

Strategic Human Resource Management: A case study of
Oceanfront Beach Resort



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เนื่องจากการแพร่ระบาดของไวรัสโควิด-19 เกิดขึ้นในวงกว้างตั้งแต่โรงแรมเปิดทำการ งานวิจัยนี้จึงอธิบายให้เห็นว่าการบริหารทรัพยากรมนุษย์มีความก้าวหน้าอย่างไร นอกจากนี้แนวทางการทำงานในการจัดการทรัพยากรมนุษย์ในปัจจุบันถูกมองว่าเป็นส่วนหนึ่ง-องการจัดการเชิงกลยุทธ์ และ ความรับผิดชอบด้านทรัพยากรบุคคลที่มีแนวโน้มจะกลายเป็นประเด็นสำคัญที่โอเชียนฟรอนท์ บีช รีสอร์ท เนื่องจากโรงแรมเป็นทั้งธุรกิจที่เพิ่งเริ่มก่อตั้งตั้งนั้นเพื่อรักษาความสามารถในการแข่งขันท่ามกลางการแข่งขันที่รุนแรง โรงแรมจึงได้นำกลยุทธ์ด้านทรัพยากรบุคคลที่เป็นเอกลักษณ์มาใช้ การจัดการเชิงกลยุทธ์ของโรงแรมในด้านบุคลากรที่มีความสำคัญต่อการปรับปรุงประสิทธิภาพการดำเนินงาน โดยรวมถึงการส่งเสริมมุมมองใหม่ๆ อันได้แก่ การพัฒนาผู้นำ การอำนวยความสะดวกด้านการศึกษา ทักษะการแก้ปัญหา รวมถึงนวัตกรรมและการประเมินคุณภาพการทำงานของบุคลากร



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Since the Covid-19 pandemic has occurred on a large scale in since the hotel's opening, this study discusses how human resource management (HRM) has progressed beyond its functional approach, how managing human resource s is now seen as part of strategic management, and the HR responsibilities that are likely to become important focus areas at Oceanfront Beach Resort. The hotel is both a start-up and a small-scale establishment, therefore in order to maintain its competitiveness in the face of intense competition, it has adopted some unique human resource strategies. The hotel's strategic management of key personnel concerns was essential to improving operational efficiency. The difficulties in this area have been identified and assessed; they include, among others, encouraging new perspectives, leadership development, facilitating education and problem-solving skills and innovation; and human measurement.



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Strategic Human Resource Management: A case study of Oceanfront Beach Resort

Abstract

Since the Covid-19 pandemic has occurred on a large scale in since the hotel's opening, this study discusses how human resource management (HRM) has progressed beyond its functional approach, how managing human resource s is now seen as part of strategic management, and the HR responsibilities that are likely to become important focus areas at Oceanfront Beach Resort. The hotel is both a start-up and a small-scale establishment, therefore in order to maintain its competitiveness in the face of intense competition, it has adopted some unique human resource strategies. The hotel's strategic management of key personnel concerns was essential to improving operational efficiency. The difficulties in this area have been identified and assessed; they include, among others, encouraging new perspectives, leadership development, facilitating education and problem - solving skills and innovation; and human measurement.

Introduction

The Oceanfront Beach Resort is a brand-new five-star hotel in the Patong area of Phuket, Thailand, right on Patong Beach. Beautiful, peaceful beaches are a characteristic of this location. It opened for business in December of 2019. In addition to providing visitors with comfortable accommodations, a 24-hour front desk, room service, an outdoor pool, and a health center, the hotel also offers a variety of additional services. Guests from all over the world, as well as locals in Thailand, have been enjoying the Oceanfront Beach Resort's each accommodation from the very beginning.

Given that Patong beach is a popular tourist destination, many hotels started popping in the nearby area to accommodate the large number of travelers. Consequently, this has made it clear that in order to thrive throughout the year, hotels like the Oceanfront Beach Resort were to employ their own unique methods of delivering outstanding client service and supporting the local community's workforce, while also benefiting from the loyalty of these groups in return. The best part about staying at the Oceanfront Beach Resort is being able to help keep the hotel running at its peak performance. This is also most notable during the Covid-19 pandemic. Many hotels, including some in Phuket, have closed as a result of the pandemic, but Oceanfront Beach Resort has been able to keep running and survive appreciation in large part. This is due to the fact that they have a Human Resource Management system that is distinctive and therefore special that it can still keep the hotel operating, which is one of the most important survival strategies.

