

COVID-19, Resilience, Job Satisfaction and Organisational Citizenship Behaviour Among Hotel Employees After Thailand's Reopening Plan: A Moderated Mediation Model

Jintanee Ru-Zhuae^a and Charoenchai Agmapisarn^{b,*}

^a *School of Accountancy and Finance, Walailak University, Thailand*

^b *Graduate School of Tourism Management, National Institute of Development Administration, Thailand*

Received 22 February 2023; Received in revised form 19 May 2023

Accepted 22 May 2023; Available online 12 June 2023

Abstract

In 2022, Thailand fully reopened to welcome tourists again after two years of COVID-19 lockdown. Amid this reopening, employees were still concerned about the high risks associated with COVID-19. This study investigates how frontline hotel employees were still afraid and stressed because of the COVID-19 pandemic and how their resilience and organisational citizenship behaviour (OCB) have fared during the industry's recovery from COVID-19. A cross-sectional descriptive and analytical design using PLS-SEM was employed to measure COVID-19 concern, job stress, job satisfaction, resilience and OCB among hotel staff after the country's reopening. Through a self-administration survey, the study collected a sample of 362 respondents from 33 three-five-star hotels in Phuket, Thailand.

The results show a negative relationship between COVID-19 concern and job satisfaction. Job stress and job satisfaction were independent mediators of OCB. At the same time, resilience had a moderate negative effect on the relationship between job stress and job satisfaction and a moderate positive effect on the relationship between job satisfaction and OCB. This study provides practical implications for enhancing job satisfaction and OCB for hotel managers and staff. Hotel managers should offer regular training, provide development opportunities, promote a supportive work environment, encourage work-life balance, and provide resources for coping with stress through resilience. Such measures can alleviate the negative effects of job stress, increase job satisfaction, and foster OCB among hotel staff.

Keywords

Moderated Mediation Model, COVID-19 Concern, COVID-19 Resilience, Job Satisfaction, OCB

Introduction

The COVID-19 pandemic that started in 2019 has profoundly affected the tourism industry. The ensuing global lockdowns caused a shock to both supply and demand. Not only did fear of the virus deter tourists, but government policies to control the spread of the virus also had an impact, as many countries implemented nationwide lockdowns that restricted the movement of billions of people. In Thailand, the tourism industry is estimated to have lost 1.9 trillion baht in revenue in 2020 (Elango, 2019).

Tourism is a vital industry for the Thai economy. In 2019, before the outbreak of COVID-19, travel and tourism accounted for 19.7% of Thailand's GDP and provided around 8,054,600 jobs, which was 21.4% of total employment (World Travel & Tourism Council, 2022). Thailand began a carefully planned gradual reopening to revive the international tourism industry on July 1, 2021, with the Phuket Sandbox, Samui Plus, and 7+7 Extension programs. This campaign was followed by a four-phase reopening timeline from October 2021 to January 2022, during which destinations throughout the country reopened to tourists. On July 1, 2022, the Thailand Pass registration scheme was removed, and foreign nationals were only required to show proof of vaccination or a negative ATK test result within 72 hours of travel (Tourism Authority of Thailand, 2022). Since the kingdom fully reopened, international visitor arrivals have increased, international events and local festivals are being held, and major international and regional airlines have resumed their flights.

Reopening major tourist destinations was a significant challenge for the tourism industry after the COVID-19 outbreak. However, few studies have focused on management measures during the first stage of the epidemic. Given the severe impact of COVID-19 on the world, the tourism sector may have difficulty returning to normal. The hotel business, in particular, has taken some of the hardest hits (Wieczorek-Kosmala, 2021), and hotel staff continue to work in an uncertain environment leading to job stress.

Several studies have examined health-related crisis management in the tourism industry (Hall et al., 2020; Shao et al., 2021). However, most have focused only on the impact of the epidemic on the economic revenue and flow of tourists. Venkatesh (2020) presented study on COVID-19's impact on employment, such as job loss, job changes, job outcomes, coping, and support, as well as its impact on home life, such as home life changes, children, life-related outcomes, social life, and support. However, a research gap exists, and future studies should focus on frontline workers in the hotel business. With the current phase of uncertainty in Thailand, organisational growth and sustainability in the hotel industry are highly dependent on human capital management (Luthans, 2002).

Organisational citizenship behaviour (OCB) refers to the voluntary actions that employees take to benefit their organisation beyond their formal job requirements. In the context of the hotel industry, OCB can include actions such as going beyond formal job

requirements to ensure guest satisfaction, helping to maintain a positive work environment, and taking steps to improve the overall operations of the hotel.

The COVID-19 pandemic has significantly impacted the hotel industry, with many hotels experiencing decreased occupancy and revenue. This situation has increased pressure on hotel employees to maintain a high level of service while also dealing with the added challenges posed by the pandemic.

This study examines the OCB of hotel employees after Thailand's reopening plan during the COVID-19 pandemic. Specifically, the study will investigate how the pandemic has affected the OCB of hotel employees. The research will also examine the relationship between resilience and its moderating effect on job stress, job satisfaction, and OCB in hotel employees following Thailand's reopening. The study aims to understand how resilience, as a personal resource, can influence the psychological well-being and organisational outcomes of hotel employees in the context of the COVID-19 pandemic. Specifically, the research will examine how resilience can buffer the negative effects of job stress on job satisfaction and OCB and how it can enhance the positive effects of job satisfaction on OCB. The results of this study have the potential to inform the development of interventions and policies aimed at promoting resilience and psychological well-being among hotel employees and, more broadly, in the hospitality industry.

Literature Review and Hypothesis Development

COVID-19 Concern

Many tertiary institutions have been suspended in the face of the COVID-19 pandemic, leading to increased stress and concern. A literature review of recent studies found that the pandemic has increased anxiety, worry, and stress among individuals, particularly those in essential roles (Ahorsu et al., 2022; Luo et al., 2021; Üngüren & Arslan, 2022).

Fear of COVID-19, which arises from the worry of being infected, has been shown to trigger negative emotions and physiological reactions (Üngüren & Arslan, 2022). The outbreak of COVID-19 has also resulted in high levels of fear and anxiety due to isolation, mental disorders and limitations in social interactions caused by lockdowns and travel bans (Ahorsu et al., 2022; Luo et al., 2021).

Job Stress

Job stress is a person's psychological or physiological response to environmental forces that cause bodily and mental strain (Beehr & Franz, 1987). It can be caused by factors such as high workload, lack of control, role ambiguity, poor relationships with colleagues or supervisors, and inadequate resources to complete tasks (Karasek, 1979). This response

occurs when the demands of a job do not align with an employee's abilities, resources, and/or needs (Tongchaiprasit & Ariyabuddhiphongs, 2016).

In health science, previous research has shown a correlation between fear of contracting infectious diseases at work and increased job stress (Hartley et al., 2013). More recent studies have focused on the specific concern of COVID-19, with evidence showing that higher levels of fear of COVID-19 are associated with higher levels of job stress and mental health issues, including burnout (Ahorsu et al., 2022; Falguera et al., 2021).

The COVID-19 pandemic has significantly affected the hospitality industry, and hotel employees have been particularly affected by the changes in work and economic conditions. Studies have shown that these employees are at an increased risk for job stress, with COVID-19 concern being a major factor (Karatepe et al., 2022; Sun et al., 2022; Üngüren et al., 2021). Furthermore, the fear of COVID-19 has significantly and positively affected hotel employees' sense of insecurity and loss (Sun et al., 2022; Üngüren et al., 2021). As the hospitality industry recovers from the pandemic, employees face fear and uncertainty related to COVID-19, which can impact job stress and turnover intentions (Chen & Qi, 2022; Teng et al., 2021).

The literature suggests that the COVID-19 pandemic has increased job stress among individuals and hotel employees, with concerns about the virus being a major contributing factor. As such, these results also confirm that COVID-19 concern is significantly and positively related to job stress. Thus, this study proposes the following hypothesis:

H1: COVID-19 concern is significantly and positively related to job stress.

Job Satisfaction

Job satisfaction has been defined from various perspectives, including psychological, physiological, and environmental factors that lead individuals to express their contentment with their job (Hoppock, 1935). Such expression is an example of a positive emotional state that stems from one's occupation (Locke, 1976) and the outcome of different employee attitudes (Blum, 1990). It is widely perceived as a multifaceted and often personalised experience influenced by numerous internal and external factors, including the employee's perception of external environmental threats that may cause psychological stress (Bakotić et al., 2013). According to Bakotić et al. (2013), job satisfaction can also play a crucial role in shaping organisational behaviour, as feelings toward the company can result in either positive or negative actions based on the level of job satisfaction.

Multiple studies have shown a negative correlation between job stress and job satisfaction. High stress levels at work have a major impact on job satisfaction and decreased job performance (Kurniawaty et al., 2019). This notion supports the theory proposed by Fairbrother and Warn (2003) that the ability to manage work-related pressures

affects job satisfaction. Stress can lead to job dissatisfaction, higher turnover rates, and labour loss (Samad, 2006). Previous studies, including those by Applebaum et al. (2010), Kurniawaty et al. (2019), Bemana et al. (2013), Lam et al. (2022), Puspitawati and Atmaja (2021), and Singh et al. (2019), also confirm this observation.

