



The Relationship between Organizational Resilience and Human Resources Practices in the Hotel Industry.

Associate Prof. Faten M. Hussien

Associate Professor, Faculty of Tourism and
Hotel Management, Helwan University, Cairo;
Faculty of Tourism and Hospitality, King Salman
International University, South Sinai

Prof. Yasser Ibrahim Ahmed

Hotel Management Department,
Faculty of Tourism and Hotel Management,
Helwan University

Haitham Abdelrhman Nasr Morsy Sultan

M. Sc., Hotel Management,
Faculty of Tourism and Hotel Management, Helwan University

ARTICLE INFO

Keywords:

Organizational
Resilience (OR);
Human Resources
Management Practices
(HRMP); Risk
Management;
Situational Awareness;
Organizational
Culture; Hurghada
Resort Hotels.

**(JAAUTH)
Vol. 20, No. 2,
(2021),
PP. 152-177.**

ABSTRACT

This study aimed to explore the impact of organizational resilience (OR) on human resources management practices (HRMP) in the resort hotels context. Structured interviews were conducted with fourteen managers, and a pre-tested self-administrated questionnaire was used to collect the required data for this study. The questionnaire was distributed to a random sample of 300 employees working in 11 five-star hotels in the Red Sea region. The findings showed that organizational resilience has a significant relationship to HRMP. Additionally, the results revealed that hotel managers should identify and emphasize the critical role of high-performance HRMP in supporting OR strategies. The organizational resilience dimensions such as organizational culture, learning and knowledge, leadership, situation awareness, and risk management will formulate and lead the effective human resources practices. The study indicated the hotel's ability to be resilient based on the advanced planning and development of the human resources practices. The findings suggest the hotel staff is more likely to feel secure with their jobs and are provided with training and development opportunities in resilient organizational culture. They will probably reciprocate through positive organizational behaviors, supporting organizational goals such as organizational resilience strategies. Consequently, hotels should consider these OR constructs' significant impact on the HRMP to comprehend better the practices that support creating a resilience culture in an organization.

Introduction

The hotel sector has always been facing many crises and severe threats to its business continuity, including terrorism attacks, economic fluctuations and recession, equipment failure, and human errors, all of these crises can pose critical topics of

concern for both practitioners and academics (Bhamra *et al.*, 2011). The challenges arise a need for varying approaches to deal with such crises; hotel's ability to respond and recover effectively by enhancing organizational resilience is critical in this competitive market. Some organizations have been successfully adjusted and continue to grow, and some organizations lack response and are eventually locked down (Zolli and Healy, 2012). Additionally, resilience is often seen as a crisis management issue; the link between creating resilient day-to-day operations and having a resilient crisis response/recovery is typically not well understood by the organizations (McManus *et al.* 2008). Quansah (2013) indicated that resilience is a theoretical concept and method for anticipating, preparing, responding, and adapting to incremental change and sudden disruptions to survive and prosper. Resilience is considered a tool that enables an individual, community, or organization to cope with, adapt to, and recover from crises (Tojari *et al.*, 2011). Resilience is the ability to prevent something with negative consequences from worsening over time, and resilience is the ability to engage in recovery following the adverse effects of an event (Tojari *et al.*, 2011).

As predicted by authors (Bratton and Gold, 2012), human resources management (HRM) plays a significant role in an organization's overall progress. Recruitment and selection are the most critical steps of human resource practices due to their role in attracting and selecting the best-qualified applicants (Huda *et al.*, 2014). (Haque and Aston (2016) indicated that hotels need effective training programs to face the shortage of qualified employees and improve their performance. Therefore, this organizational resilience study can provide relevant recommendations to help hotels overcome such imminent human resource problems to face the prospected crises and emergencies. Improving resilience may encourage a more adaptive enterprise that can make decisions in a timely and appropriate manner, engage in effective and empathic leadership, and ensure the creation of a resilience culture in an organization. This research tries to bridge the gap between the resilience concept and creating a resilient human resources department, specifically in Hurghada resorts, because resilience can provide organizations with a competitive advantage (Wang *et al.*, 2010).

Organizational resilience is a continuously influential target that contributes to performance during business as usual and in case of crises (Quansah, 2013). It requires organizations to adapt and be highly reliable (Zolli and Healy, 2012) and manage disruptive challenges (Haque and Aston, 2016). Moreover, hotels must develop new capabilities to respond dynamically to situations that are outside of their design (Woods and Wreathall, 2008). This study may be the first attempt to empirically test a relationship between OR and HRMP of resort hotels and to assess the influence of this relationship on the components of attitudinal and behavioral intentions. This research explores the effective application of organizational resilience dimensions through the HR practices' framing to promote the organizational outcomes to ensure continued functioning in Hurghada resorts. The study develops a list of organizational resilience indicators to assess the adaptive capacity used to adapt to a disaster or emergency demands by effective HRMP. Based on theoretical studies, the current study is the first to examine the impact of the organizational resilience dimensions on Egyptian hotels' HRMP.

Review of Literature

Organizational Resilience

Organizational resilience is a significant ability in the organization's operating activities. However, when the environment changes to unmanageable and uncontrollable, organizational resilience may achieve the organization's advantage (XIAO and CAO, 2017). Organizational resilience's leading indicators are learning, knowledge, leadership, situation awareness, and risk management (Quansah, 2013). The quality of leadership is a crucial facet of an adaptive organization's culture Liu *et al.* (2013). Additionally, the adaptive organizational culture's most critical success factor is based on leadership behaviors, the ability to view crises from an optimistic and opportunistic perspective, because leadership can affect employees' performance (Wang *et al.*, 2010). Jayaweera (2015) found that organizational culture could be a mediator between leadership and organizational outcomes. Tojari *et al.* (2011) support Jayaweera's (2015) results that organizational culture mediates the relationship between leadership style and organizational performance. Liu *et al.* (2013) suggest the concept of organizational awareness in the effective management of crises. Situation awareness is the engine that drives the decision-making and performance in elaborate, dynamic systems performances (Faizan and Zehra, 2016). Organizational awareness facets are based on recognizing teamwork and integrating information, the chance to learn from emergency experiences, and apply these lessons in novel situations (Quansah, 2013).

Furthermore, Sharma and Kirkman (2015) suggested a direct relationship between leadership style and organizational culture and organizational effectiveness; The quality of the relationship between a leader and follower impacts outcomes such as commitment (Wang *et al.*, 2010). An inappropriate leadership style that is not consistent with the organizational culture could result in demotivation and less job satisfaction and, in turn, lower organizational effectiveness (Steyrer *et al.*, 2008). Muchhal (2014). found that innovative and supportive organizational cultures were associated with employees' commitment, where leadership behaviors could enhance the employees' commitment (Haque and Aston, 2016). According to Liu *et al.* (2013), when staff perceives the hotels fulfill their commitment, promises, psychological contract fulfillment and invest in them, they will reciprocate with desirable attitudes and behaviors (Liu *et al.*, 2013). There is a harmonious relationship between leadership styles and certain organizational culture types that *can* positively influence employees' performance (Wang *et al.*, 2010). Organizational culture becomes the base for influencing employee attitude since it reflects on their work environment and their performances (Faizan and Zehra, 2016) for improving business through strategic interventions, with the advent of organizational resilience. Additionally, Organizational resilience tends to increase when there are caring environments and occupational therapy (Haque and Aston, 2016).

Human Resources Management Practices

Human resources management can fulfill employees' needs, enhancing favorable attitudes and subsequently improving organizational performance outcomes (Kehoe & Wright, 2013). Human resources practices are considered a useful tool for hotels

concerning training and development opportunities and clear work assignments (Kooij and Boon, 2018). Boselie *et al.* (2005) identified the most important human resource practices, which should always result in higher productivity and profit, including recruitment and selection, training and development, and employment security. Taheri and Bazgir (2015) concluded that employee engagement is a supportive factor in predicting its success. Moreover, Jayaweera (2015) found that work motivation mediates the relationship between hotel employees' working conditions and job outcomes. Kaveri and Prabakaran (2013) found a high correlation between training and job outcomes and a significant relationship between recognition, career advancement, learning opportunity, and employee performance. Padmakumar and Prabhakar (2011) confirmed the effect of job characteristics, rewards, perceived supervisor support, and justice on employee engagement in the Jordanian Hotel Industry. Hotels could focus more on improving the quality of core business practices and expand their boundaries through strategic interventions (Bansal, 2014).

