Resilience in the hospitality sector: Individual and organizational factors in the Portuguese context

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Abstract

This study explores individual and organizational resilience-related practices and perceptions among professionals working in four- and five-star hospitality establishments in Portugal. Drawing on the literature on organizational resilience, individual adaptability, crisis management, and entrepreneurial capabilities, the research examines dimensions such as internal communication, organizational adaptability, leadership, social capital, learning from failure, emotional stability, and entrepreneurial mindset. A quantitative, cross-sectional, and exploratory approach was adopted using a structured questionnaire with five-point Likert-type items. A total of 48 valid responses were obtained, corresponding to a reported response rate of 3.59%. Descriptive statistics indicate generally positive perceptions of communication, adaptability, learning from failure, and individual coping capabilities. However, comparatively lower positive response rates were observed for contingency planning and participation in interorganizational cooperation networks. These findings provide exploratory insights into perceived resilience-related capabilities and practices in the Portuguese upscale hotel sector. Given the limited sample and descriptive research design, the results do not establish causal relationships or permit broad generalization. The study discusses practical implications for crisis preparedness, employee development, and organizational adaptation.

Keywords: Crisis Management; Hotel Entrepreneurship; Internal Communication; Leadership; Portugal.

1. Introduction

The hospitality sector is particularly vulnerable to crises and disruptions arising from economic instability, natural disasters, public health emergencies, and fluctuations in tourism demand (Wut et al., 2021). In this context, organisational resilience has emerged as a relevant capability for hotel establishments seeking to respond to uncertainty, maintain their operations, and adapt to changing environmental conditions (Alnasser et al., 2024). Organisational resilience encompasses the capacity to absorb disruptions, adjust organisational processes, and develop adaptive responses to external challenges. Within the hospitality sector, this capability has been examined in relation to crisis management, organisational adaptation, leadership, and strategic responses to uncertainty (Melián-Alzola et al., 2020).

Resilience in hospitality, however, should not be understood exclusively at the organisational level. Individual capabilities, including adaptability, emotional stability, learning from adverse experiences, and an entrepreneurial mindset, may also be relevant to how hospitality professionals perceive and respond to challenging circumstances. Research on entrepreneurial resilience highlights the importance of adaptive capabilities in dealing with uncertainty and resource constraints (Fatoki, 2018; Zighan et al., 2022). Furthermore, learning from adverse experiences, including situations of near failure, may create opportunities for reflection, strategic adjustment, and the development of resilience-related capabilities (Leite et al., 2025). Nevertheless,

entrepreneurial resilience should be distinguished from the individual resilience of managers and employees, as these concepts refer to different roles and levels of analysis.

Previous studies have examined organisational resilience in hospitality establishments (Melián-Alzola et al., 2020), entrepreneurial resilience in small and medium-sized enterprises (Fatoki, 2018; Zighan et al., 2022), and the role of learning from adverse experiences in strategic adaptation (Leite et al., 2025). These perspectives provide complementary insights into how individuals and organisations respond to uncertainty. However, examining individual capabilities and organisational practices together remains relevant for developing a more integrated understanding of resilience-related perceptions within hospitality establishments. In particular, organisational practices such as internal communication, leadership, social capital, and crisis preparedness should be distinguished from individual characteristics such as emotional stability, adaptability, and learning from failure.

The Portuguese hospitality sector provides a relevant setting for examining these dimensions. Hotel establishments operate in an environment characterised by changing tourism demand, competitive pressures, and exposure to external disruptions. Understanding how hospitality professionals perceive organisational practices and individual capabilities associated with resilience may therefore offer useful insights into crisis preparedness and adaptation. The focus on four- and five-star hotel establishments also provides a defined empirical context for exploring these dimensions without assuming that the establishments necessarily belong to the category of small and medium-sized enterprises.

Against this background, the present study aims to explore hospitality professionals' perceptions of individual capabilities and organisational practices associated with resilience in four- and five-star hotel establishments in Portugal. Specifically, the research examines organisational dimensions related to internal communication, adaptability, leadership, social capital, and crisis preparedness, alongside individual dimensions such as learning from failure, entrepreneurial mindset, emotional stability, and adaptability. A quantitative, cross-sectional, and exploratory approach is adopted to identify descriptive patterns in respondents' perceptions. Accordingly, the study does not seek to establish causal relationships or statistically demonstrate the effects of these dimensions on organisational resilience.

The study seeks to contribute to the literature on hospitality resilience by considering individual and organisational perspectives within an integrated exploratory framework. By examining these dimensions in the Portuguese hotel sector, the research provides empirical insights into perceived resilience-related practices and capabilities and identifies areas that may warrant further organisational attention and future investigation.

The remainder of this article is organised as follows. Section 2 reviews the relevant literature and presents the conceptual framework and research propositions. Section 3 describes the methodology. Section 4 presents and discusses the findings. Finally, the article outlines the main conclusions, limitations, and directions for future research.

2. Literature Review

2.1. Conceptualization of Organizational Resilience

In an increasingly uncertain, dynamic, and competitive business environment, organisational resilience has become a relevant concept for understanding how organisations respond to disruptions, maintain essential functions, and adapt to changing circumstances. Within the hospitality sector, resilience involves the ability to anticipate potential threats, manage adverse events, and adjust organisational practices in response to internal and external challenges. Silva (2020) emphasises the importance of identifying threats, assessing their potential consequences, and establishing contingency measures to support business continuity. From this perspective, organisational resilience extends beyond immediate crisis response and encompasses preparedness, adaptation, and the capacity to learn from adversity.

Research on resilience in tourism and hospitality highlights the relevance of organisational resources, leadership, communication, and employee-related capabilities. Elshaer and Saad (2022) examine resilience in small and medium-sized tourism enterprises through an integrated perspective involving servant leadership, transparent communication, employee resilience, and adaptive performance. These dimensions can be interpreted in conjunction with the Disaster Resilience Framework for Hotels, which emphasises the role of available resources and organisational capacities in supporting preparedness, response, and recovery following disruptive events (Brown et al., 2018). Social Exchange Theory provides an additional perspective for understanding workplace relationships, suggesting that supportive organisational practices and reciprocal exchanges may contribute to employee engagement and cooperation (Silva & Pinheiro, 2023). Together, these approaches highlight the importance of considering both organisational arrangements and individual responses when examining resilience-related practices.

Leadership represents an important organisational dimension in this context. Servant leadership places particular emphasis on supporting employees, responding to their needs, and fostering their development rather than prioritising the leader's personal interests (Eva et al., 2019). This approach may contribute to supportive working relationships and employee engagement during periods of uncertainty. Nevertheless, servant leadership should not be treated as an inherently effective response to every organisational challenge, since its implementation and outcomes depend on organisational conditions and the balance between employee support, autonomy, and managerial direction (Meuser & Smallfield, 2023). In hospitality establishments, examining leadership practices may therefore provide insights into the organisational environment in which employees respond to crises and operational disruptions.

Internal communication constitutes another relevant dimension of organisational preparedness and adaptation. Transparent communication involves the timely, accurate, and accessible sharing of organisational information, together with opportunities for employees to participate in communication processes. Lee et al. (2024) examine the role of transparent internal communication in organisational contexts, highlighting its relevance to employee participation and organisational relationships. In hospitality establishments, communication practices may be particularly important during disruptive events, when employees require clear information about operational changes, responsibilities, and organisational responses. However, the perceived presence of transparent communication should be distinguished from evidence of its direct effect on organisational resilience.

