

Fostering Employee Resilience to Counter Counterproductive Work Behaviors: The Roles of Challenge Appraisal and Human Resource Support

Adrie Oktavio ¹, Lieli Suharti ¹, Gatot Sasongko ², Agus Sugiarto ¹

¹ Department of Management, Universitas Kristen Satya Wacana, Indonesia

² Department of Economics, Universitas Kristen Satya Wacana, Indonesia

922020010@student.uksw.edu, lieli.suharti@uksw.edu (corresponding author),
gatot.sasongko@uksw.edu, agus.sugiarto@uksw.edu

Abstract. This study investigated the mechanisms linking hotel job characteristics, individual challenge appraisal, employee resilience, and counterproductive work behaviors using a moderated mediation model. Survey data was gathered from 311 hotel employees in Indonesia. The results revealed that shift work positively influenced challenge appraisal, which subsequently impacted resilience. Further, human resource primacy moderated the relationship between individual challenge appraisal and employee resilience, such that the impact was stronger when human resource primacy was higher. Finally, resilience was associated with lower counterproductive behavior. The findings suggest that fostering employee resilience by supporting employee wellbeing can reduce negative behaviors resulting from the challenges of hotel jobs. All these research findings assist hotel management in understanding difficult job characteristics and developing employee resilience through pro-well-being policy interventions to reduce counterproductive work behavior.

Keywords: counterproductive work behavior; employee resilience; hotel; human resource primacy; individual challenge appraisal; job characteristics

1. Introduction

Organizational members usually consist of various individuals, including distinct characters (Jabri & Ghazzawi, 2019). Each individual has different perceptions and reactions to every occurrence which happens inside or outside the organization; these various characters can produce specific behaviors (Danish et al., 2019). As a result, the organization, as a container for all kinds of differences in the character, perception, reaction, and behavior of its members, must be able to anticipate the possibility of deviant behavior that can disrupt the way the organization is run.

One of the topics related to deviant behavior in the workplace that has attracted the attention of academics and organizational practitioners to date is counterproductive work behavior (CWB). CWB is an enormous umbrella for various kinds of negative behavior in the workplace (Shen & Lei, 2022). CWB is defined as an employee-driven action that has the potential to violate and harm the organization's or other stakeholders' interests or legitimacy (Mackey et al., 2019; Shen & Lei, 2022). Shen & Lei (2022) also explained that CWB is a form of intentional and detrimental behavior that can threaten the success or productivity of the organization, or employees, and other stakeholders.

CWB can be found in a variety of industrial sectors, including the hospitality industry (Lugosi, 2019). The hospitality factor, which is the industry's uniqueness, is closely related to CWB (Lugosi, 2019). Hotels are places where violent, criminal, hedonistic, harassing, and intimidating behavior occurs (Ram, 2018). Therefore, hotel organizations must not allow CWB practices to persist (Alpler et al., 2021). A deeper understanding is needed to find effective prevention efforts (Lugosi, 2019). The primary reason for studying CWB in the hotel context is that it can disrupt individual performance and have a negative impact on organizational performance (Lugosi, 2019; Vo-Thanh et al., 2022). Unfortunately, the number of studies examining CWB in the hospitality industry is still limited (Lugosi, 2019). In fact, CWB is still relevant to research because the sources of triggers and efforts to prevent CWB are still not much revealed as time and circumstances go by (Lvyi et al., 2018). It is important to carry out further scientific studies to investigate mechanisms for preventing CWB today (Jorovlea, 2021).

However, caution is needed in making judgments or attributions about CWB. Most existing studies tend to favor situational factors over dispositional factors in predicting CWB. This is natural given that situational factors are determined by very complex work environment factors (Zia et al., 2020). However, dispositional factors are not to be ignored. Asad (2023) explains that dispositional factors exert a stronger influence in predicting human behavior in comparison to situational factors. The situational factor is in essence formed due to certain dispositional factors that lead individuals to take certain steps based on certain assessments that may be different from other individuals.

Stemming from the above research gaps and views of Asad (2023), this study is concerned with dispositional factors in CWB prevention efforts. The dispositional factor in question is employee resilience. This study argues that resilience should be able to prevent employees from engaging in negative behavior. This implies that there will be less chance of CWB if employees have a high degree of employee resilience. This argument is in line with the opinion of Hartmann et al. (2020), which states that employee resilience deserves to be considered as a crucial solution to suppress deviant behavior such as CWB. Regretfully, research related to CWB lacks the use of employee resilience as a determinant of counterproductive work behavior (Sayapina & Botone, 2021; Vanhove et al., 2016).

Within the context of the world of hospitality work, addressing employee resilience is highly relevant (Whitehead, 2020). The hotel work environment is demanding, dynamic, and challenging (Thio & King, 2021). Resilience can therefore be considered as an essential element that is mandatory for hotel employees to have in order to survive working in a demanding, dynamic, and challenging hotel work environment. This kind of work environment certainly brings a high chance of stress problems that cannot be changed by hotel employees, but at least hotel employees can manage how to react and cope with it (Whitehead, 2020).

Predictors that promote employee resilience have been identified in many studies, yet the magnitude of these drivers still differs from individual to individual (Barends et al., 2021; Hirano, 2020). It is inevitable that employees have diverse levels of resilience. Unfortunately, this aspect of diversity has not received the attention of most researchers (Hirano, 2020), as researchers have a tendency to overlook the cognitive judgment factor of individuals. View of Hirano (2020) is a research gap that this study will explore. This study employs individual cognitive appraisal as an essential element in the formation of employee resilience. More specifically, this study uses individual challenge appraisal as a representation of the individual's cognitive appraisal. The justification refers to Li et al. (2020), which states that individual challenge appraisal views work-related difficulties as opportunities to grow and become a better employee, resulting in high resilience. To strengthen employee resilience, intervention or moderation of organizational resources is required (Kuntz et al., 2017). Following the suggestions by Kuntz et al. (2017), this study also invites a moderating factor, namely human resource primacy. Human resource primacy is an organizational policy that focuses on aspects related to employee comfort, health, and well-being (Nielsen & Knardahl, 2017). With human resource primacy interventions, organizations can demonstrate their active role in supporting employee resilience.

Furthermore, Youssef & Luthans (2007) argue that individual challenge appraisal will perceive job characteristics as challenges rather than obstacles. This means that any job characteristic will be seen as a challenge that must be faced including in the context of the hospitality industry as believed by this study. Hotel employees should be prepared to deal with job characteristics in hotels. Employees who choose a career in hotels on average depart from the same educational background, namely the field of tourism and hospitality studies (Roma, 2021). Therefore, a basic understanding of the characteristics of work in the hotel field is already possessed from the start (Mitrevva et al., 2020), so employees are expected to perceive the characteristics of hotel work as challenges rather than obstacles (Nain, 2018). This study examined four job characteristics, including growth mindset, shift work, co-worker solidarity, and leader-member exchange. Growth mindset is one that believes the basic skills of people can be developed through effort and experience (Yeager & Dweck, 2020). Shift work is a concept of working time arrangements, including working hours outside of normal working hours (Unsal-Akbıyık & Zeytinoglu, 2018). Co-worker solidarity, also known as horizontal solidarity, is understood as the cooperative behavior of an employee towards other colleagues (Itzkovich & Heilbrunn, 2016). The last job characteristic is leader-member exchange, which describes the quality of the reciprocal relationship between the leader and his subordinates (Chang et al., 2020). These four job characteristics stand for the competencies required of an individual to perform their duties in the hospitality industry (Pranić et al., 2021). In relation to this study, hotel employees can make a cognitive appraisal by rating these four job characteristics as challenges.