Human resources strategy is crucial in handling risks posed through recruitments and in job security-related issues while outsourcing HRMP (Haque and Yamoah, 2014). Taheri and Bazgir (2015) showed that the attraction and recruitment, training, and performance evaluation significantly affect job outcomes. Tanveer *et al.* (2011) found a strong positive correlation between performance and training and effective performance appraisal systems. Training and Socialization should result in positive organizational outcomes because it provides the organization with skilled staff that drives firm performance (Saks & Gruman, 2014). Coaching for performance is related to behavior that encourages calculated risk-taking and new ideas, providing performance feedback to employees as opportunities to learn (Konczak *et al.*, 2000). HRM can enable hotels to improve organizational efficacy in resilience, develop employees' competencies, enhance engagement, and, in turn, organizational performance to create a sustainable competitive advantage (Martínez-Sánchez *et al.*, 2011).

The Relation between Organizational Resilience and HRMP

A key objective of human resource management is to enable the employees to help their organization achieve its strategic goals (Sareen 2018). Accordingly, the present study has focused on the organizational resilience strategies and the strategic importance of human resource management practices since strategic value practices play an essential role in achieving strategic management objectives (Schmidt *et al.*, 2018). Quansah (2013) explained that resilience is a theoretical concept and a method for anticipating, responding, and adapting to the incremental changes and the sudden disruptions to survive and prosper. Conventionally, resilience is seen as those qualities that enable an organization to cope with, adapt to, and recover from a disaster event (Tojari *et al.* (, 2011). Organizational resilience has related meanings, such as the ability to prevent the negative consequences of an event occurring; and to engage in a recovery step following the adverse effects (Tojari *et al.*, 2011).

Hospitality managers' primary concern is that employees' positive work performance depends on their job attitudes and behaviors (Liu *et al.*, 2013). Human resources management can empower employees to develop their organizational behavior in

resilience, competency, and commitment. Moreover, training is considered a critical human-related to organizational resilience's cognitive dimension, and innovative practice is essential in enhancing organizational resilience (Lengnick-Hall *et al.*, 2011). Therefore, Human resources management leads to the upgraded performance and enables the organization to achieve a noticeable strategic management goal to create a sustainable competitive advantage. Human resources management practices enhance organizational performance by attracting, identifying, and retaining employees with the knowledge, skills, and abilities and getting employees to behave in a manner that further supports the organization's mission and objectives (Muchhal, 2014). The organization's ability to enhance its learning and knowledge system performance exhibits favorable organizational cultures that help adapt to unforeseen and unexpected changes (Sheffi, 2006). Singh (2004) found an association between HRMP and organizational resilience. With the help of effective HRMP, the leader behaviors increase employees' responsibility and decision-making authority, which, in turn, could improve the employee's power to counteract future threats (Schalkwyk *et al.*, 2010).

Based on the discussion of the previous considerations, the study proposes that the effectiveness of organizational resilience dimensions positively influences employees' perceptions of human resources effectiveness according to the following hypotheses:

Hypothesis 1: Organizational resilience positively affects HRMP.

Hypothesis 2: Organizational resilience positively affects Recruitment and Selection.

Hypothesis 3: Organizational resilience positively affects Training and Socialization.

Hypothesis 4: Organizational resilience positively affects Employment Security.

Methodology

Sampling procedures

The hospitality sector is a vital sector for the Egyptian economy. It is considered the highest generating job opportunity, and it's linked to many other fields and industries; Egypt was also one of the leading countries in the hospitality field as we have various hotels and resorts in Hurghada City. According to (UNWTO 2019), in recent years, Egypt's dependence on tourism has increased. In 2019, the number of tourists was 13.03 m. The revenue amounts to 14.26 bn USD, accounting for 4.7 percent of the gross national product, and the most popular cities in Egypt for international travelers are Cairo and Hurghada. According to (UNWTO 2019), in 2018, Hurghada was in 82nd place with 2.74 m tourists. On average, each of the tourists arriving in 2019 spent about 1,094 USD on Egypt's holiday. Despite the numerous economic benefits of the hospitality sector, this sector has sector always faces crises, including equipment failure due to human errors, terrorism, and recession, representing enormous threats (Bhamra *et al.*, 2011). When dealing with severe circumstances and destructive crises, some organizations can react and adjust themselves and continue their growth. Still, others lack a quick response (Zolli and Healy, 2012); crises need flexible tactics and various techniques to face them.

According to the Egyptian Hotel Association (2016), there are 23 five-star resorts and hotels in Hurghada City. The sample size applied in this study focused on well-reputed 11 resort hotels globally managed or owned by well-known local chains. The data collection procedures were conducted over three months during the moderately high season in spring 2020. Questionnaires were delivered to human resources and departmental managers, who then distributed them to potential respondents. However, the managers assured that the respondents would be randomly chosen and the questionnaires would be completed anonymously. All employees' levels were invited to participate in this study to collect information from different perspectives and enhance the sample's statistical efficiency.

Data collection method

This study investigates organizational resilience dimensions and HRMP based on observations derived from two-phased empirical research that has yielded quantitative and qualitative sets of empirical data from luxury five-star domestic and multinational chain hotels located in Hurghada City. The qualitative data was obtained through interviews with fourteen departmental managers and HR managers, worked in 11 five-star hotels.

Conducting interviews for the qualitative stage

A total of 14 field interviews were conducted. Participants in the study's qualitative stages consisted of a random sample of fourteen departmental managers and five human resources managers from 11 deluxe hotels. Each interview lasted approximately 35 minutes to 45 minutes, and the focus was on the hotel OR and HRM systems in general. Data collected from the participants was based on the research objective to identify the structures and performance of OR and HRM practices in the hotel industry.

Developing the measures for the Quantitative stage

Participants were invited to mark their agreement level with each statement on a 5-point Likert -type scale ranging from 1 ("Strongly disagree") to 5 ("Strongly agree"). In addition to the part that addressed demographic variables, the self-reported questionnaire assessed the employees' perceptions of the OR practices and HRM practices. The independent variable, organizational resilience, was measured using a seventeen-item scale adopted using the scale developed by (McManus *et al.*, 2008), including questions related to "Learning and Knowledge, Organizational Culture, Leadership, Situation Awareness, and Risk Management." High-performance HRM practices have been measured using a 20-item scale, which has been compiled using the scale developed by (Quansah, 2013) including questions related to "Recruitment and Selection, Employee Security, and Training and Solicitation."

The questionnaire was piloted, pre-tested, and adjusted to improve content validity. Before the questionnaire's distribution and completion, its content validity had been examined by fourteen managers with at least fifteen years of experience in the hotel industry and by three academics specializing in hotel management and human resources management. The questionnaire was revised based on their indications. The

questionnaire was either previously validated in English or translated into Arabic using the translation-back-translation technique recommended by (McGorry, 2000).

Results

Frequencies and descriptive statistics were used to analyze the collected data. Pearson correlation and regression analysis were used to test the research hypotheses. IBM SPSS version 24 was used as the data analysis tool. Cronbach's α was used to test the construct reliability, and the average variance extracted (AVE) values were used to test the construct's convergent and discriminant validity (Hair *et al.*, 2013).

