

ORGANIZATIONAL RESILIENCE AND JOB SECURITY ON BUILDING EMPLOYEE ENGAGEMENT DURING COVID-19 PANDEMIC OF THAI HOTEL INDUSTRY

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Abstract

The purpose of this study was to develop a structural equation model to examine the effect of organizational resilience, on perceived job security and employee engagement, among Thai hotel employees during the Covid-19 pandemic. A quantitative approach was applied using an online questionnaire. A purposive sampling technique was employed to collect data, based on the respondents' specific levels of employee tenure and work experience during the pandemic. A total of 485 Thai hotel employees participated in the study. Data were analyzed through PLS-SEM. The results of the analysis revealed a good fit of the model with the empirical data (CMIN/DF = 2.82, RMSEA = 0.06, CFI = 0.97, TLI = 0.96). Moreover, the findings indicated that organizational resilience had positive direct and indirect effects on employee engagement during the unprecedented outbreak of Covid-19. A theoretical foundation was established to explore possible key drivers of employee engagement amid a globally disruptive event. Hotel businesses can employ this model for better preparedness in forthcoming fast-changing situations.

Keywords: Employee engagement, Organizational Resilience, Job security, Hotel industry

1. INTRODUCTION

The Covid-19 pandemic has had widespread impacts, causing social and economic instability on a global scale. In Thailand, the unprecedented outbreak set out in January 2020, with

the number of infected people continuously increasing. Several preventive protective measures were announced to stop the outbreak including lockdown and social distancing, as well as travel restrictions for both the Thai people and foreign tourists, resulting

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in the number of international tourist arrivals visiting Thailand in the first quarter of 2021 to be almost zero (Manakitsomboon, 2021). Amid the severe pandemic situation, the hotel industry was one of the main businesses greatly affected, due to the nature of this business in welcoming global customers, with about 20 percent of hotels (around 3,700 hotels) in Thailand at extreme risk of permanent closure (Kasikorn research center, 2021). As mentioned by Jullapan (2021) the Thai Hotel Association also stated that about 50 percent of jobs in the hotel industry have been lost as an impact of the pandemic in this country. Upscale and luxury hotels were less affected by the pandemic, while midscale and budget hotels were more severely impacted. With the fast-changing business environment, both the workforce and organizations were faced with uncertainty, with organizations often reacting by downsizing, giving leave without pay, pay cuts, or even laying off staff. Employees experienced tremendous change in their workplaces with several new normal working designs, for instance working from home, digital work practices to reduce human contact, online virtual meetings, and social distancing at work, or even flexible working hours. These changes could pose great concerns for workplace attitude, especially employee engagement. Due to the changes in employees' experiences in performing organizational tasks, as they do not feel the organizational climate at home, lack of concentration and work-life conflicts can arise.

The importance of employee engagement is recognized worldwide; numerous key drivers or antecedents of employee engagement have been identified based upon the components of feeling valued and involved, such as perceived job characteristics, organizational support, procedural justice, job fit, coworker relations, optimism, affective commitment, and psychological climate (Prasongthan, 2014; Saks, 2006; Shuck, 2010). To date, most employee engagement research has been conducted based on normal circumstances, which identifies a crucial research gap considering the study of employee engagement in the context of disruption or crisis and its effects on employee engagement. Over the past 50 years, extreme disruptive events have confronted the workforce, imparting a grave sense of uncertainty, confusion, panic, anxiety, and fear. A report from the American Management Association mentioned that even in tough periods, engagement levels can be enhanced through an organization's consideration and of its employees, and an ability to make the right decision at the right time (Chanana & Sangeeta, 2020). The key drivers during these depraved periods have pivoted away dramatically from local issues and focused heavily on the broader organizational level, such as having strong confidence in senior executive leaders, feeling a sense of job security, and receiving timely and honest communications (Rowlee, 2020). Additionally, the concept of resilience, including destination resilience, individual resilience, and organizational resilience, has gained

