

Human capital management practices, corporate culture and organizational resilience among hotels: Basis for high-performance culture framework

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Abstract

In the context of the hotel industry where demand fluctuations and uncertainties coexist, how to enhance organizational performance and sustainable competitiveness through the interaction of "people - culture - resilience" has become a key issue. For this purpose, this study takes the front-line formal employees of five-star hotels in Anhui Province as the subjects, and adopts descriptive research design and quantitative questionnaire methods, aiming to evaluate the current situation of human capital management practices, corporate culture and organizational resilience and their mechanism of effect on high-performance culture. The research found that respondents generally recognized that hotels performed well in human capital management practices, especially reaching an overall "agreement" level in the three dimensions of recruitment and selection, training and development, and employee relations. Corporate culture is believed to effectively promote employee empowerment, customer orientation, diversity and inclusiveness, and form relatively positive values and behavioral norms. In terms of organizational flexibility, respondents generally believe that hotels demonstrate strong performance in agility, adaptability and forward-looking thinking, and can maintain operational and service quality in the face of changes in the external environment. Correlation analysis reveals that there is a highly significant positive relationship among human capital management practices, corporate culture, and organizational resilience, indicating that a systematic management logic based on capacity supply, centered on value and behavior, and with resilience as an amplifier can collaboratively promote performance improvement. Based on this, the research proposed and constructed a "high-performance culture framework" for the hotel industry to guide enterprises in their integrated practices in talent acquisition and cultivation, cultural shaping and system implementation, as well as resilience building and continuous improvement.

Keywords: human capital management practices, corporate culture, organizational resilience, hotel, high-performance culture

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1. Introduction

In an industry like hotels that is highly dependent on people, what truly sets the gap apart is often not a single system, but a set of "human-culture-resilience" systems that can interlock with each other. Human capital management practices address the issues of "what kind of people to bring in and how to cultivate and utilize them". Corporate culture answers "Why do we do this and which side do we stand on when faced with trade-offs?" Organizational flexibility ensures that the team can quickly adjust and stably output in the face of demand fluctuations, technological updates or unexpected events. Only when all three work in the same direction can a good service experience, stable employee status and healthy business indicators be linked into a chain, which is precisely the core of a high-performance culture.

In China's hotel industry, the diversification of human capital management (HRM) strategies and practices demonstrates its adaptability to the changing market demand and social and cultural background of emergency response (Shi et al., 2024). This diversification is not only reflected in the operation mode of hotels in different regions and of different sizes, but also reflected in the aspects of employee training, corporate culture construction, organizational flexibility development and employee commitment enhancement (Wang, 2022).

China's hotel industry generally emphasizes staff vocational training and personal development in human capital management, which is the key to improving service quality and customer satisfaction. Specifically, vocational training typically includes customer service skills, language skills improvement, and emergency response, which is designed to enable employees to better face the challenges encountered in their daily work. In the hospitality industry, this means providing not only skills training, such as front desk services, customer relationship management and language skills, but also developing comprehensive decision-making skills through leadership development and strategic thinking training. In addition, performance management systems need to be fair and transparent to ensure that employees grow and improve with clear expectations and feedback (Xie et al., 2022).

Corporate culture plays a key role in shaping employee behavior patterns and in the decision-making process. A positive corporate culture not only defines the organizational values and beliefs, but also provides a framework in which employees can find the meaning of their actions. In the hospitality industry, a culture that emphasizes service quality and customer satisfaction can motivate employees to exceed customer expectations and deliver exceptional service. In addition, when the corporate culture emphasizes teamwork and mutual respect, employees are more likely to feel the social support for their work, thus enhancing their loyalty and commitment to the organization (Suyash, 2024). Tan (2023) pointed out that this cultural background promotes the close cooperation and mutual support among employees, helps to form a stable working environment, and improves the overall satisfaction and sense of belonging of employees. Under the influence of this culture, employees are often more willing to accept the values and goals of the organization, thus enhancing their enthusiasm and commitment to their work.

Organizational resilience describes an organization's ability to maintain core operations and recover quickly in the face of adversity. This ability is particularly important in the hospitality industry, where the industry itself often faces economic fluctuations, seasonal changes, and unpredictable market dynamics. According to Barbhuiya et al., (2023), hotels with high organizational flexibility can quickly adjust their strategies to maintain business continuity and efficiency in the face of market fluctuations or external shocks. This resilience is not limited to the strategic level, but also includes adaptability at the employee level, where employees are flexible to adjust their behavior and work practices to respond to new job demands or environmental changes.

Existing literature has respectively discussed human capital management, corporate culture and organizational resilience. However, there is still a lack of systematic explanations and evidence on how the three interact in the hotel context and through what mechanisms they influence high-performance culture.

The researcher, who is a doctoral candidate in Management, recognizes that the capability of any organization is provided by its human resources in terms of skills, motivation, and values. However, there is still a lack of understanding about the role of human capital management practices in the hospitality sector when they are aligned with a strong and adaptive corporate culture, which can contribute to organizational resilience. The hospitality industry which is characterized by high service orientation and labor intensiveness, relies considerably on human resources and culture for the attainment of customer satisfaction, continuity of operations, and innovation during the crises.

On a personal basis, the professional background and academic interest of the researcher in the fields of organizational development and human resource management represent powerful incentives for conducting this study. The researcher anticipates that the knowledge gained from this investigation will be of assistance to both the academic and professional groups in working out people-based strategies that foster resilient and high-performing hotel staff, thus, indirectly helping to sustain competition in the hospitality industry.

