

# Structural Equation Model on Resilience of Hotel Industry in Relation to Organizational Capital, Corporate Social Responsibility and Commitment of Managers: Covid-19 Pandemic Context

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**Abstract**— The research intended to find the best fit for organizational resilience in the hotel industry concerning administrative capital, corporate social responsibility, and organizational commitment of managers in the Davao Region. This research has been completed using the descriptive-causal design and SEM approach. Employing a stratified sample method, the scholar surveyed 403 supervisors and managers in the hospitality and tourism sectors across the Davao region. The study used standardized, adapted questionnaires to gather relevant information, hence achieving the study's objectives. Results revealed that all exogenous variables attained diverse mean marks, but all fit to the high level. Meanwhile, a significant optimistic correlation stayed between the exogenous variables and resilience, the endogenous variable. Lastly, the structural equation model revealed that model number 5 is the best-fit model for organizational resilience as indicated by the adaptive and planning capacity. Further, the exogenous variable retained in the model are administrative capital as measured by economic, human, and physical capital; corporate social responsibility as indicated by environment and community; and organizational commitment of managers as indicated by normative, affective, and continuance commitment.

**Keywords**— Business management, organizational capital, corporate social responsibility, organizational commitment, organizational resilience, structural equation model, Philippines.

## I. INTRODUCTION

The coronavirus, or the COVID-19 pandemic, had a range of unfavorable abrupt, and long-standing effects on the global hospitality industry, as noted by Jiang and Wen (2020). The capability of the sector to effectively return to and recuperate from a disaster takes significant straight welfare for both workers and guests under maintenance, as well as broader implications for community, regional, and national response and recovery efforts, as highlighted by Permatasari and Mahyuni (2022). Hodari and Sturman (2014) found that larger hotels tend to exhibit lesser heights of organizational flexibility, which can remain recognized in part towards their relative size and rigidity. Vertical, hierarchical management structures within such organizations can impede the flow of information, limiting knowledge exchange across different policymaking levels and diminishing affirmative impact on organizational wealth. However, the findings also indicate that larger hotels with strong corporate social responsibility (CSR)

policies demonstrate higher levels of organizational resilience than the average. The aforementioned suggests that the corporate social responsibility practices embraced by these industries may have influenced the dedication of hotel managers to their organizations, as indicated by Filimonau, Derqui, and Matute (2020). Recent research by Mao et al. (2020) supports this notion, showing that CSR positively affects tourism employees' self-efficacy, hope, resilience, and optimism. This research highlights the interconnectedness between employee job satisfaction and the organization's response to the pandemic.

The hotel industry faces significant challenges in the post-corona virus era, including growing obligations, variations in customer conduct then, insight, and an absence of economic resources. As highlighted by Khan, Niazi, Nasir, Hussain, and Khan (2021), this takes ensued in occupation damages and an austere influence on associated businesses. However, hotel managers have demonstrated resilience in response to the crisis and have started exploring new options, as Kaushal and Srivastava (2020) noted. As a result, Shin and Kang (2020) mention that hospitality industries have adopted advanced technological and ordinal approaches to encounter the outlooks of clientele who seek seamless understanding.

The measures taken by these industries are to mitigate the instant adverse effects of coronavirus, and the strategies they implement to minimize long-standing influences may influence the obligation of hotel administrators, as suggested. While many of these industries were forced on the way to close immediately due to government lockdown orders, some businesses took steps to maintain limited operational activity and facilitate faster recovery, as discussed by Filimonau, Derqui, and Matute (2020). Amidst these challenges, the importance of CSR in now business world, which minimal consideration, has now become a higher priority in light of the current situation.

Several studies have established a connection among the variables examined in this study. The first connection justifies the link between organizational resilience and capital. Human capital enhances structural efficiency and presentation and fosters organizational resilience. The connections concerning structures and organizations clarify the association between separable flexibility and structural strength, as Lengnick-Hall

et al. (2011) noted. Additionally, it is supported that management strategies focused on developing employee resilience as part of organizational capital contribute to overall organizational stability, mainly through unsettled and indeterminate commercial and financial periods, as highlighted by Mitaskis (2019). Moreover, flexibility is a vigorous concept encompassing singular and organizational compliance, as Denyer (2017) suggested. Therefore, during disruptive events like financial slumps, fast-moving markets, and diseases, workers can rapidly undertake innovative characters and force their strong points to initiate expressive change, thus underscoring the value of employee resilience in supporting organizational resilience, as confirmed by Douglas (2021) in their study

The second connection pertains to the association between CSR and organizational resilience. Huang, Chen, and Nguyen (2020) define flexibility as the capability of a firm to acclimate and recuperate from unexpected environmental shocks. However, measuring organizational resilience is challenging, as it is latent and path-dependent. The study by Gorjian-Khanzad and Gooyabadi (2022) emphasizes integrating CSR into a shared, unified, and transnational culture to observe the interaction between CSR and organizational resilience. This integration requires a thorough evaluation of CSR practices to identify complementary strategies for enhancing organizational resilience. Charles and Daniel (2020) conducted a study and determined that CSR has an affirmative and essential influence on organizational strength, providing further evidence of the connection between the two. Therefore, CSR is a significant driver of organizational resilience, as confirmed by relevant research findings.

