

THE RESILIENCE OF THE TOURISM AND HOSPITALITY WORKFORCE

Introduction

Resilience, which is understood as the capacity of a system to absorb disturbance and reorganize while undergoing changes (Walker et al., 2004), has increasingly become an important topic in both professional practices and academic research. The original definition of resilience was given by Holling (1973) in the field of ecological sciences. The concept, while originating in engineering and materials science, has been adapted and applied in a wide range of fields, from environmental and medical to social sciences and management studies. Nonetheless, there is no consensus on the concept of resilience (Hall et al., 2017). The widely known definition of resilience is “the capacity of a system to absorb disturbance and reorganize while undergoing change so as to still retain essentially the same function, structure, identity, and feedbacks” (Walker et al., 2004, p.1).

The tourism industry is argued to be one of the most vulnerable industries to crisis (Santana, 2004). In recent years, numerous crises, including nature, health, terrorism, economics, etc., have created severe disturbances in the hospitality and tourism industry. Together crisis management, it is essential for tourism destinations, organizations, as well as their workforce, to develop resilience to adapt and thrive during these challenging times (Hall, Prayag, & Amore, 2017) and to prepare for future crises and ensure a sustainable development.

Resilience is an essential element of the UN Sustainable Development Goals (SDGs), where it has mentioned multiple times (UN, 2022). It is best identified in SDG11 “Make cities and human settlements inclusive, safe, resilient and sustainable” and SDG13 “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries” (UN, 2022). Resilience is also believed to be “a fundamental prerequisite for sustainable development and achieving the SDGs” (Global Resilience Partnership, 2022). Building resilience for the tourism and hospitality industry will facilitate the sustainable development of tourism cities, their businesses, and residents, and thus contribute to the achievement of SDGs.

With the focus on the hospitality and tourism workforce, this chapter provides a comprehensive understanding of the multi-level resilience at both individual and organizational perspectives. . It firstly presents a thorough theoretical background of resilience including various conceptualizations of individual resilience and organizational resilience; and the extant literature of resilience concerning resilience-building mechanisms. Then, based on the empirical data from Vietnam in the context of a major crisis, two frameworks of workforce resilience during a crisis, from both organizational and individual perspectives, are illustrated.

These frameworks provide insights of resilience of hospitality and tourism workforce and organizations when facing a global health-related crisis. Strategies are therefore provided for various stakeholders to enhance their resilience capacity that help them grow more sustainable in an uncertain world due to potential threats of diseases.

Resilience and Human Resource Management

Originating from the study of children who remained mentally stable despite having been exposed to the threats of risk or adversity (Garmezy, 1974), psychologists and psychiatrists started to pay attention to the phenomenon of resilience. From the individual perspective, resilience can be understood as a capacity of a person to persist, adapt and flourish in the face of disruption and changing events (Holling, 1973). On the one hand, resilience is described as a personal trait that operates in the aftermath of a single short-term traumatic event (Bonanno, 2004, Klohnen, 1996). According to Robertson et al. (2015), resilience is also characterized as an individual trait that ensures adaptation to adversity and can be assessed using trait variables. Rutter (1985) elaborated on the multifaceted existence of resilience, pointing out that it was influenced not just by internal personal characteristics but also by external influences. On the other hand, resilience has been described as a dynamic construct that evolves over time (Fletcher and Sarkar, 2013). Luthar et al. (2000) also viewed resilience as a dynamic process rather than as a personal trait. They argued that if resilience is only viewed as a personal characteristic, it can lead to the inference that certain people do not have the necessary traits to overcome adversity. For example, an adolescent who has faced adversity but has shown solid academic adaptation may face emotional difficulties. As a result, some people who have resilience in some domains might experience issues in other domains.

The resilience of individuals in the context of the workplace is also developed and termed employee resilience. It is defined as “a suite of adaptive, learning, and network-leveraging behaviors that signal both resource availability and the individual’s motivation and capacity to utilize these resources” (Kuntz, Malinen, & Näswall, 2017, p. 225). This perspective of resilience does not only refer to the individual ability to recover from adversity, but it also reflects the capability to utilize personal and workplace resources to develop that ability. To build employee resilience, Kuntz et al. (2017) have identified four areas of initiatives, including valuing employees, fostering learning and collaboration, human-capital development, and support for challenges at work.

Also in the working environment, along with employee resilience, career resilience is also developed and studied. This concept is used to describe the resilience structures in the career

domain. Career resilience is understood as a process of career development by persisting, adapting, and flourishing through overcoming challenges and disruptions (Mishra & McDonald, 2017). The research interest in career resilience has been considerably growing, with research papers published in different fields referring to career resilience like health, education, business, banking, or psychology (See Table 1), however in the field of hospitality and tourism, a limited research has been conducted to understand the resilience at the individual level until the world faces a global crisis event (Covid-19) starting from the end of 2019.