Research has been conducted on the relationship between job stress and job satisfaction in various industries, including banking (Kurniawaty et al., 2019), healthcare (Salam, 2016), public municipalities (Bemana et al., 2013), and the hospitality industry (Lam et al., 2022; Puspitawati & Atmaja, 2021). These studies consistently show a negative relationship between job stress and job satisfaction. In the hospitality industry, job stress has been found to affect both job satisfaction and employee performance negatively (Puspitawati & Atmaja, 2021). Furthermore, Lam et al. (2022) found that emotional labour and cultural intelligence also impact job satisfaction in the luxury hotel industry, with emotive dissonance negatively affecting job satisfaction. The COVID-19 pandemic has also added to the stress and job insecurity faced by frontline employees, including those in the hospitality sector (Üngüren & Arslan, 2022). Hence, these results also confirm that job stress is significantly and negatively related to job satisfaction.

H2: Job stress is significantly and negatively related to job satisfaction.

Organisational Citizenship Behaviour (OCB)

OCB has been extensively discussed and defined within the literature (Organ, 1988). It refers to discretionary behaviours exhibited by individuals that are not explicitly recognized or rewarded by the formal reward system. As employee behaviours, OCBs include helping co-workers and attending functions that are not required. It is not necessary for the task or job, but it facilitates organisational functioning.

Several researchers have demonstrated that OCB is related to job satisfaction. Two different theoretical explanations for this relationship have been forwarded. One explanation provided by Organ and his colleagues emphasises the role of cognitions (Farh et al., 1990; Moorman, 1991; Organ & Konovsky, 1989) and, in particular, perceptions of fairness (Organ, 1988; Organ & Konovsky, 1989). In making this argument, Organ suggested that OCB represents an input for the employee's equity ratio and can be more easily and safely altered to involve the employee's formal job duties. Employees who feel fairly treated will likely engage in OCB to maintain equilibrium between them and their organisation. Meanwhile, those who feel treated unfairly will withhold OCB behaviour. This perspective views OCB as controlled and deliberate behaviour primarily influenced by cognitive, rather than affective, factors.

In the hotel industry, OCB mediates the influence of ethical leadership on employee performance through employee engagement (Sugianingrat et al., 2019) and is linked to CSR

perception through perceived external prestige and pride in an organisation (Alsheikh & Sobihah, 2019; Boĝan & Dedeoĝlu, 2020). For instance, studies on OCB in Jordanian five-star hotels contribute to the literature on the impact of organisational culture, leadership styles, organisational commitment, and job satisfaction on OCB (Alomari et al., 2019).

Previous studies have investigated the relationship between job satisfaction and OCB in various settings, including supply chain management companies (Purwanto et al., 2021), political organisations (Soelton et al., 2020) and academic organisations (Fitrio et al., 2019). The findings from these studies suggest a positive and significant correlation between job satisfaction and OCB.

Other studies have reported a positive relationship between job satisfaction and OCB in the hotel industry, such as Fiermaningsih et al. (2019) and Massoudi et al. (2020). Massoudi et al. (2020) found that organisational commitment and job satisfaction positively impact OCB among hotel employees. Similarly, Fiermaningsih et al. (2019) discovered that job satisfaction positively and significantly affects OCB among five-star and four-star hotel employees.

The literature suggests that job satisfaction positively correlates with OCB among employees. This notion emphasises the need to focus on job satisfaction to improve OCB and overall organisational performance. Therefore, the following hypothesis is formulated:

H3: Job satisfaction is significantly and positively related to OCB.

Resilience

Resilience theory has gained popularity in research across various nations and disciplines (Van Breda, 2018). The core of resilience is the capacity of individuals to confront and respond positively to inevitable unpleasant conditions and to turn those conditions into opportunities for personal self-development (Maddi, 2005; Norman, 2000). Resilience refers to the ability to bounce back from failure, conflict or adversity (Luthans, 2002). Seven domains that build resilience have been identified by Reivich (2002), including emotion regulation, impulse control, optimism, causal analysis, empathy, self-efficacy and reaching out.

Research has consistently demonstrated a relationship between resilience, stress and job satisfaction. Rutter (2012) considered resilience as coping with stress and depression. Moreover, Hudgin (2016) reported that high resiliency is associated with higher employee job satisfaction.

Several antecedents of resilience have been identified in the literature, including individual characteristics such as optimism, self-esteem and hardiness (Luthans, 2002; Tugade et al., 2004) as well as social support and connectedness (Luthans, 2002; Tugade et al., 2004). In the hotel industry, resilience can be crucial for hotel employees who may

encounter various stressors, such as dealing with guests, long hours and high levels of customer interaction (Al-Hawari et al., 2020; Ogińska-Bulik & Michalska, 2021).

Studies have demonstrated that resilience protects employees from the adverse effects of job stress (Aguiar-Quintana et al. , 2021; Oginska-Bulik & Michalska, 2021) . Resilience is a complex construct encompassing cognitive, emotional and behavioural processes and has been consistently linked to positive outcomes, such as mental health, well-being and life satisfaction (Aguiar-Quintana et al., 2021).

Resilience and its moderating role

The literature on resilience as a moderator is cross-disciplinary. Boakye et al. (2022) found that resilience significantly impacts OCB when leadership and interpersonal trust act as moderators. Alsheikh and Sobihah (2019) focused on the Jordanian hospitality industry and how organisational commitment, leadership style and culture influence OCB with the moderating role of job satisfaction. In the hotel industry, Ogungbamila (2019) found that emotional intelligence and resilience predict occupational burnout and that gender moderates the relationship. Aguiar-Quintana et al. (2021) examined the moderating role of hotel employees' resilience on the impact of job insecurity on anxiety and depression and whether these strains influenced their self-rated task performance during the COVID-19 pandemic. Rabiul et al. (2022) introduced employee resilience as a moderator in the relationship between motivating language, work engagement and commitment to quality customer service in the hotel industry in Thailand.

The literature on resilience and its role in moderating job stress and job satisfaction among employees is limited but growing. Jung and Yoon (2015) found that resilience is positively associated with job satisfaction and negatively associated with job stress among employees. In addition, Bernard (2021) discovered that resilience and job satisfaction play a potential role in the construct of "intent to remain" in a position and the relationship between job satisfaction and turnover intention.

The literature suggests that resilience is important in moderating the negative effects of job stress and promoting job satisfaction in hotel employees (Bernard, 2021; Jung & Yoon, 2015; Tugade et al., 2004). However, more research is required to fully understand the moderating role of resilience in these relationships. Resilience can mediate between job satisfaction and OCB and between job stress and OCB.

Hence, the following hypotheses are proposed:

H4: Resilience moderates the negative relationship between job stress and job satisfaction such that the relationship is stronger for employees with lower levels of resilience than those with higher levels of resilience.

H5: Resilience moderates the positive relationship between job satisfaction and OCB such that the relationship is weaker for employees with higher levels of resilience than those with lower levels of resilience.

To understand the research design shown in Figure 1, we summarise the hypotheses as follows:

H1: COVID-19 concern is significantly and positively related to job stress.

H2: Job stress is significantly and negatively related to job satisfaction.

H3: Job satisfaction is significantly and positively related to OCB.

H4: Resilience moderates the negative relationship between job stress and job satisfaction.

H5: Resilience moderates the positive relationship between job satisfaction and OCB.

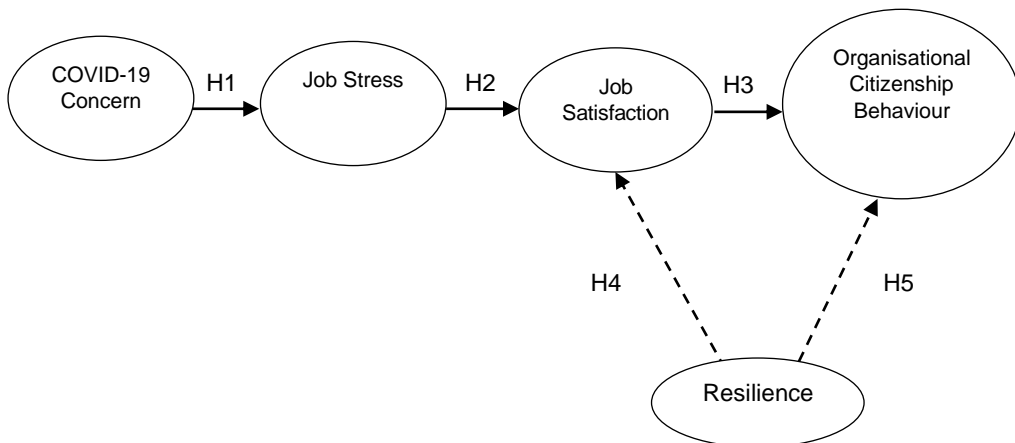


Figure 1 Research Hypotheses

Methodology

Data Collection

The present study was conducted in Phuket, Thailand, which has experienced rapid growth in its tourism industry over the past few decades. In recent years, Phuket has seen the highest growth rate of hotels in Thailand, with many new properties opening up in various parts of the island (Hotelworks, 2022). The survey was conducted among frontline employees from various hotels throughout their respective human resource departments. Thirty-three hotels volunteered to participate in this study. Among the thirty-three hotels, nine are five-star, fourteen are four-star, and ten are three-star hotels. Seventeen are independent hotels, whereas sixteen are chain hotels. Cover letters that explained the study background,

procedures and purpose were sent to the human resource departments. The anonymity and confidentiality of personal information were ensured for the survey respondents. Data were collected from September to October 2022. The sample size was calculated using the sample size to free parameter ratio, which should be 10:1 (Wolf et al., 2013). Therefore, a minimum sample size of 180 would be adequate for estimating the 18 free parameters. With our 40% response rate, we initially obtained 455 filled-in responses. After checking the questionnaire and removing those with incomplete responses or suspicious response patterns, we obtained 362 usable questionnaires for analysis.

