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TOURISM MANAGERS' PERCEPTION OF THE IMPACT OF THE EMOTIONAL INTELLIGENCE AND RESILIENCE ON ORGANIZATIONAL RESPONSE TO CRISES

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Abstract. The study aims to analyze the synergies between internal factors (i.e., emotional intelligence and resilience) and external factors (i.e., governmental support) on the performance of tourism organizations in the post-disaster recovery phase. Data collected from the sample of 390 managers and owners in the tourism industry were analyzed using structural equation modeling with partial least squares (PLS-SEM) as an appropriate model method with variables containing multiple items and multiple causal relationships. Our findings reveal that the resilience of tourism organizations (during and post-pandemic crisis) is positively influenced by the employees' and managers' emotional intelligence and government support. Planned and adaptive resilience significantly affects organizational response to disruptive events and organizational performance. Our findings guide tourism organization managers and government authorities and help them make timely decisions based on the relationship between resilience, emotional intelligence, and governmental support during and after a crisis. Managers need to be aware of the importance of emotional intelligence in managing the business in uncertain/turbulent times and to be concerned with improving emotional intelligence for themselves and their employees. Our study is one of the first to analyze the pandemic's effects in the post-disaster recovery phase and the first one focused on Romania's tourism organizations.

Keywords: emotional intelligence, organizational resilience, COVID-19 crisis, government support, post-disaster recovery phase, performance.

JEL Classification: M12, Z32, L21.

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Introduction

On March 11th, 2020, the World Health Organization officially classified COVID-19 as a pandemic, starting a period of disruptive changes with a negative impact on the economic and social levels because of the lockdown. Many organizations were closed, unemployment increased, global trade slowed, and consumption and travel habits were changed, and all these actions negatively affected the organizations in the field of tourism (Liu et al., 2023; Škare et al., 2021). As a result, the COVID-19 pandemic raised many challenges for the tourism sector, and one of our objectives was to analyze the factors that contributed to improving the tourism industry's performance during those difficult times. Therefore, resilience in tourism organizations was quite frequently addressed even before the outbreak of the COVID-19 pandemic, as crises or disasters had a substantial impact on this industry, albeit not on a global scale (Jiang et al., 2019; Orchiston et al., 2016). However, after the outbreak of the COVID-19 pandemic, the researcher oriented their attention to a critical analysis of organizational resilience in tourism to elaborate and validate different structural models (Filimonau et al., 2020; Pathak & Joshi, 2021; Sobaih et al., 2021).

Sharma et al. (2021) underline the role of three main stakeholders (i.e., governments, market players, and local communities) that must act together to increase the industry's resilience and conclude that the COVID-19 pandemic would contribute to creating new business models, essentially determining the tourism industry's chances of survival by enhancing its stability and resilience. The second half of 2021 was marked by a gradual return to normality, noting that the effects of the pandemic did not disappear immediately because these effects are still being felt both in the activity of tourism organizations and the tourists' behavior. Therefore, our study fills an existing gap in organizational resilience research by building a model based on emotional and external factors that interfere with organizational resilience in the Romanian tourism industry in two contexts (i.e., under crisis and post-crisis period).

This paper is one of the first studies conducted after the pandemic crisis has ended, and the dust has settled, allowing the organizations to evaluate their actions objectively and adequately and evaluate the pandemic's effects reflected in their financial statements. Moreover, to understand the resilient capabilities of the organizations in relationship with the government's support measures and the suitability of the organization's response to the crisis, our construct should be evaluated in the post-disaster recovery phase (as defined by Le & Phi, 2021), after the organization has had the chance to recover and get back on track with its day-to-day operations. In the organizational resilience literature, very few papers have proposed structural models for analyzing organizational resilience in the aftermath of the COVID-19 pandemic, including constructs targeting the emotions of an organization's employees/managers (Pathak & Joshi, 2021). Therefore, emotional intelligence (EI) as an internal factor influencing organizational performance and the organization's response to crises is another element of originality of our study).

The paper has a logical structure starting with the Literature review and hypotheses development section that is a foundation from which the study is derived, thus supporting the research findings and Methodology following this section. The results and discussion section presents details about research hypotheses and Conclusions, implications, limitations and the future research section includes the key focus of the study.

1. Literature review and hypotheses development

During the COVID-19 pandemic, the government's effort to halt the spread of the virus translated into travel restrictions for the population and the closure of businesses in the tourism sector. This disruptive event created major obstacles that all tourism organizations had to overcome to adapt and survive.

Our research analyzes the relationship between factors related to the organizations' ability to recover, the employees' mindset, and the government's support measures (GS). Therefore, our research is one of the first (the first regarding Romania's tourism sector) that tackles these issues in the post-disaster recovery phase when the pandemic's effects are starting to show in the organization's financial statements.

1.1. Planned resilience (PR) and Adaptive resilience (AR)

Resilience is a concept used and defined in several scientific fields: physics, biology, ecology, psychology, sociology, economics, mathematics, and engineering (Sabatino, 2016). Generally, resilience is "the capacity for a system to maintain a desirable state or desirable functions while undergoing adversity or to return to a desirable state as quickly as possible after being impacted" (Vert et al., 2021, p. 1). Duchek (2020) identified three approaches to resilience: defensive response (resistance/recovery), harsh response (adaptation), and proactive (anticipative) response.

