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The role of human capital in improving organizational resilience of service establishments: A case study of hotel businesses in Marrakech

M'hamed EL GHOZAIL, ***(PhD Student)***
Faculty of Legal, Economic, and Social Sciences - Marrakech
Interdisciplinary Research and Studies Laboratory in
Management of Organizations and Business Law "LIRE-MD"
Cadi Ayyad University of Marrakech, Morocco

Rkia EL IDRISSI, (*Professor-researcher*)
Higher School of Technology - Safi
Interdisciplinary Research and Studies Laboratory in
Management of Organizations and Business Law "LIRE-MD"
Cadi Ayyad University of Marrakech, Morocco

Correspondence address :	Faculty of Legal, Economic, and Social Sciences – Marrakech Bd Al Kouliyate, Marrakech University of Cadi Ayyad Maroc (Marrakech) 40000 05243-03032.
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Abstract

The luxury hotel sector in Marrakech is an important industry that plays a significant role in the local economy. The success of these hotels depends on various factors, including the quality of their services, the satisfaction of their customers, and the efficiency of their operations. One factor that has not been extensively studied in the context of the Moroccan hotel industry is the role of human capital in organizational resilience.

This research aims to fill this gap by examining the influence of human capital on organizational resilience in the luxury hotel sector in Marrakech. To do this, the author has conducted a literature review and formulated hypotheses about the relationship between human capital and organizational resilience. In addition, the author has developed a semi-structured interview guide to be used in a qualitative study of this issue. The aim of this research is to determine to what extent human capital can enhance organizational resilience in the Moroccan hotel industry.

It is important to conduct this research because it will contribute to our understanding of how human capital can impact organizational resilience in the hotel industry. Human capital is often underestimated in the hotel business, and employees are not always recognized for their true value. However, human capital plays a central role in creating a quality experience for customers, and customer satisfaction is a determining factor in the success of a hotel business. By studying the relationship between human capital and organizational resilience, this research will provide valuable insights into the importance of considering human capital in order to optimize organizational resilience.

There are a few limitations to this study. One limitation is related to the literature review, which is limited due to the novelty of the subject. Another limitation is that the qualitative study of this issue may be challenging. However, despite these limitations, this research has the potential to provide valuable insights into the role of human capital in organizational resilience in the Moroccan hotel industry.

Keywords: Human capital, organizational resilience, Hospitality
JEL Classification: M54
Paper type: Empirical research

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1. Introduction

The hospitality industry plays a vital role in the global economy, particularly in tourist destinations like Marrakech. Hotels are a major source of employment and income for many regions and they contribute to the attractiveness of a destination for travelers by providing accommodation, dining, events, and leisure activities. However, the hospitality industry also has an impact on the environment, society, economy, and climate change, as well as noise pollution (Kirk, 1995). The influx of tourists to certain regions can endanger the culture and stability of these places. Despite the importance of the hospitality industry, it is vulnerable to crises and pandemics. For example, the hospitality industry was affected by the coronavirus pandemic in 2020, which had significant economic, social, and environmental impacts on the sector and related industries (Hoque et al., 2020).

Previous studies have shown that human capital, defined as the knowledge, skills, and abilities of individuals, is a key factor in the productivity and success of an organization (De Grosbois, 2012). In the context of the hospitality industry, human capital is particularly important as it plays a central role in creating a high-quality experience for guests and customer satisfaction is a key factor in the success of a hotel. However, human capital is often overlooked in the hospitality industry and employees are not always recognized for their full value.

Hoque et al. (2020) found that human capital is a key factor in the resilience of the hospitality industry during crises and pandemics. Kirk (1995) found that human capital is important for the sustainability of the hospitality industry, as it plays a key role in the development of sustainable practices and the reduction of negative impacts on the environment. Wang et al. (2019) found that human capital is a significant predictor of organizational resilience in the hotel industry. Al-Ayed (2019) confirm that human capital is positively associated with organizational resilience in the hospital industry.

Our study builds on these previous studies by focusing specifically on the role of human capital in organizational resilience in the hotel businesses in Marrakech. Our study is unique in that it employs a qualitative research methodology and develops a semi-structured interview guide for data collection. Additionally, our study focuses on the Moroccan hospitality industry, which has its own unique characteristics and challenges. Through our research, we aim to determine the extent to which human capital can enhance organizational resilience in the Moroccan hospitality industry.

The study also contributes to the existing literature by providing a more in-depth understanding of the specific ways in which human capital improves organizational resilience in the Moroccan hospitality industry. it is different from previous studies in its focus on the hotel industry in Marrakech, which is a major tourist destination in Morocco. This focus allows us to gain insight into the specific challenges and opportunities that hotels in Marrakech face, and to understand how human capital can be used to improve organizational resilience in this context.

To summarize, our study contributes to the existing literature on human capital and organizational resilience in the hospitality industry by providing a more in-depth understanding of the specific ways in which human capital improves organizational resilience in the Moroccan hospitality industry. By conducting a case study of hotel businesses in Marrakech, our study provides valuable insights for hotel managers and policymakers in this region.

To achieve this, we conduct a case study of hotel businesses in Marrakech, which is a major tourist destination in Morocco. Through our research, we aim to answer the following problematic and central question: **To what extent does human capital improve organizational resilience in the service establishments?**

The study employs a qualitative research methodology and develops a semi-structured interview guide for data collection. The study finds that human capital plays a significant role in organizational resilience of service establishments. In particular, it highlights the importance of employee training and development, employee engagement, and effective communication. These findings contribute to the existing literature on human capital and organizational resilience in the hospitality industry and provide valuable insights for hotel managers and policymakers in Marrakech.

