

Building Organizational Resilience Through Employee Well-Being in Seasonal Tourism Destinations

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Abstract: Seasonal tourism destinations face boom-bust cycles, workforce instability, and recurring financial pressure that threaten organizational sustainability, making employee wellbeing a strategic concern for building organizational resilience. This study aims to synthesize the relationship between employee wellbeing and organizational resilience in seasonal tourism destinations, to map the mechanisms linking the two constructs, and to identify relevant contextual factors. Using the PRISMA 2020 protocol (Page et al., 2021), the review screened 487 records from Scopus, Web of Science, and Google Scholar and analyzed 22 peer-reviewed articles published between 2021 and 2025. The synthesis shows that employee wellbeing comprises hedonic, eudaimonic, and social dimensions and is transmitted to organizational resilience through three pathways: psychological capital, organizational commitment, and organizational learning. Seasonality intensity, HR policy, and local culture moderate this relationship. The study's novelty lies in the proposed Wellbeing-Based Organizational Resilience (WBOR) Framework, an integrative model that positions employee wellbeing as the human-capital foundation of resilience through reciprocal psychological, relational, and cognitive pathways. Practically, managers are advised to invest in year-round wellbeing programs, retention-oriented commitment building, and continuous learning to stabilize the seasonal workforce and strengthen adaptive capacity.

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INTRODUCTION

The tourism industry is one of the most dynamic economic sectors and is highly vulnerable to external shocks. Seasonal tourism destinations face the fundamental challenge of boom-bust cycles that significantly impact hotel, restaurant, tour operator, and recreational facility management organizations. Zhang and Xie (2021) demonstrated that tourism seasonality negatively impacts the operational and financial performance of hotels and threatens corporate survival, particularly through differences in seasonal patterns between leisure and business tourism segments. Senbeto et al. (2024), in a recent systematic review, identified that higher degrees of seasonality require more adaptive and proactive HRM strategies to maintain organizational sustainability.



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Over the past decade, academic interest in organizational resilience in the tourism industry has grown significantly, especially in the post-COVID-19 era. Prayag, Jiang, Chowdhury, Hossain, and Akter (2024), through a study in Bangladesh, demonstrated that dynamic capabilities (DC) encompassing sensing, seizing, and reconfiguring capabilities progressively build and sustain organizational resilience in tourism firms during crises. Organizational resilience is now recognized as a proactive capacity developed continuously through strategic investment in human capital (Prayag, Muskat, & Dassanayake, 2024).

Employee wellbeing has received increasing attention in the human resource management literature. Lu et al. (2023) demonstrated that sustainable HRM practices focused on common good values encompassing investment in training, development, and wellbeing support significantly enhance employee resilience as a personal resource, which in turn increases work engagement and organizational performance. Voegtlin et al. (2023), in a systematic review, confirmed that companies investing in employee wellbeing and sustainable HR practices consistently achieve long-term organizational advantages. In the context of seasonal tourism, employees face inherently precarious conditions: job uncertainty, exhausting working hours, and high emotional labor, which directly threaten their psychological wellbeing (Wong et al., 2025).

Seasonal tourism destinations differ fundamentally from general tourism organizations, and this distinction justifies a dedicated review. Whereas year-round destinations can plan workforce capacity, cash flow, and service quality around relatively stable demand, seasonal destinations operate under compressed peak periods followed by prolonged off-seasons in which revenue contracts sharply and many workers are laid off or placed on temporary contracts (Zhang & Xie, 2021; Dalir, 2024). This cycle creates a workforce that is chronically temporary, geographically mobile, and difficult to retain, so the human capital, tacit knowledge, and social capital needed for resilience are repeatedly dismantled and rebuilt each season (Senbeto et al., 2024). Consequently, the wellbeing–resilience dynamics established in stable organizations cannot be assumed to transfer directly to seasonal settings, where employment timing, volatility, and discontinuity reshape how individual wellbeing accumulates into organizational capacity.

The research gaps underlying this study include: (1) the absence of a comprehensive synthesis systematically linking the constructs of employee wellbeing and organizational resilience in the specific context of seasonal tourism destinations; (2) the transmission mechanisms explaining how employee wellbeing contributes to the formation of organizational resilience have not been holistically mapped; and (3) the contextual differences between seasonal tourism destinations that moderate this relationship have not received adequate attention. Based on these gaps, this study aims to identify and synthesize literature on the relationship between employee wellbeing and organizational resilience in seasonal tourism destinations, map the transmission mechanisms between the two constructs, and identify relevant contextual factors.

