

A Relational Model of Organizational Environment, Organizational Resilience, and Work Performance in the Hotel Industry of China Under the Covid-19 ERA

Jie Yang¹ and Fuangfa Amponstira²

^{1,2} Management, School of Management, Shinawatra University, Thailand

E-mail: ¹62402045-9@st.siu.ac.th; ²fuangfa.a@siu.ac.th

Received March 28, 2022; **Revised** June 18, 2023; **Accepted** June 19, 2023

Abstract

This article aimed to study the hotel employees' perceptions of hotel organizational culture, organizational commitment, work motivation, self-efficacy, incident intensity (COVID-19, and organizational resilience, and investigated their relationships to hotel employees' work performance under the COVID-19 era. The researchers discuss in detail the operation of the structure and the examination of the questionnaire content.

The sample was hotel employees in Fujian Province, China. They were collected by the snowball sampling method. The instrument for collecting data was the questionnaire. Descriptive statistics are first used to show the composition of the sample population and their perception of various survey variables. Then, through confirmatory factor analysis and the tests of convergent validity and discriminant validity of each variable, the construction validity of the scale is comprehensively judged. Finally, the structural equation model is tested by fitting, and on this basis, the path analysis is carried out to test whether the hypothesis and organizational resilience play a mediating role in the path.

The results show that organizational culture, organizational commitment, motivation, self-efficacy, and event intensity have significant effects on organizational performance in the context of COVID-19. Organizational resilience mediates the effects of organizational commitment, motivation, self-efficacy, and event intensity on employee job performance. Although this study has achieved the expected research goals and obtained some useful research conclusions, because the research on employee work performance during the epidemic in China's hotel industry has not attracted the attention of scholars, this research is still an exploratory study. At the same time, due to the

complexity of the research question itself, the complexity of interdisciplinary research, and the limitations of my own ability level and time, this research still has some shortcomings.

Keywords: Work Performance; Organizational Resilience; Event Strength; Covid–19; Organizational Culture; Organizational Commitment; Work Motivation; Self–Efficacy

Introduction

The World Health Organization (WHO) named the coronavirus (COVID–19) a pandemic on March 11, 2020. A global illness outbreak poses a threat to the global world. To slow the spread of the COVID–19 virus, governments have adopted various intervention mechanisms to slow the spread of the virus, such as bans on mass events and many travel restrictions, such as border closures. Due to its inherent industrial characteristics, the hotel industry has become the most affected industry, with intangibility, comprehensiveness, and synchronization of production and consumption. China's hotel industry is no exception. Compared with 2020, the COVID–19 epidemic in China in 2021 has undergone significant changes—the virus is constantly mutating, and the mutant strains Delta and Omicron are evolving in a direction that is more contagious and spreads faster. In response to the rapidly changing epidemic situation, many places in China have regulated cultural tourism consumption behavior. The postponement of organizing inter–provincial tours and the need for a negative nucleic acid test report within 48 hours of travel have greatly limited travel demand. The ever–changing epidemic situation has disrupted everyone's travel plans and has also seriously affected the performance of China's hotel industry.

With measures to slow the spread of the virus, prolonging business discontinuities and the unpredictable duration of the pandemic, uncertainty about risks has increased and increased anxiety among hotel businesses. The situation raises an important question about whether the hospitality industry is well–positioned to successfully recover from the disruptions caused by the pandemic. Employees are a critical resource or asset for hotel organizations as they strive to deliver excellent service and enhancement, give a superior guest experience, meet consumer expectations, and gain competitive advantage and superior performance (Kusluvan, 2003). In the end, competition in the hotel sector is a battle for service quality, or, in fact, the competition of talents and the quality of employees, which are inseparable from human resource management. Organizations require high–performing personnel to accomplish goals, increase production, and boost efficiency and competitiveness (Sonnenstag & Frese, 2002). Higher individual job performance means higher quality

of work in terms of efficiency, effectiveness, and reliability (Goodhue & Thompson, 1995). The persistence of the epidemic has not only resulted in irreparable losses to the hotel industry's operations, but has also supplied lessons for the hotel industry's future sustainable and healthy development. This study addresses the question of how hotel companies can improve employee work performance by exploring the factors that affect hotel employee work performance. To help the hotel recover and grow after COVID-19, hotel managers need to pay close attention to the internal and external factors that affect employees' work performance at work. All businesses, now and in the future, will have to deal with more dynamic and complicated outside environments. This study addresses the question of how hotel companies can improve employee work performance by exploring the factors that affect hotel employee work performance.

The COVID-19 epidemic is different from previous epidemics in terms of intensity, scope, and duration, so the factors influencing the job performance of Chinese hotel workers have not been studied so deeply in this context. Second, this study links employees' perceived event intensity (COVID-19) with their job performance. Due to limited research on event intensity, discussing the impact of event intensity on employee performance has been overlooked by other researchers in the field. Third, the research on the mediation mechanism also increases the innovation of this paper. The purpose of this study is to examine the moderating effect of organizational resilience on the process through which internal and external factors affect employees' work performance. This is an overlooked area in employee performance research.