Although resilience is often examined at the organisational level, employees' individual capabilities may also be relevant to organisational responses to adversity. Al-Hawari et al. (2020) investigate employee resilience in the context of challenging workplace experiences, highlighting its relevance to how employees cope with adverse conditions. Learning from difficult experiences, maintaining emotional stability, and adapting to changing demands are individual characteristics that may inform the study of resilience-related perceptions. Nevertheless, individual resilience and organisational resilience represent distinct analytical concepts: the former concerns individuals' responses and capabilities, whereas the latter refers to organisational processes, resources, and capacities. Consequently, favourable perceptions of individual characteristics should not automatically be interpreted as evidence of organisational resilience.

The vulnerability of hospitality establishments to external disruptions further reinforces the relevance of organisational preparedness. Ntounis et al. (2022) examine resilience in the tourism and hospitality industry during the COVID-19 pandemic, illustrating the challenges experienced by businesses when confronted with sudden restrictions, operational uncertainty, and changes in market conditions. Such disruptions highlight the relevance of crisis management practices, adaptive decision-making, and cooperation among organisational and external stakeholders. El-Said et al. (2023) further contribute to this discussion by examining resilience management practices in hospitality during the COVID-19 crisis, emphasising the interconnected nature of organisational adaptation, crisis management, and learning. These perspectives suggest that resilience-related practices should be considered as part of an evolving organisational response rather than as isolated reactions to individual crises.

Learning from adverse experiences also represents a relevant aspect of organisational adaptation. Leite et al. (2025) conceptualise near failures as strategic inflection points through which organisations may identify vulnerabilities, reassess existing assumptions, and consider changes in their strategies and practices. This perspective suggests that disruptive experiences do not necessarily need to result in organisational failure to generate opportunities for reflection and learning. In hospitality establishments, experiences of operational disruption may therefore provide opportunities to reconsider contingency arrangements, communication procedures, and adaptive practices. However, the existence of learning-related perceptions does not, by itself, demonstrate that organisational transformation has occurred.

Adaptive capacity is closely related to the ability to respond to changing conditions. Gorter (2021) discusses adaptability and resilience in the context of organisational and professional responses to uncertainty. From an organisational perspective, adaptive capacity may involve revising operational procedures, adjusting available resources, and responding to emerging challenges. These processes may be supported by leadership and employee capabilities, but should not be reduced to the personal characteristics of individual leaders. In the hospitality sector, organisational adaptability is therefore better understood as a multidimensional capability involving coordinated responses across different organisational functions.

Social capital provides a further perspective for understanding organisational resilience-related resources. Gutierrez-Broncano et al. (2024) examine the relationships between general managers' servant leadership, social capital, and firms' adaptive capacity in the hospitality industry. Social capital can be considered through internal relationships, including trust, cooperation, and information sharing among organisational members, and external relationships involving other organisations and stakeholders. These relationships may facilitate access to information, coordination, and support during periods of uncertainty. Nevertheless, the presence of professional relationships or participation in cooperation networks should not be assumed to establish their effectiveness in improving resilience without further empirical assessment.

Entrepreneurial mindset represents a complementary perspective on how individuals recognise opportunities and respond to uncertainty. Daspit et al. (2021) conceptualise entrepreneurial mindset as a cognitive perspective associated with opportunity recognition, value creation, and action under uncertain conditions. Morris and Tucker (2021) further discuss cognitive, affective, and behavioural dimensions associated with entrepreneurial mindset. Although this literature is relevant to understanding initiative, adaptability, and opportunity-oriented thinking, entrepreneurial mindset should not be equated with entrepreneurial status or business ownership. Managers and employees may demonstrate entrepreneurial characteristics without being entrepreneurs themselves. Accordingly, in the present study, entrepreneurial mindset is considered an individual resilience-related capability rather than evidence that respondents are business owners or that the establishments surveyed are small and medium-sized enterprises.

Taken together, these perspectives indicate that organisational resilience in hospitality can be examined through several interrelated dimensions, including communication, leadership, organisational adaptability, crisis preparedness, and social capital. Individual characteristics, such as learning from adversity, emotional stability, adaptability, and entrepreneurial mindset, provide a complementary level of analysis. The distinction between these levels is essential for interpreting empirical findings appropriately. In the present exploratory study, these dimensions are examined through respondents' perceptions of organisational practices and individual capabilities. The analysis therefore seeks to identify descriptive patterns relevant to resilience rather than establish causal relationships between the dimensions considered or demonstrate their effects on organisational performance.

2.2. Characterization of Individual Resilience

Individual resilience refers to the capacity to respond to adversity, adapt to challenging circumstances, and maintain or recover psychological functioning in the face of uncertainty. In the business context, resilience has been examined as a process involving recovery, adaptation, and transformation following external disruptions

(Dahles & Susilowati, 2015). Although these processes may occur at both individual and organisational levels, it is important to distinguish the psychological and behavioural responses of individuals from the broader resources, routines, and capabilities of organisations.

In entrepreneurship research, psychological resilience has received particular attention because entrepreneurs frequently encounter uncertainty, resource constraints, and unexpected challenges. Haddoud et al. (2022) examine the psychological drivers of entrepreneurial resilience in the tourism sector, highlighting the relevance of individual characteristics and psychological resources when responding to adversity. Personality-related characteristics, attitudes, emotions, and cognitive processes may influence how individuals interpret challenging circumstances and identify possible responses. Nevertheless, the characteristics associated with entrepreneurial resilience should not be assumed to apply exclusively to business owners, since managers and employees may also encounter uncertainty and demonstrate adaptive responses in their professional activities.

Hartmann et al. (2022) conceptualise entrepreneurs' psychological resilience as a dynamic process shaped by the interaction between individuals and their environments. Their review distinguishes between personal factors, including personality, previous experiences, attitudes, and behaviours, and contextual factors, such as organisational conditions, available resources, and social support networks. This perspective is particularly relevant because it suggests that resilience should not be regarded solely as a stable personality trait. Instead, individual responses to adversity may vary according to the circumstances encountered and the resources available.

A distinction between individual and organisational resilience is therefore essential. Individual resilience concerns the psychological and behavioural capacities through which people respond to adversity, whereas organisational resilience refers to the capacity of organisations to maintain, adapt, or transform their activities when confronted with disruptions (Prayag et al., 2019; Rai et al., 2021). These levels may be related, but they are not interchangeable. For example, an organisation may maintain its operations during a crisis while individual employees experience considerable psychological strain. Similarly, employees may perceive themselves as adaptable and emotionally stable without this necessarily demonstrating that the organisation possesses effective crisis-management systems.

The literature also highlights the developmental and contextual nature of resilience. Schepers et al. (2021) examine entrepreneurial resilience in the context of the COVID-19 crisis, emphasising the relevance of adaptation and responses to changing business conditions. This perspective supports the consideration of resilience as a process influenced by experience and environmental demands rather than as an exclusively fixed individual attribute. The capacity to adjust to adversity may therefore depend on both personal resources and the characteristics of the challenges encountered.