Furthermore, according to the results of the study, which was carried out using the theme analysis process recommended by "Braun and Clarke (2019)," the Covid-19

pandemic has also had an impact on the wellness of hotel staff in the form of high stress, fearfulness, frustration, rage, grief, anxiety, or depression. In this study, the Oceanfront Beach Resort also shows its method of retaining employees and its approach to demonstrate how vital HRM is in the hospitality industry.

Literature review

Difficulties in Human Resource Management during Covid-19 pandemic.

COVID-19 Unpredictable global crises may have a major impact on the morale of employees. The COVID-19 pandemic crisis will definitely have long-lasting effects on the mental health of employees, leading to cumulative stress for many of them and severely impacting performance, a vital issue for enterprises. Changes in social and behavioral norms, an economic shock, and the inability of many businesses to continue operations as normal were all unwelcome consequences of the COVID-19 pandemic. The tactics also included being adaptive, increasing productivity within the company, recruiting big players, and introducing adjustments based on an analysis of the organization and its needs.

HRM practices in hiring:

Assessing the pandemic's financial impact is difficult. A company may protect its finances by freezing dedicated recruiting expenditures. Recruiting and selecting personnel are HRM procedures. All hiring-related operations reflect the company's mentality and post-pandemic potential.

Even short-term personnel demands are hard to estimate due to future volatility. Market demand and government restrictions affect workforce dynamics. Hence, HR must follow current trends.

So, existing and future resource demands should be carefully assessed. The most common approach is to stop recruiting.

HRM practices and employment Strategies:

This is the fundamental reason companies invest a lot on staff development. Employee development encompasses personal and corporate growth. Company success increases with worker productivity. Employee development and promotion are one of the finest strategies to boost performance. When market survival is critical, organizations adopt drastic actions that restrict their flexibility. The HR department reduces employee stress during a crisis while investing in human capital and minimizing strategic expenditures. As said, during a crisis, firms often cut down on extra costs like perks, promotions, and staff development. Despite increased employee expectations, a crisis would inhibit employee progress.

Modern tools provide alternate occupations, part-time jobs, and flexible work hours. In times of global crises, this offers employees a sense of stability, which boosts performance and retention. So, worries about development and progress will recede into the background, ensuring that their loss during the crisis does not affect staff productivity and morale.

HRM practices and wellbeing:

Engagement surveys and turnover indicators must show how current experiences and well-being effect employee performance and retention. Even though seventy percent of companies have increased their expenditure on employee health and wellness over the course of the previous two years, the vast majority of workers still do not make use of the services that are available. The organization has to incorporate a commitment to its employees' health and happiness in order to remain competitive in the war for talent.

Methodology

In this particular study, a qualitative research approach described as the case study method will be applied. Also, the analytical methods to approach, by comparing in each HR aspects in the hotel business before and after the Covid-19 pandemic, as well as what are upcoming HR trends and recommendations in HR part to adapt in Thai start-up hotels, specifically the Oceanfront Beach Resort in Phuket.

The Objectives of the Study

This research sought to answer the question, "What strategic human resource management approaches did the Oceanfront Beach Resort use in order to stay competitive and deal with the Covid-19 pandemic?" by analyze through the HR strategies by using SWOT, TOWS and PESTEL.

Research questions

1. In comparison to other hotels, what type of a unique approaches do the Oceanfront Beach Resort uses to manage the human resources?
2. What methods or recommendations can we offer to better manage their human resources? Suggestions for Human Resource and Human Resource future trends.

Research methods

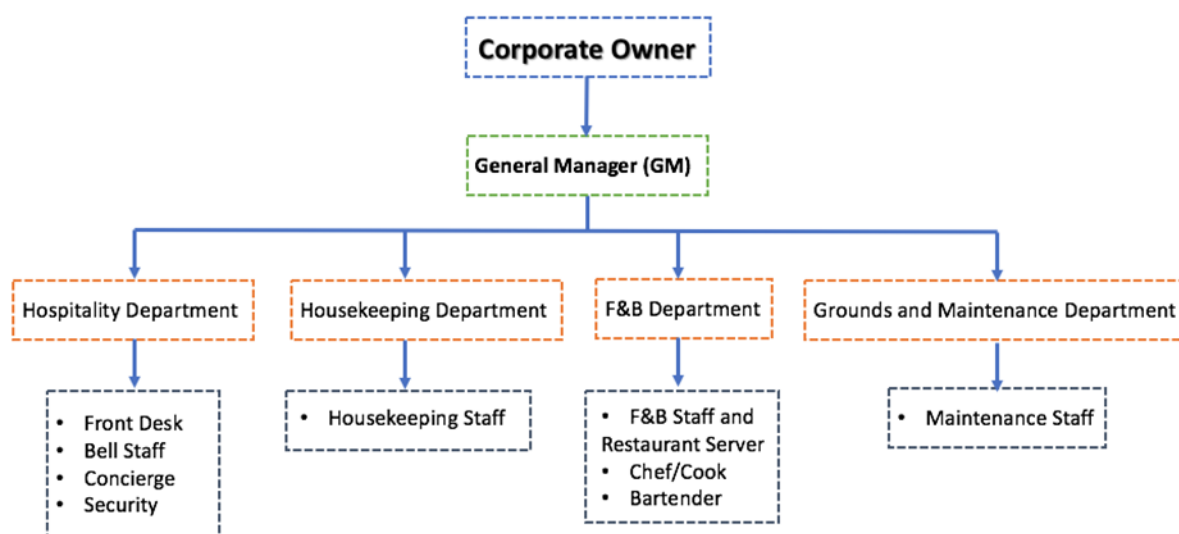
This study consisted of the following sections:

This study was divided into three sections: strategic analysis, which was utilized to study the human resource strategies of the Oceanfront Beach resort using strategic tools. The beginnings of Oceanfront Beach Resort and other chained hotels were

determined by comparing human resource strategies. Lastly, recommendations for human resource methods that the Oceanfront Beach Resort need for better management, as well as human resource future trends, are provided.

The Organization Chart of the Oceanfront Beach Resort

Depending on the company's size and structure, the hotel's organizational chart may vary; however, the Oceanfront Beach Resort's organizational chart appears as follows:



Although the Oceanfront Beach Resort's organizational chart resembles that of other hotels, what distinguishes it is that employees in this hotel must be able to perform multiple job roles, which means that one position must be knowledgeable about the overall standard job of every position in the hotel. For example, the front desk staff must be able to do both the front desk and serving or cleaning duties and this distinguishes the Oceanfront Beach resort from other hotels.

Product & Services

Rooms: There are a total of 145 rooms available, the majority of which have ocean views and direct access to the beach.

Room types: there are a total of six different room types, including the Premier Comfy Room, Ocean Room, Grand Ocean Room, Ocean Comfy Room, Pool Access Comfy, and Grand Ocean Suite. These rooms range in size and amenities, as well as price, with the former beginning at 4,000 Thai Baht per night and which also getting higher to 9,000 Thai Baht per night.

Food & Beverage: There are two restaurants, one lounge and two bars which are; Blue Ocean Restaurant, Tramonto Restaurant, Deep Z Lounge (an under the sea theme bar), Swim-up Bar (a panoramic view of Patong bay), Lobby Bar.

Analysis Tools

SWOT Analysis:

Strengths

Every single customer who has ever stayed at the Ocean Beach Resort leaves with unforgettable memories because from the very first moment they enter the hotel, the staff makes the guests feel like they are at home with their warm welcome, and the staff provides even the best customer service as if it were being provided to a member of the family. Due to the fact that it is a relatively small hotel, the manager is able to ensure that all of the guests have a pleasant stay and provide excellent care for them. Furthermore, this type of family-style care is also extended to their employees in order to establish a healthy working environment; when employees are pleased at work, they tend to fulfill more of their performance targets. As a result, this becomes one of the hotel's strengths as well as a competitive advantage.

Weakness

Some guests may feel that the local hotel's environment makes them uncomfortable with the family-style way in which the staff come to the attention. These guests may believe that they require a more professional atmosphere or welcome, in which everything is managed in a very professional manner for them. Moreover, the resources available to meet the requirements of the guests may be limited. For instance, this hotel might not have many amenities or services to offer its guests, but if they ask for something specific, like a free welcome drink, free massage services, complimentary snacks and drinks, and so on, the hotel might not be able to accommodate their request.

Furthermore, in the human resource section, this can also refer to the human resource that is limited in this hotel due to its start-up standing, as they only recruit for positions that are critical, as compared to a chain hotel, which may have every employee fit into every position. As a result, in this case, the human resource in a new hotel may not be able to meet every single customer need.

Opportunity

When compared to other hotels, the costs associated with hiring staff at this establishment are significantly lower. This is primarily due to the fact that the hotel's scope is still relatively small at the current time, and the majority of its employees come from the local population in Thailand. Therefore, the Oceanfront Beach Resort can still have available capital in order to improve the quality of its employees through the process of developing the employees' knowledge through training and development as well as other learning courses.