In the end, the above discussion will be encapsulated in the research model developed and tested by this study. The research model is based on Transactional Theory of Stress and Coping by Lazarus & Folkman (1984). Broadly speaking, this theory focuses on cognitive judgment and response based on human interaction with the environment (Lazarus & Folkman, 1984). This theory features a framework of how each person's appraisal of things that are potentially stressful plays an important role in determining their own responses and coping mechanisms (Lim et al., 2023). As such, this study is of the view that the Transactional Theory of Stress and Coping is a useful theory to show how job characteristics in the hotel environment and CWB are indirectly correlated, but bridged by the important role of individual challenge appraisal as a reflection of cognitive appraisal and also resilience as a representation of employee coping that is reinforced by the intervention of organizational resources.

2. Literature Review and Hypotheses Development

Previous studies have found that job characteristics in the hospitality industry vary (Magalhães et al., 2023; Pranić et al., 2021; Samy et al., 2023; Sharma, 2020). The skills a person needs to succeed in the hospitality industry are represented by job characteristics in that industry (Succi & Canovi, 2020; Teng

et al., 2019). Since the Industrial Revolution 4.0, the skills required by hotel management have shifted from hard skills to soft skills (Teng et al., 2019). Not everyone has the same mastery of soft skills, even though they come from the same hospitality scientific background (Sharma, 2020).

Unfortunately, until now, there has been no consensus regarding the most important soft skills or job characteristics of hotel employees (Ferreras-Garcia et al., 2020). However, references regarding the key job characteristics in the hotel context can refer to Theodora (2022), who stated that job characteristics for hotel employees include the ability to overcome obstacles, flexibility or ease of adaptation, and the capacity to build good interpersonal relationships.

Theodora (2022) stated that, although these job characteristics are challenging, hotel employees are still capable of handling them. Employees must, therefore, have a positive assessment of the work they do and all of its various characteristics (Olafsen & Frølund, 2018). A positive appraisal of job characteristics is possible considering that employees, as dynamic individuals, can assess situations that occur in their work environment (Li et al., 2020). One form of positive appraisal is assessing job characteristics as challenges rather than viewing them as obstacles (Nain, 2018). Job characteristics are a learning tool that can encourage employees' personal growth by viewing them as a challenge (Li et al., 2020).

Referring to Theodora's (2022) views above, this study examines four critical and significant job characteristics. Growth mindset, shift work, co-worker solidarity, and leader-member exchange are the four job characteristics. A growth mindset is a set of job-related characteristics that can overcome challenges. Flexibility is emphasized in shift work, particularly during working hours. In the meantime, job characteristics connected to interpersonal relationships in the workplace are reflected in co-worker solidarity and leader-member exchange.

2.1. Growth Mindset and Individual Challenge Appraisal

A growth mindset reflects beliefs about individual abilities and talents that develop through effort, feedback, and learning (Yeager & Dweck, 2020). Employees with a growth mindset assess stressful situations as challenges and opportunities to grow, learn, and overcome obstacles (Limeri et al., 2020). Employees who possess a growth mindset are fearless and do not worry about failing. Therefore, workers with a growth mindset are more likely to ask for guidance and constructive criticism from others in order to improve themselves as individuals (Johnston, 2017). Therefore, this study proposes that a growth mindset is a job characteristic that hotel employees should appraise as a challenge. Considering that hotels always deal with various customers from all over the world (Samah et al., 2019), it requires a mindset that always has a willingness to develop and learn new things (Yeager & Dweck, 2020).

H₁. Growth mindset positively influences individual challenge appraisal

2.2. Shift Work and Individual Challenge Appraisal

Hospitality is an industrial sector that operates 24 hours a day, so employees who work in operations must work shifts. Many studies acknowledge shift work is related to biological imbalance and thus has a negative effect on health (e.g. Martins et al., 2021; Moreno et al., 2019). However, working shifts is a requirement, not a choice, for hotel employees who are involved in operations. As a result, performing work shifts requires challenging skills (Åkerstedt et al., 2022). Shift work is a challenging job characteristic because not all employees can adapt to the shift work system (Unsal-Akbiyik & Zeytinoglu, 2018). At this point, hotel employees can have an appraisal that shift work is a challenging job characteristic to undertake.

H₂. Shift work positively influences individual challenge appraisal

2.3. Co-worker Solidarity and Individual Challenge Appraisal

The hotel work environment emphasizes the teamwork model (Mohanty & Pattanayak, 2016). Teamwork reflects interdependence between employees, so co-worker solidarity becomes very important (Beer & Koster, 2009). Co-worker solidarity requires employee awareness to cooperative towards their co-workers (Itzkovich & Heilbrunn, 2016). Jordhus-lier & Tufts (2014) stated that co-worker solidarity in the hospitality industry is challenged by labor mobility. It is important to emphasize that the hotel industry represents both people and global capital flows. Few hotels could survive without the willingness of millions of people to travel, but the people who serve these tourists are likewise important (Florido-Benítez, 2023). As a result of this, in order to give hotel guests exceptional service, co-worker solidarity is both essential and challenging (Beer & Koster, 2009).

H₃. Co-worker solidarity positively influences individual challenge appraisal

2.4. Leader-Member Exchange and Individual Challenge Appraisal

Hotel employees should also perceive leader-member exchange as a challenge. The quality of the relationship with the immediate superior is a resource for employees, which is a protective resource for employees under stressful conditions (Long et al., 2015). In the past, the autocratic leadership style was associated with the hotel world, but this kind of leadership style is no longer relevant (Rao & Zaidi, 2020). Rao & Zaidi (2020) found that the autocratic leadership style could not encourage employee autonomy and involvement in the organization. Montani et al. (2017) suggest that a high-quality relationship between superiors and subordinates can have a positive impact on employees. Employees who have good relationships with superiors, and vice versa, will have greater potential to gain valuable resources by engaging in prominent leader-member exchange relationships (Montani et al., 2017). Therefore, leader-member exchange in the hotel also plays an important role, and it is a challenge for hotel employees to build quality relationships with their superiors.