Learning from adverse experiences represents another relevant dimension. Leite et al. (2025) discuss near failures as strategic inflection points that can reveal vulnerabilities and create opportunities for reflection and adjustment. Although this perspective is developed primarily in a strategic and entrepreneurial context, it provides a useful basis for examining how individuals perceive their capacity to learn from mistakes and challenging situations. Learning-related perceptions should, however, be distinguished from evidence that learning has resulted in measurable improvements in organisational performance.

An entrepreneurial mindset may also offer a complementary perspective on individual responses to uncertainty. Daspit et al. (2021) associate entrepreneurial mindset with opportunity recognition, value creation, and action under uncertain conditions, while Morris and Tucker (2021) discuss its cognitive, affective, and behavioural dimensions. These perspectives suggest that entrepreneurial thinking may involve recognising opportunities, interpreting uncertainty, and taking initiative. In the present study, entrepreneurial mindset is considered an individual capability that may be relevant to hospitality professionals, rather than an indication that respondents are entrepreneurs or business owners.

Taken together, the literature provides a basis for examining individual resilience-related dimensions such as adaptability, emotional stability, learning from adversity, decision-making under uncertainty, and entrepreneurial mindset. These dimensions are relevant to understanding how hospitality professionals perceive their own capabilities when faced with challenging situations. Nevertheless, the present study does not directly assess psychological resilience through a validated multidimensional scale, nor does it establish whether individual capabilities lead to improved organisational resilience. Instead, it explores descriptive patterns in respondents' perceptions of selected individual characteristics and practices associated with resilience.

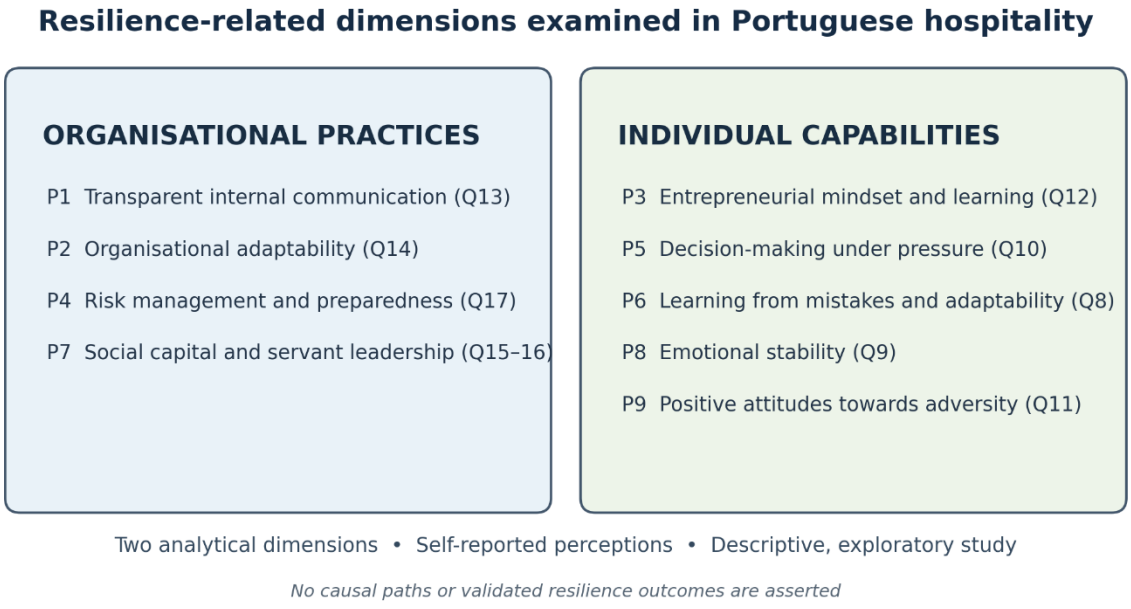
2.3. Integrative Conceptual Framework

The literature reviewed in the preceding sections suggests that resilience in hospitality can be examined from two complementary but analytically distinct perspectives: organisational practices and individual capabilities. Organisational practices concern the arrangements, resources, and processes through which establishments prepare for and respond to disruptions, whereas individual capabilities concern the attitudes, perceptions, and behavioural resources that professionals may draw upon when facing adversity (Brown et al., 2018; Hartmann et al., 2022; Prayag et al., 2019).

In the present study, the organisational dimension comprises transparent internal communication, organisational adaptability, risk management and crisis preparedness, social capital, and servant leadership. The individual dimension encompasses entrepreneurial mindset and continuous learning, decision-making under pressure, learning from mistakes and adaptability, emotional stability, and positive attitudes towards adversity. These dimensions are informed by the literature on hospitality resilience, entrepreneurial mindset, leadership, and psychological resilience (Elshaer & Saad, 2022; Daspit et al., 2021; Gutierrez-Broncano et al., 2024; Leite et al., 2025).

Figure 1 presents the integrative conceptual framework adopted to organise the study. The framework distinguishes the two analytical dimensions and links each investigated component to the corresponding exploratory research proposition and questionnaire item. It does not propose or test causal relationships between individual capabilities and organisational resilience, nor does it assume that favourable perceptions constitute evidence of improved organisational performance.

Figure 1: Integrative conceptual framework of individual and organisational resilience-related dimensions in hospitality.



Source: Authors' own elaboration based on the literature review and the questionnaire dimensions.

The nine exploratory propositions derived from this framework are operationalised in Table 1, presented in Section 3.5. They serve to structure the descriptive analysis of respondents' perceptions rather than to test statistically specified relationships. This approach enables the findings to be interpreted in accordance with the study's exploratory design and the limitations of its empirical evidence.

3. Methodology

3.1. Research Design

This study adopted a quantitative, cross-sectional, and exploratory research design to examine individual capabilities and organisational practices associated with resilience in the Portuguese hospitality sector. The research focused on four- and five-star hotel establishments located in mainland Portugal and the autonomous regions of Madeira and the Azores.

Data were collected through a structured questionnaire using five-point Likert-type response scales. The study examined respondents' perceptions of organisational dimensions, including internal communication, adaptability, leadership, social capital, and crisis preparedness, alongside individual dimensions such as learning from adversity, entrepreneurial mindset, emotional stability, decision-making under pressure, and adaptability.

Given its exploratory nature, the study sought to identify descriptive patterns in respondents' perceptions rather than establish causal relationships or statistically test the effects of individual and organisational factors on resilience. Accordingly, the findings are interpreted as perceptions of resilience-related practices and capabilities rather than direct measurements of organisational resilience outcomes.

3.2. Data Collection and Sample

The questionnaire was distributed to four- and five-star hotel establishments, including hotels and resorts, located in mainland Portugal and the autonomous regions of Madeira and the Azores. The initial contact list comprised 1,336 establishments identified through Booking.com. A total of 48 valid responses were obtained, corresponding to a reported response rate of 3.59%. The average questionnaire completion time was 8 minutes and 51 seconds.

The study relied on a non-probabilistic sample of respondents who completed the questionnaire. The relatively low response rate raises concerns regarding potential non-response bias, as the characteristics and perceptions of non-respondents could not be assessed. Consequently, the findings should not be considered representative of all Portuguese hotel establishments.

Regarding age, 29.79% of respondents were between 20 and 30 years old, 27.66% between 30 and 40, 29.79% between 40 and 50, and 12.77% between 50 and 60 years old. The reported mean age was 36.3 years.