Lastly, we examine the association between organizational commitment and CSR. The influence of CSR on both affective and normative commitment is significant, as consistent with the study conducted by Mory, Wirtz, and Göttel (2015). Aguinis and Glavas (2017) conducted a recent study that demonstrated how individuals actively seek meaning in their work and how this relates to their experience of CSR practices. This has directed rising attention to understanding the relationship between CSR and organizational commitment practices over the past decade, with several studies indicating a positive influence of CSR on workers' commitment to the company.

In their research, Nguyen and TU (2020) also supported the correlation between CSR and organizational commitment. The analysis indicated that CSR had a significant impact, particularly in four areas: employees, customers, the environment, and legal considerations. The findings of their study revealed a substantial incidental outcome of all three possibilities of social responsibilities. The conditional indirect effects varied considerably, with both employee-CSR and customer-CSR demonstrating a significant unforeseen development in worker affective commitment, as identified by George, Aboobaker, and Edward (2020). These findings further confirm the connection between CSR and organizational obligation.

The research drew upon Organizational Resilience Theory proposed by Xiao and Cao (2017), which emphasizes "survival, adaptability, bounce back, and development under disruptive situations." According to this theory, organizational resilience refers to an organization's ability to recover and rebuild after experiencing destruction rather than simply resisting unexpected events. A highly resilient organization can promptly adjust and develop new capacities during dramatic changes, such as the coronavirus pandemic. Building upon the work of Xiao and Cao, it is acknowledged that organizations operate within a diverse. In such circumstances, organizations should strive to cultivate capabilities that enable them to respond to emergencies and recover from disruptions effectively.

This research undertaking has two variables: exogenous and endogenous constructs. The endogenous variable is organizational Resilience Xiao & Cao (2017), and the exogenous constructs are organizational capital (Brown et al., 2019), CSR (Levy & Park, 2014), and organizational commitment (Lee et al., 2001).

The first endogenous variable of the research is organizational resilience. Organizational resilience includes the volume of a company to foresee, navigate, and adjust to steep challenges, enabling the business to sustain and thrive. It goes beyond risk management and encompasses a broader perspective of an organization's well-being and achievements. A resilient organization can endure in the long run and flourish and prosper over time, as Kerr (2020) highlighted.

The first latent exogenous variable of the study is organizational capital. Organizational capital can be categorized into six distinct types, as acknowledged by Brown et al. (2019). These types include economic, social, human, and physical capital. Economic capital pertains to the measuring risk in terms of financial resources and assets. Social capital encompasses communal morals and support that allow persons to cooperate successfully surrounded by a group to accomplish a mutual interest.

Human capital encompasses the intellectual, practical abilities and well-being that individuals gain and develop throughout their lifetimes, empowering them to realize their full potential as valuable contributors to society. Lastly, physical capital consists of tangible, manufactured objects that an organization acquires or invests in to facilitate the production of goods.

The second latent exogenous variable is Corporate social responsibility (CSR), as highlighted by Levy and Park (2014), which can be assessed through three indicators: CSR in the community, CSR in the environment, and CSR on employees. CSR in the community represents a voluntary form of regulation whereby businesses acknowledge their responsibility and dedication to enhancing the welfare of communities and society. This is achieved through the implementation of various environmental and social initiatives. CSR on the environment refers to the actions undertaken by a company to minimize its ecological footprint and enhance its environmental sustainability. Such efforts aim to reduce the company's impact on the planet's ecosystem. Lastly, CSR on employees involves providing opportunities

for employees to contribute to causes that align with their interests and passions.

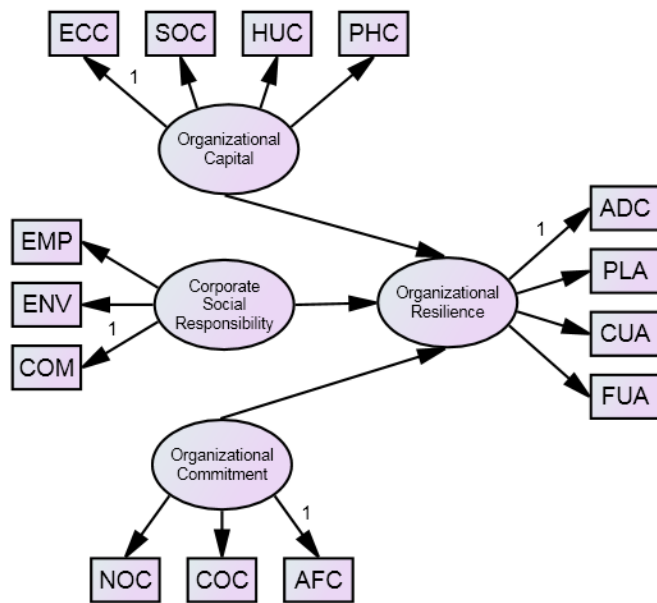


Figure 1. A Model Showing Direct Causal Relationship of Organizational Capital, Corporate Social Responsibility, and Organizational Commitment of Managers to Organizational Resilience of the Hotel Industry

LEGEND

Organizational Capital	ORG_CAP
Organizational Commitment	ORG_COM
Economic Capital	ECC
Affective Commitment	AFC
Social Capital	SOC
Normative Commitment	NOC
Human Capital	HUC
Continuance Commitment	COC
Physical Capital	PHC
Corporate Social Responsibility	CSR
Organizational Resilience	ORG_RES
CSR on Employees	EMP
Adaptive Capacity	ADC
CSR on Environment	ENV
Planning	PLA
CSR on Community	COM
Organization Response (current)	CUA
Organization Response (future)	FUA

Organizational commitment is the third and last latent exogenous variable (Lee et al., 2001). With these indicators, adaptive, planning organizational response to current actions and organizational response to future actions. Adaptive capacity is about managing the ability to create or start deviations in the mode we do corporate that efforts enhanced enactment, significance, and effect—planning capacity to support and give direction to staff. Organizational response to current actions is the ability of the management to respond to the existing actions or happening. Organizational response to future actions is the ability of management to promise to their company commonly senses an assembly with their company.

