

# A Structural Equation Model on Employer resilience in Relation To Human Resource management (Hrm) Practices, Organizational commitment, And Work Engagement Of employees In the Tourism Industry in Region Xii

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**Abstract:** *Analyzing the connections between Human Resource Management (HRM) practices, organizational commitment, work engagement, and employee resilience in the regional tourism industry in SOCCSKSARGEN. Structural Equation Modeling (SEM) was the primary statistical approach employed in this investigation. The goal was to identify the Structural Equation Model (SEM) for employee resilience in the tourist sector that best suited the data. Four hundred employees were chosen as respondents utilizing a descriptive-correlational research design and a stratified-random selection approach to offer more accurate findings than the previous sample methodologies. Statistical techniques, including mean, Pearson Product Moment Correlation, Multiple Regression, and Structural Equation Modeling, were then used to investigate the levels, relationships, influences, and best-fit modeling. The results show high HRM practices, organizational commitment, work engagement, and employee resilience. HRM practices, organizational commitment, and work engagement are significantly related to employee resilience. Further, out of the three variables, HRM practices and work engagement influence employee resilience in the tourism industries in Region XII. Model 2 is the best-fit model out of the three investigated structural models.*

**Keywords:** Tourism Industry, Employee Resilience, Organizational Commitment, Work Engagement, Human Resource Management, Structural Equation Model

## I. Introduction

Several workers are still affected by the 2019 Novel Coronavirus Illness (COVID-19), Which resulted in a global economic slump in the tourism and hospitality sectors (Ngoc Su, Luc Tra, Thi Huynh, Nguyen, & O'Mahony, 2021[91]). The forced closure of tourism and hospitality businesses, which threatens over 100 million jobs (Moreno-Luna et al., 2021[85]) and exposes workers to challenging situations and burnout, magnifies the issues brought up by COVID-19 (Senreich, Straussner, & Steen, 2020[106]). Businesses need highly resilient personnel to deal with these problems, sustain their long-term existence, and keep their competitive advantage in the event of another economic calamity (Bistrova, Lace, & Kasperovica, 2021[19]). Businesses adjusting how they worked to adapt to the changes brought about by unexpected were the cause of employee tiredness in a range of industries (Pattnaik & Jena, 2021[96]). Employee resilience also needs more conceptual consistency and clarity regarding how severe stress should be categorized (Fisher & Law, 2002[45]).

Resilient employees can better control their stress and perform well at work (Finstad et al., 2021[44]). It makes sense to think about ways to improve an employee's workplace, given the connection between stressful work settings and poor outcomes and promoting resilience as a viable solution (Wilkinson, 2020[124]). Resilience has also become increasingly important for individuals, businesses, and society to survive in today's uncertain, chaotic, and complex environment (Fisher & Law, 2021[45]). Hence, studying employee resilience contributes to current knowledge and introduces new directions for research on workplace resilience (Liu, Cooper, & Tarba, 2019[72]).

The HRM practice is essential for the growth of employee resilience (Khan, Rao-Nicholson, Akhtar, Tarba, Ahammad, & Vorley, 2019[66]), which is essential for preserving the tourism industry's labor force and enhancing preparedness for a global pandemic (Ngoc Su et al., 2021[91]). Additionally, resilience supports employees in maintaining good attitudes, which may subsequently translate into an emotional dedication to the company (Arasli, Altinay, & Arici, 2020[7]). However, a highly resilient and engaged workforce is essential for maintaining a company's competitive edge (Malik & Garg, 2020[76]). Since research into employee resilience in multinational businesses is still in

its early stages, there has yet to be a conclusive study that relates it to other characteristics. However, considering the argument presented by Ngoc Su et al. (2021[91]), it has been found that employee resilience and HRM practices are related. As a result, HRM strategies that support employee well-being improve resilience development and employee performance at work (Cooper, Wang, Bartram, & Cooke, 2019[30]).

Building resilience during a disaster is a critical element that all the researchers said organizations must comprehend to prepare for unforeseen challenges, which is currently a top priority for businesses (Filimonau & De Coteau, 2020[42]). Industries in the hospitality and tourism sectors may develop resilience and modify strategies to deal with changing conditions, which will help them stay competitive and successful over the long term (Bryce, Ring, Ashby, & Wardman, 2020[20]). However, disaster resilience is still not thoroughly studied in the hospitality and tourism industries (Ismiyati & Lestari, 2020[60]), and employee resilience has been recognized with little consideration (Cooke, Cooper, Bartram, Wang, & Mei, 2019[29]). There is no paper analyzing the connection between HRM practices, organizational commitment, and work engagement toward employee resilience using the structural equation model (SEM) in Region XII. The researcher thus chose to investigate how the interactions between three independent variables affect employee resilience.

In the study of Meng, Luo, Huang, Wen, Ma, and Xi (2019) [81], resilience is an important personal quality that positively influences organizational commitment. Consequently, resilience should be actively promoted, and a program should be developed. According to Paul, Bamel, Ashta, and Stokes (2019) [97], work satisfaction completely mediates the link between resilience and continuous commitment, while affect balance mediates the correlation between resilience and affective commitment.

In addition, despite the management literature's extensive study on learning organizations, more is still required to understand how these companies influence employee resilience and job engagement (Malik & Garg, 2020[76]). Modern enterprises need a highly resilient and motivated workforce to sustain a competitive edge in the emerging digital environment of the 21st century, which is defined by automation and structural change (Ghandour, 2021[50]). Human resource managers must develop resilience in their employees, which is critical to developing a proactive workforce (Stone, Stone, & Nyaupane, 2021[112]).

The results of earlier studies and the theories of other authors who supported the relationship between dimensions and the endogenous variable were the basis for this study. Vital theoretical core elements can be used to establish the concept of resilience, employee psychological capital, attitudes and behavior, and organizational performance can benefit from an inclusion complex of resilience-enhancing HR policies, not just in trying times but also in times of relative calm, bestowing to Positive Psychology Theory by Bardoe, Pettit, De Cieri, & McMillan (2014) [13]. Employee resilience is a set of abilities and traits that may be enhanced for the good of the business and the individual via the appropriate use of high-performance work systems.

Using the Core Theory, as mentioned by Athota, Budhwar, and Malik (2020) [10], highlights the substantial link between personality characteristics and personal moral principles, as well as psychological well-being via values, in terms of how they relate to individual personalities, values, well-being, and resilience. Imparting to Zhu, Zhang, and Shen's (2019) [126] study, modest leadership effectively communicates meaningful and practical social information that, using words and symbols, can affect employees' views and reactions. Resilience at work enables organizations and employees to overcome challenges and thrive at the end (Mao, He, Morrison, & Andres Coca-Stefaniak, 2021[77]).

Human Resource Theory, as cited by Hewett, Shantz, Mundy, and Alfes (2018[65]), considers human management by placing HR at the core of value creation. HR can redefine the company's success as simultaneously achieving business, natural environment, and community goals. Thus, conferring to Feng, Huang, and Zhang's (2016) [40] organizational theory, administrations with a high degree of standardization and uniformity can improve an employee's performance. One of the most effective HRM strategies for modern enterprises is the implementation of the High-Performance Work System (HPWS).

Conversing organizational commitment based on Van Maanen and Schein's theory, cited by Filstad (2011) [123], giving newcomers role models, as well as assistance and recognition from experienced colleagues, has a positive impact on their organizational commitment because affective commitment and learning processes are positively influenced by their ability to participate in professional activities and socially interact with existing colleagues. As highlighted by Qing, Asif, Hussain, and Jameel (2020) [99], an emotional bond with the organization is crucial to organizational commitment. Managers must recognize that committed employees are valuable in ways beyond their ability to succeed immediately and individually because they provide services that improve performance (Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdar, 2020[1]).