The focus of research on individual resilience or employee resilience or career resilience in the workplace before the Covid-19 was to highlight the antecedents and outcomes in resilience-promoting mechanism (Mishra and McDonald, 2017, Hartmann and Apaolaza-Ibáñez, 2012). Accordingly, individual resilience has been found as either a mediator or moderator in the extant literature of resilience and human resource management. First, resilience mediated relationships between groups of variables including personal traits (e.g., personal resources, personal perception/ attitudes, personal emotions and work resources/ demands) and groups of outcome variables (e.g., performance, mental and physical health, work-related attitudes, change-related attitudes). Second, individual resilience also played the moderator role on some of such relationships (Hartmann and Apaolaza-Ibáñez, 2012). The review of prior studies indicated a lack of theory-driven research on resilience in the workplace. As a result, there has been a call for applying foundation theories to understand the resilience mechanisms. In addition, a multi-level analysis of resilience needs to have advancement not only at the individual level but also at the organizational level.

Table 1. Previous studies on career resilience from an individual perspective

Author (Year)	Topic	Field
Wyllie et al. (2020)	An evaluation of early-career academic nurses' perceptions of a support program designed to build career resilience.	Health
Kutsyuruba et al. (2019)	Developing resilience and promoting well-being in early career teaching: Advice from the Canadian beginning teachers.	Education
Cooke et al. (2019)	Can a supportive workplace impact employee resilience in a high-pressure performance environment? An investigation of the Chinese banking industry.	Banking
Salisu et al. (2019)	Social capital and entrepreneurial career resilience: The role of entrepreneurial career commitment.	Business

Papatraianou et al. (2018)	Beginning teacher resilience in remote Australia: A place-based perspective.	Education
Salisu et al. (2017)	Mediating Effect of Entrepreneurial Career Resilience between Entrepreneurial Career Commitment and Entrepreneurial Career Success.	Business
Bowles and Arnup (2016)	Early career teachers' resilience and positive adaptive change capabilities.	Education
Kolar et al. (2017)	Resilience in early-career psychologists: Investigating challenges, strategies, facilitators, and the training pathway.	Psychology
Mansfield et al. (2014)	"I'm coming back again!" The resilience process of early career teachers.	Education
Coogler et al. (2007)	Job satisfaction and career commitment among nursing assistants providing Alzheimer's care.	Health

On a higher level, resilience is also used to address the ability of organizations to survive and thrive in times of crisis (Lee et al., 2013). In recent studies, the term resilience has grown in new momentum in order to deepen the knowledge of how the organization could survive and thrive during turbulence (Hillmann and Guenther, 2021). Besides examining the antecedents of the failure of organizations during disruption (Choo, 2008, Reason, 2000), the idea of successful organizations against disruption has attracted the interest of numerous scholars by highlighting the role of organizational resilience. Weick (1993) defined resilience as the acceptance of any change or uncertainty, the persistence to continue and the capability of organizations to turn challenges into opportunities when facing shocks. To do so, he emphasizes not only the adaptation but oriented, creative and proactive approaches to propose solutions based on four potential sources of resilience that organizations could apply to limit severe outcomes from turbulence, namely improvisation and bricolage, virtual role systems, an attitude of wisdom and respectful interaction (Weick, 1993). In another study concerning to the World Trade Organization, Kendra and Wachtendorf (2003) viewed resilience as an ability to deal with unexpected events without any severe disruption as well as the capability of an organization to adapt and recover after the turbulence. They proved that emergency responses such as policies, procedures, practices or tools could fail in disaster situation and that organizational resilience should be an instrumental for enhancing effective response efforts (Kendra and Wachtendorf, 2003).

The resilience of organizations in the tourism sector is an emergent research issue. From the resource-based view, organizational resilience was built upon fundamental resources including finance, human, social capital, and other core values (Biggs et al., 2015) and could also be

explored based on a capital-based approach with six types of capital including economic, social, physical, human, natural and cultural (Brown et al., 2018). Moreover, capital building organizational resilience could be also grouped into three critical categories: people, processes, and partnership (Hall et al., 2017). For these arguments, it could be seen that human capital represents the core to create inter-relationships between other factors and that human resource management (HRM) therefore contributes its strategic value in developing organizational resilience (Al-Ayed, 2019, Lengnick-Hall et al., 2011).

