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Unguren, Engin; Kacmaz, Yasar Yigit

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Innovations in management of hotel employees : the relationship between organizational resilience and work engagement

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Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics
Düsternbrooker Weg 120
24105 Kiel (Germany)
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)
<https://www.zbw.eu/econis-archiv/>

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Engin Unguren,


Ph.D., Alanya Alaaddin Keykubat University, Turkey

 ORCID ID, 0000-0002-7223-2543

email: engin.unguren@alanya.edu.tr

Yasar Yigit Kacmaz,

Ph.D., Alanya Alaaddin Keykubat University, Turkey

 ORCID ID, 0000-0001-8775-7003

email: yykacmaz@hotmail.com

Correspondence author: yykacmaz@hotmail.com

INNOVATIONS IN MANAGEMENT OF HOTEL EMPLOYEES: THE RELATIONSHIP BETWEEN ORGANIZATIONAL RESILIENCE AND WORK ENGAGEMENT

Abstract. In many destinations, crises such as hurricanes, floods, wildfires, earthquakes, terrorist attacks, and outbreaks negatively impact the tourism industry. Such crises stress out both management levels and employees, declining productivity. In an environment where the crisis is intense, tourism enterprises need to take the necessary precautions to continue their activities and ensure sustainability. This study focuses on the implications of organisational resilience on employees, which refers to the ability to continue its activities in the face of crises. This study, handled in the context of Social Exchange Theory, has two purposes. The first purpose of the study is to determine the effect of organisational resilience on organisational support and work engagement. The second purpose of this study is to determine the mediating role of organisational support in the relationship between organisational resilience and work engagement. The study is cross-sectional and employs a quantitative method. The study used convenience sampling because it was conducted during the COVID-19 pandemic and the relevant restrictions dictated certain precautions. Another reason behind convenience sampling is the limited cost and timeline for the study. Data were collected with questionnaires from 506 employees working at four and five-star hotels. The suitability of the measurement model was tested with confirmatory factor analysis. The mediation analysis was carried out with process macro, based on the bootstrap method. Consequent to the analyses conducted in line with the purposes of this study, organisational resilience was found to positively impact perceived organisational support and work engagement.

Furthermore, perceived organisational support has a full mediation role in the relationship between organisational resilience and work engagement. The findings of this study theoretically provide a framework regarding how organisational resilience improves employees' attitudes towards their jobs. In addition, the results obtained in the study help efficiently manage crises and unexpected events and develop the right policies for employees.

Keywords: Organisational resilience, organisational support, work engagement, crises, hotel employees.

Introduction. Occurring in relation to environmental, financial, economic, or political changes, crises deeply impact businesses and employees. Similarly, the hospitality industry is substantially affected by crises, for it plays an important role in the global economy. For example, as a consequence of the terrorist attacks in Egypt in 1992–1995, the number of international tourists visiting the country has drastically dropped, causing a 43% loss in national tourism revenues (Sonmez, 1998). Similarly, Hurricane Katrina stopped the activities of 1,409 hospitality businesses when it hit New Orleans, USA, affecting almost 33,000 employees (Pearlman and Melnik, 2008). After Hurricane Gustav hit New Orleans, USA, 42% of hospitality companies lost their employees (Lamanna et al. 2012). After the UK's hand and mouth disease outbreak in 2001, tourism companies suffered a loss of around 2.7 to 3.2 billion pounds (Thompson et al., 2002).

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Moreover, the SARS outbreak of 2003 decreased the number of tourists in Japan by 55% in just a month (Cooper, 2005), while 75% of employees in the leisure and hospitality sector in Toronto lost their jobs (Nhamo et al., 2020). Recently, international tourist visits declined 74% in 2020 due to the COVID-19 pandemic (UNWTO, 2021). Turkish tourism companies and their employees, the population of this study, have also gone through a challenging period due to the COVID-19 pandemic. On a global scale, Turkey was ranked 6th in the list of top tourism destinations in 2019, with 51.2 million incoming tourists before this number decreased by 69.14% in 2020 (TR Minister of Culture and Tourism, 2021). These results clearly and tragically display the vulnerability of the tourism industry in the face of outbreaks and disasters (UngUren et al., 2021).