Distinct from the general research gaps outlined above, the novelty of this study is twofold. First, it proposes the Wellbeing-Based Organizational Resilience (WBOR) Framework, an integrative model that explicitly positions employee wellbeing as the human-capital foundation of organizational resilience and specifies the psychological, relational, and cognitive pathways through which this foundation is converted into adaptive capacity in seasonal settings. Second, it foregrounds the seasonal-destination context and culturally embedded resources such as *gotong royong* that prior reviews have largely treated as peripheral. Theoretically, the study contributes to the management and human resource management literature by extending Dynamic Capabilities Theory toward a micro-foundational, wellbeing-centered account of resilience and by integrating Conservation of Resources and Social Exchange perspectives into a single explanatory model. For HRM scholarship, it reframes

employee wellbeing not as a welfare cost but as a strategic, resilience-generating asset, providing a foundation for sustainable HRM strategy in volatile tourism labor markets.

LITERATURE REVIEW

Theoretical Foundations

This review is anchored in three complementary theoretical lenses that underpin much of the cited evidence and together explain how individual wellbeing scales up to organizational resilience. Conservation of Resources (COR) Theory holds that individuals strive to obtain, retain, and protect valued resources, and that resource-gain spirals, or “resource caravans,” accumulate into reserves that buffer stress; in the seasonal tourism context, investment in training, support, and wellbeing builds the personal-resource reservoirs (such as resilience and psychological capital) that employees draw on during volatile peak and off-peak transitions (Lu et al., 2023; Mitreva et al., 2022). Social Exchange Theory complements this by specifying the reciprocity mechanism: when organizations signal investment through perceived organizational support and sustainable HR practices, employees reciprocate with commitment, discretionary effort, and knowledge sharing that strengthen collective adaptive capacity (Bai et al., 2023; Chambel & Carvalho, 2022; Voegtlin et al., 2023). Dynamic Capabilities Theory then operates at the organizational level, framing resilience as the capacity to sense, seize, and reconfigure resources a capacity that is itself contingent on the quality of human capital generated through the COR and exchange processes above (Prayag, Jiang, et al., 2024). Reading the literature through these three lenses allows the review to move beyond cataloging findings toward explaining why the wellbeing–resilience relationship holds.

Organizational Resilience Concept and Dimensions

Organizational resilience is a multidimensional construct that continues to evolve conceptually. Prayag, Muskat, and Dassanayake (2024) identified that organizational resilience operates through three main stages: (1) anticipation, the ability to recognize threats and opportunities before they occur; (2) coping, the ability to effectively manage challenging situations; and (3) adaptation, the ability to learn from experience and develop new capacities. This model emphasizes that resilience is a dynamic capability developed continuously, rather than merely a reactive response to crisis. Prayag, Muskat, and Dassanayake (2024) extended this perspective by demonstrating that resilient leadership that actively facilitates resilience building through employee engagement and adaptive capacity development is a key predictor of tourism organizations’ ability to withstand and recover from various disruptions.

In the context of seasonal tourism destinations, Prayag, Jiang, Chowdhury, Hossain, and Akter (2024) demonstrated that Dynamic Capabilities Theory, the organization’s ability to sense environmental changes, seize opportunities, and reconfigure resources, progressively builds organizational resilience during crises through structured stages. These dynamic capabilities are highly dependent on the quality of human capital, which is closely related to employee wellbeing. Prayag, Chowdhury, and Kanani Moghadam (2026) complemented these findings by demonstrating that transactive memory systems (TMS), the organization’s collective memory system formed through specialization, credibility, and coordination among team members, positively influence dynamic capabilities, enabling faster and more effective responses during crises. Lu et al. (2023) affirmed that organizations proactively building “resource caravans” through employee wellbeing programs will be more resilient in the face of seasonal demand fluctuations.

Employee Wellbeing: A Multidimensional Perspective

Employee wellbeing is a rich and complex construct. Filep et al. (2022), in a conceptual review in the *Journal of Hospitality & Tourism Research*, identified three main dimensions of wellbeing relevant to the tourism context: (1) hedonic wellbeing, encompassing happiness, satisfaction, and positive affect; (2) eudaimonic wellbeing, encompassing meaningfulness, self-growth, and potential actualization; and (3) social wellbeing, encompassing social integration, social acceptance, and social contribution. Durão, et al. (2024), through 56 in-depth interviews with hotel professionals, found that a positive work environment and strong social capital serve as effective buffers against high job demands, with interpersonal relationships and social support in the workplace being the most influential dimensions in shaping employees' quality of work life.