In terms of professional experience, 10.42% reported less than one year, 22.92% between one and five years, 16.67% between five and ten years, 12.50% between ten and fifteen years, 14.58% between fifteen and twenty years, and 22.92% more than twenty years of experience.

Geographically, respondents were distributed across the Autonomous Region of Madeira (8.33%), the Azores (18.75%), the Algarve (18.75%), the Alentejo (8.33%), the Lisbon Metropolitan Area (12.50%), the Centro region (18.75%), and the Norte region (14.58%).

Although the study addresses leadership, entrepreneurship, and organisational practices, the available descriptive results do not identify respondents' professional positions. Therefore, the findings cannot be attributed specifically to hotel owners, entrepreneurs, managers, supervisors, or operational employees. Furthermore, the classification of establishments as four- or five-star hotels does not establish whether they meet the criteria for small or medium-sized enterprises.

3.3. Research Instrument

The research instrument consisted of a structured questionnaire designed to explore respondents' perceptions of individual capabilities and organisational practices associated with resilience in hospitality establishments.

The questionnaire included questions concerning respondents' demographic characteristics and professional experience, as well as statements assessed using five-point Likert-type response scales. The organisational dimensions addressed internal communication, adaptability, leadership, social capital, and crisis preparedness. The individual dimensions included learning from mistakes, entrepreneurial mindset, emotional stability, decision-making under pressure, and attitudes towards challenging situations.

For the purposes of the present analysis, the questionnaire items were examined descriptively. The study does not claim that the questionnaire constitutes a validated multidimensional measure of individual or organisational resilience. Accordingly, each dimension is interpreted in relation to the content of the corresponding questionnaire item, without assuming that individual responses provide a comprehensive measurement of the underlying theoretical construct.

3.4. Data Analysis

The collected data were analysed using descriptive statistics, primarily response frequencies and percentages of agreement. The analysis aimed to identify patterns in respondents' perceptions of resilience-related organisational practices and individual capabilities.

No inferential statistical tests, correlation analyses, or causal models are reported in the present study. Consequently, the findings do not establish statistically significant relationships between the dimensions examined or demonstrate their effects on organisational resilience.

The research propositions presented in Table 1 provide an exploratory framework for organising and interpreting the descriptive results. They are not treated as statistically tested hypotheses, and the observed percentages of agreement are not interpreted as evidence of hypothesis confirmation.

3.5. Research Objectives, Questions, and Propositions

The main objective of this study is to explore hospitality professionals' perceptions of individual capabilities and organisational practices associated with resilience in Portuguese four- and five-star hotel establishments.

The specific objectives are to examine perceptions of organisational communication, adaptability, leadership, social capital, and crisis preparedness; explore individual capabilities related to learning from adversity, entrepreneurial mindset, emotional stability, decision-making, and adaptability; identify descriptive patterns across these dimensions; and discuss their implications for resilience-related practices in hospitality establishments.

To ensure consistency between the research objectives, the questionnaire, and the empirical analysis, the original hypotheses were reformulated as exploratory research propositions. These propositions describe the dimensions investigated without presupposing causal relationships or statistically established effects on organisational resilience.

Table 1: Research Objectives, Research Questions, and Exploratory Propositions.

Research objective	Research question	Research proposition	Questionnaire item
Examine internal communication	RQ1. How do respondents perceive internal communication practices?	P1. Transparent internal communication is perceived as a resilience-related organisational practice.	Q13
Examine organisational adaptability	RQ2. How do respondents perceive organisational adaptability?	P2. Organisational adaptability is positively perceived by respondents.	Q14
Explore entrepreneurial mindset	RQ3. How do respondents perceive entrepreneurial thinking and learning?	P3. Entrepreneurial mindset and continuous learning are positively perceived among respondents.	Q12
Examine crisis preparedness	RQ4. How do respondents perceive risk management, contingency planning, and training practices?	P4. Risk management, contingency planning, and employee training are perceived as relevant organisational practices.	Q17
Explore decision-making under pressure	RQ5. How do respondents perceive their decision-making capabilities under pressure?	P5. Decision-making under pressure is positively perceived by respondents.	Q10
Examine learning from adversity	RQ6. How do respondents perceive learning from mistakes and individual adaptability?	P6. Learning from mistakes and individual adaptability are positively perceived by respondents.	Q8
Examine social capital and leadership	RQ7. How do respondents perceive social capital and servant leadership?	P7. Social capital and servant leadership are perceived as relevant organisational resources.	Q15–Q16
Explore emotional stability	RQ8. How do respondents perceive their emotional stability in challenging situations?	P8. Emotional stability is positively perceived among respondents.	Q9
Examine attitudes towards adversity	RQ9. How do respondents perceive their attitudes towards challenges and uncertainty?	P9. Positive attitudes towards challenges and adversity are reported by respondents.	Q11

Source: Own elaboration based on the questionnaire-item descriptions and descriptive results presented in the original study.

The propositions are used to structure the presentation and discussion of the findings. Their interpretation remains descriptive and is restricted to the information collected through the questionnaire. Therefore, the results should be understood as exploratory evidence of respondents' perceptions rather than as statistical confirmation of relationships between individual capabilities, organisational practices, and resilience outcomes.

4. Analysis and Discussion of Results

This section presents and discusses the descriptive findings in relation to the exploratory research propositions outlined in Table 1. The analysis focuses on the questionnaire items addressing individual capabilities and

organisational practices associated with resilience. Respondents' demographic characteristics were presented in the methodology section and are not used for subgroup comparisons, as no inferential analyses were conducted.

The results are expressed as percentages of favourable responses to the questionnaire statements. These percentages describe respondents' reported perceptions and should not be interpreted as statistical confirmation of the propositions or as evidence of causal relationships between the dimensions examined and organisational resilience. The discussion distinguishes organisational practices from individual capabilities and considers the findings in light of the relevant literature.

4.1. Organisational Communication and Adaptability

Proposition P1 — Transparent internal communication

Question 13 examined respondents' perceptions of transparent internal communication within their organisations. Regarding the provision of clear and relevant information to employees, 77.08% of respondents provided favourable responses. A further 72.92% reported that their organisations communicate openly about challenges encountered during crises and the actions required to address them. Additionally, 81.25% indicated that employees are encouraged to express concerns and suggestions. The average percentage of favourable responses across these three items was 77.08%.

These findings indicate generally positive perceptions of internal communication practices, particularly regarding opportunities for employees to express their views. Nevertheless, the comparatively lower percentage associated with communication about challenges during crises suggests that this aspect may warrant further attention. Transparent communication has been examined as a relevant organisational practice in the literature, particularly in relation to employee participation and organisational relationships (Lee et al., 2024). However, the present findings do not establish whether communication practices directly improve organisational resilience.

Proposition P2 — Organisational adaptability

Question 14 addressed organisational adaptability. Regarding the ability to adjust strategies rapidly in response to changes in the business environment, 79.17% of respondents provided favourable responses. A further 81.25% indicated that their organisations could adjust operations when confronted with unexpected situations, while 79.17% reported the existence of a culture of flexibility among employees. The average percentage of favourable responses was 79.86%.

These results suggest that respondents generally perceive their organisations as capable of adapting strategies and operations to changing circumstances. This interpretation is consistent with the relevance attributed to adaptive organisational practices in hospitality resilience research (Melián-Alzola et al., 2020; El-Said et al., 2023). Nevertheless, the findings represent perceived adaptability rather than independently verified organisational responses or recovery outcomes.