Objectives of the Study - The study aimed to examine the human capital management practices, corporate culture and organizational resilience among hotels in China. Specifically, it determined the Human Resources practices as to recruitment and selection, training and development and employee relations; described the corporate culture as to employee empowerment, customer orientation and diversity and inclusion; assessed the organizational resilience as to agility, adaptability and anticipatory thinking; tested the significant relationship between human capital management practices, corporate culture and organizational resilience and developed a high-performance culture framework.

2. Methods

Research Design - This study used a descriptive research approach, combined with the means of quantitative questionnaires, aiming to collect and analyze data from different hotel staff in Anhui Province. The reasons for adopting descriptive design in this study were as follows: First, it could objectively depict the current situation of human practice, culture and flexibility of the hotel sample in Anhui in real scenarios; Second, the differences in hotel types/scales could be compared in cross-section. The distribution and correlation of the three quantifiable key indicators provided a baseline and direction for subsequent model verification and management decisions. The core aim of the study was to assess the relationship between these variables and their specific impact on employee commitment, which in turn to provide an empirical basis for hotel managers to make more targeted decisions regarding human capital strategies and organizational development.

Participants of the Study - This study aimed to explore the relationship among human capital management practices, corporate culture and organizational resilience in China's hotel industry. For this reason, the research focused on hotel employees in Anhui Province, China. The selection of research subjects was conducted in five five-star hotels in Anhui Province. The criteria for the selection of these hotels included their market influence, service scope and staff size. Anhui Province was chosen as the research site because the hotel industry in this province has grown rapidly in recent years along with the regional economic development, which is typical and of research value. In addition, the survey specifically target the regular employees of these hotels, a group that is considered to play a key role in the daily operations and cultural practices of the hotels, and can better reflect the effectiveness of the organization's human resource management and cultural characteristics.

This study adopted the method of convenient sampling to select the research subjects, with the aim of ensuring the feasibility and efficiency of the investigation. Each five-star hotel randomly selected 90 regular employees to participate in the questionnaire survey. A total of 450 employees took part in the questionnaire survey of this study to ensure the representativeness of the data and the validity of the statistical analysis. The exclusion criteria

included temporary employees and outsourced staff, as these employees might not have sufficient information or sufficient engagement to reflect the hotel's regular human resource management practices and cultural characteristics. This sampling strategy aimed to enhance the accuracy and general applicability of the research results by precisely defining the research subjects and clearly defining the inclusion and exclusion criteria. Through this approach, the research results provided practical suggestions for hotel managers on how to enhance employee commitment by improving human resource management strategies and cultural construction.

Data Gathering Instruments - To achieve the study objectives, a detailed questionnaire was designed to survey hotel personnel in Anhui, China. The questionnaire was subdivided into three major sections to systematically collect and analyze the data. First, the first part of the questionnaire focused on human capital management, such as recruitment and selection, training and development, employee relations, etc., aiming to assess the effectiveness of these practices and employee satisfaction. The second part of the questionnaire explores the specific performance of the hotel's corporate Culture, including employee empowerment, customer orientation, diversity, and inclusion. This section aims to reveal the depth and breadth of corporate Culture and how they influence employee behavior and business outcomes. The third part evaluates organizational resilience, including agility, adaptability, integrity, and expected thinking, which are key capabilities to help organizations cope with rapid changes and potential crises. The questionnaire used a four-point Likert scale—1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree—to measure perceptions of human capital management practices, corporate culture, and organizational resilience. Through this comprehensive and hierarchical questionnaire design, the study can not only obtain detailed data on each research variables, but also test the interaction between human capital management practice, corporate culture and organizational resilience and its impact on employee commitment through statistical analysis methods such as correlation analysis.

Table 1

Reliability Test Result

Indicators	Cronbach Alpha Value	Number of Items	Interpretation
Recruitment and Selection	0.823	5	Good
Training and Development	0.923	5	Excellent
Employee Relations	0.916	5	Excellent
Empowerment	0.913	5	Excellent
Customer Orientation	0.884	5	Good
Diversity and Inclusion	0.875	10	Good
Agility	0.875	5	Good
Adaptability	0.855	5	Good
Anticipatory Thinking	0.903	5	Excellent

Legend: George and Mallery (2003) provided the ff rule of thumb: ≥ 0.90 = Excellent; 20.80=Good; 20.70=Acceptable, 20.60 = Questionable, 20.50 = Poor, < 0.50 = Unacceptable

This study aimed to explore the interrelationship among human resource management, corporate culture and organizational resilience in the hotel industry in Anhui, China. The data collection processed strictly adhere to ethical standards and first obtain the necessary approvals from the ethics committee of the research institution where the data was collected. Subsequently, the researchers sent formal requests for research participation to five five-star hotels in Anhui Province, China. These requests provided detailed explanations of the research objectives and steps. After obtaining permission and support from the hotel management, the researchers used WeChat, a social media platform widely used in China, to distribute the questionnaires. This approach not only facilitated the participation of the hotel staff, but also helps to improve the response rate and the efficiency of data collection. Participants could fill in the questionnaire directly on the online platform of wechat to ensure the real-time collection and processing of data. Furthermore, the investigator continuously monitored the data collection process to ensure the completeness and accuracy of the questionnaire filling, thus providing a reliable basis for subsequent data analysis and study conclusions.

