

Organizational capital and resilience of hotels amidst the COVID-19 pandemic

Ocampo, Maria Madel M. ✉

De La Salle Lipa, Philippines (maria.madel.ocampo@dsl.edu.ph)

Ylagan, Alex D.

Lyceum of the Philippines University - Batangas, Philippines (apylagan@lpubatangas.edu.ph)



ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 14 May 2022

Revised: 12 June 2022

Accepted: 18 June 2022

Available Online: 30 June 2022

DOI: 10.5861/ijrsm.2022.32

Abstract

The Coronavirus disease (COVID-19) pandemic that struck the world last 2019 has severely impacted the hospitality and tourism industry sector, evidenced by the decrease in visitor arrivals and tourism revenues. Aligned with the UN Sustainable Development Goal of Decent Work and Economic Growth, this paper explores hotel organizations in terms of organizational capital and resilience amidst the pandemic. Data from 202 survey questionnaires were collected from managers, supervisors, and rank-and-file hotel employees of Department of Tourism (DOT) accredited hotels in Region 4A CALABARZON, Philippines. Interviews were also conducted to substantiate the results. In terms of profile, the majority of the hotel employees are between 25 to 40 years old, female, occupying rank-and-file positions, with Bachelor's degrees, and 1 to 8 years of work experience. Results show that the strengths of the organizational capital of hotels are the available resources to withstand the COVID-19 crisis, open and constant communication with stakeholders, sufficient knowledge and skills of the employees, and the ability to adapt to changing business environment post-pandemic. Hotels are found to be resilient because of their resilience ethos, situation awareness, adaptive capacity, and remarkable ability to manage vulnerabilities. This study concludes a highly significant positive relationship between organizational capital and resilience, which means that a more substantial organizational capital correlates to stronger organizational resilience. This study recommends specific courses of action for organizational capital development and hotel resiliency programs to guide hotels in navigating the new normal.

Keywords: organizational capital, resilience, hotel operations, COVID-19 pandemic, hospitality

Organizational capital and resilience of hotels amidst the COVID-19 pandemic

1. Introduction

The unforeseen Coronavirus disease (COVID-19) pandemic that struck the world last 2019 is a relatively novel topic as it is both an international economic threat and a global health crisis. As the world faced uncertainty amidst the pandemic, the hospitality and tourism industry sector faced the hard-hitting reality of a massive decrease in visitor arrivals and loss in tourism revenues. A renewed emphasis was drawn on the importance of organizational resilience and how business organizations struggle to cope, survive and recover from the disruptions. While significant hospitality management research studies on organizational resilience were conducted based on past crises and disasters, only a few have been written in light of COVID-19 due to the complexity of the event. For this reason, the study intends to investigate a multi-capital approach to organizational resilience in the hotel sector and determine the employees' perception as they are mostly affected due to the ongoing pandemic.

The international hospitality and tourism sector is among the strong pillars of the modern economy and social system. The hotel industry is considered a vital income-generating segment for many of the world's economies (Ranasinghe et al., 2020). According to World Travel and Tourism Council, as cited by Brown et al. (2018), tourism activity contributes to 9.8% of the world's Gross Domestic Product (GDP). For the Philippines, 2020 could have been the Golden Age of Philippine Tourism. After several years of progress, the country has welcomed close to 8.3 million foreign visitors in 2019 and 110 million domestic travelers in 2018. Several years after the Tourism Act of 2009, hospitality and tourism contributed 12.7% of the country's GDP compared to 5.8% in 2009. This sector is the second largest contributor to employment, foreign investment, and national revenues (Hotel Sentiment Survey, 2020). In addition, the Philippine Statistics Authority (PSA) reported that 14 out of 100 employed Filipinos were in tourism-related industries in 2019, representing 5.71 million jobs (Philippine News Agency, 2020). However, during the first quarter of 2020, a global crisis happened when the localized outbreak quickly evolved into a global pandemic, causing societal and economic disruptions (COVID-19 Strategy Update, 2020), affecting various human activities, including travel and tourism (Napierala et al., 2020).

The hospitality and tourism industry in the Philippines tremendously felt the effects of the coronavirus pandemic due to the imposed travel restrictions. In the first seven months of 2020, there is a 73% drop in foreign visitor arrivals, with only about 1.3 million visitors. Consequently, tourism revenue declined by 72% as well (Rocamora, 2020). Moreover, it was reported by the Department of Tourism (DOT) that the Philippines lost around P400 billion in tourism revenues in 2020 (Mercado, 2021).

With the relevant data on the decline of both international and domestic tourism, the survival of hospitality and tourism businesses depends on how strong they sustain their operations and stay resilient despite the crisis (Dwomoh et al., 2020). Businesses must consider their current organizational capital, such as physical properties, organizational structure, and capacities to overcome adversity and continue forward (Brown et al., 2017). Generally, organizational capital is the business processes and practices that result from human capital, values, norms, and tacit knowledge. Filimonau et al. (2020) mentioned that organizational capital is the accessible present and future resources. The organizational capital paradigm concept is that any organization's capacity requires an equitable distribution of financial, physical, and labor resources. It is closely related to organizational planning and how an organization adapts to crises and disasters.