The article is divided into five sections. First, we will present the context and the generalization of the subject. Second, we will provide a brief literature review on the topic, linking previous studies to the current one. Third, we will present the objective, problematic, and central question of the research. Fourth, we will announce the plan of the article, describing the research methodology, the methods used to collect and analyze data, and the case study of hotel businesses in Marrakech. Finally, we will conclude by summarizing the findings and discussing the implications of our research for the Moroccan hospitality industry.

2. Literature review and hypothesis development

2.1. Hospitality industry:

In 2018, the international hospitality industry experienced significant growth, representing 10.4% of global GDP (with a share in some countries exceeding 20% of gross domestic product). It generated a turnover of $1.7 billion and created 319 million jobs worldwide, or one in 10 people. In 2019, there were 1.5 billion arrivals of international tourists, 4% more than in 2018. According to the United Nations, the hospitality industry is considered the third most important export sector in the global economy, generating $1.5 trillion in exports and directly or indirectly employing one in ten people worldwide. However, the hospitality sector is vulnerable to crises and pandemics, as demonstrated by events such as September 11, SARS, terrorism, and natural, economic, or human disasters (Theobald, 2005). The most recent example is the coronavirus pandemic in 2020, which had a significant economic, social, and environmental impact on the hospitality sector and all sectors related to it (Hoque et al., 2020). From mid-March 2020, airlines suspended their operations, tourist destinations closed, and countries whose GDP is largely dependent on tourism, such as the Maldives or Nepal, experienced difficulties. According to the World Tourism Organization, 100% of tourist destinations were closed due to fear of virus transmission, endangering 75.2 million jobs worldwide (Lock, 2020). According to UNESCO, the pandemic could result in a 20-30% decline in arrivals of international tourists, equivalent to a loss of $300-450 billion in annual tourism revenues, three times the number of losses sustained during the global crisis of 2019 according to the WTO.

The Moroccan tourist sector has become crucial to the country's economic growth. In 2014, 343 million tourists visited Morocco and this number is expected to exceed 500 million by 2030 according to the World Tourism Organization (WTO). In fact, according to a report presented by the World Bank in 2004, tourism represents 6.9% of Morocco's GDP, exceeding agriculture, textiles, and marine fishing.

Unfortunately, Morocco has remained well above the goals set by the 2020 strategic vision for tourism despite the considerable effort of the Ministry of Tourism. It should be noted that for 2015:

- 10.2 million tourists instead of 13.7 million (target) visited the country;
- EHTC reported 2.6 million stays instead of 3.9 million (target);
- Tourist revenue was MAD 63.2 billion instead of MAD 85 billion planned;
- A GDP of MAD 73.6 billion instead of MAD 93.5 billion planned;
- Only 507,000 jobs created instead of 645,000 jobs planned.

The WTO ranks the kingdom in its 2020 database 28th in the world. With 2.8 million tourists and a revenue of 3.95 billion euros, constituting a 3.4% share in GDP. It should also be noted

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that the report shows that a tourist in Morocco spends an average of 1410 euros on their stay, which a good revenue reflecting the diversity of the tourist offer is proposed by Morocco.
The latest report by the UNWTO (United Nations World Tourism Organization) shows how well the kingdom is doing in terms of tourist arrivals, jobs, accommodation capacity, and other indicators. In fact, Morocco exceeded the 12.5 million visitor threshold in 2019, which shows that it is on the right track to achieve its goals. The number of beds is continually expanding, which demonstrates investment and interest in this sector.
Finally, the Moroccan sector remains a very important sector for the economy of the Kingdom and must align with international hotel offers and standards. In fact, Law No. 61-00 on the status of tourist establishments presented by the Moroccan Minister of Tourism states that "any commercial establishment that receives a transient or stay clientele and provides them with accommodation and services, in whole or in part, of catering and entertainment is considered a tourist accommodation establishment. The tourist accommodation establishment may have facilities and equipment enabling it to offer the clientele, in addition to accommodation, other services such as cures, rest, sports or congresses". This definition clarifies the notion of hotel establishments in Morocco and aligns them with international standards.