Tourism companies must employ necessary precautions in environments where crises frequently occur to sustain their activities and recover from the negative impacts of crises as soon as possible. Employees are among the stakeholders that shall not be overlooked in events with negative impacts such as crises. Affected by crises or unexpected events, employees need and expect support from their employers. At this point, employers need to display behaviour that would meet employees' expectations within the scope of activities to improve organisational resilience. We believe that organisational resilience is an important concept in said measures to be taken, which is why we emphasise the consequences of organisational resilience in this study. In light of these explanations, this study has two purposes. The first purpose of the study is to determine the impact of organisational resilience on organisational support and work engagement. On the other hand, the second purpose is to identify whether organisational support plays a mediating role in the impact of organisational resilience on work engagement. The study is important to help businesses manage crises and unexpected events, as they frequently occur in recent times, and in developing policies for employees in such times.

Literature Review. In broad terms, organisational resilience refers to a company's ability to survive and sustain its activities in the face of crises and unexpected events (Gittell et al., 2006). On the other hand, organisational resilience is the ability of the business to adapt to the emerging new situation and to create new opportunities in threat situations (Lengnick-Hall et al., 2011). That being the case, suffering at a minimum from the negative impacts of crises has to do with the level of organisational resilience. Horne III and Orr (1998) state that seven behavioural patterns contribute to improving organisational resilience. The first behavioural pattern is employees internalising the company's mission, vision, and values. The second behavioural pattern is called competence, which refers to the harmony between information that can fulfil the needs of internal and external environments and the skills, knowledge, and capabilities of employees and teams during stressful crises. The third behavioural pattern, connections, comprises the characteristics of all employees and teams, ensuring that they can respond, as a whole, inaccurate and behave flexibly before the pressure their employer is facing. The fourth behavioural pattern is called commitment. This term refers to employees' capability to cooperate with suppliers during times of ambiguity. The fifth behavioural pattern is communication, which refers to a company informing all stakeholders concerning its activities and keeping open all communication channels, be it vertical or horizontal, within the organisation. Called coordination, the sixth behavioural pattern is explained by linking all endeavours to each other to acquire efficient results. The final behavioural pattern is called consideration, revealing how the management evaluates and values employees. These behavioural patterns indicate that organisations' investment in their employees within organisational resilience is important.

The impact of crises or other unexpected events on employees may be economic, psychological and, in some cases, physical or social, as was the case during the COVID-19 pandemic. As employers carry out activities to meet employees' expectations in the face of crises and unexpected events, employees' perceived organisational support is predicted to be positively influenced. Perceived organisational support is the perception of employees that the organisation cares about their well-being and their feeling that they

are valued in difficult times (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). During such times, employees, who receive support from employers, may devote themselves to their jobs and professional duties. Work engagement is a positive attitude of the employee towards the job (Schaufeli et al., 2006). Work engagement is related to employees' transferring their emotional energies to work while doing their jobs and owning their roles (Khan, 1990). Employees whose expectations are met are thought to support their employers' struggle against crises and unexpected events, which would, in turn, help to fulfil organisational goals. Work engagement is also explained by the employee's enthusiasm to successfully fulfil their responsibilities (Albrecht et al., 2018).

The literature has few studies investigating the link between organisational resilience and work engagement. Want et al. (2017) conducted a study on IT companies in China, where they found that organisational resilience positively impacts work engagement. Similarly, Cooke et al. (2019) found in a study they conducted in the Chinese banking industry that organisational study is a business resource which positively impacts work engagement. Amir and Mangundjaya (2021) also conducted a similar study with academicians in Indonesia and concluded that there might potentially be a link between organisational resilience and work engagement.