increasing attention from both academic scholars and practitioners. Koronis and Ponis (2018) defined the meaning of organizational resilience as the ability of organizations to absorb strain and recover or bounce back from an untoward event, especially during the occurrence of various crises. Organizational resilience is considered as a key issue for the survival and enhanced competitiveness of a hotel organization (Melian-Alzola, Fernandez-Monroy & Hidalgo-Penate, 2020). In addition, Filimonau, Durqui and Matute (2020) pointed out the effect of organizational resilience on the perceived job security of senior hotel managers in enhancing employees' levels of engagement (Ahmed, Al Haderi, Ahmad, Jaaffah, Walter & Al-Douis, 2017). In this regard, this study aims to investigate the effect of critical elements of employee engagement during the unprecedented outbreak of Covid-19. Therefore, the objective of this study is to develop a structural equation model and examine the relationships between organizational resilience, perceived job security, and employee engagement, for Thai hotel employees during the Covid-19 pandemic. The contribution of this research is that it can demonstrate a theoretical foundation for the significance of organizational resilience and job security on employee engagement amid a globally disruptive event. Hotel businesses can employ this model for improved preparedness in a forthcoming fast-changing environment in order to keep their employees engaged.

2. LITERATURE REVIEW

2.1 Organizational Resilience

The concept of resilience has become increasingly vital within the context of an increasingly uncertain environment and can be seen from different viewpoints as an outcome or as a process to achieve an outcome (Melian-Alzola, Fernandez-Monroy & Hidalgo-Penate, 2020). In this paper, resilience is recognized as a process which involves the ability to anticipate, avoid, survive, recover, adapt, and grow, in a dynamic and uncertain environment. The definition of resilience has been adopted across different disciplines with no agreed consensus on its operational definition. In the management literature, the concept of resilience is presented at two levels, the individual-level and organizational-level; these can be said to be inter-related, as individual resilience is one of the factors shaping organizational resilience, while simultaneously organizational resilience also has an influence on individuals' resilience within the organization (Walker, Nilakant & Baird, 2014). Organizational resilience, which is the focus of this study, acts as a strategic imperative for the hotel business, involving structure, resources, and the capability to cope with disruption or adversity, which can occur in several forms including short-term and long-term effects, such as crises, internally disruptive events, disturbances, business failure, natural disaster, and pandemic (Koronis & Ponis, 2018). Jiang and Wen (2020) underlined the

importance of resilience in organizations (e.g., hotels) linking it to the organization's ability to transform adversity into opportunity. A number of studies (Kim, 2020; Lee, Vargo & Seville, 2013; Weick, Sutcliffe & Obstfeld, 1999) have revealed that resilient enterprises can be more competitive, and can promote a positive impact on the proactive behavior of employees, such as improved competence, restoring efficacy, or encouraging growth.

The organizational resilience model can be assessed with several elements such as situation awareness, management of keystone vulnerabilities, and adaptive capacity (McManus, 2008). In 2013, Lee, Vargo and Seville, presented an adjusted model of organizational resilience, which was separated into two attributes: adaptive capacity, and planning. Adaptive capacity represents the capability of an organization to manage the balance between stability and change, while planning refers to the contingency plan that the organization uses to anticipate forthcoming situations and convey specific roles and responsibilities within organizations (Filimonua et al., 2020).

2.2 Perceived Job Security

Job security has become an interesting topic in the workplace. This has become most notable under the uncertainty generated in tourism and hospitality businesses due to the Covid19 pandemic. In this regard, Filimonau et al. (2020) mentioned that the hotel business will shrink significantly,

with some being turned into locations for alternative state quarantine, some forming a collaboration between themselves and a hotel – the so called Hospitel, and some even subject to discontinuity of the hotel business which has led to furloughing or laying off staff. Thus, job security is an important factor for hotel employees to ensure, along with working hours, salary, and benefits, all of which can enhance employees' attachment with the organization (Ahmed et al., 2017).

2.3 Employee Engagement

The term engagement was first introduced by Kahn in 1990, where engagement was described as a psychological condition toward performing organizational tasks. The discussion of the engagement concept was followed by various academics (May, Gilson and Harter, 2004; Saks, 2006; Schaufeli, Salanova, Gonzalex-Roma and Bakker, 2002) incorporating physical, cognitive, and emotional facets of employees' responses towards their role and performance. Engagement has been distinguished as a positive element of psychology and management which encourages individual growth and organizational success (Prasongthan, 2014). Several engagement concepts have recently been introduced. As noted by Schaufeli and Bakker (2004), employee engagement has been agreed as a multidimensional concept involving physical, cognitive, and emotional components, and is defined as the positive emotions of fulfillment, enthusiasm, excitement, and challenge, that employees experience