Psychological capital (PsyCap), the positive psychological capacity comprising self-efficacy, optimism, hope, and resilience (the HERO within), has been proven to be a critical mediator in the relationship between employee wellbeing and organizational resilience. Bai, Yan, and Othman (2023) empirically demonstrated in the tourism context that PsyCap directly influences employees' psychological wellbeing, while perceived organizational support (POS) acts as a moderator that strengthens this relationship. Lu et al. (2023), within the sustainable HRM framework, affirmed that positive psychological resources held by employees form a "resource caravan" that motivates employees to contribute beyond their formal roles (OCB).

Lu et al. (2023) demonstrated that sustainable HRM practices based on common good values significantly enhance employee resilience as a personal resource. Voegtlin et al. (2023) reinforced that sustainable HR practices consistently improve employee well-being while benefiting organizational sustainability. Mitreva et al. (2022) empirically demonstrated, based on 574 hospitality industry employees, that social support from colleagues and supervisors develops a positive relationship with employee wellbeing, while personal resources including resilience were found to moderate the relationship between high job demands and employee wellbeing.

Seasonal Tourism and Its Organizational Context

Seasonal tourism is a universal phenomenon affecting nearly all tourism destinations worldwide. Zhang and Xie (2021) identified that tourism seasonality impacts four fundamental aspects of hospitality organizations: capacity management (over-extended during peak season and under-utilized during off-season), workforce management, financial management, and service quality. Senbeto et al. (2024), in a recent systematic review, affirmed that tourism seasonality is a complex multidimensional phenomenon encompassing theoretical, methodological, research topic, and geographic dimensions that interact with one another, requiring adaptive and innovative HRM approaches to optimize organizational resilience.

Dynamic Capabilities Theory provides an important analytical framework for understanding how seasonal tourism organizations build adaptive capacity. Prayag, Jiang, et al. (2024) affirmed that an organization's ability to sense environmental changes, seize opportunities, and reconfigure internal resources is highly dependent on the quality of human capital, which is closely related to employee well-being. Chen et al. (2024) demonstrated that collectivism-oriented HRM (C-HRM) HR policies that integrate collective cultural values effectively enhance employee resilience through improved positive social identity and organizational justice. This finding is highly relevant in the Indonesian context, where Calgaro et al. (2021) demonstrated that community social capital, including the gotong royong (cooperation) value, serves as a source of tourism destination resilience not available in individualistic cultures.

Critical Synthesis and Research Gap

Read together, these literatures converge on the claim that employee wellbeing supports resilience, yet they diverge in scope, level of analysis, and assumed causal direction; these tensions define the gap this review addresses. Most wellbeing studies (e.g., Bai et al., 2023; Mitreva et al., 2022; Durão et al., 2024) remain at the individual level and treat wellbeing as an outcome, whereas resilience studies (e.g., Prayag, Jiang, et al., 2024; Prayag, Muskat, & Dassanayake, 2024) operate at the organizational level and treat human capital as an input; few works explicitly model the cross-level transmission between the two. A second divergence concerns causality: Chambel and Carvalho (2022) report commitment reducing burnout, whereas COR-based accounts (Lu et al., 2023) imply the reverse spiral, suggesting that the relationship is reciprocal rather than unidirectional an insight rarely tested in seasonal settings. Third, the evidence is contextually uneven: collectivist and community-based mechanisms (Calgaro et al., 2021; Chen et al., 2024), appear decisive in Asian and Indonesian contexts but are downplayed in studies grounded in individualistic Western samples (Versteegt et al., 2022; Lindsay-Smith et al., 2022), cautioning against universal prescriptions. Taken together, these contrasts indicate that the field offers fragments of a mechanism rather than an integrated, context-sensitive model, precisely the synthesis the present review constructs in the WBOR Framework below.

METHODS

This study employs a Systematic Literature Review (SLR) approach following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol updated by Page et al. (2021). The SLR approach was chosen because it enables the identification, evaluation, and synthesis of relevant literature in a transparent, replicable manner, minimizing selection bias. Literature searches were conducted through the Scopus, Web of Science, and Google Scholar databases using combinations of keywords: “employee wellbeing,” “organizational resilience,” “seasonal tourism,” “hospitality,” and “human resource management.”