Organisational support was initially conceptualised by Eisenberger et al. (1986) within the scope of Social Exchange Theory (Loi et al., 2006). Within the framework of this theory, organisational support refers to employees' ability to handle crises and stress and succeed in fulfilling their professional duties during crises and stress due to feeling valued by the management (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). Perceived organisational support strengthens ties with the employer's positive and negative behavioural intentions. Said behavioural intentions have been examined in various studies under different variables. These variables can be listed as job conditions, human resources management, leader behaviour, and organisational justice policies (Cropanzano et al., 1997; Eisenberger et al., 1999; Moorman et al., 1998; Settoon et al., 1996; Wayne et al., 1997). The link between organisational support and work engagement has been investigated in some studies. For example, a study conducted in the Pakistani service industry found that organisational support positively impacts work engagement (Imran et al., 2020). Caesens and Stinglhamber (2014) found in a study conducted in private sector businesses in Belgium that organisational support impacts work engagement, and self-sufficiency partially moderates this impact.

At the same time, the impact of organisational resilience on employees' engagement can be realised through perceived organisational support. A study conducted in a telecommunication company in China found that organisational support positively mediates work engagement and objective job performance (Yongxing et al., 2017). In another study conducted with the employees of a multinational company in America, organisational support was detected to mediate the link between relational exchange and organisational identification (Sluss et al., 2008). Moreover, a study conducted with universities and their employees concluded that organisational support mediates the relationship between psychological contract breach and organisational identification (Zagenczyk et al., 2011). Finally, another study conducted with education specialists in Iran found that organisational justice indirectly impacts corporate citizenship via organisational support (Noruzy et al., 2011). In the light of these explanations, the main purpose of this study is to investigate the mediating effect of organisational support on the impact of organisational resilience on employees' work engagement in hospitality businesses.

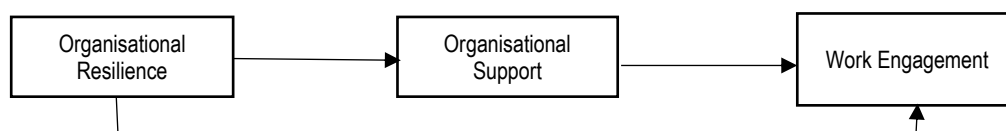


Figure 1. Conceptual Model

Sources: developed by the author.

Methodology and research methods. The survey technique was used in the study, carried out with the quantitative research method. The study was conducted with employees of four and five-star hotels in Antalya. Antalya is Turkey's most popular tourist resort, with over a million foreign visitors each year. Also, most of Turkey's four and five-star accommodation establishments are located in Antalya. Data were collected face-to-face and with the drop and pick method. The study used convenience sampling because it was conducted during the COVID-19 pandemic and the relevant restrictions dictated certain precautions. Another reason behind convenience sampling is the limited cost and timeline for the study. A total of 650 questionnaires were distributed, and 543 were collected. After questionnaires with missing information and outliers were excluded, 506 remained for analyses. As can be seen in Table 1, 64% of respondents were male, and 36% were female. The majority of respondents (65%) were between the ages of 18 and 37, while respondents of age 48 and above represented an 8%. The research study included respondents from eight different departments, mostly from food and beverage, housekeeping, kitchen, and front office. Among the respondents, 33% hold a high school degree, 29% hold an associate degree, 19% hold a primary school diploma, and 19% hold a bachelor's degree. Most participants (80%) work in the same accommodation business for one year or more.