Data Analysis - Weighted mean and rank were used to determine the Human Capital Management practices as to recruitment and selection, training and development and employee relations; describe the corporate culture

as to employee empowerment, customer orientation and diversity and inclusion; assess the organizational resilience as to agility, adaptability and anticipatory thinking. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

Ethical Considerations - This study strictly followed all relevant guidance from the ethics committee of the research institution and ensured that the study design met the highest ethical standards. All data collection and processing activities during the study were in accordance with China's Personal Information Protection Law (PIPL) and Data Security Law to ensure maximum respect and protection of participants' privacy. Furthermore, this study ensures that all study participants can participate on a fully voluntary basis and have the right to withdraw from the study unconditionally at any time. In the study, special emphasis was placed on protecting the physical, psychological, and economic well-being of the respondents. All study information is kept strictly confidential and any release of study findings will be anonymized to ensure that it cannot be traced back to any individual. Furthermore, all questionnaire questions in the study were designed to avoid sensitivity questions as much as possible to prevent discomfort or stress from the respondents. For employees participating in the questionnaire, the investigators provided detailed study purpose and process instructions to ensure that they fully understand the meaning and consequences of study participation and make it clear that their participation is based on the identification of the value of the study rather than any external pressure.

3. Result and discussion

Table 2

Summary Table of Human Capital Management Practices

Indicators	Weighted Mean	Verbal Interpretation	Rank
Recruitment and Selection	2.88	Agree	1
Training and Development	2.83	Agree	2.5
Employee Relations	2.83	Agree	2.5
Composite Mean	2.85	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 is "Summary Table of Human Capital Management Practices". The Composite Mean was 2.85, which was at the "Agree" level. This means that the sample hotels have established operational systems and basic achievements in the three major modules of human capital management - recruitment and selection, training and development, and employee relations, but have not yet reached the outstanding level of "strong consent". For the research, this result provides an overall baseline of "talent entry - capacity building - relationship bonding" in the framework of high-performance culture: the three are generally at the "qualified and available" level, but to further support organizational resilience and service innovation, a stronger closed loop needs to be formed in terms of standard consistency, learning transformation and relationship governance.

The indicator with the highest score was Recruitment and Selection (2.88, Agree). Its leading position may stem from: the external pressure from star-rated hotels on service consistency and compliance, which forces the front-end talent acquisition process to be more standardized (clear job analysis, diverse channels, and semi-structured interviews), thus achieving the first standard in "candidate supply" and "basic matching of people and positions". In addition, the combination of employee referrals and online platforms brings about visible recruitment efficiency. Relevant literature provides support. Green human resource research indicates that environment-oriented recruitment and training can enhance employees' pro-environmental commitment and self-efficacy, thereby driving positive behaviors (Alam et al., 2025), suggesting that "selective absorption + value orientation" is the starting point for forming competitiveness and sustainable performance. Meanwhile, if socially responsible HRM roles are properly defined, it can bring about positive employee outcomes, confirming the importance of clarifying expectations and responsibility boundaries during the selection stage.

The minimum values in this table are for two modules, including Training and Development (2.83, Agree) and Employee Relations (2.83, Agree). Both reached "agreement" but did not reach the peak, indicating that the training rhythm, method update and relationship governance have a foundation, but the intensity and consistency are still limited. The reasons might lie in the following: First, training is more focused on compliance and skill improvement for the current position, with insufficient transformation towards career development and ability transfer. Second, the rapid introduction of digital and algorithmic management at the front line, although it enhances process efficiency, easily brings learning load and psychological pressure, weakening training absorption and relationship bonding. Thirdly, the sense of gain from "promotion and development opportunities" in employee relations is relatively weak, and the rhythm of organizational communication and collaboration is easily squeezed by operational priorities during peak periods. In terms of evidence, Nayak et al. (2025) revealed that algorithmic HRM (AHRM) would increase stress, erode well-being and commitment, suggesting that the sole pursuit of efficiency might suppress learning outcomes and relationship quality. Sun (2024) pointed out that under the drive of "new quality productivity", hotel HRM has entered a period of rapid iteration. If the performance and training systems are not upgraded simultaneously, it is easy to have a gap of "supply but weak conversion". Shao et al.,(2023) found that socially responsible HRM can induce role conflicts and weaken organizational citizenship behavior when the boundaries of resources and roles are unclear, which can explain the phenomenon that the relationship scores of some employees are not high. Green HRM connects training with commitment and self-efficacy, which can improve the chain of "applying what is learned" and point out the future direction of efforts. Overall, the lowest score (tied) reflects the bottleneck of "insufficient training-to-development closed loop and easy dilution of relationship governance in high-pressure scenarios", which is a key improvement point from "operational" to "high-performance culture + organizational flexibility".

Table 3*Summary Table of Corporate Culture*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Employee Empowerment	2.95	Agree	1
Customer Orientation	2.83	Agree	3
Diversity and Inclusion	2.88	Agree	2
Composite Mean	2.89	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 is "Summary Table of Corporate Culture". The Composite Mean is 2.89, which is at the Agree level. This indicates that the sample hotels have formed perceptible and executable cultural and institutional foundations in the three core cultural dimensions - Employee Empowerment, Diversity and Inclusion, and Customer Orientation. But overall, it has yet to reach the "Strongly Agree" excellent zone. The significance of the research lies in the fact that corporate culture, as the core of a high-performance cultural framework, translates human resource practices (recruitment, training, and motivation) into stable front-line behaviors and provides a "rule-trust-learning" foundation for organizational resilience. Therefore, a level of 2.89 indicates that the culture can already support daily operations, but there is still room for improvement in aspects such as participation in co-creation, experience innovation, and fair accessibility.