By analyzing three important pillars of resilient organizations, including specific cognitive abilities, behavioral characteristics and contextual conditions, Lengnick-Hall et al. (2011) emphasized the contribution of individual level of knowledge, skills, abilities and other attributes in achieving them. The resilience of individuals within the organizations, which include employee resilience and employee resilience, also significantly contribute to the resilience of organizations. Therefore, it is suggested that HR policies and practices in HRM system are the foundation of resilience capacity of an organization due to their impact on the attitude and behaviors of employees through the process of employee experience (i.e., attraction – selection-attrition).

Facing crises and recession, a set of HRM practices must be conducted in order enhance the resilience of organizations. Concretely, measures of cost reduction in response to unexpected events such as layoffs, payroll cut, freeze in new recruitment, reduction in training, rigorous performance management or downsizing would be considered to implement rather than maintaining the whole system (Santana et al., 2017, Teague and Roche, 2014). Among these measures, layoffs seem to have negative influence on employees' morale and their commitment and create a rupture in the psychological contract between employer and employees. Therefore, complementary approaches such as the high-commitment model in HR practices of the workforce should be also used to develop their resilience (Roche et al., 2011). This is because these behavioral HR practices aim to facilitate employee engagement and their motivation as well as accelerate social capital for organizations (Parzefall and Kuppelwieser, 2012). Social capital contributes to ease the mental health problems, assisting staff and organizations in staying strong during crisis as well as enhance the affective commitment of employees (Christodoulou and Christodoulou, 2013).

Frameworks for workforce resilience during a major crisis

Using several studies of Vietnamese tourism and hospitality industry during a major health crisis, i.e., COVID-19 pandemic, we establish two workforce resilience frameworks from: (1)

individual perspective, including employee and career resilience, and (2) organizational perspective, i.e., organizational resilience.

Career resilience through a major crisis: an individual perspective

According to Mishra and McDonald (2017), the prior studies on career resilience have examined a wide range of personal factors influencing career resilience, including traits or individual characteristics, attitudes, skills, behaviors and career history and contextual factors linked to career resilience, including a supportive workplace, job characteristics, and supportive family. However, the prior literature only concentrated on examining the influential external factors from the workplace, family, and job of the staff. Contextual factors related to employee safety and workplace risks have not yet been taken into account which can suggest many research ideas in the field of career resilience. Considering the context of a major health crisis, i.e., COVID-19 pandemic, the health-related risks become an issue for concern of both academics and practitioners in human resource management. It is crucial to understand how the workforce demonstrates its resilience to such kinds of risks. Indeed, the tourism and hospitality industry started bouncing back around the world after a long period of a global pandemic from the end of 2019 to 2022. Travelers begun going out again with the increasing demand for domestic travel requiring the return of tourism workers. Although the tourism industry has been continuing to face many challenges in the recovery phase, the management of employees' health and safety is considered the biggest challenge of the industry (Hamouche, 2021, Su et al., 2021).

When returning to work in the hospitality and tourism sectors such as hotels, restaurants, airports, or entertainment centers, the labor faces health-related risks by making daily interactions with crowds of new people that might be a source of virus infection. Therefore, tourism and hospitality workers need to have the perception of such kinds of risks in their work and make their behavioral responses to prevent the infection. This psychological behavior process can be a foundation to explain how tourism and hospitality workers develop their resilience to cope with health risks in their jobs. In order to explain this process, the protection motivation theory (PMT), which was derived from the discipline of health psychology, was applied to examine the direct and indirect influences of five factors including career resilience including perceived vulnerability, perceived severity, self-efficacy, response efficacy and health preventative behavior (as shown in figure 1). Perceived vulnerability and perceive severity refer to the individual's subjective evaluation of threats caused by a crisis event that is a health-related crisis (Janz and Becker, 1984). Self-efficacy and response efficacy was conceptualized as the individual's belief on their own and on coping measures in reducing

perceived threats (Lin and Bautista, 2016, Rogers, 1983). Based on the PMT, career resilience was proposed as a process that which individuals develop their career competencies and resilience to manage health-related risks they perceived through a major crisis.

The model was tested using a data set consists of 495 hospitality and tourism workers from various sectors, including accommodation, food and beverage, travel agencies, tourist attraction and destination management organizations. The Partial Least Squares-based SEM (PLS-SEM) analysis technique approved the relationships between the five proposed constructs of PMT and career resilience.