Conferring to the conceptual paradigm, the exogenous variables of HRM Practices, Organizational Commitment, and Work Engagement directly affect the endogenous variable, employee resilience. This study evaluated them for the best fit that might help the tourism industry in Region XII's employee resilience. Tawalbeh and Jaradat (2020[115]) state

that the first exogenous variable is HRM practices, which are gauged by the indicators of recruitment and selection, performance evaluation, training and development, and compensation and reward. Sourcing, evaluating, and choosing qualified applicants while following employment equity principles and standards (Gode, 2019[51]). By linking performance to rewards, performance appraisal systems can boost employee motivation. They can also be used to set goals and evaluate employees' strengths and weaknesses (Al-Jedaia&Mehrez, 2020[5]). Training and development are, therefore, essential for the productivity of a company's personnel (Jeni & Al-Amin, 2021[62]). Employees are motivated by compensation and rewards to help them improve their performance and achieve better results (Dakhan, Sohu, Jabeen, Mirani, Shaikh, & Iqbal, 2020[31]).

The second exogenous variable, organizational commitment, was obtained from research by Stawowczyk (2018) [110] and employs the indicators affective commitment, continuation commitment, and normative commitment to examine the scale's validity and reliability as well as its characteristics and indicators. In 2020, Hadi and Tentama. An aspect of organizational commitment known as emotional commitment is the connection a worker has with the organization's goals and the desire to stick with them (Wang, Albert, & Sun, 2020[122]). The desire to remain with a company is known as a continuity commitment; retirement savings and career investments are non-transferable investments (Amran, Aminuddin, Aminuddin, & Zakaria, 2021[6]). Normative commitment is the most significant indicator of all centricities, or adherence to the standards and duties needed to maintain social harmony among members of an in-group (Grego-Planer, 2020[52]).

The third exogenous variable is work engagement. Considering Newstead's (2020) [90] study, the following indicators are vigor, dedication, and absorption. Despite difficult circumstances, vigor maintains their task (Taylor, B.D. 2020[116]). In addition to a solid commitment to one's work, dedication is characterized by a sense of significance, passion, inspiration, fulfillment, and challenge (Mejalli, 2020[85]). Being wholly absorbed in one's work to the extent that quickly things change, and it is challenging to tear oneself away from it is referred to as absorption (Mbhele & De Beer, 2021[80]).

Employee resilience is a latent endogenous variable adapted from Liu's (2018) [72] study, in which vision, determination, relationships, problem-solving, self-confidence, flexibility, and adaptability are all indicators. Vision is a focal point for personnel guidance and fosters company unity of purpose (Rey, Bastons, & Sotok, 2019[102]). A social context-specific theory of human motivation and personality called determination distinguishes between autonomous and controlled motivation (Martela, Hankonen, Ryan, & Vansteenkiste, 2021[78]). Any successful organization needs relationships, but this is especially true for the tourism sector, which has an institutional culture that encourages a customer-centric mindset (Pencarelli, Gabbianelli, & Savelli, 2020[98]).

Further, problem-solving is cognitive processing absorbed of attaining a goal when the problem solver does not distinguish the solution process at the start (Mayer, 2019[79]). The process of identifying, analyzing, and addressing an issue or challenge is known as problem-solving. It entails applying critical thinking to monitor progress, identify potential solutions, and implement the best action plan to resolve the problem (Cherry, Vander Hoeven, Patterson, & Lumley, 2021[24]). In addition to an attitude toward one's talents and abilities, self-confidence is an attitude that encompasses acceptance, trust, and a feeling of control over one's life (Nemching, 2021[89]). Flexibility and adaptation, the process of becoming more familiar with the task to perform better, is an essential aspect of long-term human resource management in improving overall employee job satisfaction; it also impacts some employees' relationships at all levels. (Davidescu, Apostu, Paul, & Casuneanu, 2020[33]).

Structural equation modeling (SEM) requires a model generation approach in addition to the ability to determine the best-fit model. To demonstrate the likely causal relationship between the two latent variables, namely exogenous and endogenous variables, a single hypothesized model will be created in this study. In the proposed model, the oval denotes the measured value of a latent variable, and the single-headed arrow denotes the direct relationship between two variables.

As Fig. 1 suggested, the hypothesized model illustrates the direct relationship between latent exogenous factors and the latent endogenous variable. A single-headed arrow representing employee resilience is correlated to HRM practices, organizational commitment, and work engagement. The rectangular shapes correspond to the associated exogenous and endogenous underlying measurement variables.

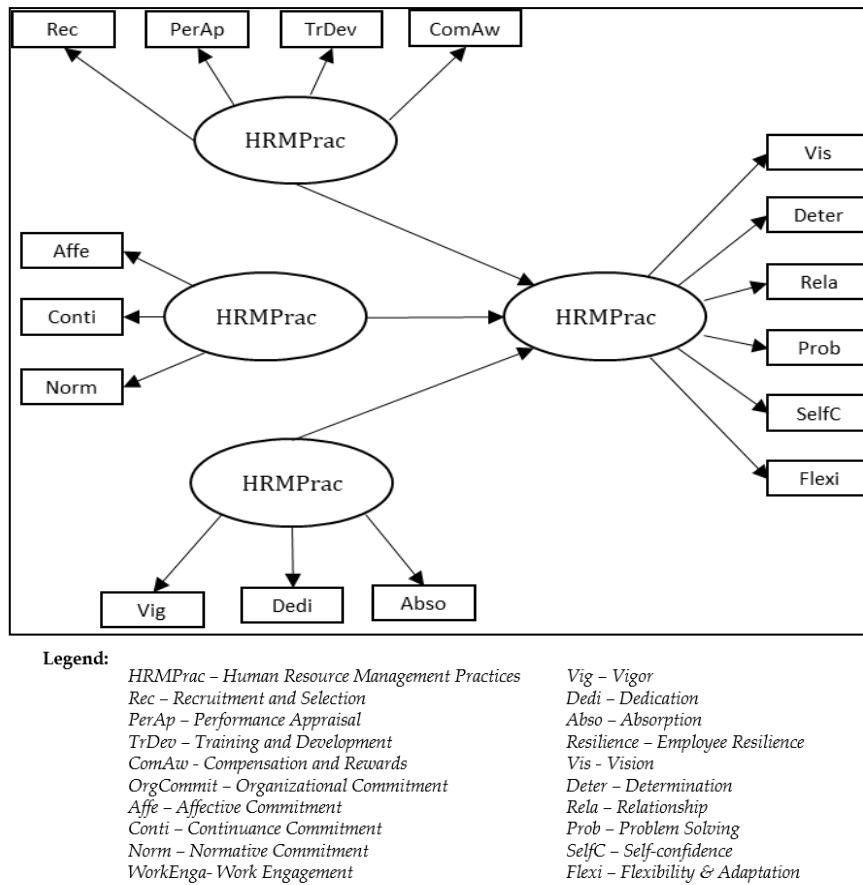


figure 1. the conceptual model showing the direct relation of laten exogenous towards the laten endogenous variable.

The study determined the best-fit model that forecasts employee resilience in the tourism industry in Region XII. Explicitly, this study has the succeeding objectives: to evaluate the level of HRM practices of tourism industries in terms of recruitment and selection, performance appraisal, training and development, and compensation and reward; to evaluate the level of organizational commitment in tourism industries in relations of affective, continuance, and normative commitment; to ascertain the level of work engagement in tourism industries in terms of vigor, dedication, and absorption; to ration the level of employee resilience in terms of: vision, determination, relationship, problem-solving, self-confidence, and flexibility and adaptation; to determine the significant relationship between HRM practices and employee resilience, organizational commitment and employee resilience, and work engagement and employee resilience; to determine the significant influence of HRM practices, organizational commitment and work engagement on employee resilience; and to know the best fit model that envisages employee resilience of tourism industry in Region XII.