The highest score was for Employee Empowerment (2.95, Agree). Its leading position indicates that front-line employees have a stronger sense of "resource and information supply, authorization decision-making and encouragement from superiors", and the "hard conditions" of authorization (processes, tools, permissions) are easier to be identified and form verifiable work experiences. Why is authorization the most recognized? Firstly, star-rated hotels emphasize the industry characteristics of "service - experience - beauty", often incorporating standardized processes and job permissions into their systems, transforming authorization from slogans into executable operation scripts, thereby enhancing employees' self-efficacy in "getting things done" (Jia, 2021). Secondly, the cultural assessment of group hotels shows that the synergy between the institutional level and the behavioral level can enhance employees' consistent perception of the corporate Culture and strengthen the execution style and sense of responsibility (Li et. al.,2022). Furthermore, case studies that continuously promote

historical and cultural heritage and institutional construction also demonstrate that clear values combined with standardized processes can stabilize front-line services and brand expression, indirectly enhancing the perception of authorization (Pang, 2024).

The median is Diversity and Inclusion (2.88, Agree): The weighted average shows that organizations are generally recognized for their "anti-discrimination policies, acceptance and equity activities", but the depth of moving from "compliant acceptance" to "safe voice, access to opportunities and development equity" is still limited.

The one with the lowest score was Customer Orientation (2.83, Agree). Although still within the "agree" range, it is relatively lagging behind. Hint: The front line is more inclined to maintain processes and stable supply. Under the high pressure of shifts and cost constraints, the continuous innovation oriented towards customer insights and the closed loop of "being listened to - being improved" are still not firmly established. Local studies have found that personnel mobility is closely related to training, welfare and cultural engagement. When team stability is insufficient, organizations tend to prioritize "operational stability", and customer-oriented refined improvement and cross-departmental collaboration will be compressed (Wu, 2022). Meanwhile, the proportion of "informal organizations" such as interns on the front line is not low. If there is a lack of effective guidance and feedback channels, it is easy to form a phenomenon of "only expressing within the peer circle and not entering the organizational mechanism for improvement", which weakens the conversion efficiency from customer suggestions to process optimization (Jin, 2023). In other words, the reason why customer orientation is at the bottom is not that there is a lack of value, but that the resource balance between "stable delivery" and "experience innovation" is still relatively conservative. To take it to a higher level, it is necessary to incorporate customer feedback, front-end and back-end interaction, learning closed-loop and talent stability into cultural governance.

Table 4

Summary Table of Organizational Resilience

Indicators	Weighted Mean	Verbal Interpretation	Rank
Agility	2.90	Agree	3
Adaptability	3.30	Agree	1
Anticipatory	2.94	Agree	2
Composite Mean	3.05	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 4 is "Summary Table of Organizational Resilience". The Composite Mean of 3.05 is at the "Agree" level. This indicates that the sample hotels as a whole have already established a functioning baseline for organizational resilience: under external disturbances, they can to a certain extent complete the closed loop of Adaptability, Anticipatory and Agility in process response, but the three have not yet formed an outstanding configuration of "high consistency and high synergy". The significance of the research on the high-performance cultural framework lies in the fact that the results of 3.05 suggest that human capital practices and corporate culture can already be transformed into perceptible resilient outputs. However, to further consolidate resilience into sustainable competitiveness, it is still necessary to coupling the three capabilities into replicable and scalable system capabilities.

Ranked first was "Adaptability (3.30, Agree)". The leading adaptability indicates that employees' learning and absorption of system updates, process re-engineering and technological advancements are relatively smooth. Front-line positions can transform training - practice - review into daily routines, which is in line with the fact that the hotel industry generally strengthened SOP retraining, scenario-based practice and job mentorship systems in the later stage of the epidemic. Existing studies have also shown that advancing training and organizational learning through a "multi-stage response path" during the crisis stage can significantly enhance adaptability and recovery speed (Gu et al., 2023); Meanwhile, "Resilient Leadership" emphasizes empowerment and learning orientation, which can transform employees' psychological preparedness and method transfer into adaptive advantages at the organizational level (Zhang, 2022). Two pieces of evidence jointly explain why the adaptability score in the sample is the highest: a stable mechanism centered on learning has been formed between management

and the front line, enabling organizations to complete the cycle of "learning - adjustment - reinvestment" more quickly.

"Anticipatory (2.94, Agree)" is in the middle, indicating that forward-looking work - such as risk assessment, trend analysis, and early intervention at the front line - has become routine but has not yet deepened to the level of resource allocation and process re-engineering. There is still room for improvement in the synergy between it and adaptability and agility.

The lowest score was "Agility (2.90, Agree)". Although it is still within the "agree" range, it is lower than the other two items, indicating that there are still shortcomings in organization-level agility of "quick response - quick reconfiguration - quick implementation", often manifested as rapid tactical response but relatively slow strategic and cross-departmental collaboration. Literature indicates that for the organizational resilience of hotels to shift from "survival" to "development", in addition to psychological and relationship capital at the individual and team levels, it is also necessary to embed agility and innovation into processes and structures, and shorten the time lag from identification to action through structural collaboration and data-driven decision-making (Alnasser et al., 2025). On the other hand, green human resource management can enhance internal and external dual resilience and agile execution through standardized training, participation and incentives, and link environmental management with circular economy practices, thereby reducing the gap of "full identification - lagging action" (Liu et al., 2025). Furthermore, industry research in the post-pandemic period also shows that psychological and social capital at the employee level can stabilize the supply of human resources and the quality of collaboration during the period of change, providing "human" support for the implementation of agility. However, if process-side redesign is not carried out simultaneously, organization-level agility is still prone to limitations (Chong et al., 2025). Overall, the fact that agility ranks last does not imply a lack of emergency response. Instead, it suggests that "cross-departmental configuration speed, the penetration of technology and data, as well as the synergy between systems and culture" remain the key improvement directions for the next stage.

