Organizational resilience and Human Resource Management Practices (HRMP) of accommodation establishments in Oriental Mindoro

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Abstract

This study explored the relationship of organizational resilience on human resource management practices (HRMP) of accommodation establishment in Oriental Mindoro. It tested the significant difference when grouped according to demographic and psychographic profiles of the respondents and tested the significant relationship among the given variables. The researcher used quantitative method and descriptive research design. The respondents of the study were 290 composed of managers, supervisors, and rank-and-file employees of the Department of Tourism (DOT) accredited accommodation establishment particularly the Mabuhay Accommodations in the Province of Oriental Mindoro. Further, the statistical test used for the study was t-test for independent samples and Analysis of Variance (ANOVA) to determine the significant differences. The data Instrument used in this study was a questionnaire that has been adapted and adopted from the research conducted by Hussien et al. (2021). The results were tallied, analyzed, and interpreted. All data were analyzed and performed using SPSS version 26. The study concluded that majority of the respondents are 27-42 years old, female, married, finished college or vocational training, work in rank-and-file positions, have worked between two (2) and five (5) years, and connected to Puerto Galera-based accommodation establishments. Results revealed that the HRMP of accommodation establishments in Oriental Mindoro is lower in terms of training and socialization compared to recruitment and selection and employment security. On one hand, the respondents' perceptions of organizational resilience and HRMP in the tourist sector are significantly influenced by their level of education, position, length of service, and location. The results also showed that there is a strong correlation between organizational resilience and HRMP. Thus, the proposed action plan aims to improve the organizational resilience and HRMP of accommodation establishments in Oriental Mindoro.

Keywords: accommodation establishments, human resource management practices (HRMP), organizational resilience

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1. Introduction

The tourism sector has faced several difficulties on a global scale, including calamities, economic downturns, and health crises like the COVID-19 pandemic. These incidents have brought to light organizations' susceptibility and the necessity for resilient policies to ensure their continued existence and success. Global disruptions can have wide-ranging effects as the world becomes more interconnected, thus accommodation establishment must create effective HRMP rooted from organizational resilience (Wang et al., 2021). As organizations deal with a more complicated and dynamic business environment, the idea of organizational resilience has received a lot of attention recently. The ability of an organization to foresee, adapt to, and effectively handle numerous internal and external shocks is referred to as organizational resilience. In the context of the tourism sector, accommodation establishments are essential for bringing in visitors and boosting regional economies. Therefore, it is crucial to comprehend and improve organizational resilience within accommodation establishments. Consonantly, Human Resource Management Practices (HRMP) plays a significant role in an organization's overall progress.

The Philippines' tourism sector, particularly accommodation establishment, has been significantly impacted by the reduction in foreign visitor arrivals and earnings. Thus, for accommodation establishment, understanding the link between organizational resilience and HRMP is essential in these trying times. Because the tourism sector is inherently unpredictable, accommodation establishments must make plans for unforeseen circumstances. Accommodation establishment can create long-term strategies to improve their overall resilience and sustainability by researching the connection between organizational resilience and HRMP. Accommodation establishment can better position themselves for future disruptions and be ready to take advantage of opportunities by adopting a proactive approach to handling uncertainties. As an illustration, the national government of the Philippines has laws that help protect the organizational resilience of tourism establishments, including accommodation establishment. Presidential Decree No. 442 of 1974 covers a wide range of HRMP-related topics, such as labor relations, wages, benefits, and working conditions, in addition to employment standards, working conditions, and termination of employment. Meanwhile, even though the Tourism Act of 2009 (Republic Act No. 9593) does not specifically address organizational resilience, it is a piece of legislation that supports the growth, administration, and sustainability of the country's tourism sector. It establishes principles and criteria for tourism businesses, especially accommodation establishment, to maintain high service standards, environmental sustainability, and visitor safety.

ocally, Oriental Mindoro is a Philippines region renowned for its stunning beaches and thriving tourism accommodation establishments. Erik Hollnagel's (2004) Resilience Engineering (RE) theory is one that underlines how crucial it is for businesses to prepare for, react to, and adapt to unforeseen occurrences in dynamic and complex systems, like hospitality accommodations. The study was also anchored on Quansa's (2013) organizational resilience and Hussien's et al. (2020) HRMP. The goal of Hussien's et al. (2020) study was to test the relationship between organizational resilience of five-star accommodation establishment using Quansa's (2013) leading organizational resilience indicators - learning and knowledge, organizational culture, leadership, situation awareness, and risk management and HRMP of accommodation establishment in terms of recruitment and selection, employment security, and training and socialization. It revealed that employees' engagement and commitment to their workplaces due to their positive perception of their hotel's organizational resilience and HRMP come under the hotel organizational resilience strategies. Consequently, the current research also aims to evaluate the relationship between organizational resilience and HRMP of accredited accommodation establishment by the Department of Tourism in the province.

Often, the fundamental characteristics that affect HRMP of accommodation establishment in Oriental Mindoro are not fully evaluated in the existing study on organizational resilience. Also, little research has examined the potential obstacles and difficulties that accommodation establishment in Oriental Mindoro may experience while putting into practice efficient HRMP practices. This suggests that there is a need for further research to better understand the specific HRMP needs and challenges of accommodation establishments in Oriental Mindoro, in order to develop more targeted and effective strategies for improving their organizational resilience.

The researcher, a resident of Oriental Mindoro, who is committed to fostering sustainable tourism practices and helping the local economy, believes that by enhancing these businesses' resilience, it can ensure both the long-term success of the sector and the welfare of the communities that depend on it. In addition, the researcher was motivated by the desire to improve the lives of the employees, business owners, as well as the lives of tourists who travel through the region. The future of everyone concerned can be made more stable and sustainable by assisting these establishments in becoming more resilient. The intention of this paper is to contribute to the development of a more resilient and sustainable tourism industry in Oriental Mindoro by providing insights into the current state of organizational resilience and HRMP in the accommodation sector. By identifying areas for improvement and providing recommendations for enhancing these practices, the research aims to help accommodation establishments in the region become more resilient and better equipped to handle unexpected events and disruptions, while also improving the overall quality of the tourism experience for visitors.

The resilience and human resource management practices (HRMP) of lodging businesses are closely entwined with sustainable practices. These businesses can increase their resilience in a number of ways by implementing eco-friendly and socially conscious activities, including cost savings from resource efficiency, market adaptation, and adherence to environmental legislation. By developing a culture of responsibility, educating and keeping staff who are committed to sustainability, adding green measures into performance assessments, and coordinating staff with cost-saving objectives, HR plays a critical role. Additionally, sustainability improves the customer experience, draws in eco-aware clients, and ensures long-term operational stability. In the end, incorporating sustainable practices into organizational and HR initiatives helps to create a more sustainable future while also strengthening the industry.