This study aims to elucidate the organizational resilience of the hotel industry offered over the best-fit model as foretold through organizational capital, corporate social responsibility,

and organizational commitment. This research undertaking is specifically pursued to: describe the degree of organizational capital in the following areas: economic, social, human, and physical. The second was to quantify the side by the side of hotels' CSR in terms of CSR on the community, CSR on the environment, and CSR on employees. Third, to define the side by the side of organizational commitment of managers concerning adaptive, planning a corporate response to current actions, and organizational response to future actions. Fourth, to identify the side by the side of organizational resilience of hotel managers in terms of organizational capital with indicators of economic, social, human, and physical capital, corporate social responsibility with indicators of CSR on employees, environment, and community, and structural commitment with indicators emotional, normative and prolongation commitment. Fifth, to find out the connection between organizational capital and organizational Resilience, CSR and organizational Resilience, organizational commitment, and organizational resilience, and create the fit prototypical for organizational resilience between the hotel managers in Region XI.

The involvement of this research in the existing body of information is, thus, in that it assesses the increasing effect of such serious essentials of organizational capital, CSR, and organizational commitment of hotel managers to organizational resilience. Research in the past has established the impact of all these variables for hotel management independently but has yet to be organized in the middle of a worldwide troublesome event. It is claimed that this research can, consequently, be used as a substitution to improve and appreciate the increasing outcome of some of the chief causes of actual structural presentation and service in the hospitality sector, which is in the direction of modeling the upcoming hotel commerce in sunlit of the cumulative incidence of adversities and predicaments.

This predominantly alarms the possible disturbances that can be obligatory on hotels by weather conversion. It is claimed that this research can improve the readiness of the hotel industries for such disrupting measures by enticing and recollecting valued staff.

II. METHOD

Research Respondents

The target of this research was the hotel industry restricted to two to five-star hotel classification in Region XI, which previously functioned for five (5) years in the business with at minimum ten workers in the different sections. The researcher surveyed 403 hotel employees for this study. SEM was dependable to have a type of 200 or overhead (Bagozzi & Yi, 2012). Furthermore, the latter contracts with a significant sample designated real to decrease capacity mistakes (Hair et al., 2012). Therefore, safeguarding an example of more than 200 is acceptable and appropriate. The precise sample size of the respondents was dogged, employing Slovin's. The said method was calculated after the researcher's resolutely palpable populace size of workers among hotels in the region of Davao

To be eligible for participation in the study, the managers were required to have a minimum tenure of one year in the establishment and be responsible for various functions such as job allocation, logistics, advertising, and roles in HR, finance, and accounting. However, the study did not include managers overseeing hotels under franchise management. Likewise, freelance employees and those employed in the establishment for less than one year were excluded as their limited tenure and work involvement may not accurately measure job performance. The research participants had the right to withdraw from answering the research questionnaire without any negative consequences on their involvement or relationship with the research and the researcher. There was no pressure for those who chose to withdraw their participation, and no explanations or justifications were required.

#### *Materials and Instruments*

Primary data was collected using an adapted survey instruments lifted from credible research journals. The tool had 4 parts that produced facts around dissimilar variables measured in the research. The portions comprise the organizational capital (Brown et al, 2019), CSR (Levy and Park, 2014), organizational commitment (Lee et al. 2001) and organizational resilience (Xiao and Cao 2017).

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Succeeding the support executed, pre-testing was prepared and completed. Cronbach's alpha was measured to measure the survey's trustworthiness. Typically, the alpha reliability coefficient falls between zero and one. There was a deliberation that the more significant the interior reliability of an explicit scale's items, the nearer the alpha coefficient spreads to one (Simon & Choi, 2018). George and Mallery (2018) recommended the following rules for questionnaire trustworthiness: If the precise outcome is more significant than or equivalent to 0.90, it is excellent; 0.80, sound; 0.70, acceptable; 0.60, uncertain; 0.50, poor; and 0.40, undesirable. Organizational resilience and corporate social responsibility have a Cronbach alpha .939, or excellent, followed by organizational commitment, has a Cronbach alpha .921. finally, organizational capital has a Cronbach alpha of .843 or good. Furthermore, the average expert content validation rating was 4.54 or excellent.

The five degrees of variables with a variety of means, explanations, and explanations are as follows: a range the mean of 4.20-5.00 would mean very high, which translates that the specific measure item is always observed; 3.40-4.19 would mean high, which means the specific measure item is frequently observed; 2.60-3.39 means moderate, which means that the exact measure item is sometimes observed 1.80-2.59 means the response is low which further explains that the specific item measure is rarely observed and; a

response of 1.00-1.79 means meager and the actual measure item is nearly not observed.

