

THE IMPACT OF THE LEARNING ORGANIZATION ON THE ESSENTIAL BEHAVIORS REGARDING EMPLOYEE RETENTION DURING THE COVID-19 PANDEMIC

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Abstract

This study explores the impact of learning organization (LO) and employees' organizational behaviors in the hotel industry in Bangkok during the COVID-19 pandemic. The sample group consisted of 392 business owners, executive board members, and managers from the hotel industry. Data were analyzed using the structural equation model (SEM) method to test the relationships among the mediator variables, including work engagement (WE), organizational commitment (OC), intention to stay (IS), and organizational citizenship behavior (OCB). The findings revealed that (1) LO displayed a positive linear relationship with WE, OC, and IS; and (2) OCB was affected by WE and OC prior to the IS linear relationship ($p < 0.05$). The findings suggest that LO is an important variable during the COVID-19 pandemic, supporting knowledge sharing and maintaining employees' positive organizational behaviors through their "new normal" and dynamic work experiences. Such positive behaviors, which include WE and OC could lead to other desirable behaviors such as OCB and IS. Clearly, when organizational practices are appropriately set, hotels and their employees can thrive in an outcome-based work environment.

Keywords: learning organization, work engagement, organization commitment, organizational citizenship behavior, intention to stay

1. INTRODUCTION

It is of course advisable to build confidence in the safety of travel in Bangkok, as well as in the surrounding areas. However, the

COVID-19 pandemic has affected the confidence of Thai and foreign tourists in terms of their travel activities. The cooperation between the private and public sectors has also lessened, regarding the network of

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relevant government agencies and local administrative organizations nationwide, which usually assist hotels through the organization of tourism promotion activities. This study was conducted in Bangkok due to the considerable effect of COVID-19 on its hotel business in 2020. During that year, the number of hotel guests in Bangkok reduced to 12,407,068 from a total of 73,928,653 hotel guests in 2019. The 2019 figure was considered to be 65.92% higher than that for 2020, indicating a fluctuation of 76.14% (Ministry of Tourism and Sports, 2019); this was due to the uncontrollable cause of COVID-19, which involved airport shutdowns as well as pandemic prevention and various control measurements issued by the Thai government, obstructing domestic travel and preventing people from participating in a variety of activities. In the situation of the economic and social crisis found in the case of the COVID-19 outbreak, Bangkok is considered the center of various hotel chains, where the management of hotel chains distribute key strategic and operational practices to other affiliated hotels around the country. It is advisable to turn the crisis into an opportunity for developing and improving the work system and organizational structure to be complete enough to accommodate possibilities for increasing the positive behavior of employees after the pandemic has passed, taking into account the principles of human resource management. This requires cooperation from all sectors in the

management of available hotel resources in Bangkok. Thus, the hotels' employee management practices must be flexible as the situational contexts can become dynamic. In order to achieve the desired employee behavior, hotels must learn to drive the expected organizational behaviors of the employees. During the pandemic, the hotel industry must become flexible, managing its industry accordingly. This study attempts to shed light on how hotels as LO's have supported employees' organizational behaviors and loyalty.

Meister and Willyerd (2010) posited that work flexibility serves as an essential working skill of the future, ranging from the use of information systems, to flexible working hours, and increasing transferable skills. The technology of work involves communications and learning systems. Such systems are usually deployed in a LO to build teamwork and nurture the application of knowledge (Caputo, Garcia-Perez, Cillo, & Giacosa, 2019). The way in which any organization solves problems during a pandemic does not lie with only one person; the solution to problems may stem from the knowledge gained from employees in each department. In this way, negative effects on employees, such as lower wages or benefit cuts, can be avoided when the hotels' work requires dramatic reductions; the hotels should make attempts to retain their employees. The hotel industry is considered as part of the hospitality services, which is of course driven by

human resources. The hotel management's background knowledge in the industry involves technical knowledge and accumulated work experience. As such, the comments and thoughts of management can do a great deal to alleviate negative organizational impacts together with human resource development (Sinclair, 2017). The organization usually seeks stability during any crisis. Information and news exchanges support organizational system management, which in turn increases employees' positive attitudes; employees are more likely to keep supporting the organization (Sidani & Reese, 2020). The study of behavioral patterns does not only consider current behavior, but looks at all exhibited behavior identifying any development towards the expected behavior, with emphasis placed on any details which have led to the desired behavior (Guzeller & Celiker, 2020). OC and WE were selected as the primary behavioral variables in this research. Weiherl and Masal (2016) stated that patterns of commitment may be altered depending on situational contexts. Organizational management is considered to be an important variable affecting the relationship between OC and WE. The way in which a particular employee handles a problem is unique. When the organization sets the patterns as its mission, it should provide clear guidelines for all employees (Huynh & Hua, 2020). If employees view their organization or work positively, they tend to have more self-confidence (Garg & Singh,

2020), maximizing their work progress (Yoo, Chen, & Frankwick, 2020).