Furthermore, the null hypotheses were tested at a 0.05 level of significance. There is no significant relationship between HRM practices and employee resilience, organizational commitment and employee resilience, and work engagement and employee resilience. HRM practices, organizational commitment, and work engagement do not significantly influence the employee resilience of the tourism industry, and there is no best-fit model that predicts employee resilience.

This study's outcome is crucial to the world's tourist sectors because it creates a new model for employee resilience tailored particularly for those working in the tourism industry, making it an essential addition to new information. The study also benefited the country's tourism industry since it gave an idea to the higher authorities to improve and increase tourism growth, subsequently improving the country's economy. This study primarily contributes to the top-level management of the tourism industry's potential consideration for enhancing customer services. It examines how employee resilience is affected by various organizational factors like HRM practice, organizational commitment, and work engagement. Since they are the firm's managers and supervisors, they may be aware of the variables influencing

the tourism industry's overall operation and the potential benefits to the business. Potential actions will be taken to decide what factors to consider while handling various internal disagreements and unpleasant circumstances.

This study is also essential as it contributes helpful guidance on improving employee performance, work satisfaction, and well-being, which may assist both individuals and the business. In today's unpredictable, dangerous, chaotic, and confusing world, resilience has become more critical for individuals, organizations, and society to flourish (Liu, Cooper, & Tarba, 2019[72]). Moreover, this study may be used as a baseline by other researchers and can be used as secondary data if they want to perform further research on the issue. Finally, it is anticipated that the study's findings will have a beneficial social effect on the beneficiaries by improving their effectiveness as service providers. This is because their needs will be fulfilled, and those who are significant to the tourism industry will be able to improve their weaknesses and maintain their strengths by offering the necessary assistance and intervention.

## **II. METHOD**

### **2.1. Research Respondents**

This study follows a scientific process in choosing the respondents. The researcher got the list of the tourism industry from the regional tourism office of Region XII and the Local Government Units within the region. The lists were used to determine the tourism industry in Region XII. Four hundred (400) employees are this study's respondents and were gathered through stratified random sampling. This sampling method was used considering the inclusion criteria set by the researcher in choosing its sample. Compared to other sampling techniques, this approach produces findings more accurately (Bhardwaj, 2019[17]).

Furthermore, a sample size of at least 200 is recommended when employing the structural equation model (SEM), according to Deng, Yang, and Marcoulides (2018) [35]. To be more efficient and to cut down on measurement mistakes, SEM works with extensive samples (Dash & Paul, 2021[32]). As a result, obtaining a sample of 400 respondents for this research is warranted and reasonable. The study's respondents are employees of tourism industries (General Tourism, Agri- Tourism, hotels and Restaurants, and Island Resorts) in Region XII. Respondents were workers who had completed at least three (3) months of duty in the sector. They may be either men or women, between the ages of 18 and 60, with a minimum of a bachelor's degree in a field relevant to the role. However, individuals who had just been hired and had fewer than three (3) months of employment and those who lived beyond the study's geographical area were eliminated. Respondents can leave a survey whenever they feel uneasy, intimidated, or threatened physically, mentally, or emotionally.

### **2.2. Locale of the Study**

The research was carried out in the SOCSKSARGEN area, sometimes called Area XII or the SOX tourism sector. The Philippines' central island of Mindanao has a region known as SOCCSKSARGEN. It stands for South Cotabato, Cotabato Province, Sultan Kudarat, Sarangani, and General Santos City, the region's four provinces and one city. Respondents from Kidapawan City, M'lang North Cotabato, General Santos City, Polomolok, Tapi, Koronadal City, Lake Cebu, Libak, Esperanza, Isulan, Sultan Kudarat, and Tacurong City responded to the survey.

To investigate whether HRM practices, organizational commitment, and work engagement affect employee resilience in a broader sense, the researcher conducted a study in the tourism industries in Region XII. The COVID-19 pandemic poses problems with its consequences on Region XII employees' social, economic, and psychological development (Sumalrot et al., 2023[113]). Employee resilience, regarded as the dependent variable in this research, and the extent of HRM practices, organizational commitment, and work engagement, considered independent variables in this study, have a technical influence on the region's tourist industry. The first multivariate research using structural equation modeling examined the local tourism industries. Additionally, the researcher has easy access to the area, which makes it simpler to collect the information needed to complete the study's objective.

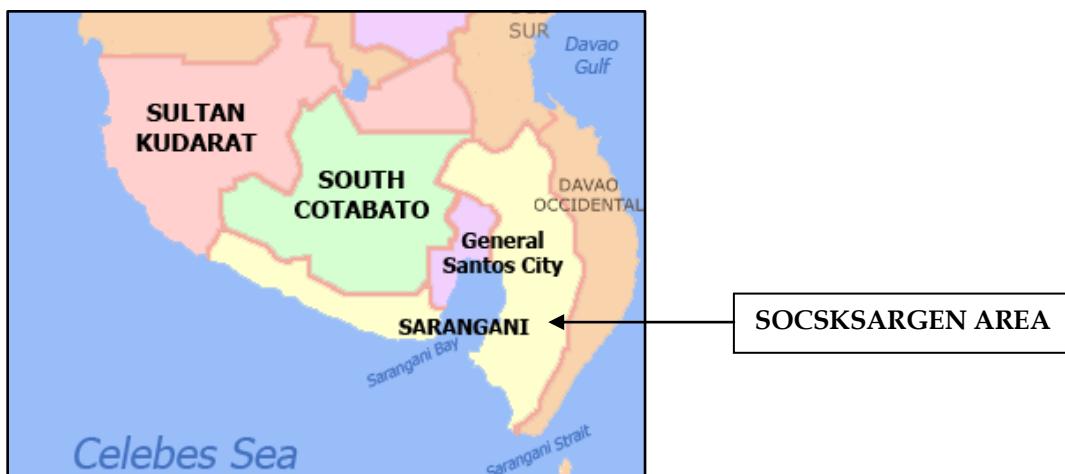


figure 2. the Philippine map and the research locale

### 2.3. Materials and Instrument

The study's survey forms were obtained from several similar researchers. An adapted and modified survey was employed to gather primary data covering and measuring the constructs: HRM practices, organizational commitment, work engagement, and employee resilience of tourism industries in Region XII. The instrument was altered to reflect better-presenting initiatives and the neighborhood business climate. Internal and external experts accepted the adapted and amended questionnaires. One external validator and five internal validators were present. The applicability of the items, adequateness per category, presentation, arrangement of items, the accomplishment of purpose, objectivity, and rating scale were used to validate the questionnaires. The outcome was that the modified instrument received a 4.64 rating, considered excellent.

The questionnaire was pre-tested using Cronbach Alpha, a technique used by academics to evaluate the reliability of multiple-question surveys using the Likert scale to ensure that instrument was appropriate. Cronbach alpha determines how closely a group of test items is related (UCLA, 2021[118]). The appropriate Cronbach's alpha value is 0.70 (Taber, 2018[114]). The corresponding Cronbach alpha values for HRM practices, organizational commitment, work engagement, and employee resilience are .950, .926, .940, and .941, respectively. Furthermore, according to Nawi, Tambi, Samat, and Mustapha (2020) [88], the scale components' internal coherence increases as the Cronbach alpha value approaches one.

The first instrument measures the human resource management practices in the tourist industry. The test was created using Tawalbeh and Jaradat's (2020)[115] methodology. The tool assesses recruitment and selection, performance appraisal, training and development, and compensation and reward in the tourist industry. The second tool is based on the Organizational Commitment Scale (OCS) developed by Allen and Meyer in 1990 and used in research by Stawowczyk (2018)[110]. The instrument's design uses Three factors, affective, continual, and normative commitment, to gauge how strongly workers in the tourist industry believe their company is committed to them.