Measurement

Standardised instruments were employed to measure several variables, including COVID-19 concern, job stress, job satisfaction, resilience and OCB. All variables were rated on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. COVID-19 concern was assessed using a four-item scale developed by Yu et al. (2021), while job stress was measured using a four-item scale by Schwepker and Dimitriou (2021). Job satisfaction was evaluated using a three-item scale developed by Salem et al. (2021) and Tsaur et al. (2019). Meanwhile, resilience was measured using a three-item scale developed by Pathak and Joshi (2021), and OCB was measured using a four-item scale developed by Lee and Allen (2002). Approval of the questionnaire by an institutional review board was obtained before launching the survey. A detailed summary of the instruments utilised in this study can be found in Table 3.

Partial least-squared structural equation modelling (PLS-SEM), a multivariate statistical technique used to analyse the relationships among latent variables in complex models, was used for data analysis in this study. This technique is commonly used in social science research to investigate complex causal relationships among multiple variables (Hair, 2017).

Unlike traditional structural equation modelling (SEM), which focuses on maximising the explained variance of the observed variables, PLS-SEM targets the predictive power of latent variables. PLS-SEM is more suited to models with fewer observations or variables and more tolerant of non-normality, missing data and small sample sizes. In this regard, PLS-SEM involves two stages of analysis: the measurement and the structural models. In the measurement model, the relationships between the observed variables and their corresponding latent variables are established. In the structural model, the relationships among the latent variables are analysed.

PLS-SEM also has several advantages over traditional SEM, including its ability to handle complex models with small sample sizes and its ability to provide reliable and valid results even when the variables have high levels of collinearity. It also has certain limitations,

such as its inability to test complex structural models with multiple mediators or multiple outcomes.

PLS-SEM is a powerful technique for investigating complex causal relationships among multiple variables, particularly in the social sciences. Its unique strengths and limitations make it a valuable tool for researchers seeking to understand the relationships among latent variables better.

As a moderated mediation, the focus is on the estimation of the conditional indirect effect of the independent variable on the outcome through the mediator at the values of the moderator (Hayes, 2015). Moderated mediation refers to the instances in which the mediated relationship between the predictor and the outcome varies across the levels of a moderator (Muller et al., 2005). Such models are mediational at their foundation, and the moderator has a secondary role in explaining the mediation effect. A moderated mediation model is a statistical model that examines the relationship between an independent variable (X), a mediator variable (M), a moderator variable (W), and a dependent variable (Y). In this model, the relationship between X and Y is mediated by M, while the effect of X on M is moderated by W. In simpler terms, a moderated mediation model suggests that the effect of an independent variable (X) on a dependent variable (Y) is explained through a mediator variable (M), but the relationship between X and M is moderated by another variable (W). The moderator variable (W) influences the strength or direction of the relationship between X and M, affecting the relationship between X and Y (Hayes, 2017). For this study, we used two moderated mediation models. The first is that resilience moderates the negative relationship between job stress and job satisfaction, while the second moderates the positive relationship between job satisfaction and OCB.

Data Analysis

Table 1 shows the details of the participating hotel employees in the primary survey. The survey had a sample size of 362 respondents who participated and provided their opinions. More than half of the participants were female. Around 40% were 25–34 years old, and 1.7% were more than 55 years old. In addition, 50.6% of the participants were four-year college graduates, and 52% had been in the hotel industry for 5–10 years. Furthermore, 49.5% had worked in a hotel for less than five years.

Table 1 Profile of Sample

	Frequency	Percentage
Gender (n=362)		
Male	145	40.1
Female	217	59.9
Age (n=362)		
Less than 25	22	6.1
25–34 years	145	40.1
35–44 years	125	34.5
45–54 years	64	17.7
55 years and above	6	1.7
Education level (n=362)		
High school graduate and below	76	21.0
Two-year college	73	20.2
Four-year college	183	50.6
Postgraduate	26	7.2
Other	4	1.1
Experience in the hotel industry (n=362)		
Less than 5 years	75	20.9
5–Less than 10 years	188	52
10–Less than 20 years	71	19.6
>= 20 years	28	7.8
Experience at the current hotel (n=362)		
Less than 5 years	179	49.5
5–Less than 10 years	42	11.6
10–Less than 20 years	47	13
>= 20 years	19	5.2

The correlations for the constructs in this study are reported in Table 2. Multicollinearity is not an issue in this study because the highest correlation between the predictor variables was 0.549, under the threshold of 0.90 (Bos-Nehles & Veenendaal, 2019; Janssen, 2000).

Table 2 Correlations

Variable	COVID-19			Job	
	Concern	Job Stress	Resilience	Satisfaction	OCB
COVID-19 Concern	1.000				
Job stress	0.394	1.000			
Resilience	0.261	0.197	1.000		
Job Satisfaction	-0.040	-0.229	0.280	1.000	
OCB	0.106	-0.074	0.509	0.549	1.000

Table 3 shows the standard loadings for the items used for the primary survey. The reliability of the scale was measured by the values of the standard loading for various items, namely, COVID-19 concern (CC), job stress (JT), resilience (RS), job satisfaction (JS) and OCB. Items with values below the threshold limit were deleted. Table 3 shows that the value of all items is greater than the threshold value of 0.70, and all are suitable for further analysis.

The variance inflation factor (VIF) is often used to evaluate the collinearity of the reflective indicators. VIF values of 5 or above indicate critical collinearity issues among indicators of formatively measured constructs. Collinearity issues can occur at lower VIF values of 3 (Becker et al., 2015; Mason & Perreault, 1991). Ideally, the VIF values should be close to 3 or lower.

Table 3 Reliability and validity of constructs for model building

Items	Standard Loadings	VIF
CC COVID-19 Concern (Yu et al., 2021)		
CC1 I am anxious that I might also be infected by customers.	0.830	2.906
CC2 I get anxious if the customer I am catering to is infected.	0.839	2.246
CC3 I worry about the high possibility that my family might also be exposed to the epidemic because I am prone to be exposed to and infected by the epidemic.	0.876	2.358
CC4 I worry that I might get infected by the epidemic and spread it to customers.	0.871	2.201
JT Job Stress (Schwepker & Dimitriou, 2021)		
JT1 I feel fidgety or nervous because of my job.	0.913	3.519
JT2 Problems associated with work have kept me awake at night.	0.860	2.703
JT3 I feel nervous before attending meetings in this organisation.	0.925	3.720
JT4 If I had a different job, my health would probably improve.	0.904	3.011
RS Resilience (Pathak & Joshi, 2021)		
RS1 I can be 'on my own,' so to speak, at work if I must.	0.823	1.511
RS2 I usually take stressful events like covid-19 pandemic at work in stride.	0.875	1.547
RS3 I can get through this pandemic because I have had trouble before.	0.714	1.373
JS Job Satisfaction (Salem et al., 2021; Tsaur et al., 2019)		
JS1 I feel satisfied with my present job.	0.863	1.952
JS2 I like my work.	0.892	2.104
JS3 My job is enjoyable.	0.862	1.999
OCB Organisational Citizenship Behaviour (Lee & Allen, 2002)		
OCB1 Help others who have been absent.	0.866	2.210
OCB2 Willingly give your time to help others who have work-related problems.	0.844	2.011
OCB3 Adjust your work schedule to accommodate other employees' requests for time off.	0.782	1.766
OCB4 Go out of the way to make newer employees feel welcome in the workgroup.	0.838	2.019

Table 4 reveals the value of Cronbach’s alpha, rho_A and composite reliability for all the constructs is above 0.7. Hence, all the constructs are internally consistent. Furthermore, the average variance extracted (AVE) for all constructs is above 0.5, which fulfils the condition of convergent validity of the construct (Fornell & Larcker, 1981).

Table 4 Reliability statistics for different constructs.

	Cronbach’s Alpha	rho_A	Composite Reliability	AVE
COVID-19 Concern	0.877	0.892	0.915	0.730
Job Stress	0.923	0.939	0.945	0.812
Resilience	0.738	0.790	0.847	0.651
Job Satisfaction	0.844	0.850	0.905	0.762
OCB	0.853	0.860	0.900	0.694

The discriminant validity was assessed using the method of Fornell and Larcker (1981), which compares the square root of each AVE in the diagonal with the correlation coefficients (off-diagonal) for each construct in the relevant rows and columns. Table 5 reveals that the value of the square root of the AVE is above 0.7, and the values for all the constructs are between 0.807 and 0.901.

Table 5 Discriminant validity.