Profile of the sample and the demographic data

An average of 40 survey forms was sent to each hotel, depending on the hotel's size. Human resources managers distributed the self-administered questionnaires to 300 employees working in resort hotels in Hurghada City. A total of 238 completed surveys were returned, including 11 that were unusable; 227 valid responses were retrieved. After deducting the useless questionnaires, the response rate was 76 %. The questionnaires were distributed and collected personally in the hotels. Two hundred twenty-seven respondents, 97.4% of the participants were male, and 2.6% were female. Approximately (18.1%) of respondents were from the age group less than 25 years old, 36.6% aged between 26 and 36, and the rest were above 36 years old, and only 14.1% of the respondents were above 46.

Seventy-five respondents stated that they were single (33%), the majority, 131 respondents, were married with children (57.7%). The educational backgrounds of respondents were quite varied; most of them had undergraduate degrees, more than one-third of the respondents (38.3%) had a high school degree, or equivalent intermediate vocational education (38.3%), and only 53 respondents (23.3%) had a bachelor's degree. More than half of the respondents (53.3%) worked in their current hotels for more than ten years, 14.1% worked for less than two years, 15.9% worked for more than five years, and less than ten years. Regarding their departments in their current hotels, 64.8% of respondents worked in guest-contact departments, and the rest were working in the back-of-house departments. The respondents' occupational distribution varied widely. The majority of respondents (47.1%) work in entry-level positions, 44.5% are from the supervisory level, and only (8.4%) from the managerial level. (See Table 1).

Table 1

Profile of the Respondents (n = 227)

Demographic Characteristics		Frequency	Percent
Gender	Males	221	97.40
	Females	6	2.60
Age	(18 – 25) years	41	18.06
	(26 – 36) years	83	36.56
	(36 – 45) years	71	31.28
	(46 – 55) years	32	14.10

Table 1
Profile of the Respondents (n = 227) (*Continued*)

Demographic Characteristics		Frequency	Percent
Marital Status	Single	75	33
	Married with children	131	57.70
	Married	21	9.30
Highest Educational Qualification	High school degree/equivalent	87	38.33
	Technical Institute	87	38.33
	Higher Institute / University	53	23.34
Length of Service	One year and less than two years	32	14.10
	Two and less than five years	38	16.74
	Six and less than ten years	36	15.86
	Ten years or more	121	53.30
Department	Guest-contact departments	147	64.76
	Back-f-house departments	80	35.24
Position	Entry-level	107	47.14
	Supervisory level	101	44.49
	Managerial level	19	8.37

The descriptive analyses

Table 2 presents the study's descriptive analysis of collected data, including means, standard deviations, AVE, and Cronbach's α values. The high mean scores show that employees exhibited positive OR performance perceptions (Mean = 4.186) and HRMP effectiveness (Mean = 4.103). The findings indicated that employees have positive perceptions of the effectiveness of organizational resilience constructs.

The high means (above 4) of all the sub-constructs measuring learning and knowledge, organizational culture, leadership, situational awareness, and risk management indicated that the employees have positive OR effectiveness perceptions. The participants have positive perceptions of the HRM practices such as recruitment and selection procedures (Mean = 4.091), training and development (Mean = 4.196), and the lowest positive perceptions were for employment security (Mean = 3.973). Table 2 shows the high means of HRMP bundles that comprise HRM practices; this indicates that hotels' HRMP are effective in general. (See Table 2)

Table 2
Descriptive Statistics

Construct	Sub construct	Mean	Standard Deviation	C.R.	AVE	Cronbach's Alpha
OR Dimensions		4.186	0.611	0.925	0.711	0.928
	a) Learning and Knowledge	4.273	0.722	0.880	0.710	0.829
	b) Organizational Culture	4.154	0.713	0.853	0.660	0.736
	c) Leadership	4.158	0.710	0.877	0.589	0.827
	d) Situation Awareness	4.179	0.730	0.856	0.665	0.758
	e) Risk Management	4.188	0.736	0.847	0.649	0.702
HRMP		4.103	0.691	0.934	0.826	0.952
	a) Recruitment & Selection	4.091	0.724	0.909	0.589	0.886
	b) Training & Socialization	4.196	0.738	0.896	0.633	0.929
	c) Employment Security	3.973	0.827	0.942	0.671	0.847

The results indicated the 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. The standard deviation values of 1.00 or below didn't reflect considerable variations in responses. Moreover, it indicated the sample homogeneity and a potential social desirability bias. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. A variance extracted test was employed to examine convergent and discriminant validity. Concurrent validity was calculated based on AVE. Simultaneously, discriminant validity was assessed by comparing AVE square roots with bivariate correlations between variables. The square roots of AVEs should be greater than the correlations between each pair of the variables (Hair *et al.*, 2013).

Concerning AVE values, the results showed that all AVE values were above the recommended cutoff of 0.50 (Fornell and Larcker, 1981). These values were more significant than the square of the correlation between any pair of factors. These findings confirmed convergent and discriminant validity. Cronbach's alpha values were calculated to examine the reliability, which was higher than 0.7 for the subconstructs. The results of Cronbach's alpha represent an indicator of the scale's internal consistency; according to Sekaran (2003) and Spector (1992), anything more significant than 0.7 constitutes an appropriate level of internal consistency reliability. The results indicated that the overall Cronbach's alpha values for each construct were then 0.7, which means that alpha values were within the acceptable level (Hair *et al.*, 2013) and indicated a high internal consistency level for each variable.

Fornell and Larcker (1981) have suggested that the standardized AVE values should be greater than 0.5. Composite reliability values were all greater than the recommended value of more than 0.60 (Bagozzi & Yi, 1988). The results agree with the hypotheses and support each parcel's unidimensionality, which was acceptable according to the conventional threshold criteria of 0.7 for Cronbach's alpha, and 0.5 for AVE (Hair *et al.*, 2013).

Results in Table 3 showed that employees' perceptions of OR sub-constructs and HRM practices varied. The high means of all the items measuring Learning and Knowledge, Organizational Culture, Leadership, Situational Awareness, and Risk Management indicate that the employees have positive perceptions of the OR effectiveness. The mean score for the statement (Our hotel was able to handle Covid-19 (Coronavirus) crisis efficiently through preventing all the risks that would have on us.) (OR_RM3) was the highest mean score of (4.44). In contrast, the statement (Managers regularly monitor staff workloads and reduce them when they become excessive) (OR_LDR3) received the lowest rating (3.90). The participants have positive perceptions of the (HRM) practices such as recruitment and selection procedures, job security, training, and development. The lowest positive perceptions were for the job security, e.g., It is very difficult to dismiss an employee; in contrast, there is a formal, fair and reasonable process for handling grievances and complaints. The lowest mean of the scale statements (Mean = 3.65), (Mean = 3.77) accordingly. Table 3 shows that most HRP bundles that comprise HRM practices are above 4.00; this indicates that the hotel's HRM practices are effective. (See Table 3)

Table 3
Descriptive statistics/Means and Std. Deviations.

Construct	Item Description	Mean	SD.
1. Organizational Practices			
A. Learning and Knowledge			
OR_LK1	In our hotel, it is a priority that staff had the information and knowledge they need to respond to unexpected problems that arise.	4.320	.821
OR_LK2	If something out of the ordinary happens, the staff knows who has the expertise to respond.	4.285	.857
OR_LK3	We make a conscious effort to ensure that critical information (e.g., staff contact details) is available in several different formats and locations.	4.343	.779
B. Organizational Culture			
OR_OC1	All the staff in our hotel can manage areas of their work efficiently.	3.952	1.034
OR_OC2	Our hotel keeps in contact with all parties that can provide help within a crisis.	4.298	.793
OR_OC3	Our hotel understands how it is connected to other organizations in the same industry or location and cooperates with them.	4.216	.859
C. Leadership			
OR_LDR1	I am confident that management would provide exemplary leadership if a real crisis struck our hotel.	4.285	.928
OR_LDR2	I believe staff would accept management decisions about how our hotel should manage a crisis, even if they were developed with little consultation.	4.066	.905
OR_LDR3	Managers regularly monitor staff workloads and reduce them when they become excessive.	3.904	1.038
OR_LDR4	Top management thinks and acts strategically to ensure that our hotel is always ahead of the curve.	4.349	.814
OR_LDR5	Top management in our hotel is an excellent example of professionals that we can aspire to learn.	4.256	.883
D. Situation Awareness			
OR_SA1	Whenever our hotel suffers a danger or a disaster, we use it as an opportunity for self-evaluation.	3.949	1.006
OR_SA2	Our hotel proactively monitors what is happening in the hospitality industry to have an early warning of emerging issues.	4.235	.858
OR_SA3	Our hotel is successful at learning lessons from past projects and making sure these lessons are carried through to future projects.	4.320	.791
E. Risk Management			
OR_RM1	During an average day, people interact often enough to know what's going on in our hotel.	4.042	.970
OR_RM2	Managers actively listen for problems in our hotel because it helps them to prepare a better response.	4.052	.948
OR_RM3	Our hotel handled the Covid-19 crisis efficiently by preventing all the risks that would have on us.	4.449	.897
			Continued