The third instrument is adapted from the study of Newstead (2020) [90] based on the Utrecht Work Engagement Scale (UWES). The instrument's creation used three criteria—vigor, devotion, and absorption- to gauge how much the tourist businesses were invested in their job. The fourth tool was modified based on Liu's (2018) [72] research. The six criteria are vision, determination, relationship, problem-solving, self-confidence, flexibility, and adaptation. The tool is made to assess how resilient tourist industry workers are. A five-point Likert scale with descriptors ranging from "strongly disagree to strongly agree" will be used by respondents to provide their answers."

The following scale may be used to determine the level of HRM practices, organizational commitment, work engagement, and employee resilience:

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	HRM practices, organizational commitment, work engagement, and employee resilience are always observed.
3.40 - 4.19	High	HRM practices, organizational commitment, work engagement, and employee resilience are often observed.
2.60 - 3.39	Moderate	HRM practices, organizational commitment, work engagement, and employee resilience are sometimes observed.

1.80 – 2.59	Low	HRM practices, organizational commitment, work engagement, and employee resilience are seldom observed.
1.00 – 1.79	Very Low	HRM practices, organizational commitment, work engagement, and employee resilience are never observed.

#### **2.4. Design and Procedure**

This study combines a structural equation model and a descriptive-predictive approach to create the best suitable model for employee resilience. It is a quantitative non-experimental researchdesign. One of the most common study designs is non-experimental research, in which the researcher observes things as they occur naturally without introducing any outside factors (Asenahabi, 2019[9]). Descriptive research aims to illustrate and categorize the phenomenon (Nassaji, 2015[86]). The best-fit model for the research subjects was created using structural equation modeling (SEM). SEM is a powerful multivariate method used to investigate and assess multivariate causal links in scientific research (Kharuddin, Azid, Mustafa, Ibrahim, &Kharuddin, 2020[67]). It is highlighted in the study of van Bork (2021) [121] that the structural model establishes the relationship among latent variables.

Additionally, this research explores the connections between the dependent variable, employee resilience, and the three independent variables, organizational commitment, work engagement, and HRM practices. The techniques employed to gather the data for the research were many. The researcher was granted permission by the UMERC to conduct the study in the first process, dated June 11, 2022. The researcher then conducts the pilot test of the validated questionnaires on the tourism industries in Tacurong City and Isulan, Sultan Kudarat. The researcher also follows the safety protocol in the study due to the COVID-19 pandemic. The statistician recommended doing the study based on the Cronbach alpha results. Thus the researcher disseminated and collected verified questionnaires across Region XII from July 2022 to December 2022.

After that, the data was encoded, tabulated, and analyzed using the statistical methods listed below. Mean was used to evaluate HRM practices, organizational commitment, work engagement, and employee resilience. To ascertain the connections between HRM practices, organizational commitment, work engagement, and employee resilience, Pearson Product Moment Correlation (Pearson r) was used. The Parvez Ahammad table presented by Jaadi (2019) [61] is used for the correlation interpretation. The rating and interpretation are as follows; rating  $\pm 0.91$ - above denotes high correlation; rating  $\pm 0.61$ - $\pm 0.90$  denotes moderate correlation; rating  $\pm 0.31$ - $\pm 0.60$  denotes slight correlation; and rating  $\pm 0.00$ - $\pm 0.30$  denotes low correlation.

Additionally, multiple regression was used to determine which aspect of organizational commitment, work engagement, and HRM practices significantly impact the employee resilience of the tourism sectors in Region XII – finding the best-fit model required using structural equation modeling (SEM). All indices must be within the permissible range to determine the best-fit model. Values higher than 0.90 are indicative of a good match for the Goodness of matchIndex (GFI), ComparativeFit Index (CFI), NormedFit Index (NFI), and Tucker-LewisIndex (TLI) (Hu & Bentler, 1999[58]). According to MacCallum, Browne, and Sugawara (1996[75]), the Root-MeanSquare Error (RMSEA) must be less than 0.08, and its associated P-close valuemust be more significant than 0.05. Chi-square/Degrees ofFreedom (CMIN/DF) is 0 value 3.

#### **2.5. Ethical Consideration**

The University of Mindanao Ethics Review Committee (UMERC) protocol standards and guidelines were followed, particularly in managing the population and data, as the researcher carried out the study while abiding by all ethical guidelines and standards.

**Voluntary Participation:** Respondents in this research are free to participate as they see fit. The respondents were informed of the purpose of the research, and their right to participate in it was carefully considered and adhered to. The right to withdraw at any moment, skip any question, or skip a set of procedures was also made known to respondents who first consented to participate in the research. Additionally, employees who have worked in the tourism industry for at least three (3) months and for at least five (5) years were considered respondents. They should be between the ages of 25 and 60, male or female, and have at least a bachelor's degree in a field related to the employment. Workers employed for less than three (3) months, those working for manufacturing companies that had not been operating for at least five (5) years, and non-residents of the study's geographic region were all disqualified.

**Privacy and confidentiality:** The researcher follow the RA 10173 of the Data Privacy Act by including a signed note with the questionnaire informing respondents that the information obtained was kept private and confidential. A Google form or questionnaire sheet is used to gather the respondents' private and personal information. Security and privacy are ensured by storing the material in the researcher's one-drive account, which the researcher can only access.

Additionally, the data was only utilized for academic reasons, and the questionnaire sheet and any digital data were destroyed or erased when the research was finished, as appropriate.

**Informed consent process:** The respondents are requested to participate by gaining consent, which is a critical method for ensuring that persons are treated with respect by offering deliberate agreement for a voluntary act. The study questionnaire is given similarly, with authorization from the approved authority channel.

**Risk:** Despite the epidemic, there were no high-risk circumstances in the study, which means neither the researcher nor the respondents faced any danger, socioeconomic, psychological, or physical. If the respondents are not present or accessible, the researcher first asks when it would be most convenient to conduct the survey; alternatively, the researcher may leave the questionnaires with the participants and collect them after they have finished them. Both the researcher and the respondents followed the IATF procedure. The study continued until the municipality, city, or province's local authorities declared the area safe. The researcher used Google Forms as a study survey to contact the staff who could not be physically contacted.

**Plagiarism:** There is no evidence that the researcher misrepresented someone else's study as his own. To avoid accusations of plagiarism or irregularity, all sources in the research were adequately acknowledged and credited. The usage of Turnitin software and a plagiarism detector was utilized.

**Fabrication:** The study was founded on several reliable and accurate studies. It has been established that the researcher does not make up a story from literature; instead, she provides the writers' perspectives in the context of their knowledge and ideologies. There was no intentional manipulation of the data, the outcomes, or the presentation of the findings. The text was appropriately cited and anchored.

**Falsification:** The research was not embellished the data or make any false claims to fit it in.

**Conflict of interest (COI):** Possible conflicts that arose in the study are the confidentiality of the information and the health and safety due to COVID-19. However, the researcher stressed that the study did not only rely on data collection methods that can lead to a conflict of interest. The study was not influenced by any interests other than the main one, which was the respondents' health and the validity of the analytic results.

**Deceit:** The responders affirmed that the given material had not harmed them. The researcher is not lying or being dishonest with the responses.

**Permission from the organization/ location:** The researcher acquired authorization from the Local Government Units (LGU) since one of the roles of the LGU is to ensure the safety and security of the people. To ensure that the researcher is prioritizing the confidentiality of the data gathered, the researcher obtains written authorization from the Local Government Units (LGU) where the respondents are located before the survey is conducted, as well as a formal letter approved by the research adviser and the dean.