#### *Design and Procedure*

This research engaged a quantitative strategy using the descriptive-relationship method and SEM to produce a fit model. Descriptive-correlation exploration design is practical to clarify the subject spectacle, and coherently what variables, circumstances, and qualities were present (Bordens & Abbott, 2002). Furthermore, this research was about how or what transpires concerning a particular prior incidence which has inclined or affected a current form or event (Appleton et al., 2008). Primarily the research used a correlation study method as the study pursues to creating the association on organizational capital, CSR, and organizational commitment that impacts resilience among the hotel industry in Region XI.

An SEM approach was employed to generate the fittest model. SEM is a procedure that is specifically useful in conducting a study that uses various indicators to analyze latent variables—concepts (Chin, 2008) and ideally evaluate associations amongst latent variables (Hair, Sarstedt, Ringle, & Mena, 2012). The association duty amongst the latent variables (inner model) is grounded on the measurable level assessment of latent variables, according to Hair et al. (2012). In this research, SEM is carefully chosen as the scholar is concerned with learning the academic concepts in which not evident.

In data collecting, the required evidence, the researcher safeguarded permission to mien the research from the school, mainly from the review committee on ethics of the university under protocol number U MERC - 2022-368, which was approved last November 12, 2022. Letters were directed to some hospitality industries in Region XI to advance authorization aimed at the department of the assessment. The scholar replicated the desirable quantity of surveys mandatory. To enable smooth retrieval of the figures, a schedule was fixed to give a sufficient period to deal with and repossess the assessment materials.

Recovery of research survey materials, encrypting, and presentation was completed progressively. The number of tools out and saved will be judiciously acknowledged to help the scholar gather necessary figures and was industriously prearranged and organized. Outcomes imperilled to numerical conduct, construed and unfilled based on the impartiality of the study succeeding the order of the declarations of the problem. With the outcomes, assumptions were pinched, and commendations were articulated

The scholar used the succeeding statistical tools to investigate the documents: The first statistical tool is mean. This was cast off to degree the organizational capital, CSR, commitment, and resilience level. The second is the Pearson R. This was utilized to find the interrelationships between organizational capital, corporate social responsibility, organizational commitment, and organizational resilience, then SEM. This was used to measure the interrelationships among the theorized models and also with the purpose of the fittest model of organizational resilience on hotel managers.

III. RESULTS AND DISCUSSION

The analysis, interpretation, and discussion are presented in this paper section.

Organizational Capital, CSR, Organizational Commitment of Managers and Organizational Resilience of the Hotel Industry

The levels of the latent variables organizational capital, CSR, organizational commitment of managers, and organizational resilience of the hotel industry are accessible in the first table. The CSR and organizational resilience Level have the same range of 3.94 (SD=0.56), which is interpreted as high. This was followed by organizational capital with a score of 3.87 (SD=0.57), interpreted as high. Lastly was the organizational commitment, with a score of 3.81 (Sd=0.62), interpreted as high as well.

The high level of resilience confirms the study of Cheng, S.-C. and Kao, Y.-H. (2022), who explained that the coronavirus had caused travel and public meeting restrictions. Hotel is distressed for subsistence in the post-coronavirus age due to increasing credits, variations in customer conduct and insight, and deficient monetary movements. Hotel executives, alternatively, have established resiliency in the face of the predicament and have instigated to pursue new options. Industries have applied groundbreaking practical and digital methods to encounter the prospects of customers seeking frictionless involvement. Thus coronavirus has exaggerated every industry worldwide, and the hotel business is among the toughest hit by a study by McKinsey in the United States (Krishnan, V., Mann, R., Seitzman, N. and Wittkamp, N. (2020). This is also supported by a similar McKinsey study in 2020, showing how the hospitality industry has been among the most hit sectors compared to the others in Spain (McKinsey & Company, 2020). The analysis of this study results in the growth of hotel resilience.

TABLE 1. Level of Organizational Capital, Corporate Social Responsibility, Organizational Commitment of managers and Organizational Resilience of the Hotel Industry

Variable	SD	Mean	Descriptive Level
Organizational Capital	0.57	3.87	High
Corporate Social Responsibility	0.56	3.94	High
Organizational Commitment	0.62	3.81	High
Organizational Resilience	0.56	3.94	High

At the same time, the same high results of the level of CSR support influence employee perceptions of CSR actions – in what way actual the workers reflect person doings in helping the source recipients and humanity (Bhattacharya et al., 2009). Regardless of the coronavirus pandemic's unparalleled influence on the hostel and tourism industries, countless hotel businesses have thrown CSR programs and traditional plans to support hold the subject and prove harmony with local individuals (Chen & Hang, 2021). Indeed, hotels have aided the contest in contradiction of and retrieval from the disaster on a charitable basis, presenting in-kind assistance and as long as free housing to health workforces, among others. Writers like Rhou and Singal (2020) respect these doings as serious CSR measures. Other researchers, such as Shin et al. (2021), have freshly intensive works on CSR in the hotel and tourism

industries during the coronavirus outbreak and have inspected the effect of CSR enterprises on hotel presentation. Similarly, authors like Filimonau (2020) have looked at pertinent topics like leftover management in the hotel sector after the coronavirus, claiming that this will harm the sector's ecological presentation, even though this lookout has yet to be deliberated scholastically. Furthermore, Heinze (2020) used a multi-method approach to study the influence of the coronavirus pandemic on the country's tourist initiative feasibility.

