

ABSTRACT

This research is motivated by external and internal problems experienced by El Hotel Royale Bandung. This hotel had several times changed ownership and also changed its name. In addition, the pandemic phenomenon has also reduced hotel revenues. Therefore, an appropriate strategy is needed for hotels to maintain their organization by looking at the stages of the organization's life cycle. Organizational life cycle method is one of the models applied in relation to the analysis of an organization's situation. This study aims to investigate the position of El Hotel Royale Bandung in its life cycle. The research method is applied in terms of objectives, descriptive from the perspective of practice and case studies in terms of the type of research. Data were collected through a valid and reliable questionnaire. A total of 53 employees of El Hotel Royale Bandung who served from Top Level Manager to Supervisor were selected as the research population. Descriptive analysis of the answers to the life cycle questionnaire which has 44 questions, shows that El Hotel Royale Bandung is in the Prime/The Fall/Aristocracy stage. At this stage there is stability and balance between flexibility and control, leadership and management have a prominent and highlighted role; the equality of responsibilities and authorities that have been determined; human resources in this situation need to improve their skills and knowledge; risk taking and innovation can still be controlled; predictable and controllable management of liquidity and earnings; marketing management still continues to educate the public. However, companies still have to be careful because they could fall into the next stage, namely Recrimination.

Keywords: organizational life cycle, adizes, leadership, organizational development, strategic management, El Hotel Royale.