Threats

It is possible that the local start-up hotel does not provide its employees with the same level of financial or other social benefits as the chain hotel does. It's possible that the employees will decide that working here is not stable or sufficient for their long-term needs, which will have a significant impact on the hotel's human resource when they decide to leave and find work at other hotels where their salaries will be higher. It's possible that the Oceanfront Beach Resort will be adversely affected by this kind of brain drain, which will make it difficult for them to keep their top employees.

TOWS Analysis

Strengths-Opportunities:

As a result of the fact that the Oceanfront Beach Resort hires local Thais, some of them may be inexperienced, the hotel is able to make an investment in the staff in order to train and develop them and also in such a way that they can provide the best possible service to guests. Additionally, the hotel can continue to improve their already outstanding customer service and adapt as much as they possibly so that they can accomplish even more. They are able to use this strength to gain an advantage over their rivals on the inside.

Weaknesses-Opportunities:

This is Oceanfront Beach Resort's unique selling point and the area in which they do well because of their outstanding customer service, which gives guests the impression that they are staying in their own homes while they are there. They should keep this point as their focus and continue to develop it so that they can bring in an increasing number of customers.

Strengths-Threats:

Because of the possibility that workers will leave in search of better opportunities in their careers and other benefits elsewhere, such as at a chain hotel that might be able to offer them more of financial part, the company faces the risk of losing its employees. On the other hand, The Oceanfront Beach Resort is able to retain its employees by treating them in a manner that is similar to that of family members. It's possible that this will make the employees feel some sort of love for the company and put them in a more comfortable mental state. As a result, for this particular point, the employees may choose this factor to stay with The Oceanfront Beach Resort.

Weaknesses-Threats:

Because of the fact that this hotel has limited human resource because of its start-up condition, as they only recruit for positions that are critical, as compared to a chain hotel, and one employee may be required to cover other positions as well, for example, the front desk is also able to do serving task in the restaurants. Therefore, all positions have an understanding of the overall positions that are available in this hotel. When employees at the Oceanfront Beach Resort see better opportunity to leave this hotel for other hotels. The Oceanfront Beach Resort will still be able to continue operating at least for a time because other positions can still cover the tasks.

PESTEL Analysis

The PESTLE framework below analyses the political, economic, social, technological, legal and environmental dynamics of environment in which the Oceanfront Beach Resort operates.

Political

Due to the political factors for the minimum wage rate in Thailand that requires the range from the lowest at 328 baht (US\$8.59) per day to the highest at 354 baht

(US\$9.27) per day, the Oceanfront Beach Resort does not have the flexibility to effectively manage the salaries of its employees or hire employees at wages that are lower than the law allows. Additionally, for the immediate employers who employ one or more workers, it is their responsibility to register with and contribute to the Social Security Organization (SOCSO). This responsibility results in additional costs for immediate employers to pay each month.

Economic

As a result of the fact that the majority of the Oceanfront Beach Resort's employees are locals, the hotel is able to pay them at a lower cost while also being able to manage its funds for other businesses in the hotel. This is important from an economic perspective. Since the cost of living for locals is lower than it is for people living in Bangkok (where the cost of living is higher), the hotel is able to pay its employees less.

Social

The Oceanfront Beach Resort is a local hotel that hires the majority of its workforce from the community in which it is located. As a consequence of this, the employees at the hotel appreciate an improved standard of living, which is to their advantage. As a result of this, the lives of the local people have improved, and when they are content, this positive feedback may be passed on from one local resident to another via word of mouth, which may help to promote the hotel within the community and make it more well-known outside of the community.

Technological

When it comes to the management of employees, the HR department may find that technology can be of significant assistance to them. For example, in order to better manage its staff, the hotel is considering investing in a human resources (HR) software. Not only would this involve the management of sick leave, vacation leave, attendance check, or resignation, but it would also involve allowing employees to use the program to check their pay in slips or bonuses.

Environmental

Due to the fact that the Oceanfront Beach Resort is a locally owned and operated hotel, the vast majority of its staff members are drawn from the neighborhood in which the hotel is situated. Even though it is not their job to keep the area around the

hotel clean and preserved, the staff already has a strong attachment to their hometown, which means that even though it is not directly their responsibility but they will all work together to keep the environment as it is. As a consequence of this, the Oceanfront Beach Resort is also able to gain advantages from these kinds of deeds, provided the area immediately surrounding the hotel is tidy and clean.

Legal

There are many effects that come about as a result of the legal aspect, and these effects include not only the benefits to the employers but also the benefits to the employees. The employees are required to give notice to their employers at least thirty days in advance of their resignation, which is one of the benefits for employers. This enables employers to have a good handle on the management of their staff. In addition, the law enables employers to give temporary contracts to staff members for a maximum of 180 days as a probation period before signing the permanent contract. In this scenario, the employers will be able to determine whether or not the employees are suitable for the position they have been offered.

On the other hand, employers are unable to terminate a permanent contract without a significant reason, which is in part to the benefit of the employees.

HR Processes

The Oceanfront Beach Resort is a local and small hotel, so everyone's choice and thought have a significant influence on hotel development, including in setting up pricing, hotel strategies, and specially in HR department due to the fact that HR is one of the most important positions in guiding the hotel's growth into the direct way because it contributes to hotel's reputation since it matters a great deal how customers are treated. As a consequence, the Oceanfront Beach Resort has competent and distinctive HR processes in place, from the selecting process to appraising performance, to ensure that the hotel company remains competitive and may lead to future success.

1. Recruitment and Selection

The recruitment and selection process's purpose is to discover the best people for the position while also ensuring a seamless transition within the business. The Oceanfront Beach Resort is known for its "One-of-a-Kind Process" of hiring and choosing employees. Employees at the Oceanfront Beach Resort are chosen not only for their qualifications, but also for their personal distinctiveness and perspectives, since they trust in their people and feel that everyone's capacity can be enhanced. This is also because the resort does not have a great number of staff, but each individual is proficient in their job function and adaptable in their roles.

Recruitment processes:

The activities and procedures that an organization use to identify, attract, and hire qualified people for job openings are referred to as recruitment processes. From job posting and candidate sourcing to interviewing and selection, the recruiting process can involve a variety of actions.

In order to attract and hire quality people who will contribute to the organization's success, effective recruiting practices are required. Organizations may increase the quality of their recruits, minimize turnover, and develop a strong talent pipeline for the future by employing a methodical and organized approach to recruiting.

Because the Oceanfront Beach Resort is a small hotel, they place a strong emphasis on the recruitment process in all aspects. It consists of the seven steps listed below.

1. Job analysis: assessing the knowledge, skills, talents, and attitude required for a specific position, as well as the work tasks and responsibilities, because putting the right person in the right job is crucial in a small hotel like the Oceanfront Beach Resort because then they're able to utilize all of the employee's abilities.
2. Job posting is the process of publicizing an available position to potential applicants. As for the Oceanfront Beach Resort, it recognizes the significance of promoting its employees since the hotel has trust in its employees and it is part of the company's culture to promote internal employees over external ones.
3. Candidate sourcing is the process of locating and recruiting suitable applicants through various sources such as online job boards, employee recommendations, and campus recruitment activities. Additionally, as part of hotel's policy of supporting locals, the hotel maintains a quota for students who have graduated from a local institution.
4. Screening and shortlisting: reviewing resumes and applications to see who meets the job's minimum qualifications.
5. Interviewing: evaluating shortlisted applicants' abilities and credentials through in-person, phone, or video interviews. Following that, there will be an orientation for new employees to determine if they are involved in any activities or practices, since employees at the Oceanfront Beach Resort must be aware of all role responsibilities and every job position.
6. Background and reference checks: verifying the information provided by the candidate, such as employment history, education, and criminal record.
7. Job offer: making a job offer to the chosen candidate and negotiating salary and benefits.

Recruiting positions:

The Oceanfront Beach Resort, like the other hotels, has these general positions; however, some of these positions can be combined in order to cut costs for the hotel, and the staff is also trained to have general skills, which means that some positions are able to perform the duties of other positions. The general positions can be broken down into General Manager, Front Desk, Housekeeping Staff, Maintenance Staff, Food and Beverage staff, Restaurant Server, Bartender, Chef/Cook, Security, Bellhop and Concierge.

2. Onboarding

The purpose of the onboarding process is to familiarize new employees with their job responsibilities, the company's values, and the benefits of working for the organization. Employees become invested in the company's success as a result of being engaged, and new recruits are more likely to stay on board when they are welcomed into the fold.

“Careerbuilder and Silkroad Technologies” found that 1 in 10 employees left a business due to a poor onboarding experience, and 37% claimed their employer did not support their onboarding. Onboarding errors increase staff attrition and productivity. Employee disengagement costs organizations millions annually.

Employee engagement reduces turnover by 87%. They are five times less likely to depart than disengaged employees. On the other hand, successful onboarding keeps 69% of workers for at least 3 years.

Yet, because this hotel is like a family, their approach to onboarding is more like "Sister teaches her younger brother," emphasizing building a supportive and inclusive environment for new employees. Supervisors and employees collaborate as a family and are constantly accepting feedback from all sides. Although the "Sister teaches her younger brother" method was developed based on the Oceanfront Beach Resort's style of managing their people, Jennifer Herrity's article "How Can I Retain My Employees? (10 Effective Strategies)" also shows how when you create an effective onboarding process for your new employees, there is a greater potential to also reduce retention. By creating an engaging onboarding process, this attitude makes people feel welcomed, respected, and a part of the company.

Key elements of this approach may include;

1. Personalized welcome: New hires receive a warm and personalized welcome from the manager, and other team members.

2. **Buddy system:** New hires are paired with a buddy or mentor who can answer their questions and provide guidance and support during their transition to the new company.
3. **Open communication:** Regular check-ins and open lines of communication are established between new hires, the manager, to ensure that their needs are being met.
4. **On-the-job training:** New hires receive hands-on, on-the-job training that is designed to be supportive, engaging, and tailored to their needs and learning style. By adopting a "Sister teaches her younger brother" approach to onboarding, HR professionals can help new employees feel supported, valued, and empowered from their first day on the job. According to the information from CEO of the Oceanfront Beach Resort, this approach may lead to better employee engagement, higher retention rates, and more overall job satisfaction, since when employees are pleased, they are encouraged to come to work each day and to achieve their performance goals.

3. Performance management

Performance management is a critical aspect of managing a successful resort. Here are some steps that The Oceanfront Beach Resort takes to implement an effective performance management system:

1. **Define clear goals and objectives:** Align employee goals with the overall mission and vision of the resort. This helps employees understand how their work contributes to the success of the resort.
2. **Set performance expectations:** Clearly communicate the performance expectations for each role in the resort. This includes the skills, behaviors, and standards required for success.
3. **Provide regular feedback:** Encourage open and ongoing communication between managers and employees. Provide regular feedback to help employees understand their strengths and areas for improvement.
4. **Develop a performance appraisal process:** Conduct regular performance evaluations to assess employee progress against set expectations. This provides an opportunity for employees to receive constructive feedback and discuss their professional development.
5. **Encourage employee development:** Offer opportunities for employee growth and development, such as training and skill-building programs. Encourage employees to take ownership of their own development and career progression.
6. **Foster a positive work environment:** Create a supportive and positive work environment that fosters employee engagement and motivation. Recognize and reward employee achievements to increase employee satisfaction and motivation. By implementing these steps, The Oceanfront Beach Resort can effectively manage employee performance and contribute to the success of the organization.

4. Employee relations

Employee relations are the interactions between an organization and its employees, as well as the effects these interactions have on employee morale, satisfaction, and engagement. The Oceanfront Beach Resort can improve employee relations very well because it is a small society where everyone has good relationships with each other. For this hotel, its people are the best key to success because when the employee's relationships are good, they are happy to come to work every day, to meet their performance targets, and to be more positive, engaged, and motivated.

5. Learning and development

The chain hotels may offer this type of learning and development, as does Oceanfront Beach Resort, although it is a starting department, as indicated below.

1. Concentrate on fostering trust and respect.

The working environment in a start-up company like this can foster an environment in which employees trust and respect the organization and one another. Fostering a positive and open work environment can aid in increasing employee commitment and satisfaction throughout the organization.

2. Employee requests should be prioritized.

Employees are more willing to commit to an HR development plan if it accommodates their requests and preferences. This can add value to the company by developing a more skilled and competent workforce, as well as increasing employee satisfaction and retention rates.

3. Contribute resources to the development of internal employees

While HR development can be an effective way to train new employees, it also benefits current employees. An organization can ensure that all members benefit by allocating resources to the advancement and assistance of both new and existing employees.

4. Recognize Leadership

It is critical for this hotel to demonstrate commitment to company culture by normalizing the concept of learning and investing in your employees. This entails conversing with the rest of your leadership team and cooperating to integrate the mission. By communicating this dedication and outlining the benefits.

6. Compensation and rewards

According to the CEO of the Oceanfront Beach Resort, there may not be compensation in a start-up hotel like there is in a chain hotel in Phuket, but the start-up hotel may provide something that encourages employees to stay. For example, promoting from within a department because when employees are enthusiastic about

their work, it is easier to promote someone from within than to hire someone new. Furthermore, the hotel provides free lunch and accommodation for employees, as well as a social security and provident fund that is very vital to the local employees.

7. Appraising performance

Employers must evaluate basic assessments such as paper qualification, experience, character, and personality in order to record and note the caliber of their particular employees. According to research on "Performance Appraisal and its Effect on Employees' Productivity in Charitable Organizations" conducted the study by Business Management and Economics Research in December 2020, employees' behavior has a major impact on the degree of their performance in firms. Because every firm compensates its employees based on their performance, it is critical to evaluate what employees should do based on performance standards with what they have actually done. As a result, performance appraisal is a key management activity and technique for improving employees' performance. The study included 109 participants and used an exploratory research approach. The results revealed a high Positive link between performance appraisal and employee productivity

Type of Appraising performance in the Oceanfront Beach Resort:

1. General appraisal

Management-employee contact year-round is the most basic evaluation. Rewards and evaluations occur yearly.

2. Objective-Based Management (MOB)

Performance appraisal recommended practices include this. Management and staff collaborate. Progress is discussed regularly. Employees may be rewarded for their efforts.

3. Assessment center method

This review has three stages: pre-assessment, assessment, and post-assessment. This helps employees examine their work habits.

4. Self-appraisal

Employees must evaluate their performance. It helps people acknowledge their talents and faults. Self-evaluation usually entails filling out a thorough questionnaire. Free or essay-style Performance Evaluation form. A checklist evaluates employees' competencies. They can identify and improve their weaknesses. This form also accepts management recommendations. This facilitates employee complaints and requests.

5. 360° Appraisal

Work colleagues must rate each other. This gives a complete employee evaluation. It also reduces prejudices. People with comparable profiles and close relationships analyze.

Forbes says 85% of Fortune-500 businesses utilize it for leadership development. It also identifies client needs. Hence, it enhances consumer satisfaction.

6. Straight ranking assessment

This is one of the most complex performance evaluation methods. This requires a ranking from top to worst among staff. This method's implementation requires a methodical approach. This strategy has the main issue of being subjective and assuming that everyone is equal. In addition, it tends to ignore particular strengths. These evaluations can be extremely useful for motivating and rewarding employees.

The best performance appraisal method for the startup as suggested below;

1. Refresh your training

This allows employees to learn new ways and adjust existing practices as needed.

2. Plan ahead of time

"One hour of preparation may save you ten hours of doing," Dale Carnegie once stated. As a result, everything should be planned.

Additionally, notify staff ahead of time and provide them time to prepare. If your starting policy requires self-evaluation, supply them with the form ahead of time.

3. Two-way Communication must be welcomed by communication management. In this manner, evaluation does not feel like criticism. Employers will also be able to identify areas for improvement and the need for extra help or training.

4. Visual interaction

"Action speaks louder than words". keep an eye on if they agree with your expectations.

5. Continual Feedback

A yearly performance evaluation may appear fine on paper, but it may not address practical difficulties. Maintain contact with your employees. Give them regular feedback and solicit their comments.

6. Smart objectives

Management must guarantee that the objectives are explicit, achievable, quantifiable, and time-bound. This helps to motivate people to strive toward their goals.

7. Document the discussion

Always keep track of your comments and employee answers. This aids in coping with future problems.

The adaptability of Oceanfront Beach Resort in the event of another pandemic and recommendations for preventing and strengthening human resource management.

Since COVID-19 is likely to become endemic yet could still cause big outbreaks, Oceanfront Beach Resort has explored how to handle another outbreak. According to "EHL insights" on "Hospitality Industry After Covid-19: How to Survive?" the Oceanfront Beach Resort may also adapt because this article adopts the perspective of customers to study the shift in customer needs caused by the pandemic and provide insights to other hoteliers.

1. Focus on changes in customer experience to handle the sudden demand surge without losing service quality. Hotels can plan ahead for staff scheduling, identify service delivery bottlenecks, allocate resources and preserve cash flow through pre-sales.

2. Focus on the switch in customer perceptions

This pandemic can be caused by improper raw food selection, which will greatly damage customer diet structure and concepts. After the pandemic, customers may focus more on food safety. Customers will prioritize the source, quality, safety, and nutrition of the ingredients over taste.

Hotels must quickly return to basic hospitality standards, closely implement HACCP, and emphasize hygiene to adapt to this shift in consumer mindset.

3. Focus on the shift in consumption patterns

Hotels can employ online platforms to improve client interaction to adapt to consumption patterns. Many hotels now offer internet catering throughout the pandemic. Hotels should also use their different internet platforms to shift them from one-way notification communication to two-way interactive communication to better understand and meet consumer wants.

As for the above steps for better managing the pandemic in the future, aside from keeping all areas in the hotel sanitized, which is something everyone should remember, I'd like to highlight one area that the Oceanfront Beach Resort may face in the future due to the hotel's target of cost-cutting as a result in smaller staff. If the hotel does not plan ahead of time, it may face an understaff situation in the future.

Following are a few suggestions based on the articles "Nutritics" on "7 Ways to Deal with Staff Shortages in the Hospitality Industry" and "Workforce" on "How Short-staffed Resorts Can Optimize Scheduling," which the hotel can also follow and practice to manage the understaff situation and retain its people.

1. Bridge the gap with current employees. This is possibly the simplest and quickest answer to a staff shortage. The staff are already familiar with the job and may be willing to work extra hours; inquire whether any of them would be interested in doing some overtime.

2. Cross-train employees

Teach employees to undertake a variety of duties so that they are more well-rounded and prepared to deal with staffing shortages. The easiest way to accomplish this is to encourage your employees to mentor and train one another.

3. Rely on technology. Businesses must adopt new technologies to bridge the gap when dealing with smaller teams. Moreover, 87% of industry respondents globally stated that adopting new technology in the previous two years has been crucial to their company's survival. The appropriate software can help you streamline your whole workflow, making it easier to run smoothly even when you're short on people. Technology can also be utilized to improve training and onboarding by assisting new employees in getting up to speed quickly with automated and personalized training systems. This allows management to concentrate on day-to-day operations while ensuring that all new employees receive the same level of training.

4. Ensure good working conditions. People appreciate employers who treat them well — and they stick with them. Having a work-life balance and opportunities for learning and growth were also the top objectives.

5. Be responsible. According to one employee engagement research conducted in the United States, 58% of employees consider the company's social and environmental responsibilities. Meanwhile, employees who are pleased with their employer's environmental effect and efforts to foster a diverse and inclusive culture are more likely to stay with the company for more than five years.

6. Automate breaks

Employees should receive breaks to avoid feeling stressed or overworked, both of which contribute to staff turnover.

7. Increase employee engagement

Concentrate on improving the overall employee experience. If your staff are engaged, they are more likely to show up, do their best work, and deliver the finest service possible, while being open to feedback that may be provided through a communication tool.

8. Increase the incentives or promote.

Constantly review the staff's salary and give them some incentives when they have accomplished something; this may also be a part of the small motivator that makes them want to stay with you and makes them thankful that you appreciate what they do.

Conclusion:

This Covid-19 pandemic, which has been ongoing since 2019, has revealed that not just large-scale hotels, but even small hotels, have been impacted in numerous ways, including in terms of Human Resource. HR's importance during the COVID-19 pandemic cannot be overstated, as it plays a crucial role in helping businesses assist their staff and deal with the difficulties brought on by the outbreak. Each hotel has its own method of managing human resources in order to survive the pandemic while remaining competitive with other hotels.

Since opening its doors, Oceanfront Beach Resort has had to contend with a pandemic, a covid-19 outbreak, and the resulting closure of the country, as well as a risk of losing of business and revenue that comes with having no visitors. From recruiting to performance management, the Oceanfront Beach Resort has its own distinct approach to human resource management. The study demonstrated how the Oceanfront Beach Resort managed and implemented its HR strategies using SWOT, TOWS, and PESTEL analysis tools, demonstrating that the hotel focuses on every detail of HR strategies and processes since selecting their people. Yet, the aforementioned analytical tools not only emphasize the positive aspects of HR management, but also the negative aspects; as a whole, it demonstrates what internal and external elements and management that impact hotel management.

On the other hand, all of the HR strategies for Oceanfront Beach Resort, particularly when compared to chain hotels, are also distinct in the manner they managed including the way they provided customer service and invested in their employees. Its distinct ways demonstrate how Oceanfront Beach Resort has managed to operate and remain competitive to this day.

Aside from those strategies, the hotel could also consider some suggestions for better management, such as preparing some funds for training and development in special skills. When there is attrition and some employees must cover for that position for the first stage, but it is only a job standard skill, not a specialist in the job if it is a skilled position such as accountant, and so on. Also, the hotel might consider using motivational tools like incentives or bonuses to encourage employees and minimize future understaffing.

Lastly, because technology has permeated every business area, the hotel may need to explore utilizing more technology to handle its HR strategies in the future. The hotel may explore using the latest technology to generate trust, such as creating an application that is transparent and updates every news in the organization, or even open for feedback from employees, in order for employees to feel that employers are

being open and genuine to them. Also, consider employing an all-in-one application for customers, such as one that allows them to



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