The review protocol encompasses three stages: (1) planning, formulating research questions and determining inclusion-exclusion criteria; (2) conducting literature search, article selection, data extraction, and quality assessment; and (3) reporting, synthesizing findings and drawing conclusions based on available evidence. Inclusion criteria encompassed: peer-reviewed journal articles published between 2021 and 2025, written in Indonesian or English, and addressing at least one of the two main constructs (employee wellbeing or organizational resilience) in the context of tourism. Exclusion criteria encompassed: articles without full-text access, conference proceedings, and articles that had not undergone peer review. Findings were synthesized using thematic synthesis as recommended by Page et al. (2021).

The combined database searches identified 487 records (Scopus = 213; Web of Science = 168; Google Scholar = 106). After removing 91 duplicates, 396 records were screened by title and abstract, of which 318 were excluded as irrelevant to the review constructs. The remaining 78 full-text articles were assessed for eligibility and methodological quality, and 57 were excluded for the following reasons: no full-text access (12), not situated in a tourism or hospitality context (19), not addressing either key construct (20), and not peer-reviewed (6). This process yielded 21 articles for the qualitative synthesis. The full selection flow, including counts at each stage, is reported transparently in the PRISMA 2020 - 2026 flow diagram (Figure 1), and the characteristics of all included studies are summarized in Table 1.

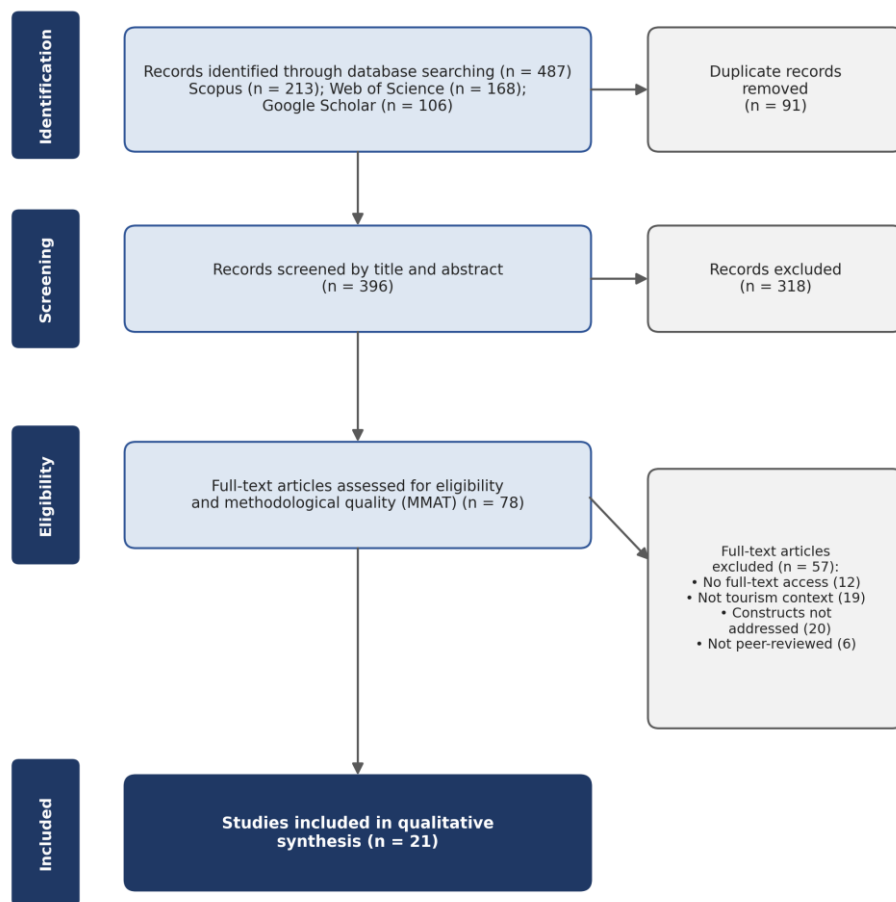


Figure 1. PRISMA 2020-2026 Flow Diagram of the Study-Selection Process

Source: Author processed (2026)

Methodological quality was appraised using the Mixed Methods Appraisal Tool (MMAT; Hong et al., 2018), which permits the concurrent evaluation of qualitative, quantitative, and mixed-methods designs. Each full-text article was scored against the relevant MMAT criteria (for example, appropriateness of sampling, measurement, and analysis), and studies meeting at least three of the five quality criteria were retained. Two reviewers independently appraised the articles, and disagreements were resolved through discussion until consensus was reached, thereby reducing the risk of selection and appraisal bias.