This approved framework of career resilience has contributed to respond a call for applying a foundation theory in the research of resilience and has also provided empirical support for the PMT (Floyd et al., 2000) to explain the role of psychological behavior constructs in forming career resilience in the area of tourism and hospitality. Interestingly, out of the five predictors, response efficacy and health risk preventative behavior are the most important determinants of career resilience. It can be concluded that tourism employees build their career resilience in a major health-related crisis by first developing response efficacy and then engaging in health risk preventative behavior. Therefore, managers of hospitality and tourism business organizations need to have measures to ensure the health and safety of employees in working, for example promoting guidelines, providing adequate personal protective equipment and facilities, providing training sessions, establishing risk management processes and contingency plan. Such measures will help employees build their confidence and resilience in their career.

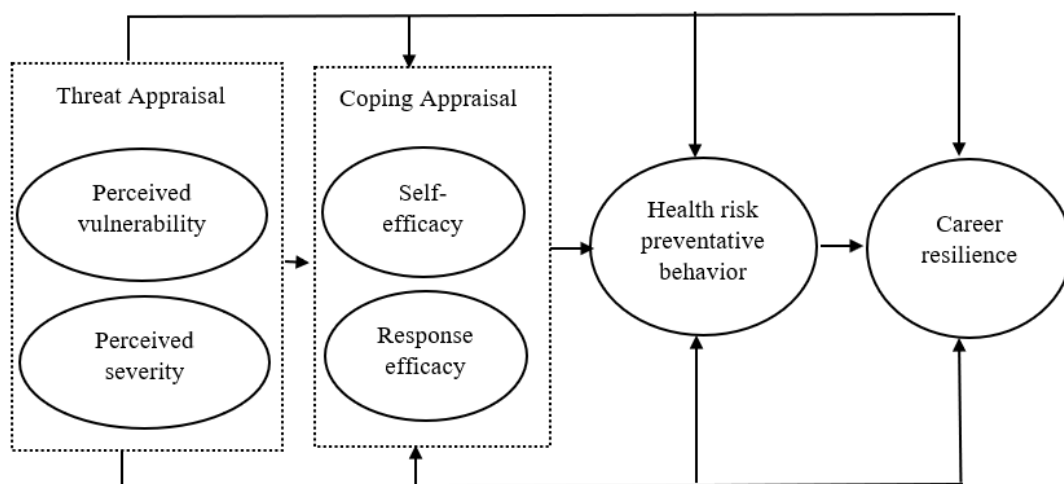


Figure 1. The framework of career resilience at the individual level

Resilience enhancing HR practices during a major crisis: an organizational perspective

From an organizational perspective, we propose the below framework of HR practices during a crisis is presented (see figure 1). The framework applied the four R's of crisis management within the crisis timeframe, i.e., before, during, and after the crisis' main event. This framework is the outcome of a qualitative study which utilized in-depth interviews of hospitality and tourism managers (Su et al., 2020).