Taken together, the results associated with P1 and P2 indicate generally favourable perceptions of communication and adaptability within the establishments represented in the sample. These dimensions may be relevant to organisational preparedness, but the descriptive data do not establish their relative importance or their effects on resilience.

4.2. Entrepreneurial Mindset and Crisis Preparedness

Proposition P3 — Entrepreneurial mindset and continuous learning

Question 12 examined entrepreneurial mindset and value creation. Regarding the active identification of opportunities to create value, 81.25% of respondents provided favourable responses. Continuous learning was positively assessed by 97.92% of respondents, while 85.42% reported favourable perceptions concerning innovation and entrepreneurial mindset. The average percentage of favourable responses was 88.20%.

Continuous learning was the most positively assessed item within this dimension. This finding suggests that respondents place considerable emphasis on learning and professional development. Entrepreneurial mindset has been discussed in the literature in relation to opportunity recognition, cognitive processes, and action under uncertainty (Daspit et al., 2021; Morris & Tucker, 2021). However, the present results do not demonstrate that respondents have implemented innovations or that entrepreneurial thinking has improved organisational performance. They indicate favourable perceptions of the characteristics assessed by the questionnaire.

Proposition P4 — Risk management, contingency planning, and employee training

Question 17 examined organisational practices related to risk management and crisis preparedness. A total of 72.92% of respondents indicated that their organisations have defined processes to mitigate potential threats. However, only 64.58% reported the existence of contingency plans for crisis management, while 66.67% indicated that their organisations invest in employee training to strengthen resilience-related capabilities. The average percentage of favourable responses was 68.06%.

This dimension presented less favourable results than most of the other dimensions investigated. In particular, contingency planning and employee training received comparatively lower positive response rates. These findings suggest potential opportunities to strengthen formal preparedness procedures and professional development initiatives.

The importance of preparedness and organisational resources has been emphasised in research on disaster resilience in the hotel sector (Brown et al., 2018). Similarly, studies of crisis management in hospitality highlight the relevance of organisational responses and adaptation during disruptive events (El-Said et al., 2023; Ntounis et al., 2022). Although the present findings cannot determine the effectiveness of existing preparedness practices, they identify areas that may deserve greater managerial attention.

4.3. Individual Decision-Making and Learning from Adversity

Proposition P5 — Decision-making under pressure

Question 10 addressed respondents' perceptions of their decision-making capabilities during challenging situations. A total of 87.50% indicated that they could make rapid and effective decisions during crises, 89.58% expressed confidence in their decisions under pressure, and 91.67% reported being able to assess risks and act assertively. The average percentage of favourable responses was 89.58%.

These results suggest generally positive self-perceptions of decision-making capabilities in uncertain circumstances. Such characteristics may be relevant to adaptive professional behaviour, particularly in operational environments requiring timely responses to unexpected situations. However, these findings are based on self-reported perceptions and do not provide independent evidence of decision-making performance during actual crises.

Proposition P6 — Learning from mistakes and individual adaptability

Question 8 examined individual adaptability and learning. Regarding the ability to adapt rapidly to adverse situations, 91.67% of respondents provided favourable responses. All respondents (100%) indicated that they could learn from their mistakes and improve their performance, while 93.75% viewed challenges as opportunities for growth. The average percentage of favourable responses was 95.14%, the highest among the dimensions examined.

The particularly high level of agreement regarding learning from mistakes suggests that respondents perceive learning as an important element of their responses to adversity. This result can be discussed in relation to research on learning from adverse experiences and near failures (Leite et al., 2025), as well as studies addressing employee resilience in challenging workplace conditions (Al-Hawari et al., 2020).

Nevertheless, the unanimous favourable response to the learning-from-mistakes statement should be interpreted cautiously. Self-reported agreement does not demonstrate that respondents have experienced specific failures, implemented corrective measures, or achieved measurable improvements in performance. The results therefore reflect perceived learning capabilities rather than verified learning outcomes.

Taken together, P5 and P6 highlight favourable self-assessments of decision-making, adaptability, and learning. These individual characteristics may complement organisational preparedness practices, but their relationship with organisational resilience was not statistically examined.

4.4. Social Capital and Servant Leadership

Proposition P7 — Social capital and servant leadership

Question 15 examined perceptions of social capital. Regarding relationships with other organisations, 91.67% of respondents indicated that their establishments maintain positive business relationships. A further 81.25% reported that their organisations promote trust and mutual support among employees. However, only 62.50% indicated that their organisations participate in cooperation networks designed to provide support during crises. The average percentage of favourable responses was 78.47%.

The difference between general business relationships and participation in crisis-related cooperation networks is particularly relevant. Although respondents generally perceived external relationships positively, participation in formal or informal support networks during crises appeared less widespread. This distinction suggests that maintaining business relationships does not necessarily imply the existence of coordinated arrangements for crisis response.

Gutierrez-Broncano et al. (2024) examine social capital in relation to leadership and adaptive capacity in hospitality organisations, providing a relevant theoretical context for interpreting these findings. Nevertheless, the present study does not establish whether the relationships reported by respondents improve organisational adaptability or crisis outcomes.

Question 16 addressed servant leadership. A total of 75.00% of respondents indicated that organisational leadership considers employees' well-being and needs, while 77.08% reported that leaders demonstrate empathy and concern for employees' personal and professional development. Additionally, 79.17% perceived the adoption of a collaborative leadership approach that avoids excessive reliance on authority. The average percentage of favourable responses was 77.08%.

These findings indicate generally positive perceptions of supportive and collaborative leadership practices. Servant leadership research emphasises employee support and development as central characteristics of this leadership approach (Eva et al., 2019). Elshaer and Saad (2022) also examine servant leadership and transparent communication in the context of resilience in tourism enterprises.

However, the findings do not demonstrate that servant leadership or social capital directly increases organisational resilience. Nor do they support conclusions specifically concerning entrepreneurship or small and medium-sized enterprises, as the professional status of respondents and the size classification of establishments were not established.

4.5. Emotional Stability and Attitudes Towards Adversity

Proposition P8 — Emotional stability

Question 9 examined emotional stability in challenging circumstances. A total of 93.75% of respondents indicated that they could control their emotions during crises, 83.33% reported being able to manage stress without substantial emotional impact, and 89.58% indicated that they approached problems with a positive and optimistic mindset. The average percentage of favourable responses was 88.89%.

Although respondents generally assessed their emotional capabilities positively, the comparatively lower percentage concerning stress management suggests that this aspect may be more challenging than emotional control or optimism. The findings are relevant to the discussion of psychological resilience as a process shaped by personal characteristics and contextual conditions (Hartmann et al., 2022).

Nevertheless, these responses should not be interpreted as clinical or psychological assessments of emotional stability. They reflect respondents' self-perceptions rather than validated measurements of psychological resilience or stress-related outcomes.

Proposition P9 — Positive attitudes towards challenges and adversity

Question 11 examined attitudes towards challenges and uncertainty. A total of 89.58% of respondents indicated openness to new experiences and challenges, while 100% agreed that discipline and determination are important for overcoming difficulties. Additionally, 81.25% reported being able to remain motivated in unpredictable situations. The average percentage of favourable responses was 90.28%.