Research Objectives

This research study aims at:

1. To find out the influence of organizational resilience, organizational culture, organizational commitment, motivation, and self-efficacy on employees' work performance in the hospitality industry in the COVID-19 era.
2. To identify the mediating effect of organizational resilience in the process of organizational internal and external factors influencing employees' work performance in the hospitality industry in the COVID-19 era in China
3. To build a model of organizational resilience that mediates the effectiveness of an employee's work performance.

Literature Review

Employee work performance can be defined as behaviors or actions that contribute to the organization's goals. (Campbell, 1990) In the course of conducting a literature review, the researchers found that the factors affecting employees' work performance include internal and external factors. The internal factors include organization-related factors and employee-related factors, and the external factors are political, legal, economic, cultural, and natural factors in the macro environment.

There are many organizational and environmental factors that have been studied in the past. Leadership, organizational trust, human capital investment, and other factors are among them. Management support, according to Bapna et al. (2013) and several researchers (Pulakos, 2004; Armstrong, 2012), is a crucial requirement for improving EP. Employees are more likely to recognize work-improving performance when they believe management to encourage their work-related efforts, as Morrison and Phelps (1999) pointed out. Parker et al. (2006) also discovered that managerial support was correlated with commitment and initiative (employee-related factors). Organizational climate affects employees' attitudes and actions, and hence their performance levels, according to Lepak et al. (2006), whereas Chatman et al. (2014) identified a link between organizational climate and adaptability, and Erkutlu (2012) stated that it also affects employee motivation. Finally, Boxall et al. (2007) asserted that organizational culture influences employee behavior, while Roos and VanEeden (2008) hypothesized that this is linked to employee motivation levels. According to Dermol and Cater (2013), employee performance improves when new knowledge and abilities are acquired through training. Furthermore, according to Hale (2002) and Armstrong (2012), training can improve employees' knowledge and abilities, allowing them to successfully deal with new issues connected to their everyday work and, as a result, improve their work performance. Furthermore, Song et al. (2011) discovered that training culture is linked to work autonomy, while Winterton (2008) discovered that corporate training policies are linked to the development of employees' work-related abilities and flexibility (employee-related factors). This study turns attention to organizational culture and organizational commitment. Although many employee-related variables, such as turnover, absenteeism (Hancock et al., 2013), proactivity (Crant, 2000; Thompson, 2005; Grant and Ashford, 2008; Parker and Collins, 2010), adaptability (Pulakos et al., 2002; Griffin et al., 2007), and skill flexibility, have been studied in the literature for their effect on employee performance, this study focuses on self-efficacy and motivation. Self-efficacy has been demonstrated to be a substantial predictor of academic and work performance (e.g., Multon, Brown, & Lent, 1991; Stajkovic & Luthans, 1998), as well as goal attainment. When

Boxall and Purcell (2011) study employees' intrinsic motivation, they establish that it is related to (and determines) EP. According to Ketkar and Sett (2010), environmental vitality has an effect on a business's performance. Additionally, motovierdo and Schmit (1999) note that since a company's external environment is changeable, it is impossible for them to predict employees' efficiency levels in advance. In other words, in a dynamic atmosphere, both the work and its performance take on a life of their own. Crant (2000) says that people who work in a dynamic environment are more likely to come up with ways to improve their performance. Due to the background of the COVID-19 global epidemic, the development of the epidemic cannot be predicted, which is the most prominent of the current external factors. Therefore, in terms of external factors affecting employees' work performance, this study turns its attention to event strength (COVID-19). Organizational resilience can help companies identify and respond to opportunities and challenges brought about by environmental uncertainty, turn danger into safety, and take advantage of opportunities to promote the sustainable development of enterprises (Ortiz-de-Mandojana & Bansal, 2016). From the outside of the organization, the external contextual factors of organizational resilience can be summarized according to the PEST analysis method as follows: First, political factors are contextual factors that cannot be ignored in business management practices. (Bouazis, 2018). Secondly, economic factors can affect and determine the development strategy and direction of companies. (DesCardino et al., 2019). Third, social factors include both subjective social relations and objective natural conditions. (Sullivan-Taylor & Wilson, 2009). Tisch and Galbreath (2018) analyze the organizational resilience of the New Zealand agricultural sector in the context of climate change. Finally, the upgrading and rapid development of technological factors will have an impact on the core expertise and competitive position of enterprises (Dewaid and Bowen, 2010). The purpose of this study is to determine whether natural causes (epidemics) and external environmental factors such as event strength (COVID-19) have a significant impact on organizational resilience. At present, few scholars have done research in this area, and there is an academic research gap in this area. From an internal perspective, organizational resilience can be affected at three levels: individual, team, and organizational. (Linnenluecke, 2017; Kahn et al., 2018; Luo Xiaoyi and Sun Li, 2019; Bustinza et al., 2019) In this regard, the study proposes the hypothesis that organizational culture and organizational commitment at the organizational level, as well as self-efficacy and motivation at the individual level, have a significant impact on organizational resilience. Additionally, the study will examine the moderating effect of organizational resilience on the effects of internal and external factors on employee performance. Event strength refers to the novelty, interruption and criticality of