Construct	Item Description	Mean	SD.
2. HRM Practices			
A. Recruitment and Selection			
HR_RS1	Appointments in this hotel are based on merit.	4.031	.998
HR_RS2	Applicants are fully informed about the qualifications required to perform the job before being hired.	4.195	.909
HR_RS3	Advertisements are used by the hotel to recruit.	4.079	.951
HR_RS4	There is formal induction, orientation and familiarization process designed to help new recruits understand the organization.	4.211	.863
HR_RS5	In this hotel, department heads and HR managers participate in the selection process.	4.153	.967
HR_RS6	Selection system selects those having the desired knowledge, skills and attitude.	4.158	.880
HR_RS7	Vacancies are filled from qualified employees internally.	4.013	.973
B. Employment Security			
HR_ES1	It is very difficult to dismiss an employee.	3.658	1.197
HR_ES2	Everyone is treated with respect at work, regardless of who they are.	4.209	.983
HR_ES3	My employment is completely secured with this organization.	4.211	.905
HR_ES4	If the hotel facing economic problems, employees would be the last to get downsized.	4.256	.883
HR_ES5	There is a formal, fair and reasonable process for handling grievances and complaints.	3.777	1.213
C. Training and Socialization:			
HR_TS1	Extensive training programs are provided for employees in all aspects.	4.309	.922
HR_TS2	I have training opportunities to learn and grow.	4.251	.816
HR_TS3	I am selected for training programs that suit my job needs most.	4.108	.942
HR_TS4	Training needs are identified through a formal performance appraisal mechanism.	4.158	.850
HR_TS5	Training programs have improved my decision making skills.	4.259	.880
HR_TS6	Training programs have improved my problem solving skills.	4.267	.830
HR_TS7	My communication and working relationships with co-workers have improved due to training programs.	4.251	.854
HR_TS8	I feel better equipped to solve unexpected events with skill and confidence.	4.238	.874

Pearson product-moment correlation coefficient was used to examine the relationships between the studied variables. Pearson's correlation coefficients in Table 4 displayed that HRMP dimensions were significantly correlated to organizational resilience dimensions. OR was significantly correlated to HRM ($r = 0.859$, $P < 0.01$), recruitment & selection ($r = 0.829$, $P < 0.01$), employee security ($r = 0.743$, $P < 0.01$) and training & socialization ($r = 0.779$, $P < 0.01$). OR dimensions

and HRM practices were also significantly correlated. Most of correlations between variables were above 0.6 ($P < 0.01$). (See Table 4)

Table 4

Summary of the Pearson Correlation Matrix

Construct	OR	OR_LK	OR_OC	OR_LDR	OR_SA	OR_RM	HRM	HR_RS	HR_TS
OR_LK	0.750**	1							
OR_OC	0.856**	0.604**	1						
OR_LDR	0.909**	0.559**	0.729**	1					
OR_SA	0.817**	0.514**	0.649**	0.650**	1				
OR_RM	0.867**	0.556**	0.648**	0.769**	0.674**	1			
HRM	0.859**	0.630**	0.710**	0.754**	0.702**	0.825**	1		
HR_RS	0.829**	0.662**	0.698**	0.702**	0.669**	0.781**	0.934**	1	
HR_TS	0.779**	0.598**	0.633**	0.671**	0.651**	0.743**	0.929**	0.802**	1
HR_ES	0.743**	0.441**	0.615**	0.705**	0.598**	0.740**	0.873**	0.755**	0.697**

**Correlation is statistically significant with $p < .01$.

Note: "OR= Organizational Resilience Management; OR_LK= Learning and knowledge; OR_OC= Organizational culture; OR_LDR= Leadership; OR_SA= Situation awareness; OR_RM= Risk management; HRMP= Human resource management practices; HR_RS= Recruitment and selection; HR_TS= Training and socialization; HR_ES= Employment security"

The results revealed significant correlations among OR and HRMP subscales, $r = .441$ to $r = .829$, all were statistically significant with $p < .01$. These findings suggest that there is a positive relationship between OR and HRMP. HRM practice's effectiveness is related to the high performance of OR dimensions. Therefore the study suggests that an organizational culture that supports learning and knowledge, situation awareness, and risk management will depend on training and development programs. The correlation between leadership and employment security illuminates the operational leaders' role in motivating the employees and stimulating their engagement. In turn, employees will feel secure in their jobs. In conclusion that the high performance of OR dimensions is associated with effective recruitment and selection procedures. The findings suggest that OR factors' perceived effectiveness was significantly related to HRM effectiveness, signifying that as employees' perception of the OR performance level increased, employee s' perception of HRM practices effectiveness also enhanced.

Testing research hypotheses

Regression analysis was further used to test the research hypotheses. As shown in Table 5, all hypothesized relationships are statistically significant ($p < .001$). The findings imply that OR performance was significantly associated with HRMP effectiveness, supporting H1, H2, H3, and H4. Hypothesis 1 predicted that ORM (organizational resilience management) would be positively related to HRMP. The results suggested that the relationship between OR and HRM practices was statistically significant ($\beta = 0.737$, $p < 0.001$). The results of testing hypothesis 2 demonstrated a significant path from OR practices to R&S ($\beta = 0.687$, $p < 0.001$). The testing hypothesis 3 also revealed that the relationship between OR practices and training and socialization practices was positive and statistically significant ($\beta = 0.607$, $p < 0.001$). As shown in Table 4, the results suggested that ORM and

employment security relationship was statistically significant ($\beta = 0.552, p < 0.001$). It can be concluded that there was a statistically significant relationship between OR and HRM practices. Hence, hypotheses 1, 2, 3, and 4 were supported. (See Table 5).

Table 5
Hypotheses Testing Results

H.	Hypothesized Relationship	R ²	Standard Error	t-value	Result
H1	ORM → HRMP	0.737	0.039	25.121***	Supported
H2	ORM → HR_RS	0.687	0.044	22.233***	Supported
H3	ORM → HR_TS	0.607	0.050	18.658***	Supported
H4	ORM → HR_ES	0.552	0.060	16.654***	Supported

*** $p < 0.001$

Note: "OR= Organizational Resilience Management; HRMP= Human resource management practices; HR_RS= Recruitment and selection; HR_TS= Training and socialization; HR_ES= Employment security"

Regression results based on factor scores suggest that OR practices explain most of the HRM effectiveness variation. Moreover, explain most of the variation in the effectiveness of R&S procedures, training, and employment security programs, which make the employees feel motivated and secured in their jobs. The results concluded that the performance of OR strategies influences the HRM practices' effectiveness. The results suggest that the greater use of positive leadership behaviors would make the employees more committed and engaged in attaining the OR strategies. Adaptive capacity in an organizational culture based on situation awareness, learning, and knowledge will foster training and development opportunities. For the first hypothesis, the coefficient of determination (R square) equals (.737). This result indicates that the independent variables (OR) explain 73.7% of any change in the dependent variable (HRMP). Besides, the regression model is statistically significant when the F test (631.085) is significant at a level of confidence (.99). Findings suggest that OR explains (68.7%) of the variation of the recruitment and selection effectiveness, (60.7%) of the interpretation of training and socialization effectiveness, and (55.2%) of the variation of employment security effectiveness.