Table 5

Relationship Between Human Capital Management Practices and Corporate Culture

Variables	rho	p-value	Interpretation
Recruitment and Selection			
Employee Empowerment	.516**	<.001	Highly Significant
Customer Orientation	.530**	<.001	Highly Significant
Diversity and Inclusion	.569**	<.001	Highly Significant
Training and Development			
Employee Empowerment	.580**	<.001	Highly Significant
Customer Orientation	.571**	<.001	Highly Significant
Diversity and Inclusion	.553**	<.001	Highly Significant
Employee Relations			
Employee Empowerment	.567**	<.001	Highly Significant
Customer Orientation	.511**	<.001	Highly Significant
Diversity and Inclusion	.522**	<.001	Highly Significant

Legend: Significant at p-value <.001

Table 5 shows that there is a moderately strong and highly significant positive correlation among the three dimensions of human capital management practices and corporate culture: Whether it is Recruitment and Selection, Training and Development, or Employee Relations, the correlation coefficients with Employee Empowerment, Customer Orientation, Diversity and Inclusion are all between $\rho=.511$ and $.580$, $p<.001$. This means that people-oriented management processes do not merely influence individual skills, but simultaneously shape organizational values and group behavioral norms, thereby providing a dual-wheel drive of "system - culture" for high-performance culture. In terms of theoretical consistency, the sustainable human resources framework for star hotels emphasizes that when HR processes are coupled with enterprise values and customer experience goals, cultural elements will be continuously reproduced in recruitment, training, and daily relationship governance (Chan et al., 2021).

In Recruitment and Selection The table is related to Employee Empowerment ($\rho=.516$, $p<.001$), Customer Orientation ($\rho=.530$, $p<.001$), Diversity and Inclusion ($\rho=.569$). All $p<.001$) showed a significant positive correlation, and the correlation intensity with diversity and inclusion was the highest. The explanation lies in the fact that the selection process that emphasizes both values and competencies binds "who can be absorbed" with "who we are" : the more the selection criteria that stress situational judgment, service empathy, and cross-cultural collaboration, the easier it is to embed empowerment, customer orientation, and an inclusive mindset at the entry threshold. Research on human resource optimization for China's star-rated hotels also points out that if the front-end "selection - matching - introduction" takes job competence and value alignment as the core, it can significantly reduce friction during the probation period and enhance organizational recognition, thereby laying the foundation for cultural implementation (Yu, 2021).

The correlations of Training and Development with the three cultural dimensions are $\rho=.580$ (Empowerment), $\rho=.571$ (Customer Orientation), and $\rho=.553$ (D&I) respectively, and it has the highest overall intensity among all practices. Continuous learning is the key lever for "turning culture into daily life". The mechanism lies in that training centered on problem situations, customer journeys, and cross-team collaboration can transform the experience of being empowered into stable self-efficacy and service judgments, and then diffuse into group norms through peer practices. Research against the backdrop of green HRM in the hotel industry found that structured training, employee engagement, and high-quality communication can prompt employees to take initiative to speak out and improve through the "organizational mindfulness-Harmonious passion" path, transforming management practices into a perceptible cultural climate (Murillo et al., 2024).

In terms of Employee Relations, the correlation coefficients are $\rho=.567$ (Empowerment), $\rho=.511$ (Customer Orientation), and $\rho=.522$ (D&I), all reaching a high degree of significance. This indicates that transparent communication, complaint and feedback mechanisms, evidence-based performance and rewards and punishments, as well as fair conflict management, will enhance employees' experience of being respected and trusted, making them more willing to take the initiative in customer contexts and reducing cross-departmental frictions through inclusive collaboration. Research based on role theory shows that socially responsible HR practices can promote voluntary and civic behaviors by reducing role conflicts and enhancing prosocial motivations, thereby consolidating the inclusive and service-oriented culture of the organization (Shao et. al., 2023). Meanwhile, domestic research on how corporate culture promotes HR performance also points out that continuous relationship governance and cultural promotion are necessary conditions for transforming institutional performance into behavioral performance (Tian, 2025).

To sum up, Training and Development is most prominent in strengthening Empowerment and Customer Orientation, demonstrating that the closed loop of learning-review-improvement directly shapes the cultural texture of "daring to make decisions and being sensitive to customers". Recruitment and Selection have the strongest relationship with Diversity and Inclusion, indicating that "recruitment oriented towards values and diverse abilities" is the entry point of an inclusive culture. Employee Relations, on the other hand, serves as the "stabilizing and diffusing" foundation function, enabling the culture to expand from the highlights of individual positions into the norm of the organization. All relationships are $p<.001$, further verifying the systematic path of "promoting culture through people": that is, through front-end value-oriented recruitment, process-oriented learning empowerment and continuous relationship governance, the embedding and reproduction of culture are achieved. To build a high-performance culture, hotels need to view the HR process as a cultural project: establish a selection standard that emphasizes both value and competence at the institutional level, build a training system oriented towards the customer journey and cross-position collaboration at the learning level, and ensure an open, fair and trustworthy communication order at the relationship level, so as to achieve a consistent upgrade of "people - culture - performance".

Table 6 shows that there is a moderately strong and highly significant positive correlation (all $p <.001$) between human capital management practices and the three dimensions of organizational resilience, indicating that people-oriented institutional design is the key underlying mechanism for hotels to withstand disturbances, make

rapid adjustments and prepare in advance.