Gilly et al. (2014) point out that resilience is an organization's reactive ability to withstand external events and proactive ability to anticipate such events and develop new ways of acting. Consequently, Bouaziz and Hachicha (2018) argue that resilience is more than resistance or adaptation to change because it presumes to adopt a proactive attitude by anticipating and taking advantage of change. After all, resilience involves organizational renewal from the inside out, transformation, and dynamic creativity.

Hillmann and Guenther (2021, p. 8) consider that organizational resilience launches several challenges, starting from the definition (as "a capability, capacity, characteristic, outcome, process, behavior, strategy or approach type of performance or a mix of these"), continuing with the differences between the contexts/events about which it is studied, with the single or multi-level approach, with the ways of achieving and finally, with its strategic and/or operational dimension.

Barasa et al. (2018) identified several factors that influence organizational resilience: material resources (or, more generally, the resources' availability); preparedness and planning, information management; collateral pathways and redundancy (having several different action plans to achieve organizational goals and preserving additional resources that can be used in case of emergency); the governance process, leadership practices; organizational; human resources (adequate workforce, regarding both size and abilities; high staff motivation and commitment) as well as social networks and collaboration.

Prayag and Dassanayake (2022) found two categories of factors that influence the development of organizational resilience: internal (i.e., the employees' skills, cash flow reserves, organizational learning, innovation, creativity, and psychological capital) and external (social resources are the key element).

Lee et al. (2013) developed an organizational resilience model based on two factors: adaptive capacity and planning. Therefore, Nilakant et al. (2014, p. 80) define planned resilience (PR) as "the use of existing, predetermined planning and capabilities, as exemplified in business continuity and risk management," and Barasa et al. (2018) go further and consider that PR refers to an organization's ability to use pre-existing plans to avoid or minimize the effects of a significant disruptive event.

PR can be achieved by the following actions: a high level of technical competence, implementing procedures and practices to avoid disastrous events, and establishing a formal but flexible structure of roles and responsibilities during crises.

Adaptive resilience (AR) occurs naturally during or after crises or disasters. It is defined as an organization's ability to effectively respond, quickly recover, and successfully renew itself in the face of disruptive events (Nilakant et al., 2014). To develop AR, organizations should reduce social, cultural, and behavioral barriers that may lead to the isolation of some groups/individuals in the organization, maintain and manage sufficient internal resources that give the organization the ability to function during regular periods, as well as the capacity to adapt, which is essential in times of crisis (Burlea-Schiopoiu et al., 2017); staff engagement and involvement; sharing information and knowledge; a strong leader who ensures proper management and can make the right decisions; encouraging and rewarding staff innovation and creativity in finding solutions to new problems; rapid delegation of authority (including the power to make certain decisions) to enable employees to respond to challenges effectively; encouraging staff awareness regarding the organization, its performance, and potential problems (Lee et al., 2013). Considering the theoretical elements presented in the literature, we developed the following research hypothesis:

Hypothesis 1: Planned resilience directly influences adaptive resilience.

1.2. Emotional intelligence (EI)

At the organizational level, the COVID-19 pandemic was one of the most significant tests for both the leaders' and the employees' EI (Jena & Goyal, 2022). A disruptive event causes a myriad of emotions among the personnel, which must be managed as best as possible.

Scholars and practitioners continuously developed theories, definitions, and factors used to measure EI. However, the starting point was in 1990 when Salovey and Mayer (1989–1990, p. 189) defined EI as "the ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions." Goleman (1995) divided EI into five elements, starting from the definition of emotions and their utility, explaining the nature of emotional intelligence, assessing the relationship between heart, mind, and medicine in managing the process of emotional intelligence, and presenting some windows of opportunity related to costs of Emotional Illiteracy. Therefore, intelligence should control and direct emotions to achieve positive results and avoid or diminish crises and conflicts.

EI plays an essential role in the systemic relationship between the potential AR of the organization and the negative impact of disruptive events such as the COVID-19 pandemic. Prentice and King (2013) have shown that the relationship between EI and organization-

al citizenship behavior influences the organization's ability to adapt during difficult times. Likewise, Dhoopar et al. (2022) concluded that EI is crucial in developing an organization's resilience capabilities.

Based on previous research that considers adaptability as a mediating factor between emotional intelligence and organizational performance (Prentice & King, 2013), we developed the following hypothesis:

Hypothesis 2: Emotional intelligence directly influences adaptive resilience.

The crises are perceived as negative phenomena, and organizations react differently due to their available resources and potential adaptability to external influences. Therefore, they can use the managers' and the employees' EI as internal factors to react to negative phenomena.

Sadovy et al. (2021) proved that professionals with high EI have higher work performance and lower counterproductive work behaviors. In the same direction, Heredia et al. (2022) believe that EI allows employees to control their work performance and improves their communication, problem-solving, decision-making skills, and empathy. Consequently, in unfavorable and uncertain situations (as in the case of pandemic and post-pandemic periods), EI, through adequate stress and anxiety control, helps the employees to adapt to changes around them (Heredia et al., 2022).

In organizations where the managers lack EI, employee commitment and involvement will be lower, which might harm the organization's response during a crisis because, as Barasa et al. (2018) have shown, the employees' commitment is determinant in surviving and adapting the organization to disruptive events. Förster et al. (2022) consider that during a crisis, leaders must balance analytical intelligence and EI (i.e., remain calm and rational without being overwhelmed by emotions). Leaders with such skills positively influence employees' satisfaction, are more prone to share and combine information in new ways, and can be considered agents of organizational change.