Data were collected with questionnaires consisting of four sections. The first section of the questionnaire includes an organisational resilience scale since it is the study's independent variable. Organisational resilience was measured with The Benchmark Resilience Tool (BRT-13), comprising 13 items developed by Whitman et al. (2013). BRT-13 is a self-administered questionnaire revealing the resilience performance of businesses. It was determined that the scale consisted of two factors: planning and adaptive capacity. The original scale calculated Cronbach's values for two dimensions above 0.80. Each BRT-13 item was measured using a 5-point Likert scale (1= strongly disagree to 7 = strongly agree). Organisational support, the mediating variable of the study, was measured by the Perceived Organizational Support scale (POS), comprising eight items, as developed by Eisenberger et al. (1986). POS refers to employees' perceptions of how much their organisation values their contributions and how much they care about their well-being. Four of the items in the scale consisted of reverse propositions. The higher the score obtained from the scale indicates high perceived organisational support. Work engagement, the dependent variable of the study, was measured with a 9-item short form from Utrecht Work Engagement Scale (UWES-9), developed by Schaufeli et al. (2006). Cronbach alpha internal consistency coefficient of UWES-9 was found between 0.85 and 0.92. A high score from UWES-9 indicates high work engagement. Finally, the fourth section of the questionnaire includes six questions addressing identifying employees' demographics.

Table 1. Research Respondent Profile

Gender	n	%	Marital status	n	%
Male	176	34.8	Single	229	45.3
Female	309	61.1	Married	250	49.4
Missing	21	4.2	Missing	27	5.3
Age	n	%	Education	n	%
18-27 age	117	23.1	Primary education	92	18.2
28-37 age	210	41.5	High school	162	32.0
38-47 age	130	25.7	Associate's degree	141	27.9
48 age and above	37	7.3	Bachelor's degree	92	18.2
Missing	12	2.4	Missing	19	3.8
Department	n	%	Tenure in the business	n	%
Food & Beverage	127	25.1	Less than a year	101	20.0

Continued Table 1

Kitchen	60	11.9	1-3 year(s)	129	25.5
Housekeeping	83	16.4	4-6 years	132	26.1
Front Office	67	13.2	7-9 years	76	15.0
Sales & Marketing	26	5.1	10 years and above	58	11.5
Accounting & Finance	47	9.3	Missing	10	2.0
Human Resources	32	6.3			
Purchasing	35	6.9			
Missing	29	5.7			

Sources: developed by the author.

Acquired data were controlled before analyses. During data control, missing values, outliers, and normal distribution were checked. Mahalanobis' distance was analysed to determine outliers. Skewness and kurtosis coefficients were examined to detect whether or not data displayed normal distribution. Skewness and kurtosis values were between +2 and -2, which provide normal distribution values. Data concerning the demographics of respondents were also examined with frequency and percentages. Analyses of the research model, on the other hand, were conducted in two stages in line with the recommendation of Anderson and Gerbing (1988). The first stage tested the measurement model with confirmatory factor analysis (CFA) before analysing the structural model. Within the scope of the measurement model, discriminant validity and convergent validity were also investigated. Analysis for the mediation was carried out with process macro based on the bootstrap method.

Results. Conducted to test the measurement model, CFA results are presented in Table 2. As a result of CFA analysis in the first stage, three items concerning the organisational resilience scale were determined to have factor loads lower than 0.50. Later, these three items were excluded, and CFA analysis was conducted again. Factor loads of scale items were over 0.70 with high t values and were statistically significant. The goodness of fit statistics regarding the measurement model indicate that it is an acceptable model ($\chi^2 = 509.527$, $df = 321$, $\chi^2/df = 1.587$; RMSEA= 0.034; GFI= 0.927; CFI= 0.987; NFI= 0.967, RFI= 0.964, IFI= 0.987, TLI= 0.986). Cronbach's Alpha values of scales were between 0.96 and 0.74. In addition to the goodness of fit indexes of the measurement model, convergent validity and discriminant validity values of scales were calculated as presented in Table 3. CR values were over 0.70, AVE values were over 0.50, and CR values were greater than AVE values. These results show that the internal validity of scales is high with observed convergent validity. The \sqrt{AVE} value of each construct in the measurement model is greater than the correlation value between variables, indicating discriminant validity. Moreover, correlations between dependents in Table 3 reveals that organizational resilience was positively correlated with organizational support ($r = 0.59$, $p < 0.01$) and work engagement ($r = 0.51$, $p < 0.01$). There is also a strong positive link between organisational support and work engagement ($r = 0.78$, $p < 0.01$).