Fornell–Larcker criterion					
	COVID-19 Concern	Job Stress	Resilience	Job Satisfaction	OCB
COVID-19 Concern	0.854				
Job Stress	0.394	0.901			
Resilience	0.261	0.197	0.807		
Job Satisfaction	-0.040	-0.229	0.280	0.873	
OCB	0.106	-0.074	0.509	0.549	0.833

Table 6 Discriminant validity

	Heterotrait–Monotrait ratio (HTMT)						
	COVID-19 Concern	Job Stress	Resilience	Job Satisfaction	OCB	Resilience x Job Satisfaction	Resilience x Job Stress
COVID-19 Concern							
Job Stress	0.425						
Resilience	0.351	0.294					
Job Satisfaction	0.101	0.254	0.330				
OCB	0.139	0.090	0.620	0.638			
Resilience x Job Satisfaction	0.025	0.048	0.215	0.036	0.059		
Resilience x Job Stress	0.188	0.287	0.164	0.066	0.081	0.243	

Table 7 Results of hypothesis testing.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P values	95% Confidence Interval		Findings
						2.5%	97.5%	
<i>Direct Effects</i>								
CC -> JT	0.394	0.397	0.053	7.441	0.000	0.291	0.498	H1 Supported
JT -> JS	-0.357	-0.357	0.052	6.885	0.000	-0.455	-0.253	H2 Supported
JS -> OCB	0.434	0.434	0.041	10.635	0.000	0.349	0.511	H3 Supported
<i>Moderated Mediation Analysis</i>								
RS x JT -> JS	0.165	0.164	0.048	3.424	0.001	0.068	0.256	H4 Supported
RS x JS -> OCB	-0.117	-0.115	0.047	2.499	0.012	-0.204	-0.020	H5 Supported

Note: 10,000 bootstrap samples were used for bias-corrected bootstrap confidence intervals

Table 6 indicates the HTMT results for assessing discriminant validity. The values of HTMT ratios for all the constructs are below 0.9, indicating the absence of multicollinearity among the latent constructs. The discriminant validity has been established for the study based on the results.

Table 7 shows the results of bootstrapping (n = 10,000) for testing the hypothesis. The p-values and t statistics of H1, H2, and H3 support the p-values of 0.000, 0.000 and 0.000, respectively. These results indicate that perceived epidemic concern has a positive impact on job stress, while job stress has a significantly negative effect on job satisfaction. Moreover, job satisfaction has a significantly positive effect on OCB.

The results further show the role of resilience as a moderating variable. Resilience moderates the relationship between job stress and job satisfaction, such that the relationship is stronger when the level of resilience is low. In particular, this relationship is more negative and weaker for hotel employees with high resilience. ($\beta=0.165$ $t=3.424$; $p=0.001$). Hence, hypothesis 4 is supported. This research uses two-way interaction to plot the graph. The result of the β value is used to plot the relationship. Figure 2a depicts that the relationship between job stress and job satisfaction is more negative and weaker for employees with low resilience than those with high resilience. This outcome indicates that job satisfaction decreases when job stress is high and that higher resilience slightly weakens job dissatisfaction.

For hypothesis 5, resilience moderates the relationship between job satisfaction and OCB such that the relationship is weaker when the level of resilience is high. Specifically, this relationship was more positive and weaker for hotel employees with high resilience than those with low resilience ($\beta=-0.117$ $t=2.499$; $p=0.012$).

Hence, hypothesis 5 is supported. Figure 2b illustrates that OCB increases when hotel employees' job satisfaction and resilience are high. This correlation implies that OCB will increase job satisfaction for employees with higher resilience.

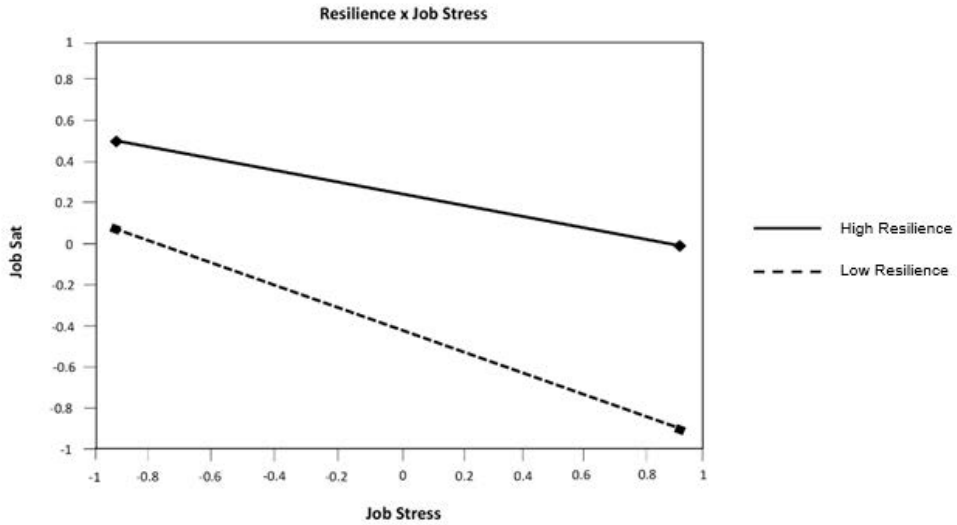


Figure 2a Moderated mediation effect of resilience between job stress and job satisfaction

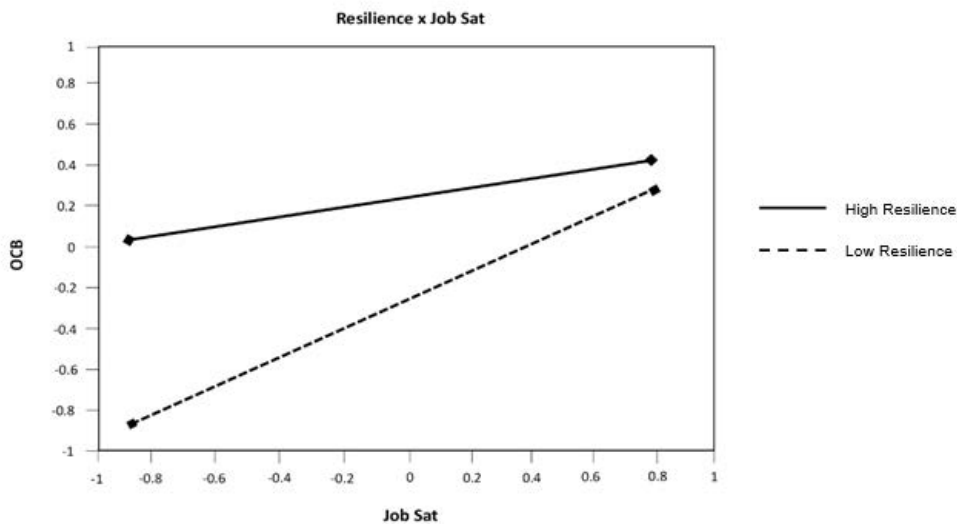


Figure 2b Moderated mediation effect of resilience between job satisfaction and OCB

Conclusion

This study examined the association between COVID-19 concern, job satisfaction, resilience and OCB in Thailand’s hospitality sector during the country’s reopening. To date, no study has examined these associations in this context.

According to the standard loadings in Table 3, the key elements of OCB include helping absent colleagues, voluntarily offering time to help those experiencing work-related problems, adjusting work schedules to accommodate requests for time off from other

employees, and making new employees feel welcome. To foster these behaviours, hotel managers must create a supportive work environment and be open to receiving employee feedback. Effective communication is also essential in clearly defining responsibilities, addressing performance issues and informing employees of the hotel's business model and operation. Additionally, challenging and stimulating tasks should be designed, job rotation policies must be implemented, and employees with positive emotions, proactivity and strong time and stress management skills should be recruited (Tian et al., 2020; Viseu et al., 2022).

In the research model, COVID-19 concern was observed to have a positive relationship with job stress, while job stress had a negative relationship with job satisfaction. Conversely, job satisfaction had a positive relationship with OCB. Additionally, employee resilience was found to moderate the relationship between job satisfaction and OCB.

A strong association was also observed between COVID-19 concern and job stress, and a significant positive relationship between COVID-19 concern. Previous studies have also confirmed the significant positive relationship between COVID-19 concern and job stress (Ahorsu et al., 2022; Chen & Qi, 2022; Falguera et al., 2021; Sun et al., 2022; Teng et al., 2021; Üngüren et al., 2021). The standard loadings in Table 3 indicate that hotel employees' COVID-19 concerns include worries about being infected by customers, concerns about the possibility of their family being exposed to the disease and concerns about spreading it to others. To address these concerns that have a negative impact on job satisfaction, hotel managers should implement effective risk communication and sanitation procedures in the workplace, such as touchless service and contactless digital technology. Technological innovation is essential for reducing guest interaction with employees and enhancing cleanliness. Psychological safety is also critical for creative performance and employee engagement, which has implications for management in the hospitality industry. As suggested by Filimonau et al. (2020), new cleaning and disinfection protocols should be implemented, client health should be monitored regular, and the hotel space layout should be modified to guarantee social distancing. Effective communication of risk-reduction strategies to potential hotel customers is also crucial (Ahorsu et al., 2022; Falguera et al., 2021; Shin & Kang, 2020; Teng et al., 2021; Üngüren & Arslan, 2022).