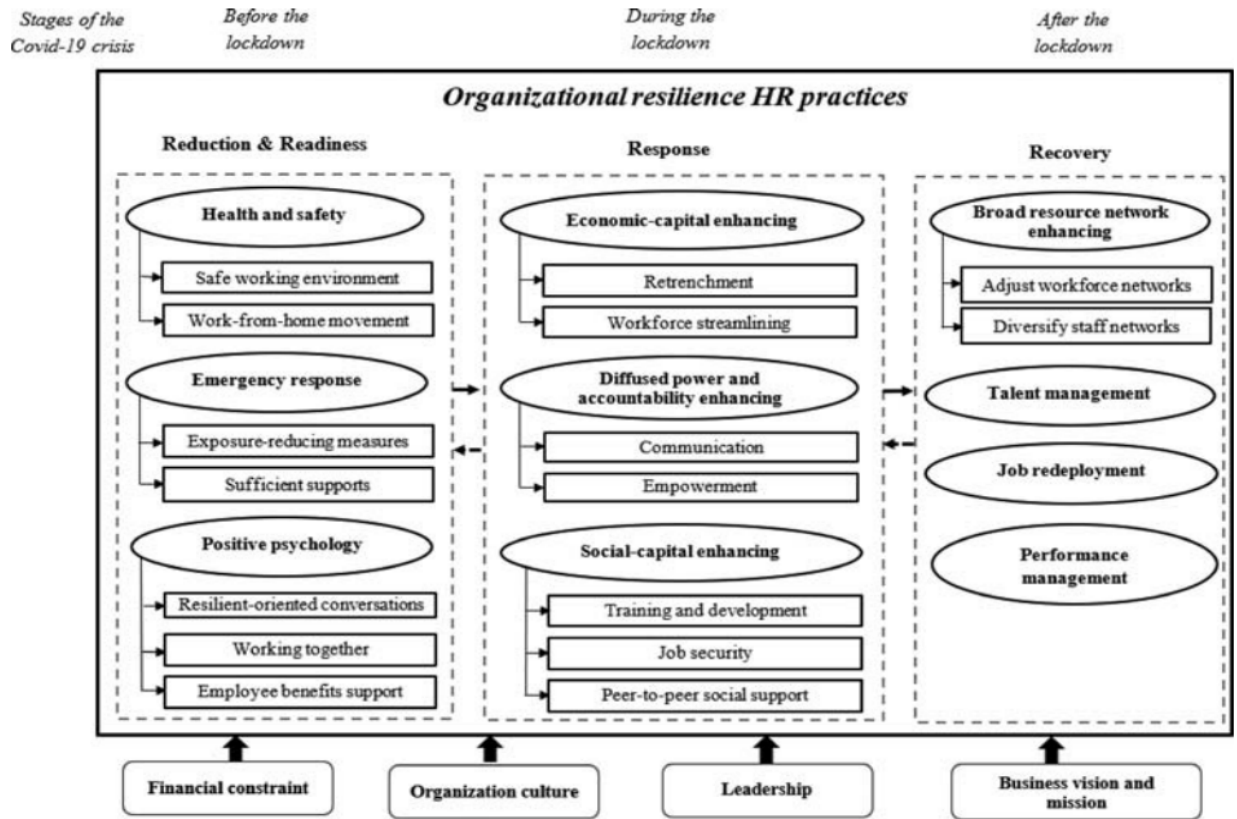


Figure 2. The framework of HR practices for organizational and employee resilience during a crisis (adapted from Su et al., 2021)

The framework of HR practices during a crisis includes three phases: (1) before crisis' main event, (2) during crisis' main event and (3) after crisis' main event. Prior to the main event, it is indicated that not only the physical health of employees was considered through health and safety measures, but their mental health was also emphasized. Employee wellbeing, including both physical and mental, is a central pillar of organizational resilience (Hall et al., 2017). Various health and safety measures, including hand sanitizers, medical masks, protective gloves, as well as the work-from-home practice were offered. During a crisis, job resources and demands are unstable, leading to job stress which is resulted in negative psychological strains such as anxiety and depression (Gazzaniga et al., 2010). Considering this, a wide range of efforts was also provided to ensure the positive psychology of the workforce. The frequent communication and interactions between managers and employees were found to be the key

element to ensuring the smooth operations of the business, i.e. organizational resilience, and the high-quality performance of employees, i.e. employee resilience. Specifically, the conversations between managers and employees were often carried out in order to understand employees' psychological states. A bottom-up approach where employees were also empowered to suggest and implement alternations in operations to effectively deal with the changes due to the crisis. The support of managers and the cooperation between managers and employees are essential factors to build organizational resilience as well as employee resilience.

During the peak time of crisis when tourism and hospitality operations were disrupted, varied cost-cutting initiatives were the first actions to be executed in order to mitigate financial stress. These actions included cutting payroll, mandating paid or unpaid leave, cutting training expenses, etc. While layoffs might be the easiest practice to reduce financial burden, it is recognized that this practice has a detrimental impact on employee morale and commitments, and therefore, it was only considered the last resource. Secondly, in addition to the above initiatives to enhance economic capital, social capital was also maintained. Social capital is indicated to positively affect employees' mental health as well as their affective commitment (Parzefall and Kuppelwieser, 2012). It is commonly created through the interactions between employees by training and working together (Leana III and Van Buren, 1999). Therefore, even during the crisis, training and development activities were still maintained, although they were mostly done internally to reduce costs. Internal training, including introducing new skill sets such as stress management, was carried out to enhance adaptive capacity which is an essential element of resilience. Ensuring job security during the crisis was another initiative to sustain the psychological contract and hence improved social capital. Overall, supportive culture is strengthened during the crisis by maintaining the spirit of "together, sharing the good and bad times". Thirdly, other HR practices including empowerment and effective communication were also enhanced. These soft practices are believed to diffuse power and accountability among employees, encourage their engagement and commitment, and thus enhance resilience (Lengnick-Hall et al., 2011).

After the crisis' main event, the tourism and hospitality industry entered the recovery phase. In this stage, a series of recovery initiatives were carried out, including broadened resource network, job deployment, talent management and performance management. In order to quickly regain supply resources, diversifying the supply network while strengthening strategic partners were concurrently applied. In terms of post-crisis human resources, restructuring was advocated, based on redeployment, relocation and retention (Cascio, 2010). Accordingly, only a smaller number of employees who were highly skilled and capable of multi-tasking were

selected. Nonetheless, to thrive post-crisis, which is an important element of resilience, tourism and hospitality organizations also focused on long-term development and management of staff, and thus talent management and performance management were paid special attention. Attracting and retaining highly qualified, talented and committed employees were the center of HR practices. Quality, instead of quantity and cost, of the employees were considered. Additionally, a more rigorous performance appraisals system was put in place to ensure the highest level of service quality.