Data were extracted into a standardized coding sheet capturing bibliographic details, country and seasonal context, theoretical lens, research design, sample, constructs measured, and key findings. Coding followed a thematic synthesis procedure (Page et al., 2021): the two reviewers first applied descriptive codes to the findings of each study, then grouped these codes into analytical themes through constant comparison. This iterative process produced the three thematic clusters reported in the following section: wellbeing dimensions, transmission mechanisms, and moderating contextual factors.

Table 1. Characteristics of the included studies (n = 21)

No.	Study (Author, Year)	Design / Method	Focus / Theme	Key Contribution
1	Bai et al. (2023)	Survey	PsyCap & wellbeing	POS moderates the PsyCap–wellbeing link.
2	Calgaro et al. (2021)	Case study	Social capital & resilience	Pre-disaster social capital enables recovery.
3	Chaichi et al. (2024)	Survey	Commitment & turnover	Commitment moderates turnover intention.
4	Chambel & Carvalho (2022)	Two-wave survey	Commitment & wellbeing	Affective commitment cuts burnout, raises engagement.
5	Chen et al. (2024)	Survey	C-HRM & resilience	Collectivist HRM builds employee resilience.
6	Dalir (2024)	Conceptual review	Seasonality strategy	Diversification smooths seasonal demand.
7	Durão et al. (2024)	Qualitative (interviews)	Quality of work life	Social support buffers high job demands.
8	Filep et al. (2022)	Conceptual review	Wellbeing dimensions	Distinguishes hedonic, eudaimonic, and social wellbeing.
9	Lindsay-Smith et al. (2022)	Survey (SMEs)	Mental health & resilience	Crisis–mental-health–resilience reciprocity.
10	Liu et al. (2023)	Moderated mediation	Social support & stress	Resilience strengthens the support–coping link.
11	Lu et al. (2023)	Survey	Sustainable HRM & resilience	Common-good HRM builds resource caravans.
12	Mitreva et al. (2022)	Survey (n = 574)	Work environment & wellbeing	Support and personal resources aid well-being.
13	Okumus et al. (2022)	Systematic review	Retention	Identifies four drivers of retention.
14	Prayag et al. (2024)	Conceptual/empirical	Resilient leadership	Leadership fosters organizational resilience.
15	Prayag et al. (2024)	Survey (staged)	Dynamic capabilities	Staged dynamic capabilities build resilience.
16	Prayag et al. (2026)	Survey	TMS & dynamic capabilities	TMS enhances dynamic capabilities.
17	Senbeto et al. (2024)	Review/typology	Seasonality	Proposes a multidimensional seasonality typology.
18	Versteegt et al. (2022)	Experiment/survey	Procedural fairness	Fair procedures buffer unfair outcomes.
19	Voegtlin et al. (2023)	Systematic review	Sustainable HRM	Wellbeing-focused HRM yields advantage.
20	Wong et al. (2025)	Systematic review	Mental health	Sets an agenda for wellbeing research.
21	Zhang & Xie (2021)	Empirical (panel)	Seasonality & exit risk	Segment diversification reduces exit risk.

Source: Authors' synthesis based on reviewed studies (2026)

RESULTS AND DISCUSSION

Dimensions of Employee Wellbeing in Seasonal Tourism Destinations

Hedonic Wellbeing

The hedonic wellbeing of employees in seasonal tourism destinations demonstrates complex and contextual patterns. Job satisfaction, as a key component of hedonic wellbeing, positively correlates with perceptions of procedural fairness in employment contract systems. Versteegt, van Dijke, van Ruysseveldt, and van den Bos (2022) confirmed that procedural fairness acts as a buffer for employee wellbeing, including job satisfaction, particularly in conditions where distributive fairness cannot be fully guaranteed, a condition common in seasonal contract systems. Chaichi et al. (2024), in a study of hotel employees, confirmed that affective and continuance commitment act as significant moderators between employee attitudes and turnover intention, with direct implications for workforce retention in the hotel sector, which is vulnerable to high turnover.

Perceived organizational support (POS) has been consistently demonstrated as a predictor of hedonic wellbeing among employees in seasonal resorts. Bai et al. (2023) demonstrated that POS, encompassing perceived supervisor support, acts as a moderator that strengthens the relationship between PsyCap and the psychological wellbeing of tourism employees. Consistent with this, Liu, Tan, and Mai (2023), in an empirical study of tourism employees, found that social support significantly buffers work stress, with psychological resilience strengthening this protective effect and helping to safeguard employees' mental health under extreme work pressures. Okumus, Koseoglu, and Ma (2022), in a systematic review, concluded that hospitality employee retention depends heavily on employee satisfaction, shaped by four factors: a sustainable positive work environment, ongoing development opportunities, effective communication, and tangible organizational support.