an event. (Morgeson et al., 2015) No research has been found to examine the relationship between the intensity of the COVID-19 outbreak and job performance, but existing research has provided evidence for the construction of the relationship between the two. Kinsinger et al. From the perspective of stress coping style, it is proposed that negative life events may have positive effects; The above research results are attributed to the stressful cognitive activation theory as the delayed learning effect brought about by stressful events. That is, people will form psychological defenses against stressful stimuli that continue to appear for a certain period of time. In view of the high intensity, high disruption, and high criticality of the COVID-19 outbreak, unprecedented requirements and challenges have been placed on the front-line health and epidemic prevention work in the hotel industry. Therefore, the researchers believe that the new crown pneumonia epidemic has brought a clearly perceived work pressure to hotel employees. According to the stress cognitive activation theory, individuals will choose appropriate behaviors to achieve work goals. Therefore, this study proposes the hypothesis that the intensity of the COVID-19 outbreak will have a significant impact on hotel employee performance.

Conceptual Framework

The researcher defines the research conceptual framework based on the concept of work performance together with internal and external factors. The details are as figure 1.

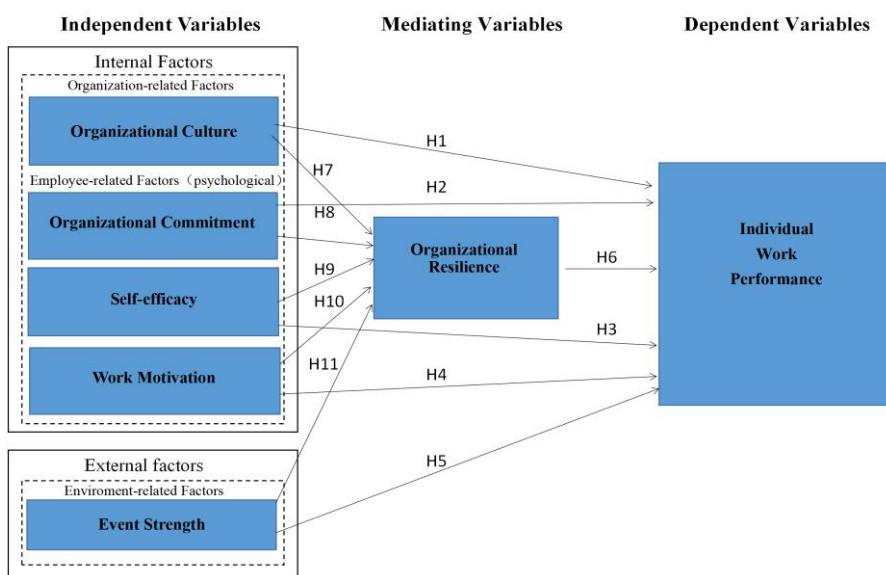


Figure 1: Conceptual Framework and Research hypothesis

Research methodology

The interpretative sequential mixed method employed in this study is the best method for answering the research question. In this design, the researchers first collected and analyzed quantitative (numerical) data. The second stage is to collect qualitative (text) data to assist us in comprehending the quantitative results obtained in the previous step.

Sample and Procedure

This study conducted a questionnaire survey of hotel employees in Fujian Province, China. The researchers submitted the questionnaire to Wenjuanxing (<https://www.wjx.cn/>), a prominent survey website in China, and used the platform to distribute the questionnaire link to social media platforms (such as WeChat and QQ). Using the snowball sampling method, the researchers contacted the hotel industry association in Fujian Province, China, where they recommended hotel human resource managers in different hotels. The researchers explained the purpose of the survey to managers and sent a link to the questionnaire to their WeChat or QQ, asking them to help complete the survey and forward it to those who met the requirements. The survey recovered 508 questionnaires and finally obtained 467 valid samples by eliminating invalid samples.

Measures

Organizational culture scale was adapted from the Hospitality Organizational Culture Scale(HIOCS) proposed by Bavik (2016). The instrument of organizational commitment was adapted from the organizational commitment questionnaire (Kobulnick, P.J., 1997). Motivation questionnaire items were adapted from Altindis's (2011) motivation works. Self-efficacy questionnaire items were adapted from General Self-efficacy Scale (Schwarzer, R. , & Jerusalem, 1995). Morgeson et al. offered 11 factors to assess event strength, including novelty, disruption, and criticality (2015). The instrument of organizational resilience was adapted from organizational resilience scale, including three factors: Robustness, Agility, and Integrity (Kantur et al, 2015). Employee work performance was measured using an instrument derived from the Individual Work Performance Questionnaire (IWPQ), which included three factors: task performance, contextual performance, and counterproductive work behavior. There are a total of 18 items (Koopmans, 2015). All scales employed a five-point Likert-type scale, with 1 equaling Never and 5 equaling Always.