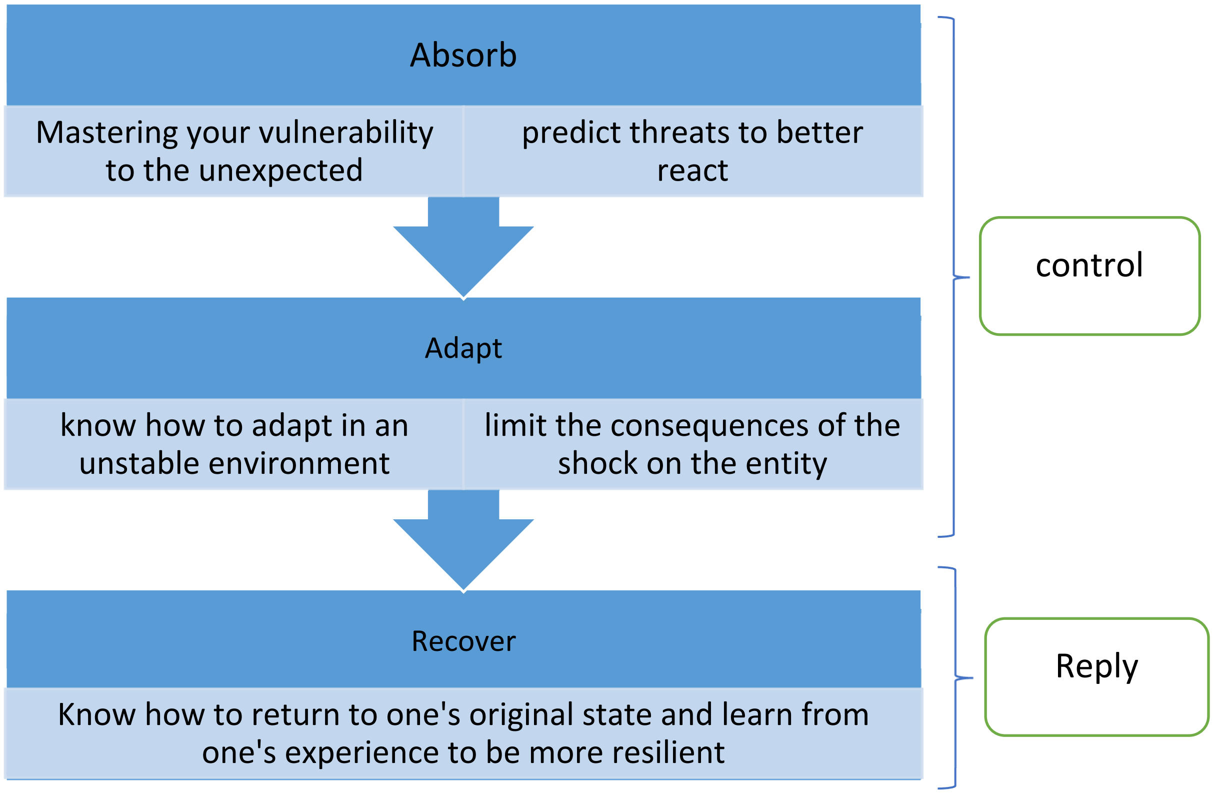
2.2. Human capital in the hospitality industry:

Human capital is a concept that refers to the knowledge, skills, and abilities of individuals that can be used to create value and achieve economic growth (Becker, 1964). It is often viewed as a key driver of organizational performance and competitiveness, as it represents the potential for innovation and productivity (Baruch & Holtom, 2008). Human capital is typically developed through education, training, and experience, and it can be enhanced through investments in areas such as employee development and retention (Ployhart, and al. , 2014).
The role of human capital in the hospitality industry has received increasing attention in recent years. Many studies have shown that investing in human capital can lead to improved performance and success in the industry.
One study found that human capital is a significant predictor of the financial performance of hotels (Wang & Tsaur, 2007). The authors found that hotels with higher levels of human capital, as measured by employee education and training, had higher levels of customer satisfaction and profitability. Another study found that human capital is positively related to hotel performance, as measured by revenue per available room (Haynes & Fryer, 2009).
Other studies have focused on the relationship between human capital and specific aspects of hotel performance. For example, Liu and Chen (2013) found that human capital is positively related to the perceived quality of hotel service, as perceived by guests. Similarly, Gumussoy & Koseoglu (2016) found that human capital is positively related to the perceived value of hotel service, as perceived by guests.
Overall, the literature suggests that human capital is a key factor in the performance and success of hotels. Investing in human capital, such as through employee education and training, can lead to improved customer satisfaction, profitability, and overall performance. It is worth noting, however, that the relationship between human capital and hotel performance is complex and may be influenced by other factors, such as market conditions and the overall strategy of the hotel. Further research is needed to fully understand the role of human capital in the hospitality industry

2.3. Human capital, issue of organizational resilience in the hotel industry

Organizations that are able to adapt and thrive in unstable or difficult circumstances are known as "resilient." Resilience is the ability to absorb, adapt to, and recover from shock or stress. In today's rapidly changing world, this ability is essential for any entity that wants to succeed. The figure below illustrates this process.

Figure 1 : Process of resilience in organizations



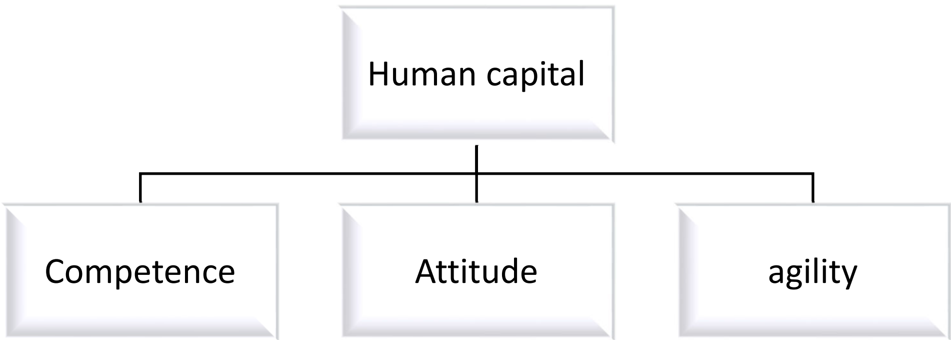
Source: Figure created by the authors

Organizational resilience has become a necessity for the long-term sustainability of hotels in particular, and tourist establishments in general. It is defined as an organization's ability to recover from stressful, unexpected, and adverse situations, as well as its ability to prepare and respond adaptively to disruptive situations (Suryaningtyas, D., 2019). Pathak and Joshi (2021) add that organizational resilience encompasses both physical capabilities and organizational properties. In addition, it is argued that there are attributes that allow an organization to be resilient. Dahles and Susilowati (2015) state that innovation, adjustment, and survival are the main components of strengthening organizational resilience. Lee et al. (2015) also argue that pre-planning and adaptability are at the heart of organizational resilience, while Celik et al. (2011) explain that the structure and culture of the organization are also worthy of interest and should be explored to better understand resilience. Citing the example of Covid-19 closures, the authors explain that small hotels closed first, while larger structures were able to stay open, suggesting that things like the size of hotel establishments should also be a factor in strengthening resilience. However, the study by Pathak and Joshi (2021) on the impact of psychological capital and well-being on organizational resilience showed that within small hotels, manager behavior had a significant impact on resilience. The authors found that managers and owners who were able to remain positive and hopeful witnessed a significant impact on the recovery of the business. These results suggest that resilience within organizations is closely related to manager behavior and attitudes, suggesting the importance of human capital in the current context.