Maintaining organizational viability in times of unsettling change and transformation is the concept of organizational resilience (Andersson et al., 2019). Many factors influence organizational resilience. One is the organization's capacity to deal with an inevitable disruption due to disasters and unforeseen events. McManus's

Relative Overall Resilience (ROR) Model, as cited in Lee et al. (2013), suggests that organizational resilience comprises four factors: resilience ethos, situation awareness, management of keystone vulnerabilities, and adaptive capacity. According to Partners Global (2020), resiliency is more than just contingency plans created by leaders; instead, it is considered a mindset, a process that allows organizations to embrace uncertainties. Resilience ethos requires an organization that creates flexibility, continued learning, and a self-care culture. Situation awareness is understanding the facts and being conscious of what is happening. Organizational vulnerabilities contribute to losses or failure during and after disasters. As Lee et al. (2013) cited the work of McManus et al., a particular vulnerability may qualify as a keystone vulnerability if those components' loss or impairment has the potential to cause special effects throughout the system. An organization's adaptive capacity to continuously design and develop solutions to match or exceed the needs of its environment is deemed necessary as changes in the environment emerge.

Resilience is considered a component of sustainability in the context of the 2030 Agenda for Sustainable Development by the United Nations. This research is aligned with UN Sustainable Development Goal Number 8, Decent Work and Economic Growth, because it aspires to contextualize hotel business operations during the pandemic and promote sustainable economic growth and productive employment in the hotel sector. Hotel leaders and managers can benefit from the study in understanding organizational capital and resilience. The study's findings can unveil insights and implications in the hospitality and tourism management field in building organizational capital and strengthening resilience towards the new normal.

1.1 Objectives of the study

The main goal of this study is to assess the organizational capital and resilience of DOT-accredited hotels in Region 4A – CALABARZON, Philippines. Specifically, the study aims to: (1) determine the hotels' human, physical, social, and economic organizational capital during the COVID-19 pandemic; (2) describe the organizational resilience of the hotels in terms of resilience ethos, situation awareness, management of keystone vulnerabilities, and adaptive capacity; (3) determine if significant relationship exist between organizational capital and resilience; and (4) recommend courses of action to hotel management based on the relevant findings.

2. Methods

2.1 Research design

This research used the descriptive correlational research design. The quantitative research approach and survey method for primary data collection were utilized to achieve better generalizability and enhance results representation. Interviews with hotel employees and document analysis were conducted to acquire supplemental information to explain the study results. The triangulation method was used to increase the credibility and validity of the research findings. According to Noble and Heale (2019), triangulation can enrich research as it offers data to explain different aspects of a phenomenon and enables data validation in quantitative studies.

2.2 Participants of the study

This research study was conducted in Region 4A - CALABARZON, referring to the contiguous provinces of Cavite, Laguna, Batangas, Rizal, and Quezon. According to the Department of Tourism (December 2019), the region provides an array of choices for travel experiences. The region also pledged its commitment toward sustainable tourism aligned with DOT's endeavor of a globally competitive, environmentally sustainable, and socially responsible tourism industry. The DOT-accredited hotels in CALABARZON are chosen for this study because the accreditation certifies that the establishment complies with the minimum standards in the operations, ensuring the tourists' and guests' safety, comfort, and convenience. Moreover, the DOT-accredited hotels resumed operations during the pandemic.

The study respondents are the 202 managerial, supervisory, and rank-and-file employees of the DOT-accredited hotels in the region. The number of respondents varied depending on the number of employees allowed by the management to participate.

2.3 Instrument

The research data was collected using an online survey questionnaire with a letter to the respondents explaining the nature and objectives of the study. The ethical considerations such as data privacy and confidentiality of responses were also written in the letter.

The first part of the research instrument is an adapted questionnaire from Filimonau et al. (2020) to assess the organizational capital of the hotels, with 16 statements. The second part is adapted from Lee et al. (2013) about organizational resilience in terms of resilience ethos, situation awareness, management of keystone vulnerabilities, and adaptive capacity, with 25 statements.

The survey questionnaire used a Likert scale to determine the respondents' level of agreement and disagreement: 6 for Strongly Agree; 5 for Agree, 4 for Slightly Agree, 3 for Slightly Disagree, 2 for Disagree, and 1 for Strongly Disagree. According to Nemoto and Beglar (2014), a 6-point Likert scale permits the possibility of increased measurement precision for respondents to indicate their opinions, attitudes, and feelings.

The statements in the survey questionnaire were partially modified to fit the study's objectives. The final version of the questionnaire was pilot tested and underwent reliability testing. The Cronbach's alpha value for organization capital is 0.945, while the result for organizational resilience is 0.981. These values signify that the questionnaire has excellent internal consistency.

2.4 Data gathering procedure

Data gathering started last August 2021, when the researcher sent a letter of request to the Director of DOT Region 4A to endorse the survey among the DOT-accredited hotel employees in the region. Data collection through an online survey was conducted from August to October 2021. Data were tabulated and analyzed using the Statistical Package for the Social Sciences (SPSS) Software. Afterward, in-depth interviews with hotel employees who voluntarily participated were conducted last December 2021. The privacy and confidentiality of the respondents and hotels were upheld in the conduct of this study.

2.5 Data analysis

This research employed several appropriate statistical tests to sufficiently analyze the gathered data. In describing the perceptions, weighted mean, composite mean, and standard deviation were used. Spearman Rho was used in measuring significant relationships using the 0.05 alpha level. The statistical test used for the study is non-parametric because the nature of data is not normally distributed based on the Shapiro Wilk test with a p-value of less than 0.01.