Furthermore, the high-level results in organizational capital supported based on the research of Kaihatu (2020); he highlighted the variables which develop the capability to apprehensive opportunities made in the application of advanced performance, which is also focused by numerous kinds of knowledgeable capital at every structural level, such as human capital, organizational capital, and social capital. His quantitative study uses the GSCA approach to develop research data obtained from 74 hotels in Surabaya.

Finally, the organizational commitment, with a meaningful choice of 3.81 which is interpreted as high, supported the study effects of Lee et al. (2019), which exposed that the situation and worker magnitudes of CSR apply

TABLE 2. Correlation Estimates between Variables

Exogenous Variable	Endogenous Variable				Overall
	AC	P	CA	FA	
Organizational Capital					
ECC	.561**	.539**	.643**	.567**	.651**
	.000	.000	.000	.000	.000
SOC	.568**	.576**	.589**	.615**	.662**
	.000	.000	.000	.000	.000
HUC	.579**	.580**	.616**	.631**	.679**
	.000	.000	.000	.000	.000
PHC	.552**	.536**	.539**	.587**	.624**
	.000	.000	.000	.000	.000
<b>Overall</b>	<b>.615**</b>	<b>.607**</b>	<b>.650**</b>	<b>.653**</b>	<b>.712**</b>
	.000	.000	.000	.000	.000
Corporate Social Responsibility					
EMP	.753**	.673**	.624**	.597**	.746**
	.000	.000	.000	.000	.000
ENV	.732**	.757**	.655**	.663**	.791**
	.000	.000	.000	.000	.000
COM	.785**	.748**	.597**	.659**	.787**
	.000	.000	.000	.000	.000
<b>Overall</b>	<b>.834**</b>	<b>.801**</b>	<b>.689**</b>	<b>.706**</b>	<b>.854**</b>
	.000	.000	.000	.000	.000
Organizational Commitment					
NOC	.476**	.446**	.573**	.409**	.536**
	.000	.000	.000	.000	.000
COO	.574**	.584**	.604**	.604**	.667**
	.000	.000	.000	.000	.000
AFC	.565**	.549**	.580**	.564**	.637**
	.000	.000	.000	.000	.000
<b>Overall</b>	<b>.578**</b>	<b>.565**</b>	<b>.630**</b>	<b>.564**</b>	<b>.658**</b>
	.000	.000	.000	.000	.000

a significant effect on resilience thus as long as another basis for their acceptance in this education. Though three measurements of administrative commitment can be notable, i.e., affective normative and continuance, the last measurement should have been included in the examination due to its low. Results on affective and normative dimensions are high.

Significance of the Relationship between Exogenous and Endogenous Variables

The results of a test of the association are presented in Table 2. All of the indicators of the two variables are significantly correlated. Economic capital to future actions had an R-value of .651 ( $p=.000$ ), social capital, .662 ( $p=.000$ ), human capital, .679 ( $p=.000$ ), and physical capital, .624 ( $p=.000$ ). Overall, the association between has a coefficient value of .712 ( $p=0.000$ ), which is deemed to be significant. Filimonau's (2020) recent results supported that these variables impact organizational resilience, organizational capital, CSR, and commitment. The operational breadth and hotel chain association were initiated to be connected to resilience, with worldwide and chain-allied initiatives being more full-bodied overall.

This can be due to these organizations' organizational capital and superior 'open-mindedness' (Eggers, 2020). Indeed, given the need to order other operational errands such as income formation and client holding, domestic hotels or independents may be improbable to capitalize more than the complete slightest in crisis and disaster management (Sawalha, 2015). Due to their underdeveloped or non-existent professional networks, they also need more access to leading-edge 'know-how' (Hall et al., 2018).

The result also shows the potential for policy initiatives of the management. The result of organizational capital, corporate social responsibility, and organizational commitment interventions could entail providing personalized training opportunities for employees interested in crisis and catastrophe management. As mentioned in the study of Ivkov et al. (2019), it has been established that managers' earlier understanding of a catastrophe, period of decision-making experience, and structural category and scope has a beneficial effect on hotel resilience. Furthermore, hotels must forestall circumstances and unceasingly drill how to answer competently and acclimate quickly to guarantee commercial sustainability. Thus, besides improving human capital, complete information delivery, and co-formation, exercises can strengthen social capital by beading hotel managers' systems, thereby creating cumulative volume to bear upcoming tremors and catastrophes.

The results of a test of the relationship between CSR and the resilience of the hotel industry are presented in Table 2. All of the indicators of the two variables are correlated substantially. CSR on the community to future actions had an R-value of .746 ( $p=.000$ ), CSR on the environment, .791 ( $p=.000$ ), and CSR on employees, .787. Overall, the connotation between CSR and Resilience in the hotel industry has a magnitude of .854 ( $p=0.000$ ), deemed high.