These findings indicate strong agreement with statements concerning openness, discipline, determination, and motivation. However, the unanimous agreement regarding the importance of discipline and determination reflects an evaluation of these characteristics rather than evidence that all respondents consistently demonstrate them in practice.

The findings can be considered in relation to the literature on psychological and entrepreneurial resilience, which emphasises the interaction between individual characteristics, experiences, and environmental conditions (Haddoud et al., 2022; Hartmann et al., 2022). Nevertheless, the present analysis does not establish whether these attitudes predict individual adaptation or organisational resilience.

4.6. Integrated Discussion and Practical Implications

The descriptive results reveal generally favourable perceptions across the individual and organisational dimensions investigated. Individual learning and adaptability (95.14%), positive attitudes towards adversity (90.28%), decision-making under pressure (89.58%), and emotional stability (88.89%) received particularly high average percentages of favourable responses.

At the organisational level, the results were more varied. Organisational adaptability (79.86%), social capital (78.47%), transparent internal communication (77.08%), and servant leadership (77.08%) received generally favourable assessments. However, risk management, contingency planning, and employee training presented a lower average percentage of favourable responses (68.06%).

This descriptive contrast suggests that respondents' self-assessments of individual capabilities were generally more favourable than their assessments of some organisational preparedness practices. Nevertheless, this observation should not be interpreted as a statistically established difference between individual and organisational resilience. The dimensions were assessed through different questionnaire statements, and no inferential comparisons or validated composite scales were employed.

Two findings are particularly relevant for managerial reflection. First, only 64.58% of respondents reported the existence of contingency plans for crisis management. Second, only 62.50% indicated that their organisations participate in cooperation networks intended to provide support during crises. These results identify potentially relevant areas for strengthening organisational preparedness and external collaboration.

From a practical perspective, hospitality establishments may benefit from reviewing crisis communication procedures, contingency arrangements, employee training opportunities, and mechanisms for interorganisational cooperation. The literature also suggests the potential relevance of supportive leadership, organisational learning, and adaptation when responding to uncertainty (Brown et al., 2018; Elshaer & Saad, 2022; El-Said et al., 2023). These recommendations should, however, be understood as implications informed by

the descriptive findings and previous research, rather than interventions whose effectiveness has been demonstrated by the present study.

Table 2: Summary of Research Propositions, Descriptive Evidence, and Practical Implications.

Proposition	Dimension	Average favourable responses	Practical implications
P1	Transparent internal communication	77.08%	Review crisis communication procedures and strengthen opportunities for employee feedback.
P2	Organisational adaptability	79.86%	Encourage flexible operational procedures and regular reviews of responses to unexpected situations.
P3	Entrepreneurial mindset and continuous learning	88.20%	Support professional learning and mechanisms for identifying and evaluating improvement opportunities.
P4	Risk management, contingency planning, and employee training	68.06%	Review contingency arrangements, risk-management procedures, and training opportunities.
P5	Decision-making under pressure	89.58%	Provide opportunities to develop decision-making and risk-assessment capabilities.
P6	Learning from mistakes and individual adaptability	95.14%	Encourage structured reflection on adverse experiences and lessons learned.
P7	Social capital and servant leadership	78.47% / 77.08%	Strengthen crisis-related cooperation networks and supportive leadership practices.
P8	Emotional stability	88.89%	Consider employee well-being and support mechanisms for managing work-related stress.
P9	Positive attitudes towards adversity	90.28%	Encourage professional development initiatives that support motivation and adaptability.

Source: Own elaboration based on the descriptive survey results.

Note: Percentages represent the arithmetic averages of favourable response percentages reported for the questionnaire items associated with each dimension. They do not constitute validated scale scores, statistical tests of the propositions, or measures of causal effects.

Overall, the findings provide exploratory insights into how respondents perceive selected individual capabilities and organisational practices associated with resilience in Portuguese four- and five-star hotel establishments. The results are consistent with the relevance attributed to these dimensions in the literature, but they do not confirm causal relationships or establish their contribution to organisational resilience. Further research using larger samples, validated measurement instruments, and appropriate statistical analyses is required to examine these relationships more directly.

5. Conclusion

This study explored hospitality professionals' perceptions of individual capabilities and organisational practices associated with resilience in Portuguese four- and five-star hotel establishments. Drawing on 48 valid questionnaire responses from mainland Portugal and the autonomous regions of Madeira and the Azores, the

research examined dimensions related to internal communication, organisational adaptability, entrepreneurial mindset, crisis preparedness, decision-making, learning from adversity, social capital, servant leadership, emotional stability, and attitudes towards challenging situations.

The findings revealed generally favourable perceptions across the dimensions investigated, although differences emerged between individual capabilities and organisational practices. At the individual level, learning from mistakes and adaptability received the highest average percentage of favourable responses (95.14%), followed by positive attitudes towards adversity (90.28%), decision-making under pressure (89.58%), and emotional stability (88.89%). Entrepreneurial mindset and continuous learning also received a high average percentage of favourable responses (88.20%).

At the organisational level, adaptability (79.86%), social capital (78.47%), transparent internal communication (77.08%), and servant leadership (77.08%) were generally assessed positively. However, risk management, contingency planning, and employee training received a comparatively lower average percentage of favourable responses (68.06%). In particular, only 64.58% of respondents reported the existence of contingency plans for crisis management, while 62.50% indicated that their organisations participated in cooperation networks intended to provide support during crises.

These findings suggest a descriptive contrast between respondents' favourable self-assessments of individual capabilities and their more varied assessments of organisational preparedness practices. Nevertheless, the results do not establish a statistically significant difference between these dimensions, as no inferential comparisons were conducted and the questionnaire items were not combined into validated resilience scales.

From a theoretical perspective, the study contributes exploratory evidence on how selected individual and organisational dimensions associated with resilience are perceived within the Portuguese hospitality context. By considering both levels of analysis, the research highlights the importance of distinguishing individual psychological and behavioural capabilities from organisational practices and resources. The findings also identify areas that may warrant further investigation, particularly the relationship between favourable perceptions of individual adaptability and the implementation of formal organisational preparedness measures.

Importantly, the study does not demonstrate that the dimensions investigated directly influence organisational resilience or business performance. The exploratory propositions were used to structure the descriptive analysis rather than to test causal relationships. Accordingly, the findings should be interpreted as preliminary insights into respondents' perceptions, not as statistical confirmation of resilience determinants or evidence of organisational success following crises.

From a managerial perspective, the comparatively lower favourable response rates associated with contingency planning, employee training, and participation in crisis-related cooperation networks suggest potential areas for improvement. Strengthening these practices may be relevant to organisational preparedness, although their effectiveness would require further empirical assessment.

Overall, this study provides an exploratory perspective on resilience-related capabilities and practices in Portuguese four- and five-star hotel establishments. Its principal contribution lies in identifying descriptive patterns and areas for managerial reflection, while establishing a basis for future research using larger samples, validated instruments, and analytical approaches capable of examining relationships between individual capabilities, organisational practices, and measurable resilience outcomes.

5.1. Practical Recommendations for Hotel Managers

Based on the descriptive findings and the resilience-related dimensions examined in the literature, five practical recommendations are proposed for hotel managers. These recommendations are intended to support managerial reflection and organisational preparedness; they should not be interpreted as interventions whose effectiveness has been demonstrated by the present study.