2.6 Ethical considerations

The primary ethical consideration is disclosing the nature and objectives of the study to the respondents. Participation in the survey and interview was entirely voluntary while assuring the confidentiality of their identity and responses. All the respondents responded of their free will and were not forced to participate in the study. In addition, the researcher sought permission via email from the authors of the journals to adapt parts of their research instrument for this research.

3. Results and discussion

Table 1

Organizational capital

Economic Capital		WM	SD	VI
1.	Our hotel has available resources to withstand the COVID-19 crisis.	4.83	1.13	A
2.	Our hotel has access to adequate financial resources that can help overcome COVID-19 crisis.	4.62	1.17	A
3.	The diverse customer base and flexible sources of income of our hotel support it in overcoming the implications of COVID-19 crisis.	4.57	1.11	A
4.	The right size of our business organization helps the hotel overcome the COVID-19 crisis.	4.62	1.13	A
Composite Mean		4.66	1.03	A
Social Capital				
1.	The employees in our hotel can help overcome COVID-19 crisis.	4.91	1.01	A
2.	Our hotel's industry connections can likewise help overcome COVID-19 crisis.	4.86	0.98	A
3.	Past knowledge of disasters/crises can help our hotel overcome the COVID-19 crisis.	4.86	1.09	A
4.	Open and constant communication with customers, employees, and other organizations can help our hotel overcome this crisis.	5.24	0.96	A
Composite Mean		4.97	0.87	A
Human Capital				
1.	All employees in our hotel bear sufficient knowledge and skills to overcome this crisis.	5.01	0.98	A
2.	In our hotel, there are sufficient employees to adapt to the effects of this crisis.	4.88	1.00	A
3.	There is strong leadership in our hotel to overcome this crisis.	5.00	1.07	A
4.	In our hotel, there is an adequate access to sufficient human resources to overcome COVID-19 crisis.	4.81	1.02	A
Composite Mean		4.93	0.90	A
Physical Capital				
1.	In our hotel, we have adequate emergency protocols to adopt for COVID-19 crisis.	5.05	1.10	A
2.	In our hotel, we have adequate technical systems and technology to adapt to changes brought about by the COVID-19 crisis.	4.93	1.07	A
3.	In our hotel, the critical infrastructure is suitable to overcome the crisis.	4.82	1.04	A
4.	I am confident that our hotel can adapt to the changing business environment post-COVID-19 crisis.	5.10	1.03	A
Composite Mean		4.98	0.97	A

Scale: 5.50-6.00: Strongly Agree (SA); 4.50-5.49: Agree (A); 3.50-4.49: Slightly Agree (SLA); 2.50-3.49: Slightly Disagree (SLD); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 1 shows the respondents' perception of organizational capital. Regarding economic capital, results reveal an overall composite mean of 4.66 with a verbal interpretation of agree. The availability of financial resources is the greatest strength of CALABARZON hotels, and it can be attributed to the sound financial condition of the hotels before the pandemic. A hotel manager stated that their hotel's "available financial resources allocated for physical and workforce development before the pandemic were realigned and reallocated to training, personal protective equipment (PPEs), safety signs, and health equipment." This finding contrasts with the claim that viable tourism businesses before the pandemic may now be vulnerable because of costs associated with the changes in work processes, such as new operating protocols (OECD, 2020).

Conversely, the lowest mean of 4.57 can be interpreted as CALABARZON hotels needing a diversified customer base and flexibility to have more substantial economic capital. It implies that in the absence of guest income, hotels may consider having other sources of funds and tapping other possible markets within the accommodation sector. According to Brown et al. (2021), hotel owners' attention to continuous income despite

the disruptions suggests that employees are valuable commodities for hotels. Moreover, diverse income streams can help a business weather market changes (Brown et al., 2019).

In terms of social capital, the overall composite mean is 4.97, verbally interpreted as agree. With a weighted mean of 5.24, open and constant communication with customers, employees, and other organizations can help the hotel overcome the crisis ranked first. This finding indicates that the strength of the social capital of the hotels lies in the collaborative environment characterized by open communication among customers, employees, and other organizations. With or without the COVID-19 pandemic, stakeholder engagement is vital within the hotel industry to have smooth relationships and business transactions. This finding is supported by Visentin et al. (2021) that responding to a crisis requires social processes in which individuals interact with others to create meaning and enable action.

However, the lowest weighted mean of 4.86 implies that hotels need to improve on industry connections. It may be partially attributed to the high competitiveness of the hotel industry in CALABARZON or other priority areas that the hotels are currently focusing on, which have affected the development of industry networks and sharing best practices during this pandemic. One of the interviewed hotel employees revealed that "industry connections were not our priority during the pandemic because we focused first on resolving the challenges and struggles faced by the hotel." This perception is similar to Brown et al.'s (2019) study, wherein hotel staff is less confident that their managers and leaders build and develop relationships with other organizations during crises. Another item that got the lowest weighted mean is the respondents' prior learning of disasters to aid them in making decisions during the pandemic. It means that previous knowledge and experiences of hoteliers in past disasters cannot be easily adapted to decision-making due to the nature, novelty, and severity of the COVID-19 pandemic. According to an interviewed employee, "even if we have past knowledge of other disasters, the COVID-19 pandemic is very different because most of our hotel employees experienced fear and anxiety." Nonetheless, previous disaster experiences are essential as it provides resilience through actual event knowledge and psychological resources (Brown et al., 2019).