Eudaimonic Wellbeing and Self-Development

Eudaimonic wellbeing, focused on meaningfulness, growth, and self-actualization, demonstrates interesting dynamics in the seasonal tourism context. Filep et al. (2022) affirmed that in the tourism and hospitality context, attention to the eudaimonic dimension of wellbeing related to personal growth, learning, and the pursuit of meaning remains relatively limited compared to the hedonic dimension. Seasonal tourism employees with strong learning orientations can maintain higher levels of eudaimonic wellbeing despite job uncertainty, as they view each working season as an opportunity to develop new competencies. Lu et al. (2023) demonstrated that sustainable HRM practices encompassing investment in employee training and development significantly enhance employee resilience as a personal resource.

Organizational learning has been proven a significant predictor of eudaimonic wellbeing among tourism employees. Chambel and Carvalho (2022), in a two-wave study with 483 employees, demonstrated that organizational affective commitment significantly reduces work ill-being (burnout) and enhances work well-being (work engagement), affirming the reciprocal relationship between employee wellbeing and their commitment to the organization, consistent with the principle of organizational resource reinforcement (Lu et al., 2023). Employees with high eudaimonic wellbeing demonstrate stronger proactive behavior, contributing to the innovation capacity of the organization, one of the critical components of organizational resilience (Prayag, Muskat, & Dassanayake, 2024). Voegtlin et al. (2023) confirmed that organizations investing in employee wellbeing consistently build reputations as employers of choice.

Social Wellbeing and Social Capital

Employee social wellbeing holds particular relevance in the seasonal tourism context because the industry is fundamentally oriented toward human relations. Mitreva et al. (2022) empirically demonstrated, based on 574 hospitality industry employees, that social support from colleagues and supervisors develops a positive relationship with employee wellbeing, while personal resources including resilience were found to moderate the relationship between high job demands and employee wellbeing. Durão et al. (2024) affirmed that interpersonal relationships and social support in the workplace are the most influential dimensions in shaping the quality of work life of hospitality employees. Liu, Tan, and Mai (2023) confirmed that social support plays a significant role in mitigating work stress among tourism employees, with psychological resilience as a moderator that strengthens the relationship between social support and positive coping styles, thereby protecting employees' mental health from the impacts of extreme work pressure.

Social capital formed from quality interpersonal relationships among employees has been demonstrated to effectively transmit from the individual level to the organizational level in building resilience. Calgaro et al. (2021) empirically demonstrated at Gili Trawangan, Indonesia, that community social capital, including the gotong royong value already established before the disaster, was able to facilitate collective action, create a "social preparedness" mentality, and independently provide social, psychological, and material resources in the post-disaster period, serving as an important foundation for tourism destination recovery resilience. Chen et al. (2024) demonstrated that collectivism-oriented HRM (C-HRM) effectively enhances employee resilience through mechanisms of improved positive social identity and organizational justice. These findings are consistent with Lu et al.'s (2023) view that resources invested in employees generate collective benefits for the organization and impact resilience levels.

Transmission Mechanisms from Employee Wellbeing to Organizational Resilience Psychological Capital (PsyCap) as Mediator

Psychological capital (PsyCap), the positive psychological capacity comprising self-efficacy, optimism, hope, and resilience (the HERO within), has been proven to be a critical mediator in the relationship between employee wellbeing and organizational resilience. Bai et al. (2023) empirically demonstrated that PsyCap directly influences the psychological wellbeing of tourism employees, while POS plays a role in strengthening this relationship. Lu et al. (2023), within the sustainable HRM framework, affirmed that employees' positive psychological resources form a "resource caravan" that motivates them to contribute beyond their formal roles (OCB), a capacity that serves as a critical resource for seasonal tourism organizational resilience.

Prayag et al. (2024) affirmed that resilient leadership that facilitates resilience building through employee engagement and adaptive capacity development is a key predictor of tourism organizations' ability to withstand and recover. Prayag et al. (2024) showed that adaptive resilience, closely related to employees' PsyCap, is directly connected to organizational learning processes, including sense-making, lessons learned, and the integration of new understanding into existing practices. Employees with high PsyCap not only manage work stress more effectively but also demonstrate creative problem-solving behavior that contributes to the innovation capacity and adaptability of the organization (Prayag et al., 2024).