Employee behavior is key to the presence of resilience in organizations, as Horne and Orr (1998) were the first to recognize. According to the authors, resilience is an important quality of groups, organizations, and individuals. They explain that the way employees react to significant change that disrupts their usual pattern reflects the richness of their physical and emotional adaptability. Adaptability is another attribute of human capital that was also related to resilience. It is defined as the ability to positively and flexibly respond to various events

(Mallak, 1998). The concept has emerged in recent years as a noteworthy response worth exploring that aims to reduce vulnerability within organizations and the costs associated with crisis management (Kane & Shogren, 2000).
Research shows that there are two types of employees: type-o or type-d, with the first category seeing change as a danger and the second as an opportunity. Therefore, some employees embrace change and the improvement prospects it brings, while others cling to fear and may even try to escape the situation to avoid facing it, a response that tends to be programmed and difficult to change. However, during a crisis, it is important to be able to take proactive measures and try to avoid or reduce the stressful situation in order to achieve resilience within the organization. In fact, during the early signs of a crisis, hotels do not have a agreed-upon procedure and therefore rely on resilient people to show them the way. Without a doubt, an adaptive response is based on decision-making, judgment, and a certain level of autonomy (Mallak, 1998). In fact, the practice of resilience on a daily basis and the emphasis on empowering employees to deal with daily stress and specific situations has proven to be an effective means of giving organizations the ability to manage catastrophic events (Reichm, J. Zautra, A., and Stuart, J., 2010).
The literature review has shown several discussions that have been made about human capital, highlighting the multidisciplinary nature of this research area. Human capital, which is both the responsibility of the company and the employee, is complex to evaluate because, for example, while training is an investment that generates a cost for the company, its administration is shared with the qualities and motivations of the staff who generate it. Based on the work of Roos et al (1998) and Sveiby (1997), it is believed that the variable of human capital is three-dimensional, composed of three components: "competence", "attitudes", and "intellectual agility" or "capacities".

Figure 2 : Determinants of human capital according to Roos and al.



Source: Figure created by the authors

2.4. Hypotheses development

For our study on the contribution of human capital to the organizational resilience of hotels, we have chosen an interpretive approach and a semi-structured interview guide to better understand how actors perceive and interpret reality and how they use human capital in their professional context. We also plan to use data saturation analysis to ensure that we have covered all relevant aspects of our topic and obtained a full range of responses, even though our sample of 8 Moroccan hotel managers is relatively small. This will allow us to draw valid and relevant conclusions for our study. Several hypotheses are derived from the theoretical foundations in order to measure their conformity.

Hypothesis 1: The skills of employees positively impact the organizational resilience of hotels in Marrakech.

There is a growing body of research suggesting that the competences of employees can have a positive impact on the organizational resilience of hospitality establishments. Douglas (2021) found that employees with strong technical skills and the ability to adapt to new situations were more likely to contribute to the resilience of their organization. Similarly, NEJJARI, I., ABDELHAI, S., & LEBZAR, B. (2020) found that employees with diverse skill sets and the ability to think critically were more likely to be able to respond effectively to unexpected challenges. Frayssinhes, J. (2019) also found that employees with strong communication skills were better able to collaborate and work together to navigate difficult situations. Overall, it seems that employees with diverse and well-developed competences are an important asset in helping hospitality establishments build and maintain organizational resilience.

Hypothesis 2: Employee attitude positively impacts the organizational resilience of hotel establishments in Marrakech

Several authors argue that employee attitudes can have a positive impact on organizational resilience in the hospitality industry. George, Kiran, Sulekha, Rao, and Kiran (2018) found that positive attitudes and strong work ethics were key factors in the resilience of hospitality organizations. Similarly, Sławińska and Kubasiński (2021) found that a positive attitude and high levels of engagement were important for organizational resilience in the hospitality industry. Jafari, Nodoushan, Shirali, Khodakarim, and Zare (2018) also found that a positive attitude was a key factor in the resilience of hospitality organizations. Lonner, Berry, and Hofstede (1980) and Staw, Bell, and Clausen (1986) also found that positive attitudes were related to organizational resilience. Saari and Judge (2004) and Lengnick-Hall, Beck, and Lengnick-Hall (2011) also found that positive attitudes were important for organizational resilience in the hospitality industry.

Hypothesis 3: employee agility positively impacts organizational resilience in hotel establishments in Marrakech

Several authors argue that employee agility, or the ability to quickly adapt and learn new skills and knowledge, can have a positive impact on organizational resilience. Doeze Jager-van Vliet (2017) suggests that agile employees are better equipped to handle unexpected challenges and changes in the environment. Ismail and Al-Assa'ad (2020) also emphasize the importance of agility in helping organizations adapt to changing circumstances. Bouaziz and Hachicha (2018) argue that agile employees can contribute to an organization's ability to recover from disruptive events.

Chonko and Jones (2005) and Kurtz and Varvakis (2016) both highlight the role of employee agility in enabling organizations to respond effectively to crisis situations. Kantur and Say (2015) also discuss the relationship between agility and organizational resilience, suggesting that agile employees can help organizations bounce back from negative events.