In terms of human capital, respondents perceive it positively with a composite mean of 4.93. The hotel employees' sufficient knowledge and skills to overcome this crisis got the highest weighted mean of 5.24. It is a good indicator for the hotels because it demonstrates the expertise and skills of their current pool of employees. Based on the interviews, hotel employees are trained to take responsibility for the safety and security of the guests as it is part of their training plan. One hotel manager said, "COVID-19 pandemic is the unfortunate time when our employees' crisis-related knowledge and skills learned from training were put into action." The finding is in congruence with Brown et al.'s (2019) findings that staff can feel the management knowledge and skills for organizational planning and response capacity.

The lowest weighted mean of 4.81 is the adequate access to sufficient human resources to overcome the COVID-19 crisis, followed by sufficient employees to adapt to the effects of this crisis with a weighted mean of 4.88. Based on the conversations with some hotel employees, hotels implemented skeletal workforce schedules during the pandemic, and some employees worked from home. Another interviewed employee mentioned that their hotel imposed "multitasking for all employees due to skeletal staffing." The hotel employees sacrificed because they wanted to help the hotel survive the crisis brought by the pandemic. Supporting literature stated that the capacity to adapt is essential to human capital. Hotels gain strength in adversity by having willing and able staff to get to the worksite when disaster strikes (Brown et al., 2018).

In terms of physical capital, the overall composite mean is 4.98, verbally interpreted as agree. Specifically, CALABARZON hoteliers are confident that they can adapt to the changing business environment, with the highest weighted mean of 5.10. Last May 25, 2020, the Department of Tourism (DOT) issued the Health and Safety Guidelines Governing the Operations of Accommodation Establishments in guest handling, reception and concierge, rooms and housekeeping, food and beverage service, and business practices and management. The hoteliers must have been optimistic amid the ongoing crisis with the mandated implementation of such

guidelines and protocols. In addition, a hotel employee mentioned that they have adapted "operational changes such as a shift to contactless payments, in-room dining, self-check-in procedures, and other technology-aided changes." They also rearranged the furniture in open areas and added posters for social distancing protocols.

On the contrary, respondents find infrastructure, technical systems, and technology areas that can be improved for better physical capital, as shown by the lowest weighted mean scores of 4.82 and 4.93. During the interview, one hotel manager said that "hotel infrastructure and facilities posed a challenge during the pandemic because we need to comply with government standards." It was explained that they also need to pass the DOT evaluation to check the hotel's compliance with space, floor markings, and room allocations guidelines. According to Brown et al. (2019), physical structures that withstand local hazards significantly contribute to physical capital. In addition, the research of Shin and Kang (2020) shows that technology innovation and information technology can be critical means for hotel risk management. On a positive note, hospitality services via technology innovation can somehow attract customers in this pandemic era.

Table 2

Organizational resilience in terms of resilience ethos

Resilience ethos	WM	SD	VI	R
Our hotel is focused on being able to respond to the unexpected COVID-19 pandemic.	4.97	1.03	A	3
Our hotel has a culture where it is important to make sure that we learn from our mistakes and problems.	5.21	0.97	A	1
Our hotel is able to collaborate with other organizations in our industry to manage unexpected challenges during the COVID-19 crisis.	5.06	0.99	A	2
In our hotel, there is an appropriate balance between short-term and long-term priorities.	4.88	1.06	A	4
Composite Mean	5.03	0.91	A	

Scale: 5.50-6.00: Strongly Agree (SA); 4.50-5.49: Agree (A); 3.50-4.49: Slightly Agree (SLA); 2.50-3.49: Slightly Disagree (SLD); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

In terms of organizational resilience, Table 2 shows the overall composite mean of 5.03, which signifies that the respondents perceive resilience ethos as evident in their organizations, as shown by their level of agreement. Ranked first is the hotel's culture to make sure that they learn from mistakes and problems with a weighted mean of 5.21. Results imply an optimistic culture that fosters continued learning among employees of hotels in CALABARZON. According to one hotel manager, "during the pandemic, every day is a new learning for the hotel employees." They share learnings with their colleagues through written endorsements via email after every shift. They highlight scenarios involving employees' and guests' interactions. Oriade et al. (2021) stated that culture dominates an organization's values, beliefs, and power relations. This finding also aligns with Ali et al.'s (2019) assertion that learning mechanisms in an organization shape the dynamic capabilities of the human resource to integrate, reconfigure, and recreate their resources.

The hotel's appropriate balance between short-term and long-term priorities is the least ranked in resilience ethos with a weighted mean of 4.88. One interpretation is that the hotels' weakness is not harmonizing and matching the goals across the organization. During the pandemic, this balance challenge was felt by hospitality industries and not just the accommodation sector. A hotel manager interviewed shared that their employees are aware of the short-term and long-term hotel plans. However, the hotel management cannot readily implement the previously identified long-term priorities because of the changes in protocols and guidelines due to the pandemic. The main focus of hotel management for the time being is to mitigate the effects of the COVID-19 pandemic, putting the long-term plans temporarily on hold. Marko (2020) mentioned that a balancing act must be performed during the COVID-19 crisis to avoid losing sight of long-term goals when fighting for short-term survival.