Due to the fact that the respondents are Chinese, some modifications have been made to the language used in the questionnaire, and items from the original scale have been modified and deleted according to the cultural background of China and the characteristics of the hospitality industry.

To ensure the questionnaire's reliability and validity, the researchers administered a pre-test prior to the questionnaire's official distribution and conducted item analysis, reliability and validity analysis, exploratory factor analysis (EFA), and confirmatory factor analysis on the revised scale.

Analytic strategy

The survey variables include employees' perception of organizational culture (OC), organizational commitment (OCS), organizational resilience (OR), general self-efficacy (GS), motivation (MS), event strength (recognition) (ESR) and individual work performance (IWP). SPSS(Version 21.0) and Amos(Version 21.0) were used to analyze the data. Descriptive statistics are first used to show the composition of the sample population and their perception of various survey variables. The construction validity of the scale is then assessed using confirmatory factor analysis and tests of convergent and discriminant validity for each variable. Finally, the structural equation model is tested by fitting, and on this basis, the path analysis is carried out to test whether the hypothesis and organizational resilience play an mediate role in the path.

Research Results

The model's main path results are indicated in Figure 2. The ratio of chi-square degrees of freedom NC should be between 1 and 3, according to the structural equation model fitting test indications, and the RMSEA (Residual mean square error of approximation) value should be between 0.05 and 0.08. If it is less than 0.05, the fit is very good; the fit degree index GFI value is generally considered to be greater than 0.9; if it is greater than 0.8, it is acceptable; the value-added fit index CFI value should be greater than 0.9; non-standard fit indicators should be greater than 0.9; the non-standard adaptation index TLI value should be greater than 0.9; and it is generally believed that the number of samples should be greater than 200 (Jietai, Zhonglin, 2005).

The model's running fitting index is shown in the table. The fitting index situation is: $\chi^2/df = 2.276$, which is less than 3. GFI = 0.890, AGFI = 0.867, greater than 0.8, NFI = 0.906, TLI = 0.922, CFI = 0.931, greater than 0.9, RMSEA = 0.052, according to the fitting criteria of the Table 2, the fitting indicators of the model meet the requirements.

Main effect hypotheses testing

The AMOS21.0 software was used in this study to evaluate the path of the structural equation model in order to determine the path coefficient value and the structural equation model's CR value. The path coefficient expresses the link and degree of influence between variables, while the critical ratio CR (Critical Ratio) can be used to assess the regression. Whether the coefficient is

significant or not, the CR value is commonly assumed to be greater than or equal to 1.96, implying a significant difference at the 0.05 significant level (Hou Jietai, Wen Zhonglin, 2005). Table 3 shows the standardized regression coefficients and variance parameter estimates for the structural equation model used in this research.

Table 1 The main evaluation indicators and criteria for the model's overall fitness

statistical test	Fit Criteria or Thresholds
Chi-squared degrees of freedom ratio (NC)	$1 < NC < 3$, good fit; $NC > 5$, Reasonable fit
GFI	> 0.8 good fit; > 0.9 Reasonable fit
AGFI	> 0.8 good fit; > 0.9 Reasonable fit
NFI	> 0.9 Reasonable fit;
CFI	> 0.9 Reasonable fit;
TLI	> 0.9 Reasonable fit;
PNFI	> 0.5 Reasonable fit;
RMSEA	< 0.05 (good fit) < 0.08 (Reasonable fit)