Table 2. Result of the measurement model

Dimension	Mean	SD.	SFL	SE.	CR.	P	α
ORGRES1	4.46	1.47	0.82	0.031	26.86	$p < 0.001$	0.96
ORGRES2	4.35	1.47	0.82	0.031	27.04	$p < 0.001$	
ORGRES3	4.41	1.66	0.84	0.033	28.63	$p < 0.001$	
ORGRES4	4.38	1.50	0.84	0.03	28.10	$p < 0.001$	
ORGRES5	4.34	1.56	0.82	0.032	27.18	$p < 0.001$	
ORGRES6	4.36	1.59	0.87	0.031	30.58	$p < 0.001$	
ORGRES7	4.29	1.55	0.85	0.031	29.47	$p < 0.001$	
ORGRES8	4.25	1.54	0.88	0.029	31.73	$p < 0.001$	

Continued Table 2

Dimension	Mean	SD.	SFL	SE.	CR.	P	α
ORGRES9	4.36	1.55	0.89	0.029	32.52	p < 0.001	0.96
ORGRES10	4.32	1.59	0.92	Fixed			
ORGSUP1	4.47	1.49	0.88	0.029	33.10	p < 0.001	
ORGSUP2	4.54	1.54	0.86	0.031	31.32	p < 0.001	
ORGSUP3	4.43	1.49	0.83	0.032	28.02	p < 0.001	
ORGSUP4	4.56	1.53	0.85	0.031	30.40	p < 0.001	
ORGSUP5	4.42	1.49	0.85	0.031	29.90	p < 0.001	
ORGSUP6	4.42	1.55	0.89	0.029	33.99	p < 0.001	
ORGSUP7	4.38	1.57	0.92	0.027	38.21	p < 0.001	
ORGSUP8	4.30	1.48	0.93	Fixed			
WRKENG1	4.42	1.42	0.84	Fixed			0.97
ORGENG2	4.36	1.32	0.81	0.039	22.84	p < 0.001	
ORGENG3	4.43	1.43	0.81	0.042	22.86	p < 0.001	
ORGENG4	4.30	1.40	0.86	0.04	25.15	p < 0.001	
ORGENG5	4.26	1.47	0.86	0.042	25.24	p < 0.001	
ORGENG6	4.23	1.46	0.87	0.041	26.06	p < 0.001	
ORGENG7	4.25	1.51	0.91	0.041	28.41	p < 0.001	
ORGENG8	4.22	1.47	0.93	0.039	29.39	p < 0.001	
ORGENG9	4.16	1.51	0.92	0.04	28.47	p < 0.001	

SFL: Standardised Factor Loadings. α = Cronbach's Alpha, ORGRES: Organizational Resilience, ORGSUP: Organisational Support, WRKENG: Work Engagement

Sources: developed by the author.

Table 3. Internal consistency, convergent validity and discriminant validity of the measurement model

	Mean	SD	(1)	(2)	(3)	CR	AVE
(1)Organizational Resilience	4.35	1.34	[0.85] ^a	0.59 ^{**}	0.51 ^{**}	0.97	0.73
(2)Organizational Support	4.44	1.35		[0.88] ^a	0.78 ^{**}	0.96	0.77
(3) Work Engagement	4.29	1.27			[0.87] ^a	0.97	0.75

^{**} p < 0.01, , CR= Composite reliability, AVE= Average Variance Extracted, a = square root of AVE

Sources: developed by the author.

