The Effect of Employees' Adaptation to Change, Competitive Intelligence and Organisational Resilience on Organisational Agility in the Hotel Industry in China During Covid-19

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Abstract: With the rapid development of China's tourism, and catering industry and the increasing competition among hotels, hotels are facing more and more human resource management challenges. Improving employees' work responsibility and initiative is the primary issue that hotel human resource management needs to consider. This study intends to investigate the influence of the adaptability of Chinese hotel employees on social expectations and employees' ability to adapt to changes during Covid-19. Numerous empirical studies at home and abroad have shown that through employee adaptability, employees are able to deepen their perceptions of their work and improve their work initiative, and therefore will increase their work engagement. Employee organizational agility refers to the ability of employees to perform the tasks assigned to them in their jobs. Unlike employee organizational agility, role profile refers to behaviors that are outside of job responsibilities and that are beneficial to the company or department. In this study, 311 valid data were obtained from employees of several Chinese hotels during Covid-19 using the questionnaire method in an online manner. The sample data were processed and analyzed using SPSS software.

Keywords: Adaptation to Change; Organizational Agility; Competitive Intelligence; Organizational Resilience

1. Introduction

1.1 Background of the study

The epidemic has led to a huge impact on various industries in the country, and the hotel industry has suffered a great deal. Temporary restrictions on staff movement caused occupancy rates to drop and hotels suffered huge economic losses. The hotel's operating costs rose and a cash flow crisis emerged. However, some hotels were able to respond to these uncertainties by taking proactive and relevant measures in the face of the challenges. These hotels had strong resilience and had a positive effect on the growth of the organization. Resilient organizations show a high level of cohesiveness among their employees when faced with unexpected events, and are able to work together and break through to achieve sustainable growth. Even though many hotels have difficulties in offline operations, they are still able to work extremely hard with OTA platforms to keep the back office of the hotel running normally. Moreover, the hotels also carry out online training for business staff to enhance their emotional resistance. Online psychological counselling can be used to stabilize employees through motivation. Organizational agility can respond to all levels of strategy, operation, and organization and prefers to respond quickly to unpredictable changes. Organizational agility, a corporate capability. The hospitality industry responded to these crises by transforming its marketing approach and launching new businesses.

1.2 Problem statement

The hospitality industry has been hit hard by the impact of the epidemic. The adaptation to change determines how quickly they can respond to the epidemic. However, many hotel employees were still unable to adapt quickly to the changes and lost their jobs one

after another.Organizational resilience is the ability of a business to react, adapt and change in the face of an unexpected event. When many hotels pay insufficient attention to competitive intelligence, it can lead to huge economic losses for the company. The low quality of competitive intelligence can directly affect the decision making and business practices of managers in the hospitality industry to compete. Organizational agility is the ability of the organization or management to coordinate quickly within the business. Under the influence of the epidemic, many management in the hospitality industry are unable to take timely measures to respond to these crises, making internal coordination weak.

1.3 Research Objectives & Research Questions

Research Objectives

1. To examine the effect of employees' ability to adapt to change on organization agility of hotel industry in China

2. To examine the effect of competitive intelligence on organizational agility of hotel industry in China

3. To examine the effect of organizational resilience on   organizational agility of hotel industry in China

Research Questions

1. Does employees' ability to adapt to change have an effect on organizational agility in China's hotel industry?

2. Does organizational competitive intelligence have an effect on organizational agility in China's hotel industry?

3. Does organizational resilience have an effect on organizational agility in China's hotel industry?

2. Literature review

2.1 Introduction of the chapter

In this chapter, the definitions of adapt to change, organization agility, and organizational resilience are explained. Moreover, these three definitions are further explained with the help of previous literature. There are positive and negative correlations between the three independent variables and the dependent variable.

2.2 Reviews of the literature related to the variables under study

2.2.1 Employee Adaptability

The concept of competitive intelligence refers to the way in which the external macro environment in which a company is located is handled once it has changed. [1] Competitive intelligence is a special ability that enables the company or industry to adapt to changes in the external environment faster and better, which is called intelligence capability. In short, it is this ability to obtain intelligence and adapt to changes. The process of implementing competitive intelligence includes the following aspects, respectively analysis of the company's or industry's external environment and competitor intelligence research.

2.2.2 Organizational Agility

Organizational resilience is the ability of an organization to react, adapt, and change in the face of crises, unexpected shocks, and other adverse events. It includes three characteristics: robustness, agility, and integrity[2].

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2.3 Hypothesis

H1: Adapt to change is positively correlated with organization agility.

H2: Organizational use of competitive intelligence to create competitive advantage is positively correlated with organization agility.

H3: Strong resilience is positively correlated with organization agility.

3. Methodology

3.1 Research Methodology

At the beginning of the study, a large amount of literature was reviewed through research and summarized, which in turn ensured the theoretical basis of the paper. The data for the thesis was subsequently collected and then obtained by distributing questionnaires. In the data analysis phase, SPSS software was used in the analysis of a large amount of data and the research results were obtained.