Table 2 The fitting index of structural equation model

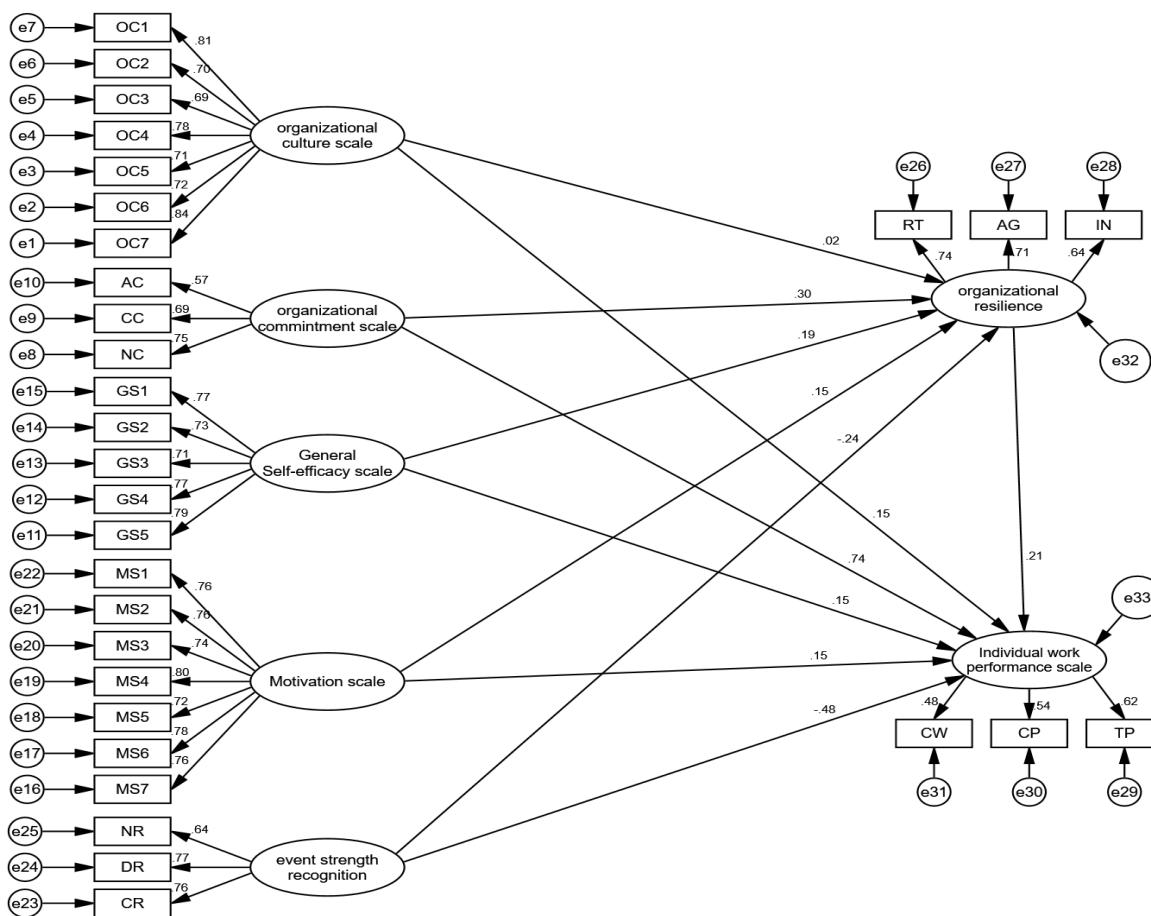


Figure 2 Operation results of Structural equation model (Standardization)

Table 3 The Path Coefficients of Structural Equation Models Test

path hypothesis			Estimate	S.E.	C.R.	P
OCS	→	OR	0.298	0.082	4.743	***
ESR	→	OR	-0.241	0.062	-4.044	***
MS	→	OR	0.15	0.06	2.784	0.005
OC	→	OR	0.021	0.048	0.403	0.687
GS	→	OR	0.188	0.057	3.416	***
MS	→	IWPS	0.148	0.033	3.04	0.002
OR	→	IWPS	0.214	0.04	3.252	0.001
ESR	→	IWPS	-0.478	0.04	-7.618	***
OC	→	IWPS	0.154	0.026	3.248	0.001
OCS	→	IWPS	0.74	0.063	9.402	***
GS	→	IWPS	0.145	0.031	2.897	0.004

Note: *** means $P < 0.001$.

The path coefficient of OC on OR was 0.019, and the C.R. value was 0.403, corresponding to a significant $P > 0.06$. Therefore, OC had no significant positive effect on OR, so hypothesis 7 was not established.

Mediation hypotheses testing

The hypothesis test is constructed based on the path analysis results. Researchers used the Bootstrap approach in AMOS 21.0, repeated it 5000 times, adjusted the confidence interval standard to 95%, and tested it using the deviation correction method to see if there is a mediating influence in these significant paths. This is a multi-mediation model, by the way. From a single analysis, only the total mediation effect results may be obtained, not the specific mediation effect. As a result, we use the syntax that comes with the AMOS software to assign all relevant paths to calculate the non-standardized and standardized specific mediation effects.

Table 4 Mediation test results

Parameter	Estimate	Lower	Upper	P
OC → OR → IWP	0.005	-0.03	0.047	0.799
OCS → OR → IWP	0.064	0.016	0.122	0.006
GS → OR → IWP	0.040	0.004	0.094	0.018
MS → OR → IWP	0.032	0.001	0.076	0.033
ESR → OR → IWP	-0.051	-0.116	-0.006	0.015

The mediating effect of organizational culture, organizational resilience, and personal work performance is 0.005, corresponding to a 95% confidence interval of [-0.030, 0.047], and the upper and lower interval values include 0, indicating that the mediating effect of organizational resilience between organizational culture and personal work performance is not significant, so hypothesis 12 is not established.

Discussions

Objective 1. The first objective of the research was to find out how organizational resilience, organizational culture, organizational commitment, motivation, and self-efficacy influenced employee work performance in the hospitality industry in the COVID-19 era.

The study found that organizational culture has a significant positive correlation with employees' work performance. Organizational goals, basic beliefs, and value standards are formed by members of the organization in the long-term practice process. This is in line with O'Reilly et

al.'s (1991) finding that the alignment between personal and corporate values is significantly associated with personal productivity. Therefore, a culture of trust and innovation among employees should be encouraged, and management should interact with employees on a regular basis.

Through interviews with senior hotel managers, the researchers found that Chinese hotel companies have made efforts in the construction of organizational culture to varying degrees in the past ten years, and they have recognized the degree of match between organizational values and employees' personal values. influence on organizational performance, the results of the questionnaire also show the achievements of hotel companies in the construction of organizational culture.

