

The Impact of Social Capital and Resilience on Organizational Citizenship Behavior Among Hotel Employees

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Abstract. The study assessed employees' social capital, resilience, and organizational citizenship behavior within the hotel industry. The study results found that hotel employees exhibit good social capital, resilience, and organizational citizenship behavior, each influencing the others. Among the aspects of resilience, "finding your calling," "interacting cooperatively," and "living authentically" received the highest ratings from the respondents. Additionally, aspects such as "managing stress," "building networks," and "staying healthy" were positively manifested among respondents, indicating a substantial likelihood of exhibiting these resilience characteristics. However, respondents were uncertain about maintaining perspective. The study also showed that hotel employees are likely to agree with and exhibit aspects of organizational citizenship behavior. A strong positive relationship was found between employees' social capital and their resilience. Linear regression analysis supported these results, revealing that social capital has a significant predictive value for resilience. Furthermore, when correlating employees' resilience with their organizational citizenship behavior, the study revealed that resilience has a strong positive effect on employees' organizational citizenship behavior. Based on these results, a framework was proposed that depicts how employees' social capital, resilience, and organizational citizenship behavior interact with one another.

Keywords: Social capital; Resilience; Organizational citizenship behavior; Hotel industry

1.0 Introduction

A crisis often refers to extreme difficulty or adversity that disrupts employees and leads to organizational instability (Roychowdhury, 2020; Juneja, 2022). The COVID-19 pandemic exemplifies such a crisis, significantly stressing employees through social isolation, anxiety, and concerns about health and job security (Smith, 2021). This impact has been especially severe in the hospitality sector, where travel restrictions and decreased demand have led to operational and employment vulnerabilities (Baum et al., 2020; Gössling et al., 2020). As businesses begin to reopen with mass immunization programs, uncertainties about viral mutations and preparedness for face-to-face interactions persist, necessitating psychological adaptation and the development of new skills among personnel (Ateljevic, 2020; Kaushal & Srivastava, 2021).

Previous research highlights the importance of social capital in navigating crises. Teams with substantial social capital, established through long-term cooperation and in-person meetings, have maintained resilience despite the global crisis and the shift to virtual interactions (Deal & Levenson, 2021). The hotel industry has leveraged

social capital to innovate and support both customer and employee well-being during the pandemic, thereby enhancing social trust (Visentin et al., 2021; Nayal et al., 2021). However, practitioners face increased uncertainty regarding the frequency and severity of extreme events and their impact on organizational infrastructure, which calls for robust management strategies (Allaine-Dupre et al., 2020).

Organizational citizenship behavior (OCB) is crucial in such unstable times, as it underpins organizational operations and success. Understanding the factors influencing OCB is essential for improving performance and achieving organizational goals (Safitiri et al., 2021). Although the literature suggests that social capital can enhance work performance across various sectors, its impact may be moderated by factors such as leader-member interactions and supervisor-subordinate relationships (Clausen et al., 2019; Ren et al., 2019). Despite these insights, gaps remain in understanding how resilience influences OCB and the factors that strengthen or weaken the relationship between social capital and OCB.

This study aims to contribute to the hotel industry in the Philippines, particularly in Pampanga, by examining the impact of social capital management and employee resilience on organizational performance. By addressing the gaps in the existing literature, this research seeks to enhance understanding of how to foster OCB and improve organizational outcomes during and after crises. This will provide valuable insights for companies and human resource practitioners, highlighting the importance of resilience and social capital in navigating and thriving in the face of extreme adversity.

2.0 Methodology

2.1 Research Design

The study used the descriptive-causal research design. Descriptive research aims to illuminate current difficulties or issues by employing a data collection process that enables a more thorough description. Meanwhile, causal research will be conducted to investigate and assess the degree and type of cause-and-effect relationships between social capital, resilience, and organizational citizenship behavior among hotel employees.

2.2 Research Participants

The study participants were 110 employees. The minimum R2 method, as described by Kock and Hadaya (2016), was used to determine the sample size. Inclusion criteria are as follows: Participants must be 18 years or older, employed at a DOT-accredited hotel in Pampanga, and have at least one year of job experience. Only permanent employees in the rank-and-file or middle-level management are eligible. They must work in hotels rated at least two stars.

2.3 Research Instrument

The research instrument used in this study comprises two main sections. The first section gathers demographic information about the respondents. The second section is divided into three parts to evaluate organizational citizenship behavior (OCB), employee resilience, and social capital, using modified versions of established scale instruments.

Organizational citizenship behavior was assessed using the Organizational Citizenship Behavior Checklist (OCB-C) developed by Spector et al. (2009). The OCB-C measures employees' behaviors beyond their formal job requirements, such as helping others and volunteering for extra work. The scale items have reported factor loadings ranging from 0.67 to 0.86, indicating strong construct validity. Employee resilience was measured using the Resilience at Work (RAW) scale developed by Winwood et al. (2013). The RAW scale assesses various dimensions of resilience in the workplace, including the ability to cope with stress and adapt to changing work conditions. The scale has been previously validated, showing a Cronbach's alpha of 0.81, indicating good internal consistency. Social capital was assessed using the Social Capital of Healthcare Organizations Reported by Employees (SOCAPO-E) scale. The scale measures various aspects of social capital, including community, mutual understanding, trust, mutual aid, shared values, and the feeling of belonging, or "we-feeling." In previous studies, the SOCAPO-E scale demonstrated a high level of reliability with a Cronbach's alpha of 0.93.

2.4 Data Gathering Procedure

Data was collected using an online questionnaire. A request for authorization to conduct a survey at a hotel was submitted via email to the Human Resource Management department. An electronic link to the Google Form questionnaire was forwarded to the hotel's human resources office upon approval. The HR office then

disseminated the link through the hotel's departmental group chats. The survey was available for two months or until a sufficient sample size was achieved, and it is expected to take respondents 5 to 10 minutes to complete.

2.5 Ethical Considerations

Before data collection, participants received an informed consent form detailing the study's purpose, confidentiality, and data disposal procedures. Respondents were assured confidentiality, and the data collected complied with the Data Privacy Act of 2012. Only the necessary information for assessing social capital, resiliency, and organizational citizenship behavior was collected. Participants were informed about the potential use of their data for publication, research forums, and future studies, with the option to opt out of future use.

3.0 Results and Discussion

3.1 Demographic Profile of the Respondents

Table 1 presents the profile of the respondents.

Table 1. *Descriptive Statistics of the Demographic Profile of the Respondents*

Measure	Item	N	%
Sex	Female	64	58.2
	Male	46	41.8
Age	18-24	48	43.6
	25-31	48	43.6
	32-38	10	9.09
	39-45	4	3.64
Educational Status	Graduate and Undergraduate Programs	102	92.7
	High School	8	7.27
Marital Status	Married	15	13.6
	Single	95	86.4
Years of Work Experience	1-5 years	86	78.2
	15 Years and More	5	4.55
	5-10 Years	19	17.3
Number of Job Changes	0 - 3 Times	103	93.6
	4 - 7 Times	7	6.36
Years at Current Company	1-5 Years	98	89.1
	5 - 10 Years	11	10.0
	10-15 Years	1	0.91
Job Position	House Keeper	21	19.1
	Front Office	16	14.6
	Food Attendant	23	20.9
	Security	1	0.91
	Manager	10	9.09
	Supervisor	4	3.64
	Other Staff	35	31.8
Monthly Income	15,000 - 21,000	24	21.8
	21,000 - 27,000	10	9.09
	27,000 - 33,000	4	3.64
	33,000 and Above	14	12.7
	9,000 - 15,000	58	52.7

Table 1 suggests that most of the employees in hotels in Pampanga are female. They were assigned to clerical and bookkeeping-related jobs, such as front desk officers, and some were assigned as food attendants, restaurant crew, and room attendants. This indicates that females can also perform duties and responsibilities typically assigned to male employees. Additionally, it reveals that hotel employees in Pampanga are predominantly millennials. In the Philippines, individuals can start working at the age of 18 and are typically eligible to retire at 60. It is essential to recognize that age can impact employees' social capital, resilience, and organizational citizenship behavior.

Furthermore, data suggests that hotels in Pampanga value education and provide opportunities for individuals with diverse educational backgrounds. Notably, single individuals often have a strong drive to display excellent work performance and attitudes, which may contribute to their social capital, resilience, and organizational citizenship behavior. In terms of working experience and age, it is not a good indicator of resilience, as the study revealed that most are from a younger generation but have already changed jobs almost three times.

When respondents are categorized by their duration of employment with their current job, the majority have been with their present company for approximately 1 to 5 years. This aligns with the earlier finding that respondents belong to the millennial age group, have worked for about four years, and have changed jobs three times or fewer.

3.2 Social Capital, Resiliency, and Organizational Citizenship Behavior

Social Capital

Social capital is the value associated with social networks and connections. It also includes a set of shared resources and values that permit individuals to unite and work together to achieve a common goal and purpose. The study ascertained employees' social capital and described how they connect. Table 2 presents the respondents' assessment of their social capital.

Table 2. *Descriptive Statistics of the Respondents' Assessment of Employees' Social Capital*

Indicators	Mean	SD	Interpretation
1. In our hotel, there is unity and agreement.	4.00	1.22	Agree/Likely
2. In our hotel, we trust one another.	3.93	1.30	Agree/Likely
3. In our hotel, there is a "we are feeling" among the employees.	3.82	1.22	Agree/Likely
4. In our hotel, the work climate is good.	3.95	1.23	Agree/Likely
5. In our hotel, the willingness to help one another is great.	4.09	1.25	Agree/Likely
6. In our hotel, we share many common values.	4.01	1.32	Agree/Likely
Composite Mean	3.97	1.19	Agree/Likely

The study results show that the respondents generally agree on measuring their social capital, with a mean of CM = 3.97 and a standard deviation of SD = 1.19. These results indicate a healthy working environment and healthy connections and networks among hotel employees in Pampanga. This is a good sign that, even amidst the pandemic, most hotels in Pampanga invest in social capital because they believe that this helps them provide quality hospitality services that contribute to the province's commitment to excellent tourism.

The rise of the COVID-19 pandemic put social capital in the province of Pampanga at risk. Sieglösch (2020) noted that the coronavirus had been more prevalent in areas with high social capital, such as European cities. This is also true for the province of Pampanga, as the results showed that, despite the rise of the COVID-19 pandemic, social capital among hotel industry employees remains high. It can also be observed that social capital, particularly in the absence of lockdown procedures, is a critical element in the successful containment of a public health emergency. The study's findings have immediate implications for policymakers in determining the severity of regional containment measures, particularly in light of anticipated future COVID-19 waves. Fewer and less stringent limitations on social and economic life may be possible in places with greater social capital without hurting public health.

The hospitality sector has experienced fluctuations in response to global events, and more established, older businesses, such as hotels in Pampanga, are accustomed to this kind of instability. Due to a strong sense of social capital among employees, when travel opportunities resume, the hotel sector in the province is well-positioned to expand and is already showing signs of a strong recovery. The chances of attracting top personnel who can help these hotels adapt to the new environment and leverage the adjustments and innovations made possible after this period of upheaval will be substantial due to a strong display of social capital among employees.

The high level of competition in the hotel industry, which prevents collaboration between hotel businesses and hinders the growth of robust hotel networks that could be leveraged to support or aid members in times of crisis, can be partially attributed to the limited role of social capital (Grängsjö & Gummesson, 2006). The results of this study are significant to the present study, as they provide insight into the background of the research problems. The social capital measured in the present study was grounded in the latter study and served as input for the development of the paradigm in the present study.

Resilience

Serfilippi and Ramnath (2018) defined resilience as the capacity of organizations, societies, and individuals to manage harm and promote sustainability in the face of adversity. When evaluating resilience, Sutcliffe and Vogus (2003) suggest considering how an individual or organization was exposed to adversity and how it

responded to that adversity. Table 3 shows that all aspects of resilience received good ratings from the respondents, except for the uncertainty of beliefs regarding maintaining perspective.

Table 3. *Descriptive Statistics of the Respondents' Assessment of Employees' Resilience*

Indicators	Mean	SD	Interpretation
1. I have important core values that I hold fast to in my work life.	3.96	1.32	Agree/Likely
2. I know my strengths and use them regularly in my work.	4.18	1.28	Agree/Likely
3. I can change my mood at work when I need to.	3.86	1.25	Agree/Likely
4. I know myself and my feelings honestly and realistically.	4.09	1.25	Agree/Likely
5. My work helps to fulfill my sense of purpose in life.	4.05	1.26	Agree/Likely
6. My workplace is somewhere where I feel that I belong.	4.05	1.24	Agree/Likely
7. My work fits well with my values and beliefs.	4.03	1.22	Agree/Likely
8. Generally, I appreciate what I have in my work environment.	4.11	1.21	Agree/Likely
9. When things go wrong at work, it tends not to overshadow the other parts of my life.	2.52	1.30	Neither Agree, Nor Disagree
10. Nothing at work ever really 'fazes me' for long.	3.65	1.15	Agree/Likely
11. Negative people at work tend to pull me down.	2.15	1.10	Disagree/Unlikely
12. When problems arise at work, I focus on finding solutions rather than worrying about them.	3.93	1.29	Agree/Likely
13. I make sure I take breaks to maintain my strength and energy when I am working hard.	4.02	1.28	Agree/Likely
14. I have developed reliable ways to relax under pressure at work.	3.96	1.26	Agree/Likely
15. I have developed reliable ways to deal with the stress of challenging events at work.	3.95	1.24	Agree/Likely
16. I am careful to ensure that my work does not dominate my personal life.	4.00	1.23	Agree/Likely
17. I often ask for feedback to improve my work performance.	4.02	1.22	Agree/Likely
18. I believe in giving help to my work colleagues, as well as asking for it.	4.08	1.24	Agree/Likely
19. I am not afraid to seek advice and support when I need help with my work.	4.03	1.26	Agree/Likely
20. I am careful to maintain a good level of physical fitness.	3.95	1.23	Agree/Likely
21. I am careful about eating well and healthily.	3.90	1.22	Agree/Likely
22. Keeping physically fit helps me cope with the demands of my work.	3.89	1.27	Agree/Likely
23. I have friends at work I can rely on to support me when I need it.	3.92	1.29	Agree/Likely
24. I have a strong and reliable network of supportive colleagues at work.	3.95	1.24	Agree/Likely
25. My personal support network is important to my coping at work.	3.93	1.29	Agree/Likely
Composite Mean	3.87	1.03	Agree/Likely

The COVID-19 pandemic has altered the hospitality service delivery processes of hotels in Pampanga. However, their resilience is still high, and they can withstand the crisis. Results of this study show that hotels in Pampanga can respond to the new normal by strengthening their management control, human capital, infrastructure, teamwork, and continuous display of resilience. Resilient employees will respond calmly and with a positive attitude to challenging circumstances. They can find significance in their job, recognize the gravity of the issue, and respond calmly and effectively. As a result, they carry out their duties as required and refrain from bothering others while exhibiting good citizenship traits, such as supporting coworkers and actively participating in organizational politics. According to Ryff and Singer (2003), resilience fosters flourishing in the face of adversity. Positive results in terms of greater commitment and OCB are driven by a person's capacity to

thrive amid adversity and successfully manage stress.

There may be a possible link between resilience and OCB; people with high levels of resilience can recover from adversity by developing and employing their endowment of capability to engage with the environment in a way that adapts and sustains functioning before, though, and after any hardship (Alshaabani et al., 2021). The capacity to respond well under pressure, display helpful conduct, uphold organizational loyalty, show initiative, display sportsmanship, and be receptive to all situations (Das, 2021). These workers can continue to use their mental and physical abilities to overcome these obstacles. Therefore, they put in much effort despite obstacles and difficult circumstances (Das, 2021). Employees may bounce back from challenges with the support of their leaders' and coworkers' trust, which encourages good, productive conduct. These results served the purpose of the present study, as they were considered parameters in measuring the resilience of hotel employees. The resiliency characteristics mentioned in these studies were used to describe hotel employees in Pampanga.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to all the helpful and productive acts and behaviors that employees engage in beyond their official job descriptions. Anything employees do voluntarily to support their coworkers and advance the organization qualifies as OCB. Employees are not obligated to participate in OCB as part of their contractual obligations or as a need for them to perform their work. Hiring workers with a high level of OCB is essential in the hospitality industry. As a result, hotel management must consider how to inspire OCBs and provide them with the necessary tools to enhance worker productivity. According to Tang & Tang (2012), high-performance HR management strategies that involve collaboration, consistent communication with employees, fostering just organizational climates, and helping employees understand the value of providing exceptional service define OCB for hotels. Additionally, Chen et al. (2018) discovered that workers in higher-paying, married, older, and highly educated positions are more likely to participate in service-oriented OCBs. Additionally, they discovered that a well-established company service culture and a more strongly held sense of business ethics lead to higher OCBs. Table 4 presents the assessment of employees' organizational citizenship behavior (OCB).

Table 4. *Descriptive Statistics of the Respondents' Assessments of Employees' Organizational Citizenship Behavior*

Indicators	Mean	SD	Interpretation
1. I act as a "peacemaker" when others in the workplace have disagreements.	3.77	1.19	Agree/Likely
2. I take steps to try to prevent problems with other employees.	3.85	1.25	Agree/Likely
3. I am a stabilizing influence in the workplace when dissension occurs.	3.79	1.19	Agree/Likely
4. I attend and actively participate in work meetings.	3.95	1.27	Agree/Likely
5. I attend information sessions that employees are encouraged but not required to attend.	3.95	1.28	Agree/Likely
6. I attend functions that are not required but help the hotel's image.	3.56	1.29	Agree/Likely
7. I focus on what is wrong with the workplace rather than the positive side of it.	3.22	1.47	Neither Agree, Nor Disagree
8. I tend to make problems bigger than they are at work.	2.78	1.53	Neither Agree, Nor Disagree
9. I always find fault with what the workplace is doing.	2.83	1.54	Neither Agree, Nor Disagree
Composite Mean	3.52	1.11	Agree/Likely

Table 4 shows that the respondents display agreement and likeliness on the parameters used to measure their OCB, with an overall mean of 3.52 and a standard deviation of 1.11. These results are reasonable indications and an excellent display of organizational citizenship behavior. This manifests the employees' motivation to deliver quality service to their clients, indicating work productivity. These results could also serve the human resource department of each hotel in the province in strengthening employees' organizational citizenship behavior, especially during times of COVID-19, when reporting to work is a struggle for employees. This could serve as the basis for developing training plans and team-building activities to enhance employees' organizational citizenship behavior. Each hotel in Pampanga should demonstrate organizational support and commitment to maintain its employees' morale at a high and strong level amidst the pandemic.

Hiring staff with a high degree of OCB in the hospitality sector is critical. Therefore, hotel management must

consider motivating OCBs there and enabling them to enhance staff productivity. The OCBs for hotels are shaped by high-performance HR management practices that work in coordination, communicate consistently and clearly to employees, and create organizational climates that help employees appreciate the importance of service excellence (Tang & Tang, 2012). This was considered as input for measuring OCB among hotel employees. The results of the previous studies remain significant to the present study. The findings of Chen also provide insight for the researcher in crafting the study instrument. The results of this study are similar to those of the present study, as both found that employees with high degrees of education are more involved in service-oriented organizational citizenship behaviors.

3.3 Relationship Between Employees' Social Capital and Their Resilience

To determine whether employees' social capital has a direct relationship with and influence on their resilience, Pearson's r correlation coefficient and regression analysis were utilized. Social capital is considered the independent variable, while employees' resilience is the dependent variable. Tables 5 and 6 present the study's results.

Table 5. *Analysis of the Relationship Between Employees' Social Capital and Resilience*

Model	R-value	R-square	P-value	Decision	Interpretation
Social Capital Resiliency	0.9105	0.8290	$p < .001$	Accept H1	Significant

Table 5 shows the relationship between employees' social capital and their resilience. Results show a significant relationship between the two variables with $r(110) = 0.9105$; $p < .001$. The R-value indicates a powerful positive relationship between employees' social capital and their resilience. Additionally, the R-squared value of 0.8290 indicates that 82.90% of the variation in the outcome variable (resilience) can be explained by the predictive variable (social capital).

The positive correlation between social capital and employees' resilience could aid each hotel in developing a framework or training plan that could strengthen both employees' social capital and resilience, especially now that the province is still battling the COVID-19 pandemic. Additionally, the positive relationship between the two variables indicates that as employees' social capital increases, their resilience also increases. It is worth noting that the human resource management office should strengthen employees' social capital by organizing training sessions, seminars, or workshops to maximize employees' potential and expand their networks. Providing incentives and appraisals to employees would also increase their social capital and resilience.

The results of the study align with the findings of Polyviou et al. (2019), Shani (2020), and Wulandhari et al. (2022), which show that social capital has a positive influence on employees' resilience in manufacturing industries, the educational system, and businesses, respectively. This result implies that the relationship between social capital and resilience is similar in the hotel industry, as also shown by Clausen et al. Al (2019) found that social capital affects employment results across various businesses. Although not directly mentioned in this study, the results imply similar patterns of relationships between social capital and resilience.

Table 6 presents the results of the linear regression analysis examining the relationship between employees' social capital and resilience. It can be gleaned from the table that social capital is a significant predictor of employees' resilience, with $\beta = 0.7917$, $t(108) = 22.716$, $p < .001$. The results of the study also indicate that for every unit increase in employees' social capital, the model predicts a 0.7917 increase in resilience. This model can also serve the hotels in Pampanga, as it can serve as a basis for their policymaking and implementation. Hotel administration should investigate ways to promote authentic living, help employees discover their calling, maintain perspective, manage stress, interact cooperatively, stay healthy, and build professional networks.

Table 6. *Regression Analysis Between Employees' Social Capital and Resilience*

Model	Unstandardized Coefficients (β)	Standard Error	t- Stat	P-value	Interpretation
Intercept	0.7271	0.1431	5.272	$p < .001$	Significant
Social Capital	0.7917	0.0346	22.72	$p < .001$	Significant

Social capital refers to the connections between people and groups within an organization, as well as the

conventions, shared beliefs, and mutual respect that support these connections. It is achieved by forging relationships with those outside the organization or by developing bonds with those already within it. The results of this study could help hotels in Pampanga to rebuild after a tragedy, which is strongly predicted by social capital, particularly by bridging social capital and its relationship to resilience. It can be observed from the results that although social capital can be utilized to enhance resilience and recovery, its impact on hotel organizations is not always positive. Social capital issues must be considered and incorporated into adaptation policies and hotel management initiatives.

3.4 Relationship Between Employees' Social Capital and Their Organizational Citizenship Behavior (OCB)

When social capital is related to employees' organizational citizenship behavior, the study reveals a strong positive relationship between social capital and OCB, $r(110) = 0.7671$. This relationship is significant with $p < .001$. Table 7 supports this outcome.

Table 7. *Analysis of the Relationship Between Employees' Social Capital and OCB*

Model	R-value	R-square	P-value	Decision	Interpretation
Social Capital OCB	0.7671	0.5884	$p < .001$	Accept H2	Significant

It can also be observed from the table that 58.84% of the variation in the outcome variable (OCB) can be explained by the predictive variable (social capital). A positive influence is observed based on this result. The model of this relationship is presented in Table 8. Table 8 presents the linear regression analysis of employees' social capital and OCB. It can be gleaned from the above table that employees' social capital is a significant predictor of their OCB, with $\beta = 0.7160$, $t(108) = 12.426$, $p < .001$. The results of the study also indicate that for every unit increase in employees' organizational citizenship behavior (OCB), the model predicts a 0.7160 increase in social capital.

Table 8. *Regression Analysis Between Social Capital and OCB*

Model	Unstandardized Coefficients (β)	Standard Error	t- Stat	P-value	Interpretation
Intercept	0.6832	0.2384	2.866	0.005	Significant
Social Capital	0.7160	0.0576	12.43	$p < .001$	Significant

The results of this study are consistent with those of Amintojar et al. (2015) in the Municipality of Mashjad. While the present study was conducted among hotels in Pampanga, Amintojar's study was conducted among employees of the Municipality of Mashjad. However, both studies yield similar results, indicating that social capital has a direct impact on organizational citizenship behavior. The hotel industry in Pampanga should consider this study's findings and incorporate its results into its policymaking and implementation. The personnel development program should consider strengthening the employees' social capital, which will increase their organizational citizenship behavior, especially during the COVID-19 pandemic.

Gutierrez et al. (2011) revealed that social capital is a key factor in the success of participatory management on a global scale. In his study, Vigoda (2000) mentioned that businesses that promote OCB are more productive and healthier overall. This concurs with the findings of this study. Additionally, the results of this study align with those of Amintojar et al. (2015), which indicate that social capital has a favorable impact on organizational citizenship behavior. This implies that while social capital is the accumulation of assets based on these connections that might help an organization achieve its objectives, organizational citizenship behavior is a meta-duty behavior that is voluntary and effective at boosting organizational effectiveness. It is neither structured directly nor indirectly through the organization's official incentive system. All managers strive to increase their capital, create value, and enhance their privileges in the competitive marketplaces. Any group with more resources is stronger and has more support.

3.5 Relationship Between Employees' Resilience and Their Organizational Citizenship Behavior (OCB)

Another study objective was to determine whether resilience has a positive influence on employees' organizational citizenship behavior. Table 9 shows the relationship between employees' resilience and organizational citizenship behavior. The results of the study show a significant relationship between the two variables, with $r(110) = 0.8010$; $p < .001$. The R-value 0.8010 indicates a powerful positive relationship between

employees' resilience and organizational citizenship behavior. Additionally, the R-squared value of 0.6416 indicates that 64.16% of the variation in the outcome variable (OCB) can be explained by the predictive variable (resilience). A positive influence is observed based on this result.

Table 9. *Analysis of the Relationship Between Employees' Resiliency and OCB*

Model	R-values	R-square	P-value	Decision	Interpretation
Resiliency OCB	0.8010	0.6416	p<.001	Accept H3	Significant

Table 10 presents the linear regression analysis of employees' resilience and OCB. It can be gleaned from the above table that employees' resilience is a significant predictor of OCB, with $\beta = 0.8598$, $t(108) = 13.903$, $p < .001$. The results of the study also indicate that for every unit increase in employees' organizational citizenship behavior (OCB), the model predicts a 0.8598 increase in resiliency.

Table 10. *Regression Analysis Between Employee Resiliency and OCB*

Model	Unstandardized Coefficients (β)	Standard Error	t-Stat	P-value	Interpretation
Intercept	0.1979	0.2474	0.800	0.425	Not Significant
Resiliency	0.8598	0.0618	13.903	p<.001	Significant

The study's conclusions showed that resilience had a significant and positive influence on OCB. According to linear regression, resilience signifies an effect on employees' OCB. It can also be inferred from the table that, unequivocally, the highest levels of organizational citizenship behavior are produced when leaders of the organization have faith in their employees. Therefore, this analysis identifies the significant contribution of leadership trust to mitigating the adverse effects of resilience on corporate citizenship activity. The results of this study confirm the findings of Paul et al. (2016), indicating that social capital and organizational commitment act as mediating factors of OCB, having a direct positive effect. The findings provide concrete evidence of the beneficial relationship between resilience and OCB. It also highlights how resilience affects organizational commitment. Results have confirmed the mediating role of organizational commitment in the relationship between resilience and OCB, supporting the underlying mechanism of the association between resilience and OCB. This also supports Luthans's (2002) and Tugade & Fredrickson's (2004) findings. Resilience in these circumstances enables workers to adapt to changes at work and maintain mental stability despite facing challenges (Tugade & Fredrickson, 2004).

3.6 Model Summary

Figure 1 shows the model summary for the interaction of employees' social capital, resilience, and organizational citizenship behavior.

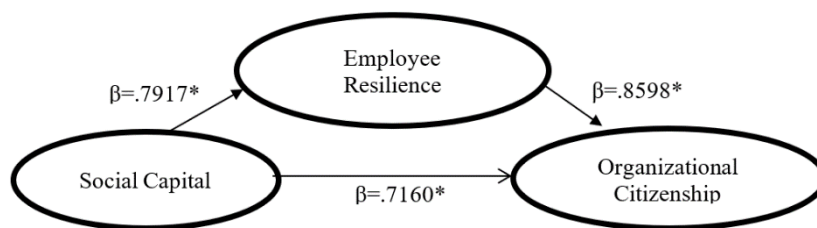


Figure 1. *Model Summary*

The model suggests that social capital influences employees' resilience and organizational citizenship behavior. The beta coefficient indicates that for a unit change in employees' resilience, social capital will increase by 0.7917. Likewise, it can be observed from the model that a unit change in OCB results in an increase of 0.7160 in social capital. This indicates a positive effect on the dependent variable. Finally, the model demonstrates that resilience has a direct, positive effect on employees' organizational citizenship behavior. This reveals that a unit change in OCB results in an increase in resilience of 0.8598.

4.0 Conclusion

The study's findings reveal several key insights into the characteristics and motivations of hotel employees in Pampanga, particularly millennials. This demographic group places a high value on meaningful motivation, driven by their desire to be creative, share their talents, and have a positive impact on others and their communities. These intrinsic motivators shape their career approach, often manifesting in efforts to address local or global issues, inspire others, or provide aid.

Moreover, the study highlights the strong presence of social capital among hotel employees in Pampanga. These employees excel at building networks and connections within their organizations, demonstrating a significant capacity for resilience. They effectively respond to workplace challenges, maintain energy and vigor in their tasks, and manage stress well, although there is some uncertainty about their ability to consistently maintain perspective. Additionally, the findings indicate that these employees can interact effectively and cooperatively with one another, further emphasizing the importance of social capital in their professional environment.

The study also demonstrates that social capital has a significant impact on employees' resilience, highlighting the importance of cultivating healthy environments within the hotel industry to strengthen this relationship. The model developed in the research illustrates a significant impact of resilience on organizational citizenship behavior, suggesting that resilient employees are more likely to exhibit behaviors that benefit the organization. Consequently, hotel industries should prioritize strategies that support and enhance their employees' resilience and organizational citizenship behavior.

Future research could explore the specific mechanisms through which social capital enhances resilience and identify additional factors that may influence the relationship between resilience and organizational citizenship behavior. Such studies would contribute to a deeper understanding of cultivating a supportive and productive work environment in the hospitality industry.

5.0 Contributions of Authors

SML – Editing, Writing, Supervising, Data Analysis, Encoding, etc.

6.0 Funding

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7.0 Conflict of Interests

The author declares no conflict of interest.

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