A variable such as LO is vital in constructing proper knowledge for dynamic situational environments. Hotels must realize how to become flexible, as this will allow them to respond to government policy and internationally recognized problems. Setting organizational management principles from these resources is thus considered as planning from LO, formally and informally, in predicting the behavior which occurs as a consequence of employees following organizational management principles. For better behavioral results, setting further behavioral patterns should be carried out in depth. OCB and IS were considered for supporting this study as hotels always assess their employees' work progress for wage increases or consideration of employee promotions. Examples of work progress which could lead any organization to success may include increasing employee quality, output management, freedom in accessing resources, lean resource management, coordinating group work, strengthening organizational capability to attract more future employees while retaining the best current employees, creating performance stability, and adaptability to thrive during change and in dynamic environments. All of these are derived from employees' recognition of themselves as part of the organization, or through a feeling of ownership (Podsakoff, MacKenzie, Paine, & and Bachrach, 2000; Tsai, Chen, & Cheng, 2009). As a

consequence, employees will not leave their organization; they will work harder for the organization and this will lead to other related positive organizational behaviors (Redditt, Gregory, & Ro, 2019). Working for an organization is what individuals usually consider prior to their work commitment. Therefore, their reward expectations can be thought of as an extrinsic value of the organization. If the rewards are set at a high level and equal to the expected work results, it means that the organization has placed a high level of expectations on its employees.

This study places emphasis on the importance of the LO as the independent variable, highlighting the processes of knowledge application and sharing among employees in the organization. The mediator variables consist of nurturing organizational behaviors. They are the work environment (WE), organizational management (OC), and organizational citizenship behavior (OCB). These mediator variables can be seen to affect the dependent variable, which involves behavioral results in terms of intention to stay (IS). During this research, responses from 392 entrepreneurs, executive board members, and hotel managers of Bangkok's hotel were explored. The findings suggest some reverse models that are opposite to decreasing organizational size. Hotels must survive with limited resources during the pandemic, but must also be able to function properly, and to be equipped against their rivals when the situation returns to normal, assessing their

adjusted behaviors, and setting organizational behaviors to be ready for future dynamic situational contexts.

2. LITERATURE REVIEW

2.1 Theoretical Foundation

In general, LO refers to the use of knowledge within an organization to develop or strengthen employees' abilities and maintain continuity of knowledge development (Senge, 2006). The learning dynamic should go hand-in-hand with employees' work norms where they continue to collaborate and enhance their work performances. Organizations, thus, should nurture a learning environment either through technological settings to create knowledge sharing or *via* certain innovations which enable smooth work progresses or development policies, allowing knowledgeable individuals or experts to coach or assist with problem solving (Davis & Daley, 2008). It always takes time for a LO to develop, for example regarding perceptions and understanding. Thus, WE or OC is considered individual and unique (Sinclair, 2017). An organizational culture which involves a LO always drives success factors toward development (Huysman, 2000). Such a learning culture could be applied to solving any problems, although it may not be applicable to all individuals. This is because it is the collaboration of all individuals at any level in the organization.

One expected behavior which a LO should aim to trigger is unity among the organization's members. WE, OC, and OCB are considered as fundamental behaviors in building secondary behaviors, such as IS. The concepts of WE, OC and OCB were applied according to the research of Santouridis and Veraki (2017), who explained that behaviors which lead to expected results require various elements. The primary of relationship can specify the effect in detail. When combined, these elements may lead to other behavioral relationships. Lee (2016) addressed the relationships of behavior groups, using quality variables to test the behavioral responses or patterns of intrinsic behaviors, which usually differ according to the research objectives. If all of the components that govern inclusive behaviors are selected and studied in similar dimensions in the research, this is known as a "universal model." However, if those behaviors come from various sources—from diversity in organizations for example—each individual behavior is different, and researchers must thoroughly explore each of them; this is known as "the independent model." The internal components which impact each other are called "the group model." This study employs a hybrid model in order to investigate the behaviors of employees which could be transferred from one to another in greater detail.

The difference between WE and OC lies in WE, which deals with the positive feelings or work fulfillment of employees (Chikoko, Buitendach,

& Kanengoni, 2014; Miner, Bickerton, Dowson, & Sterland, 2015; Schaufeli, Salanova, González-romá, & Bakker, 2002; Tuckey, Sonnentag, & Bryan, 2018). OC focuses on the employee feelings which are used to assess their IS (Bull Schaefer, Green, Saxena, Weiss, & MacDermid Wadsworth, 2013; Meyer & Allen, 1997). WE and OC may be similar when considering individual employees—each employee receives his or her knowledge from the organization. Thus, the two usually are determined as mediator variables since they may trigger some behavioral changes. However, it is not clear cut; it is no simple task to determine an actual employee's behaviors. This study, therefore, puts emphasis on the results which occur from every dimension. The differences that allow for clear measurement are the results from the final behaviors which involve emotions according to the measurement of leading organizational characteristics.

In promoting WE, organizations should provide managerial models to support better work performance and create employees' self-efficacy, nurturing positive emotional adjustment and maximizing organizational progress, or leading to an emotional drive or employee satisfaction (Kotzé, van der Westhuizen, & Nel, 2014). Organizations or executive boards should not neglect the fact that these behaviors occur from employees' efforts; thus, each employee is very important in all lines of work.

Organizations should find a proper way to maximize interactions between individuals and their work, which is worth investing (Rayton & Yalabik, 2014). WE is used as a mediator variable as it can link individuality to organizations' outcomes (Bailey, Madden, Alfes, & Fletcher, 2017; Knight, Patterson, & Dawson, 2017). This is because work is convenient for individuals that have sufficient work resources. However, work demands often obstruct WE. To put it simply, when work demands are too high for individuals to handle, their commitment to such work decreases (Knight, Patterson, & Dawson, 2019). The overall concept of WE is the exchange of relationships which allow all employees to realize that their job can be a support for them. The organizations usually set outcomes and lead individuals to decision-making regarding whether or not to go through various paths or goal engagement (Guan, Yeh, Chiang, & Huan, 2020).

One factor which triggers OC is employee attitudes. However, it is not that everyone's attitudes will be triggered, as his or her behavior may not be aligned with the stimulation. The explanation of OC, which is the mediator variable, can always fluctuate. The result is uncertainty regarding OC. Organizations must thus focus on employees' perceptions of their organizations' objectives, in turn affecting the behavior of the organizations' members (Sawicki & Agnew, 2021). OC drives employees to contribute to their work, to be responsible for their duties and work

effectiveness, or to stay in their jobs for longer. The list of behaviors is considered as an organization's success in encouraging employees to work for the company (Widtayakornbundit & Phinaitrup, 2020). Thus, commitment is a dynamic process based on the situational context. Individual assessments as responses to OC are thus related to the values in working for the respective organization. Although individuality appears to determine the results of OC, motivation from the organization is supplementary to this (Lambert, Bingham, & Zabinski, 2020), contributing to driving each employee to make such commitment.

OCB usually stems from employees' judgments. A direct influence on this type of behavior involves support from the organization's executive board and other environmental factors which could positively affect OCB (Nguni, Slegers, & Denessen, 2006). Considering it in this aspect, OCB not only reflects employee behavior, but also the organization's performance outcomes. The research work of Tsai et al. (2009) for example, has explored patterns of human resource management which employed OCB as an independent variable, examining the effect of organizations' performance outcomes in the form of shared values and cash flow. The results of this research suggest that OCB is found in frequent teamwork. A closer look at OCB reveals that it is frequently considered as a secondary behavior, rather than an independent

variable. The study of Newman, Miao, Hofman, and Zhu (2016) for example, showed how human resource management models taken as an independent variable, have effects on OCB. This research compared and contrasted general human resource management models and those focusing on creating organizational identification.

One frequent problem organizations face is considering effective models for employee IS. Such models would solve another related cause of losing a body of expertise in certain positions. Often, organizations do not realize in advance if an employee is going to resign until he or she has given notice or already left. Thus, organizations must set their human resource management and development plans, ahead of time. Designing OCB is one way to fill this gap and to maintain the IS of the employees in the organization (Y. Wang, 2010). This type of behavior can be explained using social exchange theory (Chiang, Shih, & Hsu, 2014) which describes employee and organization exchanges through HRM practices. Such exchanges exhibit a positive environment for employees, affecting the relationship between the two parties.

2.2 Development of the Research Framework and Hypotheses

The study of Malik and Garg (2020) discussed the relationships between the LO and work behavior, such as between WE and employee

resilience. This study was based on the concept of the LO, which nurtures a dynamic learning process and employees' flexibility to adjust to changing situational settings. It stimulates positive perceptions of employees' work in the organization. This is the reason why the LO can be related to the good behaviors of the organizations' members. The concept of the LO is an important model for human resource development, giving importance to providing employees with opportunities, creating proper work environments, and offering work freedom, all of which are parts of satisfactory work (Gruman & Saks, 2011).

The hypotheses of the current research are discussed below:

H1: The LO has a direct impact on the WE of employees in the hotel industry during the COVID-19 pandemic.

Dirani (2009) explained the relationship between the LO and WE based on organizational culture. If there is a similarity between the type of organization and employees' characteristics, an organizational culture can easily be created. When individuals are willing to keep learning, and applying the knowledge they have gained from the LO to their work, it is similar to the organization having developed their employees. The principle of this relationship involves collaboration, which is valuable for the employees and their hotel employers. The compatibility between employees and their hotels usually occurs through HRD. Such learning gains immediate attention

from the learning process and activities that are innate in the organizational behaviors (Hind & Koenigsberger, 2007; Lau, McLean, Hsu, & Lien, 2017). One could consider the LO as a strategy and an addition to learning behavior which leads to the analysis stage. The expected behavioral outcome is the concept of the use of managerial principles to gain a competitive advantage (Davis & Daley, 2008). The gained knowledge is considered as an asset, enabling better employee work performance, and reciprocating rewarding advantages, allowing employees' expected organizational behaviors to show, and generating the value the hotel gains from such behaviors.

H2: The LO has a direct impact on the OC of employees in the hotel industry during the COVID-19 pandemic.

WE is exhibited through the work management of the organization. Management is usually conveyed by supporting employees' work with important resources. However, it does not have a correlation with OCB. The employees could feel that they are being supported while working and would eventually show positive emotion at work. This could be considered as a model for organizational success and for that of the employees using teamwork (Sulea et al., 2012). The relationship between WE and OCB could be described in the form of a psychological contract, binding the two parties to work together, while OCB could be

considered as extra-role behavior, which is affected by other kinds of behaviors (Islam, Khan, Khawaja, & Ahmad, 2017). Thus, it is undeniable that an individual's work could fulfill the person's work experience and lead to an overall positive image of the hotel.

H3: WE has a direct impact on the OCB of employees in the hotel industry during the COVID-19 pandemic.

The foundation of OC stems from the organization's goal setting, ultimately being, which strategic plans to set for success. Creating hotel policies which support employee development is one of the responsibilities of the hotel. The hotel should find supporting models to assist its employees both in terms of working and living purposes. To allow OC to trigger OCB is to shape employee attitudes for their work inspiration, enabling them to understand the organizational culture, including the hotel's expectations. This, in turn, nurtures the employees, encouraging their dedication to their organization (Rosario Núñez, Marquez, Zayas, & López, 2020). When representing the relationship between OC and OCB, the internal environment of the organization should thus be considered. Jain (2015) stated that awareness of the community's values and self-development, as well as flexibility, would maximize strong ties between OC and OCB. The hotel's models will provide support for its employees' positive emotions when at work. The

study of this relationship is considered as adding value to the abstract matter of the well-being guidelines of psychological mechanisms.

H4: OC has a direct impact on the OCB of employees in the hotel industry during the COVID-19 pandemic.

When employees have experience with hotels which are fully equipped with proper working resources and which give complete support for mental stability, this usually increases IS. This is because emotion, which has a strong tie to an employee's need to work for their organization, is hidden in the OC as a variable. This happens because the organization places greater value in its employees; the organization supports ways to make its employees feel inclusive and to realize that they have work potential to offer. This allows the employees to stay and thrive, bettering the organization's performance (Chami-Malaeb & Garavan, 2013; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Moreover, it assists in lowering employee turnover as employees want to work for the organization and to allow themselves to reach their potential, for the organization's success (Redditt et al., 2019; Valeau et al., 2021). Further development of the HRM of organizations enables the setting of beneficial individual behaviors, such as OCB. It is a way of holding individuality and organizational identity together with organizational citizenship (Messersmith, Patel, Lepak, & Gould-

Williams, 2011). Thus, the overall picture of the relationship outlines a possible way for hotels to propose whether an action is applicable to the current context or situation, or not; it is a designated way which covers the expected behaviors that the hotels want to see.

H5: The LO has a direct impact on the IS of employees in the hotel industry during the COVID-19 pandemic.

H6: WE has a direct impact on the IS of employees in the hotel industry during the COVID-19 pandemic.

H7: OC has a direct impact on the IS of employees in the hotel industry during the COVID-19 pandemic.

H8: OCB has a direct impact on the IS of employees in the hotel industry during the COVID-19 pandemic.

In this study, learning in the organization leads to a LO with good learning support provided via networks. Creating this kind of culture can be considered as knowledge development. The daily activities of each employee are taken into account through teamwork, allowing micro-cultural group work to take place. This creates WE received for teamwork and OC which comes from the organization's culture. Employee behavior stimulates the output results such as OCB and IS. This group work is comprised of learning resources which distribute knowledge further and help to develop employees' implicit knowledge. To put it simply, the organization receives the work

from the employees and the employees fulfill their emotional needs, feeling positive about working more and staying longer for their jobs. The researcher considers the LO as the independent variable triggering behaviors based on various working contexts and the current dynamic situation. The LO creates value for the hotel employees, building bonds between them through the learning and fundamental behaviors which in turn impacts the hotels through their work. Such bonding allows secondary behavior to come to light due to the practice of the LO through OC and WE, allowing the investigation of the hidden behaviors of employees during the COVID-19 pandemic; these could be OCB and IS. In expecting the outcomes, the researcher hopes to provide solution models or additional options. The research framework is shown in Figure 1.

3. METHODOLOGY

3.1 Sample

This research study was designed to use quantitative and exploratory methods to discover the relationships between the independent variable (the LO), the mediator variables (OC, WE, and OCB), and the dependent variable (IS). The sample for analysis included business owners, executive board members, and managers in Bangkok's hotel industry. These individuals have used their management responsibilities in a normal environment (pre-COVID19) for more than one year or since their hotels have been in operation. This research used cross-sectional data for the year 2020 during the COVID-19 pandemic. From April to June 2020, the Thai government ordered hotels and tourist attractions to temporarily close, in order to

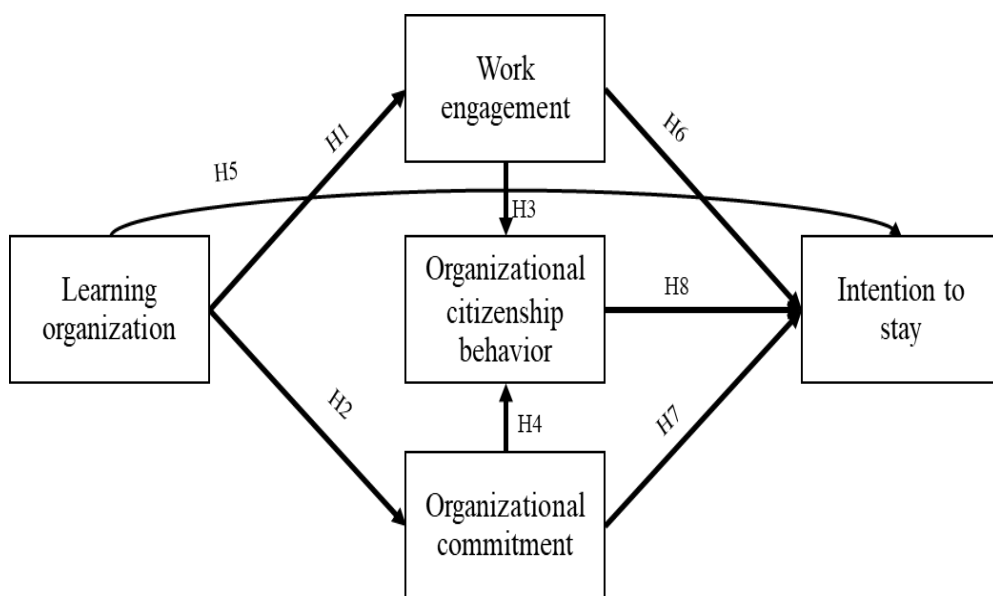


Figure 1: Conceptual framework

contain the spread of the COVID-19 virus. The hypotheses were tested using scores from a Likert-type scale. Statistical analysis of a SEM was then employed to analyze the CFA for factor loading and application to the variables of the study.

Using purposive and convenient sampling, the sample group involved 392 business owners, executive board members, and managers, of Bangkok's hotel industry. The criteria for selecting the sample included having experience in hotel managerial responsibilities for more than 1 year prior to the COVID-19 pandemic, and holding at least a bachelor's degree or high-level vocational certificate in service management. The latter criterion was in line with the rules of the Thai Hotel Entrepreneurs Association. The size of the sample group is normally set according to the number of variables used in the SEM analysis. As this study included five latent variables the appropriate sample size ranges from 50 to 100 participants. However, this study employed a maximum likelihood method in setting the size for the sample group. Consequently, the sample size for the study was set to include more than 200 participants, with the study collecting 392 samples for data analysis following SEM (Benitez, Henseler, Castillo, & Schuberth, 2020).

3.2 Measurement

The questionnaire was the main research instrument used in collecting data for the study. The operational

variables were considered from the data derived from the questionnaire and were tested for their validity and reliability. A 5-point-Likert scale was used for the questionnaire to measure the sample group's thoughts and attitudes toward the operational variables in the study. The scale ranged from (1) strongly disagree to (2) disagree, (3) undecided, (4) agree, and finally (5) strongly agree. The measurement items for each of the variables were taken from review of the relevant literature and prior theories, translated into Thai, and adjusted to fit with the Thai context, when designing the questionnaire. The Thai version of the questionnaire was then translated into English for content checking. The measurement involved taking the LO as the independent variable; this was revised from the Dimensions of the Learning Organization Questionnaire (LOQ) questionnaire of Song, Joo, and Chermack (2009). The revised version included 21 items with seven subcategories: continuous learning (L1); inquiry and dialogue (L2); team learning (L3); embedded system (L4); empowerment (L5); system connection (L6); and strategic leadership (L7). The mediator variable of OC was adjusted from the commitment scale of Angle and Perry (1981) consisting of 10 items. The WE variable was adapted from Utrecht's WE scale created by Vallières, McAuliffe, Hyland, Galligan, and Ghee (2017) which consisted of nine items. The nine items were divided into absorption (W1), dedication (W2), and vigor

(W3). Measurement of the OCB variable was revised from the work of Farh, Earley, and Lin (1997) consisting of 20 items under the five subcategories of identification with the company (OCB1); altruism toward colleagues (OCB2); conscientiousness (OCB3); interpersonal harmony (OCB4); and protecting company resources (OCB5). Measurement of the dependent variable or IS was adjusted from the intention to quit scale of O'Reilly, Chatman, and Caldwell (1991) and consisted of four items. The complete set of questionnaire items were tested using validity and reliability tests and the factor loading value analysis through CFA to gain appropriate components for the structural equation analysis.

4. RESULTS

The weight for this research involved a factor loading value from the CFA where each variable was weighed at least 0.5 and the reliability test was 0.70, yielding 0.60 in some cases (Nunnally, 1967). The structural validity was then analyzed, with the factor loading required to be above 0.5, average variance extracted (AVE) to exceed 0.5, or yield below 0.5 in instances where the composite reliability (CR) for that variable was greater than 0.6 (Fornell & Larcker, 1981), and the CR to exceed 0.7. The actual results from the indexes are shown in Table 1.

Table 1: Assessment results for the measurement model and the reliability for convergent validity

Variable	Item	Loading	Cronbach's alpha	CR	AVE
LO	L1	0.756	0.918	0.837	0.588
	L2	0.795			
	L3	0.766			
	L4	0.777			
	L5	0.776			
	L6	0.740			
	L7	0.760			
WE	W1	0.781	0.853	0.837	0.634
	W2	0.884			
	W3	0.715			
OCB	OCB1	0.659	0.871	0.860	0.557
	OCB2	0.756			
	OCB3	0.859			
	OCB4	0.842			
	OCB5	0.577			

Table 1: Assessment results for the measurement model and the reliability for convergent validity (Continued)

Variable	Item	Loading	Cronbach's alpha	CR	AVE
OC	OC1	0.637	0.872	0.870	0.403
	OC2	0.686			
	OC3	0.661			
	OC4	0.666			
	OC5	0.663			
	OC6	0.641			
	OC7	0.617			
	OC8	0.599			
	OC9	0.600			
	OC10	0.564			
IS	IS1	0.678	0.853	0.858	0.602
	IS2	0.824			
	IS3	0.813			
	IS4	0.781			

The results of the construct validity from the multitrait-multimethod analysis were used for convergent validity of the instrument. The assessment of the square root of the AVE value was compared with variable correlation. The \sqrt{AVE} value was required to be higher than the correlation value, in order to imply that the latent variable had suitable discriminant validity (Fornell & Larcker, 1981). The evaluation of the

discriminant validity (Fornell-Larker criterion) is presented in Table 2.

The findings from the structural equation analysis revealed CMIN/DF to be 2.003 (p-value 0.000); GFI was 0.939; CFI was 0.972; and RMSEA was equal to 0.051, according to the measurement criteria of this study (Chi-squared/df \leq 5.00; GFI & CFI \geq 0.90; RMSEA $<$ 0.08; and HOELTER (.05) at 242 $>$ 200). This means that the sample size was appropriate.

Table 2 Assessment of discriminant validity (Fornell-Larker criterion)

variable		the LO	WE	OC	OCB	IS
	\sqrt{AVE}	0.767	0.796	0.776	0.746	0.634
the LO	0.767	1				
WE	0.796	0.415	1			
OC	0.776	0.584	0.584	1		
OCB	0.746	0.219	0.375	0.342	1	
IS	0.634	0.602	0.339	0.466	0.293	1

Thus, it can be concluded that the structural equation which employed the independent variable of the LO with the mediator variable was aligned with the empirical data of the study. The measurement model was considered to fit with the theoretical model at an acceptable level. The structural equation model created in this study had a very good level of fit based on the model fit criteria, as shown in the Table 3.

Analysis if the data exhibits that the LO had an effect on WE in a similar direction and with a high statistical significance ($\beta = 0.52$, $***p < 0.001$). This means that H1 was supported. For H2, the LO also had an impact on OC in a similar direction and with a high statistical significance ($\beta = 0.46$, $***p < 0.001$). Thus, H2 was also supported. WE was found to have an effect on OCB in a similar

direction and with a high statistical significance ($\beta = 0.15$, $***p < 0.001$), meaning that H3 was supported. The effect results between OC and OCB were found to be in a similar direction and were statistically significant, allowing H4 to be supported ($\beta = 0.12$, $**p < 0.01$). H5 hypothesized that the LO has an impact on IS in a similar direction. This relationship was found to be statistically significant ($\beta = 0.73$, $***p < 0.001$). In a similar vein, the IS in H7 and H8 received a direct impact from OC ($\beta = 0.16$, $*p < 0.05$) and OCB ($\beta = 0.28$, $**p < 0.01$), with statistical significance. However, regarding H6 which considered the relationship between WE and IS, IS was found to have no effect on WE; thus, this hypothesis was rejected. All of the above are summarized in Table 4.

Table 3: Model fit

Index	Fit criteria	Model result
CMIN/DF (χ^2/df)	below 5.00	214.282/107 = 2.003
GFI	above 0.90	0.939
CFI	above 0.90	0.972
RMSEA	below 0.08	0.051
HOELTER (0.5)	above 200	242

Table 4: Hypothesis testing results

Hypotheses	Estimate(β)	S.E.	t-value	p-value	Result
H1: LO -> WE	.520***	.075	6.934	.000	supported
H2: LO -> OC	.462***	.055	8.378	.000	supported
H3: WE -> OCB	.151***	.041	3.664	.000	supported
H4: OC -> OCB	.119**	.042	2.840	.005	supported
H5: LO -> IS	.725***	.087	8.366	.000	supported
H6: WE -> IS	.011	.067	.162	.871	not supported
H7: OC -> IS	.161*	.077	2.084	.037	supported
H8: OCB -> IS	.283**	.100	2.835	.005	supported

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The estimated value from the square multiple correlation value suggests that the LO model affects WE at 17.2%, OC at 48.2%, OCB at 16.4%, and IS at 40.0%. This indicates that the model can be applied to predict results from the OC outcomes, which have a greater influence than the other mentioned variables (Figure 2). However, the path coefficient value of the LO on WE was found to be 0.415 with a p-value of 0.00. The LO had a

significant effect on OC at 0.413 with a p-value of 0.000 and statistical significance greater than 0.001. The LO had an impact on IS at 0.496 with a p-value of 0.000 and statistical significance greater than 0.001. This means that the LO had a statistically significant causal link to the other variables and was appropriate as the independent variable in this study. The results of the mediating effect for the path analysis with SEM are displayed in Table 5 and Figure 2.

Table 5 Statistical Total Effect Test Results

	LO	WE	OC	OCB
WE	0.520	-	-	-
OC	0.462	0.368	-	-
OCB	0.000	0.151	0.119	-
IS	0.725	0.011	0.161	0.283

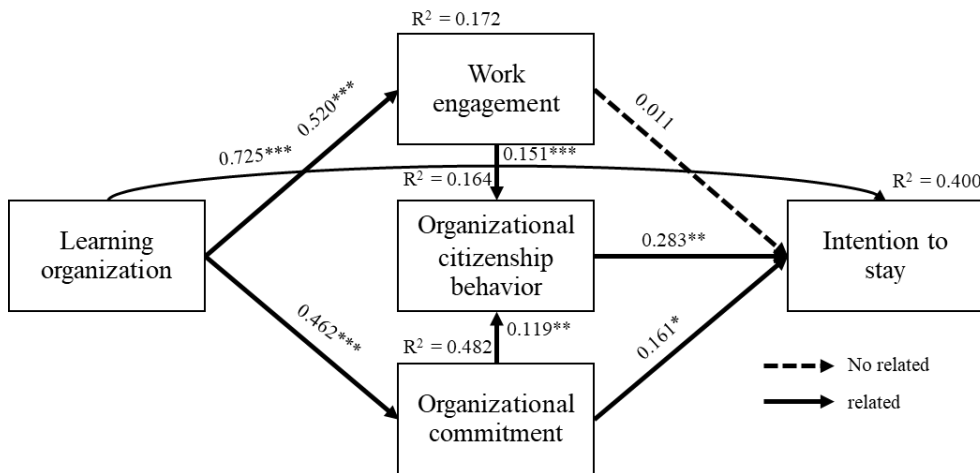


Figure 2: Structural equation model

5. DISCUSSION

The results of this study reveal that the behaviors which occur from the use of a LO can be developed in an organization. It can be considered as a chain relationship, which helps us to understand how human resource development is involved as a variable impacting teamwork and the culture of learning together through WE (Kyoung Park, Hoon Song, Won Yoon, & Kim, 2014). This could be because the LO can reduce communication gaps. Hotels should frequently find ways to allow their members to clearly perceive that learning can be done everywhere and through every channel that the organization has created. More specifically, hotels should come up with ways to advance knowledge for their members to perform better and with more flexible work policies for individual employees (Uhunoma, Lim, & Kim, 2021). Thus, the LO can be considered as an instrument enabling greater psychological effectiveness to occur, which also affects hotels' performance outcomes. When employees realize that the hotels pay full attention to them, they will eventually display their organization identity and be ready to work further for the organization (X. Wang, 2007).

This research focused on WE and OC, exploring the effects of both variables regarding their potential effects on extra-role behavior. When WE has an effect on OCB, the work outcomes, and good work experiences, lead to good mental

health and better quality of employees' products (Yoo, Chen, & Frankwick, 2021). When hotels are good in terms of WE, it allows employees to exceed their work expectations. Hotels which estimate the WE must design their work environments to reflect convenience and comfort, as well as allow their employees to feel that their position is meaningful (Dai, Zhuang, Lu, & Huan, 2020). All of these elements allow employees to gain confidence, leading to perceptions of work success, which is an element of their intention to stay in their respective organization (Meira & Hancer, 2021). WE was found to have no effect on IS because individuals' performance outcomes are job related and also related to remunerations and rewards. The motivation received from benefits has been proven to be more effective than any work done, in terms of reducing turnover and for employees to stay in the organization. In large organizations, work performance cannot be judged by individual work, since reward systems for employee motivation are set up in favor of teamwork. This avoids payment conflicts. If such reward systems together with OCB are received positively by employees, work attitudes, work satisfaction, and organizational commitment will positively increase. Thus, WE works well through other mediating variables more than strengthening IS.

The explanation of WE and OC could lead to the outcome of employees' IS in the organization. WE and OC can be thought of as

emotional behaviors that are implicit in a way similar to OCB. However, the forms of IS in the organization are explicit behaviors. Lau, McLean, Lien, and Hsu (2016) posited the relationship of the effects from OC on OCB and IS; when the employees have more OC, they will give more assistance to other people in the organization. This pattern of behavior is considered as a first-step in building self-consciousness to do good deeds for the organization. It allows employees to evaluate their feelings from the motivation received from their hotels and to fulfill their own need to have confidence and to have stability in their lives. As a consequence, their image of the hotel will be better. These explanations suggest some ways for hotels to treat their employees, leading to relationship development which will allow for good creativity in the hotels, based on helping to develop the quality of life of employees (Zayas-Ortiz, Rosario, Marquez, & Colón Gruñeiro, 2015). Therefore, a study on the relationships of various behaviors should consider various outcomes, including the hotels' goals, and the decoding of success, in order to evaluate the relationships in each studied model.

5.1 Contributions, Managerial Implications, Theoretical Implications, and Recommendations

This research reveals the conventional relationship of managerial models and employees in the context of the hotel industry's

management during the COVID-19 pandemic. The managerial-level personnel enable the hotels' advantages when they are involved in teamwork at every level of personnel in the organization, enabling personnel to have full responsibility toward their own work. Leading a LO allows every employee to help solve the hotels' problems, sharing his or her knowledge to assist people in their own network. When considering this model, the effect of changing the model in the future should also be highlighted, such as rewarding management, flexibility of work plans, and the information system, or having limited responsibilities.

Therefore, the management of work performance should go hand-in-hand with behaviors which support the relationship between manpower and the organization's goals. In such management the managerial-level personnel and other personnel must understand "the big picture" of organizational management and the situations they are facing. They then need to choose an effective solution for themselves, building more desirable organizational behavior helps managerial-level personnel to make better judgments. It is not necessary that hotels use the LO as the only model for their management; they should also attempt to apply several models that work properly in the situations they are facing. This is because the models of crisis management which consider the relationships of the governing workforce are set from various stakeholder perspectives. Using

several models in such management, thus, allows personnel to see “the big picture” and understand managerial-level personnel. In turn, it can extend every person’s view and enable personnel to collaborate in a community practice together.

In terms of theoretical implications, this study has pointed out that the important principle of the LO, used as a model for organizational management in this study, was derived from the broaden-and-build theory of Malik & Garg (2020). This uses the LO concept to create positive impacts on employees by increasing work freedom, employee competency development, and creating meaningful working experiences. All of these can be considered as being included in the dimension of human resource development, which is always beneficial to employees’ physical and mental health. The LO is an index of members’ perceptions of the organization, in turn reflecting the organizational culture. Assessment of employees’ perceptions of the organization can predict their understanding of the organization, which is important, affecting the dynamics of learning patterns. The latter is considered as organization development via employees’ identities, taking into account individuals’ thoughts while also being concerned with organizational development.

The development of the big picture which depicts the strategies in personnel learning development can be considered the foundation for

standards in work performance, learning achievement in the organization, the organizational culture, and technological management. When every stakeholder understands knowledge skills from the same point of view, it can impact the accuracy of resource distribution or the maximization of the value of resources. Moreover, every employee will share his or her knowledge and the organization’s goals. The final outcomes are accurate knowledge application, reduction of work problems, and lifelong learning. These are considered the goals of sustainable organizations where every hotel sector is involved in management.

6. CONCLUSION

The overall results of the present research deal with an explanation of the relationship between the organization’s models and employees’ behaviors. The behaviors occur from more concise organizational management, which considers its employees’ positive work experiences, especially during a crisis. The organization’s work pattern should become flexible to accommodate every situational context by allowing problem-solving at any point in time. This is mapped with being a LO, as this goes hand-in-hand with the organization’s dynamic management planning. This is because the hotel industry mainly employs human resources. Thus, not only does the industry apply knowledge from theory, but also

learns from human experiences. Moreover, it considers setting a hotel model where the organization works together with its employees to learn about their problems. The results from this research are predictions from behavioral models and have importance in helping the readers to realize situations that hotels have experienced during the COVID-19 pandemic. In addition, the hotel should involve their employees and organizational culture, which are interwoven with each other, to develop the hotel's workflow, enabling better hotel's performance, even in a condition where the employees receive fewer rewards, allowing the organization to grow further, requires proper behavior cultivation.

One of the limitations of this study was that it was based on the LO approach. This is an integration of human resource management, crisis management, and hotel administration which takes into account management in the area that emphasizes the participation of all social sectors in the public administration along with realizing the importance of the hospitality business in all dimensions, to coexist with the tourism industry, involving various aspects and community participation. Studies should be carried out which involve more of the stakeholders impacted by COVID-19. To consider the guidelines for improving the effectiveness of hotel businesses is an assessment of the critical behavior of stakeholders in accessing hotel resources through products and

services in various aspects, especially regarding searching for information related to various stakeholder outcomes from the hotel and tourism industry.

In this light, human resource development looks at how hotels seek to thrive in critical conditions. When an organization has foresight and looks toward post-COVID19 contexts, it can thrive. Although the behavior models which the researcher has expected are from various studies, the models can be adjusted based on the dynamics of a situation. Thus, hotels should examine their own organizations, especially within the labor of knowledge mechanism. Moreover, hotels should explore other organizations' development so that they can adapt their strategies to make their own better. This includes the integration of models and necessary knowledge for organizations and people that are interested in this kind of development in the future.

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