Interestingly, there is an unexpected finding that larger hotels exhibit low resilience levels. It can partly attribute to the inherent characteristics of these organizations, characterized by their bulkiness and inflexibility. The vertical and hierarchical management structures in larger hotels can impede the flow of information and hinder knowledge exchange across different decision-making levels. Consequently, the positive impact of organizational capital, particularly in larger organizations, may need to be improved (Hodari & Sturman, 2014). Supporting this notion, the investigated sample revealed that more prominent hotels with superior corporate social responsibility (CSR) policies

demonstrated above-average levels of organizational resilience

Additionally, it was observed that senior managers in more prominent hotels exhibited lesser levels of organizational commitment. This can be linked to the vertical management structure prevalent in such hotels, which often serves as a demotivating factor for employees (Giudici & Filimonau, 2019). In contrast, smaller hotels with flatter structures may appeal more to individuals. During times of crisis, incorporating a more compassionate approach, such as personalized and empathetic human resource management, as well as empowering employees, may enhance the organizational commitment of senior hotel managers in larger organizations (Carnevale & Hatak, 2020).

For the outcome of the interrelationship test among Organizational Commitment and Organizational Resilience of the hotel industry, all of the indicators of the two variables are correlated substantially. R-values for affective commitment to future actions were .536 ( $p=.000$ ), continuance commitment .667 ( $p=0.000$ ), and normative commitment .658 ( $p=.000$ ). Continuance Commitment people, in this context, are workers who are constantly faced with decisions. One option is to stay with the company where she is employed or to leave. Everyone will contemplate moving again until they are emotional, in which case they will weigh various factors, including the increased expense of resigning. As a result, any increase in expenditures related to parting the company will result in a profit gain (Meyer, 1991). According to Luz (2018), eight characteristics can influence continued commitment: self-investment, joint workshops, essential sustains like supervisors, colleagues, spouses, parents, friends, and opportunities.

The correlation test's findings support the recent findings of Filimonau (2020), indicating that various operational and socio-demographic factors influence organizational resilience, perceived job security, and organizational commitment. Specifically, the breadth of operations and affiliation with hotel chains were found to have a significant relationship with organizational resilience, with multinational and chain-affiliated enterprises generally displaying greater resilience. This can be attributed to the superior human, social, economic, and physical capital these organizations possess and their more receptive and adaptable nature (Eggers, 2020). Conversely, domestic hotels and independent establishments may be less inclined to invest than the bare minimum in crisis and disaster management as they prioritize other operational responsibilities such as revenue generation and customer retention (Sawalha, 2015).

Furthermore, they need help accessing advanced knowledge and expertise, primarily due to their underdeveloped or non-existent professional networks (Hall et al., 2018)

This highlights the potential for policy initiatives aimed at addressing these challenges. Such interventions could involve offering customized training opportunities for local and self-governing hoteliers attentive to crisis and disaster management. Global and chain-affiliated industries can share their best observations in catastrophe planning and recovery at these working-out events. In this way, these training programs contribute to

TABLE 3. Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	13.905	.742	.827	.817	.790	.180	.000
2	.000	9.104	.815	.894	.883	.868	.143	.000
3	.000	6.518	.851	.927	.915	.910	.118	.000
4	.000	6.671	.854	.928	.917	.908	.119	.000
5	.081	1.445	.984	.997	.991	.995	.033	.860

Legend: CMIN/DF – Chi Square/Degrees of Freedom  
 GFI – Goodness of Fit Index  
 RMSEA – Root Mean Square of Error Approximation Index  
 NFI – Normed Fit Index  
 TLI – Tucker-Lewis Index  
 CFI – Comparative Fit Index

enhancing hotel managers' human capital through information provision and co-formation and strengthen their social capital by fostering connections within the local hotel industry. By doing so, the capacity of local hotel managers to withstand and recover from future shocks and disasters can be significantly increased

Best-Fit Model on

Organizational Resilience of Hotel Industry

Here examines the connectedness among the research variables and identifies the most suitable model that explains the data. Structural equation models (SEMs) are evaluated using appropriate indices for route coefficients and overall fit model. Previous studies have indicated that the number of fit indices affects the acceptance or rejection of models. As the number of fit indices increases, incorrectly quantified models are more probable to be disallowed. It is recommended to combine at least two fit indices to assess model fit (Hu & Bentler, 1999). While different indices suggest several cutoff levels, no optimal choice applies universally or in every specific circumstance (Hoyle, 2011; Kline, 2015).

The independent of this study was to identify the relations between the proposed models and resilience and determine the best-fitting model based on the figures. A structured ideal demonstrates a good fit; it indicates the consistency between the theory and method used to predict the empirical interactions among the variables. However, regarding the study question concerning the model that best embodies the variables predicting organizational resilience the first planned model shown in the attached figures needed modifications to fit the data. Five different models were created and evaluated in this study. Table 3 provides an overview of the goodness-of-fit results for these models.

Models 1-4 did not meet the required levels of the goodness of fit: the CMIN/DF ratio should be close to 2 with a p-value more significant than 0.05, the Tucker Lewis Index (TLI) should be more significant than 0.95, and the Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Normative Fit Index (NFI), and Root Mean Square Error of Approximation (RMSEA) should be fewer than certain verges. Consequently, model number 5 fulfills all the criteria and is considered the

best-fitting model.

The optimal fitting model, depicted in Figure 2, demonstrates the interplay between organizational capital, corporate social responsibility, commitment, and resilience. However, modifications were made based on the modification indices to improve the model's fit, and error terms were correlated. The model retained the four variables, although specific indicators within each variable were excluded in the best-fit model.