Sambamurthy, Bharadwaj, and Grover (2003) argue that agility is an important factor in an organization's ability to adapt to new technologies and changing market conditions. Abbaspour, Golabdoust, Golabdoost, and Golabdoust (2015) similarly suggest that agility is essential for organizations to remain competitive in a rapidly changing business environment. Overall, these authors emphasize the importance of employee agility in helping organizations maintain and improve their resilience.

3. Methodology and Presentation of the study

Our methodology for this study utilizes a qualitative approach, which allows us to gain a deeper understanding of the contribution of human capital to organizational resilience in the hotel

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industry. By focusing on a specific context, in this case the city of Marrakech as a major tourist destination in Morocco, we are able to gather detailed information and insights on the subject. Through exploratory examinations, we aim to identify and explain the ways in which human capital improves organizational resilience in the hotel industry.
Our sample for this study includes 8 individuals, all of whom hold management positions in luxury hotels with ratings of 4 stars or higher. By choosing to focus on high-end establishments, we are able to gather a more comprehensive understanding of how knowledge management is implemented in these types of hotels. The sample includes 4 women and 5 men, and the information about them is reported in the table below.

Tableau 1 : Qualitative Study Sample Description

Participant	Gender	professional status	hotel ranking	interview Length
DP1[1]	Male	project director	5 stars	47min
DP2	Male	financial director	5 stars	40min
DP3	Female	financial director	5 stars	43min
DP4	Male	financial director	5 stars	38min
DP5	Male	General manager	4 stars	35min
DP6	Female	General manager	4 stars	42min
DP7	Female	accommodation manager	4 stars	38min
DP8	Male	accommodation manager	4 stars	37min
DP9	Female	marketing manager	5 stars	40min

Sources: Authors

3.1. Data Collection Method

The present study aims to investigate the role of human capital in improving organizational resilience of service establishments, with a specific focus on hotel businesses in Marrakech. To gather data for this study, we employed semi-structured interviews as a method. This approach allowed interviewees to express themselves freely while limiting the researcher's role to directing the discussions to obtain the maximum possible amount of information.
Semi-directed interviews guided us to access a wide range of information regarding the effect of working with an ethical supervisor while considering the characteristics of the hotel employees' job and work conditions. Through exchanging with interviewees, we collected statements and speeches that guided us into entering the subject world, which is highly identified by its individual peculiarity and context specificities.
Throughout this exploration stage, we conducted 9 interviews. Since there is no database that includes all hotel employees in Marrakech and considering their busy schedules, we considered our personal network to contact the interviewees and obtained their approval to participate in this study. Drawing on the "life story" method, often used in sociology than management sciences, hotel employees provided us with insights about their experiences. This method, as

[1] *DP refers to Director profile. We are going to use it as part of qualitative study data analysis.*

described by Sanséau (2022), has emerged within the Western context and become popular in Europe as well. It is also described as an autobiographical method that analyzes a specific narrative that is expressed by a subject about events s/he has experienced. In this case, the narrative is stimulated by the researcher, yet the subjects remain free to express themselves considering the interpretations they assign (Wacheux, 1996).

Our interviews were conducted considering the following concerns. Firstly, interviewees were contacted to voluntarily participate in the interview while assuring them total anonymity. Secondly, we multiplied the interviews (9 in total) through using the principle of information saturation (Strauss 1987). Thirdly, while developing the interview guide, we exclusively considered open questions to stimulate and sometimes oriented discussions. We also avoided using closed questions. Indeed, our interview guide has been adapted considering the specificities of each interaction, yet we stick to the main areas of discussions that were previously defined. Fourthly, considering Brunk (2010) suggestions, one-to-one interview with hotel employees were conducted whenever and wherever it was possible and convenient for them to engage openly in the exchange.

Our interview guide has been developed considering the objective of our study, and hence frames the main themes of the interaction with hotel employees. We asked questions about the hotel employees' profile such as their job and company's tenure, about their jobs' nature and related challenges, and about the role of leadership in dealing with these challenges, and mainly questions about ethical leadership practices and any related situations in this regard. The objective of our interview guide is to capture hotel employees' perspectives on the role of human capital in improving organizational resilience within the service establishment. In specific terms, our interview guide spotlights the following topics:

(1) presentation of the hotel employee (job and company's tenure, type of organization);

(2) overview and feedback discussion about being part of the hotel industry (e.g., in details and through describing their experience of working as a hotel employee within the industry and within their current companies, in addition to the main challenges this job is identified with);

(3) the role of human capital and more specifically the impact of employee skills, knowledge, and experiences on organizational resilience within the hotel industry;

(4) hotel employees' opinion in terms of describing the experience of working within an organization that values and invests in human capital;

(5) hotel employees' anecdotes or situations supporting their experience of working in an organization that prioritizes human capital.

3.2. Data Analysis Method

The aim of our study is to investigate the impact of human capital on enhancing the resilience of service establishments in the hotel industry in Marrakech. In order to collect data for the study, we conducted interviews with hotel employees, transcribing them in French to preserve the meaning conveyed by the participants and maintain the context of the study. We employed the Gioia et al. (2012) method for coding the data. It was developed by David Gioia, a professor of management at the University of Missouri, and his colleagues.

Gioia et al. (2012) introduced a method for coding qualitative data that is particularly useful in grounded theory research. The method involves generating a plethora of inputs including information, terms, and codes. The goal of the method is to help researchers identify and establish links among the data, which can then be used to reduce the number of categories to a manageable number. These categories are labeled while considering the array of inputs associated with each category. This method is considered a holistic approach that aims to help develop inductive concepts while attaining high levels of rigor set by different journals. This method is mainly used in grounded theory cases, but it can be adopted in other types of research

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to help the researcher to move from a purely “inductive” research method to an “abductive” one.

