

# Organizational Factors as Predictors of Hotel Employees' Resilience During Crisis

Jhon Michael G. Jamis<sup>1</sup>, Dr Raquel J. Dael<sup>2</sup>

<sup>1,2</sup>Lourdes College, Cagayan de Oro City, Philippines

## ABSTRACT

This study examines the factors influencing employee resilience in Bukidnon's hotel industry during crises, focusing on organizational aspects like crisis preparedness, leadership support, employee well-being, and job satisfaction. Tourism significantly drives economic growth in the Philippines, contributing to employment, income, and cultural promotion. However, the sector is vulnerable to crises such as natural disasters and global health emergencies, which can severely impact businesses and employees' livelihoods. Using a quantitative research design, data were gathered from 110 participants via survey questionnaires. Descriptive statistics and regression analysis were applied to summarize data and explore relationships between variables. The research utilized two instruments: one adapted from Fowler et al. (2007) for crisis preparedness, and another from Orchiston et al. (2016) for employee resilience. Job satisfaction and leadership support factors were based on Heimerl et al. (2020), and employee well-being was adapted from Ilmarinen's (1997) Work Ability Index (WAI). The questionnaires, modified for the study and tested for reliability, measured organizational factors and employee resilience. Findings revealed high levels of organizational factors and resilience among participants, indicating quality conditions for employees. Well-being and job satisfaction were strong positive influencers of resilience, while crisis preparedness had a significant negative influence. Leadership support also positively impacted resilience. The study concludes that fostering resilience requires strong leadership, well-being initiatives, and promoting job satisfaction. Recommendations for hotel management and future research aim to enhance organizational resilience and employee adaptability during crises.

**Keywords:** Hotel Employee resilience, Hospitality sector, Organizational Factors

## Introduction

Tourism significantly drives economic growth in regions like the Philippines, particularly in provinces like Bukidnon. The tourism and hospitality sectors in Bukidnon contribute substantially to employment, income generation, and cultural promotion. However, these sectors are highly vulnerable to crises, ranging from natural disasters to global health emergencies (Ritchie & Jiang, 2019), which can severely impact tourist sites, businesses, and the overall economy.

The COVID-19 pandemic exemplifies how such crises can halt tourism, leading to massive financial losses and job disruptions (World Tourism Organization, 2020). Similarly, natural disasters can damage infrastructure, reduce tourist appeal, and disrupt operations (Becken et al., 2019). This study examines Bukidnon's hotel establishments to assess organizational factors and employees' resilience in handling crises, focusing on crisis preparedness, leadership support, employee well-being, and job satisfaction.

The significance of this research lies in its potential to inform strategies that enhance sector resilience, crucial for maintaining economic stability and livelihoods in Bukidnon (Hall, 2020). Despite existing literature on employee resilience and organizational factors in hospitality (Prayag et al., 2018; Jiang & Wen, 2020), a gap remains in understanding these dynamics in emerging tourism destinations like Bukidnon.

Bukidnon's tourism sector is growing rapidly but faces risks from natural and man-made disasters. The COVID-19 pandemic highlighted the necessity of crisis preparedness. Effective leadership, clear communication, and prioritizing employee well-being and job satisfaction are essential for fostering resilience. This study aims to provide insights and recommendations to strengthen Bukidnon's tourism and hospitality sector, ensuring its sustainability and stability as a tourist destination.

## Framework

This study investigates how organizational support in crisis preparedness, leadership support, well-being, and job satisfaction within the hotel industry influences employee resilience. The foundational premise is that a hotel's proficiency in crisis management impacts employee resilience. This assumption is based on the Expectancy-Value Theory, originally developed by Kurt Lewin and later refined by Fishbein and Ajzen (2010). The theory suggests that goal-directed actions are influenced by the value attached to the outcomes and the expectations that certain actions will effectively handle situations and produce desired results.

Grounded in Lewin's framework, the study examines stakeholders' perceptions in hotels and their expectations of organizational factors such as crisis preparedness, leadership support, well-being, and job satisfaction during crises. The study also explores the perceived value of professional crisis preparedness in fostering employee resilience, protecting industry reputation, and promoting economic sustainability. Using the expectancy-value theory helps understand the factors influencing organizational responses to disruptive events.