H₄. Leader-member exchange positively influences individual challenge appraisal

2.5. Individual Challenge Appraisal on Employee Resilience and Human Resource Primacy as a Moderator

Referring to the Transactional Stress and Coping Theory, an individual will direct towards a particular form of individual coping after doing a cognitive appraisal (Lazarus & Folkman, 1984). Employee resilience in this study reflects individual coping. Although it is reasonable to believe that individual challenge appraisal can improve employee resilience, it is unlikely that resilience will show itself in the same way for every employee. As a result, this study suggests human resource primacy as a moderator variable that can enhance individual challenge appraisal on employee resilience.

No previous studies have ever addressed the role of human resource primacy, which acts as a moderator between individual challenge appraisal and employee resilience. Human resource primacy represents a specific aspect of organizational concern that is important for employee well-being (Nielsen & Knardahl, 2017). Conceptually, human resource primacy is a form of organizational support based on concern for employee well-being (Indregard et al., 2018). If human resource primacy is high, then human resources are the main concern of the organization. Human resources, on the other hand, are less important to the organization if their primacy is low. An organization that cares about its employees' well-being can convey the idea that it provides full support and assistance in resolving human resource problems, thus encouraging positive perceptions in the minds of employees (Indregard et al., 2018). Thus, an organization with high levels of human resource primacy will strengthen employee resilience after they have a positive appraisal of their job.

H₅. Individual challenge appraisal positively influences employee resilience

H₆. Human resource primacy moderates the relationship between individual challenge appraisal and resilience, i.e., the relationship between individual challenge appraisal and resilience is stronger in conditions of high levels of human resource primacy

2.6. Employee Resilience and Counterproductive Work Behavior

Employee resilience is an important aspect of employee well-being (Athota & Malik, 2019). Employees need to show self-reliance to achieve well-being. Resilience is essential for remaining competitive in times of turmoil and disruption in the workplace. A positive work environment can be facilitated by resilience. Without strong resilience, individuals will never be winners, and of course, this will also affect the organization (Athota & Malik, 2019). It can be said that employee resilience is an important component of individual success in the workplace. Employee resilience has been associated with CWB (Vanhove et al., 2016). Vanhove et al. (2016) suggested that organizations should strive to create employee resilience development programs to prevent CWB. The reason for CWB results from weak employee resilience at work (Athota & Malik, 2019).

H₇: Employee resilience positively influences individual challenge appraisal

Based on the hypotheses described above, Figure 1 illustrates the relationship among variables in the research model.

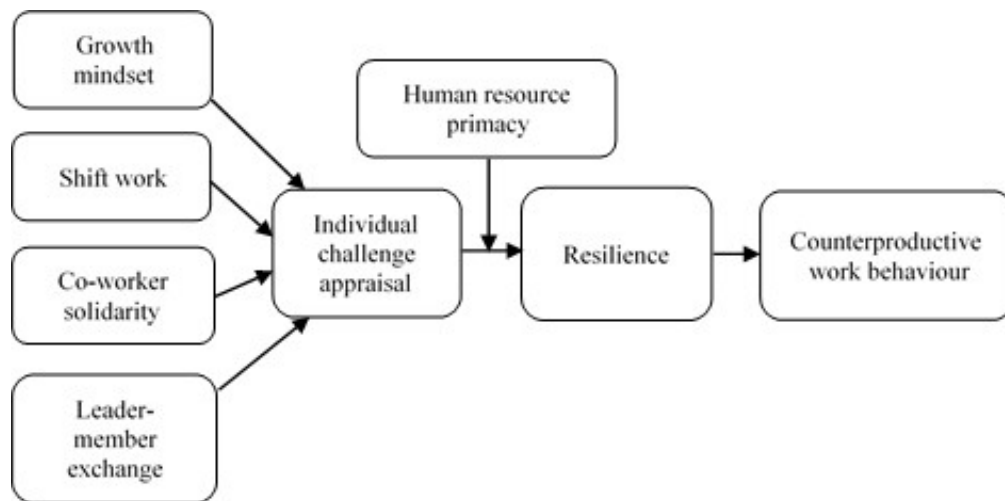


Fig. 1: Proposed Research Model
Source: Authors (2023)

3. Methodology

3.1. Procedure

Data collection was carried out by researchers from January to June 2023 through the distribution of questionnaires. The researchers selectively sampled participants with certain predetermined criteria. The criteria included permanent employees in the operational division of a star hotel, adhering to a shift work schedule, and having worked for at least six months. To ensure an adequate sample size, the a-priori G*Power analysis showed that to have a 95% chance of finding a moderate effect size of 0.5, the researchers required at least 103 participants. However, Marsh et al. (1998) argue that "more is never too much for the number of participants" in SEM/CFA, as generalizability is usually improved with a larger sample of participants. Therefore, the researchers decided to collect data from at least 311 participants.

Bearing in mind that the data source comes from a single method (self-report survey) and is conducted cross-section, it does not rule out the possibility of bias in the data collection process. One possibility of bias that occurs is common method variance where the questionnaire is given to the same respondent at the same time (Chang et al., 2010). Therefore, this study implemented several anticipatory measures during data collection in accordance with Chang et al. (2010). To minimize bias, this study assured respondents that their identities were kept confidential and that there were no right or wrong

answers. This study only emphasizes honesty in filling out the questionnaire and is for research purposes only. In addition, this study uses different measurement methods in compiling statement items, as well as randomizing the order of the questionnaire statements.

3.2. Participants

The research team mailed questionnaires to 590 hotel employees in the city of Surabaya, Indonesia and received 311 completed questionnaires (overall response rate 53%). There are 103 star hotels in Surabaya including 7 five-star hotels, 20 four-star hotels, 42 three-star hotels, 29 two-star hotels, and 5 one-star hotels. Table 1 presents the profile of 311 respondents, which include gender, age, marital status, length of work, classification of star hotel, and the department where the employee works.

Table 1: Respondents' Profile

Gender	Quantity	Percentage	Marital Status	Quantity	Percentage
Male	166	53%	Married	173	56%
Female	145	47%	Single	138	44%

Age	Quantity	Percentage	Classification of Star Hotel	Quantity	Percentage
18-25 years old	72	23%	One-star hotel	22	7%
26-33 years old	95	31%	Two-star hotel	33	11%
34-41 years old	75	24%	Three-star hotel	112	36%
42-49 years old	41	13%	Four-star hotel	75	24%
> 50 years old	28	9%	Five-star hotel	69	22%

Length of Work	Quantity	Percentage	Department	Quantity	Percentage
> 6 months and < 1 year	67	22%	Front office	110	35%
1-3 years	108	35%	Housekeeping	79	26%
4-6 years	87	28%	Food and beverage service	69	22%
7-10 years	26	8%	Food and beverage product	38	12%
> 10 years	23	7%	Engineering	15	5%

Source: Authors (2023)

3.3. Measurements

Since the survey was conducted in Indonesia, the researchers translated the existing measurement items into Bahasa Indonesia. Given that all items were adapted from previous research written in English, the translation process was carried out by professional bilingual translators using standardized procedures. This study used fifty-two items, and all items were scored on 5-point Likert scales ranging from 1 = "strongly disagree" to 5 = "strongly agree". These large items are still relevant for the number of samples involved in the study. Jiang et al. (2016), who focuses on Likert type assessment scales, found that a sample size of 300-500 is still accurate without being fixated on the ratio of the number of samples to the number of items in a study.