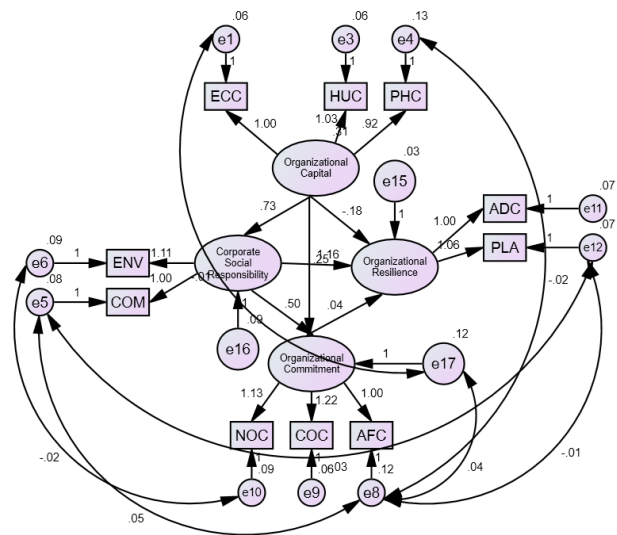


Figure 2 Structural Model 5 for Organizational Resilience

Regarding organizational capital, the indicators in the model were economic, human, and physical capital. As observed in this study, economic capital is a predictor of organizational capital. Human capital also predicts organizational capital, as emphasized by numerous studies in strategic human resource management, including the work of Junita (2017), which highlights the contribution of human resources and human resource management to organizational performance. Human and organizational capitals are strategic capabilities and mechanisms that generate organizational value. The relationship between human and organizational capital in strategic human resource management seeks to identify their interactive nature. Another indicator that predicts organizational capital is physical capital.

Within the realm of corporate social responsibility, the remaining indicators in the model are CSR on the environment and CSR on the community. A study by Anser, Yousaf, Majid, and Yasir (2020) indicates that CSR contribution meaningfully predicts social and ecological performance. A positive and significant direct link exists between CSR commitment and socio-environmental performance. Furthermore, the reading reveals that CSR contribution mediates CSR commitment and links to environmental presentation. In times of uncertainty, certain hotel corporations have demonstrated their commitment to expanded socially responsible initiatives, such as providing services to frontline workers and others involved in the pandemic response, as mentioned in the study by Shin, Sharma, Nicolau, and Kang (2021). While these hostel CSR

actions for strategic compassion take advantage of society during these exceptional times, it is crucial to comprehend in what way hotel stakeholders allege these actions. This research aims to address this inquiry and exposes those hotel CSR efforts during the coronavirus have, in the short term, adverse effects on hotel firms' performance and potential customers' booking conduct.

Regarding organizational commitment, all indicators remain in the model. This finding aligns with the study conducted by Riwu, Malelak, and Pellokila (2022), which suggests that the hotel industry can enhance employee support to ensure optimal performance and achieve company goals. Companies must prioritize commitment aspects such as affective commitment, continuance commitment, and normative commitment, particularly in current situations, to maintain employees' productivity and engagement at work.

As for the organizational resilience variable, only the adaptive and planning capacity indicators are retained in the model. According to Mohammad Abdinagoro, Zulkarnain, Leonandri, and Ichsan (2022), some hotels have adapted their operations by engaging in various business activities, such as accommodating COVID-19 patients when hospitals are overwhelmed. Additionally, some hotels have offered catering services directly to households and provided self-isolation facilities for individuals seeking self-recovery. These examples demonstrate the hotels' proactive approach to exploring diverse business activities to cover operational costs and sustain operations.

The Chi-square test yielded a result of 1.445, separated by the degrees of autonomy. The resulting p-value remained at 0.081, indicating that the model accurately represented the data. Furthermore, the RMSEA score of 0.033, lower than the threshold of 0.05, along with a conforming P-close value higher than 0.05, provided strong evidence supporting this claim. The other fit indices, including NFI, TLI, and CFI, also met the established thresholds, indicating an outstanding model fit. The GFI value was 0.984, CFI was 0.997, NFI was 0.991, and TLI was 0.995.

The best-fit model demonstrates that organizational capital is influenced significantly by corporate social responsibility. Therefore, supporting organizational capital with corporate social responsibility is essential in this study. A unit rise in organizational capital corresponds to a 0.73% rise in corporate social responsibility, assuming organizational commitment remains constant. Additionally, evidence suggests that a 0.50 increase in organizational commitment leads to increased corporate social responsibility, taking organizational capital remains constant.

#### IV. CONCLUSION AND RECOMMENDATION

The use of SEM supported the consistency and carefulness of this study. Results revealed that the level of organizational capital, corporate social responsibility, organizational commitment, and organizational resilience of the hotel industry in Region XI is high. In addition, organizational capital, corporate social responsibility, and organizational commitment of the hotel industry are meaningfully correlated to organizational resilience

Furthermore, among the five models examined, only model 5 met the criteria for a highly fitting model, establishing it as the optimal structural model. This model demonstrates the influence of organizational capital and CSR on the organizational resilience of the hotel industry in Region XI.