Table 6

Relationship Between Human Capital Management Practices and Organizational Resilience

Variables	rho	p-value	Interpretation
Recruitment and Selection			
Agility	.524**	<.001	Highly Significant
Adaptability	.575**	<.001	Highly Significant
Anticipatory	.547**	<.001	Highly Significant
Training and Development			
Agility	.600**	<.001	Highly Significant
Adaptability	.601**	<.001	Highly Significant
Anticipatory	.543**	<.001	Highly Significant
Employee Relations			
Agility	.493**	<.001	Highly Significant
Adaptability	.585**	<.001	Highly Significant
Anticipatory	.534**	<.001	Highly Significant

Legend: Significant at p-value <.0.01

In other words, who is recruited, how they are trained, and how the team interacts will all further translate into agile response, adaptive learning, and forward-looking planning at the organizational level by influencing individual capabilities and the quality of interaction. This transmission path of "from people to resilience" is consistent with the experience of tourism and hotel enterprises enhancing resilience through HR intervention in the context of the epidemic: Standardized human resource processes can provide stable labor relations and capacity supply at different stages before - during - after the crisis, thereby supporting the continuous operation and recovery of enterprises (Diep et al., 2021).

In Recruitment and Selection, Agility ($\rho=.524$, $p <.001$), Adaptability ($\rho=.575$, $p <.001$), and anticipatory ($\rho=.547$, $p <.001$) were all significant. And it has the strongest correlation with Adaptability. This indicates that if the entry end selects talents based on the orientation of "value fit + situational ability", it will be easier to form a team that can not only quickly switch positions for collaboration but also absorb new processes and new technologies. At the same time, the competency standards emphasizing problem prediction and risk awareness will embed "proactive thinking" into job profiles, enhancing the pre-emptive response of front-line employees to fluctuations in demand, weather conditions, and changes in customer structure. Creative self-efficacy and resilience at the employee level have been proven to positively affect the planned and adaptive resilience of enterprises and further enhance financial performance, indirectly supporting the logic of "laying the foundation for resilience with talents possessing learning and forward-looking traits" (Prayag et. al.,2023).

The correlation between Training and Development and the three dimensions is the strongest in this table: Agility ($\rho=.600$, $p <.001$), Adaptability ($\rho=.601$, $p <.001$), and anticipatory ($\rho=.543$, $p <.001$). This means that a systematic, contextualized and continuous learning mechanism is the primary lever for transforming individual capabilities into an organization's ability to be "fast, adaptable and predictive". In the post-pandemic era, research has found that integrating sustainable HRM into the training and performance cycle can significantly enhance organizational resilience and simultaneously promote the synergistic progress of social, economic and environmental performance (Mushtaq et. al.,2024). Therefore, service resilience training centered on the customer journey, job rotation learning for cross-position support, and data-based operational improvement courses will directly drive agile scheduling and adaptive iteration, and enhance proactive capabilities through scenario simulation and risk drills.

In Employee Relations, Agility ($\rho=.493$, $p <.001$), Adaptability ($\rho=.585$, $p <.001$), and anticipatory ($\rho=.534$, $p <.001$) are also highly significant. And it has the strongest association with Adaptability. The results show that transparent communication, a trusting atmosphere and fair conflict management can enhance the team's collaborative learning and mental stability in the face of uncertainty, thereby expanding "individuals being able to handle things" to "organizations being able to turn around". Evidence from the front lines of hotels and travel

agencies also indicates that higher psychological resilience and life satisfaction among employees and managers can help restore work engagement and organizational trust after major shocks, thereby promoting the reconstruction of resilience at the organizational level (Elshaer, 2024). In other words, good employee relations not only enhance coordination efficiency but also provide "soft infrastructure" for adaptation and foresight through emotional and trust resources.

Overall, all three types of human capital management practices are significantly correlated with the resilience dimension, but the traction effect of Training and Development on Agility/Adaptability is the most prominent. Recruitment and Selection have the most "entry effect" on the embedding of antefixes, while Employee Relations serve as the "diffusion chassis" to stabilize the adaptation process. In terms of governance implications, a three-layer synergy of "entry point matching - on-the-job empowerment - relationship support" should be formed: ensure that forward-looking genes enter the organization through selection that emphasizes both value and ability; Training-driven agility and adaptation centered on contextualized learning and cross-domain collaboration; Ensure the closed-loop operation of learning and improvement with high-quality communication and trust mechanisms. An enterprise profile study targeting China's popular tourist cities also shows that enterprises with different levels of resilience exhibit significant differences in organizational performance, talent, and psychological capital. Optimizing human resource systems and relationship governance is the key path to crossing the levels of resilience (Li, 2024). Therefore, investing in learning and development, and forming a combination of institutionalization, value orientation and high trust in recruitment and employee relations, is the long-term strategy for hotels to cultivate and consolidate organizational resilience in the face of dynamic challenges.

Table 7

Relationship Between Corporate Culture and Organizational Resilience

Variables	rho	p-value	Interpretation
Employee Empowerment			
Agility	.545**	<.001	Highly Significant
Adaptability	.536**	<.001	Highly Significant
Anticipatory	.556**	<.001	Highly Significant
Customer Orientation			
Agility	.579**	<.001	Highly Significant
Adaptability	.578**	<.001	Highly Significant
Anticipatory	.565**	<.001	Highly Significant
Diversity and Inclusion			
Agility	.542**	<.001	Highly Significant
Adaptability	.543**	<.001	Highly Significant
Anticipatory	.571**	<.001	Highly Significant

Legend: Significant at p-value <.0.01

Table 7 shows that there is a moderate and highly significant positive correlation between corporate culture and the three dimensions of organizational resilience (all $p < .001$). Overall, the more clearly a culture can define its orientation of "human-customer-diversity", the better an organization can respond quickly, adapt to iterations and plan ahead in the face of external shocks. This is consistent with the conclusion of the case where Chinese hotel groups relied on culture and systems to stabilize operations during the fourth stage of the epidemic and strengthened the resilience path through digital and intelligent means, indicating that the transmission of "culture - ability - resilience" has stable extrapolation in the hotel industry (Gu et al., 2023).

