doors. To improve health and safety procedures, hotels can work with international experts in food and water safety, hygiene, infection prevention and hotel management to protect customers and staff. The hotel provides

support for employee health and hygiene; employee retention and job satisfaction are all beneficial. Hu et al. (2021) also has this view. According to their research, during the epidemic period, the maintenance of workplace health and safety is given absolute priority, even at the cost of economic losses, which encourages the management to take the initiative to take safety measures to ensure the health of employees and publicize the importance of safety to employees. And actively participate in daily safety work. The study by Kaushal and Srivastava (2021) similarly suggests that hotel management must consider mandatory wearing of masks until a lasting solution is found, such as the most concerning solution Covid-19 vaccine. Regardless of the type of operation, managers must consider creating dedicated working groups among employees to address hygiene issues and related training and awareness building. The study by Japutra and Situmorang (2021) also supports this idea, showing that in order to maintain hotel operations, participants believe they should limit the spread of the virus within the hotel. The interaction between hotel staff and guests is crucial to meeting the needs of guests during their stay.

2.4 Motivate employees

The results of this study suggest that during Covid-19, employees can be motivated to work better through compensation, benefits and recognition, improve their work passion, and encourage employees to learn more skills. This view is supported by Jeha et al. (2022), whose findings indicate that appropriate financial incentives can keep employees engaged and motivated in the context of Covid-19 in 2019, with all respondents recommending financial incentives as a tool to improve performance and sustain competitiveness. The study by Nilasari et al. (2021) also agrees with this view. They suggest that managers can adopt various forms of extrinsic incentives, such as making attractive incentive/ bonus/ commission plans, giving praise to employees who complete tasks, and giving recognition to employees for their good work. This is supported by research by Bajrami et al. (2021), who show that creating more challenging tasks, respecting the effort employees put into their work, and providing support to employees can increase their commitment to the organization and generate a desire to stay, even in the face of economic recovery. The more the hotel was perceived to support and value its employees,

the higher participants rated job satisfaction and organizational commitment (Salem et al., 2021). Camilleri (2021) further explained this view in his study, in which participants were clearly aware that their employers did not have sufficient resources during Covid-19. Financially strained by reduced business activity, their employers were unable to reward or motivate employees, or were never prepared to deal with such unprecedented contingencies. Therefore, the researchers suggest that in the absence of sufficient funds to achieve material incentives, employees can be motivated through recognition, support, attention, praise and care.

2.5 Alleviate negative emotions

The study found that during Covid-19, hotels alleviated negative emotions such as anxiety and stress among employees through training, caring for employees, and creating a good atmosphere. Hotel staff who have been trained say they are less afraid (Agarwal, 2021). This idea is supported by research from Ruiz-Palomino et al. (2022), which suggests that a leader's style may play an important role in helping to reduce negative emotions among employees.

The care they provide for their employees can be a resource for responding to the uncertain needs of the Covid-19 pandemic. Similarly, the Rosemberg (2020) study suggests that training employees in Covid-19 work skills, such as proper handling of linens and materials, disinfecting baskets and carts, and disinfecting frequently touched areas, can improve workplace safety. Workplace safety and management practices can mitigate employee fears of Covid-19 (Selem et al., 2022).

3. What are the HR practices of the four-star hotel industry in Yunnan province during Covid-19?

Through data analysis, the participants' findings were as follows:

Effective HR Practices: 1) Organize training, 2) Career development, 3) Employee retention, 4) Employee care, and 5) Employee motivation