This study puts forward the hypothesis that organizational culture is significantly related to organizational resilience, but the hypothesis does not hold through data analysis. According to previous studies by scholars, the main influencing factors at the organizational level are organizational actions. For example, Luo Xiaoyi and Sun Li (2019), based on learning theory, believe that effective learning organizations can better adapt to environmental changes and organizational learning can enhance organizational resilience. Organization-level concepts are often highly context-sensitive, requiring precise delineation of scope boundaries and clarification of applicability (Suddaby, 2010). In the context of COVID-19, the impact of hotel organizational culture on organizational resilience is not significant, but it has a significant impact on hotel employee work performance.

The study finds hotel workers' perceptions of organizational resilience in a scenario where the COVID-19 outbreak has severely impacted the global hospitality industry and the duration of the pandemic is unpredictable, greatly enhanced the confidence and courage of the hotel staff, relieved the psychological anxiety and unease brought by the epidemic to the staff, and thus maintained the staff's work performance. This has also been proven in research, and organizational resilience has a significant impact on how well employees do their jobs.

Organizational commitment, work motivation, and self-efficacy are all factors that affect employee work performance within the organization. The survey results show that hotel employees make decisions based on various factors, such as economic interests, emotional value recognition, and moral responsibility constraints. The comprehensive trade-off of choosing to remain in the organization to fulfill the commitment is consistent with the results of previous employees' perceptions of organizational culture. Hotel companies attach great importance to the construction of organizational culture, which enhances employees' recognition of organizational values and thus enhances the emotional connection between employees and hotels.

Due to the impact of the epidemic, companies from all walks of life are in a recession, especially hotel companies. The sharply reduced customer demand has led to a significant drop in the hotel's turnover, but the hotel's operating costs have not fallen accordingly. The interview results of this study show that the vast majority of the hotel executives interviewed said that at such a difficult time for the hotel, the hotel did not take layoffs to reduce operating cost pressure; even during the worst period of the epidemic, the hotel completely closed its business. Or, during the suspension of some business, the hotel only adopts the method of giving employees supplementary leave or taking annual leave in advance so as to maintain the basic salary of employees and get through the most difficult period. Therefore, employees are also grateful to the hotel, and they will not lose their jobs at such a difficult time, and the loyalty of employees to the hotel will also increase. In any case, leaving during the epidemic is not a good choice for employees, as it is difficult to find jobs with better income and development prospects, and they are more likely to face unemployment directly after leaving. In addition, when combined with ethical responsibilities, hotel employees choose to remain with the organization. The results of the survey analysis are in line with Pawan Kumar et al. (2016) using social exchange theory to specifically explain the formation process of organizational commitment.

The research found that the hotel employees who received the questionnaire's perception of work motivation have a positive professional identity, the hotel's working environment and working atmosphere are satisfactory, and the hotel's organizational level has reasonable salary design, promotion paths, and sufficient authorization. By analyzing the work motivation of employees in detail, according to the expectation theory, the hotel reasonably designs the work goals and combines the needs of the hotel employees with the goals of the organization. While completing the goals of the organization, it also meets the personal needs of the employees. The organization will benefit from a better understanding of employee motivation. Although the influence of work motivation on employees' work performance is still controversial or even contradictory in academic circles, this study shows that work motivation has a significant positive impact on employees' work performance.

With regard to self-efficacy, research shows that hotel employees with a higher sense of self-competence have correspondingly higher work performance. Self-efficacy has been extensively studied in the field of organizational behavior, and self-efficacy has been shown to be one of the best predictors of performance. This study examines whether self-efficacy has the same effect in the context of the hospitality industry. Studies have verified that high self-efficacy can promote

performance improvement and low self-efficacy can hinder performance growth. High self-efficacy motivates people to try high-challenging work, set high-level goals, and show strong goal commitment, thereby improving work performance. This study also hypothesized that organizational resilience moderates the relationship between self-efficacy and work performance. After testing, this hypothesis held. When people think that their jobs are safe, the effect of self-efficacy on work performance is more significant.

Among the many external organizational factors, the global pandemic of COVID-19 is the most prominent one, so this study selects the event strength (COVID-19) as an external organizational factor affecting employees' work performance to analyze. The results of the study show that the epidemic has impacted traditional work procedures, changing people's perception of work content and increasing concerns and uncertainty about health. The operations of hotel companies have been affected seriously. According to the severity of the epidemic, the hotel has taken measures to suspend operations, have employees of some departments work from home, provide some services, limit the number of on-site customers, increase hotel sanitation and epidemic prevention measures, and check the health status of customers visiting the store, etc. way. The way employees work and this instability can create uncertainty that ultimately fuels insecurity and fear in the workplace. The impact of COVID-19 events on individuals lies in their intensity attributes, including novelty, subversiveness, and criticality. In other words, people's attitudes or behavioral changes depend on their perception and evaluation of the intensity attributes of the event. The findings of this study also support these views, with hotel employees' perception of the intensity of COVID-19 events having a significant negative impact on employee work performance.