Thus, the research hypotheses are accepted as there is a positive impact of OR on HRMP at a significance level (0.05). Additionally, there is a significant positive impact of OR dimensions on HRMP. This relationship can be expressed using the regression equation as follows:

$$y = b_0 + b_1 X_1 + b_2 X_2 + \dots \dots \dots$$

Where:

y : Dependent variable, b_0 : Constant, X_1 : t value for the first independent variable, b_1 : beta coefficient for the first independent variable, X_2 : t value for second independent variable, b_2 : beta coefficient for the second independent variable

$$\text{HRMP} = .059 + .140 (\text{OR_LK})^{**} + .134 (\text{OR_OC})^{**} + .118 (\text{OR_LDR})^{**} + .139 (\text{OR_SA})^{**} + .433 (\text{OR_RM})^{**}$$

$$\text{HRMP} = .059 + .140 (3.420)^{**} + .134 (2.617)^{**} + .118 (2.083)^{**} + .139 (3.051)^{**} + .433 (8.319)^{**}$$

Specifically, there is a positive significant impact of OR as independent variable (X) on Recruitment and Selection, Training and Socialization, and Employment Security as dependent variables (y). These relationships can be expressed using the regression equations as follows:

$$y = b_0 + b_1(X); \text{ HRMP} = b_0 + b_1(\text{OR}),$$

y : Dependent variable (HRMP or HRMP parcels) , b_0 : Constant , X_1 : t value for the the independent variable (OR)

$$\text{HRM} = .036 + .971 (25.121) **$$

$$\text{HR_RS} = -.019 + .982 (22.233) **$$

$$\text{HR_ES} = -.235 + 1.005 (16.654) **$$

$$\text{HR_TS} = .254 + .941 (18.658) **$$

**** confidence level 99%**

The Betas reflect strong relationships, which is consistent with the strong correlations. In this study, the four hypotheses' regression equations signify that as employees' perceptions of the level of OR effectiveness increase, the level of their perceptions of HRMP effectiveness also increases. The analysis found that OR has an impact on HRMP effectiveness, supporting the research hypothesis.

Interviews Analyses

During the first stage of the research study, initial exploratory interviews were conducted to understand the hotel's OR strategies and identify the key issues and concerns related to the HRM practices. A total of 14 field interviews were shown. Participants in the qualitative stages of the study consisted of a random sample of fourteen managers and assistant managers from deluxe hotels, outside that of the study sample but drawn from the same hotel population. The participants were first provided with information about the purpose of the study in general and how the story would be used. They were then asked to describe their job in general, including how long they had worked for the hotel and how long they have been in their current position. After answering the general informational questions, the focus turned to the hotel OR strategies and HRM systems in general. Each interview lasted approximately from 30 minutes to 45 minutes, and notes were made during each interview as the data record. The qualitative data highlights a persistence of acceptable HRM practices suggesting that HR accountability structures in hotels remain affected by the OR strategies.

The sample size was composed of 14 managers and assistant managers from various departments in the hotels' sample of the quantitative survey and with more than one year tenure in their current workplaces, and all of them are citizens of Egypt, from distinct backgrounds with extensive experience spans for more than fifteen years in resorts operations. The participants' data was based on the OR dimensions and the three predetermined HRM practices: recruitment and selection, training and Socialization, and employment security. The interviews' objective was to identify HR

and Frontline Managers' perceptions and their assistants of the performance of OR strategies and how this affects the HR practices effectiveness.

The qualitative data highlights a persistence of sufficient OR and HRM practices suggesting that OR and HRM structures in the surveyed hotels remain efficient. Organizational resilience and human resources management were considered two factors that increase employees' motivation and commitment and support a workplace that allows for employees' involvement and engagement.

Learning and Knowledge

In the investigated hotels, the interviews revealed that it is a priority that staff had the information and knowledge they need to respond to unexpected problems that arise. While Manger-1 (Human resource manager) in a domestically managed hotel chain stated;

“ We make a conscious effort to ensure that critical information (e.g., staff contact details) is available in several different formats and locations, and if something out of the ordinary happens, the staff knows who has the expertise to respond.”

Organizational Culture

Some managers stated that hotels should communicate with all stakeholders in the hospitality industry. Moreover, hotels should cooperate with the specialized association to help in case of any crisis. Furthermore, Manger-2 (Food and beverage manager) added that

“Training and development enable all the staff in our hotel to manage areas of their work efficiently.”

In the same concern, Manger-3 (human resources manager) from another chain hotel stated that the critical factor in organizational resilience is the organizational culture that can affect hotel staff performance as follows;

“The organizational culture in chain hotels is oriented and very flat leading to a good communication throughout the hotel to improve the employees' performance. We recognize the importance of feedback, creating a good working environment with the opportunity for the employees to develop.”

Leadership

The interviewed group agreed that managers regularly monitor staff workloads and reduce them when they become excessive. The operational leaders also appraise and control the working hours per week by operational staff to improve the work conditions. It is noteworthy that the hotel staff was working extra hours per week in domestically managed hotels. Manger-4 (Human resource manager) commented that ;

“I am confident that management would provide good leadership if a real crisis struck our hotel.”

Manger-5 (Front-office manager) stated that hotel staff should follow the management” instructions. Concerning the crisis instruction, this can include before, during, and after the crisis as follows;

“ I believe staff would accept decisions made by management about how our hotel should manage a crisis, even if they were developed with little consultation.”

Manger-6 (Front-office manager) added that top management is responsible for setting the strategy, and the managers should adopt it.

“Top management thinks and acts strategically to ensure that our hotel is always ahead of the curve. Top management in our hotel is good examples of professionals that we can aspire to learn from”.

Situation Awareness

The interviewees agreed that their hotels are successful at learning lessons from past projects and ensuring they are carried through to future projects. Manger-7 (Food and beverage manager) added that

“Whenever our hotel suffers a danger or a disaster, we use it as an opportunity for self-evaluation.” A chief engineer said, *“Our hotel proactively monitors what is happening in the hospitality industry to have an early warning of emerging issues.”*

Risk Management

The interviewees' managers agreed on the importance of communication between all hotel departments. Where hotel staff interacts together for gaining all information happened. Moreover, the hotel managers can listen well to any problems. Furthermore, Manger-8 (Human resources manager) stated that all hotel departments' links enable managers to prevent issues before they occur. As stated that;

“These communication skills and precautions in our hotel helped us to prepare a better response toward situations such as Covid19, and our hotel was able to handle the Covid-19 crisis efficiently through preventing all the risks that would have on us”.

Recruitment and Selection

The interviews showed that hotels have challenges finding suitable applicants to fill particular positions because they cannot attract a large pool of skilled applicants to select from them. The selection system determines those having the desired knowledge, skills, and attitude. Eventually, selected employees should meet a particular position's requirements so that these practices will enhance their organizational performance. In these hotels, department heads and human resources managers participate in the selection process. Manger-9 (Human resources manager) explained that the recruitment and selection process could happen via different steps as commented as follow;

“Appointments in this hotel can occur based on merit, and vacancies are filled first from qualified employees internally.” Moreover, Manager-4 (front office manager) added that *“Applicants are fully informed about the qualifications required to perform the job before being hired.”*

Manager-10 (Human resources manager) commented, *“There is formal induction, orientation, and familiarization process designed to help new employees understand the hotel operational areas.”* Manager -9 from a domestically managed hotel states, *“The challenge lies in the recruitment is in hiring employees with the right*

professional knowledge and competency.” In the same vein, Manager-11 (Finance manager from a domestically managed hotel) added that; *“we try to offer good salaries, to retain and attract the talented employees.”*

Employment Security

Most of the interviewed managers agreed that everyone is treated with respect at work, and it is challenging to dismiss an employee. However, Manager-12 (Restaurants manager from a domestically-managed hotel) states that;

“The main challenges facing hotels are a lack of employment insecurity levels and high turnover rates. Moreover, there is some hotel staff who feel unsatisfied for insecurity reasons. Therefore the manager suggested some solutions that could be handled such as progressing employees' growth and development, giving them challenging tasks, And the effective communication channels to managing hotel staff' complaints and considering the feedback of the internal team”.