The high-level results of organizational capital, corporate social responsibility, and organizational commitment indicate that the hotel industry in Region XI is conscious of the practical characteristics of being a manager or supervisor and guarantees that these works of resilience are displayed in their place of work. It is recommended that hotels shall investigate how different aspects of organizational capital, such as human capital (employee skills and knowledge), structural capital (organizational structure and processes), and relational capital (relationships with stakeholders), influence organizational commitment in the hotel industry.

Furthermore, results indicate that hotel industries in Region XI try to make their employees feel essential to the organization. It is also recommended to examine the relationship between hotel CSR initiatives and the side by the side of worker commitment. Investigate how CSR activities, such as environmental sustainability, community involvement, and ethical practices, contribute to employee engagement, job satisfaction, and loyalty. Analyze the potential differences in the impact of CSR across different hotel categories

The correlation between organizational capital and organizational Resilience, CSR and organizational resilience, and organizational commitment and organizational resilience in the hotel industry of Region XI is demonstrated by their self-efficient leadership, fostering camaraderie among colleagues, and practicing adequate socialization through the submission of data, material, and insights in their organizational effort. This aligns with the understanding that a hotel's ability to reply and recuperate from a crisis has direct welfare for employees and travelers under their care and indirect effects on more comprehensive response and recovery at the general, regional, and national levels.

According to Levitt (1983) avoiding risk is the only way for any organized group to fail in a rapidly changing world. This implies that for an organization to endure and flourish, it must constantly adapt to the changing times. The leader plays a crucial role as a guide and framework for decision-making. However, the team's input is essential to harness each member's dynamics and unique contributions fully (Kozlowski & Ilgen 2006). Additionally, self-effective individuals possess awareness, judgment, and the ability to assess the suitability of adopting change, thereby visualizing the ultimate goal.

Regarding the preceding conclusions, the researcher recommends; of all the variables in this study, organizational commitment has the lowest mean, specifically affective and continuance commitment. It is highly recommended that the management should actively involve the managers in situations like the pandemic to have high job fulfillment, creating a desire for their character and commitment to the business. Also, if the managers see good opportunities for benefits during such disruptions could increase the fact that they must stay with the company since their welfare or upcoming chances be contingent on their present employment.



For example, a separate power remains with a business long term to obtain goods, giving up work benefits. Moreover, as the employees are the companies' best assets, the hotel business may continually capitalize on its employees' growth, education, and technical. Moreover, as the employees are the companies' best assets, the hotel business may continually capitalize on its employees' growth, education, and technological development. With this, hotel businesses may uphold a healthy relationship with the guests and associates.

Secondly, it emphasized the importance of hotels investing in corporate social responsibility (CSR) to improve their corporate brand, attract new customers, enhance loyalty among existing guests, and foster organizational resilience among employees, strengthening job security. Investing in CSR initiatives can lead to improved employee retention rates, heightened morale, increased loyalty, and enhanced motivation. Employees who are engaged and satisfied with their work tend to be more productive.

Thirdly, the study highlighted the significance of hotels investing in developing social and economic capital to better make for future disasters and crises. Such investments enhance the hostel sector's and specific establishments' organizational resilience and similarly contribute to staff job security, thereby fostering corporate loyalty.

Lastly, the study underscored the importance of timely, transparent, and robust organizational responses to disasters and crises. Hotel workers must be consistently up-to-date about the anti-disaster actions implemented by hotel management, with clear explanations regarding the reasons behind these measures. This ensures that hotel employees feel reassured about their current, leading to improved retention rates and heightened organizational commitment among the workforce.

The findings of this study have broader implications that go beyond the immediate impact of the coronavirus and the specific topographical context of Region XI, where the research was conducted. Weather change presents a worldwide challenge that is quickly related and has the potential to affect the hotel industry in the predictable forth coming adversely. Hotels that adopt proactive and effective CSR practices enhance their keenness in the local and international labor marketplace and strengthen their resilience in the face of future ecological changes. This is particularly relevant for hotels operating in destinations prone to political and socio-economic shocks and natural disasters. Investing in CSR enables hotels to retain capable staff, thereby edifice their organizational capital and enhancing their resilience to outside disturbances.

However, like any research, this study had limitations. The sample size was relatively small, and although it was sufficient to test the research model, increasing the sample size would be beneficial. While efforts were made to ensure data coherence, there needed to be more control over how respondents provided their responses. Furthermore, since informants were recruited through hotel databases via the Department of Tourism and local tourism information, there is a possibility that certain managers whose presence was restricted were not reached.

The study also identified several exciting avenues for future research. Firstly, the result of the CSR-Customers measurement was not tested, and it would stand intriguing to explore how their inclusion forces influence the measurement model. Secondly, organizational resilience is a complex construct with multiple dimensions. Forthcoming studies should investigate other administrative resilience scopes that may impact hotel managers' job security and organizational commitment. Additionally, the regaining significances indicator within the planning measurement should be examined profoundly, particularly in the "new normal," as hotels often focus on fast retrieval rather than long-term catastrophe preparedness. Finally, while this study absorbed solely on managers in Region XI, it provides opportunities for future relative research. This could involve associating the organizational commitment of senior hotel managers with junior/middle-level managers or front-of-house and back-of-house employees. Similarly, conducting a comparative analysis of Region XI with other hotels/tourism markets, particularly those that have experienced disastrous events in the past, would be valuable. Finally, a relative analysis of the hotel area with other segments of commercial activity, both within the Philippines and beyond, could be explored.

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