Key organizational factors critical to the tourism and hospitality sector's resilience include crisis preparedness, leadership support, employee well-being, and job satisfaction. Herbane (2019) highlights crisis preparedness as vital for mitigating unplanned disruptions, while Yukl (2013) emphasizes the importance of strong leadership in promoting stability and morale. Kuntz et al. (2017) and Albrecht et al. (2015) suggest that prioritizing employee well-being and job satisfaction enhances resilience, reduces turnover, and fosters a supportive work environment.

Crisis preparedness is essential in the hospitality industry, with Giannopoulou (2019) asserting that it involves risk assessment, planning, communication, training, and evaluation. Effective crisis preparedness plans, as emphasized by Elshaer Marzouk (2019) and Albattat and Mat Som (2019), include procedures for various scenarios, roles and responsibilities, and a comprehensive strategy involving all stakeholders. Such plans enhance organizational resilience by preparing employees to manage unforeseen crises.

Leadership support during crises is crucial for organizational resilience. Raetze et al. (2022) and Lennick-Hall et al. (2021) discuss the importance of adaptive resilience and strong leadership in crisis management. Effective leadership drives decision-making and strategic responses during turbulent times, particularly in tourism businesses (Dahles & Susilowati, 2015; Orchiston et al., 2016).

Employee well-being significantly influences resilience, especially during crises. Huang et al. (2022) and Lee and Chon (2023) emphasize that well-being initiatives, including mental health resources and supportive work environments, help employees manage stress and maintain productivity. Programs

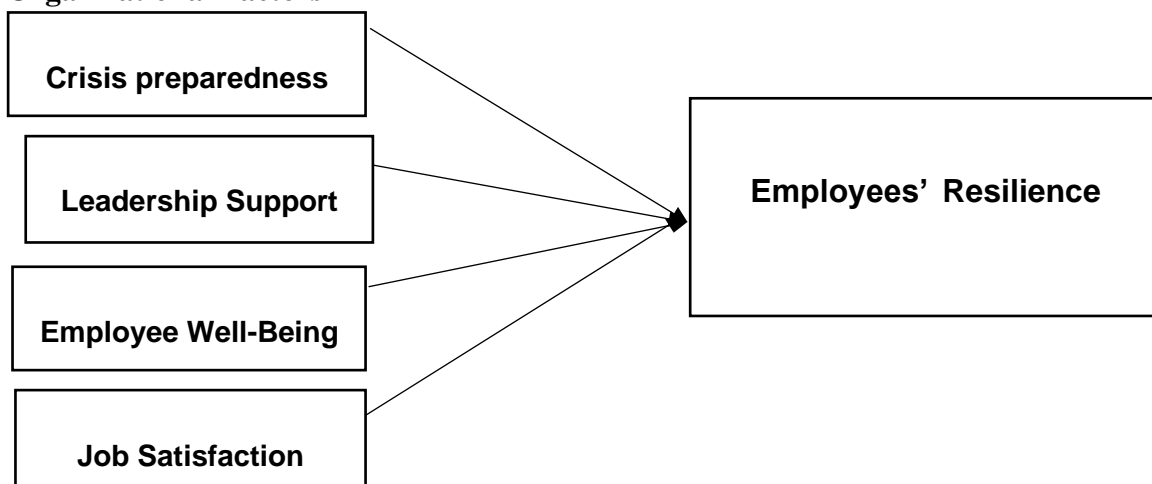
promoting work-life balance and health services are essential for building a resilient workforce (Kim et al., 2023).

Job satisfaction also plays a pivotal role in resilience. Grant et al. (2019) and Johnson et al. (2020) highlight the positive correlation between job satisfaction and employee resilience, with satisfied employees better equipped to handle stress and adversity. Strategies that improve job satisfaction contribute to a resilient and engaged workforce.

Employee resilience in the hospitality and tourism industries refers to employees' ability to adapt, recover, and thrive amid challenges. Chen and Xu (2021) stress that resilient employees maintain service quality under stress, boosting organizational stability and competitiveness. Trust, effective communication, and leadership commitment to ethical principles are essential for enhancing resilience (Mishra & Mishra, 2021; Fink, 2022).

Overall, crisis preparedness, leadership support, employee well-being, and job satisfaction are critical organizational factors influencing employee resilience. Integrating these elements into organizational culture fosters resilience and contributes to sustained success in the hospitality sector.

#### Organizational Factors



**Figure 1. Schematic Diagram of the Study**

#### Objective of the Study

This study aimed to unravel the organizational factors in the selected hotel establishment in Bukidnon as related to hotel employee resilience.

#### Methods

This study utilized a descriptive correlational research design to assess whether organizational factors predict employee resilience. According to Smith and Jones (2018), this design effectively describes variables and their natural relationships, making it suitable for exploring the connections between organizational factors and employee resilience in the hotel industry. The study involved 100 regular employees and management personnel with at least one year of experience in various Department of Tourism-accredited hotels in Bukidnon. Twenty participants were selected from each of the following locations: Malaybalay City, Manolo Fortich, Valencia City, and Maramag. The sample size was chosen based on practical and statistical considerations, ensuring sufficient power to detect meaningful relationships. An accessible population sampling method was employed to facilitate efficient data

collection, aligning with methodologies demonstrated by Smith and Jones (2018) and Zhang and Gursoy (2020). A survey questionnaire was used, adapted from various sources: Fowler et al. (2007) for crisis preparedness, Heimerl et al. (2020) for job satisfaction and leadership support, the Work Ability Index (WAI) by Ilmarinen (1997) for employee well-being, and Orchiston et al. (2016) for employee resilience. The questionnaire was reviewed and revised by field experts and tested for reliability through pilot testing with thirty hotel employees outside the primary sample. Cronbach's alpha values for the instruments were as follows: crisis preparedness (.737), leadership support (.793), employee well-being (.838), job satisfaction (.868), and employee resilience (.848), indicating satisfactory reliability. The data were organized using a 5-point Likert scale, with the following interpretations: 5 (4.51–5.00) indicating Strongly Agree – Very High Level, 4 (3.51–4.50) indicating Agree – High Level, 3 (2.51–3.50) indicating Slightly Agree – Moderate Level, 2 (1.51–2.50) indicating Disagree – Low Level, and 1 (1.00–1.50) indicating Strongly Disagree – Very Low Level. The researcher obtained ethical clearance from the school's Research and Ethics Committee and permission from hotel management. Participant consent was obtained, and participation was voluntary. The researcher ensured participant privacy and rights throughout the study, adhering to the ethical guidelines of the Belmont Report (Andrew & Barker, 2021). Participants received tokens of appreciation for their involvement, and all data were kept confidential. For statistical analysis, frequency, percentage distribution, mean, and standard deviation were used to determine the levels of crisis preparedness, leadership support, well-being, job satisfaction, and employee resilience. Multiple regression analysis was employed to determine the influence of crisis preparedness, leadership support, well-being, and job satisfaction on employee resilience.

### Results and Discussion

Table 1 shows the frequency, percentage, and mean distribution of participants' crisis preparedness levels, with an overall mean score of  $M=4.28$ , indicating a high level of preparedness. This suggests that participants generally feel well-prepared for emergencies, evidenced by effective leadership communication, industry-specific readiness, job security, coping resources, preparedness plans, employee well-being support, flexible work schedules, teamwork, an encouraging environment, and crisis management training. The data reveal that most participants (66.36%) reported a high level of preparedness, while 28.18% reported a very high level, indicating a positive assessment of crisis preparedness among those in the hospitality industry.

**Table 1. Frequency, Percentage and Mean Distribution of *Participants' Level of Crisis Preparedness***

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	31	28.18
3.51-4.50	High	73	66.36
2.51-3.50	Moderate	5	4.55
1.51-2.50	Low	1	0.91
1.00-1.50	Very Low	0	0.0
	<b>Total</b>	<b>110</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.28</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.47</b>	

The study examined crisis preparedness indicators, revealing that leadership communication regarding crisis-related information received the highest mean score ( $M = 4.41$ ), closely followed by the organization's preparedness for industry-specific crises ( $M = 4.39$ ). These findings underscore the importance of clear, effective communication from leaders in the hospitality and tourism sectors, where real-time information significantly impacts operational continuity and guest satisfaction (Kim et al., 2020). Despite high overall scores, the provision of crisis management training ( $M = 4.15$ ) and the promotion of a supportive work culture during crises ( $M = 4.18$ ) received the lowest ratings. These areas need improvement, as effective training equips employees with essential skills to manage emergencies, reduce downtime and maintain service standards (Wang & Hutchins, 2019). Additionally, fostering a positive and collaborative environment lowers stress and boosts morale, enhancing employee resilience (Chen & Xiao, 2021). By addressing these concerns, the hospitality and tourism industries can bolster their crisis readiness, ensuring both employee preparedness and organizational resilience (Wang & Hutchins, 2019). Overall, while participants generally feel well-prepared for crises, enhancing training and workplace culture can further strengthen crisis management strategies.

The frequency, percentage, and mean distribution of the participants' level of leadership support are shown in Table 2, and the results show an overall mean score of  $M=4.28$  ( $SD = 0.47$ ), which is categorized as high. Given the high overall rating, it appears that most participants believe that strong and efficient leadership support is provided during times of crisis. This high score is a result of the indications, which include demonstrating empathy, resolving issues about job security, encouraging work-life balance, and offering tangible resources.

**Table 2. Frequency, Percentage and Mean Distribution of Extent of Leadership Support Received by Participants**

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	33	30.0
3.51-4.50	High	72	65.45
2.51-3.50	Moderate	4	3.64
1.51-2.50	Low	1	0.91
1.00-1.50	Very Low	0	0.0
	<b>Total</b>	<b>110</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.28</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.47</b>	

A significant proportion of respondents rated leadership support very highly, with 65.45% giving it a high rating (3.51-4.50). Effective leadership support is crucial in the hospitality and tourism sectors due to their vulnerability to disasters. Research by Kim et al. (2020) highlights that supportive behaviors and transparent communication greatly enhance organizational resilience. The most highly rated indicators of leadership support were empathy for staff in difficult circumstances ( $M = 4.36$ ,  $SD = 0.73$ ) and resolving job security concerns ( $M = 4.35$ ,  $SD = 0.64$ ). These ratings suggest that organizations value job security and empathetic leadership, which are vital during crises (Wang & Hutchins, 2019; Chen & Xiao, 2021). Lower-rated indicators, though still high, included involving staff in decision-making during crises ( $M = 4.19$ ,  $SD = 0.75$ ) and providing tangible resources to navigate crises ( $M = 4.22$ ,  $SD = 0.77$ ). Enhancing employee participation in decision-making can yield practical crisis management solutions, leveraging



frontline insights (Wang & Hutchins, 2019). Additionally, offering resources such as financial support or mental health services can help staff manage stress, improving well-being and retention (Chen & Xiao, 2021). Overall, while leadership support is perceived as strong, increasing employee involvement in crisis decisions and providing more concrete resources could further strengthen crisis management strategies in the hospitality and tourism sectors.

Table 3 summarizes participants' well-being levels: 67.27% reported a High level, 25.45% a Very High level, and 7.27% a Moderate level. Notably, none fell into the Low or Very Low categories. The overall mean well-being score is 4.27, interpreted as High, with a standard deviation of 0.47.

**Table 3. Frequency, Percentage and Mean Distribution of Participants' Level of Well-Being**

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	28	25.45
3.51-4.50	High	74	67.27
2.51-3.50	Moderate	8	7.27
1.51-2.50	Low	0	0.0
1.00-1.50	Very Low	0	0.0
	<b>Total</b>	<b>110</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.27</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.47</b>	