3.1 Organizing training

This study found that during the Covid-19 period, organized training can effectively enable employees to acquire work skills and knowledge to prevent Covid-19 transmission, improve their safety awareness, and enable employees to acquire a variety of work skills. This echoes the findings of Salem et al. (2021), whose findings suggest the importance of hotels training employees during this

pandemic by implementing cross-training, retraining employees to take on new roles or cover multiple roles, and providing them with training and education courses on infection prevention. This view is also supported by the findings of Agarwal (2021), who shows that human resource management, especially training, coaching and mentoring, is considered to be most valuable during a crisis, and that training, coaching and mentoring can increase employees' resources to help them meet new role performance challenges, thereby improving employee well-being. Most hotels have successfully increased training and development during Covid-19. Training and development during the pandemic increased staff capacity and acted as a motivator. Training in general increases the psychological resources of employees to perform their job duties in order to cope with the depletion of resources caused by the crisis. Training and development is therefore designed to meet the unique needs of employees. Training is conducted through online learning platforms and webinars to avoid the spread of viruses and ensure the health and safety of hotel staff. After the elimination of the epidemic, it is recommended that hotels regularly inform employees about health and safety practices and integrate them into daily life, in daily meetings, training courses (Hu et al., 2021). Similarly, Ritchie and Jiang (2019) suggest in their findings that management teams should be prepared to face crises: before, during and after, training related to crisis management is essential for the tourism and hospitality industry.

3.2 Career development

This study found that during the Covid-19 period, providing career development opportunities for employees, encouraging employees to learn more skills and carry out career development, can effectively mobilize employees' passion for work, develop their potential and meet the needs of hotels. This result is consistent with the research result of Xue et al. (2022), who said that if the talent training system can be improved, welfare benefits adjusted, job content rotation mechanism established, and clear reward and punishment system established, the deficiencies of the hotel talent training mechanism can be improved and the enthusiasm of employees can be maintained. This is supported by research by Japutra and Situmorang (2021), who suggest preparing employees for similar crises in the future. Employees may need to be trained to support future hotel operations. This will introduce multitasking

planning among hotel staff. Managers can start by gradually delegating other tasks to employees. Or, they can motivate employees to take on additional tasks. Through this empowerment and challenge, managers can tap into the potential of their employees. This view is also supported by Kaushal and Srivastava (2021), who state that multi-skills are seen as a potential solution to reduction of redundancies and retention problems in the long run. This reflects the need for future managers to recognize the changing practices associated with employees engaging in multiple job roles, which is expected to become the norm in the hospitality and tourism industry. Similarly, the findings of Mousa et al. (2022) show that in the post-Covid-19 era, hotels only use inclusive talent management, where all employees are treated by management as talents with equal workplace privileges. This approach could help mitigate the negative impact of the Covid-19 pandemic.

3.3 Employee retention

This study found that it takes a lot of resources for hotels to train employees, and the loss of employees during Covid-19, especially the loss of excellent employees, will cause great losses for hotels, so staff retention as much as possible can effectively help hotels reduce losses. This result is consistent with the research results of Benke and László, (2013); Salem et al. (2021); Hu et al. (2021) and Xue et al. (2022). They say it is important to support workplace health and hygiene, staff retention and staff training during health-related crises, and that the cost of retaining staff is lower than the cost of letting staff go. Keeping employees in their jobs, which prompted a positive, cooperative response from employees, which set the stage for compliance with additional safety requirements, resulting in greater workloads. It is suggested that the hotel carry forward the corporate culture, improve the promotion system, improve the welfare of employees, and adjust the working environment and equipment provided for employees. These will improve staff attitudes towards hotel management, improve work efficiency, and increase retention

3.4 Employee care

This study found that caring for employees, taking care of employees, and making employees feel warm is an important part of dealing with Covid-19. This is the same as the findings of Xue et al. (2022), who believe that in a difficult

economic environment, business operations face greater challenges. In order to tide over the difficulties, the industry should provide perfect human resource management measures, fulfill internal social responsibilities, provide employees with a safe and comfortable working environment, meet the needs of employees' work and life, and enhance employees' trust in labor contracts and labor contracts. Be more proactive in helping the company achieve its business goals. Rosemberg (2020) provides support for this view by stating that given the current coronavirus (Covid-19) pandemic, hotel workers, especially housekeepers, face a higher risk of adverse outcomes due to job instability. Employers need to consider the health and safety of their employees, especially housekeepers, during this pandemic, recommending measures to provide essential products such as effective disinfection products, hand sanitizer, and protective gloves. Develop or revise sick leave policies (e.g.): Stay home when sick without retaliation-paid sick leave compensation-allow unpaid sick leave, provide more time for workers to disinfect cleaning materials, train employees to use proper disinfection techniques and work processes.