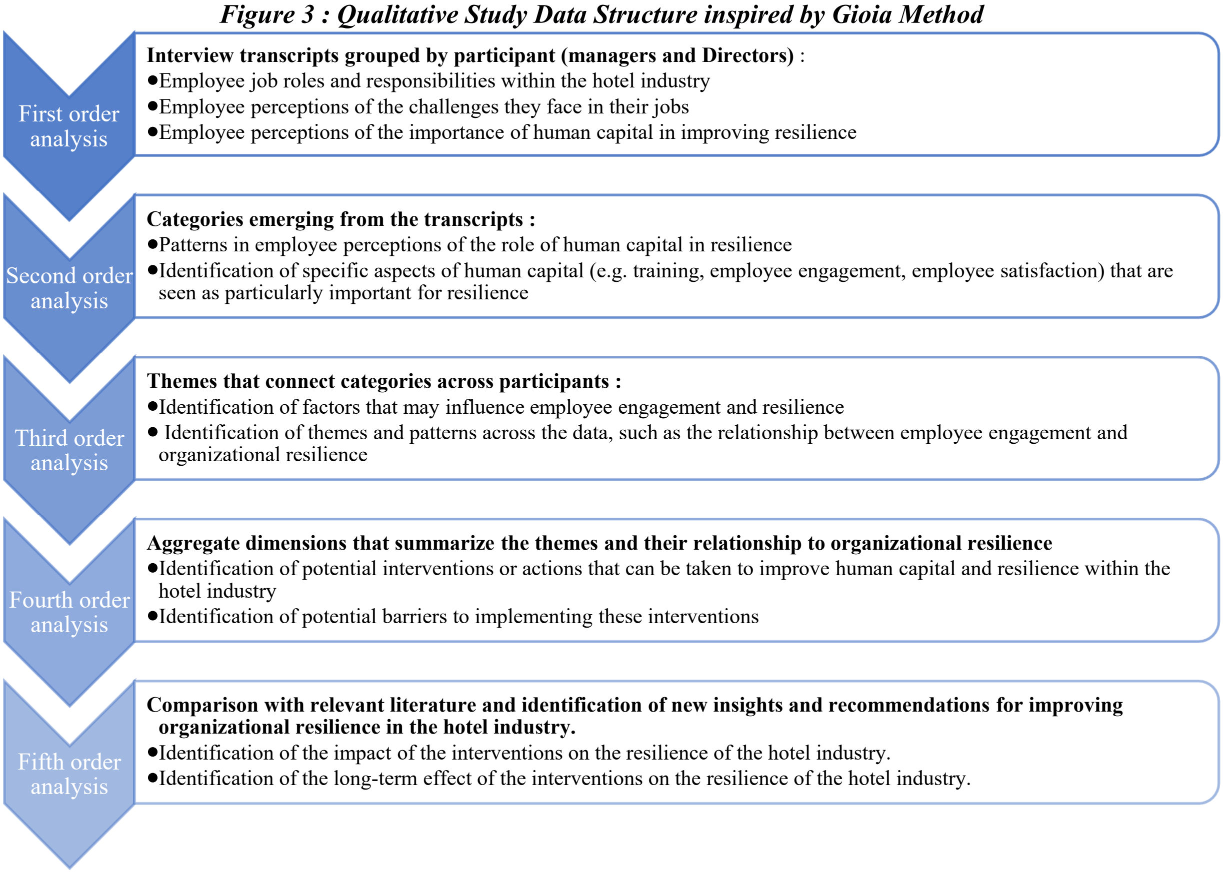
During the first-order analysis, we focused on identifying and establishing connections among the data, which helped to reduce the number of categories to a manageable level. These categories were labeled while taking into account the array of inputs associated with each category. We then examined the underlying themes behind the data within a theoretical framework. At this stage, we critically questioned the emerging themes and how they contribute to explaining the phenomena being investigated.

Once a comprehensive set of categories were attained and collected, reflecting a certain "theoretical saturation," we investigated the possibility of reducing these second-order categories into aggregate dimensions. Our data can be structured once the first-order, second-order categories and aggregate dimensions are finalized and ready to be used. This step is crucial in the research process as it not only helps organize the collected data but also provides a visualization of how data flows from raw inputs to themes, which improves research rigor.

The data is analyzed theoretically to identify new themes and concepts in comparison with relevant literature, using an "abductive" research approach. Our work is based on this approach as we do not claim total or partial ignorance of the literature. Even though the Gioia method is primarily used in grounded theory cases, we have adopted the same approach while transitioning from a purely "inductive" research method to an "abductive" one.

We have adopted the Gioia method since it is a holistic approach that helps develop inductive concepts while meeting the high levels of rigor set by different journals. Alongside data collection and after the initial analysis, we also considered going back and forth in viewing and analyzing the emergent first-order concepts, second-order categories, aggregate dimensions, and literature related to human capital and resilience. This is to align our findings with the scope of prior related literature.

Figure 3 : Qualitative Study Data Structure inspired by Gioia Method



Source: developed by the authors

4. Exploratory results of the qualitative study

The study data, collected from 9 people in management positions in hotel establishments, was analyzed and interpreted to better understand the relationship between human capital and organizational resilience in the hotel industry.

The results of our study indicate that human capital plays a significant role in improving the organizational resilience of service establishments in the hotel industry in Marrakech. Through our interviews with hotel directors and managers, we were able to identify several key themes related to human capital and resilience.