during their employment role. An engaged employee is filled with an extraordinary level of energy and resilience, willing to put greater effort into role performance, is dedicated when confronted with difficulties, and is often immersed in their work without being aware of time (Ojo, Fawehinmi & Yusliza, 2021). Numerous studies have revealed antecedents of employee engagement related to HRM practices and policy, such as employees' job-related disposition e.g., organizational support, job characteristics, growth and development, supervisory support, confidence in the organization's future, and optimism (Prasongthan, 2014; Saji, 2014; Saks, 2006; Shuck, 2010). Engaged employees are considered as a primary key to the success of a business, leading to job-related organizational citizenship behavior, reduced intentions to quit, and improved well-being of employees (Chanana & Sangeeta, 2020; Saks, 2006; Shuck, 2010; Prasongthan, 2014).

Examining levels of employee engagement has become a significant procedure in modern day business operations. The Utrecht Work Engagement Scale (UWES) is a well-recognized measurement instrument for employee engagement, which has been applied globally, measuring this positive and fulfilling job related disposition characteristic by the three underlying dimensions of vigor, dedication, and absorption (Schaufeli et al, 2002). Vigor is considered as having high levels of energy and resilience while performing job roles and tasks.

Dedication indicates a sense of significance, enthusiasm, and challenge, involved in work and ones work performance. Absorption is explained as having good concentration and being happily immersed in work (Bakker & Demerouti, 2008). Understanding employee engagement has drawn attention from organizations worldwide during the Covid19 crisis, including in the hotel sector, due to the immediate impacts of the crisis, drastically changing the workplace with several new normal working designs, altered management policy, or closure of business. Companies must engage their employees during such catastrophic circumstances (Alshaabani, Naz, Magda, & Rudnák, 2021; Fabiyani, Sudiro, Moko & Soelton, 2021; Islahuddin, Zulkifli, & Muhtasom, 2020; Jung, Jung, & Yoon, 2021; Saji, 2014).

Several items of management literature have discussed the relationships among job security and performance, organizational commitment, and engagement in the workplace (Al-Omar et al, 2019; Ahmed et al., 2017; Altinay et al., 2019; Filimonau et al., 2020; Moran & Tame, 2012). It can be seen from the research of Douglas (2021) that resilience can represent either an individual's or an organization's adaptability, whereby organizational resilience refers to the organization's capability to absorb uncertainty, develop responses, and engage with disruptions. In addition, Ahmed et al. (2017) unveiled that employees' job security has an influence on employee engagement, with a PLS

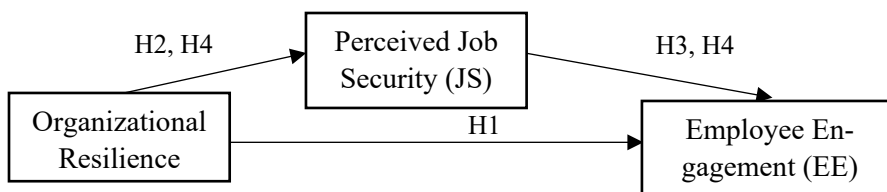


Figure 1 Proposed Research Model

results analysis indicating that the effect of determination of employee engagement ($R^2=.503$) was accounted by job security at a high level, meaning that when employees perceive their job in the organization as being secure, they will have a high level of engagement with the organization. In conclusion, the connection between these pieces of literature supports the effect of organizational resilience and perceived job security on building employee engagement. Nevertheless, studies based upon the crisis context are still vague. Therefore, this study assists in drawing up a proposed theoretical framework (see Figure 1) with the hypotheses of study as follows:

H1: Organizational resilience had a positive effect on the employee engagement of hotel employees during the Covid-19 pandemic.

H2: Organizational resilience had a positive effect on the perceived job security of hotel employees during the Covid-19 pandemic.

H3: Perceived job security had a positive effect on the employee engagement of hotel employees during the Covid-19 pandemic.

H4: Perceived job security mediates the relationship between organizational resilience and employee engagement.