A significant negative association exists between job stress and job satisfaction (Bemana et al., 2013; Kurniawaty et al., 2019; Lam et al., 2022; Puspitawati & Atmaja, 2021; Salam, 2016). The findings of this study present components of job stress, which include feeling fidgety or nervous because of one's job, experiencing work-related problems that keep one awake at night, feeling nervous before attending meetings in the organisation and wishing to have a different job or believing that one's health would improve if they changed jobs. Chen and Eyoun (2021) recommended that hotel managers create a relaxing environment for employees and provide entertaining activities and a functional break room to

reduce job stress. Similarly, Yu et al. (2021) suggested that employees be trained regarding preventive measures to minimise the risk of infection and that hotel practitioners take measures to minimise employees' direct and indirect contact with customers. Manuals can be provided for this purpose, and employees should be able to self-quarantine if they exhibit COVID-19 symptoms. To minimise stress caused by the pandemic, the WHO recommends talking to someone, maintaining a healthy lifestyle and collecting information from trusted international organisations (WHO, 2020). Hotel managers must be aware that employee performance is proportional to company performance, and break areas or psychotherapy programs for the staff need to be developed to minimise their stress (Fabiyani et al., 2021). Furthermore, strategies must be developed to help employees feel more enthusiastic and prouder of their work to increase employees' sense of dedication to their work.

The result also shows a significant positive correlation between job satisfaction and OCB. These findings are consistent with the results reported by Fiermaningsih et al. (2019) and Massoudi et al. (2020). The standard loadings result in Table 3 indicate that among the important components of job satisfaction for hotel employees are feeling satisfied with their current job, enjoying their work and thinking that their job is enjoyable. Tietjen and Myers (1998) proposed that altering employees' tasks to ensure daily fulfilment can improve job satisfaction. Additionally, hotel managers can provide incentives and non-monetary rewards, invest in employee training and development and create an effective reward system to retain employees and reduce dissatisfaction (Koo et al., 2020; Qader, 2021). Costen and Salazar (2011) found that employees who perceive opportunities for skills development are more satisfied, loyal and likely to stay with the organisation. Managers should also ensure that the basic job duties assigned in job descriptions align with the intrinsic feelings that produce positive attitudes and fulfil Maslow's higher order of needs (Tietjen & Myers, 1998).

The current study highlights the importance of resilience in the context of the hospitality sector in Thailand during the reopening of the country. The results suggest that interventions aimed at increasing resilience in employees may be beneficial to reducing the negative impacts of job stress on job satisfaction and OCB. The study also confirms the findings of previous studies (Bernard, 2021; Jung & Yoon, 2015; Tugade et al., 2004) that resilience moderates the relationship between job stress and job satisfaction. Specifically, the results revealed that high levels of resilience lead to weaker negative impacts of job stress on job satisfaction. This outcome suggests job stress has a weaker negative impact on the job satisfaction of employees who are more adaptive or have a flexible experience.

Additionally, this study found that resilience moderates the positive relationship between job satisfaction and OCB, such that the relationship is stronger for employees with higher levels of resilience than those with lower levels. This result implies that high resilience strengthens the positive relationship between job satisfaction and OCB. The standard

loadings in Table 3 show an important component of employee resilience, such as being able to be “on their own” at work if they must, and the ability to deal with stressful events such as the COVID-19 pandemic.

In the hospitality industry, promoting employee resilience requires hotel managers to provide adaptability training and awareness of the moderating effect of resilience on job satisfaction and OCB (Tuan, 2021). Hotel organisations should provide such training through cognitive mapping techniques (Bell & Kozlowski, 2008) , which involve structuring and assessing a specific theme expressed in verbal forms (e.g., interviews) to help employees build adaptation tactics to confront events (Sacchelli et al., 2017). In addition, hotel managers should create a work environment that encourages positive OCB, offer non-monetary incentives, educate employees on its importance, and promote a resilient culture. Strategies based on employee resilience should be developed for recruitment and promotions, and employee belief restoration during a crisis should be emphasised. Hotel managers should help employees understand risk environments, enhance their psychological tolerance for crisis and adversity, and implement communication activities and family support to fuel employee resilience during a crisis (Liu et al., 2021; Xie et al., 2023). However, while high employee resilience can weaken the negative impact of job stress on job satisfaction, it may also weaken the positive relationship between job satisfaction and OCB, which is important for business development during the recovery period after the COVID-19 pandemic. These policy implications are shown in Figure 4.

Managerial Implication

This study underlines the association between COVID-19 concern, job satisfaction, resilience, and OCB in Thailand’s hospitality sector during the country’s reopening. Results revealed COVID-19 concern and job stress were strongly associated with job satisfaction. Resilience was also found to moderate the negative relationship between job stress and job satisfaction and the positive relationship between job satisfaction and OCB.

Based on these findings, several managerial implications for the hotel industry can be suggested (See Figure 3). First, hotel managers should take steps to reduce COVID-19 concerns among employees by implementing WHO guidelines for health and safety, creating risk communication strategies, and providing access to sanitising materials and equipment. Second, efforts should be made to reduce job stress, such as creating a relaxing work environment, providing social support, and offering mental health resources. Third, incentives should be provided to promote job satisfaction by offering non-monetary rewards and training for OCB. Finally, hotel managers should promote employee resilience because it can moderate the effects of job stress and job satisfaction on OCB. The specific and practical recommendations for hotel managers are as follows:

1. Develop a crisis management plan: Hotel organisations should develop a comprehensive crisis management plan that outlines how to respond to emergencies and crises, such as natural disasters or pandemics. The plan can help hotels minimise losses, maintain operations and ensure the safety of guests and employees.
2. Invest in employee training: Hotel employees should be trained in crisis management, including emergency response procedures, communication protocols and conflict resolution skills. These skills can help employees feel more confident and prepared during crises and can also lead to increased job satisfaction and retention.
3. Foster a culture of communication: Open communication between hotel management and employees can promote transparency and trust, which can be especially important during times of crisis. Regular communication and feedback can also help hotels identify and address potential issues before they escalate.
4. Diversify revenue streams: Hotels can benefit from diversifying their revenue streams to reduce reliance on any one market or customer segment. For example, hotels could explore opportunities in new markets or offer a wider range of services and amenities to appeal to different types of guests.
5. Prioritise sustainability: Adopting sustainable practices, such as reducing waste and conserving energy, can benefit both the environment and a hotel's bottom line. Sustainable practices can also help hotels attract guests, prioritising sustainability and social responsibility.

By implementing these resilience recommendations, the hotel industry can improve its ability to respond to crises and challenges while improving employee satisfaction and OCB.

Hotel employees should also take responsibility for managing themselves. Figure 4 outlines the implications for reducing COVID-19 concerns and job stress and improving job satisfaction, OCB and resilience. Hotel employees can improve their resilience by developing a set of skills and strategies that will assist them in coping with and recovering from challenging situations. Some ways to improve resilience among hotel employees include the following:

1. Developing a positive mindset: Hotel employees should focus on the positive aspects of their job and work environment and develop a positive outlook towards their work and colleagues. This can help them stay motivated and resilient in the face of challenges.
2. Building strong relationships: Developing strong relationships with colleagues and managers can help hotel employees to feel supported and valued, which can in turn help to build their resilience.

3. Practising self-care: Taking care of oneself, including getting enough sleep, exercising and eating healthy food, can help hotel employees stay physically and emotionally resilient.
4. Seeking support when needed: Hotel employees should feel comfortable seeking support from colleagues, managers and mental health professionals.
5. Developing problem-solving skills: Developing problem-solving skills can help hotel employees think critically and creatively and find effective solutions to challenges.

By focusing on these strategies, hotel employees can improve their resilience, which can help them to manage stress and adversity better and maintain their well-being and performance over time.

Limitations and Avenues for Future Research

Our study has some limitations. While our study provides valuable insights into employees' resilience within the hospitality sector in Thailand, its focus on a specific industry in a single country may limit the generalizability of our findings to other contexts. Hence, future research could explore the applicability of our recommendations to other industries and countries. Furthermore, the next study should emphasise the importance of a proactive mindset in crisis preparation for hotel managers. The study could also be applied to different organisations. Future research could also explore the unique challenges and opportunities for crisis preparation in different industries and regions.