In addition to the above HR practices to enhance the resilience of the organizations and their employees, the framework also reveals four factors that have significant impacts on those practices, including financial constraint, organizational culture, leadership, and business vision and mission. Financial resource was the major challenge for the tourism and hospitality organizations. It forced them to employ the last resource solution which was laying off their staff and/or cutting working hours, as well as limiting their support for employee wellbeing. This significantly and negatively influenced the efforts to enhance the resilience of the organizations and their employees. On the other hand, organizational culture and leadership were indicated to be the catalyst for the improvement of resilience. It is indicated that a people-oriented culture, where individuals are the central focus and employees are valued, listened and cared for, is an essential element to increasing employee commitment, performance and resilience. Similarly, employee-oriented leadership, where the welfare of the employees is the first concern of managers, is an important determinant of resilience HR practices. Finally, organizations with clear long-term visions and missions tend to apply better resilience-enhancing practices. Indeed, resilience is not only an outcome but should be considered as a developmental process to prepare for turbulence in the future and maintain the continuous growth of the organizations (Hall et al., 2017).

Conclusion

The two proposed frameworks of resilience in the workplace context from both individual (micro) and organization (macro) levels provide a better understanding of how employees and their organizations develop career resilience in the face of a major crisis. While the first framework explains the formation of career resilience from the employee perspective (micro level) of protection motivation theory, the second framework illustrates the process of HRM practices through crisis to ensure organizational and employee resilience. Undeniably, resilience at the macro level might not be achieved if resilience was not developed at the micro-scale. Therefore, the resilience of the workforce from individual perspective should not be

overlooked. Both workers and their organizations need to demonstrate their ability to survive and thrive in times of crisis.

The adaptive and flexible HRM practices of organizations through phases (e.g., before, during and after) of a crisis are needed to help their employees to reduce the impacts of the crisis. For example, as the health crisis in 2019 was a career shock, strategies of health and safety management, emergency response and positive psychology of organizations are efficient for their workers to gain perception about the pandemic and then make an evaluation of their self-efficacy. Such measures also facilitate coping strategies of employees that lead them to engage in protective behavior such as health risk preventative behavior and then help them develop career resilience in crisis. In conclusion, organization resilience practices enter in the cognitive process of career resilience of individuals as facilitators that provide them with better insights of how they perceive the effects of crisis and how they cope with the crisis to demonstrate their resilience in career.

These studies provide practical implications regarding resilience-enhancing practices for various stakeholders at both individual and organizational perspectives. From an individual perspective, hospitality and tourism workers can improve their resilience by frequently updating crisis-related information from reliable resources well as adopting adequate preventative measures to reduce the severity of crisis. The feeling of safe, security and confidence are determinants for individual's resilience during the crisis. Seeking supports from social groups such as relatives/ friends is also a measure for employees to enhance their resilience. From an organizational perspective, at the level of managing human resources, managers should adopt preparedness, response, and recovery plans to develop a resilient human resource through each stage of crisis. Policies and procedures for prompt reaction, regular communication, training sessions, sufficient supports are considered effectively for employees to be proactive and resilience when facing the risks of a crisis. After crisis' main event, managers should quickly conduct recovery plans through various human resources practices such as rapid job redeployment, adjusting a flexible performance management system in order to adapt with new circumstances, permitting the return of ex-employee and diversify candidate pool with lean and agile recruitment and selection strategy. Finally, organization founders and managers should build people-oriented organizational culture and leadership to effectively enhance the resilience of their employees well as their organizations.

According to the Future of Jobs Report 2020 by World Economic Forum (2020), resilience is an emerging, yet must-have, skill to obtain in the future of work. For individuals, developing resilience would enhance their employability and the chance to be successful in their career.

For organizations, to ensure their survival and sustainable development, resilience should be embedded in their talent management practices. Organizations should not only recruit talent who possess an aptitude for resilience, but also pay attention to reskill their current talents. Building resilience from both individual and organizational perspectives in the workplace also contributes to the resilience of people and the economy, thus assisting the sustainable development and the achievement of SGD11 and 13. In this regard, the two proposed frameworks above provide meaningful implications for building a more sustainable workforce within the hospitality and tourism industry.