CWB was measured with ten items adapted from Spector et al. (2010). An example is "I work slowly on purpose." Employee resilience is measured with seven items from Näswall et al. (2019). One of them is "I learn from mistakes at work to improve performance." The moderating variable, human resource primacy, was measured with five items from Nielsen & Knardahl (2017). One example is "The company has a prime concern for employee well-being." Six items from Kim & Beehr (2020) were used to measure the individual challenge appraisal variable. "I feel challenged in carrying out work at the hotel" is an example. Five items from Yeager & Dweck (2020), including "I work hard on new things.", were used to measure the growth mindset. The work shift variable was measured with seven items from the study of Stevens et al. (2011). An example is "There is no obstacle for me to work when other people are on holiday." Five items from Itzkovich & Heilbrunn (2016) were adapted to measure the co-worker solidarity variable. One item states, "My co-worker will help when unexpected errors

occur at work.” Lastly, the leader-member exchange variable was measured with seven items from Montani et al. (2017). An example is “My supervisor always supports my decisions in the working context.”

3.4. Statistical Analysis

Data that have been collected from the participants is then processed and analyzed statistically. The researchers used AMOS software version 22 for statistical data processing. Bearing in mind that this research model has a moderated-mediation element, the use of AMOS software is also relevant because it has complete features and can facilitate data analysis, Structural Equation Modeling (SEM). Two sets of analysis were conducted. First, the researchers conducted an initial set of Confirmatory Factor Analysis (CFA) to test the validity and reliability of the measurement model. Indicator validity was assessed using the following criteria: Standardized Regression Weights > 0.5 with significance < 0.05 . While variable reliability was assessed using the criteria: Construct Reliability > 0.7 and Variance Extracted > 0.5 . Based on the measurement results of the measurement model, the second series of analysis focuses on measuring the structural model. The structural model describes the relationship structure that forms or explains the cause-and-effect relationship between factors (Campbell et al., 2020). Measurement of the structural model focuses on the results of testing goodness-of-fit models and hypotheses.

4. Results

4.1. Evaluation of Measurement Model

The measurement model comprises the results of indicator validity and construct reliability testing. The Standardized Regression Weights value, which is the result of the confirmatory factor analysis test, indicates the validity of indicators in AMOS. An indicator is valid if it has a Standardized Regression Weights value > 0.5 . The results of the confirmatory factor analysis test on the 52 indicators used in this study show that all indicators have a Standardized Regression Weights value > 0.5 , so they meet the rules of validity.

Regarding construct reliability, the test results are based on the Composite Reliability and Average Variance Extract values. A construct is declared to meet the rules of reliability if the Composite Reliability value is > 0.7 and the Average Variance Extract value is > 0.05 . The results of reliability testing show that the eight constructs used in this study have a Composite Reliability value > 0.7 and an Average Variance Extract value > 0.05 . Thus, it can be concluded that all constructs observed in this study are reliable.

4.2. Evaluation of Structural Model

Table 2 presents the results of the research model feasibility test. From Table 2, it is known that not all indices are accepted, namely Chi-Square (χ^2) and p-value χ^2 . χ^2 and p-value χ^2 are not fit experienced by many other researchers (Gupta & Singh, 2015). The main reason is that the χ^2 index and χ^2 p-value often assume severe deviations from multivariate normality, resulting in model rejection, even if the model is specified correctly. Therefore, it is essential to consider other alternative indices in order to comprehensively determine the feasibility of the model developed in this study (Gupta & Singh, 2015).

Table 2: Goodness-of-Fit Test Results

The Goodness of Fit Indices	Critical Value	Estimation Results	Interpretation
Chi-Square (χ^2)	Expected small	3219.392	Not fit
p-value of χ^2	≥ 0.05	0.000	
CMIN/DF	< 3.00	2.452	Good Fit
RMSEA	≤ 0.08	0.071	Good fit
TAG	≥ 0.95	0.875	Mediocre fit
CFI	≥ 0.95	0.881	Mediocre fit
IFI	≥ 0.90	0.881	Mediocre fit

Source: Authors (2023)

One statistical test that can minimize the impact of sample size on the χ^2 indices is CMIN/DF (Gupta & Singh, 2015). Although there is no consensus on the acceptable ratio for this statistic, a critical value of < 3.00 is recommended. In Table 2, it is known that the CMIN/DF value is 2.452, so the model is declared a “good fit”.

RMSEA is the other fit statistic presented in Table 2 and has a value of < 0.08 . It can be interpreted as a “good fit”. RMSEA is one of the most informative fit indices because of its sensitivity to the number of parameters estimated in the model (Gupta & Singh, 2015). RMSEA likes the parsimony principle because it chooses a model with fewer parameters (Malhotra & Dash, 2019).

Furthermore, in Table 2, the TLI index is 0.875, CFI is 0.881 and IFI is 0.881, all of which are interpreted as “mediocre fit”. Even though all three indices are below the critical value, Gupta & Singh (2015) stated that a minimum value of 0.800 is still acceptable considering that several other researchers also interpret the same thing but in different terms. Gupta & Singh (2015) also stated that the mediocre fit model can be acknowledged in behavioral research including in social science research because the research subjects are human. Human behavior can be studied more comprehensively through observation because it is influenced by a variety of factors.