One of the main themes that emerged from the data was the importance of employee training and development. Participants reported that regular training and development opportunities helped them to acquire new skills and knowledge, which in turn enabled them to better handle unexpected challenges and disruptions. Additionally, employees who received regular training and development opportunities were more likely to feel confident and motivated in their roles, which contributed to their resilience. Madame DP8, confirms that "*Having well-trained and competent staff can help a hotel weather any storm and come out stronger on the other side*." Therefore, it is important for hotels to develop and maintain a strong human capital in order to strengthen their organizational resilience and effectively adapt to the challenges of the environment. When asked about solutions to improve the organizational resilience of a hotel, Mr. DP1, thinks that "*I also think it is important to invest in training and development for employees; we should train and develop employees to help the hotel be more efficient and better manage difficult situations. You see, we always come back to human capital; it is the solution for everything*."

Respondents also cited the example that if the hotel's employees have diverse skills, they may be able to adapt quickly to new situations and find innovative solutions to cope with challenges. Similarly, a culture of learning and innovation can help the hotel quickly adapt to changes in the environment and develop new sources of income. Mr. DP1, explains that "*without human the hotel will not work. Without my team I am nothing. I can be the leader, the maestro, the brain that decides everything but without my team I am nothing*".

In fact, a hotel establishment depends mainly on the quality of its human capital because it is the one that creates and sells the service. Madame. DP3 explains that "*human capital is the raison d'être of this hotel. We are known for our service that cannot be achieved without this capital. So, we invest a lot in it. During the crisis period we did not lay off anyone*." Madame. DP3 understands as well as a director that the resilience of his establishment depends on its human capital, being a financier, he explains to us that despite the personnel charges in times of crisis, the establishment refused to resort to laying off its employees. She adds that "*a mistake that was made by the majority of hotels in Marrakech was to reduce their human capital due to the crisis. For them the recovery was difficult, if not impossible for many*."

However, if the hotel's human capital is weak or inadequate, the organization may be less resilient and more vulnerable to difficulties and changes in the environment. Mr. DP2, confirms this again by explaining that "*it is not me who prepares meals for customers, or maintains the pool, or prepares the sun loungers... it is them. For me, you can have the money, the structure, a well-equipped and well-prepared 5-star hotel and customers arriving from everywhere, but if you don't have the resources, men and women to welcome them, maintain them, pamper them, be sure that you will always be surprised to see your establishment empty the next day*."

Another key theme that emerged from the data was the importance of effective communication and collaboration within the organization. Participants reported that when communication channels were open and effective, they were able to work together more effectively to manage disruptions and challenges. Additionally, employees who felt that they were part of a cohesive and supportive team were more likely to feel resilient in the face of adversity and to achieve a competitive advantage for their hotels. Madame. DP6 explains that the reason why staff choose

a hotel establishment is primarily for the quality of service offered by its human capital. Mr. DP5 confirms this by explaining that "*human capital can really achieve a competitive advantage. Because in a hotel, the walls are just walls. Our investigations and studies show that our customers really appreciate the human capital in Marrakech. We have a targeted clientele who can afford any hotel in the world. Our comments often come back to our services but especially to the quality of human contact we have*."
Our data also highlighted the importance of strong leadership in fostering organizational resilience. Participants reported that when leaders were able to effectively navigate disruptions and challenges, it helped to instill a sense of confidence and trust among employees, which in turn contributed to their resilience.
What is also interesting in analyzing our responses is that we have found that the majority of respondents link innovation as an important factor in their human capital that allowed them to be resilient during the crisis period. Indeed, the innovation of hotel employees can be considered a key factor in the resilience of the hotel. Innovation can help the hotel quickly adapt to changes in the environment. Respondents cited that their human capital contributed to the resilience of their hotel through several approaches such as:

- Proposing new ideas and approaches to improve the quality of service and customer satisfaction.
- Developing new product or service offerings that meet the needs and expectations of customers.
- Finding new solutions to optimize costs and improve the efficiency of the hotel.
- Quickly adapting to changes in the environment and anticipating future trends.

We believe that innovation is an important factor to consider in our definition from our literature review. Indeed, innovation can contribute to strengthening the skills and knowledge of employees and promote a culture of learning and innovation within the organization. In short, according to the respondents in our study, by encouraging innovation, the organization can develop a strong and diverse human capital, which can be an asset for the performance and sustainability of the organization.
In conclusion, our study highlights the importance of human capital in improving the organizational resilience of service establishments in the hotel industry in Marrakech. Specifically, we found that employee training and development, effective communication and collaboration, and strong leadership are key factors that contribute to organizational resilience. These findings have important implications for practitioners and researchers in the field.

5. Discussion and analysis of results

In the discussion section, the main findings of the study should be summarized and the implications of these findings should be explored. The discussion should also highlight any limitations of the study and suggest areas for future research.
Our study aimed to explore the relationship between human capital and organizational resilience in the hotel industry in Marrakech. The data was collected through interviews with 9 hotel directors and managers and analyzed to identify key themes.
Human capital considered by the responds a key factor in the success of the hospitality industry. A well-trained and competent staff can provide high-quality service to guests and contribute to a positive reputation for the hotel. In addition, a strong human capital can help a hotel adapt to changes in the industry and overcome challenges such as economic downturns or crises. Investing in the training and development of employees can also increase morale and retention rates, leading to long-term cost savings for the organization. Overall, a strong human capital is

essential for the performance and sustainability of a hotel and can help it withstand any challenges that may arise.