Most participants believe their organizations support them well during tough times, with a high overall mean score indicating that employees feel their well-being is prioritized during emergencies. Frequency and percentage data show 25.45% rated their well-being as Very High and 67.27% as High, aligning with research that underscores the importance of organizational support in the hospitality and tourism sectors during crises (Kim et al., 2020). The highest mean scores were for organizational support for employees' physical well-being during crises (M = 4.44) and overall commitment to employee well-being (M = 4.34). These findings suggest that businesses in these sectors prioritize physical health and employee well-being, which is crucial for maintaining satisfaction and efficiency during crises (Kim et al., 2020). However, the lowest-rated indicators, although still high, were consideration of physical health in the workplace during a crisis (M = 4.22, SD = 0.71) and satisfaction with work-life balance during a crisis (M = 4.15, SD = 0.75). These areas need improvement, as enhancing work-life balance programs and addressing physical health issues can prevent burnout and reduce turnover, especially during crises (Wang & Hutchins, 2019). Improving these aspects can increase organizational resilience, enabling better crisis response in the future. Table 4 summarizes participants' job satisfaction levels: 60.91% reported a High level, 33.64% a Very High level, and 4.55% a Moderate level. Only 0.91% rated their job satisfaction as low. The overall mean score is 4.29, interpreted as high, with a standard deviation of 0.48.

**Table 4. Frequency, Percentage and Mean Distribution of Participants' Level of Job Satisfaction**

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	37	33.64
3.51-4.50	High	67	60.91
2.51-3.50	Moderate	5	4.55

1.51-2.50	Low	1	0.91
1.00-1.50	Very Low	0	0.0
	<b>Total</b>	<b>110</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.29</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.48</b>	

The data shows strong job satisfaction among employees, with 33.64% ranking it as "Very High" and 60.91% as "High," aligning with Lee and Madera (2022). The highest-rated indicators were camaraderie and teamwork (M = 4.41, SD = 0.67) and organizational flexibility (M = 4.41, SD = 0.72), highlighting the importance of adaptability and teamwork during crises. However, promoting a positive work environment (M = 4.23, SD = 0.77) and recognizing employees' challenges (M = 4.21, SD = 0.77) were rated lowest, indicating areas for improvement. Lack of recognition can lead to dissatisfaction and burnout. Personalized recognition boosts morale (Dawson & Brown, 2022), and a positive work environment, including inclusivity and support, is essential for well-being and performance (Smith et al., 2021). Improving these areas can enhance resilience and job satisfaction during crises.

Table 5 summarizes participants' resilience levels: 52.73% reported a High level, 38.18% a Very High level, and 9.09% a Moderate level. The overall mean score is 4.28, interpreted as High, with a standard deviation of 0.48.

**Table 5. Frequency, Percentage and Mean Distribution of Participants' Level of Resilience**

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	42	38.18
3.51-4.50	High	58	52.73
2.51-3.50	Moderate	10	9.09
1.51-2.50	Low	0	0.0
1.00-1.50	Very Low	0	0.0
	<b>Total</b>	<b>110</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.28</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.48</b>	

The data shows strong employee resilience, with 38.18% rating it as "Very High" and 52.73% as "High," consistent with Kim and Qu (2023). The highest-rated indicators were adaptability to changes (M = 4.37, SD = 0.70) and sense of purpose during crises (M = 4.43, SD = 0.68). This suggests that having a clear sense of purpose and the ability to adapt are crucial for resilience, as supported by Lee and Tang (2022). However, lower scores were found in organizational support for building resilience (M = 4.16, SD = 0.74) and coping with disruptions (M = 4.17, SD = 0.70). These areas, while still high, need improvement. Enhancing support for handling disruptions and providing resilience resources is vital in the tourism and hospitality sectors. Smith et al. (2023) suggest that stress management courses and resilience training can significantly improve employees' ability to cope with crises. By focusing on these areas, organizations can further strengthen employee resilience and overall performance during and after crises.

Table 6 summarizes the regression analysis results for crisis preparedness, leadership support, well-being, and job satisfaction's influence on resilience. The model is significant (F = 71.93, p < .001), explaining

73.3% of resilience variance ( $R^2 = .733$ , Adjusted  $R^2 = .722$ ). Thus, rejecting the null hypothesis ( $H_0$ ), the variables significantly affect resilience.