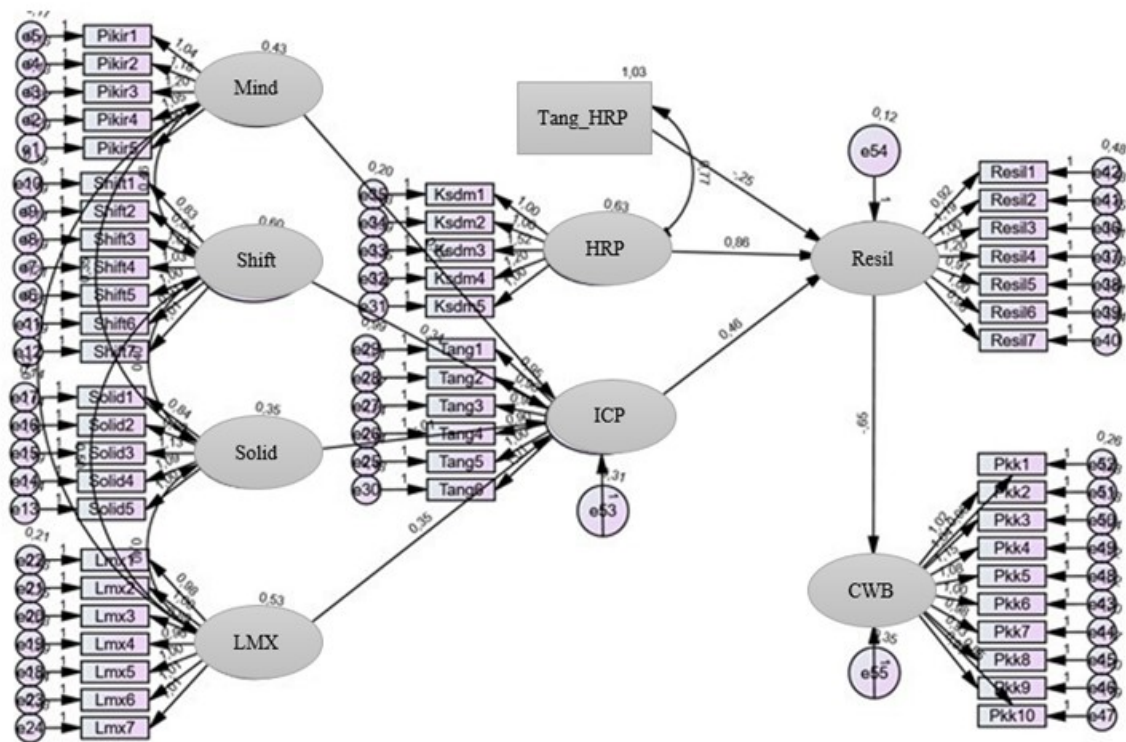


Fig. 2: Overall Model Test Results
Source: Authors (2023)

Table 3: Hypotheses Testing Results

Hypotheses	Std. Estimate	Estimate	S.E.	C.R.	p-value	Notes
H ₁ : Growth mindset → Individual challenge appraisal	.173	.221	.240	.921	.357	Not supported
H ₂ : Shift work → Individual challenge appraisal	.311	.337	.163	2.073	.038	Supported
H ₃ : Co-worker solidarity → Individual challenge appraisal	-.006	-.009	.388	.024	.981	Not supported

Hypotheses	Std. Estimate	Estimate	S.E.	C.R.	p-value	Notes
H ₄ : Leader-member exchange → Individual challenge appraisal	.300	.345	.245	1.410	.159	Not supported
H ₅ : Individual challenge appraisal → Resilience	.998	.855	.202	4.244	.000	Supported
H ₆ : Human resource primacy moderates individual challenge appraisal → Resilience	.568	.460	.098	4.709	.000	Supported
H ₇ : Resilience → CWB	-.600	-.655	.057	11.514	.000	Supported

Source: Authors (2023)

Ultimately, the SEM method aims to find out whether the entire hypotheses proposed in a study can be supported or vice versa. Based on the seven hypotheses developed in the previous section, it is known from Figure 2 and Table 3 that four hypotheses are supported, and the remaining three hypotheses are not supported. The four hypotheses that are supported are the second hypothesis, “shifts work have a positive effect on individual challenge appraisal”; the fifth hypothesis, “Individual challenge appraisal has a positive influence on employee resilience”; the sixth hypothesis, “Human resource primacy moderates the influence of individual challenge appraisal on employee resilience”; and the seventh hypothesis “employee resilience has a negative effect on counterproductive work behavior”. Meanwhile, the three hypotheses that are not supported comprised the first hypothesis, “growth mindset has no effect on individual challenge appraisal”; the third hypothesis “co-worker solidarity has no effect on individual challenge appraisal”; and the fourth hypothesis, “individual leader-member exchange has no effect on individual challenge appraisal”.

5. Discussion

5.1. Growth Mindset, Co-worker Solidarity, and Leader-Member Exchange were not Challenges, Except Shift Work

The findings of this research show that the initial idea, which suggests that employees can appraise job characteristics as a challenge to some extent, is not fully accepted. From these findings, it is known that hotel employees consider only shift work to be a challenging job characteristic. Growth mindset, co-worker solidarity, and leader-member exchange were not considered challenging job characteristics. Considering that this research did not differentiate respondents based on certain star hotels or certain operational departments in the data processing, this research realizes that these findings may provide different results for each classification of certain star hotels or certain operational departments. However, at least these findings reflect that shift work is indeed the only job characteristic that provides real challenges for hotel employees.

An analysis of earlier research may help to explain these findings. Several studies have raised concerns about the health and quality of life of employees who perform professional activities in the hospitality industry (Martins et al., 2021; Moreno et al., 2019). Hotels are known for their irregular work schedules or shift jumping, which can lead to a number of serious health problems, including sleep, mental, and metabolic disorders (Silva & Martins, 2022). Several authors also mentioned shift work as a fact that affects workers' well-being, especially those related to personal, family, and social life (Domínguez et al., 2021; Silva & Martins, 2022).

Reflecting on the previous studies above, the findings of this research make sense. Hotel employees see that being able to go through work shifts without having a negative impact on themselves is something that is much more challenging than having a strong growth mindset, solid co-worker solidarity, or dynamic leader-member exchange. Shift work has a wide domino effect that impacts not only oneself and one's job but also other people's lives (such as those of family and society) outside of the workplace. In contrast to a growth mindset, co-worker solidarity, and leader-member exchange likely only impact workplace performance. Throughout their careers, hotel operations staff members

will work on a shift basis. Therefore, in order to prevent shift work's negative impact on both their professional and personal lives, hotel employees need to think about how to deal with its challenges (Pan & Yeh, 2019), as has been exemplified in previous studies.

5.2. The Significant Effect of Individual Challenge Appraisal on Employee Resilience and the Important Role of Human Resource Primacy as a Moderator

As previously discussed, this study proposes that human resource primacy plays an important role in moderating the individual challenge appraisal of employee resilience, which has never been studied before. It turns out that this idea can be confirmed, and human resource primacy can act as a moderator, in addition to individual challenge appraisal itself having a significant effect on employee resilience. Of course, this concept may not be applicable in all contexts and situations, such as one-star and -star hotels that have financial constraints, making human resource primacy less prominent.

However, based on the Transactional Stress and Coping Theory, the findings of this study provide empirical evidence that human resource primacy can further strengthen the influence between individual challenge appraisal and employee resilience. The higher the level of human resource primacy, the stronger the positive relationship between individual challenge appraisal and employee resilience. The role of human resource primacy in a supportive work environment confirmed that human resource primacy at the high-level acts as a buffer in the relationship between individual challenge appraisal and employee resilience. Being part of a positive, supportive, and challenging work environment, hotel employees may feel they have more resources available when doing their jobs, whether when interacting with guests, co-workers, or superiors.

Bon & Shire (2022) showed in their research that resources are necessary for an employee to deal with emotional demands at work. Individual well-being and work behaviour depend on their access to the available resources. In this context, human resource primacy reflects a work environment with more available resources that reinforces the positive impact of individual challenge appraisal on employee resilience. Human resource primacy represents a form of additional resource that can help employees manage emotional demands in situations when pools of personal resources are depleted. The findings indicate that a high level of human resource primacy appears to be beneficial in encouraging employees to always think positively, allowing them to demonstrate strong resilience behaviour. Ortiz-Bonnin et al. (2016) found that a supportive work climate has a buffering effect on the relationship between emotional dissonance and emotional exhaustion. It means that a supportive work climate can protect dissonant employees from suffering emotional exhaustion. Reflecting on the study of Ortiz-Bonnin et al. (2016), the findings in this study confirm that human resource primacy as a representation of a supportive organizational climate also has a driving effect on the relationship between individual challenge appraisal and employee resilience.