Organizational Commitment and Knowledge Retention

Organizational commitment is a critical determinant of seasonal employee retention. Chambel and Carvalho (2022), in a two-wave study with 483 employees, demonstrated that organizational affective commitment significantly reduces work ill-being (burnout) and enhances work engagement, affirming the reciprocal relationship between employee well-being and their commitment to the organization, consistent with the principle that investment in employee resources generates reciprocal resources for the organization (Lu et al., 2023). Chaichi et al. (2024) found that affective and continuance commitment act as significant moderators between employee attitudes and turnover intention, with direct implications for workforce retention in the hotel sector, which is vulnerable to high turnover.

Prayag et al. (2026) demonstrated that transactive memory systems (TMS), the organizational collective memory system formed through specialization, credibility, and coordination among team members, positively influence the dynamic capabilities of tourism organizations, enabling faster and more effective responses during crises. This organizational memory capacity is highly dependent on employee continuity: organizations that invest in adaptive leadership and the development of long-term commitment have been proven to have an important foundation for surviving various crises. Okumus et al. (2022) confirmed that effective retention strategies encompassing positive work environments, development opportunities, effective communication, and organizational support directly strengthen this organizational memory capacity.

Organizational Learning and Adaptive Capacity

Organizational learning, the process by which organizations create, transfer, and integrate knowledge to enhance adaptive capacity, has been proven to be the third transmission mechanism linking employee wellbeing and organizational resilience. Employees who feel psychologically safe and are supported by the organization tend to be more willing to share knowledge, identify problems, and propose innovative solutions. Prayag et al. (2024) confirmed that adaptive resilience is closely related to organizational learning processes, including situational assessment, sense-making, lessons learned, and the integration of new understanding into existing practices.

Lu et al. (2023) demonstrated that in the hospitality industry, employees rely heavily on knowledge, particularly tacit knowledge from work experience, to handle unexpected situations, making knowledge sharing among employees a critical operational resource. Investment in employee wellbeing and learning during low-pressure periods creates a “reserve” of adaptive capacity: employees who actively participate in crisis response and post-event learning develop problem-solving skills, cross-functional knowledge, and resilience that benefit the organization’s overall capabilities. Voegtlin et al. (2023) confirmed that companies focused on employee wellbeing and sustainable HR practices consistently achieve long-term organizational advantages.

Moderating Contextual Factors

The degree of seasonality in a tourism destination significantly moderates the relationship between employee wellbeing and organizational resilience. Zhang and Xie (2021) demonstrated that different seasonal patterns among leisure, business, and conference tourism segments reduce the overall impact of seasonality on the risk of hotel market exit, implying that market segment diversification is an important resilience strategy. Dalir (2024) identified that destinations with more extreme seasonal fluctuations require innovative and proactive strategies, including product diversification, event hosting, and the use of digital technology to smooth demand across seasons and maintain workforce stability. Lindsay-Smith, Pyke, Gamage, Nguyen, and de Lacy (2022), in empirical research on Australian SME tourism operators facing disasters,

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found that crises negatively and often chronically impact the mental health of operators, forming a reciprocal relationship between staff mental health and organizational resilience.

HR policies designed to accommodate seasonal dynamics have been proven to be important moderators. Chen et al. (2024) demonstrated that collectivism-oriented HRM (C-HRM) effectively enhances employee resilience through improved positive social identity and organizational justice. Lu et al. (2023) demonstrated that sustainable HRM practices based on common good values encompassing investment in employee training and wellbeing support significantly enhance employee resilience as a personal resource. Regarding cultural context, Calgaro et al. (2021) demonstrated at Gili Trawangan, Indonesia, that social capital already established before a disaster, particularly bonds among community members, creates “social preparedness” that enables organizational responses and recovery efforts to be more resilient. These findings underscore that there is no “one-size-fits-all” approach to building tourism organizational resilience; each destination requires strategies tailored to its specific context.