1. Formalise and periodically review contingency plans

Hotel establishments should consider developing, documenting, and regularly reviewing contingency plans for potential disruptions, including operational interruptions, public health emergencies, and unexpected changes in demand. Periodic simulations and clearly defined responsibilities may help identify procedural weaknesses and improve preparedness. This recommendation is particularly relevant because contingency planning received one of the lowest favourable response rates in the study (64.58%).

2. Strengthen employee training in crisis-related capabilities

Managers should consider providing continuous professional development opportunities focused on crisis response, communication, adaptability, and decision-making under pressure. Training initiatives may also include practical exercises and structured reflection on previous challenges. The relatively modest favourable response rate concerning investment in employee training (66.67%) suggests that this area deserves additional attention.

3. Improve formal risk identification and mitigation procedures

Hotel establishments should review their procedures for identifying, assessing, and monitoring potential threats. Possible measures include maintaining risk registers, assigning responsibilities for risk assessment, and periodically updating response procedures. Although 72.92% of respondents reported the existence of processes to mitigate threats, the findings suggest that formal preparedness practices could be examined more closely.

4. Promote transparent and participatory internal communication

Managers should encourage the timely communication of relevant information, particularly during periods of uncertainty. Regular briefings, accessible communication channels, and opportunities for employees to express concerns and suggestions may support a more participatory organisational environment. This recommendation is informed by the finding that 72.92% of respondents perceived open communication about crisis-related challenges and necessary actions favourably, a lower percentage than that observed for opportunities to express concerns and suggestions (81.25%).

5. Strengthen social capital and crisis-related cooperation networks

Hotel establishments should consider developing and maintaining collaborative relationships with other businesses, professional associations, tourism organisations, and relevant local stakeholders. Such relationships may facilitate information exchange, resource sharing, and coordinated responses during disruptive events. This recommendation is particularly pertinent because participation in cooperation networks for crisis support received the lowest favourable response rate among the specific practices highlighted in the study (62.50%).

Taken together, these recommendations emphasise the potential value of combining individual development with more structured organisational preparedness. However, their implementation should be adapted to the characteristics and resources of each establishment, and their effectiveness should be evaluated through appropriate organisational indicators.

6. Limitations of the Study

Despite providing exploratory insights into individual capabilities and organisational practices associated with resilience in the Portuguese hospitality sector, this study has several limitations that should be considered when interpreting its findings.

First, the study is based on a relatively small sample of 48 valid responses, corresponding to a reported response rate of 3.59%. Although respondents' age, professional experience, and geographical distribution are presented, information regarding their professional positions and the size and organisational characteristics of the establishments represented is not available in the reported results. This limits the possibility of distinguishing between the perceptions of hotel owners, managers, supervisors, and operational employees. Furthermore, the

low response rate raises concerns regarding potential non-response and self-selection biases, as individuals who chose to participate may differ systematically from those who did not respond. Consequently, the findings cannot be considered representative of the Portuguese hospitality sector.

Second, the study relies exclusively on descriptive statistics, primarily percentages of favourable responses. No inferential statistical tests, correlation analyses, or regression models were conducted to examine relationships between the dimensions investigated. Therefore, the results do not establish the strength, direction, or statistical significance of relationships between individual capabilities, organisational practices, and organisational resilience. The research propositions were used to organise the exploratory analysis and should not be interpreted as statistically confirmed hypotheses.

Third, the research adopted a cross-sectional design, with data collected at a single point in time. As resilience involves processes of adaptation, learning, and recovery that may develop over time, this design does not capture changes in individual capabilities or organisational practices before, during, and after disruptive events. Consequently, the study cannot determine how resilience-related perceptions evolve or whether they are associated with subsequent organisational outcomes.

Fourth, the data were collected through a self-administered questionnaire and are therefore subject to potential self-reporting and social desirability biases. Respondents may have presented favourable assessments of their own capabilities or their organisations' practices, particularly regarding adaptability, decision-making, emotional stability, and leadership. Moreover, the study did not include independent organisational indicators, such as business continuity, recovery time, financial performance, or documented crisis-response outcomes, against which these perceptions could be assessed.

Fifth, although the questionnaire included multiple statements addressing several resilience-related dimensions, the internal consistency, construct validity, and reliability of the measures were not established in the reported analysis. The percentages presented therefore reflect responses to individual questionnaire statements rather than validated composite measures of individual or organisational resilience. This limits the precision with which broader theoretical constructs can be assessed and compared.

Sixth, the research focuses exclusively on four- and five-star hotel establishments in mainland Portugal and the autonomous regions of Madeira and the Azores. Other accommodation categories, including one- to three-star hotels, hostels, guesthouses, and local accommodation establishments, were not included. Furthermore, hotel classification by star rating does not establish whether an establishment qualifies as a small or medium-sized enterprise. These characteristics restrict the applicability of the findings to other hospitality segments and organisational contexts.

Seventh, although the geographical distribution of respondents covers several Portuguese regions, the relatively small number of responses does not support reliable regional comparisons. The findings should therefore not be interpreted as demonstrating differences between mainland Portugal and the autonomous regions or among specific tourism destinations.

Finally, the study examines respondents' perceptions of resilience-related practices and capabilities rather than resilience as a directly observed organisational outcome. Although the literature provides a conceptual basis for considering communication, leadership, adaptability, learning, and social capital as relevant dimensions, the present research does not establish that favourable perceptions of these characteristics translate into improved organisational resilience.

These limitations do not eliminate the descriptive value of the findings. However, they require a cautious interpretation of the results and highlight the need for further research using more comprehensive samples, validated instruments, and analytical approaches capable of examining relationships between individual and organisational dimensions.

7. Suggestions for Future Research

The findings and limitations of this exploratory study suggest several directions for future research aimed at developing a more comprehensive understanding of individual and organisational resilience in the hospitality sector.

First, future studies should employ larger and more diverse samples, including hospitality professionals occupying different organisational positions, such as owners, general managers, department managers, supervisors, and operational employees. Distinguishing between these groups would allow researchers to examine whether perceptions of resilience-related practices and individual capabilities vary according to professional responsibilities, decision-making authority, and organisational roles. Future research should also collect information on establishment size, ownership structure, and organisational characteristics to enable comparisons between small, medium-sized, and large hospitality enterprises.

Second, future research should adopt validated measurement instruments and more extensive statistical analyses. The use of established scales for individual resilience, organisational resilience, leadership, communication, and adaptive capabilities would strengthen construct measurement and facilitate comparisons with previous studies. Depending on sample size and research design, correlation analyses, regression models, or other appropriate statistical techniques could be employed to investigate relationships between these dimensions. Such approaches would allow researchers to move beyond descriptive patterns and assess theoretically specified associations.

Third, longitudinal research could provide a better understanding of how resilience-related capabilities and organisational practices evolve over time. Following hospitality professionals and establishments across different stages of disruption, recovery, and adaptation would help clarify how learning from adverse experiences, crisis preparedness, and organisational adjustments develop. Such designs could also examine whether perceived capabilities are associated with subsequent changes in organisational practices or recovery outcomes.

Fourth, future studies could combine quantitative and qualitative approaches. Interviews with hotel managers, employees, and other stakeholders, together with case studies of establishments that have experienced significant disruptions, could provide a deeper understanding of how resilience-related practices are implemented. This would be particularly relevant for investigating the organisational processes through which lessons from adverse experiences are identified, shared, and incorporated into operational routines.