In order to test whether or not organisational support plays a mediating role in the impact of organisational resilience on the work engagement of hotel employees, regression analysis based on the bootstrap method was applied. First, the impact of organisational resilience on work engagement was analysed without the moderating effect of organisational support. As seen in Table 4, Model 1, regression analysis results show that organisational resilience has a positive impact ($\beta = 0.46$, %95 BCA CI [0.39;0.53]) on work engagement. Accordingly, in cases where organisational support is not present, organisational resilience accounts for approximately 23% ($R^2 = 0.23$, $p < 0.01$) of the change in work engagement. In Table 4, Model 2, on the other hand, organisational resilience positively impacts organisational support ($\beta = 0.58$, %95 BCA CI [0.50;0.65]), which is the mediating variable. Accordingly, organizational resilience accounts for approximately 33% ($R^2 = 0.33$, $p < 0.01$) of the change on organizational support. In Table 4, Model 3, the impacts of organisational resilience (X), which is the independent variable in the study, and organisational support (M), which is the mediating variable on work engagement (Y), can be seen together. Organizational support positively impacts work engagement ($\beta = 0.69$, %95 BCA CI [0.63;0.75]) in employees. However, in Model 3, the effect of organisational resilience on work engagement was lost ($\beta = 0.06$, %95 BCA CI [-0.01;0.13]). As shown in Table 4 and Figure 2, the

indirect effect of organisational resilience on work engagement ($\beta = 0.40$, 95% BCA CI [0.34;0.46]) is significant. This result shows that organisational support fully mediates the relation between organisational resilience and work engagement. Completely standardized indirect effect(s) of X on Y was calculated to be 0.42 (BCA CI [0.36; 0.48]). This value shows that organisational support mediates the relationship between organisational resilience and work engagement to quite a high degree.

Table 4. Regression Analysis Results for Mediation Testing

Model 1: $X \rightarrow Y$	β	SE	t	p	LLCI	ULCI	R ²	F
Constant	2.30	0.17	13.65	0.00	1.96	2.63	0.23	154.66
Organizational Resilience	0.46	0.04	12.44	0.00	0.39	0.53		
Model 2: $X \rightarrow M$	β	SE	t	p	LLCI	ULCI	R ²	F
Constant	1.94	0.17	11.58	0.00	1.61	2.27	0.33	244.86
Organizational Resilience	0.58	0.04	15.65	0.00	0.50	0.65		
Model 3: $X \rightarrow M \rightarrow Y$	β	SE	t	p	LLCI	ULCI	R ²	F
Constant	0.96	0.14	6.96	0.00	0.69	1.23		
Organisational Resilience	0.06	0.03	1.90	0.06	-0.01	0.13	0.60	371.31
Perceived Organizational Support	0.69	0.03	21.22	0.00	0.63	0.75		
Total effect of X on Y	0.46	0.04	12.44	0.00	0.39	0.53	-	-
Direct effect of X on Y	0.06	0.03	1.90	0.06	-0.01	0.13	-	-
Indirect effect(s) of X on Y	0.40	0.03	-	-	0.34	0.46	-	-

Sources: developed by the author.

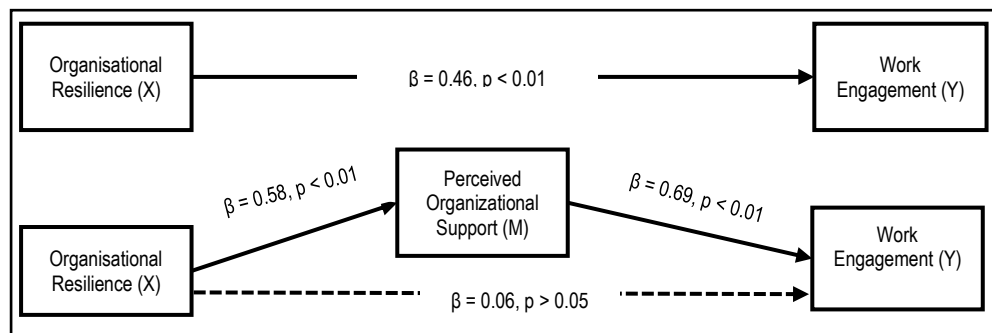


Figure 2. The mediating role of Organizational Support in the relation between organisational resilience and work engagement

Sources: developed by the author.