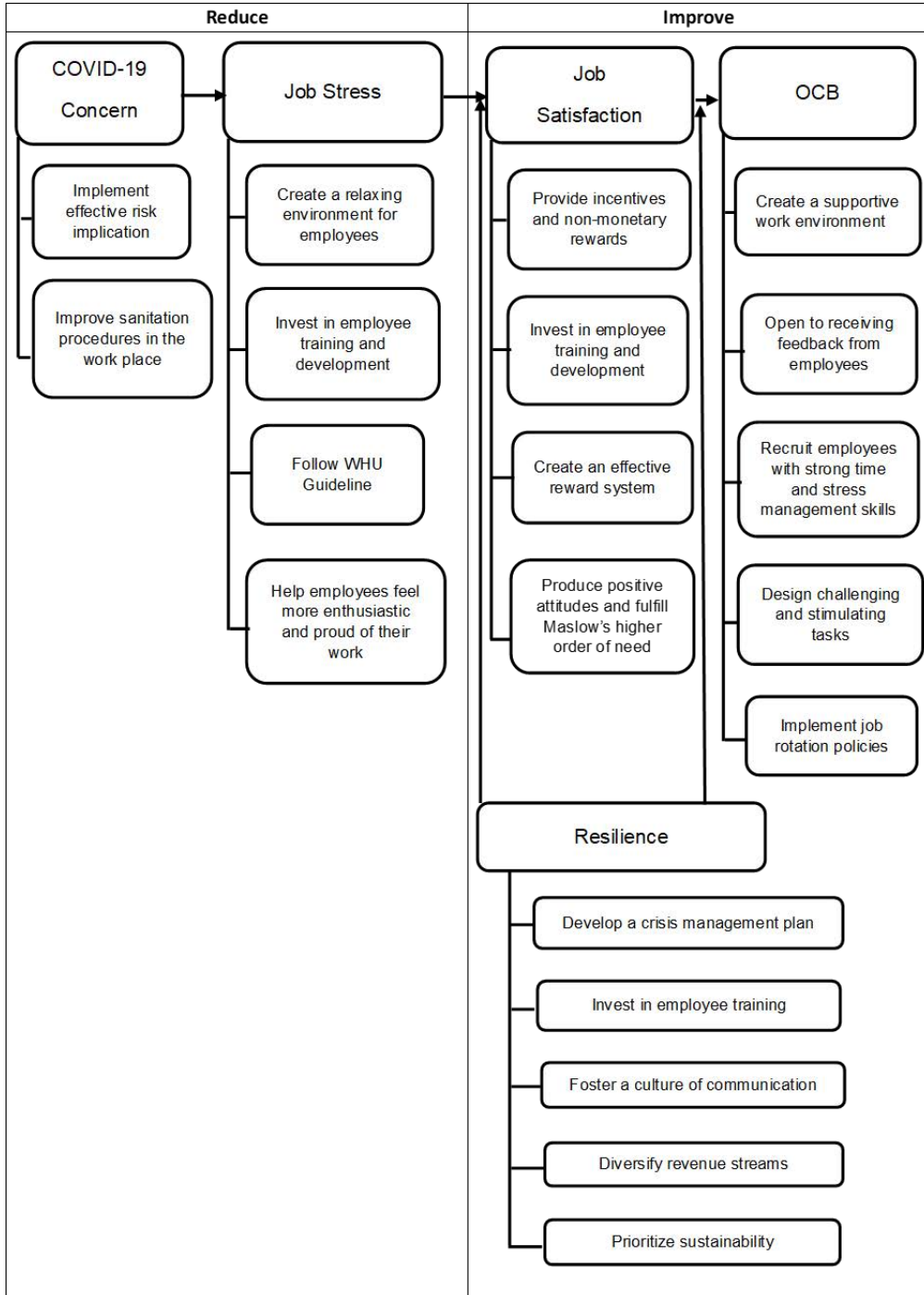


Figure 3 Implication for Hotel Managers

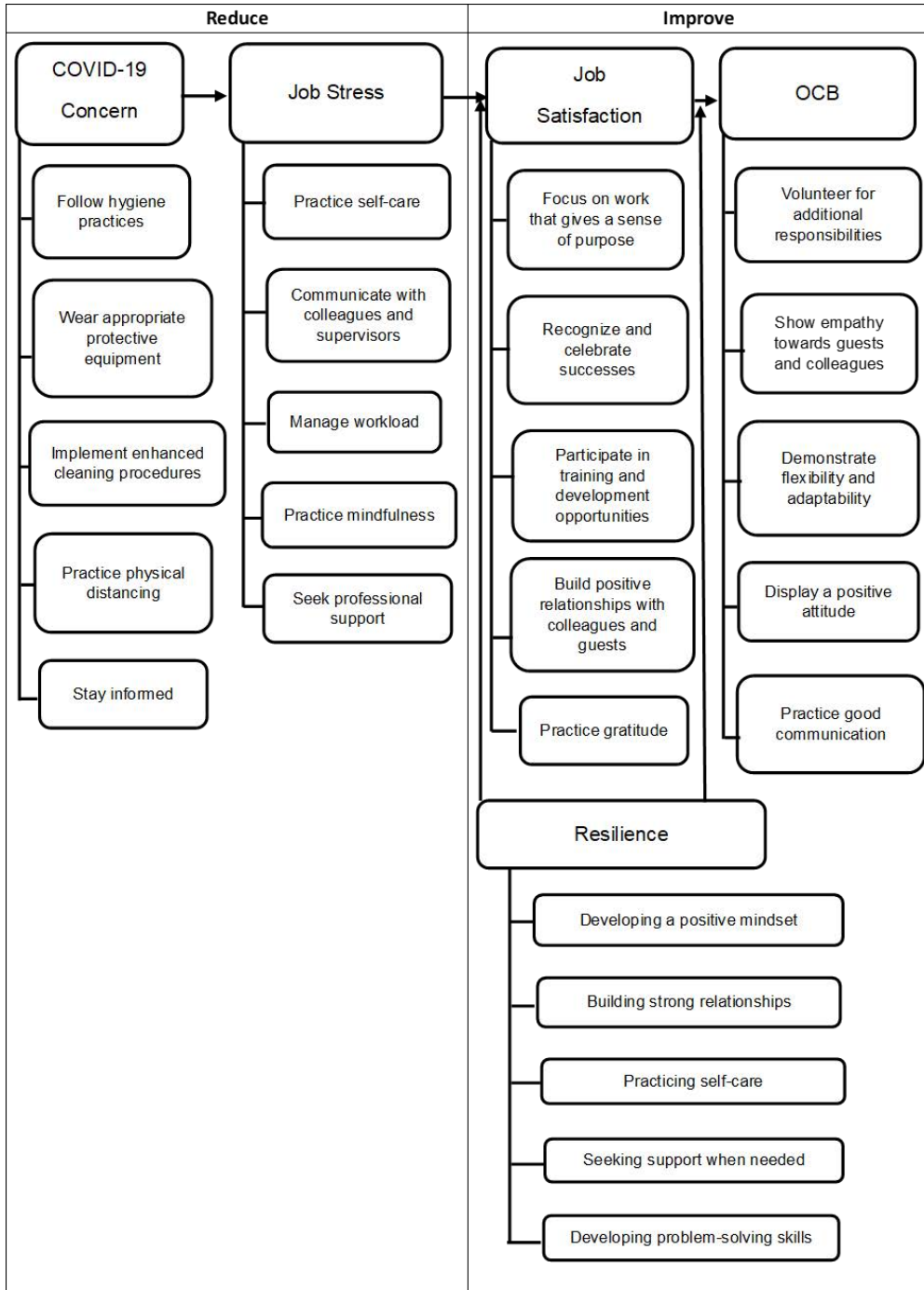


Figure 4 Implication for Hotel Employees

Funding Acknowledgements

This work was supported by 2021-2022 Fundamental Fund, National Research Council of Thailand (NRCT) and was certified by human ethical approval with COA No. 2022/0012.

References

- Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, 94. Article 102868. <https://doi.org/10.1016/j.ijhm.2021.102868>
- Ahorsu, D. K., Lin, C. Y., Marznaki, Z. H., & H. Pakpour, A. (2022). The association between fear of COVID-19 and mental health: The mediating roles of burnout and job stress among emergency nursing staff. *Nursing Open*, 9(2), 1147–1154. <https://doi.org/10.1002/nop2.1154>
- Al-Hawari, M. A., Bani-Melhem, S., & Quratulain, S. (2020). Do frontline employees cope effectively with abusive supervision and customer incivility? Testing the effect of employee resilience. *Journal of Business and Psychology*, 35(2), 223–240. <https://doi.org/10.1007/s10869-019-09621-2>
- Alomari, G. I., Alharafsheh, M. I., & Nofal, M. I. (2019). The impact of authentic leadership in the OCB and employees commitment in the Jordanian companies. *International Journal of Academic Research in Business and Social Sciences*, 9(11), 437-458. <https://doi.org/10.6007/ijarbss/v9-i11/6565>
- Alsheikh, G., & Sobihah, M. A. A. (2019). Effect of behavioral variables on organisational citizenship behaviour (OCB), with job satisfaction as moderating among Jordanian five-star hotels: A pilot study. *International Journal of Ethics and Systems*, 35(2), 272–283. <https://doi.org/10.1108/IJOES-01-2019-0001>
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *Journal of Nursing Administration*, 40 (7–8), 323–328. <https://doi.org/10.1097/NNA.0b013e3181e9393>
- Bakotić, D., Babić, T., & Graduate Student, E. (2013). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International Journal of Business and Social Science*, 4(2), 206-213.