Objectives of the Study - This study explored the relationship between organizational resilience and human resource management practices (HRMP) among accommodation establishments in Oriental Mindoro. More specifically, this study answered the following objectives: (1) described the socio-demographic profile of the respondents in terms of age, sex, civil status, educational attainment, position, length of service, and location of accommodation establishment; (2) assessed the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk management; (3) determined the human resource management practices (HRMP) of accommodation establishment in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization; (4) tested the significant difference on the responses to the organizational resilience and Human Resource Management Practices (HRMP) of accommodation establishment in Oriental Mindoro when grouped according to profile variables; (6) established the significant relationship between organizational resilience and human resource management practices (HRMP) of accommodation establishment in Oriental Mindoro; and (6) lastly, proposed an action plan for the improvement of human resource management practices (HRMP) of accommodation establishment.

2. Methods

This is quantitative research design employing descriptive-comparative and descriptive-correlational analysis. Quantitative research is a way to learn about a particular group of people, known as a sample population. Using scientific inquiry, quantitative research relies on data that are observed or measured to

examine questions about the sample population. Quantitative research translates a study's findings into numerical and logical data (Allen, 2017). This research was used to describe the socio-demographic profile of the respondents in terms of age, sex, civil status, educational attainment, position, length of service, and location, the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk management, and the HRMP of accommodation establishment in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization. Hence, it was used to assess the significant difference on the responses to the organizational resilience and HRMP of accommodation establishment in Oriental Mindoro.

The respondents of the study were 290 composed of managers, supervisors, and rank-and-file employees of the Department of Tourism (DOT) accredited accommodation establishments particularly the Mabuhay Accommodations in the Province of Oriental Mindoro. The researcher consulted the DOT's list of accredited accommodation establishments in the Province of Oriental Mindoro and utilized simple random sampling through Raosoft Sample Size Calculator to get the sample size and to identify the respondents of the study. The selected respondents were currently employed in DOT-accredited Mabuhay accommodation establishments that have received accreditation from the DOT and are associated with the branding or category of "Mabuhay," which signify a warm and welcoming hospitality experience. They were the only people who were approached to take part in the surveys that were conducted.

The data instrument used in this study was a questionnaire that has been adapted and adopted from the research conducted by Hussien et al. (2021). The survey questionnaire consisted of three main parts and was employed in this study. The first part contains the socio-demographic profile of the respondents in terms of age, sex, civil status, educational attainment, position, length of service and location. The second part includes the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk managementa. Third part deals with HRMP of accommodation establishments in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization. In addition, a pilot test was conducted among 40 respondents from unaccredited accommodation establishments in Oriental Mindoro to ensure the reliability of the instrument. This was done to determine whether the instrument has strong or excellent internal consistency, as per the rule of thumb. The instrument was found reliable with Cronbach alpha's reliability of 0.88 ($p<0.05$). The Cronbach's alpha coefficients of each domain were above 0.8, which was considered satisfactory. Therefore, the set of questionnaires were considered valid and reliable to use.

The researcher followed a set of steps to collect all the relevant data required for this study. First, the questionnaire underwent a validity and reliability test, and ethical review before its distribution. Once the questionnaire was ready, a letter of endorsement to the Provincial Director of the Department of Tourism noted by the Program Dean of MIHTM under the Graduate School was forwarded to the managers and supervisors of accredited accommodation establishments for approval. After securing an approval from accredited accommodation establishments to distribute the questionnaire, the researcher also wrote a letter to the respective respondents to seek their consent and permission to conduct the administering of the survey. The researcher asked for the help of the managers and supervisors of accommodation establishments in identifying rank-and-file employees who have been employed a year and above. The researcher collected data using two methods: face-to-face data collection of a 131 respondents and online surveys conducted through Google Forms of 159 respondents. The online survey offers convenience and scalability, allowing a large number of participants to provide their responses with prior consent. In contrast, face-to-face interviews enabled deeper insights and a better understanding of participants' perspectives through direct conversation. By combining these approaches, the researcher aimed to gather diverse and comprehensive data while maintaining a balance between convenience and personal engagement for a more robust research outcome.

The results were tallied, analyzed, and interpreted. All data were analyzed and performed using SPSS version 26. The frequency and percentage were used to present the respondents' socio-demographic profile of the

respondents in terms of age, sex, civil status, educational attainment, position, length of service, and location. The weighted mean and rank were used in presenting the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk management and the HRMP of accommodation establishment in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization. T-test for independent samples and Analysis of Variance (ANOVA) were used to determine the significant differences in the responses to the organizational resilience and HRMP of accommodation establishment in Oriental Mindoro when grouped according to profile variables. Pearson's r was used to test the significant relationship between organizational resilience and HRMP of accommodation establishment in Oriental Mindoro.

In nearly all studies, ethical considerations are present. The researcher showed respect for the respondents' rights, wants, values, and preferences since this study attempted to evaluate how effectively convention and event facilities are equipped for the new normal (Creswell, 2003). Ethical considerations were in strict accordance with the Research Policies and Standards of the Graduate School and the accredited hospitality accommodations' policies. The Data Privacy Act of 2012 (Republic Act No. 10173) provides guidelines and regulations that researchers must adhere to when conducting studies that involve the collection and use of personal data. Before proceeding, the researcher obtained the necessary permissions from the University's Graduate School and from the participants. Respondents' anonymity was protected, and the Data Privacy Act was incorporated into the survey. The researcher presented the Data Privacy notice and consent form that shall state the purpose of the study in the introductory part of her questionnaire. The consent form is an agreement in the research questionnaire to ensure that participants are fully informed and they provided their informed consent before participating in the study. The identity of the respondents and the collected data were maintained in strict confidence and were not shared with anybody beyond the scope of this study.