Fifth, further research should examine the relationship between individual capabilities and organisational outcomes. In particular, it would be valuable to investigate whether learning from mistakes, emotional stability, entrepreneurial mindset, and adaptability are associated with observable indicators of organisational preparedness, business continuity, recovery, and innovation. Such research should distinguish between the psychological resilience of individuals and the broader capacity of organisations to respond to crises.

Sixth, comparative studies could examine differences between accommodation categories, regions, and national contexts. Including hotels with different star ratings, alternative accommodation providers, and establishments operating in other countries would help assess the extent to which resilience-related practices vary according to organisational characteristics, market conditions, and institutional environments.

Finally, future research should pay particular attention to crisis preparedness and interorganisational cooperation. In the present study, contingency planning and participation in cooperation networks received comparatively lower percentages of favourable responses than several individual resilience-related dimensions. Further investigation could explore the barriers that limit the development of formal contingency procedures, collaborative networks, and employee training initiatives, as well as the organisational conditions that facilitate their implementation.

By addressing these directions, future research could contribute to a more robust understanding of resilience in hospitality, clarify the relationships between individual and organisational dimensions, and provide stronger empirical foundations for management practices and sector-specific support initiatives.

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Appendix 1 — Questionnaire Provided to the Hotels

Resiliência no Empreendedorismo Hoteleiro: Lições do Fracasso e Práticas de Sucesso

Venho por este meio, na qualidade de estudante de mestrado no Curso de Gestão Hoteleira na Escola Superior de Tecnologias e Gestão da Universidade da Madeira, tomar a liberdade de pedir a sua preciosa ajuda na resposta a um questionário para a minha dissertação com o tema de "Resiliência no Empreendedorismo Hoteleiro: Lições do Fracasso e Práticas de Sucesso".

Este formulário tem como objetivo avaliar a resiliência individual do empreendedor e seus respetivos colaboradores como também a resiliência organizacional das empresas do setor hoteleiro. Os dados recolhidos serão utilizados para analisar os fatores que contribuem para a capacidade de adaptação e superação perante crises e adversidades no setor hoteleiro, é de salientar que a sua participação é voluntária e as suas respostas serão mantidas em anonimato.

* Obrigatória

Perguntas Demográficas

1. Cargo que desempenha na organização ? *

2. Idade ?

3. Tempo de experiência no setor hoteleiro ? *

- ◯ Menos de 1 ano de experiência
- ◯ 1 a 5 anos de experiência
- ◯ 5 a 10 anos de experiência
- ◯ 10 a 15 anos de experiência
- ◯ 15 a 20 anos de experiência
- ◯ Mais de 20 anos de experiência

4. Tamanho da empresa (número de colaboradores) ? *

- ◯ 1 a 20 colaboradores
- ◯ 20 a 40 colaboradores
- ◯ 40 a 60 colaboradores
- ◯ 60 a 80 colaboradores
- ◯ 80 a 100 colaboradores
- ◯ Mais de 100 colaboradores

5. Tamanho da empresa (volume de negócios) ?

6. Tamanho da empresa (total do ativo) ?

7. Localização da empresa ? *

Resiliência Individual dos Empreendedores e Colaboradores

8. Capacidade de adaptação e aprendizagem. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Em situações adversas, eu consigo me adaptar rapidamente	◯	◯	◯	◯	◯
Consigo aprender com os meus erros e melhorar as minhas práticas no futuro	◯	◯	◯	◯	◯
Encaro os desafios como oportunidades de crescimento	◯	◯	◯	◯	◯

9. Estabilidade emocional. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Em momentos de crise, mantenho o controlo sobre as minhas emoções	◯	◯	◯	◯	◯
Consigo lidar com situações de stress sem me deixar abalar emocionalmente	◯	◯	◯	◯	◯
Tenho uma atitude positiva e otimista perante as adversidades	◯	◯	◯	◯	◯

10. Tomada de decisão rápida e eficaz. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Em situações de crise, consigo tomar decisões rápidas e eficazes	○	○	○	○	○
Confio nas minhas decisões, mesmo sob pressão	○	○	○	○	○
Sou capaz de avaliar riscos e agir de forma assertiva	○	○	○	○	○

11. Atitude positiva e resiliência pessoal. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Estou sempre aberto a novas experiências e desafios	○	○	○	○	○
Considero a disciplina e a determinação fundamentais para enfrentar dificuldades	○	○	○	○	○
Tenho a capacidade de me manter motivado mesmo em situações difíceis	○	○	○	○	○

12. Mentalidade empreendedora e foco na criação de valor. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Estou sempre a procura de novas oportunidades para agregar valor ao meu trabalho	◯	◯	◯	◯	◯
Capto a aprendizagem contínua como essencial para o meu desenvolvimento	◯	◯	◯	◯	◯
Tenho uma mentalidade empreendedora e procuro constantemente inovar no meu trabalho	◯	◯	◯	◯	◯

Resiliência Organizacional

13. Comunicação Transparente. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
A organização disponibiliza informações claras e relevantes para todos os colaboradores	◯	◯	◯	◯	◯
Em momentos de crise, a empresa comunica abertamente sobre os desafios e as ações que estão sendo tomadas	◯	◯	◯	◯	◯
Os colaboradores são incentivados a expressar as suas preocupações e sugestões	◯	◯	◯	◯	◯

14. Capacidade de adaptação. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
A organização é capaz de adaptar as suas estratégias rapidamente em resposta a mudanças no ambiente de negócios	◯	◯	◯	◯	◯
Em situações inesperadas, a empresa ajusta as suas operações para continuar funcionando de forma eficaz	◯	◯	◯	◯	◯
A empresa incentiva uma cultura de flexibilidade entre os colaboradores	◯	◯	◯	◯	◯

15. Capital Social. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
A empresa possui boas relações empresariais com outras organizações e parceiros do setor	◯	◯	◯	◯	◯
A organização mantém um ambiente de trabalho que promove a confiança e o apoio entre os colaboradores	◯	◯	◯	◯	◯
A empresa participa em redes de cooperação que oferecem suporte em momentos de crise	◯	◯	◯	◯	◯

16. Liderança de Serviço. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
A liderança da empresa prioriza o bem-estar e as necessidades dos colaboradores	◯	◯	◯	◯	◯
Os líderes da organização demonstram empatia e se preocupam com o desenvolvimento pessoal e profissional dos colaboradores	◯	◯	◯	◯	◯
A gestão utiliza uma abordagem de liderança colaborativa e evita o uso excessivo de autoridade	◯	◯	◯	◯	◯

17. Gestão da resiliência e competitividade. *

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
A organização possui processos bem definidos para identificar e mitigar potenciais ameaças	○	○	○	○	○
A empresa realiza planos de contingência para lidar com crises	○	○	○	○	○
A organização investe em formação para desenvolver a resiliência dos colaboradores	○	○	○	○	○

Este conteúdo não foi criado nem é aprovado pela Microsoft. Os dados que submeter serão enviados para o proprietário do formulário.

Microsoft Forms

Ethical Statement

Peer Review: Double-blind.

Contributions:

- Conceptualization: Pedro Rodrigues
- Formal analysis: Pedro Rodrigues
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