3. METHODOLOGY

3.1 Sample and Data Collection

A quantitative approach was applied in this study to explore the relationships between the independent variable (organizational resilience; OR), mediator variable (perceived job security; JS), and dependent variable (employee engagement; EE). Based upon the 2020 accommodation survey, there are 331,000 employees employed in accommodation services in Thailand (National statistical office, 2021). Following the 10-times rule of thumb introduced by Hair, Ringle and Sarstedt (2011), the sample size should be 10 times greater than the maximum number of inner or outer model links pointing at any latent variable in the entire model (Ranatunga, Priyanath & Megama, 2020). Consequently, the desired sample size is 230 hotel employees, including various levels, all of whom should meet the specified criteria of 1) having at least 2 years working tenure in the hotel industry, and 2) possessing working experience relating to the impacts occurring during the Covid-19 pandemic. A purposive sampling technique was applied, collecting data according to the

specified tenure and working experience during the pandemic. A total of 485 hotel employees participated in the study. Due to Covid-19 restrictions, an online invitation letter along with a URL hyperlink of the web-based questionnaire was sent directly to the human resource managers of hotels listed in the hotel databases published by the Thai Hotel Association, and from open business databases. The data were collected in June-September 2021. The study was approved by the Kasetsart University research ethics committee (COE64/035).

3.2 Measures

The questionnaire was adapted based on a review of the literature. As an exogenous variable, organizational resilience was measured via two dimensions: adaptive capacity, and planning for resilience (Lee et al., 2013). Six items (R1-R6) were used to measure adaptive capacity, while four items (R7-10) were used to measure planning. Collectively, these were used to measure the hotel employees' perceptions toward organizational resilience during the Covid-19 pandemic (Filimonau et al, 2020). Two endogenous variables included perceived job security and employee engagement. The scale for perceived job security, containing 4 items (J1-J4), was adapted from Mohsin, Lengler, and Kumar (2013) and Filimonau et al. (2020). Employee engagement was measured using the Utrecht Work Engagement Scale (UWES-9), compris-

ing of 9 items separated into 3 dimensions: vigor (E1-E3), dedication (E4-E6), and absorption (E7-E9) (Schaufeli, Bakker & Salanova, 2006). The last section of the questionnaire collected socio-demographic data of the respondents (i.e. age, gender, education, tenure, position), and basic hotel information (i.e., number of rooms, number of employees, geographical location). The items in the questionnaire were translated into the Thai language and culturally adapted to the Thai hotel context. A seven point-Likert scale was employed to measure each respondent's opinion and attitude, as a seven-point-Likert scale provides more options which in turn increases the probability of meeting the objective reality of the people (Joshi, Kale, Chandel & Pal, 2015). The data were analyzed using the Partial Least Squares method for Structural Equation Modelling (PLS-SEM) as it has become increasingly useful in explaining complex behavioral research, as well as in the field of hospitality and tourism where it is used to analyze the interrelationships between constructs, i.e., exogenous, endogenous, mediator, and mediating variables (Henseler, Hubona & Ray, 2016; Sulaiman, 2021; Usakli & Kucukergin, 2018). A two-stage analytical procedure was applied in this study, including the testing of the measurement model and assessment of the structural equation model. Reliability, convergent validity, and discriminant validity tests were conducted to evaluate the fit of the measurement model with the data. The goodness of fit of

the statistical model was analyzed to describe how the model that best presents the data reflects underlying theory (Hooper, Coughlan & Mullen, 2008). Two types of goodness of fit index were applied in this study, including absolute fit indices and incremental fit indices. Four criteria were chosen for the analysis, namely CMINDF, RMSEA, CFI and TLI. The acceptable threshold levels of the model fit criteria were proposed to be below 3 for CMIN/DF, below 0.05 for RMSEA, and above 0.90 for CFI and TLI (Gefen, Straub & Boudreau, 2000). A coefficient of determination (R^2) and the significance levels of the path coefficients were calculated as the main criteria to evaluate the structural model (Hair et al, 2011).

4. RESULTS

The descriptive statistical analysis was computed to analyze the respondent profile. Most of the respondents were female (61.4 percent), aged between 31 and 50 years old (57.5 percent), and held a bachelor's degree (65.2 percent). The majority of respondents worked at the management level, including Directors, Managers, Assistant Managers, and Supervisors (63.9 percent). The respondents were mainly working in hotels located in the central region of Thailand (73.4 percent), and mainly worked in hotels where the number of rooms did not exceed 299 (69.7 percent) and where the number of employees did not exceed 199 (62.5 percent). A two-stage approach was applied in the study to

construct the Employee Engagement Model.