3. Results and discussion

Table 1

Profile Distribution of the Respondents

	Profile	Frequency (*f*)	Percentage (%)
Age	18-26 year old	53	18.3
	27-42 year old	181	62.4
	43-58 year old	40	13.8
	59 year old and above	16	5.5
Sex	Male	98	33.8
	Female	192	66.2
Civil Status	Single	89	30.7
	Married	201	69.3
Educational Attainment (highest degree completed)	High School	23	7.9
	College/Vocational Level	240	82.8
	Master Level	20	6.9
	Doctorate Level	7	2.4
Position	Manager	37	12.8
	Supervisor	51	17.6
	Rank and File	202	69.7
Length of Service	One-year (1) and less than two (2) years	85	29.3
	Two (2) years and less than five (5) years	182	62.8
	Five (5) years and less than ten (10) years	17	5.9
	Ten (10) years and more	6	2.1

The age group of 27-42 years old is the most common among the respondents, accounting for 181 people or 62.4% of the total followed by 18-26 years old with 53 responses or 18.3%, 43-58 years old with 40 responses or 13.8%, and 59 years old and above with 16 responses or 5.5%. The highest age group corresponds to the peak working years, especially for management and supervisory positions in the tourism industry. Individuals aged 27-42 are more likely to hold jobs of greater responsibility because they have more professional experience and

skill. Their extensive industry experience and understanding frequently lead to links with Department of Tourism (DOT)-accredited establishments. The high proportion of respondents between the ages of 27 and 42 also demonstrates the importance of mid-career professionals in the management and supervision of tourist-related firms. These individuals, who have gained significant experience, add to the operations' robustness and efficacy. Their depiction emphasizes the value of valuable insights and experience in driving organizational resilience and successful human resource management.

The bulk of the respondents are female employees, accounting for 192 replies or 66.2% followed by male employees with 98 responses or 33.8% of the total. The overrepresentation of females in the hospitality and tourist sector, particularly in lodging businesses highlights the industry's changing gender dynamics. The larger number of female responders reflects women's growing role in many capacities in the hotel and tourist industries. Their presence shows that traditionally female-associated roles are being transformed and that their valuable contributions are being recognized.

Married people make up the majority of respondents with 201 responses or 69.3% of the total followed by single civil status with 89 responses or 30.7%. Married people frequently have more secure personal lives, which lead to greater professional stability and commitment. Likewise, they seem to not switch jobs frequently and are more committed to creating a long-term career in the tourism business. The findings also revealed that the majority of respondents (62.4%) are between the ages of 27 and 42, indicating that marriage is common among people in this age group. These people are nearing the end of their careers and have settled into their personal lives. The establishment's recruitment process could have mistakenly favored married people, or they may actively seek applicants who are devoted and responsible, attributes that are frequently associated with married people.

In terms of highest educational attainment, the majority of the respondents had either finished college or vocational training with 240 responses or 82.8% followed by high school with 23 responses or 7.9%, master level with 20 responses or 6.9%, and doctorate level with 7 responses or 2.4%. Many employments in the tourist sector, particularly those in lodging facilities, need for a certain set of abilities and knowledge that are best learned in a formal education setting. The foundational knowledge required for employment in a variety of occupations, including front desk employees, housekeeping, food and beverage service, and other customer-facing positions, is provided by college or vocational education. In addition, as the tourist industry has grown more competitive, companies frequently look for applicants who have the necessary academic credentials to guarantee a particular degree of professionalism and competence in their staff. People with more education are frequently given preference for promotions and higher-level jobs, such as management and supervisory positions. This result in a higher percentage of people with college degrees working as managers and supervisors in the hotel industry. The tourism sector requires people to have a variety of specialized talents, including communication, hospitality management, and customer service. College and vocational education offer individuals a structured setting in which to develop these skills.

In terms of position, the majority of respondents work in rank-and-file positions for the company with 202 responses or 69.7%, followed by supervisor with 51 responses or 17.6%, and manager with 37 responses or 12.8%. The majority of workers in most organizations are rank-and-file workers who carry out crucial daily operational duties. There are many rank-and-file positions in the hospitality and tourism sectors, including those of front desk agents, housekeepers, cooks, and food service workers. Accommodation businesses often need more front-line staff to deal with customer service, room upkeep, and other business operations. Thus, the need for rank-and-file roles increases. The organizational structure typically has a hierarchical distribution, with a disproportionately large number of rank-and-file positions compared to managers and supervisors. Also, entry-level opportunities for people joining the workforce or the tourist sector frequently exist in rank-and-file roles. Before climbing the career ladder, it is a popular beginning point for many employees to obtain experience and develop their talents.

As to length of service, the majority of respondents have worked between two (2) and five (5) years, which represents their length of service, with 182 responses or 62.8% followed by one-year (1) and less than two (2) years with 85 responses or 29.3%, five (5) years and less than ten (10) years with 17 responses or 5.9%, and ten (10) years and more with 6 responses or 2.1%. Notably, many workers stay with a company for a few years to gather experience, develop their abilities, and look into career development prospects. Employees frequently evaluate their advancement within the company and consider moving up the career ladder during the two-to-five-year mark. After a few years working for a company, employees grow accustomed to their surroundings and feel a feeling of stability, which increase job satisfaction and retention. It is also typical for workers, particularly those just starting out in their professions, to switch jobs after a few years in order to explore various options and find the best fit. The greater proportion of employees with two to five years of experience is indicative of this trend.

On location, the respondents connected to Puerto Galera-based lodging establishments make up the largest share with 195 responses, followed by Calapan City with 33 responses, Bulalacao with 23 responses, Roxas with 14 responses, Naujan witj 6 responses, Mansalay and San Teodoro with 5 responses, and Pinamalayan with only 1 response. Compared to other areas of the province, Puerto Galera have a greater number of lodging facilities. There are many natural attractions in Puerto Galera which is a powerful tourist drawcard, increasing demand for lodging in the area. Thus, establishments in the area employ a greater number of people, which raises the proportion of responses. In addition, Puerto Galera is a popular tourist destination in the Philippines and provide a variety of employment options in the tourist and hospitality industry, luring workers from various backgrounds and positions. Accommodations with easy access to the things travelers desire to see are frequently sought after. Since Puerto Galera offers a variety of tourist attractions, such as picturesque rivers that offer water sports or stunning scenery, it draws tourists all year round. Hence, there is a greater number of DOT-accredited lodging establishments in this area to satisfy these tourists' lodging requirements. Puerto Galera is likewise a well-liked site for DOT-accredited lodging facilities, bringing in both locals and tourists and, therefore, increasing the number of people employed in the hospitality sector.

Table 2

Summary Table on Organizational Resilience of Accommodation Establishments in Oriental Mindoro

Organizational Resilience	Mean	Verbal Interpretation	Rank
Learning and Knowledge	3.25	*Agree*	2
Organizational Culture	3.29	*Agree*	1
Leadership	3.17	*Agree*	4
Situation Awareness	3.18	*Agree*	3
Risk Management	3.11	*Agree*	5
overall mean	3.21	Agree	

Table 2 depicted the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk management. The composite mean of 3.21 attested that the respondents agreed on the organizational resilience of accommodation establishment in Oriental Mindoro in terms of learning and knowledge, organizational culture, leadership, situation awareness, and risk management.