3.5 Employee motivation

The findings of this study suggest that providing material rewards and spiritual recognition to employees through a number of incentive systems during Covid-19, especially in the later stages of the recovery of the hotel industry, can improve employee motivation. This is consistent with the results of Bajrami et al. (2021), who stated that when employees return to work after a situation such as a pandemic, supervisors should show that they understand how employees feel after all, providing clear guidance on how to manage job responsibilities or appreciate the way employees work. In this case, a leadership style should be based on informing employees, taking care of their health and well-being, and involving them actively in decision-making, making it easier for everyone to navigate the difficult times. When faced with younger employees, they are motivated when they complete challenging tasks and are praised or rewarded for good performance. The research results of Ann and Blum (2020), Japutra and Situmorang (2021) and Salem et al. (2021) also provide support for this view. They suggest that giving employees recognition and motivation can improve employees' job satisfaction. A combination

of cash and non-cash incentives may be the best option during a crisis, and hotels can offer them additional rewards and promotions in the days ahead after the pandemic.

4. What does the model of HR practice for the four-star hotel in Yunnan province look like?

The researcher proposes a model based on the results of this study, including the 3 themes and 16 categories of this study. The model suggests that during Covid-19, four-star hotels in Yunnan province took effective HR practice measures, including organizational training, career development, employee retention, employee care, employee motivation, and provided certain HR assistance to employees, including enhancing employee skills, reducing HR shortages, taking care of employee health, motivating employees, and alleviating negative emotions. Thus, we can cope with the human resource impact of the novel coronavirus respiratory epidemic on four-star hotels in Yunnan Province. We hope that this model will be helpful to HR practitioners in the hotel industry. And it will provide a reference for the research of HR practices in the hotel industry.

Implications

This study presents the human resource issues facing the hospitality industry in the context of the Covid-19 pandemic, the role of human resource practices in the hospitality industry, and effective human resource practices in responding to Covid-19. The researchers hope to provide some practical references for the hotel industry, hotel human resource managers and hotel employees

This section introduces the implications of the practice suggested by the researcher. The impact is already coming from these findings. Its influence can be divided into 3 parts: The individual level, the organizational level and the social level.

1. Individual level

In the process of dealing with Covid-19, employees in the hotel industry will have some negative emotions, such as nervousness in the face of the health risks caused by Covid-19, anxiety about job security caused by the reduction of hotel staff and salary, and Work pressure caused by increased workload during the hotel recovery period. Employees hope to get more care and economic security from the hotel. At the same time, employees should protect their physical health,

enhance protection awareness and protection skills, and actively communicate with leaders. As much as possible to keep the mood happy and loose, do a good job of self-emotional regulation. In addition, employees should also participate in the online training organized by the hotel, learn more kinds of work skills while improving their own work skills, actively cooperate with the organizational development and staff development plan, complete career development, and progress and grow together with the hotel. Boost your self-worth while helping hotels survive Covid-19. If employees stop improving themselves during Covid-19, they may be fired for not meeting the hotel's staffing needs and development. The findings show that employees need hotels to provide effective HR practices to help them during an outbreak.

2. Organizational level

As the hotel industry faces various issues in the face of Covid-19, such as training issues, lack of employees, health of employees, etc., hotels should care for and make employees feel love, provide a safe working environment and health guarantee for employees, and help employees alleviate negative emotions.

Provide training for employees, enhance their protection awareness and knowledge, and improve their work skills. At the same time, employees are encouraged to develop a variety of job skills and support their career development

To develop the potential of employees, thereby alleviating the shortage of human resources. At the same time, motivate and encourage employees appropriately, enhance their work enthusiasm and retain employees as much as possible.