4.1 Measurement Model

According to Anderson and Gerbing (1988), the distinction between formative and reflective indicators is important as proper specification of a measurement model is necessary to assign meaningful relationships in the structural model (Bollen & Bauldry, 2011). The studies of Coltman, Devinney, Midgley, and Venaik (2008), and Jarvis, MacKenzie and Podsakoff (2003) suggested criteria to distinguish between formative and reflective measurement models, including theoretical and empirical considerations. This study demonstrates criteria to identify a formative and reflective measurement model, including both theoretical and empirical considerations. Beginning with theoretical considerations, the constructs designed to measure employees' attitudes toward organizational resilience, job security, and employee engagement, which build on the work of Filimonau et al (2020), Mohsin, Lengler, and Kumar (2013), and Schaufeli, Bakker and Salanova (2006) provide a set of decision rules for deciding whether the measurement model should be formative or reflective. Additionally, the direction of causality between the construct and the indicators flows from the construct to the indicators. This common assumption is a validated predominant of the reflective modelling approach for these constructs, in accordance

with Coltman et al. (2008), who specified that the reflective view dominates the psychological and management sciences.

Regarding empirical considerations, the convergent validity of the reflective measurement indicators was investigated using Cronbach's Alpha, factor loadings, the average variance extracted (AVE), and construct reliability (CR). The Cronbach's Alpha values ranged from

0.94 to 0.97, which is higher than the recommended cut-off point of 0.70 as suggested by Hair, Black, Babin, and Anderson (2006). Moreover, factor loading values for all items were above 0.60, indicating high convergent validity (Awang, 2015; Hair et al., 2011). The average variance extracted (AVE) and construct reliability (CR) were also conducted. According to Hair et al (2011), convergent validity is indicated when the

Table 1 Measurement Model and Reliability for Convergent Validity

Constructs and Items	Loading	α	CR	AVE
Organizational Resilience (OR)		.97	0.70	0.76
R1 Listens actively to problems	.85			
R2 Work ambience and teamwork spirit	.78			
R3 Encourages employees to develop	.80			
R4 Working across departments	.70			
R5 Leadership in the organization	.94			
R6 Learning from past experiences	.93			
R7 Prioritizing recovery from a crisis for staff	.96			
R8 Prioritizing for importance during and after a crisis	.96			
R9 Planning for community support during crisis	.87			
R10 Stakeholder planning for crisis	.95			
Perceived Job Security (JS)		.95	0.83	0.81
J1 Secure job	.83			
J2 Continue receiving salary	.92			
J3 Working adequate hours	.90			
J4 Job benefits remain the same	.97			
Employee Engagement (EE)		.94	0.62	0.67
EE1 Feel like going to work	.82			
EE2 Feel bursting with energy	.80			
EE3 Feel strong and vigorous	.86			
EE4 Enthusiastic about the job	.89			
EE5 Proud of work	.62			
EE6 Job is inspiring	.90			
EE7 Immersed in work	.64			
EE8 Carried away when working	.91			
EE9 Happy when working intensely	.91			

AVE is greater than 0.5 and CR is greater than 0.60 (Fornell & Larcker, 1981). Table 1 shows the results of the measurement model assessment, which illustrate that all constructs are reliable with CR values between 0.62 and 0.83 and AVE values between 0.67 and 0.81.

The evaluation of discriminant validity is also stated in Table 2, where it can be seen that the inter-factor correlation values of the constructs were between 0.62 and 0.44, all of which are below the square root of AVE values, providing evidence for the model's discriminant validity (Fornell & Larcker, 1981). The overall results for the reflective measurement model provide satisfactory empirical support for reliability, convergent validity, and discriminant validity. The goodness of fit test indicates that the relationships were adequate (CMIN/DF = 2.99, RMSEA = 0.06, CFI = 0.97, TLI = 0.96). Therefore, it can be determined that the measurement model revealed internally consistent reliability, convergent validity, and discriminant validity, and thus can be assembled into SEM analysis.