Table 3

Organizational resilience in terms of situation awareness

Situation Awareness	WM	SD	VI	R
Our hotel is able to shift rapidly from business as usual mode to limited operating capacity in response to COVID-19 crisis.	4.92	1.03	A	5
Managers actively listen to problems relative to hotel operations because it helps them prepare a better response.	5.06	1.02	A	2
Our hotel is conscious of how the COVID-19 crisis would impact other hotels.	5.13	0.95	A	1
If our hotel could not operate for three months due to COVID-19 crisis, I believe that our current level of insurance would safeguard the organization.	4.61	1.23	A	7
Our hotel has clearly defined priorities for what is important during and after the COVID-19 crisis.	5.01	1.07	A	4
Our hotel proactively monitors what is happening in the industry to have an early warning of emerging issues.	5.03	0.98	A	3
In our hotel, it is generally easy to obtain expert assistance when something comes up that we don't know how to handle.	4.87	1.08	A	6
Composite Mean	4.95	0.89	A	

Scale: 5.50-6.00: Strongly Agree (SA); 4.50-5.49: Agree (A); 3.50-4.49: Slightly Agree (SLA); 2.50-3.49: Slightly Disagree (SLD); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 3 shows the overall composite mean of 4.95 for situation awareness. The hotel's consciousness of how the COVID-19 would impact other hotels ranked first with a weighted mean of 5.13, followed by managers being able to actively listen to problems related to hotel operations because it helps them prepare a better response with a weighted mean of 5.06. It is followed by the hotel's proactive monitoring of what is happening in the industry to have a timely warning of developing issues with a weighted mean of 5.03. Results show that hoteliers have connectivity awareness and are well aware of how the current crisis affects the other key players in the industry because of the news and information available online. This finding is a positive result for the hotels because the study of Buesa et al. (2021) concluded that highly aware societies of the occurrence and societal experience of the COVID-19 outbreak suffered less intense impact in terms of economic damage.

Meanwhile, the lowest in terms of rank is the current level of insurance that would safeguard the organization if the organization was unable to operate for three months, with a weighted mean of 4.61. Findings denote that the respondents have insurance awareness. However, they aren't fully confident about the hotel's level of financial tolerance if the property is not operational for three months. The fact that the CALABARZON hotels included in the study are operational despite the pandemic served as a good sign and an assurance to the employees. According to a hotel manager interviewed, "the reality of pay cut and retrenchment experienced by some hotels may have caused employees to have low confidence in the financial tolerance of the hotels." Some rank-and-file employees may not be aware of the continuity management plan of the top management. According to Brown et al. (2018), the company's insurance coverage and financial strength during disasters add to the hotel's ability to uphold or revive its operations. Ongoing career opportunities and financial resources give employees a feeling of reliability and willingness to labor through a disaster.

Table 4

Organizational resilience in terms of management of keystone vulnerabilities

Management of Keystone Vulnerabilities	WM	SD	VI	R
Our hotel currently employs people in the areas of risk/crisis/emergency management and business continuity management.	4.73	1.15	A	7
Our hotel understands that having a plan for emergencies is not enough and that the plan must be practiced and tested to be effective.	4.99	0.98	A	3
I believe that our hotel has sufficient internal resources to operate successfully amidst the pandemic.	4.86	1.10	A	5
Our hotel has thought about and planned for support that it could provide to the community during an emergency like COVID-19 pandemic.	4.83	1.14	A	6

Our hotel keeps in contact with organizations that it might have to work with during the COVID-19 crisis.	4.88	1.08	A	4
Employees in our hotel understand how quickly we could be affected by unexpected and potentially negative events brought by the pandemic.	5.09	0.95	A	1
Managers and employees at all levels of the organization in our hotel feel responsible for the organization's effectiveness.	5.05	1.00	A	2
	Composite Mean	4.92	0.92	A

Scale: 5.50-6.00: Strongly Agree (SA); 4.50-5.49: Agree (A); 3.50-4.49: Slightly Agree (SLA); 2.50-3.49: Slightly Disagree (SLD); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 4 shows that the overall composite mean for management of keystone vulnerabilities is 4.92, verbally interpreted as agree. Ranked first is the hotel employees' understanding of how quickly they can be affected by the pandemic's unexpected and potentially harmful events, with a weighted mean of 5.09. It is followed by the hotel managers' and employees' feeling of responsibility for the organization's effectiveness with a weighted mean of 5.05 and followed by the understanding that having a plan for emergencies is not enough and that the plan must be practiced and tested to be effective with a weighted mean of 4.99.

The topmost rank implies that hotel employees have identified and analyzed the vulnerabilities or adverse effects that may affect them during the COVID-19 pandemic. The data collection of this research is more than a year after the start of community quarantine due to the pandemic, so employees have witnessed the declining number of guests and changes in work schedules, which led to their better understanding of the impacts and implications. One hotel employee interviewed mentioned that "employees in our hotel are fully aware of the current scenario because of news and social media updates." In support of this, Jung et al. (2021) stated that the lodging industry had suffered a sharp drop in demand and dramatic sales losses due to the imposed restrictions to stop the spread of the virus. Aside from this, the hotel industry has also experienced an employment shock with the employment layoffs and temporary leaves. Similarly, the study of Kaushal and Srivastava (2021) found that hotel employees have realized the severity of the pandemic impacts. Hotel management is strongly advised to communicate clearly with all the employees and stakeholders about the ongoing management struggle to keep the business running.