**Authorship:** The researcher and his research adviser are the study's authors. They signified necessary Participation in the study and took full responsibility and accountability for its content.

### **III. Result and Discussion**

#### **3.1. HRM Practices of Tourism Industry**

The degree of HRM practices in the tourist industry in Region XII is shown in Table 1. The overall mean score for HRM practices was 4.19, high, and the standard deviation was 0.40. implies that workers in Region XII often follow HRM practices in the tourism sector. The following four indicators are made public: The average grade for recruitment and selection was 4.11; for performance appraisal, it was 4.16; for training and development, it was 4.33; and for compensation and awards, it was 4.17. Recruitment and selection had the lowest mean but a high descriptive level, whereas training and development had the highest mean and a very high descriptive level.

Table 1. Level of HRM Practices

<b>Indicator</b>	<b>SD</b>	<b>Mean</b>	<b>Descriptive level</b>
Recruitment andSelection	0.50	4.11	High
PerformanceAppraisal	0.53	4.16	High
Training andDevelopment	0.48	4.33	Very High
Compensation andRewards	0.48	4.17	High
<b>Overall</b>	<b>0.40</b>	<b>4.19</b>	<b>High</b>

All metrics, including recruitment and selection, performance appraisal, training and development, and compensation and rewards, are credited with the high level of HRM practices. This means that employees often observe the HRM practices of tourism industries in Region XII. Out of four indicators, only training and development got a very high descriptive level with a mean of 4.33, which indicates that tourism industries always practice it and thus always observe it by their employees.

These events are an articulation of the pronouncements of Clack (2021) [28]. Employees who gain new skills through training are more likely to be fully immersed in their work because learning new skills is fun, and enjoyment breeds engagement. Also, training and development strengthen and improve workers' knowledge, abilities, and attitudes as an essential part of HRM practices used to improve current and future performances (Karim, Choudhury, & Latif, 2019[65]). Thus, human resource concerns are one of the most crucial elements of a company's operation (Vahdat, 2022[119]). However, regardless of size, human resource technology is essential for influential people management in firms (Taylor, L.C. 2019[117]).

### 3.2. Organizational Commitment of Employees

The organizational commitment level of the workforce in the tourist sectors of Region XII is shown in Table 2. The overall mean score for the workers' organizational commitment was 3.96, with a standard deviation of 0.46, which is high. Demonstrates that the Region XII tourist businesses often observe the employee's organizational commitment. The three indicators' average ratings, for which high descriptions are provided, are as follows: Affectivecommitment with a mean value of 3.95, continuation commitment with a mean rating of 3.88, and normativecommitment with a mean rating of 4.04, the highest of the three.

Table 2. Level of Organizational Commitment of Employees

Indicator	SD	Mean	Descriptive level
AffectiveCommitment	0.54	3.95	High
ContinuanceCommitment	0.54	3.88	High
NormativeCommitment	0.58	4.04	High
<b>Overall</b>	<b>0.46</b>	<b>3.96</b>	<b>High</b>

High organizational commitment is ascribed to all characteristics, including affective, continuance, and normative commitment. As a result, employers often monitor workers' organizational commitment to the tourist sector. The findings show that staff members are very devoted, emotionally committed, and under-obliged to stick around.

The result aligns with the study of de la Rosa (2019) [34] that improved organizational commitment is undoubtedly a result of responsive and fair institutions that treat employees and their conduct with respect and dignity. Floerchinger (2019) [46] added that highly committed employees are more likely to put in more effort and provide better service. Also, Zhou, Hu, Li, and Wen (2022) [125] emphasized that happy and motivated people have more positive feelings, attitudes, and behaviors about their professions and are more likely to use their optimism to forward the aims of the organizations.

### 3.3. Work Engagement of Employees

The degree of work engagement for workers in the tourism industry is shown in Table 3. With a standard deviation of 0.46, the total mean score on work engagement is 4.13, which is considered high. Thus, examining how workers engage in their job is standard practice.

Table 3. Level of WorkEngagement of Employees

Indicator	SD	Mean	Descriptive level
Vigor	0.59	4.07	High
Dedication	0.51	4.31	Very High
Absorption	0.57	4.02	High
<b>Overall</b>	<b>0.46</b>	<b>4.13</b>	<b>High</b>

The following is the work engagement indicators' mean score: The average for vigor was 4.07 or high. The average for the dedication was 4.31, or very high. The average for absorption was 4.02 or high.

The respondents' evaluations of the variable's measurement, vigor, and absorption, which all received high levels of approval, caused the overall high level of job engagement. Dedication, on the other hand, got a very high result. This indicates that the employees always observe dedication, and vigor and absorption are often observed. The findings show that workers in Region XII's tourist sectors are highly motivated, focused at work, and eager to devote a lot of a great deal of time to their profession. A good position in which someone is not only willing to put out effort but also able to sustain it over time is one of high work engagement. Workers that are very engaged at work frequently experience a feeling of fulfillment and purpose in their work, and they are more likely to make positive contributions to the business's success.

The result is supported by Einwiller, Ruppel, and Stranzl's (2021) [37] study that employee work engagement is strongly influenced by and produced by employee commitment and energy. Moreover, work engagement is positively impacted when administrators establish an organization's vision or goal or when they operate non-defensively (Singh, 2019[107]). This also substantiates the study of (2021)[48] work engagement enhances the value of one's work as perceived by the individual, which affects self-consciousness and, consequently, self-esteem. Also, Tamayo (2020) [101] added that high-engagement workers were better at their jobs because they could devote all their attention and energy to complex tasks.

### 3.4. Employee Resilience in Tourism Industry

The resilience of employees in the tourism industry is shown in Table 4. The total mean score on employee resilience was 4.18, considered high, and has a standard deviation of 0.42. This suggests that worker resiliency is often observed. The following is a list of the six indicators: Vision received a mean score of 4.45, while determination received a score of 4.25, relationships received a score of 4.12, problem-solving received a score of 4.04, self-confidence received a score of 4.02, and flexibility and adaptation received a score of 4.21. The result also implies that the employees of tourism industries in Region XII always observe vision, determination, flexibility, and adaptation.

**Table 4.** Level of Employee Resilience in Tourism Industry

Indicator	SD	Mean	Descriptive level
Vision	0.52	4.45	Very High
Determination	0.53	4.25	Very High
Relationship	0.57	4.12	High
Problem-Solving	0.62	4.04	High
Self-Confidence	0.59	4.02	High
Flexibility and Adoption	0.55	4.21	Very High
<b>Overall</b>	<b>0.42</b>	<b>4.18</b>	<b>High</b>

The respondents' ratings on the employee resilience indicators, namely vision, determination, flexibility, and adaptation, are very high. Nevertheless, relationship, problem-solving, and self-confidence garnered high ratings, resulting in high employee resilience. Employees have high flexibility, adaptation, and vision of what to achieve. It implies that resilient personnel can overcome obstacles, handle pressure, and protect their well-being. They can be positive and helpful even under challenging situations and are more capable of handling change and uncertainty.

The study's results align with those of Cooke et al. (2019) [29], who discovered that adopting a high-performance work system may assist individuals and businesses by developing a set of abilities and attributes known as employee resilience. Caniëls and Baaten (2019) [21] concluded that employee resilience is likely to mediate this process because a learning environment encourages employees to define their futures and, as a result, to be proactive in their conduct. Also, Isidro and Calleja (2020) [59] stated in their study that employee resilience could be strengthened through personal resources and leveraging organizational and sociocultural resources available during disasters.

### 3.5. Correlation between HRM Practices and Employee Resilience

Presented in Table 5 is the computed r-value on the HRM practices and employee resilience of tourism industries. The combined computed r-value of 0.634 denotes a moderate correlation and given the p-value of less than 0.05, the result construed that HRM practices have a significant relationship with employee resilience.