Reference

- AL-AYED, S. I. 2019. The impact of strategic human resource management on organizational resilience: an empirical study on hospitals. *Verlas: teorija ir praktika*, 20, 179-186.
- BIGGS, D., HICKS, C. C., CINNER, J. E. & HALL, C. M. 2015. Marine tourism in the face of global change: The resilience of enterprises to crises in Thailand and Australia. *Ocean & coastal management*, 105, 65-74.
- BONANNO, G. 2004. Loss, Trauma, and Human Resilience: Have We Underestimated the Human Capacity to Thrive After Extremely Aversive Events? *The American psychologist*, 59, 20-8.
- BOWLES, T. & ARNUP, J. L. 2016. Early career teachers' resilience and positive adaptive change capabilities. *The Australian Educational Researcher*, 43, 147-164.
- BROWN, N. A., ORCHISTON, C., ROVINS, J. E., FELDMANN-JENSEN, S. & JOHNSTON, D. 2018. An integrative framework for investigating disaster resilience within the hotel sector. *Journal of Hospitality and Tourism Management*, 36, 67-75.
- CASCIO, W. F. 2010. Employment downsizing: Causes, costs, and consequences. *More than bricks in the wall: Organizational perspectives for sustainable success*. Springer.
- CHOO, C. W. 2008. Organizational disasters: why they happen and how they may be prevented. *Management Decision*.
- CHRISTODOULOU, N. G. & CHRISTODOULOU, G. N. 2013. Financial Crises: Impact on Mental Health and Suggested Responses. *Psychotherapy and Psychosomatics*, 82, 279-284.
- COOGLE, C. L., PARHAM, I. A. & YOUNG, K. A. 2007. Job satisfaction and career commitment among nursing assistants providing Alzheimer's care. *American Journal of Alzheimer's Disease & Other Dementias*®, 22, 251-260.
- COOKE, F. L., WANG, J. & BARTRAM, T. 2019. Can a supportive workplace impact employee resilience in a high pressure performance environment? An investigation of the Chinese banking industry. *Applied Psychology*, 68, 695-718.
- FLETCHER, D. & SARKAR, M. 2013. Psychological resilience. *European psychologist*.
- FLOYD, D. L., PRENTICE-DUNN, S. & ROGERS, R. W. 2000. A meta-analysis of research on protection motivation theory. *Journal of applied social psychology*, 30, 407-429.
- GARMEZY, N. 1974. The study of competence in children at risk for severe psychopathology. *The child in his family: Children at psychiatric risk*. Oxford, England: John Wiley & Sons.
- GAZZANIGA, M. S., HEATHERTON, T. F. & HALPERN, D. F. 2010. *Psychological science*, WW Norton New York.
- HALL, C. M., PRAYAG, G. & AMORE, A. 2017. *Tourism and resilience: Individual, organisational and destination perspectives*, Channel View Publications.
- HAMOUCHE, S. 2021. Human resource management and the COVID-19 crisis: implications, challenges, opportunities, and future organizational directions. *Journal of Management & Organization*, 1-16.
- HARTMANN, P. & APAOLAZA-IBÁÑEZ, V. 2012. Consumer attitude and purchase intention toward green energy brands: The roles of psychological benefits and environmental concern. *Journal of Business Research*, 65, 1254-1263.
- HILLMANN, J. & GUENTHER, E. 2021. Organizational Resilience: A Valuable Construct for Management Research? *International Journal of Management Reviews*, 23, 7-44.
- HOLLING, C. S. 1973. Resilience and stability of ecological systems. *Annual review of ecology and systematics*, 4, 1-23.
- JANZ, N. K. & BECKER, M. H. 1984. The health belief model: A decade later. *Health education quarterly*, 11, 1-47.