5.3. The Significant Effect of Employee Resilience on Counterproductive Work Behavior

The goal of this study was to investigate the potential involvement of resilience in minimizing or preventing CWB. The findings of this study indicate that resilience has a significant negative effect on CWB. This finding is consistent with the results of a study by Vanhove et al. (2016). Vanhove et al. (2016) explained that, for individuals working in jobs associated with a high risk of experiencing trauma, the importance of primary prevention through building resilience is clear.

In the hospitality industry, the viewpoint of Vanhove et al. (2016) has strong relevance. The hospitality industry has a close relationship with CWB (Lugosi, 2019). Hotels are also often seen as places for hedonistic, transgressive, criminal, violence, harassment, and intimidation (Ram, 2018). Thus, hotel employees have great potential to engage in CWB. Therefore, the need for building resilience is important so that hotel employees can avoid this negative behaviour. The intensity of CWB will be reduced by developing sustainable resilience.

6. Conclusion

The findings of this study extend the implementation of the Transactional Theory of Stress and Coping to predict CWB in the hospitality industry. First, pay more attention to individual challenge appraisals because everyone has a different appraisal and reaction in response to every event that occurs inside or outside the organization. Second, strengthening human resource primacy that supports a conducive work climate. Third, continue the sustainable employee resilience building program so that hotel employees are not stressed and lead to negative behavior considering that hotels are a stressful work environment.

The study makes key contributions by demonstrating the role of resilience in mitigating counterproductive behaviors triggered by stressful job characteristics in hotels. The results specifically highlight the importance of human resource primacy in strengthening resilience when employees appraise work demands as challenges. For hotel practice, creating a supportive climate and resilience policies are implicated as vital means to reduce the occurrence of counterproductive behaviors.

Every study, including this one, must have limitations. When processing the data for this study, no respondents were differentiated based on the type of star hotel they stayed in. It is possible that data processed while considering specific star hotels will result in different research findings. As a result, future research can conduct comparative studies to see if each type of star hotel produces different research findings. Furthermore, there is still an opportunity to conduct future research into a wider range of job characteristics in hotel work environments.

7. Acknowledgements

7.1. Funding

This research was funded by the Directorate General of Higher Education, Research and Technology, Ministry of Education, Culture, Research and Technology of the Republic of Indonesia organized by the Postgraduate Research Grant Program (Grant number: 001/LL6/PB/AL.04/2023).

7.2. Institutional Review Board Statement

The Ethical Committee of the Universitas Kristen Satya Wacana has granted approval for this study on 23 June 2023 (Reference number: 122/KOMISIETIK/EC/VI/2023).

7.3. Transparency

The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

7.4. Authors' Contributions

All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

References

- Åkerstedt, T., Sallinen, M., & Kecklund, G. (2022). Shiftworkers' attitude to their work hours, positive or negative, and why? *International Archives of Occupational and Environmental Health*, 95(6), 1267–1277. <https://doi.org/10.1007/s00420-022-01831-1>
- Alpler, N. N., Arasli, H., & Doh, W. L. (2021). The moderating role of employability in the hospitality industry: Undesired job outcomes. *SAGE Open*, 11(1). <https://doi.org/10.1177/2158244021994504>
- Asad, Z. (2023). *Dispositional and situational factors: Which is more powerful in influencing human behaviour*.

- Athota, V. S., & Malik, A. (2019). Theoretical foundations of resilience, well-being and innovation. In *Managing Employee Well-being and Resilience for Innovation* (pp. 15–54). https://doi.org/10.1007/978-3-030-06188-3_2
- Barends, E., Wietrak, E., Cioca, I., & Rousseau, D. (2021). *Employee resilience: An evidence review* (Issue March). https://www.cipd.co.uk/Images/resilience-evidence-review-scientific-summary_tcm18-91702.pdf
- Beer, P. de, & Koster, F. (2009). Sticking Together or Falling Apart?: Solidarity in an Era of Individualization and Globalization. In *Sticking Together or Falling Apart? : Solidarity in an Era of Individualization and Globalization*. Amsterdam University Press. <https://doi.org/10.5117/9789089641281>
- Bon, A. T., & Shire, A. M. (2022). Review of Conservation of Resources Theory in job demands and resources model. *International Journal of Global Optimization and Its Application*, 1(4), 236–248. <https://doi.org/10.56225/ijgoia.v1i4.102>
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, 25(8), 652–661. <https://doi.org/10.1177/1744987120927206>
- Chang, S. J., Van Witteloostuijn, A., & Eden, L. (2010). Common method variance in international business research. In *Journal of International Business Studies* (Vol. 41, Issue 2, pp. 178–184). <https://doi.org/10.1057/jibs.2009.88>
- Chang, W., Liu, A., Wang, X., & Yi, B. (2020). Meta-analysis of outcomes of leader–member exchange in hospitality and tourism: What does the past say about the future? *International Journal of Contemporary Hospitality Management*, 32(6), 2155–2173. <https://doi.org/10.1108/IJCHM-06-2019-0591>
- Danish, R. Q., Asghar, M. J. K. A., Mehmood, T., Ali, Q. M., Qaseem, S., & Ali, H. F. (2019). Impact of personality characteristics on innovative work behavior through emotional labor in education sector of Pakistan. *European Online Journal of Natural and Social Sciences*, 8(2), 70–85. www.european-science.comhttp://www.european-science.com
- Domínguez, K., Vargas, E., Zizumbo, L., & Velázquez, J. (2021). Tourism jobs and quality of work-life. A perception from the hotel industry workers. *Cuadernos de Administración*.
- Ferreras-Garcia, R., Sales-Zaguirre, J., & Serradell-López, E. (2020). Competences in higher education tourism internships. *Education and Training*, 62(1), 64–80. <https://doi.org/10.1108/ET-04-2019-0074>
- Florido-Benítez, L. (2023). English, German, and French tourists are key to the success of Andalusian destinations (Spain). *Sustainability (Switzerland)*, 15(16). <https://doi.org/10.3390/su151612521>
- Gupta, K., & Singh, N. (2015). Fit estimation in Structural Equation Modeling - A synthesis of related statistic. *HSB Research Review*, 9(1).
- Hartmann, S., Weiss, M., Newman, A., & Hoegl, M. (2020). Resilience in the workplace: A multilevel review and synthesis. In *Applied Psychology* (Vol. 69, Issue 3, pp. 913–959). <https://doi.org/10.1111/apps.12191>
- Hirano, M. (2020). Individual differences in psychological resilience. In *Resilience and Human History* (pp. 25–37). https://doi.org/10.1007/978-981-15-4091-2_3
- Indregard, A. M. R., Ulleberg, P., Knardahl, S., & Nielsen, M. B. (2018). Emotional dissonance and sickness absence among employees working with customers and clients: A moderated mediation model via exhaustion and human resource primacy. *Frontiers in Psychology*, 9(APR). <https://doi.org/10.3389/fpsyg.2018.00436>