- Becker, J. M., Ringle, C. M., Sarstedt, M., & Völckner, F. (2015). How collinearity affects mixture regression results. *Marketing Letters*, 26(4), 643–659. <https://doi.org/10.1007/s11002-014-9299-9>
- Beehr, T. A., & Franz, T. M. (1987). The current debate about the meaning of job stress. *Journal of Organizational Behavior Management*, 8(2), 5–18. https://doi.org/10.1300/J075v08n02_02
- Bell, B. S., & Kozlowski, S. W. J. (2008). Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. *Journal of Applied Psychology*, 93(2), 296-316.
- Bemana, S., Moradi, H., Ghasemi, M., Taghavi, S. M., & Ghayoor, A. H. (2013). The relationship among job stress and job satisfaction in municipality personnel in Iran. *World Applied Sciences Journal*, 22(2), 233–238. <https://doi.org/10.5829/idosi.wasj.2013.22.02.3640>
- Bernard, N. (2021). The relationships between resilience, job satisfaction, and anticipated turnover in CNOs. *Nurse Leader*, 19(1), 101–107. <https://doi.org/10.1016/j.mnl.2020.10.006>
- Blum, T. C. (1990). The organisational and structural context of employee assistance programs. *Structures of Power and Constraint: Papers in Honor of Peter M. Blau*, 321–344.
- Boakye, A. N., Addai, P., Obuobiisa-Darko, T., & Okyere, I. (2022). Resilience and organizational citizenship behavior (OCB). *SEISENSE Business Review*, 2(1), 28–42. <https://doi.org/10.33215/sbr.v2i1.765>
- Boğan, E., & Dedeoğlu, B. B. (2020). Hotel employees' corporate social responsibility perception and organisational citizenship behaviour: Perceived external prestige and pride in organisation as serial mediators. *Corporate Social Responsibility and Environmental Management*, 27(5), 2342–2353. <https://doi.org/10.1002/csr.1996>
- Bos-Nehles, A. C., & Veenendaal, A. A. R. (2019). Perceptions of HR practices and innovative work behaviour: the moderating effect of an innovative climate. *International Journal of Human Resource Management*, 30(18), 2661–2683. <https://doi.org/10.1080/09585192.2017.1380680>
- Chen, H., & Eyoun, K. (2021). Do mindfulness and perceived organisational support work? Fear of COVID-19 on restaurant frontline employees' job insecurity and emotional exhaustion. *International Journal of Hospitality Management*, 94, Article 102850. <https://doi.org/10.1016/j.ijhm.2020.102850>

- Chen, H., & Qi, R. (2022). Restaurant frontline employees' turnover intentions: Three-way interactions between job stress, fear of COVID-19, and resilience. *International Journal of Contemporary Hospitality Management*, 34(7), 2535–2558. <https://doi.org/10.1108/IJCHM-08-2021-1016>
- Costen, W. M., & Salazar, J. (2011). The impact of training and development on employee job satisfaction, loyalty, and intent to stay in the lodging industry. *Journal of Human Resources in Hospitality and Tourism*, 10(3), 273–284. <https://doi.org/10.1080/15332845.2011.555734>
- Elango, D. (2019). *COVID-19 effects on Tourism and Business in Thailand*. Available at SSRN3769908. <https://ssrn.com/abstract=3769908> or <http://dx.doi.org/10.2139/ssrn.3769908>
- Etikan, I. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4. <https://doi.org/10.11648/j.ajtas.20160501.11>
- Fabiyani, N. N., Sudiro, A., Moko, W., & Soelton, M. (2021). Conceptualising the role of work engagement: a case study of the hotel sector in Surabaya during the COVID-19. *The Journal of Asian Finance, Economics and Business*, 8(5), 485-494. <https://doi.org/10.13106/jafeb.2021.vol8.no5.0485>
- Fairbrother, K., & Warn, J. (2003). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology*, 18(1–2), 8–21. <https://doi.org/10.1108/02683940310459565>
- Falguera, C. C., de los Santos, J. A. A., Galabay, J. R., Firmo, C. N., Tsaras, K., Rosales, R. A., Mirafuentes, E. C., & Labrague, L. J. (2021). Relationship between nurse practice environment and work outcomes: A survey study in the Philippines. *International Journal of Nursing Practice*, 27(1), Article 12873. <https://doi.org/10.1111/ijn.12873>
- Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for Organisational Citizenship Behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16(4), 705–721. <https://doi.org/10.1177/014920639001600404>
- Fiermaningsih, N., Nimran, U., Raharjo, K., & Arifin, Z. (2019). The influence of work life balance and organisational pride on job satisfaction and its impact on organisational citizenship behaviour in five and four star hotels employee. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 191–196. <https://doi.org/10.18551/rjoas.2019-07.20>
- Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers. *International Journal of Hospitality Management*, 91, Article 102659. <https://doi.org/10.1016/j.ijhm.2020.102659>

- Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The effect of job satisfaction to Organizational Citizenship Behavior (OCB) mediated by organisational commitment. *International Journal of Scientific Research and Management*, 7(09), 1300-1310. <https://doi.org/10.18535/ijstrm/v7i9.em01>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.2307/3151312>
- Hall, C. M., Scott, D., & Gössling, S. (2020). Pandemics, transformations and tourism: be careful what you wish for. *Tourism Geographies*, 22(3), 577–598. <https://doi.org/10.1080/14616688.2020.1759131>
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. saGe publications.
- Hartley, D. J., Davila, M. A., Marquart, J. W., & Mullings, J. L. (2013). Fear is a disease: The impact of fear and exposure to infectious disease on correctional officer job stress and satisfaction. *American Journal of Criminal Justice*, 38(2), 323–340. <https://doi.org/10.1007/s12103-012-9175-1>
- Hayes, A. F. (2015). An index and test of linear moderated mediation. *Multivariate Behavioral Research*, 50(1), 1–22. <https://doi.org/10.1080/00273171.2014.962683>
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Hoppock, R. (1935). *Job satisfaction*. Harper and Brothers: New York, USA.
- Hotelworks. (2022). *C9 HOTELWORKS Phuket hotel market update international flight ramp up pushing diversity in geographic source markets Regional and Middle East visitors highlight Q2*. <https://www.c9hotelworks.com/wp-content/uploads/2022/09/2022-09-phuket-hotel-market-update.pdf>
- Hudgins, T. A. (2016). Resilience, job satisfaction and anticipated turnover in nurse leaders. *Journal of Nursing Management*, 24(1), E62–E69. <https://doi.org/10.1111/jonm.12289>
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
- Jung, H. S., & Yoon, H. H. (2015). The impact of employees' positive psychological capital on job satisfaction and organisational citizenship behaviours in the hotel. *International Journal of Contemporary Hospitality Management*, 27(6), 1135–1156. <https://doi.org/10.1108/IJCHM-01-2014-0019>
- Karasek, R. A. (1979). *Job demands, job decision latitude, and mental strain: implications for job redesign*, *Administrative Science Quarterly*, 24(2), 285-308. <https://doi.org/10.2307/2392498>

- Karatepe, O. M., Okumus, F., & Saydam, M. B. (2022). Outcomes of job insecurity among hotel employees during COVID-19. *International Hospitality Review*, (ahead-of-print). <https://doi.org/10.1108/ihr-11-2021-0070>
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), 371-401. <https://doi.org/10.1080/1528008X.2019.1663572>
- Kurniawaty, K., Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877–886. <https://doi.org/10.5267/j.msl.2019.3.001>
- Lam, R., Cheung, C., & Lugosi, P. (2022). The impacts of cultural intelligence and emotional labor on the job satisfaction of luxury hotel employees. *International Journal of Hospitality Management*, 100, Article 103084. <https://doi.org/10.1016/j.ijhm.2021.103084>
- Lee, K., & Allen, N. J. (2002). Organisational citizenship behaviour and workplace deviance: the role of affect and cognitions. *Journal of applied psychology*, 87(1), 131-142. <https://doi.org/10.1037/0021-9010.87.1.131>
- Liu, S., Lithopoulos, A., Zhang, C. Q., Garcia-Barrera, M. A., & Rhodes, R. E. (2021). Personality and perceived stress during COVID-19 pandemic: Testing the mediating role of perceived threat and efficacy. *Personality and Individual Differences*, 168, Article 110351. <https://doi.org/10.1016/j.paid.2020.110351>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In MD. Dunnette (Ed.), *Handbook of industrial and organisational psychology*, 1297–1343. Chicago: Rand McNally.
- Luo, F., Ghanei Gheshlagh, R., Dalvand, S., Saedmoucheshi, S., & Li, Q. (2021). Systematic review and meta-analysis of fear of COVID-19. *Frontiers in Psychology*, 12, Article 661078. <https://doi.org/10.3389/fpsyg.2021.661078>
- Luthans, F. (2002). The need for and meaning of positive organisational behaviour. *Journal of Organizational Behavior*, 23(6), 695–706. <https://doi.org/10.1002/job.165>
- Maddi, S. R., & K. D. M. (2005). *Resilience at work: How to succeed no matter what life throws at you*. Amacom Books.
- Mason, C. H., & Perreault, W. D. (1991). Collinearity, power, and interpretation of multiple regression analysis. *Journal of Marketing Research*, 28(3), 268-280. <https://doi.org/10.1177/002224379102800302>

- Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating organisational citizenship behavior by applying organisational commitment and satisfaction. *International Journal of Social Sciences and Economic Review*, 2(2), 20–27. <https://doi.org/10.36923/ijsser.v2i2.58>
- Moorman, R. H. (1991). Relationship between organisational justice and organisational citizenship behaviors: Do fairness perceptions influence employee citizenship? In *Journal of Applied Psychology*, 76(6), 845-855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Muller, D., Judd, C. M., & Yzerbyt, V. Y. (2005). When moderation is mediated and mediation is moderated. *Journal of Personality and Social Psychology*, 89(6), 852–863. <https://doi.org/10.1037/0022-3514.89.6.852>
- Norman, E. (Ed.). (2000). *Resiliency enhancement: Putting the strength perspective into social work practice*. Columbia university press.
- Ogińska-Bulik, N., & Michalska, P. (2021). Psychological resilience and secondary traumatic stress in nurses working with terminally ill patients—The mediating role of job burnout. *Psychological Services*, 18(3), 398–405. <https://doi.org/10.1037/ser0000421>
- Ogungbamila, B., Ogobuchi, K. A., & Ogungbamila, A. (2019). Resilience, emotional intelligence and burnout in hotel employees. *Journal of Organisation and Human Behaviour*, 8(2 & 3), 44-55.
- Organ, D. W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington books/DC heath and com.
- Organ, D. W. and K. M. (1989). Cognitive versus affective determinants of organisational citizenship behaviour. *Journal of Applied Psychology*, 74(1), 157-164. <https://doi.org/10.1037/0021-9010.74.1.157>
- Pathak, D., & Joshi, G. (2021). Impact of psychological capital and life satisfaction on organisational resilience during COVID-19: Indian tourism insights. *Current Issues in Tourism*, 24(17), 2398-2415. <https://doi.org/10.1080/136883500.2020.1844643>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organisational commitments on organisational citizenship behaviour. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61-69. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Puspitawati, N. M. D., & Atmaja, N. P. C. D. (2021). How job stress affect job satisfaction and employee performance in four-star hotels. *International Journal of Applied Business and International Management*, 6(2), 25–32. <https://doi.org/10.32535/ijabim.v6i2.1168>
- Qader, A. N. (2021). The effect of non-monetary incentives & work environment on employee's job satisfaction. *Estudios de Economia Aplicada*, 39(7).1-13. <https://doi.org/10.25115/eea.v39i7.5223>