**Table 5.** Significant Relationship between HRM Practices and Employee Resilience

HRM Practices	Employee Resilience							
	Vision	Determination	Relationship	Problem-Solving	Self-Confidence	Flexibility and Adoption	and	Overall
Recruitment and Selection	.353** (.000)	.542** (.000)	.413** (.000)	.338** (.000)	.389** (.000)	.449** (.000)	.547** (.000)	
Performance Appraisal	.437** (.000)	.577** (.000)	.392** (.000)	.381** (.000)	.429** (.000)	.495** (.000)	.596** (.000)	
Training	.368**	.421**	.311**	.274**	.276**	.337**	.436**	

<i>andDevelopment</i>	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)
<i>Compensation and Rewards</i>	.354**	.473**	.354**	.240**	.353**	.360**	.468**
<b>Overall</b>	<b>.468**</b>	<b>.623**</b>	<b>.455**</b>	<b>.382**</b>	<b>.448**</b>	<b>.509**</b>	<b>.634**</b>
	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)

Thus, the null hypothesis was rejected. Additionally, employee resilience was slightly correlated with recruitment and selection, performance appraisal, training and development, compensation, and rewards, with an r-value of 0.547, 0.596, 0.436, and 0.468, respectively, and a p-value of less than 0.05, making them significant.

The study's null hypothesis was rejected due to the variable relationship test, which reveals a crucial link between HRM practices and employee resilience. It means that there is an association between HRM practices and employee resilience. Also, the indicators of HRM practices, namely, recruitment and selection, performance appraisal, training and development, and compensation and rewards, have a significant relationship with employee resilience.

The result aligns with the Human Resource Theory of Hewett and Shantz (2021) [56] that human resources might redefine organizational success as the simultaneous attainment of commercial, environmental, and social goals. The study's findings corroborate Ngoc Su et al. (2021) [91], who found that HRM practices can help keep tourist employees alive and improve resilience. They also found that HRM practices that support employee well-being also help build resilience, improving employee performance at work (Cooper et al., 2019[30]).

### 3.6. Correlation between Organizational Commitment and Employee Resilience

Table 6 shows the data on the relationship between organizational commitment and employee resilience. The overall r-value is 0.534 with a p-value less than 0.05, which signifies a slight positive correlation; thus, the null hypothesis was rejected. Furthermore, it discovered that affective, continuance, and normative commitment posted an r-value of 0.465, 0.379, and 0.486, respectively, have a slight correlation on employee resilience and a p-value of less than 0.05, making them significant.

Table 6.Significant Relationship between Organizational Commitment and Employee Resilience

Organizational Commitment	Employee Resilience						Overall
	Vision	Determination	Relationship	Problem-Solving	Self-Confidence	Flexibility and Adoption	
Affective Commitment	.329** (.000)	.413** (.000)	.308** (.000)	.342** (.000)	.387** (.000)	.326** (.000)	.465** (.000)
Continuance Commitment	.216** (.000)	.363** (.000)	.241** (.000)	.318** (.000)	.281** (.000)	.291** (.000)	.379** (.000)
Normative Commitment	.305** (.000)	.402** (.000)	.375** (.000)	.392** (.000)	.396** (.000)	.317** (.000)	.486** (.000)
<b>Overall</b>	<b>.341**</b> <b>(.000)</b>	<b>.472**</b> <b>(.000)</b>	<b>.372**</b> <b>(.000)</b>	<b>.423**</b> <b>(.000)</b>	<b>.428**</b> <b>(.000)</b>	<b>.374**</b> <b>(.000)</b>	<b>.534**</b> <b>(.000)</b>

As a result of examining the correlations between the variables, which show a substantial correlation between organizational commitment and employee resilience, the study's null hypothesis is rejected. Additionally, it is noted that indices of organizational commitment, such as affective, continuance, and normative commitment, indicate a slight correlation with employee resilience.

The study's findings support those made by Paul et al. (2019) [97] regarding the relationship between resilience and affective commitment. Contrarily, life pleasure is the primary mediator in the link between resiliency and continuance commitment. Baldeo (2022) [12] also noted that organizational commitment is a strong sense of employee dedication to an organization that anchors employee resilience. Supported by Meng et al. (2019) [81] that significant individual traits of resilience influenced organizational commitment in a good way. Thus, resilience should be actively encouraged, and a program to improve resilience should be designed. (Robertson, Docherty, Millar, Ruck, & Engstrom, 2021[104]).

### 3.7. Correlation between Work Engagement and Employee Resilience

Data on the link between employee resilience and work engagement are shown in Table 7. The null hypothesis was rejected since the combined r-value of 0.692 from the measurements, with a p-value < 0.05, indicates a moderately positive association. Furthermore, it is observed that vigor has an r-value of 0.556 and a p-value less than 0.05 and

absorption has an r-value of 0.554 and p-value less than 0.05 shows a slight correlation on employee resilience, while dedication with an r-value of 0.615, with p-value less than 0.05 shows a moderate correlation on employee resilience.

**Table 7. Significant Relationship between Work Engagement and Employee Resilience**

Work Engagement	Employee Resilience						
	Vision	Determination	Relationship	Problem-Solving	Self-Confidence	Flexibility and Adoption	Overall
Vigor	.395** (.000)	.453** (.000)	.371** (.000)	.380** (.000)	.466** (.000)	.452** (.000)	.556** (.000)
Dedication	.480** (.000)	.505** (.000)	.444** (.000)	.407** (.000)	.434** (.000)	.523** (.000)	.615** (.000)
Absorption	.254** (.000)	.427** (.000)	.413** (.000)	.446** (.000)	.470** (.000)	.479** (.000)	.554** (.000)
Overall	.449** (.000)	.555** (.000)	.492** (.000)	.496** (.000)	.552** (.000)	.582** (.000)	.692** (.000)

Analysis of the link between the variables in the research showed a weak association between employee resilience and work engagement, leading to rejecting the null hypothesis. This suggests a connection between work engagement and employee resilience.

The study's findings are constant with those of Stone et al. (2021) [112], which found that building employee resilience is crucial for creating a highly engaged workforce. Thus, human resource managers must encourage it. An engaged employee, according to Riyanto, Endri, and Herlisha (2021) [103], is energetic, resilient, involved, enthusiastic, driven, and focused. Elaborated in the study of Lai, Tang, Lu, Lee, and Lin (2020) [69] that high levels of involvement at work improved performance since employees were able to give difficult work with all their concentration and energy.

### 3.8. Significant Influence of HRM Practices, Organizational Commitment and Work Engagement to Employee Resilience

Presented in Table 8 is the analysis of employee resilience as regressed on HRM practices, organizational commitment, and work engagement. The analysis's findings showed that HRM practices and work engagement are responsible for around 56.3 or 56% of the variance in employee resilience.

Table 8.Significant Influence of HRM Practices,Organizational Commitment, and Work Engagement to Employee Resilience

Employee Resilience	B	Beta	t-value	p-value
Exogenous Variables				
(Constant)	.737		4.657	.000
HRM Practices	.356	.337	7.802	.000
Organizational Commitment	.042	.045	1.001	.317
Work Engagement	.432	.470	10.386	.000
R <sup>2</sup>	.563			
F-value	169.983			
P-value	.000			

However, it is unlikely that organizational commitment has no significant influence on employee resilience. It is clear from the t-value of 1.001 and the p-value of 0.317, which is higher than 0.05.

The outcome further demonstrates that HRM practices and work engagement significantly influence employee resilience, rejecting the null hypothesis. Also, the findings showed an excellent model, as shown by F= 169.983 and a p-value of 0.000.