The results of this study indicate that human resource practices played an important role in four-star hotels in Yunnan Province during the Covid-19 period, and hotels can adopt some effective human resource practices to cope with the human resource problems brought by Covid-19. This means that it is important for hotels to improve care for employees, retain employees as much as possible, use appropriate policies to motivate employees, protect employee health, and provide training and support for employee career development. It can be said that during the Covid-19 period, hotels should adopt effective human resource practices to deal with the human resource problems brought by Covid-19

3. Social level

It is suggested that the government provide more help in the cultivation of talents in the wine industry, support hotels to carry out training, cultivate talents with multiple abilities, increase the reserve of excellent talents in the hotel industry, so as to alleviate the shortage of talents in the hotel industry. At the same time, in the case of the hotel industry revenue crisis to provide appropriate economic support, in this special period to provide more protection for workers in the hotel industry.

Recommendations for future research

The results of this study are based on the evidence obtained by qualitative research methods, and it should be recognized that it can provide theoretical and practical reference for the development of other studies. On the other hand, the results of this study are related to the role of human resource management practices in four-star hotels in Yunnan Province under the background of Covid-19. It also provides the following suggestions for future research on hotel industry and human resource practice:

First, the research objective of this study is the four-star hotel in Yunnan Province, which has certain limitations. It is suggested that future research can be conducted on other countries or regions, or other star-rated hotels.

Second, in future studies, researchers can conduct more detailed studies on the role of various human resource practices in the hotel industry.

Third, this study mainly investigates those who work in the HR department in the hotel industry and does not involve other departments of the hotel industry, so there are certain limitations. Future research can be carried out in other departments of the hotel industry.

Fourth, another limitation of this study is that it mainly considers the hotel industry, which leaves an obvious gap for future research. It is necessary to consider other participants in the leisure industry, such as travel agencies, airlines, restaurants, and restrictions, which can fill the potential gap and improve scholars' and practitioners' understanding of coping with the current crisis and minimize future impacts.

Fifth, quantitative research methods can be used in future studies to obtain more research data and samples, so as to draw a conclusion that researchers can use quantitative or mixed methods to conduct more research and obtain more research data and samples, so as to understand the role of human resource practice in the hotel industry.

Sixth, after the complete recovery of the hotel industry, the role of human resource practice in the hotel industry can be studied under the normal operation of the hotel industry without the influence of external environment.

Chapter summary

The purpose of this study is to study the role of human resource practices in four-star hotels in Yunnan Province. This study adopts the method of qualitative research. The research strategy adopted is based on grounded theory. Constructivism is a research paradigm. The researchers collected information from 20 HR workers at four-star hotels in Yunnan province, including the hotel's deputy general manager, HR director, HR manager, deputy HR manager, and HR workers who had more than 2 years of HR experience in order to gather enough information from the participants' interviews. Researchers collected research data by using in-depth interviews, then applied data analysis coding techniques to reduce the data and come up with key concepts or themes. The results produced 16 categories based on 3 themes:

Human resource impact: 1) training issues, 2) recruitment pressure, 3) work pressure, 4) negative emotions, 5) human resources shortage, and 6) employee health.

Role of HR Practices: 1) enhance employee skills, 2) reduce human resources shortages situation, 3) take care of employee health, 4) motivate employees, and 5) alleviate negative emotions.

Effective HR Practices: 1) organize training, 2) career development, 3) employee retention, 4) employee care, and 5) employee motivation.

In addition, the results of this study are discussed and compared with those of other researchers in the literature review. The results also show that effective human resource practices have played a very important role in the hospitality industry during Covid-19. It is hoped that the significance and conclusion of this study can provide reference and help for future research on the role of human resource practice in the hotel industry.

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REFERENCES



BIOGRAPHY

NAME MR. RONG HUA

DATE OF BIRTH April 21, 1999

PLACE OF BIRTH Yunnan, P. R. China

PRESENT ADDRESS No. 499, Qilin North Road, Qilin District, Qujing,
Yunnan Province, Foreign Province, P. R. China, 655000

EDUCATION 2021 Bachelor of Human Resource Development
Burapha University, Thailand

2024 Master Degree of Arts
in Human Resource Development
Burapha University, Thailand