Manager-7 mentioned that; *“If the hotel faces economic problems, employees would be the last to get downsized, and there is a formal, fair and reasonable process for handling complaints.”* Manager-10 hotel stated that *“The challenge in employee retention is the dilemma of the low salaries due to the demand fluctuations, which makes the employee leave his workplace for another hotel/career, making the hotel industry a temporary career path lacking employment security.”* Manager-6 commented, *“The greatest motivational factor for feeling secured in the jobs is impacted by having the opportunity to learn, grow and develop because we believe that an organizational culture based on learning and development will affect the organizational performance.”*

Training and Socialization:

According to the interviewees from chain hotels, extensive training programs are provided by the human resources department for employees regarding operational targets and key performance indicators. Manager-13 (An executive chef from a chain hotel) commented, *“unfortunately, many domestically managed hotels, in general, do not provide training opportunities to learn and grow.”* Manager-14 (A laundry manager from a chain hotel) added that *“I am selected for training programs that suit my job needs most. In our hotel, training needs are identified through a formal performance appraisal mechanism”.* Manager-7 (Food and beverage manager from a chain hotel) added that *“Training programs have improved my communication skills, decision-making skills, and problem-solving skills toward the unexpected events.”*

Discussion and Conclusions

This study may be one of only a few attempts to empirically assess the impacts of OR on HRMP in resort hotels context in Hurghada City. More precisely, we aimed to identify the mechanisms through which OR positively influences HRM practices. As expected, the results indicated that the path coefficients for the links between OR and the HRM practices were positive. The study found that OR's approach had a significant positive effect on HR practices. This result indicated that high involvement organizational resilience practices had a substantially highly substantial positive impact on high commitment HRM practices. This information is congruent with the

prior surveys conducted, where the critical function of organizational resilience practices is to foster an appropriate HRM practice. The HR department should have a more significant role in the organization's strategy formulation.

According to (McManus, 2008) OR dimensions include Learning and Knowledge, Organizational Culture, Leadership, Situation Awareness, and Risk Management. Sharma and Kirkman (2015) submitted that the organizational culture directly relates to the performance appraisal system, compensation, motivation, training and development, organizational structure, and employee satisfaction. Other researchers suggested a link between organizational culture and (HRM) practices (Muchhal, 2014). Jayaweera (2015) found that creating harmony between organizational strategies and HR policies brings synergy to its activities. Leadership is the essential dimension of sufficient organizational resilience (McManus, 2008). There is a direct association between leadership style and organizational culture (Acar, 2012). The ability of both leaders and staff to view crises from an optimistic and opportunistic standpoint is gradually seen as a critical factor in the adaptive organization.

Additionally, leadership behaviors and empowerment are significant features of the adaptive organizational culture (Sheffi, 2006). Recent research suggests that the sophistication of the HRMP used to recruit leaders, especially into an innovative organizational culture, can predict organizational success (Sarros *et al.*, 2008). The results indicate those leadership behaviors could help develop and improve the organizational culture by building positive perceptions and feelings about the hotel. The results showed that most of the training and socialization bundle variation could be explained by the learning and knowledge and adaptive organizational culture, where creating and influencing an adaptive culture is based on training and development programs (Daft, 2010). Jayaweera (2015) asserted that gaining a competitive advantage is based on knowledge adoption in a learning organizational culture and information sharing process, which comes via training and development programs. The results supported the study of Mousa *et al.* (2018), who contend that the knowledge employees attain from training opportunities is crucial to developing an organization's culture of resilience. Organizational culture development is another core job of HRM activities supporting a firm's sustainable development, as described by Arthur and Boyles (2007). Lengnick-Hall *et al.* (2011) also indicate that HRM's principles would shape organizational culture and performance.

The results revealed that HR practices were significant predictors of organizational culture and organizational performance (Ngo and Loi, 2008). Lengnick-Hall *et al.* (2011) proposed that an organization can develop organizational resilience by incorporating HRM practices. Researchers have suggested that by aligning HRM practices with or organizational ambidexterity, a firm can establish organizational resilience capabilities (Stokes *et al.*, 2018). In a similar vein, Lengnick-Hall *et al.* (2011) reported that HRM creates competencies among employees, creating core competencies and situation-specific responses among employees through SHRM. The organization will eventually develop capabilities of organizational resilience (Coombs & Laufer, 2018). Previous studies found common grounds between SHRM and risk management where both are linked in an exorable way (Faizan and Zehra, 2016). It is

further proposed by Kehoe & Wright (2013) that a defensive capability to prevent and lessen the effects of crisis occurs by incorporating crisis management perspective into the strategic HR management process. A risk manager should set up training sessions for the employees and the risk management team (Edison *et al.*, 2017).

The results indicated that ORM and HRM practices positively influenced hospitality employment security levels. The findings supposed that employees' skills and motivation can be stipulated by OR and HRM practices, which comes in line with Kehoe and Wright (2013) results. This study confirmed that a better understanding of what employees need and want from a hospitality job would result in committed employees by encouraging leadership behaviors, training, and employment security. Liu *et al.* (2013) suggested that if the hotel industry motivates their employees by using the HRM tools, their performance automatically increases. The hospitality industry achieves its competitive advantage goals easily. If HRM practices are not sufficient, employees will lack commitment, which causes demoralization of employees in organizations.

The study suggests that the measurement of an adaptive organizational culture performance can be demonstrated through multiple dimensions such as learning and knowledge, training opportunities, self-awareness, and participative leadership styles. Effective interaction among employees highly depends on organizational culture that shapes the individual performance ((Faizan and Zehra, 2016). According to (Edison *et al.*, 2017), self-awareness means that members of the organization with awareness work to get satisfaction, develop themselves, do good cooperation and communication, and effectively coordinate with active involvement, who emerge high satisfaction results well as a shared commitment. Tojari *et al.* (2011) show that transformational leadership style has a positive influence on organizational culture. Cian and Cervai (2014) suggested that organizations require extra-role behaviors from their employees to be productive and that transformational leadership will produce these behaviors through a shared vision and motivation.

According to Cian and Cervai (2014), the participative leadership style welcomes creativity and innovation, ensures employee development and growth, and is positively related to commitment and engagement. It is necessary to develop organizational practices that raise engagement and 'give employees a sense of purpose in the workplace, grant employees opportunities to act upon their commitment, and offer practical support to learning.' Kim *et al.* (2009) concluded that leader-member exchange (LMX) significantly influenced hospitality employees' perceptions of justice, which substantially affects the employees' tendency to engage in positive organizational behaviors. The results revealed that hotels paid particular attention to training and development programs to enhance employee commitment and achieve the organization's objectives.

The results come in the same vein as the prior studies (Ang *et al.*, 2013), which found that formal training, employment security, and promotion opportunities had a significant positive relationship with job outcomes. Sarros *et al.* (2008) found that the training and development opportunities positively and significantly predicted

commitment in the fast-food industry in Hong Kong. An alternative view is that OR practices based on effective HRMP signal organizational support for employees, strengthening their engagement and motivation to attain the organizational objectives. Tsui *et al.* (2013) proved that satisfaction with the HRM practices leads to positive job outcomes in international hotels. The results revealed that training and Socialization are the basics for successful organizational resilience strategies; it provides the organization with valuable human capital and results in positive organizational outcomes (Saks & Gruman, 2014). The performance-oriented organizational culture supports the learning and knowledge climate through the leader's facilitating role and securing the appropriate training opportunities. The study results suggest that A supportive leader who develops employees' skills and solves their work-related problems will enhance employees' self-determination and their engagement and interest in their work (May *et al.*, 2004). Coaching for performance is related to behavior that encourages calculated risk-taking and new ideas and that provides performance feedback to employees as opportunities to learn (Konczak *et al.*, 2000). HRM systems are designed to enhance employee skills, commitment, and ultimately performance (Paauwe *et al.*, 2013). Committed employees tend to have improved retention; they are more likely to engage in creative and innovative work that sustains an organization's competitive advantage (Meyer & Allen, 1997).