This study's regression analysis to determine how HRM practices, organizational commitment, and work engagement affect employee resilience is one of its primary goals. Both HRM practices and work engagement

significantly influenced employee resilience. On the other hand, organizational commitment was shown to have no significant influence on employee resilience. In possession with the theory of Van Maanen and Schein, pointed out by Filstad (2011) [123], providing new employees with role models and assistance from more seasoned team members has a positive effect on their organizational commitment because affective commitment and learning processes are positively impacted by their capacity to engage in professional activities and socialize with current employees. As stated in the study of Ojo, Fawehinmi, and Yusliza (2021) [93], commitment at work was highly correlated with resilience and implies that management concerns for workers may not improve employee resilience.

Moreover, Johnson, Willis, and Evans (2019) [63] believe that by giving employees the freedom to spend time with their loved ones and enough support to enable working circumstances, managers may encourage their employees' resilience. Further, the relationship between these two constructs can be complex and influenced by employees' emotional attachment, loyalty, and identification with their organization. In contrast, an individual's ability to adapt, recover, and thrive in adversity or challenging circumstances influences employee resilience (Oyewobi, Oke, Adeneye, & Jimoh, 2019[94]).

The proposition of Näswall, Malinen, Kuntz, and Hodliffe (2019) [87] is that employee resilience is a critical capability that allows employees to manage and adapt to constantly changing circumstances. As also stated in the study of Isidro and Calleja (2020), employee resilience can be strengthened through personal resources and leveraging organizational and sociocultural resources available to them during disasters. Additionally, Malik and Garg (2020) [76] stressed in their research that modern organizations require a highly resilient and engaged workforce to sustain their competitive edge as automation and structural changes characterize the coming digital reality of the 21st century. Thus, employee resilience is essential for developing highly engaged and committed employees. Thus, human resource managers must encourage it (Nyaupane, Poudel, & York, 2022[92]).

### 3.9. Best Fit Model of Employee Resilience

The three developed models for the study are listed in Table 9, along with their Goodness of Fit scores. All indices had to constantly fall within the permitted range, which was the basis for choosing the best-fit model. Values higher than 0.90 for the Goodness of MatchIndex (GFI), Comparative FitIndex (CFI), Normed FitIndex (NFI), and Tucker-LewisIndex (TLI) indicate a good match (Hu & Bentler, 1999[58]). For Root-MeanSquare Error (RMSEA) to be less than 0.08 and its accompanying P-close value to be larger than 0.05, the Chi-square / Degrees of Freedom (CMIN/DF) is 0 value 3 (MacCallum, Browne, & Sugawara, 1996[75]). Model 2, shown in Fig.3, was determined to have indices that fall inside each requirement and consistently imply a perfect match based on the summary of the Goodness fit measure of the three created models. So, it was determined that the model provided the most excellent match. No best-fit model was found. Hence the null hypothesis was rejected. The organization has a best-fit model that forecasts the tourist industries in Region XII's employee resilience.

Table 9. Summary of GoodnessFit Measures of the Three Generated Models

Model	CMIN/DF (0<value<3)	GFI (>0.90)	CFI (>0.90)	NFI (>0.90)	TLI (>0.90)	RMSEA (<0.08)	P-close (>0.05)
1	3.051	.912	.933	.904	.918	.072	.000
2	2.363	.939	.959	.932	.945	.058	.084
3	2.964	.914	.944	.919	.925	.075	.000

*Legend:*

CMIN/DF – Minimum Discrepancy/Degrees of Freedom

TLI - Tucker LewisIndex

RMSEA – Root Mean Square Error of Approximation

CFI – Comparative Fit Index

p-value – Probability Value

GFI – Goodness of FitIndex

NFI – Normed Fit Index

Pclose – Test of Close Fit

Fig.3 shows the direct relationships between HRM practices, organizational commitment, work engagement, and employee resilience, indicating that each independent variable significantly influences employees' ability to cope with adversity, adapt to changing circumstances, and maintain their well-being in the tourism industry. Organizations that prioritize positive HRM practices, foster organizational commitment, and promote work engagement is likely to witness higher levels of employee resilience among their workforces.

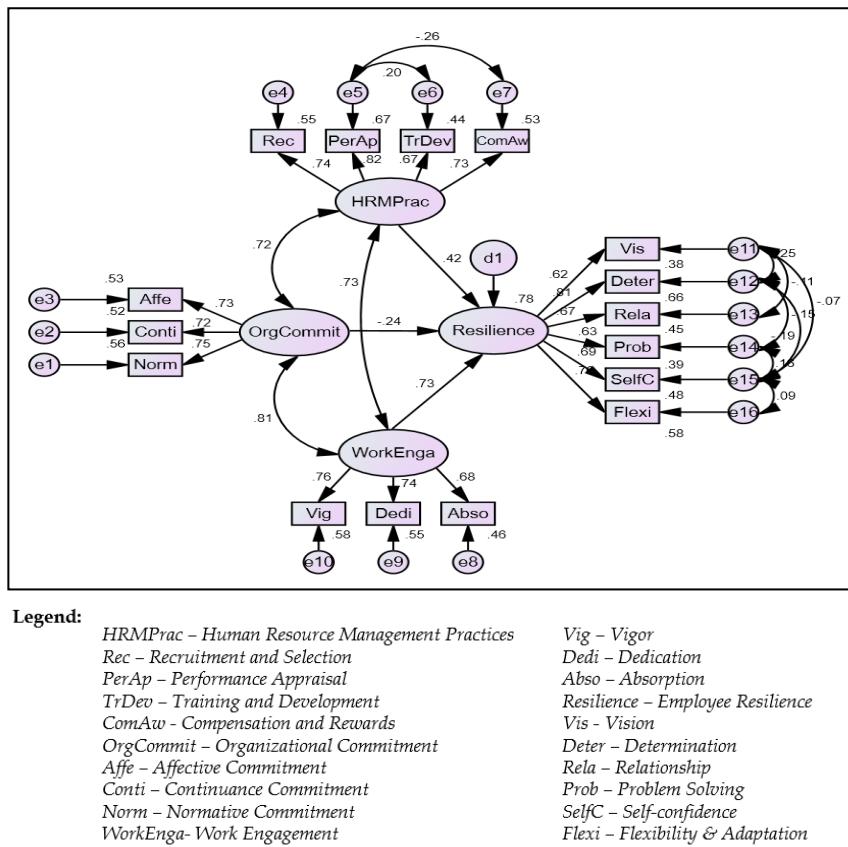


figure 3. the interrelationship of HRM practices, organizational commitment, and work engagement towards employee resilience.

This shows that vision must be sustained to satisfy the changing requirements of the environment (Al-Hawari, Bani-Melhem, & Quratulain, 2020[4]). Wilkinson (2020[126]) argued that responding to external changes and developing a sharp vision is only enough if executives can effectively communicate and coordinate the organization's mission and objectives. However, Moin, Wei, Khan, Ali, and Chang (2022) [83] highlighted that vision is one of the essential aspects of a company's success, which can impact strategy development and implementation. As stated by Liu (2018) [72], self-driven determination necessitates intense concentration on a goal, task, or vision. As Kao, Hsu, Thomas, Cheng, Lin, and Li (2021) [64] added, self-determination in individual occupations rises, basic levels of job control result, and this strategy leads to better work engagement.

As shown in Taylor's research (2020) [116], resilient persons have connections that provide them with the reinforcement and support they need when they need it. The most important thing to remember is that consistent, transparent, and reliable organizational procedures affect how employees perceive their connection with their employer (Choi, 2019[26]). In addition, if they can do so successfully, resilient individuals like overcoming obstacles and solving issues (Mayer, 2019[79]). Hence, adaptable people are resilient, and it has been discovered that the capacity to bounce back is linked to problem-solving creativity (Azab, 2021[11]). According to German (2022) [49], self-confidence is incredibly appealing when it is shown subtly, and it attracts others to the self-assured person, reinforcing their success with others and adding to their resilience.