The lowest rank is the employment of people in the areas of risk/crisis/emergency management and business continuity management, with a weighted mean of 4.73. Results imply that not all CALABARZON hotels employ people to specifically handle risk, crisis, emergency management, and business continuity. It reflects the planning strategies of the hotels, which depict that creating a department within the hotel that would handle risk, crisis, and emergencies, as well as for business continuity, is not a priority area for them. Planning is the fundamental management function that involves carefully crafting objectives and developing courses of action to achieve organizational success. According to a hotel employee, since their hotel is relatively small in scale, their crisis management team is "composed of people from different departments to make decisions during the pandemic." It was mentioned that all departments in their hotel are responsible for risk, crisis, and business continuity management. According to Hao et al. (2020), the first step in all disaster situations involves forming an efficient and responsible disaster management team with a competent leader. It was cited in the study that several hotel groups established a disaster management team in the emergency phase to undertake leadership, communication, and command during the COVID-19 pandemic.

Table 5
Organizational resilience in terms of adaptive capacity

Adaptive Capacity	WM	SD	VI	R
There is an excellent sense of teamwork and camaraderie in our hotel.	5.06	1.03	A	4
Our hotel is regarded as an active participant in the hospitality and tourism industry.	5.18	0.86	A	1
When I read our hotel's vision or mission statement, I recognize it as reflecting the values that we aspire to.	5.10	1.05	A	3
In our organization, it is a priority that people have the information and knowledge they need to respond to unexpected events like COVID-19 pandemic.	5.12	1.02	A	2

I am confident that management would provide good leadership during this COVID-19 crisis.	5.04	1.13	A	6
Our hotel actively encourages people to challenge and develop themselves through their work.	5.05	1.07	A	5
When we need to, our hotel can make tough decisions quickly.	4.94	1.02	A	7
Composite Mean	5.07	0.92	A	

Scale: 5.50-6.00: Strongly Agree (SA); 4.50-5.49: Agree (A); 3.50-4.49: Slightly Agree (SLA); 2.50-3.49: Slightly Disagree (SLD); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 5 shows that the overall composite mean for adaptive capacity is 5.07, verbally interpreted as agree. Ranked first is the employee's perception that the hotel is an active participant in the hospitality and tourism industry, with a weighted mean of 5.18. The first rank implies that hotel managers, supervisors, and employees recognize that the DOT-accredited hotels where they are currently employed are active, vital players in the hospitality and tourism industry. It is a commendable strength of the hotels in terms of adaptive capacity. The hoteliers are conscious of the accommodation establishments' continuing commitment to supporting safe and healthy tourist experiences. The Department of Tourism (DOT) and Tourism Congress of the Philippines (TCP) released a joint statement last June 2020 that close coordination and partnership with DOT, local government units (LGUs), and private stakeholders are the key to paving a steady and productive start of tourism recovery.

The lowest rank is the hotel's ability to make tough decisions when needed, with a weighted mean of 4.94. It is followed by the confidence that the management would provide exemplary leadership during the COVID-19 crisis with a weighted mean of 5.04. Regarding adaptive capacity, hoteliers feel that the hotel cannot quickly make tough decisions during this challenging and unprecedented pandemic. Based on the interviewed hotel manager, "decision-making in the hotel takes time because the top management awaits the LGU announcements for implementation." Most hotels still follow the traditional decision-making from top management down to the rank-and-file. This finding is aligned with Berger et al.'s (2021) claim that decision-making during a pandemic could be highly challenging, precisely due to the novel nature of COVID-19 and its impacts. Decisions are not easily made because human lives and the economy are at stake. A rational decision should consider expert opinions and previous experiences, but it is challenging to make such in an uncertain and rapidly changing environment.

Table 6

Significant relationship between organizational capital and organizational resilience

		Economic	Social	Human	Physical
Resilience Ethos	r _s -value	.647(**)	.725(**)	.804(**)	.777(**)
	p-value	.000	.000	.000	.000
	Interpretation	HS	HS	HS	HS
Situation Awareness	r _s -value	.714(**)	.747(**)	.837(**)	.817(**)
	p-value	.000	.000	.000	.000
	Interpretation	HS	HS	HS	HS
Keystone Vulnerabilities	r _s -value	.684(**)	.719(**)	.780(**)	.748(**)
	p-value	.000	.000	.000	.000
	Interpretation	HS	HS	HS	HS
Adaptive Capacity	r _s -value	.638(**)	.690(**)	.758(**)	.747(**)
	p-value	.000	.000	.000	.000
	Interpretation	HS	HS	HS	HS

NS-Not Significant; *S-Significant at p<.05; **HS- Highly Significant at p<.01 (2-tailed)

Results reveal a noteworthy finding in this study. Table 6 depicts a highly significant positive relationship between organizational capital and organizational resilience as denoted by the computed p-values, which are less than 0.01 alpha level. It signifies that those employees with a higher level of response to organizational capital are also those with a higher response to organizational resilience.