Summing up, managers with high EI can find solutions for effective communication with employees, solving conflicts, and stimulating cooperation. Therefore, to motivate and increase employee satisfaction, managers should build an organizational climate of trust that contributes to increasing employee engagement and contribute to their personal development. Moreover, while managing stress and uncertainty, high EI leaders can objectively assess situations to make rational decisions, even under challenging conditions, and be more open to innovation. Considering all of these, in challenging and uncertain times, such as during and after the COVID-19 pandemic, how organizations respond to the various external challenges determines the EI level of managers and employees.

1.3. Government support (GS)

The resilience of their external environment can influence the organization's resilience, and from this perspective, government support during the pandemic and post-pandemic period significantly influenced the business environment's survival in Romania and abroad. Moreover, Salem et al. (2022) concluded that government intervention and collaboration between government structures and businesses are critical to ensure the latter's survival. Therefore, we should mention that resilience does not refer to the mere survival of a business, but it is also related to its ability to adapt and thrive in the *new normal* environment.

Government support for tourism organizations enhances their resilience by fortifying characteristics such as robustness (making it more resistant to economic shocks and capable of sustaining operations during crises.), adaptive resilience (its ability to adapt to changing circumstances), social capital (making it easier for tourism organizations to access local resources and support during times of need), and innovation, allowing them to explore new opportunities, markets, and revenue streams. This support is especially crucial in the post-disaster recovery stage, as it helps tourism entities withstand and recover from the impacts of events like the COVID-19 pandemic, ultimately contributing to the long-term sustainability of the tourism industry.

During the pandemic, it was clear that GS measures meant to help struggling organizations were urgently needed. However, the unprecedented scale of the coronavirus pandemic, as well as the fact that most countries had no practical experience in managing a crisis of such magnitude, had led, at least in the early stages, to a government response that, according to Hidayat et al. (2021a) was not strong enough.

The GS has been based on two measures: limiting public health hazards and supporting businesses. The University of Oxford developed a database (Oxford COVID-19 Government Tracker – Ox-CGRT) containing three leading indices: a stringency index, a containment and health index, and an economic support index (Hale et al., 2020). Wang et al. (2021) refer to three major categories of interventions with potential implications for the travel and leisure industries: social distancing measures, containment and health measures, and economic support measures. In order to mitigate the adverse economic effects generated by restrictions, governments have tried to support affected areas, especially tourism, since this industry has a significant share of many countries' GDP.

In Romania, the tourism industry represents almost 5% of the GDP and employs a little over 4% of the total active population. Governmental support for tourism organizations during the pandemic consisted of tax exemptions, government-supported technical unemployment limited at 75% of the gross salary (a general measure not limited to the hospitality industry), and financial support for affected hospitality organizations, among others. Nevertheless, some business owners addressed several issues regarding the government's actions, such as frequent and intensive restrictions, lousy timing, and delayed and highly bureaucratic financial support measures. Therefore, several studies questioned the role of government interventions in building resilience for tourism organizations (Sigala, 2020; Ioannides & Gyimóthy, 2020).

Sigala (2020) considers that by treating the symptoms and not the crisis roots, the government's strategies, based on an old economic mindset, can lead to repeating crises. These measures aimed to maintain business continuity, restart, and return to old economic success growth while not coming up with the solutions needed to detach from old paradigms and business models.

Ioannides and Gyimóthy (2020) believe that government interventions are insufficient to provide quick solutions to various entities to face the consequences of the pandemic, and they draw attention to the fact that existing power asymmetries may prevail in government interventions (i.e., large tourism organizations benefit more from government support when compared with SMEs).

The GS has helped organizations stay afloat in the short term. However, these support measures raised several issues related to costs that can generate long-term public debt imbalances, inequitable distribution, and incentives that do not determine adjustments of activities or a sustainable orientation. Given these criticisms, we ask ourselves whether the government's support measures in the COVID-19 pandemic have really contributed to increasing organizational resilience, and thus, we developed the following hypothesis:

Hypothesis 3: Government support directly influences adaptive resilience.

1.4. Organizational response to crisis (ORC)

The COVID-19 pandemic significantly impacted the activities of tourism organizations because the challenges started in the first days of the lockdown when these organizations had to adapt to the health and social distancing rules. Companies' response to these unprecedented challenges must be fast (Güzel & Ergen, 2022). Safety perception is an essential antecedent of tourist behavior (Matiza, 2023), and, for this reason, in hospitality organizations that continued to operate during the COVID-19 pandemic, early adoption of health and safety measures was a key differentiator. Providing health and safety signals was necessary to reduce the traveler's perceived risk of the pandemic, impacting their intention to travel and the selection of accommodation (Maulana et al., 2022). Pre-existing contingency plans (if developed) were rendered obsolete by the magnitude of this pandemic (Lawson et al., 2022). Between organizations (including those in the hospitality field), there were significant differences in response reactions to the crisis generated by the COVID-19 pandemic. Le and Phi (2021) highlighted that the organization's size, resources, government support, and regulations influenced the ORC.

Filimonau et al. (2020, p. 8) identified the following organizational response actions: refunding customers for canceled reservations, vouchers for customers who could honor their reservations, donating food surpluses, and financial/economic assistance to employees to compensate for temporary layoffs.

