

Changing the Future of Hotel Management with Research on Organizational Culture

Developing a concrete methodology for “Treating Employees as Customers”;
Realizing the sustainable growth of hotel organization with three types of support

The quality of a hotel’s service depends heavily on its employees, and it is crucial to secure and develop excellent human resources. The concept of “Treating Employees as Customers” tends to be regarded as a unrealistic thought in the Japanese hotel industry, and specific methodologies for this have not been studied. In this research, I surveyed Hoshino Resorts and other hotels and found that this concept has taken root in their organizational culture and that they practice the “three types of support.” Going forward, I will propose a methodology for practical organizational transformation by conducting further research at hotels both in Japan and abroad.



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“I believe that cultivating an organizational culture is the most powerful management strategy in an industry as dependent on people as the hotel industry.”

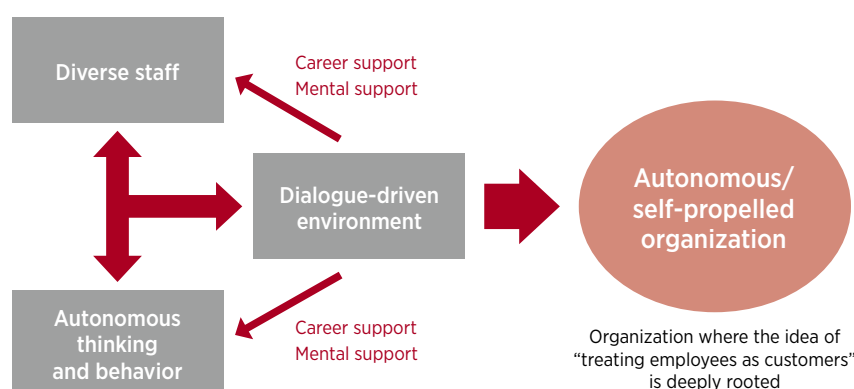
Examining organizational revitalization in the hotel industry through the lenses of employee psychology and organizational culture development

The originality of this research lies in the study of organizational revitalization in the hotel industry through the lenses of employee psychology and organizational culture development. Unlike conventional institutional and system reform-centered research, I have adopted an interdisciplinary approach integrating tourism, business administration, and psychology, and I am using a qualitative research method (Modified GTA) to develop theory from the voices on the frontlines.

In terms of research outcomes, I have found that successful hotels

practice the concept of “treating employees as customers” and provide three types of emotional support (1. mental support, 2. career support, and 3. support through dialogue).

As the principal investigator, my own background of practical experience in the hotel industry, my international academic network, and my knowledge as a counselor all add to the originality of this study.



In this research, I found that hotel organizations that sustain growth provide employees with “three types of emotional support” as specific ways to “Treating Employees as Customers.”

Collaborating with hotels and researchers inside and outside Japan to advance research and contribute to the future of the hotel industry and its employees

This research aims to present a concrete methodology by way of a highly original and empirical study to solve issues related to the revitalization of human resources and internal organizations in the hotel industry.

Based on the outcomes of research conducted on Hoshino Resorts and other hotels, I will collaborate with domestic and international hotel companies to conduct comparative research as I attempt to establish a more universal method for organizational revitalization. I also hope to contribute to the revitalization of hotel management research by expanding my collaborations with researchers both in Japan and overseas.

Underlying these research activities is the desire to contribute to the sustainable growth of Japan’s hotel industry and to improve the status of the employees who work in that industry. I would

like to contribute to the growth and elevate the status of the hotel industry from the research side, with the goal of developing widespread recognition of the value of “treating employees as customers” and helping hotels retain and train excellent human resources.

The principal investigator giving a keynote address at an international conference. He is expanding his collaborations with domestic and international hotel management researchers.