Objective 2. The second objective of this study is to examine the mediating role of organizational resilience between employee work performance and internal and external influencing factors in the organization under the influence of COVID-19. The mediation hypothesis describes the mechanism by which an independent variable affects the dependent variable through some intervening variable (Preacher & Hayes, 2008). This paper assumes that organizational resilience will be the mediating relationship between employee work performance and its antecedents. Research shows that organizational resilience has a significant mediating effect between organizational commitment and individual work performance; organizational resilience has a significant mediating effect between job motivation and work performance; and the mediating effect of organizational resilience between self-efficacy and individual work performance is significant. The mediating effect of organizational resilience between event strength and individual work performance

is significant. However, the results show that organizational resilience has a mediating effect between organizational culture and work performance. It is not significant and the hypothesis does not hold. It can be seen that organizational resilience plays a mediating role between employee-related psychological factors and work performance. Thus, strengthening the impact of organizational commitment, work motivation, self-efficacy, and event strength on work performance. Among them, organizational resilience has the most significant mediating effect between organizational commitment and employee performance and between event strength and employee performance.

Objective 3. The third object of this study is to construct a model with organizational resilience as a mediator variable influencing employee work performance. The researchers conducted hypothesis testing on the conceptual model proposed by the researchers through path analysis and eliminated untenable hypotheses. The final structural model is shown in the Figure.3

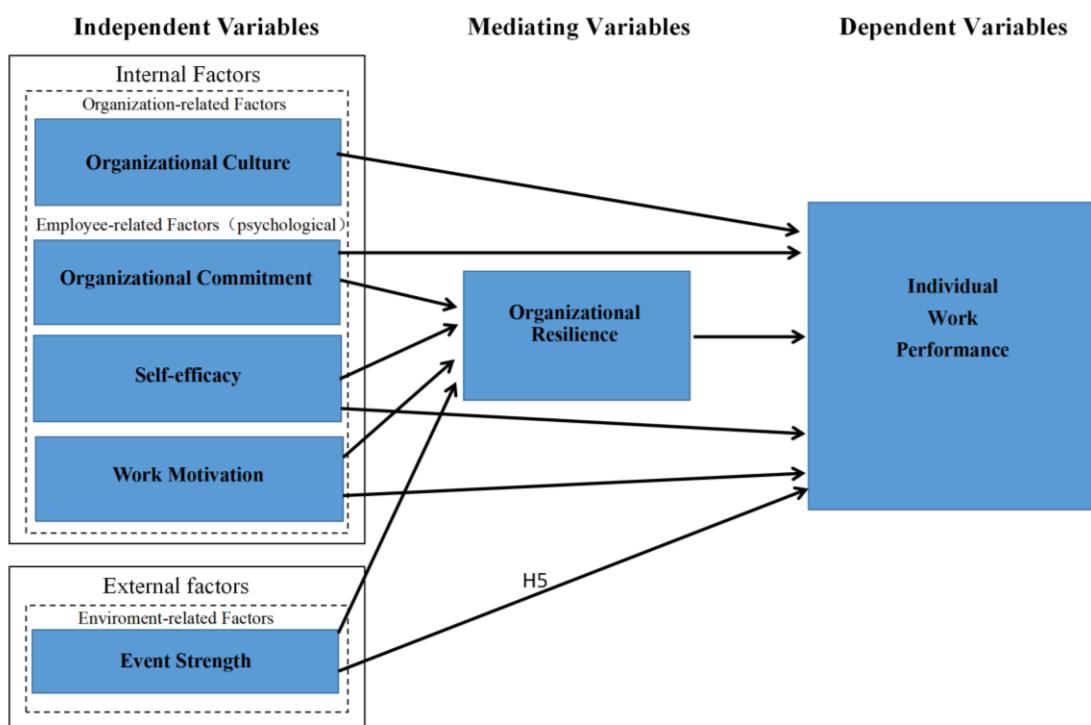


Figure 3 Research model (final)

Conclusion

This study collects information through questionnaires to understand hotel employees' perceptions of employee performance and its influencing factors during the epidemic, and highlights hotel employees' work performance, influencing factors, and impact on employee work in the context of Chinese management. It is an application and extension of employee work performance in the

research field of human resource management in the hospitality industry. It verifies work performance from the perspective of employees and the internal and external factors that affect work performance in a specific hospitality industry context. The exploration of the mechanism of performance has enriched and developed the existing literature on employee work performance and has certain theoretical value.

The elaboration of the results of this study brings many lessons for the management practice of organizations in this era, especially service organizations. However, due to the generalizability of this study, it can also provide guidance for the tourism and catering industries.

Although this study has achieved the expected research goals and obtained some useful research conclusions, because the research on employee work performance during the epidemic in Chinese hospitality industry has not attracted the attention of scholars, this research is still an exploratory study. At the same time, due to the complexity of the research question itself, the complexity of interdisciplinary research, and the limitations of my own ability level and time, this research also has some shortcomings. China hotel industry covers a large area, and the number and types of hotel companies in the industry are numerous. Due to resource constraints (time and financial resources), there are limitations on data collection.