- Itzkovich, Y., & Heilbrunn, S. (2016). The role of co-workers' solidarity as an antecedent of incivility and deviant behavior in organizations. *Deviant Behavior*, 37(8), 861–876. <https://doi.org/10.1080/01639625.2016.1152865>
- Jabri, B. Al, & Ghazzawi, I. (2019). Organizational commitment: A review of the conceptual and empirical literature and a research agenda. *International Leadership Journal*, 11(March), 78–119.
- Jiang, S., Wang, C., & Weiss, D. J. (2016). Sample size requirements for estimation of item parameters in the multidimensional graded response model. *Frontiers in Psychology*, 7. <https://doi.org/10.3389/fpsyg.2016.00109>
- Johnston, I. (2017). Creating a growth mindset. *Strategic HR Review*, 16(4), 155–160. <https://doi.org/10.1108/shr-04-2017-0022>
- Jordhus-lier, D., & Tufts, S. (2014). Five challenges for solidarity and representation in hospitality workplaces. In D. Jordhus-Lier & A. Underthun (Eds.), *A Hospitable World?: Organising Work and Workers in Hotels and Tourist Resorts* (pp. 1–16). Routledge.
- Jorovlea, E. (2021). Employee motivation by prevention counterproductive behavior. *International Journal of Innovative Technologies in Economy*, 4(36). https://doi.org/10.31435/rsglobal_ijite/30122021/7716
- Kim, M., & Beehr, T. A. (2020). Thriving on demand: Challenging work results in employee flourishing through appraisals and resources. *International Journal of Stress Management*, 27(2), 111–125. <https://doi.org/10.1037/str0000135>
- Klapalova, A. (2013). Knowledge, skills and competencies of hospitality companies in the South Moravian Region. *Journal of Competitiveness*, 5(2), 51–66. <https://doi.org/10.7441/joc.2013.02.04>
- Kuntz, J. R. C., Malinen, S., & Näswall, K. (2017). Employee resilience: Directions for resilience development. *Consulting Psychology Journal*. <https://doi.org/10.1037/cpb0000097>
- Lazarus, R. S., & Folkman, S. (1984). Stress, appraisal, and coping. In *Health Psychology: A Handbook*. Springer.
- Li, P., Taris, T. W., & Peeters, M. C. W. (2020). Challenge and hindrance appraisals of job demands: One man's meat, another man's poison? *Anxiety, Stress and Coping*, 33(1), 31–46. <https://doi.org/10.1080/10615806.2019.1673133>
- Lim, T., Thompson, J., Tian, L., & Beck, B. (2023). A transactional model of stress and coping applied to cyclist subjective experiences. *Transportation Research Part F: Traffic Psychology and Behaviour*, 96, 155–170. <https://doi.org/10.1016/j.trf.2023.05.013>
- Limeri, L. B., Carter, N. T., Choe, J., Harper, H. G., Martin, H. R., Benton, A., & Dolan, E. L. (2020). Growing a growth mindset: Characterizing how and why undergraduate students' mindsets change. *International Journal of STEM Education*, 7(1). <https://doi.org/10.1186/s40594-020-00227-2>
- Long, C., Li, Z., & Ning, Z. (2015). Exploring the nonlinear relationship between challenge stressors and employee voice: The effects of leader-member exchange and organisation-based self-esteem. *Personality and Individual Differences*, 83, 24–30. <https://doi.org/10.1016/j.paid.2015.03.043>
- Lugosi, P. (2019). Deviance, deviant behaviour and hospitality management: Sources, forms and drivers. *Tourism Management*, 74, 81–98. <https://doi.org/10.1016/j.tourman.2019.02.014>
- Lvyi, Z., Qing, H., Yunjie, J., & Chunyan, J. (2018). Counterproductive work behavior: Research perspective, content and design. *Advances in Psychological Science*, 26(2), 306. <https://doi.org/10.3724/sp.j.1042.2018.00306>

- Mackey, J. D., McAllister, C. P., Ellen, B. P., & Carson, J. E. (2019). A meta-analysis of interpersonal and organizational workplace deviance research. *Journal of Management*, 47(3), 597–622. <https://doi.org/10.1177/0149206319862612>
- Magalhães, C., Araújo, A., & Andrés Marques, I. (2023). Hotel workers' perceptions on soft and hard skills in Porto, Portugal. *Journal of Human Resources in Hospitality and Tourism*, 22(1), 49–70. <https://doi.org/10.1080/15332845.2023.2126956>
- Malhotra, N., & Dash, S. (2019). Marketing research: An applied orientation. In *Marketing Research* (7th ed.). Pearson.
- Marsh, H. W., Hau, K. T., Balla, J. R., & Grayson, D. (1998). Is more ever too much? The number of indicators per factor in confirmatory factor analysis. *Multivariate Behavioral Research*, 33(2), 181–220. https://doi.org/10.1207/s15327906mbr3302_1
- Martins, D., Amaro, S., & Silva, S. (2021). The importance of shift work: The hospitality sector. *Journal of Tourism and Development*, 2021(36), 233–243. <https://doi.org/10.34624/rtd.v1i36.10487>
- Mitreva, E., Tahiri, A., Kovaci, I., & Filiposki, O. (2020). Managerial competences in hotel management in Kosovo. *Quality - Access to Success*, 21(178), 79–83.
- Mohanty, A., & Pattanayak, B. (2016). Factors affecting the teamwork effectiveness in hotels in Odisha. *International Journal of Scientific Research*, 5(2277), 466–471.
- Montani, F., Courcy, F., & Vandenberghe, C. (2017). Innovating under stress: The role of commitment and leader-member exchange. *Journal of Business Research*, 77, 1–13. <https://doi.org/10.1016/j.jbusres.2017.03.024>
- Moreno, C. R. C., Marqueze, E. C., Sargent, C., Wright, K. P., Ferguson, S. A., & Tucker, P. (2019). Working time society consensus statements: Evidence-based effects of shift work on physical and mental health. *Industrial Health*, 57(2), 139–157. <https://doi.org/10.2486/indhealth.SW-1>
- Nain, A. (2018). A study on major challenges faced by hotel industry globally. *Amity School of Hospitality*, 6(1), 561–571.
- Näswall, K., Malinen, S., Kuntz, J., & Hodliffe, M. (2019). Employee resilience: Development and validation of a measure. *Journal of Managerial Psychology*, 34(5), 353–367. <https://doi.org/10.1108/JMP-02-2018-0102>
- Nielsen, M. B., & Knardahl, S. (2017). Does human resource primacy moderate the impact of psychological distress on subsequent risk for disability retirement? *Scandinavian Journal of Work, Environment and Health*, 43(2), 187–190. <https://doi.org/10.5271/sjweh.3621>
- Olafsen, A. H., & Frølund, C. W. (2018). Challenge accepted! Distinguishing between challenge- and hindrance demands. *Journal of Managerial Psychology*, 33(4–5), 345–357. <https://doi.org/10.1108/JMP-04-2017-0143>
- Ortiz-Bonnín, S., García-Buades, M. E., Caballer, A., & Zapf, D. (2016). Supportive climate and its protective role in the emotion rule dissonance - emotional exhaustion relationship: A multilevel analysis. *Journal of Personnel Psychology*, 15(3), 125–133. <https://doi.org/10.1027/1866-5888/a000160>
- Pan, S. Y., & Yeh, Y. J. (2019). The crossover effect of work–family conflict among hotel employees. *International Journal of Contemporary Hospitality Management*, 31(2), 812–829. <https://doi.org/10.1108/IJCHM-11-2017-0742>
- Pranić, L., Pivčević, S., & Garbin Praničević, D. (2021). Top 30 soft skills in tourism and hospitality graduates: A systematic literature review. *ToSEE – Tourism in Southern and Eastern Europe*, 6, 637–656. <https://doi.org/10.20867/tosee.06.43>