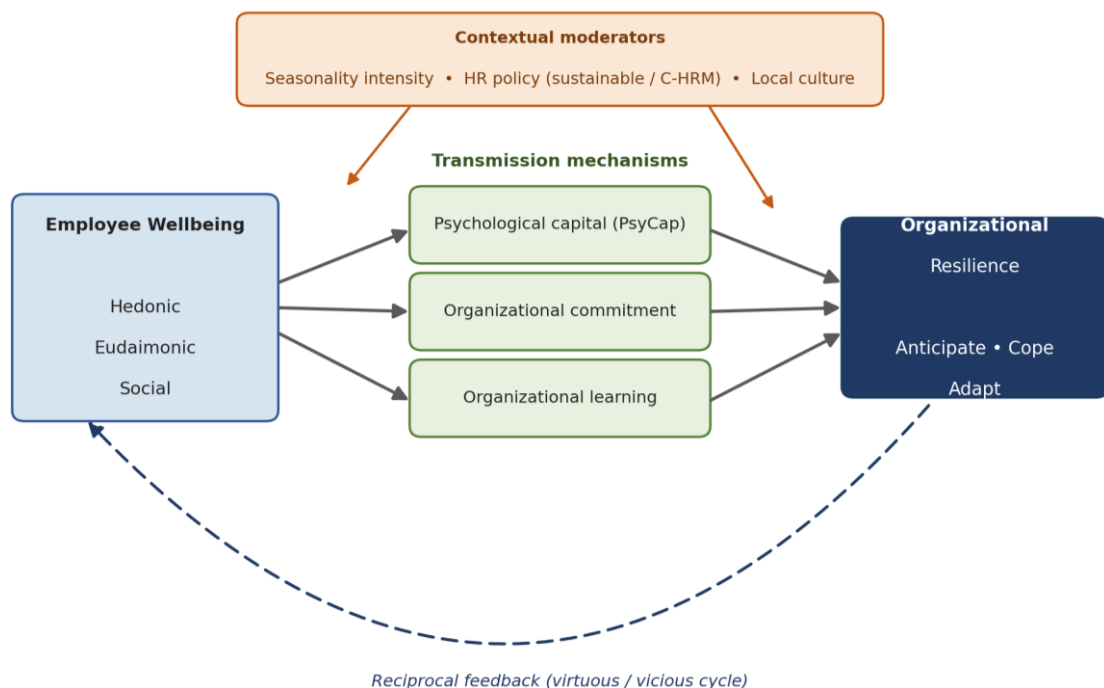


Figure 2. Conceptual Framework of the Employee Wellbeing–Organizational Resilience Relationship

Source: Developed by the authors based on literature synthesis (2026)

The Wellbeing-Based Organizational Resilience (WBOR) Integration Framework

Based on the literature synthesis conducted, this study proposes the “Wellbeing-Based Organizational Resilience (WBOR) Framework” (Figure 2), which argues that employee wellbeing forms the foundation for organizational resilience through three interacting mechanistic pathways: (1) the psychological pathway through psychological capital (PsyCap) that enhances individual capacity to face pressure (Bai et al., 2023); (2) the relational pathway through organizational commitment and social capital that strengthens cohesion and collaboration (Calgaro et al., 2021; Chambel & Carvalho, 2022); and (3) the cognitive pathway through organizational learning that enhances collective adaptive capacity (Lu et al., 2023; Prayag et al., 2024).

The WBOR Framework emphasizes that the relationship between employee wellbeing and organizational resilience is reciprocal and dynamic. Organizational resilience built through employee wellbeing programs, in turn, creates more stable and supportive working conditions, creating a virtuous cycle that further strengthens organizational capacity. Conversely, failure to manage employee wellbeing can initiate a vicious cycle in which declining wellbeing weakens resilience. This framework extends Dynamic Capabilities Theory (Prayag et al., 2024) by demonstrating that the ability to build and reconfigure internal competencies is highly dependent on the quality of employee wellbeing as the foundation of the organization's human capital, and affirms that the "resource caravan" built through employee wellbeing is collective in nature and impacts the organizational level.

CONCLUSION

This systematic literature review synthesized the relationship between employee wellbeing and organizational resilience in seasonal tourism destinations, addressing the three questions that guided the study. First, employee wellbeing in this context is a multidimensional construct spanning hedonic, eudaimonic, and social dimensions, and the specific conditions of seasonal tourism extreme workload fluctuations, contract uncertainty, and high emotional pressure create distinctive challenges that demand contextual managerial responses. Second, employee wellbeing is transmitted to organizational resilience through three reinforcing mechanisms: psychological capital, organizational commitment, and organizational learning, and interventions that develop these mechanisms simultaneously yield the strongest gains in resilience. Third, this relationship is moderated by seasonality intensity, HR policy, and local cultural context, underscoring that culturally sensitive and context-specific strategies, rather than universal prescriptions, are required to build resilience in seasonal tourism destinations. The proposed WBOR Framework integrates these findings into a single model and offers a foundation for future longitudinal, cross-cultural, and intervention research that evaluates how employee wellbeing programs strengthen organizational resilience in seasonal tourism settings.

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