In addition, self-confidence may help to keep a good flow of information flowing with employees (White, 2020[123]). Further, flexibility and adaptability enable individuals to respond to change and see the world as a continually changing environment, essential for resilience (Davidescu et al., 2020[33]). Stevenson (2019) [111] added that one desires to work in diverse environments, while adaptability is a person's bundle of resources and techniques for dealing with job changes. Hence, adaptability and flexibility are critical for survival in today's quickly changing business environment (Lieh, 2021[70]).

All four indicators have a core relationship with employee resilience for HRM practices, one of the exogenous factors of the research. These include hiring and choosing employees, rating their performance, providing them with education and training, and paying them appropriately. The finding is corroborated by the research of Ngoc Su et al.

(2021) [91], which found that HRM practices can help to keep tourist employees alive and improve resilience as well as HRM practices that promote employee well-being improve resilience development and, as a result, employee performance at work (Cooper et al., 2019[30]). Conferring to Gode (2019) [51], recruitment and selection use employment equality concepts and practices while recruiting, screening, and choosing eligible candidates for a post. Also, performance appraisal assesses how effectively employees do their tasks compared to a set of criteria and then conveys that information to those employees (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2020[15]). Emphasized by Church, Guidry, Dickey, & Scrivani (2021) [27] that If the appraisal process is not correctly handled, performance appraisals can have a detrimental influence on the organization, and regardless of its popularity, the performance appraisal process may be ineffective as a human resource tool.

Moreover, training and development enable organizations to focus on using the skills of their workers and helping their growth and development, as well as the growth and development of the organizations in the current period of global competitiveness (Gabelica& Popov, 2020[47]). They were added by Misra and Mohanty (2021) [82] that training and development help refine and change employees' knowledge, skill, and attitudes and are essential to HRM practices that are used to improve current and future performances.

Further, intrinsic incentives, along with extrinsic rewards and recognition, are critical components of employee motivation since intrinsically driven persons participate in activities for personal fulfillment and the pleasure of completing a task or achieving a goal (Filgona, Sakiyo, Gwany, & Okoronka, 2020[41]) and extrinsic incentives have been shown to increase organizational commitment (Lim, Lee, & Bae, 2019[71]). Hence, compensation and rewards are provided to workers in exchange for employees' contributions to the company (Hensel & Kacprzak, 2020[55]). Also, employees who felt supported by their bosses and were given adequate rewards and recognition had a lower turnover intention (Koo, Yu, Chua, Lee, & Han, 2020[68]).

All three categories were included in the best-fit model for the study's organizational commitment variable. These three concepts are affective, continuance, and normative. The results support the study of Meng et al. (2019) [81] revealed that the significant individual trait of resilience influenced organizational commitment in a good way. Thus, resilience should be actively encouraged, and a program to improve resilience (Robertson et al., 2021[104]). Stead by Bellido (2020) [16] states that affective commitment also refers to an employee's belief that he is an integral part of the organization's operation. Employees that show affective commitment is brand ambassador since they engage in highly proactive, company-promoting actions as well as the degree to which a person connects with, enjoys, and is actively involved with working for his organization (Derqui, 2020[36]).

Additionally, continuance commitment has been shown to be an essential indicator of higher levels of opposition to change, cynicism, and emotional exhaustion. This finding suggests that commitment centered on employee investments and a lack of job substitutes use enormous emotional resources. Nevertheless, continued commitment in Cetin's study (2020) [22] is the ratio of an individual's dedication to a business based on their intention to stay with the organization vs. the cost of quitting it. On the other hand, the non-significant connections of continuance commitment suggest that it will require support from other elements to produce favorable results (Valéau, 2023[120]). Erdurmazlı (2019) [38] elaborates normative commitment as the degree to which a person's sense of moral and ethical responsibility is the primary motive for staying employed with the organization.

All three work engagement indices are directly connected to employee resilience. The study's findings support Bareis and Katzenbach's (2022)[14] claim that contemporary businesses require a highly resilient and driven workforce to maintain their market position in the face of changes in structure and automation that constitute the evolving digital facts of the twenty-first century. Moreover, Vigor has been related to several positive outcomes, including improved health, a lower risk of death and diabetes, and more work satisfaction (Hamama-Raz, Ben-Ezra, Bibi, Swarka, Gelernter, & Abu-Kishk, 2022[54]). Chi, Saldamli, and Gursoy (2021) [25] supported that increasing Vigor may encourage positive outcomes, just as minimizing burnout may aid in preventing bad ones. On the other hand, dedication is described as pride in one's work and acknowledging that one's work is meaningful or significant and that one's work matters (Schaufeli, 2021[105]).

Moreover, employee dedication and energy are key factors that influence and result in employee engagement (Bhutto, Farooq, Talwar, Awan, & Dhir, 2021[18]). The study by Akinwale and George (2020) [2] states that employee dedication has been proven to be related to employee satisfaction. Hence, meaningful work helps workers see how important they are to the company, which keeps them engaged (Chana & Sangeeta, 2021[23]). Lastly, absorption is described as fascinating by one's job and finding it difficult to separate oneself from the activity at hand (Moreira-Fontán et al., 2019[84]). According to Luhrmann et al. (2021) [73], absorption is a distinctive personality attribute that may be examined, and there is ambiguity around the personality traits linked to the absorption feature. However, there appears to be a solid foundation for understanding what absorbent people are likely to do; little is known about the

personality traits that may explain why they participate in the ways they do (Sjödin, Frishammar, & Thorgren, 2019[108]).

#### **IV. Conclusion and Recommendation**

Since the analysis incorporates model design, estimate, and evaluation, using a structural equation model boosted the study's consistency and dependability. High levels of organizational commitment, work engagement, and employee resilience were found in the results, showing that employees in the tourism sectors in Region XII often observe, indicating there is still much potential for development until they reach a significantly greater standard. The researcher recommends converging on organizational commitment as it has the lowest mean of the four variables focusing on enhancing the recruitment and selection practices and performance appraisal of tourism industries in Region XII. Further, tourism industries should start programs and initiatives to help employees develop loyalty, dedication, and a sense of obligation that may progress their affective and continuance commitment to the organization.

The findings indicate that HRM practices, organizational commitment, and work engagement were significantly correlated with employee resilience. It suggests that the tourism industry should uphold HRM practices, increase work engagement, and strengthen organizational commitment because these factors will translate into higher levels of employee resilience. It may be done by promoting a positive work environment and supporting workers' strong sense of loyalty and connection to their jobs.

Out of the three variables, it found that HRM practices and work engagement best influence employee resilience in the tourism industries of Region XII. The tourism industry should promote the rigorous implementation of HRM practices and workplace engagement as it impacts employee resilience, which benefits the sector's operation. Since organizational commitment does not significantly influence employee resilience, the researcher advises the tourist sector to increase employee loyalty since employees feel that there are few alternatives, or a cheap cost associated with quitting the company.

Model 2 was considered the best-fit model out of the three structural models investigated since it has indices that continually show an exceptional fit to the data. The best-fit model demonstrates that all latent exogenous factors, including HRM practices, organizational commitment, and job engagement, best predict the endogenous variable, employee resilience. Thus, it is recommended that the Tourism Industries in Region XII consider HRM practices, organizational commitment, and work engagement and their indicators as a factor in establishing and improving the resilience of tourism industry employees in Region XII.

Also, it is recommended to carry out comparative research to identify reliable variables that should have been considered in this study. Future researchers could study several industries.

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