Conclusion. Risks and crises in the tourism industry can be caused by nature or humans, negatively impacting businesses, employers and clients (Brown et al., 2017). Thus, businesses in the tourism industry must regulate and improve their managerial understanding by taking into consideration such cases. One of the concepts that might benefit companies in this matter is organisational resilience. Organisational resilience has gained importance for businesses and researchers with the impact of recent crises (Annarelli and Nonino, 2016). This concept is useful in understanding how the tourism industry can respond efficiently to crises, shocks and changes and how it can adapt to such developments (Biggs et al., 2012). In this context, this study tested, first and foremost, how organisational resilience impacts employees' work engagement with organisational support. Afterwards, the mediating role of organisational support in the relationship between organisational resilience and work engagement was analysed.

The study found that organisational resilience positively impacts employees' work engagement. This study also concluded that organisational resilience substantially increases perceived organisational support. In other words, employers' investment in their employees within the scope of organisational resilience would positively impact employees' perceived organisational support. Simultaneously, this study found that perceived organisational support positively impacts work engagement. Sources provided to employees, especially social support, play important roles in improving employees' work engagement (Caesens and Stinglhamber, 2014). Social exchange theory predicts that employees with higher levels of perceived organisational support may be more devoted to their jobs and more included with the organisation, helping it achieve its goals. In this context, opportunities organisations provide to their employees may improve work engagement and produce maximum benefit and productivity in cases of crises. An important finding obtained in the study was that perceived organisational support fully mediated the effect of organisational resilience on work engagement. In other words, the impact of organisational resilience on employees' work engagement occurs via perceived organisational support.

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Енгін Унгуурень, Ph.D., Університет Алані ім. Аладдіна Кейкубата, Туреччина

Ясар Ігіт Качмаз, Ph.D., Університет Алані ім. Аладдіна Кейкубата, Туреччина

Інновації в управлінні персоналом готелю: зв'язок між організаційною стійкістю та залученістю працівників

У багатьох країнах світу туризм виступає однією з високоекономічних галузей господарювання, яка внаслідок дії кризи, таких як урагани, повені, лісові пожежі, землетруси, терористичні атаки та спалахи, значно зменшує можливості вирішення цілого комплексу соціально-економічних проблем. Одним з негативних факторів розвитку індустрії туризму під час кризи є значне зниження продуктивності праці персоналу та відповідне зниження стійкості підприємств, що вимагає від менеджменту компаній впровадження нових підходів управління персоналом та забезпечення її стійкості. Ця стаття узагальнює аргументи

та контраргументи в межах наукової дискусії з питання управління персоналом готелю в умовах кризи. Основною метою проведеного дослідження в контексті теорії соціального обміну є: визначення впливу стійкості організації на рівень залученості працівників; визначення посередницької ролі організаційної підтримки при активізації інноваційної складової кадрового потенціалу з метою забезпечення стійкості підприємства. Методичним інструментарієм проведеного дослідження стали методи кількісного аналізу перехресних даних. Дані зібрані за допомогою анкет 506 співробітників, які працюють у чотирьох і п'ятизіркових готелях під час пандемії COVID-19. У статті представлено результати емпіричного аналізу, який засвідчив, що організаційна стійкість позитивно впливає на сприйняття організаційної підтримки та залучення до роботи працівників. Крім того, встановлено, що організаційної підтримки при активізації інноваційної складової кадрового потенціалу забезпечує підвищення рівня стійкості підприємства. Дослідження емпірично підтверджує та теоретично доводить, що стійкість компанії покращує ставлення працівників до своєї роботи. Результати проведеного дослідження можуть бути корисними для менеджерів готелів при формуванні стратегії управління персоналом та забезпечення їх стійкості під час кризи.

Ключові слова: організаційна стійкість, організаційна підтримка, залученість до роботи, криза, туризм.