- Ram, Y. (2018). Hostility or hospitality? A review on violence, bullying and sexual harassment in the tourism and hospitality industry. *Current Issues in Tourism*, 21(7), 760–774. <https://doi.org/10.1080/13683500.2015.1064364>
- Rao, H. M., & Zaidi, U. (2020). How different perceived leadership styles have an influence on organisational commitment on tourism SMEs? *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1–17.
- Roma, M. (2021). Redefining assessment in tourism and hospitality education. *International Journal of Higher Education*, 10(4), 113. <https://doi.org/10.5430/ijhe.v10n4p113>
- Samah, I. H. A., Shamsuddin, A. S., Rashid, I. M. A., & Amlus, M. H. (2019). The effect of diversity inclusion on employee growth mindset in Malaysian 4-and 5-star hotels. *International Journal of Scientific and Technology Research*, 8(12), 2985–2988.
- Samy, M., Moussa, M., & Salama, M. A. (2023). Exploratory study of soft skills in tourism and hospitality sector: Perspectives of hotels and travel agencies managers. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 7(1), 40–53. <https://doi.org/10.21608/mfth.2023.288573>
- Sayapina, K., & Botone, D. N. (2021). Counterproductive work behavior in Russian nanotechnology organizations. *Psychology in Russia: State of the Art*, 14(1), 49–68. <https://doi.org/10.11621/pir.2021.0105>
- Sharma, S. (2020). Soft skills in tourism - A case study of tourism management graduates. In *IJRAR-International Journal of Research and ...* (Vol. 7, Issue 1, pp. 430–437). <https://www.ijrar.org/papers/IJRAR2001190.pdf>
- Shen, Y., & Lei, X. (2022). Exploring the impact of leadership characteristics on subordinates' counterproductive work behavior: From the organizational cultural psychology perspective. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.818509>
- Silva, S., & Martins, D. (2022). Shift work and quality of life on tourism, hospitality and restaurant industry: The Portuguese context. *International Conference on Tourism Research*, 15(1), 388–394. <https://doi.org/10.34190/ictr.15.1.163>
- Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology*, 95(4), 781–790. <https://doi.org/10.1037/a0019477>
- Stevens, R. G., Hansen, J., Costa, G., Haus, E., Kauppinen, T., Aronson, K. J., Castaño-Vinyals, G., Davis, S., Frings-Dresen, M. H. W., Fritschi, L., Kogevinas, M., Kogi, K., Lie, J. A., Lowden, A., Peplonska, B., Pesch, B., Pukkala, E., Schernhammer, E., Travis, R. C., ... Straif, K. (2011). Considerations of circadian impact for defining “shift work” in cancer studies: IARC Working Group Report. *Occupational and Environmental Medicine*, 68(2), 154–162. <https://doi.org/10.1136/oem.2009.053512>
- Succi, C., & Canovi, M. (2020). Soft skills to enhance graduate employability: Comparing students and employers' perceptions. *Studies in Higher Education*, 45(9), 1834–1847. <https://doi.org/10.1080/03075079.2019.1585420>
- Teng, W., Ma, C., Pahlevansharif, S., & Turner, J. J. (2019). Graduate readiness for the employment market of the 4th industrial revolution: The development of soft employability skills. *Education and Training*, 61(5), 590–604. <https://doi.org/10.1108/ET-07-2018-0154>
- Theodora, L. C. (2022). *Hospitality major skills valuable in era 4.0*. Universtitas Multimedia Nusantara. <https://www.umn.ac.id/en/hospitality-major-skills-valuable-in-era-4-0/>
- Thio, S., & King, B. (2021). Human capital issues and challenges in the hotel industry: The case of

- Indonesia. In *Tourism in development: Reflective essays* (pp. 105–119). <https://doi.org/10.1079/9781789242812.0009>
- Unsal-Akbıyık, B. S., & Zeytinoglu, I. U. (2018). “We are like a family!”: Flexibility and intention to stay in boutique hotels in Turkey. *Relations Industrielles*, 73(2), 319–342. <https://doi.org/10.7202/1048573ar>
- Vanhove, A. J., Herian, M. N., Perez, A. L. U., Harms, P. D., & Lester, P. B. (2016). Can resilience be developed at work? A meta-analytic review of resilience-building programme effectiveness. *Journal of Occupational and Organizational Psychology*, 89(2), 278–307. <https://doi.org/10.1111/joop.12123>
- Vo-Thanh, T., Nguyen, N. P., Ngo, L. P. T., Vu, T. Van, Nguyen, D. Van, & Sueur, I. (2022). Handling counterproductive behavior caused by customer misbehavior during a pandemic: Integrating personal and organizational perspectives. *International Journal of Hospitality Management*, 107. <https://doi.org/10.1016/j.ijhm.2022.103335>
- Weber, M. R., Lee, J., & Crawford, A. (2020). A suggested best practices for enhancing performance of soft skills with entry-level hospitality managers. *Anatolia*, 31(1), 76–87. <https://doi.org/10.1080/13032917.2019.1703770>
- Whitehead, A. (2020, December). Building resilient leadership in the hospitality industry. *Hosco*. <https://employers.hosco.com/Blog/Building-Resilient-Leadership-in-Hospitality>
- Yeager, D. S., & Dweck, C. S. (2020). What can be learned from growth mindset controversies? *American Psychologist*. <https://doi.org/10.1037/amp0000794>
- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774–800. <https://doi.org/10.1177/0149206307305562>
- Zia, M. Q., Naveed, M., Bashir, M. A., & Shamsi, A. F. (2020). The interaction of situational factors on individual factors and self-development. *European Journal of Training and Development*, 44(4–5), 509–530. <https://doi.org/10.1108/EJTD-10-2019-0172>