The findings indicated that the adoption of OR strategies enhances HRMP effectiveness. These results point to the importance of working conditions and work motivation in explaining hotel workers' job engagement to achieve organizational goals such as OR strategies. López-Cabarcos *et al.* (2015) found that the hotel employees' perceptions of influential organizational culture, including workplace fairness and organizational justice, may develop higher job outcomes levels. Zhu *et al.* (2005) found that human-capital-enhancing HRM fully mediated the relationship between transformational leadership and subjective assessment of organizational outcomes. Sarros *et al.* (2008) showed that a competitive, performance-oriented organizational culture mediates the relationship between transformational leadership and climate for organizational innovation.

Study Contributions and Managerial Implications

This study enriches the literature by providing empirical evidence of the association between OR and HRMP effectiveness in the hotel industry. The study contributes to managerial practice by investigating the relationships between perceived OR, HRMP effectiveness. This study suggests that it might behoove hoteliers to devote more effort to enhancing organizational performance through HRMP. This study contributes to the hospitality HRM literature by exploring the positive influence of OR dimensions as antecedents on HRM practices. This study sets a precedent for future research by perceiving Organizational Resilience dimensions such as leadership behaviors and effective learning opportunities as the root causes of HRM practices' effectiveness.

Overall this study has provided support for unique relationships representing an essential step toward increasing OR adoption in the Egyptian hotel sector. To ensure a consistently high-level organizational culture, hotels' critical rule to effectively

manage the human resources and fully utilize all their talents includes the prominent leaders through learning and knowledge climate. Based on the empirical evidence, HR managers should adopt HRM practices that enhance their workforce's abilities and motivation and create opportunities to use their skills to achieve the OR systems goals. In combination, these paths will benefit hotels through greater employee engagement, which will enhance the performance of the strategic organizational resilience management. They should regularly appraise whether the HRM practices are successfully realizing these goals. They should focus on techniques that foster a positive state of job outcomes to enhance organizational performance and sustain a competitive advantage.

Limitations and Direction for Future Research

This research relied mostly on Western organizational settings studies because of the empirical studies' novelty and rareness on Egypt's organizational resilience. Focusing only on Hurghada resorts may diminish the authors' ability to generalize results through Egypt's hospitality sectors. There is no agreement in the previous studies upon which set of organizational resilience practices should be used when testing the relationship with HRM practices. Future studies could include different variables, a larger sample, more hotels, and higher managerial levels. Moreover, The critical task of testing the hypotheses with longitudinal survey designs is left for further research. It could be reinvestigated using SEM models to discover the mediating variables or more dependent variables such as the job outcomes. Overall, this study provides scope for academicians and practitioners to find the best HRM practices that would work for hotels to improve employees' commitment and engagement to achieve strategic organizational resilience management goals.

References

- Acar, A. Z. (2012). Organizational culture, leadership styles and organizational commitment in Turkish logistics industry. *Procedia-Social and Behavioral Sciences*, 58, 217-226.
- Ang, S., Bartram, T., McNeil, N., Leggat, S., and Stanton, P. (2013). The effects of high-performance work systems on hospital employees' work attitudes and intention to leave: a multi-level and occupational group analysis. *International Journal of Human Resource Management*, 24(16), 3086-3114.
- Arthur, J., and Boyles, T. (2007). Validating the human resource system structure: A levels-based strategic HRM approach. *Human Resource Management Review*, 17(1), 77-92.
- Bagozzi, R., and Yi, Y. (1988). On the evaluation of structural equation models, *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Bansal, A. (2014). Emerging role of Recruitment Process Outsourcing in MNCs. *International Journal of Scientific and Research Publications*. 4(3), 1–3.
- Bhamra, R., Dani, S., and Burnard, K. (2011). Resilience: the concept, a literature review and future directions. *International Journal of Production Research*, 49(18), 5375-5393.

-
- Boselie, P., Dietz, G., and Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94.
 - Bratton, J., and Gold, J. (2012). *Human Resource Management: Theory and Practice*.
 - Cian, L., and Cervai, S. (2014). Under the reputation umbrella: An integrative and multidisciplinary review for corporate image, projected image, construed image, organizational identity, and organizational culture. *Corporate Communications*, 19, 182-199.
 - Coombs, W., and Laufer, D. (2018). Global crisis management—current research and future directions. *Journal of International Management*, 24(3), 199-203.
 - Daft, R.(2010). *The Executive and the Elephant: A Leader's Guide for Building Inner Excellence*. John Wiley & Sons.
 - Edison, E., Anwar, Y., and Komariyah, I. (2017). *Human Resource Management: Strategies and changes in order to improve the performance of employees and organizations*. Bandung: Alfabeta.
 - Egyptian Hotel Association, Statistical Reports (2016).
 - Egyptian Hotel Guide (EHA) (2012-2013). Egyptian Hotel Association (33rd ed.). Cairo: Author
 - Faizan, R., and Zehra, N. (2016). Quality work-life as predictor to organisational commitment under contrasting leadership styles: IT Responses from Pakistans private software houses. *Global Journal of Management and Business Research*.
 - Fornell, C., and Larcker, D.(1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
 - Hair, J., Black, W., Babin, B., and Anderson, R. (2013). *Multivariate data analysis, Pearson education*. Upper Saddle River, NJ. 7th edition.
 - Haque, A., and Aston, J. (2016). A relationship between occupational stress and organisational commitment of IT sector's employees in contrasting economies. *Polish Journal of Management Studies*, 14(1), 95-105.
 - Haque, A., and Yamoah, D. (2014). Gender employment longevity: IT staff response to organizational support in Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(12), 324-347.
 - Huda, K., Haque, A., and Khan, R. (2014). Effective recruitment challenges faced by the hospitality industry in Bangladesh: A study on selected star rated residential hotels. *Economia. Seria Management*, 17(2), 210-222.
 - Jayaweera T (2015) Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *International Journal of Business and Management* 10 (3): 271 <https://doi.org/10.5539/ijbm.v10n3p271>

-
- Kaveri, M. and Prabakaran, G., (2013). Impact of High Performance Human Resource Practices on Employees' Job Performance in Leather Goods Manufacturing Companies at Vellore District, *Bonfring International Journal of Industrial Engineering and Management Science*, 3(1), 7 .
 - Kehoe, R., and Wright, P. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39(2), 366-391.
 - Kim, W., Ok, C., and Lee, M.(2009). Antecedents of Service Employees' Organizational Citizenship Behaviors in Full-Service Restaurants in Korea. *Cornell Hospitality Quarterly*, 50(2), 180-197.
 - Konczak, L., Stelly, D., & Trusty, M.(2000). Defining and measuring empowering leader behaviors: Development of an upward feedback instrument. *Educational and Psychological measurement*, 60(2), 301-313.
 - Kooij, D., & Boon, C. (2018). Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage. *Human Resource Management Journal*, 28(1), 61-75.
 - Lengnick-Hall, C., Beck, T., and Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human resource management review*, 21(3), 243-255.
 - Liu, L., Hu, S., Wang, L., Sui, G., and Ma, L. (2013). Positive resources for combating depressive symptoms among Chinese male correctional officers: perceived organizational support and psychological capital. *BMC Psychiatry*.
 - López-Cabarcos, M., Machado-Lopes-Sampaio-de Pinho, A., and Vázquez-Rodríguez, P. (2015). The Influence of Organizational Justice and Job Satisfaction on Organizational Commitment in Portugal's Hotel Industry. *Cornell Hospitality Quarterly*, 56(3), 258-272.
 - Martínez-Sánchez, A., Vela-Jiménez, M. J., Pérez-Pérez, M., & de-Luis-Carnicer, P. (2011). The dynamics of labour flexibility: Relationships between employment type and innovativeness. *Journal of Management Studies*, 48(4), 715-736.
 - May, D., Gilson, R., and Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology*, 77(1), 11-37.
 - McGorry, S. (2000). Measurement in cross-cultural environment: survey translation issues. *Qualitative Market Research: An International Journal*, (2), 74-81
 - McManus, S., Seville,E.,Vargo, J., and Brunsdon,D. (2008). "A facilitated process for improving organizational resilience." *Nat. Hazards Rev.*, 9(2), 81–90.
 - Meyer, J., & Allen, N. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.