Further research

Future research can use more data sources, such as manager evaluation, peer evaluation, and even customer evaluation, to measure employee work performance. In the future, we can explore the mechanism between other factors and employee service performance so as to explore the effect of internal and external factors on employee performance. As some group hotels pay more and more attention to employees, it may have certain reference value and objectivity to use the organization's financial data (such as return on investment) as outcome variables to carry out related research.

Experiments or longitudinal research designs can be used to further study employee work performance and its antecedents and outcome variables so as to better isolate and control some variables and provide more accurate explanations for development theories. At the same time, the implementation and effect of managing employees' work performance in practice requires time. Therefore, to strive for and create more favorable research conditions, we will use experimental methods and longitudinal research to conduct in-depth discussions on the causal relationships of each variable as a future study. A research direction

There may be other influencing factors in the influencing factor model of hotel employees' work performance, and there may also be other unexplored mediating and moderating variables in the mechanism of employee work performance. Other possible variables are an area that needs urgent attention from academic research.

References

Ali, A. A., Ryan, A. M., Lyons, B. J., Ehrhart, M.G. & Wessel, J. L. (2016). The long road to employment: incivility experienced by job seekers. *J Appl Psychol*, 101(3), 333–349.

Altindis, S. (2011). Job motivation and organizational commitment among the health professionals: a questionnaire survey. *African Journal of Business Management*, 5(21), 24–29.

Ballantine, K. & Nunns, C.G. (1998). The moderating effect of supervisory support on the self-efficacy work–performance relationship. *South African Journal of Psychology*, 28(3), 164–173.

Bavik, A. (2016). Developing a new hospitality industry organizational culture scale. *International Journal of Hospitality Management*, 58, 44–55.

Chang, T. M., Liao, L. L. & Hsiao, W. F. (2005, March). An empirical study on the e-CRM performance influence model for service sectors in Taiwan. In *2005 IEEE International Conference on e-Technology, e-Commerce and e-Service* (pp. 240–245). IEEE.

Creswell, J. (2003). *Research design: Qualitative, quantitative and mixed methods and approaches*. New Delhi: SAGE Publications India Pvt. Ltd.

Creswell, J. W. & Gutterman, T.C. (2018). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. 6th Edition. New Delhi: SAGE Publications India Pvt. Ltd.

Hall, C. M. (2010). Crisis events in tourism: Subjects of crisis in tourism. *Current Issues in Tourism*, 13(5), 401–417.

Hirsch, B., Nitzl, C. & Reemts, S. (2018). The neglected mediating role of self-efficacy in the goal setting process in local public administrations. *Journal of Business Economics*, 88(1), 41–63.

Jie, Y.A. & Yn, B. (2021). Covid-19 event strength, psychological safety, and avoidance coping behaviors for employees in the tourism industry. *Journal of Hospitality and Tourism Management*, 47, 431–442.

Judge, T., Jackson, C., Shaw, J., Scott, B. & Rich, B. (2007). Self-efficacy and work-related performance: the integral role of individual differences. *Journal of Applied Psychology*, 92(1), 107–27.

Kantur, D. & Say, A.I. (2015). Measuring organizational resilience: a scale development. *Journal of Business Economics and Finance*, 4(3), 456–467.

Kim, J.K., Lee, S.K., & Tang,L.R. (2020). Efffffects of epidemic disease outbreaks on fffffinancial performance of restaurants: Event study method approach. *Journal of Hospitality and Tourism Management*, 43, 32–41.

Kobulnicky, P.J. (1997). Commitment in the workplace: theory, research and application. *Journal of Academic Librarianship*, 24(2), 175.

Koopmans, L. (2014). *Measuring individual work performance* (Doctoral dissertation). Amsterdam: Vrije Universiteit.

Morgeson, F.P., Mitchell, T.R. & Liu, D. (2015). Event system theory: An event–oriented approach to the organizational sciences. *Academy of Management Review*, 40(4), 515–537.

Schwarzer, R., & Jerusalem, M. (1995). Generalized Self–Efficacy scale. In Johnston, M., Wright, S., &Weinman, J. (Ed.), *Measures in health psychology: a user's portfolio*, (35–37). Windsor. NFER–NELSON.

Tashakkori, A., & Teddlie, C. (1998). *Mixed Methodology: Combining Qualitative and Quantitative Approaches* (Vol. 46). Thousand Oaks, CA: Sage Publications.

Tran, H.Q. & Pham, N.T.B. (2019). Organizational learning as a moderator of the effect of employee participation on academic results: an empirical study in Vietnam. *The Learning Organization*, 26 (2),146–159.

Zhonglin, W.,Jietai, H. & Lei, Z. (2005). Comparison and application of regulatory effect and intermediary effect. *Journal of Psychology*, 2, 268–274.

Yin, J., Chen, Y. & Ji, Y. (2021). Effect of the event strength of the coronavirus disease (covid- 19) on potential online organic agricultural product consumption and rural health tourism opportunities. *Managerial and Decision Economics*, 42(5), 1156–1171.