Leadership is an essential factor in shaping the organizational response to disruptive situations (such as the COVID-19 pandemic), which can influence both the promptness of the response and its nature. The successful organization's response (adaptation/transformation) to crises depends on a particular leadership approach, which consists of building a workplace climate based on trust, cooperation, and optimism of improving employees' commitment and satisfaction, as we previously highlighted when analyzing the relevance of EI in the management of the crises.

Hypothesis 4: Planned resilience directly influences the organizational response to COVID-19 crisis.

Hypothesis 5: Adaptive resilience directly influences the organizational response to COVID-19 crisis.

Hypothesis 6: Emotional intelligence directly influences the organizational response to COVID-19 crisis.

Hypothesis 7: Government support directly influences the organizational response to COVID-19 crisis.

1.5. The performance of tourism organizations (PRFO)

During the COVID-19 pandemic, tourists' preferences changed, becoming more oriented towards domestic tourism, travel by personal car, and choice for less crowded destinations. Starting from the initiative of hospitality employers' organizations, a study in Romania revealed a 40% decrease in this industry's company turnover in 2020 compared to 2019 (Ionescu, 2021).

The challenges induced by the COVID-19 pandemic at the organizational level have increased scholars' interest regarding the correlation between resilience and PRFO, although with divergent results. For example, Hillmann and Guenther (2021) identified survival, reducing organizational decline, and competitive advantage (subsequently reflected in financial performance) as organizational outcomes of resilience besides performance. On the other hand, Beuren et al. (2022), based on the unidimensional approach to performance, have not found a direct relationship between resilience and performance but concluded that resilience indirectly influences PRFO through variables such as product innovation or managers' self-efficacy. Chowdhury et al. (2019) revealed a positive impact of AR on PRFO, and further, Sobaih et al. (2021) proved that AR and PR directly and significantly influence the PRFO, as measured through several indicators such as debt ratio, cash flow, and profits.

Williams et al. (2021) considered that in a volatile ecosystem, managers must pay high attention to AR to improve organizational performance and protect organizational assets and revenue streams. To measure PRFO, we used financial indicators (turnover, profit, debt ratio) and the evolution of staff turnover.

Taking all these aspects into account, we developed the following hypotheses:

Hypothesis 8: Planned resilience directly influences the performance of the organization.

Hypothesis 9: Adaptive resilience directly influences the performance of the organization.

Hypothesis 10: The organizational response to COVID-19 crisis directly influences the performance of the organization.

Figure 1 presents the research model with its ten hypotheses.

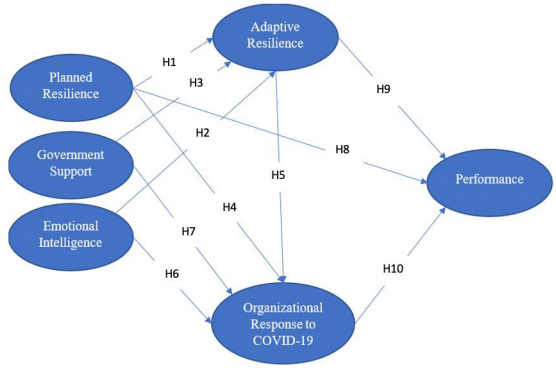

Figure 1. Research model with hypotheses

2. Methodology

2.1. The structure of the questionnaire

Our research is based on a questionnaire developed after a thorough literature review, using a five-point Likert scale (1 – strongly disagree to 5 – strongly agree) with six variables: PR, AR, EI, GS, ORC, and PRFO (Table 1). According to MacKenzie and Podsakoff (2012), we preliminary tested the questionnaire on a group of tourism employees to identify the ambiguity of some items or complex and double-barreled questions.

Table 1. The items of the variables

Variables/Items	Cronbach Alpha
Adaptive Resilience adapted from Chowdhury et al. (2019), Filimonau (2020), Hamsal et al. (2022), Pathak and Joshi (2021), Prayag et al. (2018), Sobaih et al. (2021)	0.913
AR1: The hotel management actively listens to the problems of the organization	
AR2: The working environment conditions are good	
AR3: Our organization has financial reserves that allow it to cope with crises (such as the one caused by the COVID-19 pandemic)	
AR4: Our organization can obtain additional financial resources (for example, bank loans, and associates/shareholders can lend to the company) when needed	
AR5: If key people are not available, there are always others who could take over their tasks.	
AR6: Our organization can adapt quite quickly to changes in the external environment (even if they have a significant impact, such as those caused by the COVID-19 pandemic	
AR7: In difficult situations, the organization's management can quickly eliminate/ reduce threats or take advantage of opportunities generated by the COVID-19 pandemic	
Planed Resilience adapted from Filimonau et al. (2020), Hamsal et al. (2022), Pathak and Joshi (2021), Prayag et al. (2018), Sobaih et al. (2021)	0.897
PR1: Our organization proactively studies its environment in order to be able to observe early signs of crisis	
PR2: Our organization has constantly been developing its ability to adapt/respond to unforeseen situations (including crises such as COVID-19)	
PR3: The management of our organization has constantly encouraged the professional development of employees	
PR4: The management of our organization has constantly encouraged job rotation	
PR5: Our organization's management has been constantly concerned with setting up capital reserves for potential crises (such as the COVID-19 pandemic)	
Emotional Intelligence adapted from Schutte et al. (1998)	0.930
EI1: I am aware of my emotions as I experience them, especially in difficult situations such as the pandemic crisis COVID-19	
EI2: I am aware of the non-verbal messages other people send	
EI3: When faced with obstacles, I remember times I faced similar obstacles and overcame them	

Continued Table 1

Variables/Items	Cronbach Alpha
EI4: I motivate myself by imagining a good outcome for my tasks	
EI5: Other people find it easy to confide in me	
EI6: I help other people feel better when they are down	
EI7: When I am in a positive mood, solving problems is easy for me	
Organizational Answer to COVID-19 adapted from Filimonau et al. (2020) and International Labour Organization (2020)	
ORC1: The organization's management quickly understood that the COVID-19 pandemic would cause extensive and lasting disruptions in tourism	
ORC2: Our organization's management had/has a clear plan of action until the return *to normal*	
ORC3: Hygiene protocols have been implemented in our organization to adapt to the COVID-19 crisis	
ORC4: Protocols related to preparing and serving food have been implemented in our organization	
ORC5: Employees' health has been/is constantly monitored.	
ORC6: Employees received information and instructions on self-monitoring health, reporting COVID-19 symptoms, self-isolation, and quarantine	
ORC7: The guests' health is constantly monitored during their stay in our hotel	0.953
ORC8: The hotel infrastructure has been modified/adapted to ensure social distancing	
ORC9: Our employees received financial support from the organization during inactivity/technical unemployment periods	
ORC10: All bookings canceled due to the COVID-19 pandemic have been refunded, or tourists have received vouchers that can be used at another time	
ORC11: Our organization has introduced/expanded the use of digital technologies in its activities (automation of check-in and check-out procedures; use of software for managing reservations, including online; expanding online presence; viable smartphone and iPhone applications)	
OAC12: Management has been informed about the public support solutions for the tourism industry during the COVID-19 pandemic and has accessed all the programs for which the organization was eligible.	
Governmental Support adapted from Hidayat et al. (2020)	
GS1: The aid and fiscal facilities granted by the Romanian state to the taxpayers from the HORECA industry were/are useful for our organization to overcome the effects of the COVID-19 crisis	
GS2: State financial support for tourism enterprises (through various instruments) has been/is helpful for our organization to overcome the effects of the COVID-19 crisis	0.896
GS3: Government regulations and policies for pandemic management have been consistent and reasonably predictable	
GS4: The regulations and policies adopted by the government to manage the pandemic were justified by the epidemiological situation and did not introduce excessive/unnecessary restrictions with an impact on the business environment	

End of Table 1

Variables/Items	Cronbach Alpha
Performance of the Organization	
PRFO1: During the pandemic, the turnover of the organization, compared to the previous period: 1 – decreased by more than 25%; 2 – reduced by up to 25%; 3 – remained relatively at the same level; 4 – increased by up to 10%; 5 – increased by more than 10%	
PRFO2: During the pandemic, the profit of the organization, compared to the previous period: 1 – decreased by more than 50%; 2 – reduced by up to 50%; 3 – remained relatively at the same level; 4 – increased by up to 5%; 5 – increased by more than 5%	
PRFO3: During the pandemic, the number of employees in the organization, compared to the previous period: 1 – decreased by more than 20%; 2 – reduced by up to 20%; 3 – remained relatively at the same level; 4 – increased by up to 5%; 5 – increased by more than 5%	
PRFO4: Despite the problems caused by the pandemic, the indebtedness of our organization has not remained constant / has increased insignificantly	

2.2. Sample

The questionnaire was pre-tested between January to February 2022 on a small group of Romanian tourism organizations managers (28 persons) and owners (17 persons).

The research was conducted between March 2022 to February 2023, essentially the post-disaster recovery phase, when, although arguably over, the COVID-19 pandemic's long-term effects on the organizations' performance are starting to appear in the financial statements.

The questionnaire was administered online, and the target population was managers (Operational management, Middle-level management, and Top management) and owners of Romanian tourism organizations due to their capacity to evaluate internal and external factors that directly impact the performance and resilience of their organizations.

In the end, we received 415 questionnaires, and after we verified them considering Armstrong and Overton's (1977) recommendation to test the non-response bias by comparing the answers between respondents, we retained 390 valid questionnaires. The sample's structure is presented in Table 2.

Table 2. The structure of the sample

Variables	Frequency	Percent
Gender		
Male	251	64.4
Female	139	35.6
Position in organizations		
Operational management	85	21.8
Middle-level management	49	12.6

End of Table 2

Variables	Frequency	Percent
Top management	80	20.5
Ownership	176	45.1
Length of service in the organization		
under five years	63	16.2
5–10 years	88	22.6
10–15 years	77	19.7
over 15 years	162	41.5
Business Size Category		
Micro-Business (less than 10 emp.)	49	13.17
Small Business (between 10 and 49 emp.)	80	22.4
Medium Business (between 50 and 249 emp.)	47	13.2
Large Business (more than 250 emp.)	181	50.7

Analyzing the table above, we notice that males predominate, confirming that most managers or owners of tourism organizations are male. Starting from gender, we notice that most of the respondents are employers (45.1%) and have been in organizations for over 15 years (41.5%), and most of the organizations are Large Businesses (50.7%).

2.3. Data analysis

The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) by SmartPLS4.0 software because it yields more robust results using formative and reflective measurements (Hair et al., 2022). Furthermore, our study justifies using PLS-SEM as an appropriate method because, as Manley et al. (2021) specified, our model includes six variables with multiple items and many causal relationships.

The descriptive statistics of the six variables and the values of both indicators, Kurtosis and Skewness, indicate a symmetrical variables' distribution. Kurtosis values (minimum value of –1.362 and a maximum value of 0.469) indicate a normal distribution. Skewness values (minimum value is –1.143 and the maximum value is –0.295) indicate a greater number of larger values and are considered acceptable (Hair et al., 2022, p. 66).

The covariance proves strong correlations between all six variables, with values above 0.500 (i.e., the high correlation is between AR and ORC with a value of 0.892, and the low correlation is between PRFO and ORC with a value of 0.608).

We assessed the collinearity and observed that each dimension's Variance Inflation Factor (VIF) is lower than the threshold value of 5.0, indicating a low risk of multi-collinearity for every item (Hair et al., 2022).

3. Results and discussion

The hypothesized research model was tested, and we analyzed the outer loadings. The value of each item is above 0.70, ranging from 0.708 to 0.954. The Composite reliability (CR) values were 0.897 for PR, 0.898 for GS, 0.915 for AR; 0.931 for PRFO; 0.932 for EI, and 0.955 for ORC, providing that internal reliability was verified (Hair et al., 2022).

To test convergent validity, we measured if average variance extracted (AVE) scores above 0.50 (0.658 for AR and 0.829 for ORC) underline the convergent validity. Moreover, Fornell and Larcker's (1981) criterion was fulfilled, and for the Heterotrait-Monotrait criterion, all values are below 0.9, which shows the existence of discriminant validity (Henseler et al., 2015).

The model fit measurement of the six variables proves they are satisfactory because the value of SRMR is 0.047, and the value of NFI is 0.911. Therefore, there are no collinearity problems between the six variables.

Figure 2 depicts relationships among the variables of this research model.

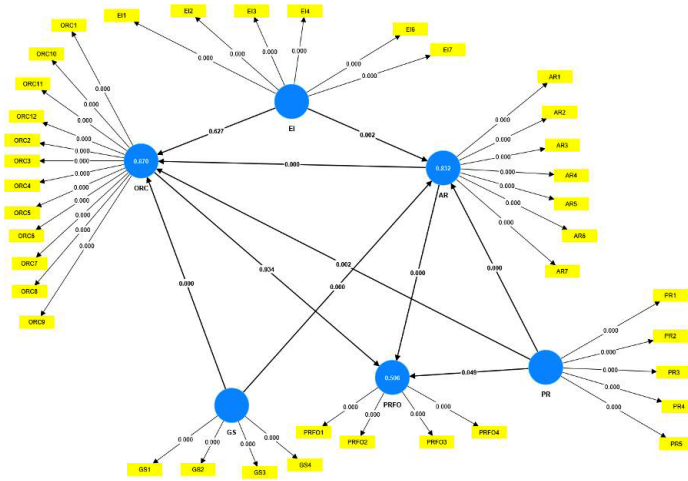

Figure 2. The relationship among variables and hypotheses testing

The hypotheses were tested through a bootstrapping process, using a 95% bias-corrected confidence interval and a two-tailed test. The results are presented in Table 3.

Table 3. Hypotheses testing

HYPOTHESES	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results of hypotheses testing
H1: PR →AR	0.538	0.537	0.070	7.717	0.000	Supported
H2: EI →AR	0.200	0.199	0.063	3.164	0.002	Supported
H3: GS →AR	0.242	0.244	0.055	4.407	0.000	Supported
H4: PR →ORC	0.278	0.275	0.089	3.113	0.002	Supported
H5: AR →ORC	0.440	0.438	0.074	5.965	0.000	Supported

End of Table 3

HYPOTHESES	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results of hypotheses testing
H6: EI →ORC	0.030	0.035	0.062	0.486	0.627	Not Supported
H7: GS→ORC	0.243	0.243	0.059	4.133	0.000	Supported
H8: PR →PRFO	0.199	0.204	0.101	1.970	0.049	Supported
H9: AR →PRFO	0.536	0.536	0.100	5.373	0.000	Supported
H10: ORC→PRFO	–0.009	–0.012	0.105	0.082	0.934	Not Supported

Our findings have shown that PR directly influences AR (H1). In companies that proactively monitor the competitive environment in order to identify early signs of disruption, maintain action plans specific to different crisis scenarios and significant financial reserves, the stress and uncertainty level uncertainty will be lower in the event of turbulence/crisis/disasters, employees will act faster and more coherently in order to adapt to changes. At the same time, managers can focus on identifying innovative solutions, and this recommendation is in line with the work of Prayag and Dassanayake (2022) and Sobaih et al. (2021), who state that the fundamental factors for cultivating resilience lie in the organization's strengths and internal components, as well as the promotion of self-organization without depending on external stimuli. Our analysis has proven that EI influences AR (H2), which is in line with Armstrong et al. (2011), who concluded that EI is negatively associated with stressful events, and in the case of multiple life events, intrapersonal EI is more beneficial than interpersonal EI. Furthermore, Magnano et al. (2016) consider EI a critical factor in improving resilience, and in critical situations, EI becomes a factor that activates stress resilience (Hodzic et al., 2016).

The COVID-19 crisis has changed how scholars see EI in relationship with AR due to the lockdown. The lockdown contributed to tightening the relationship between EI and AR due to the need to improve decision-making during difficult situations. Heredia et al. (2022) showed that a high level of emotional intelligence is necessary for Chinese companies to develop resilience during the COVID-19 pandemic. Shindhe and Kinange (2022) have achieved similar results, revealing that resilience has a higher value for small businesses where owner-managers have a high level of emotional intelligence. Based on the data in Table 3, it can be observed that H3 is validated, and SG directly influences AR. The positive influence that government support had during the COVID-19 pandemic on organizational resilience resulted from the following studies: Thukral (2021), Schweiger et al. (2021), Salem et al. (2022). On the other hand, Hidayat et al. (2021b), following a study of small and medium enterprises in Indonesia, concluded that, generally, government support was not perceived as having a significant impact on the resilience of companies. The authors proved that, however, some measures, such as temporary unconditional financial aid for the affected SMEs, allowed entrepreneurs to have a more manageable approach regarding crisis management.

Regarding the variables which influence ORC, while our findings show that both PR (H4) and AR (H5) have a positive influence, we did not manage to find a positive correlation between EI and ORC (H6). This paradox might have arisen due to the social context generated by the pandemic since its particularities generated two levels of the decision-making process at both government and organizational levels. One of the leading causes for which H6 is not supported consists of the fact that the ORC was more about complying with the government's regulations to control the pandemic and, to a lesser extent, considered the evaluation of the emotions generated by the actions taken to adapt to these new challenges and similar results were obtained by Filimonau et al. (2020).

Our findings prove that GS influences ORC (H7), confirming the results of Sigala (2020) and Sharma et al. (2021), which found that the central authorities' measures (such as tax exemptions and financial subsidies) were an important element for the development of the tourism organizations' response strategy, especially for SMEs.

Ioannides and Gyimotgy (2020) argue that a sustainable and durable approach to government interventions might help tourism organizations bounce back and support their development to an even higher level than before the pandemic. Kuščer et al. (2021) found that during the crisis, tourism organizations waited for the interventions of destination management operators, which, in turn, waited for government authorities to develop a clear action plan, which resulted in a quasi-total lack of both entrepreneurial initiatives and proactive actions among the organizations.

The results prove a positive relationship between PR and PRFO (H8), but we did not find the same findings in resilience-orientated tourism-related literature. A feature of our study is related to the positive relationship between PR and PRFO, and only Sobaih et al. (2021) found a correlation between PR and PRFO. The positive relationship between AR and PRFO (H9) was proved by Prayag et al. (2018), but they did not find a significant correlation between PR and PRFO.

Our results did not validate the relationship between ORC and PRFO (H10), and the main reason consists of the items that constructed ORC as a variable, which were mainly related to the tourism organization's compliance with government restrictions and regulations rather than concrete action plans meant to help the organization react and recover to the crisis.

We observe that to be able to survive, recover and perform in the aftermath of a global disruptive event such as a pandemic, tourism organizations should be able to anticipate the effects that an eventual disruptive event might have on their operations, set up recovery plans in advance and ensure that their staff (both management and execution) has competencies and abilities which are necessary to get back on track, such as EI, resistance to stress or the ability to make difficult decisions under pressure (Burlea-Schiopoiu, 2007).

Our study is one of the few in the field of tourism which manages to find that AR has a strong positive influence on PRFO during the post-disaster recovery phase, a relationship that is only sometimes proved in tourism-related studies (Orchiston et al., 2016).

Considering that almost half of our sample consists of tourism SMEs, our findings are supported by Nilakant et al. (2014), and Chowdhury et al. (2019), who highlight the importance of the SMEs' social relationships with its stakeholders as a key a factor in building AR.

In order to better understand the relationship between our variables and the causes that determine them, we have decided to simulate a moderating effect of EI on the relationship between AR and PRFO, on the one hand, and between ORC and PRFO, on the other hand. Surprisingly, some of our results are changing as follows:

First and foremost, the relationship between PR and PRFO (H9) is no longer supported in this case. Considering that EI refers to one's ability to correctly perceive, use and manage emotions (theirs and their peers), the leading cause for this change in our results is a consequence of the fact that when the employees handle emotions properly, their instinct prevails over their previous training (PR). Thus, hotel employees (both management and execution) can react more quickly to unexpected events and, thus, handle disruptive events better than employees who only use preemptive plans and scenarios.

Second, as a result of a moderating effect of EI, we observed that EI significantly influences the PRFO (p-value of $0 < 0.05$) through AR and the ORC. The reasoning for this result is in line with our previous discussion: the employees' EI helps them adapt to turbulent environments (AR) and allows them to make quick decisions under stressful conditions (ORC).

Conclusions, implications, limitation and future research

Our study aimed to evaluate the relationships between variables related to an organization's ability to survive and adapt to a disruptive event, being one of the first research papers which analyzed the pandemic's effects in the post-disaster recovery phase, and the first one focused on Romania's tourism organizations. Therefore, our findings revealed that during a disruptive event, governmental support is decisive and positively influences the organization's adaptive resilience capabilities, especially for small and medium enterprises. On the one hand, PR and EI strongly influence the organization's AR, and on the other hand, PR and AR strongly correlate with the ORC to a disruptive event and directly impact PRFO. We mention that our paper is between the few paper that managed to find a strong correlation between planned resilience and organizational performance. However, two relationships (i.e., between EI and the organization's response to a disruptive event and between the ORC and its financial performance) were not validated because the organization's response to a disruptive event is under different pressure internally (i.e., emotional intelligence and resilience) and external factors (i.e., governmental support).

The analysis of internal and external factors that influence the survival of the tourism organization, no matter its size, recommends that our study be translated into a guideline for researchers and practitioners to balance the well-being of the employees with performance and to use governmental support as an instrument to develop the entrepreneurial initiative both in crisis period and also in recover and normality periods.

First, **the theoretical implications** consist of a resilience (with two dimensions: planned and adaptive) analysis model for tourism organizations in the context of the COVID-19 pandemic and **the post-disaster recovery phase**. The managers' emotional intelligence and the government support given to organizations to overcome the crisis generated by the COVID-19 pandemic are analyzed as predictors of resilience. Moreover, we have studied the effects of organizational resilience on the organizational response to the pandemic organizational performance and found a correlation between planned resilience and organiza-

tional performance. Finally, we must underline that we realized the study in the post-disaster recovery phase gives reliability and validity of the results since the real, long-term effects of a disaster can only be adequately measured after the crisis has ended and the organizations went back to their regular, day-to-day operations.

The second theoretical contribution consists in using EI as one of the variables of the tested model because although the managers', as well as the employees' EI, might be critical during an increasingly turbulent business environment (Dirani et al., 2020), EI is not very often used in the in structural models of organizational resilience during the COVID-19 pandemic.

Third, small and medium-sized enterprises have a significant weight in our sample, and this is correlated with the weight of small and medium-sized enterprises (SMEs) in the tourism sector at the international level. Therefore, we underline that studies on organizational resilience during the crisis have generally focused on large organizations. Therefore, it is relevant to study how resilience is built in SMEs compared to large organizations.

Fourth, our study is among the few that address the issue of organizations' resilience in the tourism field in Romania in the post-disaster recovery phase. Although the COVID-19 pandemic has affected tourism worldwide, there may be differences in how organizations build/manifest resilience in different countries (due to cultural differences, epidemiological situation variations, and government intervention measures). Therefore, studies addressing the issue of organizational resilience in different countries worldwide can provide a more comprehensive picture of how tourism organizations can adapt and overcome crises by taking into account specific contextual factors.

Our findings underline many **practical implications.** First, our findings highlighted that planned resilience directly influences tourism organizations' performance and response to the COVID-19 pandemic. That contributes to raising awareness regarding the importance of prior planning and preparation regarding possible disruptive events. The COVID-19 pandemic proved that disruptive events of varying degrees of magnitude (natural disasters, financial crises, epidemics, and pandemics) have a faster and more negative impact on the tourism industry than other sectors. Therefore, managers of tourism organizations must be aware of and constantly concerned with identifying potential risks that negatively impact their business, develop risk-reducing strategies, and ensure that they have enough resources (financial, human, informational, and material) to survive and to ensure recovery after a disaster (Balan & Burlea-Schiopoiu, 2017). In agreement with Lewis and Heckman (2006, p. 144), the organization's performance will increase if managers constructively manage the relationship between talent-strategy-emotional intelligence to improve affective commitment and develop employees' resilience. Toubes et al. (2023, p. 8) identified two factors that influence individual resilience (one related to internal characteristics of resilience, and the second includes operational resilience indicators), thus bringing support for the practical importance of our study that provides managers with the motivation to improve communication, cooperation and to pay more attention to emotional intelligence both in periods of crisis and in periods of normality.

Second, based on our findings that leaders' emotional intelligence directly influences organizational resilience, hotel managers need to be aware of the importance of this skill in managing the business in uncertain/turbulent times and be concerned with improving emotional intelligence for themselves and their employees.

Third, the government's support in a crisis and a post-crisis period is a decisive factor in the survival of tourism organizations because the government's aid measures (i.e., tax exemption, guaranteed loans, and financial aid for companies and employees) represent a breath of fresh air for an ailing industry deeply affected by pandemic and by the rules that were installed to halt the spread of the virus. The policy decision-makers must ensure that aid measures are based on objective principles, which do not discriminate against any category of organizations and stimulate the sustainable development of tourism.

Finally, our findings can be translated into a guide for tourism organization managers and government authorities to improve decision-making during and after future crises.

The limitations of our research consist of the somewhat narrow profile of the respondents that come only from Romanian hotels rather than from other tourism organizations. Therefore, future research will be oriented to other hospitality and tourism organizations (i.e., casinos, restaurants, travel agencies, and entertainment parks). The ORC variable has been constructed mainly with items which related to the way the organization complied with government restrictions and regulations, which pertains to a passive or responsive approach, rather than proactive measures such as activating crisis management plans, implementing health and safety protocols on their own without being forced by the new regulations, continuously assess the risk level and adapt operations accordingly, monitoring local and international developments to stay informed about potential threats, conducting market research to understand changing consumer preferences and demands as well as proactively adapting their services in order to meet the changing demands and expectations of their clients, investing in sustainability practices that can enhance long-term resilience, exploring alternative revenue sources, such as ecotourism or virtual experiences or assessing vulnerabilities in the supply chain and identify alternative suppliers or distribution channels. Thus, how the ORC has been constructed contributed to the invalidation of H9 and H10.

The Romanian hospitality industry is dominated mainly by domestic tourism, and future research will expand our study by analyzing resilience and emotional intelligence in the context of international tourism destinations and communities that were negatively impacted by the pandemic (i.e., Greece, Spain, France, Italy, Turkey, and Austria).

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