The spirit of resilience within the organization is attributed to the four elements of organizational capital mentioned. Specifically, higher economic, social, human, and physical capital relates to a higher resilience ethos. Similarly, higher economic, social, human, and physical capital correlates to higher situation awareness. It means that the situation awareness within the organization is attributed to all four elements of organizational capital. Also, economic, social, human, and physical capital correlates to managing keystone vulnerabilities. To better manage keystone vulnerabilities, the four elements of organizational capital must also be high. Lastly, a high positive correlation is evident between the four elements of organizational capital and adaptive capacity. It means that better adaptive capacity during the pandemic is related to the solid economic, social, human, and physical capital of the DOT-accredited hotels in CALABARZON.

This finding confirms the propositions of several authors cited by Filimonau et al. (2020) that organizational capital is essential in making hotel businesses more resilient to crises. It means hospitality organizations need to source different resources to withstand the detrimental impacts of disastrous events. Specifically, human and economic capital were the two factors that demonstrated a high impact on resilience, while physical capital had a little impact in the same literature. In addition, Li et al. (2021) stated that social capital is a critical resource that creates value and competitive advantage for organizations. Moreover, the case study cited in Brown et al.'s (2019) research affirms that relatively strong economic capital provides resilience in the immediate aftermath of a disaster. It also supports the finding that there is a positive relationship between physical capital and disaster resilience.

4. Conclusions and recommendations

The DOT-accredited hotels in CALABARZON have a relatively substantial organizational capital as perceived by the hotel managers, supervisors, and employees. The strong points of their organizational capital are the following: available resources to withstand the COVID-19 crisis for the economic capital; open and constant communication with customers, employees, and other organizations for the social capital; sufficient knowledge and skills of the employees to overcome the crisis for human capital; and adapting to a changing business environment post-COVID-19 crisis for physical capital. In addition, the DOT-accredited hotels are resilient because they have the spirit or ethos of resilience, awareness of the current situation, and a more remarkable ability to manage their vulnerabilities and adaptive capacities. Hotel organizations have a culture of learning from mistakes and problems and consciousness of how the COVID-19 would impact other hotels. The employees understand how quickly they can be affected by the pandemic's unexpected and potential adverse events. They regard their hotels as active participants in the hospitality and tourism industry in an adaptive capacity. Ultimately, it is concluded from this study that there is a highly significant positive relationship between organizational capital and organizational resilience in DOT-accredited hotels in CALABARZON.

For the recommendations, hotel management may focus on organizational capital development because it is a significant predictor of organizational resilience. Hotels can strengthen their industry connections by expanding their networks through (a) joining hotel organizations, (b) supporting industry-academe linkages, (c) broadening their social media presence, (d) partnering with local businesses within CALABARZON, and (e) engaging in meaningful activities related to corporate social responsibility (CSR). Also, disaster preparedness can be a priority area and part of the training programs for all hotel employees.

Hotel management may strategically respond to reskilling and upskilling their employees so that hoteliers may learn new skills and do different jobs. The Human Resource Department may conduct annual goal-setting sessions with their employees to gauge their personal and professional aspirations with the organization. Hotel management may inform the employees about the current economic status of the property to lessen the employees' fears and anxiety brought by the pandemic. Also, hotels may develop plans and evaluate strategies to manage operational vulnerabilities to benefit the hotel's disaster preparedness and business learning. With these actions, the DOT-accredited hotels may formally document their Hotel Resiliency Program.

Future researchers may conduct similar studies post-COVID-19 crisis to determine how the hotel

employees' perception of organizational capital and resilience has changed after the pandemic. Related studies can also be conducted in the other Philippine regions, including research variables such as job security and organizational responses to the COVID-19 pandemic.