In terms of Employee Empowerment, Agility ($\rho = .545$, $p < .001$), Adaptability ($\rho = .536$, $p < .001$), and anticipatory ($\rho = .556$, $p < .001$) were all significant. Numerical values show that when the front line is granted moderate decision-making power and transparent resources and information, teams are more likely to externalize "individual initiative" into a "organizational agility - adaptation - prediction" capability chain: the front end can respond quickly to demand fluctuations, the middle end can maintain learning flexibility in process and technology updates, and the back end can advance problem identification and scenario simulation. Research on resilient leadership also indicates that empowerment and trust can significantly enhance an organization's recovery and growth at different stages by improving employees' self-efficacy and crisis synergy, thereby verifying the

synchronous pull of empowerment on three-dimensional resilience (Zhang, 2022).

The correlation between Customer Orientation and three-dimensional resilience is the strongest overall: Agility ($\rho=.579$, $p <.001$), Adaptability ($\rho=.578$, $p <.001$), and anticipatory ($\rho=.565$, $p <.001$). This indicates that a culture centered on customer value will force organizations to "produce based on demand and make decisions based on data", thereby enabling them to "turn around" more quickly in terms of products, processes and resource allocation, and capture demand trends and risk signals earlier. Dynamic capabilities - The phased evidence of crisis management also indicates that the capabilities accumulated and restructured around customer touchpoints (such as integration, reconfiguration, and innovation) are precisely the key engines driving enterprises from short-term response to long-term resilience (Prayag et al., 2024). Therefore, the Customer Orientation is both the "operating system" for daily service improvement and the "perceptron" for resilient construction.

In terms of Diversity and Inclusion, Agility ($\rho=.542$, $p <.001$), Adaptability ($\rho=.543$, $p <.001$), and anticipatory ($\rho=.571$, $p <.001$) were equally significant. This means that inclusiveness and diversity not only enhance the efficiency of cross-functional collaboration, but also expand the breadth of problem expression and solution search through differences in viewpoints, enabling organizations to complete risk identification and scenario planning earlier during weak signal periods. Empirical research further reveals that green corporate Culture and circular economy practices in the hotel industry can enhance the internal and external resilience of enterprises, and the prerequisite for this is the institutionalized participation of multiple roles and fair mechanisms (Elshaer et al., 2024). Accordingly, the marginal contribution of D&I to "predictive resilience" is particularly prominent.

Overall, all three cultural dimensions are key drivers of organizational resilience. Among them, the average correlation of Customer Orientation is the strongest, followed by Employee Empowerment. Diversity and Inclusion demonstrate their advantages in anticivism. In other words, resilient organizations do not merely rely on the accumulation of processes and technologies, but are rooted in the value foundation of "customer-oriented - empowering people - promoting innovation through diversity". Post-pandemic industry interviews also show that psychological capital and social capital can amplify the transformation efficiency of culture on resilience through trust and mutual assistance networks, helping enterprises move from "survival" to "growth" (Chong et al., 2025). Accordingly, for hotels to continuously enhance their resilience, they should take customer orientation as the strategic anchor point, release the front-line adaptability through authorization and transparency mechanisms, and build future-oriented creative and predictive advantages with D&I, thereby achieving faster response, stronger adaptability and earlier anticipation in an uncertain environment.

High-Performance Culture Framework

In the highly uncertain and contact-intensive service context of the hotel industry, "human capital management practices - corporate Culture - organizational resilience" is not a linear chain but a ternary system that is mutually causal and effective, forming a continuous positive loop. The core mechanism can be summarized into three paths: First, HRM → Culture: Shape the daily behavioral cues and psychological contracts of employees through "value-matching recruitment, competency-centered training and development, and employee relations characterized by fairness and transparency", and then internalize cultural elements such as "empowerment, customer orientation, diversity and inclusiveness" as group norms. Second, culture → flexibility: When empowerment and psychological safety become the "default Settings", teams are more likely to make quick decisions (Agility) in uncertainty, switch flexibly between processes and positions (Adaptability), and transform customer feedback and front-end information into early warnings and scenario plans (Anticipatory). Third, resilience → HRM: The performance of resilience (such as front-line response speed, service resilience, and innovation output) in turn accumulates into HR data and practical evidence, prompting the organization to continuously calibrate in personnel selection criteria, training content, and relationship governance, thereby iteratively strengthening the aforementioned culture and capabilities - forming a high-performance culture driven by a "data-behavior-system" closed loop.

Based on this, the operational logic of the framework is: HRM provides the "foundation" of capabilities and systems (value-oriented recruitment, training based on situational tasks/customer journeys, evidence-based recognition and communication mechanisms); Organizational culture acts as the "operating system" of behavior (authorization + customer orientation +D&I as the default rules); Organizational resilience serves as a performance "amplifier" (three-dimensional resilience translates culture and capabilities into stable quality and efficiency in a fluctuating environment). There are bidirectional and multi-directional couplings among the three: The empowerment culture not only relies on the processes and rules of HRM as a "safety net", but also strengthens resilience performance by enhancing individual self-efficacy. Resilient output, on the other hand, provides measurable feedback and redesign basis for HRM and culture. Ultimately, values are process-oriented, processes are performance-oriented, and performance in turn nourishes values, forming a replicable high-performance cultural flywheel.