The data exhibited that the organizational culture, obtained the highest weighted mean of 3.29, described as agree. Meanwhile, learning and knowledge ranked second with weighted mean of 3.25, described as agree. Situation awareness ranked third with weighted mean of 3.18, described as agree and leadership ranked fourth with weighted mean of 3.17, described as agree. The highest mean score for organizational culture indicates that respondents believe that, in general, the accommodation establishments in Oriental Mindoro offer a helpful and positive work environment. The respondents' perception that the accommodation establishments encourage ongoing learning and information sharing is supported by the high mean score in learning and knowledge. The respondents' perceptions of the accommodation establishments ' attentiveness and initiative in observing their surroundings and spotting possible problems are supported by the comparatively high mean score for situation

awareness. The respondents also had a favorable opinion of the management. Adekoya et al. (2019) noted that employee satisfaction and wellbeing have a major impact on productivity and effectiveness, both of which have the power to improve business performance. Moreover, as discussed by Fu et al. (2023) found that companies with happier employees have lower equity costs. Hussien et al. (2021) revealed that the hotel's capacity for resilience is founded on its meticulous planning and advancement of its human resources processes.

Moreover, risk management obtained the lowest weighted mean. The lower score arise from the establishment's risk management procedures being viewed as insufficient or not tested enough. This entail the lack of detailed emergency response plans or ongoing risk assessments. Employees who get insufficient risk management training and communication feel less equipped to deal with emergencies or unforeseen circumstances. The findings revealed that, in terms of leadership, situation awareness, organizational culture, learning and knowledge, accommodation establishment in Oriental Mindoro generally display positive organizational resilience. Risk management procedures should be improved, though, and this can be done by stepping up initiatives in the areas of readiness, communication, and training. The respondents' consensus on the composite mean score suggests that they have a positive opinion of the organizational resilience of the province's accommodation establishments.

In connection with the findings above, in the setting of accommodation establishment, Hussien et al. (2021) demonstrated that hotel employees are more likely to feel secure in their positions and have access to possibilities for training and professional growth within a supportive organizational culture. They will probably give back by supporting organizational objectives like organizational resilience methods through constructive organizational behaviors. Hotels should therefore take into account the profound influence these OR constructs have on the HRMP in order to better understand the procedures involved in fostering a resilient culture within an organization. For Brown et al. (2021), hotels are an essential component of the tourism industry since they offer guests a valuable service and significantly boost local economies by creating jobs. On the other hand, Chan et al. (2020) revealed that collaboration is the most important factor in determining an improved area from the perspective of destination resilience.

Table 3

Summary Table on Human Resource Management Practices (HRMP) of the Accommodation Establishments

Human Resource Management Practices	Mean	Verbal Interpretation	Rank
Recruitment and Selection	3.16	*Agree*	2
Employment Security	3.19	*Agree*	1
Training and Socialization	3.08	*Agree*	3
overall mean	3.315	Agree	

Table 3 depicted the HRMP of accommodation establishment in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization. The data exhibited that employment security, obtained the highest weighted mean of 3.19, described as agree. This shows that employees feel their jobs are secure at the accommodations. This also indicates that the organizations have formal, fair procedures for managing grievances and complaints, treating every employee with respect, and guaranteeing job security, all of which increase employee loyalty and happiness.

This was followed by recruitment and selection with weighted mean of 3.16, described as agree. This implies that the establishments' recruiting and selection procedures are successful in identifying people who have the requisite knowledge, abilities, and attitude. A rigorous and thorough hiring procedure that results in the selection of qualified people who are in line with the organizational principles is also shown by the engagement of department heads and HR managers in the selection process. Training and socialization obtained the lowest weighted mean of 3.08, described as agree. The lower mean suggest that, in order to better provide employees with the requisite skills and knowledge, training programs and socialization activities need to be increased in frequency and effectiveness. The establishments should concentrate on improving their training programs and socializing activities, according to the lower mean for training and socialization. Continual and pertinent training

can boost worker preparedness for handling crises and promote organizational resilience.

The composite mean of 3.15 attested that the respondents agreed on the HRMP of accommodation establishment in Oriental Mindoro in terms of recruitment and selection, employment security, and training and socialization. The high mean for employment security indicates that the accommodation establishments have put in place mechanisms to effectively resolve employee issues and guarantee job stability. This feeling of safety may help boost staff morale and productivity. A more competent and engaged workforce result from the identification and hiring of eligible applicants who fit well with the organization's culture, according to the positive perception of recruitment and selection methods. Relative to the findings above, Abou-Moghli and Abo-Rumman (2012) concluded that a large portion of changes in performance are ascribed to practices of human resources management of hotels. The most influential dimensions in the organizational performance were: selection and placement policy, performance appraisal, and finally the work teams' policy. Meanwhile, the influences of other human resources practices varied proportional to the performance indicators duly established for this study.

Table 4

Differences of Responses on Organizational Resilience when grouped according to profile variables

age	t/F	p-Value	I	educational attainment	t/F	p-Value	I
Learning and Knowledge	0.171	0.916	NS	Learning and Knowledge	3.539	0.015	S
Organizational Culture	0.266	0.850	NS	Organizational Culture	2.791	0.041	S
Leadership	0.194	0.900	NS	Leadership	1.629	0.183	NS
Situation Awareness	0.964	0.410	NS	Situation Awareness	2.978	0.032	S
Risk Management	1.151	0.329	NS	Risk Management	0.718	0.542	NS
overall mean	0.559	0.642	NS	overall mean	3.134	0.026	S
sex				position			
Learning and Knowledge	0.119	0.905	NS	Learning and Knowledge	4.637	0.010	S
Organizational Culture	0.759	0.449	NS	Organizational Culture	3.039	0.049	S
Leadership	0.409	0.683	NS	Leadership	6.451	0.002	S
Situation Awareness	-0.076	0.939	NS	Situation Awareness	5.419	0.005	S
Risk Management	0.656	0.513	NS	Risk Management	6.588	0.002	S
overall mean	0.446	0.656	NS	overall mean	6.492	0.002	S
civil status				length of service			
Learning and Knowledge	-0.049	0.961	NS	Learning and Knowledge	2.507	0.059	NS
Organizational Culture	-0.116	0.908	NS	Organizational Culture	4.460	0.004	S
Leadership	-0.129	0.897	NS	Leadership	2.723	0.045	S
Situation Awareness	-0.664	0.507	NS	Situation Awareness	4.537	0.004	S
Risk Management	-0.177	0.860	NS	Risk Management	3.588	0.014	S
overall mean	-0.301	0.763	NS	overall mean	4.419	0.005	S
Location							
Learning and Knowledge	2.215	0.000	S	Situation Awareness	3.171	0.000	S
Organizational Culture	4.016	0.000	S	Risk Management	1.909	0.000	S
Leadership	3.114	0.000	S	overall mean	3.242	0.000	S

Table 4 showed the differences of responses on organizational resilience when grouped according to profile variables. The results illustrated that there were significant differences in the responses on learning and knowledge (F=3.539, p-value=0.015<alpha), organizational culture (F=3.039, p-value=0.041<alpha), and situation awareness (F=3.039, p-value=0.041<alpha) of the accommodation establishments' employees when grouped according to educational attainment. Thus, this study rejects the null hypothesis.