5. References

- Ali, S., Peters, L.D., Khan, I. U., Ali, W., Saif, F. (2019). Organizational learning and hotel performance: the role of capabilities hierarchy. *International Journal of Hospitality Management*, 85. <https://doi.org/10.1016/j.ijhm.2019.102349>
- Andersson, T., Caker, M., Tengblad, S., & Wickelgren, M. (2019). Building traits for organizational resilience through balancing organizational structures. *Scandinavian Journal of Management*, 35, 36-45. <https://doi.org/10.1016/j.scaman.2019.01.001>
- Berger, L., Berger, N., Bosetti, V., Gilboa, I., Hansen, L.P., Jarvis, Cc., Marinacci, M., & Smith, R. (2021). Rational policymaking during a pandemic. *Proceedings of the National Academy of Sciences of the United States of America*, 118(4), 1-7. <https://doi.org/10.1073/pnas.2012704118>
- Brown, N., Rovins, J., Feldmann-Jensen, S., Orchiston, C., & Johnston, D. (2017). Exploring disaster resilience within the hotel sector: A systematic review of literature. *International Journal of Disaster Risk Reduction*, 22(10), 10-16.
- Brown, N. A., Orchiston, C., Rovins, J. E., & Feldman-Jensen, S. (2018). An integrative framework for investigating disaster resilience within the hotel sector. *Journal of Hospitality and Tourism Management* 36, 67-75. <https://doi.org/10.1016/j.jhtm.2018.07.004>
- Brown, N. A., Rovins, J. E., Feldman-Jensen, S., Orchiston, C., & Johnston, D. (2019). Measuring disaster resilience within the hotel sector: An exploratory survey of Wellington and Hawke's Bay, New Zealand hotel and staff managers. *International Journal of Disaster Risk Reduction*, 33, 108-121. <https://doi.org/10.1016/j.ijdrr.2018.09.014>
- Brown, N. A., Feldman-Jensen, S., Rovins, J. E., Orchiston, C., & Johnston, D. (2021). Exploring disaster resilience within the hotel sector: A case study of Wellington and Hawke's Bay, New Zealand. *International Journal of Disaster Risk Reduction*, 55. <https://doi.org/10.1016/j.ijdrr.2021.102080>
- Buesa, A., Perez, J. J., & Santabarbara, D. (2021). Awareness of pandemics and the impact of COVID-19. *Economics Letters*, 204. <https://doi.org/10.1016/j.econlet.2021.109892>
- Department of Tourism. (2019, December 16). DOT urges travelers, "Discover Calabarzon." Date Retrieved: June 21, 2021, from http://tourism.gov.ph/news_features.aspx
- Dwomoh, G., Luguterah, A. W., & Duah, S. B. (2020). Hoteliers' human resource strategies for business sustainability during Covid-19 pandemic in Ghana. *Journal of Business and Retail Management Research (JBRMR)*, 14(3), 34-43.
- Filimonau, V., Derqui, B., & Matute, J. (2020). The Covid-19 pandemic and organizational commitment of senior hotel managers. *International Journal of Hospitality Management*, 91. <https://doi.org/10.1016/j.ijhm.2020.102659>
- Hao, F., Xiao, Q. & Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a disaster management framework, and post-pandemic agenda. *International Journal of Hospitality Management*, 90. <https://doi.org/10.1016/j.ijhm.2020.102636>
- Hotel Sentiment Survey 2020 Impact of COVID-19 (Philippines). (2020, April). Horwath Hotel, Tourism and Leisure.
- Jung, H. S., Jung, Y. S. & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92. <https://doi.org/10.1016/j.ijhm.2020.102703>
- Kaushal, V., & Srivastava, S. (2021). Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India. *International Journal of Hospitality Management*, 92. <https://doi.org/10.1016/j.ijhm.2020.102707>
- Lee, A., Vargo, J., & Seville, E. (2013). Developing a tool to measure and compare organizations' resilience.

Natural Hazards Review, 29-40.

- Li, Z., Yu, Z., Huang, S. Zhou, J., Yu, M., & Gu, R. (2021). The effects of psychological capital, social capital, and human capital on hotel employees' occupational stress and turnover intention. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2021.103046>
- Marko, K. (2020, July 14). Short-term vs long term-balancing tactical and strategic goals in times of crisis. Retrieved July 4, 2021, from <https://diginomica.com/short-term-vs-long-term-balancing-tactical-and-strategic-goals-times-crisis>
- Mercado, N. (2021, February 3). PH lost P400B income in 2020 due to slide in foreign arrivals amid pandemic. Retrieved July 4, 2021, from <https://newsinfo.inquirer.net/1391461/ph-lost-p400b-income-from-tourism-in-2020-due-to-pandemic>
- Napierala, T., Lesniewska-Napierala, K., & Burski, R. (2020) Impact of geographic distribution of COVID-19 cases on hotels' performances: Case of Polish cities. *Sustainability Journal*, 12. <https://doi.org/10.3390/su12114697>
- Nemoto, T., & Beglar, D. (2014). Developing Likert-scale questionnaires. In N. Sonda & A. Krause (Eds.), *JALT2013 Conference Proceedings*.
- Noble, H. & Heale, R. (2019). Triangulation in research, with examples. *Evidence Based Nursing*, 22. <https://doi.org/10.1136/ebnurs-2019-103145>
- Oriade, A., Osinaike, A., Aduhene, K., & Wang, Y. (2021). Sustainability awareness, management practices and organizational culture in hotels: evidence from developing countries. *International Journal of Hospitality Management*, 92. <https://doi.org/10.1016/j.ijhm.2020.102699>
- OECD (2020, June 2). Tourism policy responses to the coronavirus (COVID-19). Retrieved June 26, 2021, from <https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/>
- Partners Global. (2020, September 21). Resiliency Ethos: Embracing Uncertainty. Retrieved July 20, 2021, from <https://www.partnersglobal.org/newsroom/resiliency-ethos-embracing-uncertainty/>
- Philippine News Agency. (2020, June 22). Tourism industry hikes share in GDP to 13%. Retrieved June 26, 2021, from <https://www.pna.gov.ph/articles/1111917>
- Ranasinghe, R., Karunarathne, C., Wijesundara, W., & Nawarathna, D. (2020). Tourism after corona: Impacts of COVID-19 pandemic and way forward for tourism, hotel, and MICE industry in Sri Lanka. <https://doi.org/10.13140/RG.2.2.27955.17422>
- Rocamora, J. (2020, August 11). Philippine News Agency. PH records 73% drop in visitor arrivals in first 7 months of 2020. Retrieved June 26, 2021, from <https://www.pna.gov.ph/articles/1111917>
- Shin, H. & Kang, J. (2020). Reducing perceived health risk to attract hotel customers in the COVID-19 pandemic era: Focused on technology innovation for social distancing and cleanliness. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2020.102664>
- Visentin, M., Reis, R.S., Cappiello, G. & Casoli, D. (2021). Sensing the virus: how social capital enhances hotelier's ability to cope with COVID-19. *International Journal of Hospitality Management* 94. <https://doi.org/10.1016/j.ijhm.2020.102820>