4.3 Structural Model

The evaluation of the structural model shows the casual relationships between the research constructs. The goodness of fit test indicates an adequate model fit, representing that the data are consistent with the proposed concept. The goodness of fit test of the structural model demonstrates that all criteria met the threshold levels of acceptability, indicating that it is applicable for estimating the relationships among the variables (CMIN/DF = 2.82, RMSEA = 0.06, CFI = 0.97, TLI = 0.96). Accordingly, the results of the analysis reveal that the model has a good fit with the empirical data. The coefficient of determination (R^2) and significance levels of the path coefficients were also evaluated as this is considered as the main criteria for evaluating a structural model (Hair et al, 2011). The R^2 value reflects the amount of variance among the dependent variables which can be explained by their predictor variables, with higher R^2 values indicating higher predictive power (Vinzi, Chin, Henseler, & Wang, 2010; Usakli &

Table 2 Assessment of Discriminant Validity

Construct		OR	JS	EE
	\sqrt{AVE}	0.87	0.90	0.82
OR	0.87	1	-	-
JS	0.90	0.62	1	-
EE	0.82	0.61	0.44	1

Kucukergin, 2018). Hair et al. (2011) suggested that the acceptable level of R^2 depends on the context of the study. Alternatively, Henseler, Ringle and Sinkovics (2009) provided a rule of thumb for acceptable R^2 values, whereby values of .75, .50, and .25 for constructs in the structural model can be identified as having substantial, moderate, or weak influence, respectively. In this study, the conducted PLS-SEM analysis leads to the conclusion that the variance of EE ($R^2 = .38$) and variance of JS ($R^2 = .39$) was moderately accounted for by organizational resilience. The path coefficients and significance level were identified. The direct and indirect effect were tested, as specified in Table 3, which reveals the significance levels of the path coefficients. Organizational resilience had a positive direct and indirect effect on employee engagement. The direct effect coefficients revealed a pathway from organizational resilience to employee engagement, and to perceived job security, with effect coefficients of 0.515, and 0.623 respectively. Moreover, the results shown in Table 3 demonstrate the direct pathway from perceived job security to employee engagement with an effect coefficient of 0.145. Regarding the indirect effects, the

findings illustrated a pathway from organizational resilience to employee engagement, via perceived job security as a mediator.

The tests of hypotheses 1 to 3 are also presented in Table 3, pointing to data processing results with probability values (p) below 0.05, meaning that all path coefficients are significant and support the hypotheses stated in the study. Regarding hypothesis 1, which assumed a significant positive effect of organizational resilience on employee engagement, the result indicates that the path coefficient value of organizational resilience was positive and significant ($\beta = 0.515$, $t = 9.58$, $p < 0.001$) with respect to its relationship with employee engagement. Hypothesis 2, which proposed that organizational resilience had a positive effect on the perceived job security of hotel employees during the Covid-19 pandemic, was also supported, as indicated in Table 4 ($\beta = 0.623$, $t = 15.47$, $p < 0.001$). Hypothesis 3, which postulated that perceived job security had a positive effect on the Employee Engagement of hotel employees during the Covid-19 pandemic, was accepted following the results of the standardized regression ($\beta = 0.145$, $t = 2.85$, $p < 0.004$).

Table 3 The Direct and Indirect Path Coefficients

variable	JS			EE		
	DE	IE	TE	DE	IE	TE
OR	.623**	-	.623	.515**	.090**	.605
JS	-	-	-	.145*	-	.145

Remark: 1. * $p < .005$, ** $p < .001$ 2. DE = Direct Effect, IE = Indirect Effect, TE = Total Effect. All parameter coefficients are standardized results.

The mediation hypothesis (H4) was tested. Thus, the mediation of the study was to ascertain the indirect effect of Organizational Resilience (exogenous variable) on Employee Engagement (endogenous variable) via Perceived Job Security (mediation variable). The Sobel test of mediation effect was applied to test the significance of the mediation effect, by using the coefficient of the direct effect compared to its estimated standard error of measurement (Sobel, 1982). The results of the PLS-SEM analysis were input to an online Sobel test calculator (Preacher & Leonardelli, 2010). The result of the Sobel test coefficient was $Z = 2.77$ which was greater than the recommended cut-off of 1.96, with a significance value of 0.006 indicating statistical significance (see Table 4). However, according to Hair et al. (2014) after confirming the significance of the direct effect and indirect effect, the strength of mediation should be computed via variance accounted for (VAF), which can be calculated by dividing the indirect effect over the total effect. The VAF value of this model accounted for 14.88%, which is below the recommended cut-off of 20%, and therefore indicates no mediation. Thus, it can be concluded that there is no mediating

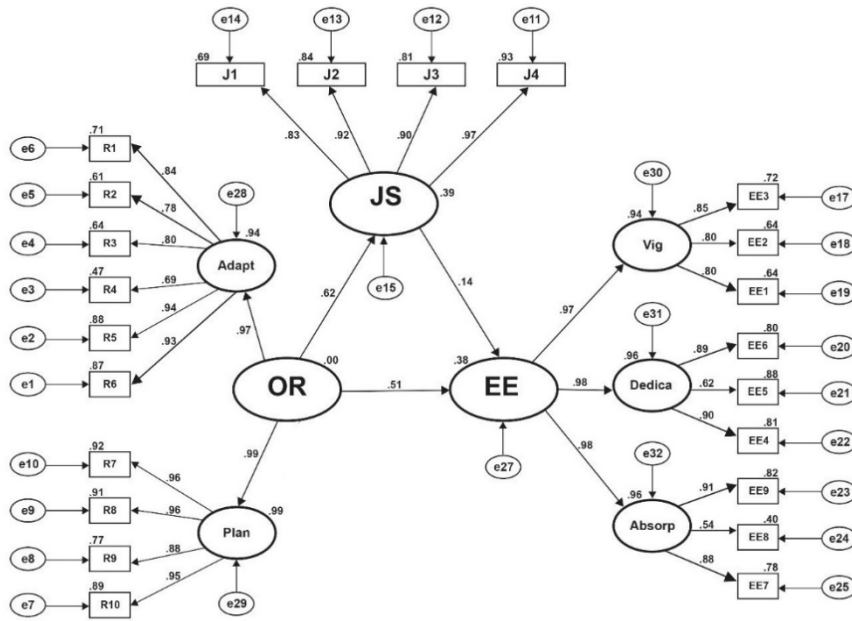
effect in the model. Hence, hypothesis 4 is not supported. Figure 2 demonstrates a full model structural equation model analysis presenting the R^2 values and path coefficients.

5. DISCUSSION AND CONCLUSION

This study was conducted during the critical time of the Covid19 pandemic in Thailand, in which great numbers of hotel businesses were impacted, including temporary and permanent discontinuation of the business, and new normal working designs. During this time, hotel employees experienced many changes in the workplace which could pose a great concern for employee engagement. This study supports the relationships between organizational resilience, and the perceived job security, and employee engagement, of hotel employees during the Covid-19 pandemic. One of the key results of the study is that organizational resilience can explain employee engagement, and exhibits a significant influence on employee engagement, which is in line with the study of Ojo et al. (2021). The findings support that when hotel organizations adopt a resilience-oriented approach through planning and adaptive capacity, hotel employees

Table 4 Mediation and Sobel Test.

Path	Direct effect			Sobel test		
	Beta	Statistic	S.E.	Z score	S.E.	p-value
Mediation Model: OR – JS – EE						
OR - JS	0.704		0.046	2.77	0.023	0.006
JS – EE	0.090		0.032			



CMIN/DF = 2.82, RMSEA = 0.06, CFI = 0.97, TLI = 0.96

Figure 2 Structural Model

engage more in their work. Hotel planning for resilience is essential to building employees’ attitude toward engagement. This planning could be referred to by various terms including a contingency plan, crisis plan, or emergency action plan, which include the priorities for recovery from crisis for hotel staff, as well as clearly defining the organizational priorities for what is important during and after a crisis. Another important result of the study is the findings on how organizational resilience influences the perceived job security of hotel employees; these results confirm the work of Filimonua et al. (2020) which examined the perception of senior hotel

managers during the Covid-19 pandemic. Given the vulnerable business context, it is understandable that hotel employees have great concern for keeping their jobs and continuing to receive the same salary and benefits as before the Covid-19 pandemic. This, again, points out the importance of organizational resilience in the hotel context, as stated by Melian-Alzola et al. (2020); an organization with a strategic plan for proactive action to maximizing the opportunities from the challenges of future change can improve the hotel’s resilience. Thus, creating organizational resilience is an essential element of management during uncertain situations. Accordingly,

once hotels have applied a resilience program, this may make employees feel more secure in their job, which, in turn, triggers greater engagement. Furthermore, a globally disruptive event, such as Covid-19, can clearly spotlight the significance of organizational resilience across nations and businesses. Subsequently, building resilient organizations has become a hot issue among practitioners and academics.