- Rabiul, M. K., Promsivapallop, P., al Karim, R., Islam, M. A., & Patwary, A. K. (2022). Fostering quality customer service during Covid-19: The role of managers' oral language, employee work engagement, and employee resilience. *Journal of Hospitality and Tourism Management*, 53, 50–60. <https://doi.org/10.1016/j.jhtm.2022.09.002>
- Reivich, K., & S. A. (2002). *The resilience factor: 7 essential skills for overcoming life's inevitable obstacles*. Broadway Books.
- Rutter, M. (2012). Resilience as a dynamic concept. *Development and Psychopathology*, 24(2), 335–344. <https://doi.org/10.1017/S0954579412000028>
- Sacchelli, S., Fabbrizzi, S., Bertocci, M., Marone, E., Menghini, S., & Bernetti, I. (2017). A mix-method model for adaptation to climate change in the agricultural sector: A case study for Italian wine farms. *Journal of Cleaner Production*, 166, 891–900. <https://doi.org/10.1016/j.jclepro.2017.08.095>
- Salam, A. (2016). Job stress and job satisfaction among health care professionals. *Proceeding of Qatar Foundation Annual Research Conference* ,1, p. HBOP2571). Qatar: HBKU Press. <https://doi.org/10.5339/qfarc.2016>
- Salem, I. E., Elbaz, A. M., Elkhwesky, Z., & Ghazi, K. M. (2021). The COVID-19 pandemic: The mitigating role of government and hotel support of hotel employees in Egypt. *Tourism Management*, 85, Article 104305. <https://doi.org/10.1016/j.tourman.2021.104305>
- Samad, S. (2006). The contribution of demographic variables: job characteristics and job satisfaction on turnover intentions. *Journal of International Management studies*, 1(1), 1-12.
- Schwepker, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, Article 102860. <https://doi.org/10.1016/j.ijhm.2021.102860>
- Shao, Y., Hu, Z., Luo, M., Huo, T., & Zhao, Q. (2021). What is the policy focus for tourism recovery after the outbreak of COVID-19? A co-word analysis. In *Current Issues in Tourism*, 24(7), 899-904. <https://doi.org/10.1080/13683500.2020.1806798>
- Shin, H., & Kang, J. (2020). Reducing perceived health risk to attract hotel customers in the COVID-19 pandemic era: Focused on technology innovation for social distancing and cleanliness. *International Journal of Hospitality Management*, 91, Article102664. <https://doi.org/10.1016/j.ijhm.2020.102664>
- Singh, M. M., Amiril, M., & Sabbarwal, S. (2019). Role of job stress on job satisfaction. *International Journal of Management Studies*, 6(4), 57-60. <https://doi.org/10.18843/ijms/v6i4/08>

- Soelton, M. (2020). The implication of job satisfaction that influence workers to practice organisational citizenship behaviour (OCB) in the workplace. *Archives of Business Review*, 8(5), 33–48. <https://doi.org/10.14738/abr.85.8139>
- Sugianingrat, I. A. P. W., Widyawati, S. R., da Costa, C. A. D. J., Ximenes, M., Piedade, S. D. R., & Sarmawa, W. G. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2), 319–339. <https://doi.org/10.1108/IJPPM-03-2018-0124>
- Sun, J., Sarfraz, M., Khawaja, K. F., Ozturk, I., & Raza, M. A. (2022). The perils of the pandemic for the tourism and hospitality industries: Envisaging the combined effect of COVID-19 fear and job insecurity on employees' job performance in Pakistan. *Psychology Research and Behavior Management*, 15, 1325–1346. <https://doi.org/10.2147/PRBM.S365972>
- Teng, Y. M., Wu, K. S., & Xu, D. (2021). The association between fear of coronavirus disease 2019, mental health, and turnover intention among quarantine hotel employees in China. *Frontiers in Public Health*, 9, Article 668774. <https://doi.org/10.3389/fpubh.2021.668774>
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: mediation and moderation through organisational citizenship behavior and communication. *Frontiers in Psychology*, 11, Article 314. <https://doi.org/10.3389/fpsyg.2020.00314>
- Tietjen, M. A., & Myers, R. M. (1998). Motivation and job satisfaction. *Management Decision*, 36(4), 226–231. <https://doi.org/10.1108/00251749810211027>
- Tongchaiprasit, P., & Ariyabuddhipongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33–40. <https://doi.org/10.1016/j.ijhm.2016.02.009>
- Tourism Authority of Thailand. (2022). Thailand fully reopens from 1 October 2022. *Tourism Authority of Thailand News Room*. <https://www.tatnews.org/2022/10/thailand-fully-reopens-from-1-october-2022/>
- Tsaur, S. H., Hsu, F. S., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role of psychological capital. *International Journal of Hospitality Management*, 81, 131–140. <https://doi.org/10.1016/j.ijhm.2019.03.016>
- Tuan, L. T. (2021). Employer event communication and hospitality workers' resilience during the COVID-19 crisis: the role of core beliefs examination and family support. *International Journal of Contemporary Hospitality Management*, 33(5), 1593–1619. <https://doi.org/10.1108/IJCHM-08-2020-0877>

- Tugade, M. M., Fredrickson, B. L., & Feldman Barrett, L. (2004). Psychological resilience and positive emotional granularity: Examining the benefits of positive emotions on coping and health NIH public access. *Journal of personality*, 72(6), 1161-1190. <https://doi.org/10.1111/j.1467-6494.2004.00294.x>
- Üngüren, E., & Arslan, S. (2022). How does COVID-19 fear affect job insecurity and stress for hospitality employees? A moderated mediation model for age and financial status. *Tourism and Management Studies*, 18(3), 7–20. <https://doi.org/10.18089/tms.2022.180301>
- Üngüren, E., Tekin, Ö. A., Avsallı, H., & Kaçmaz, Y. Y. (2021). The moderator role of financial well-being on the effect of job insecurity and the covid-19 anxiety on burnout: A research on hotel-sector employees in crisis. *Sustainability*, 13(16). Article 9031. <https://doi.org/10.3390/su13169031>
- Van Breda, A. D. (2018). A critical review of resilience theory and its relevance for social work. *Social Work*, 54(1), 1-18. <https://doi.org/10.15270/54-1-611>
- Venkatesh, V. (2020). Impacts of COVID-19: A research agenda to support people in their fight. *International Journal of Information Management*, 55, Article 102197. <https://doi.org/10.1016/j.ijinfomgt.2020.102197>
- Viseu, J., Pinto, P., Borralha, S. da, & Jesus, S. N. de. (2022). Exploring the role of personal and job resources in professional satisfaction: the case of the hotel sector in Algarve. *International Journal of Culture, Tourism, and Hospitality Research*, 16(1), 207–221. <https://doi.org/10.1108/IJCTHR-02-2021-0049>
- WHO. (2020). *Doing what matters in times of stress: An illustrated guide*. <https://apps.who.int/iris/bitstream/handle/10665/331901/9789240003910-eng.pdf>
- Wieczorek-Kosmala, M. (2021). COVID-19 impact on the hospitality industry: Exploratory study of financial-slack-driven risk preparedness. *International Journal of Hospitality Management*, 94, Article 102799. <https://doi.org/10.1016/j.ijhm.2020.102799>
- Wolf, E. J., Harrington, K. M., Clark, S. L., & Miller, M. W. (2013). Sample size requirements for structural equation models: An evaluation of power, bias, and solution propriety. *Educational and Psychological Measurement*, 73(6), 913–934. <https://doi.org/10.1177/0013164413495237>
- World Travel & Tourism Council. (2022). *Economic impact reports*. <https://wtcc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf>
- Xie, C., Zhang, J., Chen, Y., & Morrison, A. M. (2023). The effect of hotel employee resilience during COVID-19: The moderation role of perceived risk and challenge stressors. *Tourism Management Perspectives*, 46, Article 101087. <https://doi.org/10.1016/j.tmp.2023.101087>

Yu, J., Park, J., & Hyun, S. S. (2021). Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organisational citizenship behaviour, and employee-customer identification. *Journal of Hospitality Marketing and Management*, 30(5), 529–548. <https://doi.org/10.1080/19368623.2021.1867283>