One of the main themes that emerged from the data was the importance of employee training and development in improving organizational resilience. Participants reported that regular training and development opportunities helped employees to acquire new skills and knowledge, which in turn enabled them to better handle unexpected challenges and disruptions. Additionally, employees who received regular training and development opportunities were more likely to feel confident and motivated in their roles, which contributed to their resilience. This finding is supported by literature such as "Linking employee resilience with organizational resilience: the roles of coping mechanism and managerial resilience." by Liang and Cao (2021) and " Employee resilience: Directions for resilience development" by Kuntz, J and al. (2017).

Another key theme that emerged from the data was the importance of effective communication and collaboration within the organization. Participants reported that when communication channels were open and effective, they were able to work together more effectively to manage disruptions and challenges. Employees who felt that they were part of a cohesive and supportive team were more likely to feel resilient in the face of adversity and to achieve a competitive advantage for their hotels. This finding is supported by literature such as " Organizational communication" by Baker, K. A. (2007) and " Building organizational resilience" by Suarez and al. (2020).

Our data also highlighted the importance of strong leadership in fostering organizational resilience. Participants reported that when leaders were able to effectively navigate disruptions and challenges, it helped to instill a sense of confidence and trust among employees, which in turn contributed to their resilience. This finding is supported by literature such as " Organizational resilience and organizational performance: examining the mediating roles of resilient leadership and organizational culture" by Suryaningtyas, D. and al. (2019) and " Shared leadership and organizational resilience" by Mukundi Gichuhi, J. (2021).

In addition, the majority of respondents also cited innovation as an important factor in their human capital that allowed them to be resilient during the crisis period. Innovation can help hotels quickly adapt to changes in the environment by proposing new ideas and approaches to improve the quality of service and customer satisfaction, developing new product or service offerings that meet the needs and expectations of customers, finding new solutions to optimize costs and improve the efficiency of the hotel, and quickly adapting to changes in the environment and anticipating future trends. This finding is supported by literature such as " Innovation and organizational resilience: A study of selected food and beverage firms in Port Harcourt" by Williams and Anyanwu (2017) and " How Business Model Innovation fosters Organizational Resilience during COVID-19" by Schaffer, N and colleagues (2021).

It is important to note that the study has some limitations. The sample size is relatively small and the study is based on self-reported data which may be subject to bias. In addition, the study focuses on the hotel industry in Marrakech, and the results may not be generalizable to other regions or industries.

In conclusion, the study findings suggest that human capital plays a significant role in improving the organizational resilience of service establishments in the hotel industry in Marrakech. Employee training and development, effective communication and collaboration within the organization, strong leadership, and innovation are key factors that contribute to the resilience of hotels in the face of disruptions and challenges. The study highlights the importance of investing in human capital in order to strengthen organizational resilience and effectively adapt to the challenges of the environment. Future research should focus on exploring the relationship between human capital and organizational resilience in other regions and industries.

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Finally, the directors of the establishment highlighted the risks of not implementing a strategy focused on developing and acquiring competent human capital that meets the standards of human capital in the hotel industry. The risks identified by the directors are summarized in the following table:

Table 2 : Risks of having a bad human capital identified by the directors

Risks	Definition
Poor customer service	A bad human capital, characterized by untrained or unmotivated employees, can lead to poor customer service and a negative customer experience. This can damage the reputation of the hotel and lead to a loss of business.
High employee turnover	A bad human capital can lead to high employee turnover, which can be costly and disruptive for the organization. High employee turnover can also impact the quality of service provided to guests, as there may be a lack of experienced staff to provide assistance.
Decreased efficiency	A bad human capital can also lead to decreased efficiency within the organization. Employees who are not properly trained or motivated may struggle to complete tasks effectively, leading to delays and other issues
Financial losses:	A bad human capital can result in financial losses for the organization. Poor customer service and high employee turnover can lead to a decrease in revenue, while decreased efficiency can lead to increased costs.

Source: Created by the authors.

6. Conclusion

In conclusion, the findings of this study support the idea that human capital plays a significant role in improving the organizational resilience of service establishments in the hotel industry in Marrakech. The study highlights the importance of investing in human capital in order to strengthen organizational resilience and effectively adapt to the challenges of the environment. The data collected through interviews with 9 hotel directors and managers revealed that employee training and development, effective communication and collaboration within the organization, strong leadership, and innovation are key factors that contribute to the resilience of hotels in the face of disruptions and challenges.

The study also emphasizes the importance of human capital in the overall success of the hospitality industry. A well-trained and competent staff can provide high-quality service to guests and help the hotel adapt to changes in the industry, such as the adoption of new technologies or shifts in consumer preferences. Investing in employee training and development can increase their skills and knowledge, leading to increased innovation and the ability to develop new solutions to problems. This can help the hotel stay competitive and adapt to changes in the industry.

In addition, strong human capital can increase morale and retention rates, leading to long-term cost savings for the organization. Furthermore, a strong human capital can also help a hotel respond effectively to challenges and maintain its reputation during times of crisis. A well-trained and competent staff can provide essential services to guests during a natural disaster or other crisis, such as shelter and food. Investing in employee training and development can also increase their knowledge and skills in emergency response protocols, enabling the hotel to respond effectively to crises.

Encouraging employee innovation and a culture of learning and innovation within the organization can also be a key factor in the resilience of the hotel. Innovation can help the hotel quickly adapt to changes in the environment and anticipate future trends. This can help a hotel develop a strong and diverse human capital, which can be an asset for the performance and sustainability of the organization.

It is important to note that the study has some limitations. The sample size is relatively small and the study is based on self-reported data which may be subject to bias. In addition, the study focuses on the hotel industry in Marrakech, and the results may not be generalizable to other regions or industries. Therefore, future research should focus on exploring the relationship between human capital and organizational resilience in other regions and industries.

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