This framework is aimed at hotel enterprises of different scales and business types. For large chains and groups, it can serve as a consistent governance tool across stores, helping to achieve "cultural synchronization +HR standardization + resilience co-construction" in multiple regions and brands. For small and medium-sized hotels and boutique/resort hotels, it offers a growth path of "light assets and heavy mechanisms", exchanging low-cost HRM and cultural means for the accelerated accumulation of service flexibility and customer word-of-mouth. For franchise/managed hotels, it can serve as an empowerment agreement between the headquarters and the stores, embedding brand culture, talent standards and resilience indicators into operational performance evaluations. This framework is particularly effective for hotels in digital transformation, green transformation or high-seasonally volatile markets, as it integrates technology, data and front-line authorization into a single customer-centric resilience system. In addition, other high-contact service organizations (such as exhibitions, cultural and tourism complexes, and long-term rental apartments) can also apply the same approach to achieve sustainable competitiveness that "promotes culture through people, enhances resilience through culture, and ensures performance through resilience".

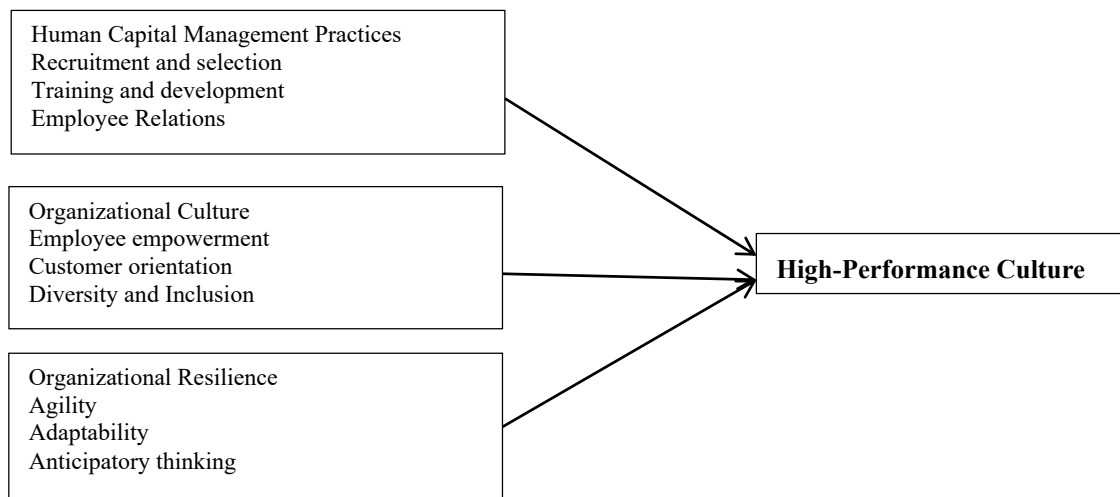


Figure 1 High-Performance Culture Framework

This framework regards human capital management practices as the "capability foundation", corporate Culture as the "behavioral operating system", and organizational resilience as the "performance amplifier". The three elements form a data-driven closed loop: value-matching recruitment, contextualized training, and fair and transparent employee relations, first converting the ability to "get things done" into reusable processes. Authorization, customer orientation and diversity inclusion translate the process into group norms of "things that are willing to do and will do right". Agility, adaptability and foresight transform norms into stable service quality and operational efficiency amid uncertainties. Resilience outputs (response speed, repurchase rate /NPS, service resilience, etc.) are then fed back into HR standards and cultural modeling, achieving an iterative flywheel of

"system - behavior - result - re-system".

Align values, key behaviors, processes to results (RevPAR, GOPPAR, NPS, retention rate of key talents) with a strategic map; Drive cross-departmental collaboration with MBR/QBR; Monitor core indicators with a unified dashboard: time-to-fill, quality-of-hire, learning ROI, self-resolution rate without upgrade, VOC closed loop, D&I voice and promotion differences, 72-hour response rate, etc. Based on the iterative standard of "diagnosis - pilot - diffusion - solidification". This framework is applicable to chain groups, boutique and franchise hotels: the former achieves cross-store consistency and scale synergy, while the latter exchanges a low-cost mechanism for service flexibility and reputation growth. Ultimately, achieve a high-performance culture that shifts from "being able to do things" to "getting things done and doing the right things", supporting sustainable quality, efficiency and growth in a volatile market.

4. Conclusions and recommendations

According to the analysis and discussion of the survey data, the research findings of this study are as follows: Results of the study generally indicated that the hotel's human resource management practices performed well in the areas of recruitment and selection, training and development, and employee relations. The respondents generally agreed that the hotel's corporate culture was effective in fostering employee empowerment, customer orientation, and diversity and inclusion. The respondents generally demonstrated that hotel organizations exhibit strong performance in terms of agility, adaptability, and proactive thinking. The study revealed a highly significant relationship between human capital management practices, corporate culture, and organizational resilience. A high-performance culture framework was developed for the hotel industry.

The hotel HR manager may establish a job course map and a 70-20-10, mentorship system. They can also implement one-on-one communication and transparent recognition, and retrospectively analyze the performance within 90 days of employment/retention rate. Hotels managers may drive synergy through the closed-loop of customer journey KPIs and VOCs. They can set targets such as "one-time resolution rate and complaint closure duration", Monthly review of customer cases and reward adopted improvements. Hotels may establish market signal boards and cross-departmental rapid response teams + SLAs; Process modularization, flexible shift scheduling and multi-skill training; The daily AAR promotion ensures that improvements are implemented within 72 hours. Future researchers may examine how hotels differ from other service sectors (e. g. A. airlines eateries and travel agencies) or venture outside of China to observe if institutional and cultural variations impact how resilience, corporate culture and human capital management interact. The high-performance culture framework may be utilized by the hotel industry in China.

5. References

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