According to the assessment of the employee engagement variable, the results of the study (see Figure 2) confirm the theoretical dimensions of employee engagement proposed by Schaufeli et al (2002). The path coefficients specify a strong positive effect of vigor, dedication, and absorption, which can be used to predict the employee engagement variable. The possible explanation of this finding aligns with the Social Exchange Theory (SET) which builds upon the process of a cost-benefit relationship between employees and their organization. Hence, hotel employees weigh up the potential benefits and risks of social relationships by fully engaging in work to maintain their job during a crisis. The findings extend the current literature providing a possible new key driver for employee engagement, namely organizational resilience, which is consistent with the previous findings of Amir and Mangundjaya (2021). This study, thus, broadens understanding of the topic, providing academic contributions to support the importance of building organizational resilience, since the empirical evidence suggests a positive relationship

of organizational resilience with employee engagement amid a globally disruptive event, through both planning for resilience and increasing the organization's adaptive capacity.

5.1 Research Limitations

Several limitations were identified for the current study. First, the use of a web-based questionnaire could enable selection bias for those who are familiar with web-based surveys. Second, this study also excluded some variables that might have impacts on the employee engagement of hotel employees during a turbulent time, such as hotel CSR activities, willingness to work, leadership, and HRM practices, which could affect the employees' experiences during their role performance. Third, the majority of the respondents were employees working in hotels located in the central region of Thailand, working at the management level; data collection could also be improved through an improved distribution system and a sampling method based on a quota sampling technique. Fourth, the Cronbach's alpha value of the Organizational Resilience construct exceeded 0.95, which could signify a redundancy problem. Additionally, many methodological aspects of working with causal indicators were increased. Even though some theoretical and empirical considerations were applied in identifying the choice of a formative or reflective measurement model, a formative approach to measurement would seem worthy of consideration. Lastly, perceived job

security is somehow related to a business' financial status, which could affect organizational resilience policy. Hence the relationship between organizational resilience and perceived job security may vary based upon the business' operating cash flow and financial constraints. For these reasons, future studies may incorporate more predicted variables, different levels of service, or different ownership and affiliations, as well as a more complex research model including the consequences of employee engagement. An alternative empirical check involves a tetrad test for causal indicators, while the MIMIC model should also be applied to validate the measurement model, especially to detect errors and misspecifications.

5.2 Implications

The present study has several valuable implications. The empirical evidence suggests a possible new key driver of employee engagement, namely organizational resilience. Accordingly, the theoretical implications of the study verify the academic significance of the relationships between organizational resilience, and perceived job security and employee engagement, under the Covid-19 pandemic situation. Associating organizational resilience as a possible key driver of employee engagement supports the theoretical foundation of social exchange theory (SET) whereby employees will evaluate the degree of organizational resilience they receive and pay this back through their level

of engagement in their work. The result may contribute noticeably to tourism and hospitality academics, particularly regarding the focus on an unprecedented crisis. Additionally, a future researcher may consider some constructs, such as organizational resilience and job security, as consequences depending on the theories used.

Regarding the managerial implications, the results of this study distinguish the importance of having a contingency plan for unexpected events, as this can affect the level of employee engagement, with such a contingency plan helping to establish a positive employee perception toward job security. The study brings the attention of hotel organizations to consider organizational resilience as a strategic planning tool for increasing the hotel's adaptive capacity in a changing environment. Building resilience in the workplace should be applied at both the individual-level and organizational-level, as they are inter-related, and integrated with human resources policies and practices. A contingency plan or crisis management plan should be considered as an essential part of risk management, which should be developed, monitored, and evaluated. Human resources resilience-building policies and practices should be focused on influencing employees' attitudes and behaviors through the processes of improving the workplace climate and culture, and open communication, as well as improved teamwork and leadership, to enhance the capacity of organizational resilience.

6. CONFLICTS OF INTEREST

I have no conflict of interest to declare.

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