-
- Meyer, J., and Allen, N. (1997). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
 - Mousa, M., Sai, A. and Salhin, G. (2018). An exploration for the motives behind enhancing senior banker's level of organizational resilience: a holistic case study", *Journal of Intercultural Management*, 9(4), 141-163.
 - Muchhal, D. (2014). HR practices and Job Performance, *Journal of Humanities and Social Science*, 19, 55-61.
 - Ngo, H., and Loi, R. (2008). Human resource flexibility, organizational culture and firm performance: An investigation of multinational firms in Hong Kong. *The International Journal of Human Resource Management*, 19(9), 1654-1666.
 - Paauwe, J., Guest, D., and Wright, P. (2013). *HRM and Performance: Achievements and Challenges*. UK:Wiley Press.
 - Padmakumar R., and Prabhakar G.(2011). The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business*, 1(3), 47-61.
 - Quansah, N. (2013). The impact of HRM practices on organisational performance: the case study of some selected rural banks. Unpublished MBA Dissertation, Kwame Nkrumah University of Science and Technology (KNUST).
 - Saks, A., and Gruman, J. (2014). What do we really know about employee engagement?. *Human resource development quarterly*, 25(2), 155-182.
 - Sareen, D. (2018). Relationship between strategic human resource management and job satisfaction. *International Journal of Current Research in Life Sciences*, 7(3): 1229-1233.
 - Sarros, J., Cooper, B., and Santora, J. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.
 - Schalkwyk, S, Toit, D, Bothma, A.and Rothmann, S. (2010). Job insecurity, leadership empowerment behaviour, employee engagement and intention to leave in a petrochemical laboratory. *South African Journal of Human Resource Management*, 8(1), 1-7
 - Schmidt, R., Lee, T., Winstein, C., Wulf, G., and Zelaznik, H. (2018). *Motor control and learning: A behavioral emphasis*. Human kinetics.
 - Sharma, P., and Kirkman, B. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management*, 40(2), 193-237.
 - Sheffi, Y. (2006). "Manage risk through resilience". *Chief Executive*. 214, 28-29.
 - Sekaran U. (2003). *Research Methods for Business: A Skill Building Approach*. 4th edn. John Wiley: Hoboken, NJ.

-
- Singh, K.(2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources* 42(3), 301-317.
 - Spector, P. (1992). *Summated Rating Scale Construction: An Introduction*. Newbury Park, CA: Sage.
 - Steyrer, J., Schiffinger, M., and Lang, R. (2008). Organizational commitment—A missing link between leadership behavior and organizational performance?. *Scandinavian Journal of management*, 24(4), 364-374.
 - Stokes, P., Smith, S., Wall, T., Moore, N., Rowland, C., Ward, T., and Cronshaw, S. (2018). Resilience and the (micro-) dynamics of organizational ambidexterity: implications for strategic HRM. *The International Journal of Human Resource Management*, 1-36.
 - Taheri,H., and Bazgir, R. (2015). The Impact of HRM practices on organizational performance,*Indian Journal of Fundamental and Applied Life Sciences*, 5(2), pp. 2036–2045.
 - Tanveer, Y., Shaukat, S. Alvi, A. Munir, (2011). *The Way Human Resource Management (HRM) Practices Effect Employees Performance: A Case of Textile Sector*, 1(4): pp. 112-117.
 - Tojari, F., Heris, M., and Zarei, A. (2011). Structural equation modeling analysis of effects of leadership styles and organizational culture on effectiveness in sport organizations. *African Journal of Business Management*, 5(21), 8634-8641.
 - Tsui, Pei-Ling, Lin, Yi-Shyuan, and Lin, Yi-Shyuan. (2013). The influence of psychological contract and organizational commitment on hospitality employee performance, *Social behavior and personality*, 41(3), 443-452.
 - Wang, S., Guidice, R., Tansky, J., Wang, Z. (2010). When R&D spending is not enough: The critical role of culture when you really want to innovate. *Human Resource Management*, 49 (4), 767–792.
 - Woods, D., and Wreathall, J. (2008). Stress-strain plots as a basis for assessing system resilience. *Resilience engineering perspectives*, 1, 145-161.
 - UNWTO-World Tourism Organization Annual Report (2019). United Nations, New York, 2015- Retrieved from; <https://www.worlddata.info/africa/egypt/tourism.php>
 - XIAO L. CAO, H., (2017) *Organizational Resilience: The Theoretical Model and Research*
 - Zhu, W., Chew, I., and Spangler, W.(2005). CEO Transformational Leadership and Organizational Outcomes: The Mediating Role of Human-Capital-Enhancing Human Resource Management. *Leadership Quarterly*, 16(1), pp. 39-52.
 - Zolli, A., and Healy, A.(2012). *Resilience: Why things bounce back*. Hachette UK.

العلاقة بين المرونة التنظيمية وممارسات الموارد البشرية في صناعة الفنادق

فاتن محمد حسين ياسر أحمد إبراهيم وهيثم عبد الرحمن نصر

قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة حلوان، القاهرة.

المخلص

هدفت هذه الدراسة إلى دراسة تأثير المرونة التنظيمية على ممارسات إدارة الموارد البشرية في فنادق المنتجعات. حيث أجريت مقابلات شخصية مع أربعة عشر مديراً، وكذلك تم توزيع إستمارة إستبيان على عينة عشوائية بعدد 300 موظف يعملون في 11 فندقاً من فئة الخمس نجوم في منطقة البحر الأحمر. وقد أظهرت النتائج أن المرونة التنظيمية لها علاقة كبيرة ببرنامج إدارة الموارد البشرية. بالإضافة إلى ذلك، كشفت النتائج أن مديري الفنادق يجب أن يحددوا ويؤكدوا على الدور الحاسم للموارد البشرية في دعم إستراتيجيات المنشأة. وقد وجد أن أبعاد المرونة التنظيمية مثل الثقافة التنظيمية، والتعلم والمعرفة، والقيادة، والوعي بالموقف، وإدارة المخاطر سوف تقود وظائف الموارد البشرية الفعالة. أشارت الدراسة إلى أن قدرة الفندق على الصمود والنجاح ترجع إلى التخطيط المسبق والتطوير الدائم وتعتمد على دور الموارد البشرية. حيث يرجع ذلك أيضاً إلى شعور موظفي الفندق بالأمان في وظائفهم مع تزويدهم بفرص التدريب والتطوير، وكل ذلك سوف يتحقق من خلال السلوكيات التنظيمية الإيجابية التي تدعم الأهداف التنظيمية مثل استراتيجيات المرونة التنظيمية. وبالتالي، يجب أن تأخذ الفنادق في الاعتبار الأدوار المهمة لهذه التركيبات لفهم الممارسات التي تدعم خلق ثقافة المرونة في المؤسسة بشكل أفضل.

معلومات المقالة

الكلمات المفتاحية

لمرونة التنظيمية (OR)؛ ممارسات إدارة الموارد البشرية (HRMP)؛ إدارة المخاطر؛ الوعي بالظروف؛ الثقافة التنظيمية.

(JAAUTH)

المجلد 20، العدد 2،

(2021)

ص 152-177.