When responses were compared by educational attainment, the study found a substantial difference in learning and knowledge, organizational culture, and situation awareness. This implies that employees with higher educational attainment have had more formal training and education, making them more equipped to handle obstacles and show better situational awareness, which is one cause for this gap. Also, people with more education are better at problem-solving, which help to improve the sense of organizational resilience. Higher educated employees, such as those with doctorates, are more likely to have a solid theoretical knowledge base and specialized abilities. However, hands-on learning and practical experience are also crucial in the context of organizational resilience. Respondents with a high school diploma have encountered more difficulties in the workplace over a longer period of time and have gained a better understanding of how to deal with unforeseen issues and crises, which have increased their perception of their organization's resilience. Bejaković and

Mrnjavac (2020) denoted that literacy abilities and educational background are closely associated. This is not surprising because one of the goals of educational systems is to provide people the skills they need to participate in society. Due to this connection, educational credentials are frequently used as a stand-in for "human capital". However, this link is not ideal for a variety of theoretical reasons, some of which are attributable to third factors.

The results also exhibited that there were significant differences in the responses on learning and knowledge ($F=4.637$, p-value=$0.010<$alpha), organizational culture ($F=3.039$, p-value=$0.049<$alpha), leadership ($F=6.451$, p-value=$0.002<$alpha), situation awareness ($F=5.419$, p-value=$0.005<$alpha), and risk management ($F=6.588$, p-value=$0.002<$alpha) of the accommodation establishments' employees when grouped according to position. Thus, this study rejects the null hypothesis. When the respondents were categorized according to their position within the accommodation establishment, significant disparities in the replies on learning and knowledge, organizational culture, leadership, situation awareness, and risk management were found. The distinct tasks and responsibilities of various positions are among the reasons for the differences in their responses. Due to their elevated status and potential exposure to strategic decision-making and crisis management, managers and supervisors have a more positive perspective of organizational resilience. In contrast, depending on their particular job duties and responsibilities, rank-and-file employees view things differently. The degree of exposure and duties that each position requires can be used to explain the stark variation in responses based on position. Being intimately involved in daily operations, rank-and-file personnel have a more practical awareness of the organization's strengths and flaws. They are also more intimately related to customer encounters, enabling them to evaluate how well the place responds to various circumstances. Managers, on the other hand, play more strategic responsibilities and not be as closely involved in operational matters, which resulted in a different viewpoint on organizational resilience.

Similarly, the results displayed that there were significant differences in the responses on organizational culture ($F=4.460$, p-value=$0.004<$alpha), leadership ($F=2.723$, p-value=$0.045<$alpha), situation awareness ($F=4.537$, p-value=$0.004<$alpha), and risk management ($F=3.588$, p-value=$0.005<$alpha) of the accommodation establishments' employees when grouped according to length of service. Thus, this study rejects the null hypothesis. When employees were categorized according to their length of service, the study found substantial disparities in the responses on organizational culture, leadership, situation awareness, and risk management. This insinuates that long-term employees have acquired more institutional knowledge and experience, which helped them navigate crises more skillfully and regard the company as more resilient. On the other hand, newer employees are still getting used to the company's policies and practices, which affect how resilient they perceive the firm to change. The idea of the "honeymoon period" in the workplace can be used to explain the variation in responses dependent on length of service. One to two years into their employment, staff members are still in the initial, enthusiastic stage, where they are actively assimilating the organization's culture and procedures. They also seek out knowledge and instruction more proactively in order to develop their talents. Employees with ten or more years of experience, on the other hand, have developed routines and may not prioritize continuous learning, which resulted in lower scores in perceptions of learning and knowledge, organizational culture, leadership, situation awareness, and risk management.

This is in line with the assertion of Adekoya et al. (2019) that employee satisfaction and wellbeing have a major impact on productivity and effectiveness, both of which have the power to improve business performance. In order to ensure efficiency and improved performance in their organization, it was advised that top management of organizations should consider a variety of drivers of employee engagement, including empowering the employees, providing full information, top management support, and aligning efforts with strategy. Second, internal communications within organizations should place a stronger emphasis on the strategic goals of energizing employees, promoting individual wellbeing, empowering employees, rewarding and recognizing them, and forging bonds between leaders and staff. Finally, in order to better understand the developments in employee expectations over time, organization executives should implement a quarterly poll with employees. When preparing to adopt successful employee engagement methods, it might be helpful to research and monitor the tactics used by a company and its rivals.

Correspondingly, the results displayed that there were significant differences in the responses on learning and knowledge (F=2.215, p-value=0.000<alpha), organizational culture (F=4.016, p-value=0. 000<alpha), leadership (F=3.114, p-value=0. 000<alpha), situation awareness (F=3.171, p-value=0. 000<alpha), and risk management (F=1.909, p-value=0. 000<alpha) of the accommodation establishments' employees when grouped according to location. Thus, this study rejects the null hypothesis. When the respondents were categorized according to their location within Oriental Mindoro, the results revealed significant differences in the responses on learning and knowledge, organizational culture, leadership, situation awareness, and risk management. These differences is explained by the many characteristics of each place, such as the number of tourists, the kinds of lodging options, and the frequency of various situations or crises. The implementation of more thorough training and preparation have been made by lodging facilities in areas with higher tourist volumes and a variety of services, which has led to a more favorable image of organizational resilience among staff. The variances in responses according to location could be explained by changes in the number and kind of tourism-related activities, exposure to various emergencies or crises, and level of readiness among lodging facilities in each area. Employees in Puerto Galera, a popular tourist site, have dealt with a wider variety of events and gotten more thorough training, which has increased perceptions of organizational resilience.

Based on the findings, employees' perceptions of organizational resilience in the tourist sector are significantly influenced by their level of education, position, length of service, and location. Because individuals have different levels of theoretical knowledge, practical experience, exposure to different situations, and the organization's training and preparedness initiatives, the significant differences in responses based on educational attainment, position in the company, length of service, and location can be explained. In order to effectively increase organizational resilience among their personnel, accommodation establishments can adjust their training programs and initiatives by being aware of these distinctions. According to Surucu and Sesen (2019), the entrepreneurial behavior of the employees in the hospitality industry plays an important role in ensuring "customer satisfaction" by affecting the quality of service provided to customers. In this sense, the promotion of entrepreneurial behaviors is a very important issue in order to maintain the sustainable competitive structure of the hospitality industry. Human resources management practices positively affect entrepreneurial behaviors and the leading member interaction has an mediating role in this relationship.