3.2 Research process

The main purpose of this study is to understand the impact of employees' adaptability on organizational agility and organizational resilience in the hospitality industry. The study was conducted on employees working in China Hotel during Covid-19 in Changsha, Guangzhou, Hangzhou, and other hotels. A total of 400questionnaires were distributed during the study and 400 were returned, so the return rate was 100%. This includes 89 questionnaires that have been screened out and 311 valid questionnaires, with an effective rate of 77.75%.

3.3 Research tools

This study involves three scales: the Employee Adaptability Scale, the Organizational Agility Scale, and the Organizational Resilience Scale. In order to ensure the accuracy and reliability of the scales, mature and generally accepted scales through literature reading were selected , which in turn provided a favorable guarantee for the data analysis later on.

3.4 Data analysis

In accordance with the developed research idea, the 311 valid questionnaires collected were analyzed in detail using SPSS software. The details included descriptive statistical analysis, reliability and linear regression analysis.

3.5 Descriptive statistical analysis

From the table, it can be seen that the majority of the sample was "Above 55 years old", with 79.0 or 25.40%. The percentage of the gender sample who chose "female" was 53.05%. The percentage of the male sample was 46.95%. For ethnicity, the highest percentage was 27.97% for "other".

3.5.1 Descriptive statistical analysis of the subscales

As shown in Table 1, the data from 311 valid samples were analyzed to obtain the mean and standard deviation.

Table 1 Descriptive statistical analysis of the scale.（N=311）

Title	Sample size	Minimum value	Maximum value	Average value	Standard deviation
Adaptation to change	311	1.4	4.8	3.229	0.714
Competitive Intelligence	311	1.25	4.667	3.224	0.807
Organisation agility	311	1.214	4.929	3.342	0.813
Organization resilience	311	1.231	4.923	3.423	0.915
Social Desirability Effect	311	1.154	4.769	3.256	0.919

From the table, it can be seen that the mean value of the Employee Adaptability Scale is 3.229, which indicates that the employees in this study have a high degree of employee adaptability completion. The mean value of organizational resilience scale is 3.423, which indicates that the motivation of employees' organizational resilience is high in the hotels of this study.

3.5.2 Scale reliability analysis

As shown in the data in Table 2, this coefficient is 0.810 in the total scale and 0.927 and 0.920 in the subscale roles, which can be found to be higher than 0.7 in all three scales, which indicates that this study has good veracity and reliability, so the next statistical analysis can be conducted.

Table 2 Cronbach's reliability analysis

Dimensionality	Sample size	Number of items	Cronbach alpha coefficient
Adaptation to change	311	10	0.810
Competitive Intelligence	311	12	0.876
Organisation agility	311	14	0.927
Organization resilience	311	13	0.920
Social Desirability Effect	311	13	0.930

3.5.3 Correlation Analysis

The analysis conducted on mark 3 determined that there is a positive relationship between employee adaptability and organizational agility, and a positive relationship between employee adaptability and organizational resilience.

Table 3　Correlation analysis among variables.（N=311）

	Pearson-related				
	Adaptation to change	Competitive Intelligence	Organisation agility	Organization resilience	Social Desirability Effect
Adaptation to change	1				
Competitive Intelligence	0.574**	1			
Organisation agility	0.436**	0.460**	1		
Organization resilience	0.340**	0.386**	0.393**	1	
Social Desirability Effect	-0.260**	-0.125*	-0.362**	-0.221**	1

$* p<0.05 ** p<0.01$

4. Main conclusions

4.1 Research findings

This project subject investigation and research mainly uses questionnaire survey and analysis method extensively, and takes the staff of many large hotels in China as the main investigation and research object, and conducts an in-depth question empirical investigation and analysis on their main work behaviors and how to carry out staff adaptability in the development of hotel enterprises. SPSS software is used to analyze the questionnaire.

4.2 Discussion of the results

This thesis, after systematic research and analysis, found that employee resilience has a significant positive effect on social expectations and employee's ability to adapt to change. The more hotel managers can motivate their employees to perform employee adaptability, the more efficient employees are in completing their assigned tasks as well as more motivated to perform tasks outside their functions. This enhances the image of the hotel brand as well as the skills and perceptions of the employees, thus bringing greater benefits to the hotel.

Conclusion

The research method of this thesis was an empirical research method, using questionnaires, which was conducted in a number of hotels. The regression analysis of the obtained questionnaire data was conducted to determine the intrinsic associations. The main conclusions drawn include: employees' ability to adapt and organizational agility show a significant positive correlation during their career, competitive intelligence has a significant positive effect on organizational agility when employees are at work, strong resilience is positively correlated with organizational agility, and social expectations are negatively correlated with employees' ability to adapt to change and organizational agility.

References

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