**Table 6. Regression Analysis of the Influence of Crisis Preparedness, Leadership Support, Well-Being and Job Satisfaction on Resilience**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	$\beta$		
(Constant)	.471	.237		1.99	.049
Crisis Preparedness	-.229	.109	-.225	-2.11*	.037
Leadership Support	.305	.108	.303	2.81**	.006
Well-being	.403	.102	.399	3.94**	.000
Job Satisfaction	.411	.112	.414	3.68**	.000
Model Summary					
$R = .856$ $R^2 = .733$ Adjusted $R^2 = .722$ $F = 71.93$ $p = .000$					

\* significant at 0.05 level

\*\* significant at 0.01 level

The table shows that Leadership Support ( $B = .305$ ,  $t = 2.81$ ,  $p = .006$ ), Well-Being ( $B = .403$ ,  $t = 3.94$ ,  $p = .000$ ), and Job Satisfaction ( $B = .411$ ,  $t = 3.68$ ,  $p = .000$ ) significantly boost employee resilience. This underscores the importance of effective leadership in the hospitality and tourism sectors, where leaders' support and clear communication are crucial during crises (Kim & Qu, 2022). High levels of employee well-being enhance resilience, highlighting the need for businesses to implement work-life balance policies, wellness initiatives, and mental health support (Lee et al., 2022). Job satisfaction also fosters resilience by promoting a positive mindset and motivation, crucial for overcoming obstacles in the hospitality industry (Lee & Chen, 2024). Interestingly, Crisis Preparedness ( $B = -.229$ ,  $t = -2.11$ ,  $p = .037$ ) has a negative influence on resilience, suggesting that overemphasis on crisis preparedness may increase employee stress. This aligns with stress theory, indicating that while necessary, crisis preparation must be balanced with stress management to avoid adverse effects on resilience (Selye, 1956; Ritchie & Jiang, 2019). Overall, the strong positive correlations between resilience, job satisfaction, well-being, and leadership support reflect the Expectancy-Value Theory. Effective leadership and well-being increase employees' expectations of success and their resilience during crises, emphasizing their value in the hospitality and tourism sectors.



### Conclusion and Recommendation

This study establishes that high levels of organizational factors in crisis preparedness, leadership support, employee well-being, and job satisfaction in hotels are linked to increased employee resilience. By examining these factors, the study provides a comprehensive understanding of what affects employees' ability to cope with and adapt to workplace crises. Findings show that participants generally express high levels of crisis preparedness, leadership support, well-being, job satisfaction, and resilience. These high levels suggest that employees feel capable of managing challenging circumstances, receive substantial support from their superiors, maintain a positive view of their physical, mental, and emotional well-being, and find satisfaction and fulfillment in their jobs, all of which contribute to overall resilience. The study also found that resilience is significantly influenced by leadership support, job satisfaction, and employee well-being. However, the significant adverse impact of crisis preparedness suggests that while it can increase employees' awareness of impending disasters, it might also cause stress and anxiety, negatively affecting resilience. This study confirms the Expectancy-Value Theory, indicating that employees' resilience levels are highly influenced by their perceptions of the importance and anticipated outcomes of job satisfaction, well-being, and leadership support. Recognizing and addressing these aspects can help organizations improve employee resilience and better navigate crises.

Based on the study's findings, several recommendations are made. For hotel management, it is advised to enhance crisis preparedness training with regular updates, drills, and simulations, and to strengthen wellness initiatives by providing resources for physical, emotional, and mental health. Additionally, fostering an open communication environment, recognizing and rewarding employee contributions, and engaging employees with approachable leadership offering guidance and support are crucial. Regular assessment of job satisfaction, addressing concerns promptly, promoting career advancement, supporting flexible work arrangements, and respecting work-life boundaries to prevent burnout are also recommended.

For employees, active participation in crisis preparedness training and staying informed about protocols are important. Employees should utilize well-being programs, prioritize self-care, and communicate openly with management about job satisfaction while providing constructive feedback. Future researchers are encouraged to conduct longitudinal studies to examine the long-term effects of crisis preparedness, leadership support, well-being, and job satisfaction on resilience. Expanding research to other industries to identify universal strategies and industry-specific needs and investigating additional factors influencing resilience, such as organizational culture and external support systems, are suggested for developing more comprehensive strategies.

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