Table 5

Differences on human resource management practices when grouped according to profile variables

age	t/F	p-Value	I	educational attainment	t/F	p-Value	I
Recruitment and Selection	1.474	0.222	NS	Recruitment and Selection	2.515	0.059	NS
Employment Security	1.353	0.257	NS	Employment Security	2.054	0.107	NS
Training and Socialization	3.132	0.026	S	Training and Socialization	0.939	0.422	NS
overall mean	2.044	0.108	NS	overall mean	2.395	0.069	NS
sex				position			
Recruitment and Selection	1.361	0.175	NS	Recruitment and Selection	0.704	0.495	NS
Employment Security	0.149	0.881	NS	Employment Security	2.683	0.070	NS
Training and Socialization	1.110	0.268	NS	Training and Socialization	4.000	0.019	S
overall mean	1.072	0.285	NS	overall mean	3.381	0.035	S
civil status				length of service			
Recruitment and Selection	1.313	0.190	NS	Recruitment and Selection	2.553	0.056	NS
Employment Security	0.082	0.934	NS	Employment Security	1.111	0.345	NS
Training and Socialization	0.576	0.565	NS	Training and Socialization	3.149	0.025	S
overall mean	0.801	0.424	NS	overall mean	2.946	0.033	S
Location							
Recruitment and Selection	2.965	0.000	S	Training and Socialization	1.438	0.024	S
Employment Security	2.068	0.000	S	overall mean	2.437	0.000	S

Table 5 showed the differences of responses on Human Resource Management Practices when grouped according to profile variables. The results illustrated that there were significant differences in the responses on training and socialization (F=4.000, p-value=0.019<alpha) of the accommodation establishments' employees when grouped according to position. Thus, this study rejects the null hypothesis.

When the responses are grouped by position, there are noticeable differences in training and socialization. The differences in responses according to position can be traced to the various socialization and training

requirements for various roles within the accommodation establishment. The training needs of managers, supervisors, and rank-and-file personnel differ; managers and supervisors need more instruction in leadership and decision-making, whereas rank-and-file employees need more instruction in operational and guest-focused skills. Similar to that, socialization techniques change to successfully acclimate workers to their assigned roles. Further, the roles and expectations of various positions can be used to explain the differences in responses based on position. In order to carry out their operational duties and guarantee visitor happiness, rank and file staff need further instruction and socialization. On the other hand, managers have already received substantial training and concentrate on strategic HR issues. In line with the findings above, Davidescu et al. (2020) argued that actual human resource management (HRM) needs to be reinvented in light of upcoming workplace difficulties, and this includes long-term development, regeneration, and renewal of human resources. This involves shifting from consuming to creating human resources by incorporating the idea of sustainability. Thus, strategic human resources are considered as a continuation of sustainable HRM, offering a fresh perspective on human resource administration. A typical work is becoming increasingly relevant in today's labor market due to constraints brought on by the coronavirus pandemic.

Likewise, the results illustrated that there were significant differences in the responses on training and socialization (F=3.149, p-value=0.025<alpha) of the accommodation establishments' employees when grouped according to length of service. Thus, this study rejects the null hypothesis. When results are compared by length of service, there are also considerable differences in training and socialization. The various training opportunities and socialization chances that employees experience throughout time can be used to account for the variations in answers dependent on length of service. Greater training and socialization opportunities is provided to new hires as part of their onboarding process, which improve their opinion of the company's commitment to training and socialization. On the other hand, longer-tenured workers do not have as much access to continued education and think that socialization techniques weaken after the first onboarding.

Similarly, the results illustrated that there were significant differences in the responses on recruitment and selection (F=2.965, p-value=0.000<alpha), Employment Security (F=2.068, p-value=0.000<alpha), and training and socialization (F=1.438, p-value=0.024<alpha) of the accommodation establishments' employees when grouped according to location. Thus, this study rejects the null hypothesis. The variances in Human Resource Management Practices used by the accommodation establishments in different places could be due to the discrepancies in reactions dependent on geography. Depending on the availability of skilled personnel in each place, recruitment and selection procedures vary. Local employment laws and labor market factors also have an impact on employment security measures. Also, training and socialization techniques change depending on the resources available to the company and the level of tourism in the area. As shown in the result of profile variables, due to Puerto Galera's popularity as a tourist destination, accommodation establishments there have additional resources to devote to hiring and retention strategies. In contrast, San Teodoro and Roxas businesses experience resource limitations. Relatively, Cesário (2015) revealed that employees' perceptions of HRM practices such as training and development, reward management, and performance management, are significant predictors of employee commitment. A negative direct relationship is found between employees' perceptions about the use of HRM practices and turnover intentions.

Table 6

Relationship between Organizational Resilience and Human Resource Management Practices (HRMP)

Learning and Knowledge	r_{xy}	p-value	I	Situation Awareness	r_{xy}	p-value	I
Recruitment and Selection	.517**	0.000	HS	Recruitment and Selection	.508**	0.000	HS
Employment Security	.359**	0.000	HS	Employment Security	.418**	0.000	HS
Training and Socialization	.360**	0.000	HS	Training and Socialization	.350**	0.000	HS
HRMP Overall	.513**	0.000	HS	HRMP Overall	.530**	0.000	HS
Organizational Culture				Risk Management			
Recruitment and Selection	.337**	0.000	HS	Recruitment and Selection	.552**	0.000	HS
Employment Security	.241**	0.000	HS	Employment Security	.396**	0.000	HS
Training and Socialization	.311**	0.000	HS	Training and Socialization	.390**	0.000	HS
HRMP Overall	.369**	0.000	HS	HRMP Overall	.555**	0.000	HS

Leadership				Organizational Resilience Overall			
Recruitment and Selection	.338**	0.000	HS	Recruitment and Selection	.580**	0.000	HS
Employment Security	.375**	0.000	HS	Employment Security	.428**	0.000	HS
Training and Socialization	.398**	0.000	HS	Training and Socialization	.427**	0.000	HS
HRMP Overall	.464**	0.000	HS	HRMP Overall	.595**	0.000	HS

Table 6 displayed the relationship between organizational resilience and Human Resource Management Practices (HRMP) of accommodation establishments in Oriental Mindoro. The result showed that organizational resilience and all its sub variables were found to be significantly related to HRMP with p-values lower than 0.05. This indicates that the higher the organizational resilience, the higher the human resource management practices. Hence, this study rejects the null hypothesis.

Learning and knowledge was found to be significantly correlated to HRMP [p value = 0.000] and all its subvariables: recruitment and selection [p value = 0.000], employment security [p value = 0.000], and training and socialization [p value = 0.000]. The development of HRMP inside accommodation establishments is greatly influenced by learning and knowledge. The result highlights the critical connection between an organization's capacity to gather, disseminate, and use information and its capacity to manage its human resources successfully. Management and staff are better able to make educated decisions regarding HRMP when they participate in continuous learning and have access to knowledge resources. Learning and knowledge acquisition, for instance, enable HR managers to design more sophisticated and data-driven recruitment and selection procedures, ensuring that the right people are hired for the firm. Similarly, as discussed by Geijer and Larsson (2023), a knowledgeable workforce may help create and implement efficient training and socialization programs that improve employees' skills and competencies, aligning HRMP with business goals. Additionally, applying knowledge within the company can support employment security policies by allowing for the use of preventative measures and tactics to address problems and scenarios that may arise.

Organizational culture was found to be significantly correlated to HRMP [p value = 0.000] and all its subvariables: recruitment and selection [p value = 0.000], employment security [p value = 0.000], and training and socialization [p value = 0.000]. The primary force that has a significant impact on the HRMP in accommodation establishments is organizational culture. The study's substantial association highlights the crucial part played by organizational culture in determining HRMP. An organization's shared values, beliefs, customs, and behavioral patterns are represented by its organizational culture. An atmosphere that supports effective HRMP is created when management and staff work together to embrace a positive and supportive culture. In numerous fundamental aspects, HR practices are supported by a strong and cohesive company culture (Heras et al., 2021). First, by identifying the ideal features and attributes that fit with the organizational culture, it guides the recruitment and selection processes. HR professionals look for applicants who display cultural fit in addition to the necessary abilities to ensure a smooth transition into the workforce. Second, a supportive culture promotes employment security procedures by making workers feel valued and committed to the company, which lowers turnover rates. Thirdly, when a culture of lifelong learning and growth is established, it makes it easier to execute effective training and socialization initiatives. When these programs support the prevalent cultural values, employees are more willing to participate, which leads to skill development and higher job satisfaction.

Leadership was found to be significantly correlated to HRMP [p value = 0.000] and all its subvariables: recruitment and selection [p value = 0.000], employment security [p value = 0.000], and training and socialization [p value = 0.000]. The significant link found in this study emphasizes how important leadership is in the context of HRMP inside accommodation establishments. Managers and supervisors' actions, behaviors, and decisions, which have a significant impact on the overall work environment and employee experiences, are all included in leadership. For a number of important reasons, effective leadership is vital to the development and improvement of HRMP. According to Farrukh et al. (2022), recruitment and selection procedures are influenced by leadership. Leaders specify the qualities and characteristics they look for in potential employees, matching them to the objectives and tenets of the company. The correct people are chosen to join the workforce when

leadership is sensitive to HR objectives and the cultural fit of candidates, which results in a more motivated and cohesive team. Second, leadership has a big impact on how employment security is handled. An atmosphere of trust, openness, and supportive communication is fostered by an effective and encouraging leadership team. Turnover rates decline when workers feel confident in their roles and that their efforts are appreciated. The chance of talent loss is decreased by leaders who encourage a sense of commitment and belonging. Thirdly, the success of training and socialization programs is directly influenced by leadership. Leaders that value lifelong learning, skill improvement, and personal development inspire their teams to participate actively in training programs. They foster an environment where workers appreciate skill development and perceive these programs as means of advancing their careers.

Situation awareness was found to be significantly correlated to HRMP [p value = 0.000] and all its subvariables: recruitment and selection [p value = 0.000], employment security [p value = 0.000], and training and socialization [p value = 0.000]. This study found that situation awareness is crucial for influencing and improving HRMP in accommodation establishments. The ability of management and employees to observe, understand, and anticipate the dynamics and problems within their corporate environment is referred to as situation awareness. The substantial association shown emphasizes the HRMP's broad influence for a number of compelling reasons. In connection with this, Tsai et al. (2023) indicated that recruiting and selection procedures are intimately related to situation awareness. Management is better able to recognize the necessary abilities, competencies, and qualities in potential candidates when they have a keen understanding of the organization's current situation and future needs. Management may make better decisions about the hiring process when they have a thorough awareness of the market trends, client wants, and internal capabilities. In turn, this guarantees that new hires are in line with the corporate goals and easily fit into the workplace culture. Also, initiatives for work security are greatly influenced by situation awareness. Organizations can respond proactively to changes and problems when they have a thorough understanding of the always changing business landscape. When management and staff are aware of the internal and external elements that affect employment stability, they may work together to design strategies to reduce risks, adjust to market changes, and protect employment stability. Finally, the effectiveness of training and socialization programs depends on situation awareness. Organizations can modify their training activities to meet changing needs by regularly monitoring market dynamics and industry.

Risk management was found to be significantly correlated to HRMP [p value = 0.000] and all its subvariables: recruitment and selection [p value = 0.000], employment security [p value = 0.000], and training and socialization [p value = 0.000]. The results of the study demonstrate how important risk management is in influencing HRMP in accommodation establishments. The systematic discovery, appraisal, and mitigation of any hazards that an organization might face are all part of risk management. The strong relationship between risk management and HRMP highlights how much of an impact it has on many different aspects of human resource activities. Recruitment and selection procedures are directly influenced by risk management. Accommodation establishments that successfully manage workforce planning risks are better equipped to find the right staff. This may be supported by the assertion of Abbasi et al. (2022) that organizations can adjust their recruitment strategy to match their risk tolerance by evaluating the potential dangers of hiring decisions, such as talent mismatches or cultural misfits. This guarantees that hiring managers only choose candidates who are compatible with the organizational culture as well as the job requirements. Likewise, practices in employment security are significantly impacted by risk management. Companies can proactively protect the employment of their staff by methodically analyzing and addressing risks connected to market trends, internal issues, and economic volatility. Management can guarantee the stability and continuity of employment even in uncertain times by foreseeing probable threats and creating backup measures. Finally, effective socialization and training programs require careful consideration of risk. Organizations can strategically invest in training efforts by evaluating the risks related to skill shortages, shifting industry laws, or technology improvements. HR professionals can design training programs to successfully close skill and knowledge gaps by detecting potential shortfalls. Employees are kept well-equipped to traverse shifting industry landscapes thanks to this.

Organizational resilience and Human Resource Management Practices (HRMP) have a significant relationship which suggests that accommodation establishments in Oriental Mindoro strongly associate these two factors with one another. The result implies that a solid grasp of aims and objectives exist in accommodation establishments with stronger organizational resilience. In order to better integrate their staff with the organization's strategic goal, they also place a high priority on developing and implementing effective HRMP. HRMP measures, including as training and socialization, recruitment and selection, and employment security, are intended to make sure that workers have the abilities to contribute to the resilience of the organization.

Positive organizational culture and employee engagement frequently go hand in hand with organizational resilience. A supportive and inclusive workplace culture are fostered by accommodation establishments that provide an emphasis on resilience development. These businesses also spend money on HRMP that improve employee commitment, work satisfaction, and well-being. Better HRMP is the result of more motivated and productive employees. Relatively, Hussien et al. (2021) demonstrated a substantial association between organizational resilience and HRMP, and the findings highlighted that hotel managers should identify and stress the vital significance of high-performance HRMP in supporting organizational resilience' initiatives. Organizational resilience aspects including organizational culture, learning and knowledge, leadership, situation awareness, and risk management will shape and direct effective human resource strategies.

Moreover, a high organizational resilience level shows that the organization is better equipped to deal with difficulties and emergencies. In order to do this, HRMP are essential in ensuring that the staff is equipped to handle unforeseen circumstances. For instance, training sessions give staff members the knowledge and skills they need to handle emergencies efficiently, and recruitment and selection procedures guarantee that people hired have the qualities resilience demands. Because there is a strong correlation between organizational resilience and HRMP, it is clear that businesses that provide accommodation establishments prioritize and fund efficient human resource management. These procedures enhance the preparedness, capability, and general happiness of the workforce, strengthening the organization's resilience. The correlation between these factors is favorable, which emphasizes the significance of strategic HR management in creating and maintaining organizational resilience within the Oriental Mindoro tourism sector. In connection with the findings above, Further, Bouaziz and Smaoui Hachicha (2018) showed that human resource management (SHRM) practices affect the resilience dimensions. Human resource management (SHRM) practices enhance the robustness of firms, especially in the second period, and significantly influence agility and integrity. Managers can use these findings to develop targeted actions in HRM to enhance a specific resilience dimension. They can make better decisions based on knowledge surrounding the precise effects of SHRM practices on resilience dimensions.

Table 7

Proposed Action Plan to enhance the Organizational Resilience and HRMP among accommodation establishments in Oriental Mindoro

RISK MANAGEMENT (RM)				
KRAs	Objectives	Strategies	Persons Involved	Outcomes
Emergency Preparedness and Response	To increase overall organizational resilience and preparedness for unforeseen circumstances.	Determine any potential threats and weak points unique to each establishment. Involve managers, supervisors, and workers in the risk assessment process to achieve a thorough assessment. Make thorough emergency plans for a range of situations, such as natural catastrophes, medical emergencies, and security threats. Simulate real-world scenarios to prepare for crisis situations. Form collaborations with regional authorities, emergency services, and other stakeholders to improve emergency response skills.	Owners and management Human Resources Department Department heads and supervisors All employees	Completion of thorough risk analyses for each establishment. The execution of emergency action plans and ongoing updates. High levels of involvement and engagement in training exercises. Coordinated and effective communication during simulated emergency situations. Positive comments from workers on increased preparedness.
TRAINING AND SOCIALIZATION (TS)				
Employee Development	To promote staff growth,	Determine the employees' individual training needs and skill gaps.	Human Resources	Completion of a thorough analysis of training

and Training	engagement, and retention.	Create a well-organized training program that addresses both technical and soft skills that are pertinent to each employee's position. Include continuing training for existing workers as well as orientation for new hires. Encourage a learning and sharing culture throughout the organization. To promote knowledge exchange, plan workshops, webinars, or mentoring programs. Improve the onboarding procedure to aid new hires in assimilating into the culture and values of the company. Assign pals or mentors to help new hires during their orientation. Establish measures to measure how training affects the productivity and satisfaction of employees. Utilize assessments and feedback to tweak the training plan over time.	Department Training and Development Team Department heads and supervisors Mentors or buddies All employees	requirements. The implementation of a well-structured training program. Increased attendance at workshops and training sessions. Employees have given training and socializing efforts high marks for effectiveness. Increased rates of employee engagement and retention.

4. Conclusions and recommendations

Majority of the respondents are 27-42 years old, female, married, finished college or vocational training, work in rank-and-file positions, have worked between two (2) and five (5) years, and connected to Puerto Galera-based accommodation establishments. The majority of respondents' demographic profile, including age, gender, marital status, education, and job experience suggests a distinct target group within the workforce of lodging companies. Tailoring tactics and interventions to this group's needs and preferences could boost employee engagement and satisfaction. The organizational resilience of accommodation establishments in Oriental Mindoro is lower in terms of risk management compared to learning and knowledge, organizational culture, leadership, and situation awareness. The lower level of organizational resilience in risk management emphasizes the need for lodging facilities to prioritize and strengthen risk assessment and mitigation techniques. Addressing risks and strengthening the organization's ability to respond to unexpected problems will help ensure long-term viability. The HRMP of accommodation establishments in Oriental Mindoro is lower in terms of training and socialization compared to recruitment and selection and employment security. Lower HRMP categories, notably in training and socializing, highlight the need of investing in employee development and providing a supportive work environment. Improving training programs and socializing activities can result in higher employee competency and a stronger sense of belonging. The respondents' perceptions of organizational resilience and HRMP in the tourist sector are significantly influenced by their level of education, position, length of service, and location. Employee views of organizational resilience and HRMP are significantly influenced by criteria such as education level, position, length of service, and location, highlighting the necessity for focused approaches to management and employee development. Recognizing and adjusting these influencing elements can lead to more effective employee-specific solutions. There is a strong correlation between organizational resilience and HRMP. The close relationship between organizational resilience and HRMP shows that attempts to improve one can benefit the other. Improving HRMP may result from strengthening organizational resilience practices, and vice versa. This interdependence emphasizes the potential for a comprehensive approach to organizational growth. The proposed action plan aims to improve the organizational resilience and HRMP of accommodation establishments in Oriental Mindoro.

Accommodation establishments may create socializing and training activities that take into account the distinctive traits and learning preferences of employees in various age groups and positions. Accommodation establishments may establish efficient communication channels and work with local authorities to improve crisis response capabilities. Accommodation establishments may implement a well-planned training program that is structured and covers both technical and soft skills that are pertinent to each employee's position. Accommodation establishments may conduct routine assessments of the recruiting and selection procedures to guarantee that they attract and keep the best talent for the organization's resilience and growth. Accommodation establishments may engage in municipal tourism activities to capitalize on each location's advantages and handle

shared issues as a group. Future researchers may conduct comparative research between various provinces to look at provincial variations in organizational resilience and HRM practices.

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