- KENDRA, J. M. & WACHTENDORF, T. 2003. Elements of resilience after the world trade center disaster: reconstituting New York City's Emergency Operations Centre. *Disasters*, 27, 37-53.
- KLOHNEN, E. 1996. Conceptual analysis and measurement of the construct of ego-resiliency. *Journal of personality and social psychology*, 70 5, 1067-79.
- KOLAR, C., TREUER, K. V. & KOH, C. 2017. Resilience in early-career psychologists: Investigating challenges, strategies, facilitators, and the training pathway. *Australian Psychologist*, 52, 198-208.
- KUNTZ, J. R., MALINEN, S. & NÄSWALL, K. 2017. Employee resilience: Directions for resilience development. *Consulting Psychology Journal: Practice and Research*, 69, 223.
- KUTSYURUBA, B., WALKER, K. D., STASEL, R. S. & AL MAKHAMREH, M. 2019. Developing resilience and promoting well-being in early career teaching: Advice from the Canadian beginning teachers. *Canadian Journal of Education*, 42, 285-321.
- LEANA III, C. R. & VAN BUREN, H. J. 1999. Organizational social capital and employment practices. *Academy of management review*, 24, 538-555.
- LEE, A. V., VARGO, J. & SEVILLE, E. 2013. Developing a tool to measure and compare organizations' resilience. *Natural hazards review*, 14, 29-41.
- LENGNICK-HALL, C. A., BECK, T. E. & LENGNICK-HALL, M. L. 2011. Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21, 243-255.
- LIN, T. T. & BAUTISTA, J. R. 2016. Predicting intention to take protective measures during haze: The roles of efficacy, threat, media trust, and affective attitude. *Journal of health communication*, 21, 790-799.
- LUTHAR, S. S., CICCHETTI, D. & BECKER, B. 2000. The construct of resilience: A critical evaluation and guidelines for future work. *Child Development*, 71, 543-562.
- MANSFIELD, C., BELTMAN, S. & PRICE, A. 2014. 'I'm coming back again!' The resilience process of early career teachers. *Teachers and Teaching*, 20, 547-567.
- MISHRA, P. & MCDONALD, K. 2017. Career resilience: An integrated review of the empirical literature. *Human Resource Development Review*, 16, 207-234.
- PAPATRAIANOU, L. H., STRANGWAYS, A., BELTMAN, S. & SCHUBERG BARNES, E. 2018. Beginning teacher resilience in remote Australia: A place-based perspective. *Teachers and Teaching*, 24, 893-914.
- PARZEFALL, M.-R. & KUPPELWIESER, V. G. 2012. Understanding the antecedents, the outcomes and the mediating role of social capital: An employee perspective. *Human Relations*, 65, 447-472.
- PRAYAG, G. 2018. Symbiotic relationship or not? Understanding resilience and crisis management in tourism. *Tourism management perspectives*, 25, 133-135.
- REASON, J. 2000. Human error: models and management. *Bmj*, 320, 768-770.
- ROBERTSON, I. T., COOPER, C. L., SARKAR, M. & CURRAN, T. 2015. Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of occupational and organizational psychology*, 88, 533-562.
- ROCHE, W. K., TEAGUE, P., COUGHLAN, A. & FAHY, M. 2011. Human resources in the recession: managing and representing people at work in Ireland. *Final Report presented to the Labour Relation Commission*, 338.
- ROGERS, R. W. 1983. *Cognitive and physiological processes in fear appeals and attitude change: A revised theory of protection motivation*, New York, Guilford Press.
- RUTTER, M. 1985. Family and school influences on cognitive development. *Journal of Child Psychology and Psychiatry*, 26, 683-704.
- SALISU, I., HASHIM, N. & GALADANCHI, A. 2019. Social capital and entrepreneurial career resilience: The role of entrepreneurial career commitment. *Management Science Letters*, 9, 139-154.

- SALISU, I., HASHIM, N., ISMAIL, K. & ISA, F. 2017. Mediating effect of entrepreneurial career resilience between entrepreneurial career commitment and entrepreneurial career success. *International Journal of Economic Research*, 14, 231-251.
- SANTANA, M., VALLE, R. & GALAN, J.-L. 2017. Turnaround strategies for companies in crisis: Watch out the causes of decline before firing people. *BRQ Business Research Quarterly*, 20, 206-211.
- SU, D. N., TRA, D. L., HUYNH, H. M. T., NGUYEN, H. H. T. & O'MAHONY, B. 2021. Enhancing resilience in the Covid-19 crisis: lessons from human resource management practices in Vietnam. *Current Issues in Tourism*, 1-17.
- TEAGUE, P. & ROCHE, W. K. 2014. Recessional bundles: HR practices in the Irish economic crisis. *Human Resource Management Journal*, 24, 176-192.
- WALKER, B., HOLLING, C. S., CARPENTER, S. R. & KINZIG, A. 2004. Resilience, adaptability and transformability in social-ecological systems. *Ecology and society*, 9.
- WYLLIE, A., LEVETT-JONES, T., DIGIACOMO, M. & DAVIDSON, P. M. 2020. An evaluation of early career academic nurses' perceptions of a support program designed to build career-resilience. *Nurse Education in Practice*, 48, 102883.
- United Nations (2022) Sustainable Development Goals. Retrieved from <https://sdgs.un.org/goals>
- Global Resilience Partnership (2022) Why Building Resilience is Critical for the SDGs. Retrieved from <https://www.peacewomen.org/sites/default/files/Why%20Building%20Resilience%20is%20Critical%20for%20the%20SDGs.pdf>
- World Economics Forum (2020) The Future of Jobs Report 2020. Retrieved from https://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf