



Human Resource Practices and Organizational Commitment:  
Mediating Effects of Employee Resilience in Times of Economic Crisis

Thesis submitted in accordance with the requirement of Haigazian University  
For the degree of Master in Business Administration

By

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May 26, 2021

## HAIGAZIAN UNIVERSITY



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### **Abstract**

The following thesis sheds light on the importance of HRPs in generating positive employee outcomes during an economic crisis. In particular, it has explored transformational leadership development which falls under training and development practice. It has discussed how developing transformational leadership in employees leads to positive employee outcomes, which results in building resilient employees who are capable of overcoming difficulties and hardships and as a result form organizational commitment in times of economic crisis. Moreover, it has discussed the three components of organizational commitment (affective, normative, and continuance) in accordance to transformational leadership and employee resilience in times of an economic crisis. The thesis has concluded the existence of positive relationships among transformational leadership, employee resilience, and organizational commitment and its two components affective and normative commitment, but no relationship with its continuance commitment during an economic crisis. In addition, it has determined a mediation effect of employee resilience on the relationship between transformational leadership and organizational commitment and its components affective and continuance commitment, but no mediation effect with its normative commitment during an economic crisis.

## CHAPTER 1: INTRODUCTION

Organizations face numerous challenges daily. These challenges can be internal or external. Internal challenges lead to internal changes that at times overwhelm and pressure employees (Mallak, 1998). External challenges, such as an economic crisis, play an important key role in suddenly changing an organization's work process as well as in creating a surprising shock among the organization's employees (Siddiqui, 2017). Although such challenges raise fast unpredictable changes that many organizations are trying to keep track and deal with; some organizations have established the capability to either cope or rebound from the effects of such unpredictable changes (Gibson & Tarrant, 2010). "In recent years the term resilience has been applied at individual, community, organizational, and societal scales to describe an ability to cope with often sudden and dramatic change" (Gibson & Tarrant, 2010, p.8).

At the organizational level, the focus of resilience is on the importance of analyzing and treating risks, mainly sudden or disruptive risks (Gibson & Tarrant, 2010). Previous research had proven that for a resilient organization to have a higher survival rate against such risks, it should conduct and execute well-structured plans to create a well-established organization (Mallak, 1998). Such resilient organizations are able to take advantage of negative events and create constructive changes to overcome serious challenges in order to build a capacity for advanced resilience (Lengnick-Hall, Beck & Lengnick-Hall, 2011).

Organizational resilience can be seen from two different perspectives. The first views organizational resilience as the capability to create adaptive arrangements in order to bounce back and restore a balanced nature between the organization and the disruptive situation (Lengnick-Hall et al., 2011). The second views organizational resilience as not only focusing on bouncing back to its previous nature before the disruptive situation, but also as taking



advantage of the situation and developing new resilient capabilities that can be applied by an organization when facing the same situation or other future disturbing situations (Lengnick-Hall et al., 2011).

Thus, employees become the heart of resilient organizations. The development of resilient employees, who can perform resilient actions and collaborate effectively with each other, supports the development of an organization's collective ability for resilience (Lengnick-Hall et al., 2011). Particularly, employees become better prepared to deal with change when they are resilient (Bardoel, Pettit, De Cieri & McMillan, 2014). Moreover, building resilience in employees helps to diminish the pressure accompanied with organizational change. As suggested by earlier research, resilience is considered as a valuable resource for employees and improves employees' outcomes such as job performance which by substitution contributes to the overall organizational performance (Bardoel et al., 2014). Developing resilience in employees causes employees to be more engaged in their work which makes them more committed to the organization they work in (Paul, Bamel & Garg, 2016). Additionally, existing literature offers proof that resilience produces organizational outcomes which include employee attitudes such as organizational commitment (Paul et al., 2016).

Organizational commitment brings about employees who have determination towards their organization and believe in what they work for, which pushes them to continue with their organization even when facing difficult situations in their workplace (Paul et al., 2016). "Many theorists believed that employee commitment has a substantial impact on employee turnover, productivity, satisfaction and success of both the individual as well as the organization" (Ezeh & Olawale, 2017, p.69).

It is therefore essential to develop a resilient organization ready to adapt or face any upcoming challenging economic crisis. In order to build a resilient organizational environment, an organization should build and retain resilient employees who have showed great commitment towards their organization. In accordance to recent studies, organizations can develop a capacity for resilience by creating a set of cohesive human resource practices (HRPs) that aim to construct different dimensions of resilience among an organization's employees (Lengnick-Hall et al., 2011).

Accordingly, in reference to preceding inquiries there are several HRPs that enhance employee resilience (Ali, Ghani & Raza, 2019). Yet, specialists have focused on the HRP training and development when it came to developing resilience in employees (Ali et al., 2019). For this thesis the focus will be on leadership development, in particular transformational leadership development as a practice that develops employee resilience. This is in reference to previous literature that stated an existence of a link between transformational leadership development and developing employee resilience (Harland, Harrison, Jones & Reiter-Palmon, 2005).

As described by earlier scholars transformational leadership is the method by which an individual has the ability to alter his/her approaches and expectations, as well as those of other colleagues in the sake of their organization's goals and duties (Ejere & Ugochukwu, 2013). As well, transformational leadership helps employees build commitment towards their organization's objectives by raising employee awareness of the importance of achieving these objectives (Ejere & Ugochukwu, 2013). Also, it maintains employees' motivation to go beyond their own self-interest and focus on their organization's mission and vision (Ejere & Ugochukwu, 2013).

## **Problem Statement**

Existing literature relates the effect of employee resilience on organizational commitment (Paul et al., 2016). Additionally, past research has shown that the implementation of HRPs which improve employees' well-being and their capability to handle harsh conditions, can create employee resilience (Huang, Xing & Gamble, 2016). Furthermore, studies have also investigated the link between HRPs and employee commitment (Wright & Kehoe, 2008).

However, there is a dearth in research studies that show the true nature of the effect of employee resilience on the relationship between HRPs and employee commitment. The relationship between employee resilience and organizational commitment is insufficiently considered (Paul et al., 2016). Little research supports the role of employee resilience as a facilitator of employee commitment to the organization (Malik & Garg, 2017). Previous studies have mainly concentrated on the personal and environmental factors of this relationship, yet bypassed the organizational factors of such a relationship (Meng, Luo, Huang, Wen, Ma & Xi, 2019).

Moreover, several authors noted the existence of a gap in literature between the link of HRPs to employee resilience (Avey et al., 2009; Cooper et al., 2013, 2014; Guest, 2002, 2011; Linnenluecke, 2017). Management and organizational literature have underexploited the impact of HRPs on employee resilience (Khan, Rao-Nicholson, Akhtar, Tarba, Ahammad & Vorley, 2019). Additionally, only limited research has investigated the effect of HRPs that develop resilient measures, on organizational performance during economic instabilities (Khan et al., 2019).

Although recent research has concentrated on the methods in which HRPs can develop employee commitment, little information was available to analyse the link between

HRPs and organizational commitment (Wright & Kehoe, 2008). Contemporary views of HRPs and employee commitment encourage a more refined method to research this relationship (Wright & Kehoe, 2008).

Therefore, the purpose of this thesis is to examine the relationships among HRPs (in particular transformational leadership development), employee resilience, and employee commitment in times of economic crises. Not only had economic crises shaken the grounds of financial markets, but also it had changed the operational parameters in which professionals function (Zagelmeyer & Gollan, 2012). This thesis investigates if employee resilience acts as a mediator in the relationship between HRPs (in particular transformational leadership development) and employee commitment during an economic crisis.

### **Research Questions**

The following research questions will be explored in this thesis:

Research question 1: What is the relationship between human resources practices (in particular, transformational leadership development) and employee resilience during an economic crisis?

Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

Research question 3: Do human resources practices (in particular, transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

## **Definition of Terms**

### Organizational resilience

Organizational resilience is defined as the organization's ability to adapt to changes and develop resilience measures in order to overcome or face sudden disturbing events that could put an organization's survival at risk (Lengnick-Hall et al., 2011).

### Employee Resilience

Employee resilience is defined as individuals who have the ability to positively deal with troubling events and respond to them in a controlled manner to overcome the challenges (Khan et al., 2019).

### Resilience-enhancing Human Resource Practices (HRPs)

Resilience-enhancing HRPs are defined as HRPs that are anticipated, executed, and observed to offer employees the chances to recover from disruptive situations to create and sustain means that strengthen their resilience (Bardoel et al., 2014).

### Transformational Leadership Development

Transformational leadership development is defined as the ability of an employee to identify crises as challenging experiences that can be dealt with and resolved through adaptive and innovative resolutions, rather than rushed and inadequate ones. Thus, transformational leadership development allows an employee to transform crises into progressive experiences (Harland et al., 2005).

### Organizational Commitment

Organizational commitment is the employee's psychological commitment state that links an employee to his/her organization (Allen & Meyer, 1996). It is the extent of commitment

strength that an employee has towards his/her organization. Employees with the highest capacity of commitment are the ones who are least willing to leave their organization; which in turn decreases the possibility of turnover (Allen & Meyer, 1996). Organizational commitment is composed of three attributes labelled as ‘affective’, ‘continuance’, and ‘normative’ commitments (Allen & Meyer, 1996).

### Economic Crisis

Economic crisis is defined as an unpredictable and unpreventable economic threat that negatively affects a society at large by slowing down and even drawing back economic progress, ruining investments, and reducing individual’s pension funds (Markman & Venzin, 2014). It could be an outcome from a set of diverse catastrophic events such as nature made disasters or human made financial crises (Markman & Venzin, 2014).

### **Significance of the Study**

The relationship among HRPs, employee resilience, and employee commitment stands significant in today’s volatile global environment. The concept of employee resilience holds a substantial place for organizations facing economic crisis. Research has demonstrated that employees who are resilient are well prepared to deal with uncertainty and changes facing their organization (Malik & Garg, 2017). “Given the volatile and the multifaceted nature of work, resilience may prove beneficial for employees to quickly adapt to the erratic expectations, and perform effectively even in arduous and emotionally stressful situations” (Malik & Garg, 2017, p.2).

Regardless of the expanding literature focusing on resilience’s positive consequences on organizations, human resource management (HRM) specialists still lack to observe resilience as a skill that can be established among an organization’s employees (Malik & Garg, 2017). This thesis tends to prove that resilience-enhancing HRPs should be designed and

implemented in order to nurture resilient employees (Malik & Garg, 2017). HRP's may prove to be significant, generating positive outcomes among an organization's employees (Lengnick-Hall et al., 2011). When employees exhibit positive emotions, they tend to develop personal psychological capabilities that in return create employee resilience (Malik & Garg, 2017). Resilience then develops engaged employees whom not only find ways in order to face new challenges, but also find ways to handle all difficult conditions at work (Malik & Garg, 2017).

This thesis will provide awareness on how organizations can develop engaged employees with high levels of organizational commitment through employee resilience (Paul & Garg, 2014). This offers organizations, committed employees who are motivated to stay with their organization despite the tough challenges it is facing (Paul & Garg, 2014).

From a managerial perspective, the following study contributes to the knowledge of human resources practitioners on the importance of developing resilient practices that an organization's employees should adapt as skills in order to create resilient employees. Since employee resilience is something that is continuously developing and changing in accordance to the situation employees are facing, HRM research should consider including resilience when studying employees' capabilities through developing resilience training programs which include resilience-enhancing HRP's in order to maintain employees' health and well-being (Meng et al., 2019).

Theoretically, resilient individuals are self-aware of everything surrounding them in their organization (Paul & Garg, 2014). This makes resilient individuals committed to their organization, giving them the full power to implement their duties and obligations towards their organization (Paul & Garg, 2014). Particularly, the path of future research should focus on the positivity of resilience towards employee commitment (Paul & Garg, 2014).

### **Limitations of the Study**

Although this study adds significance to present human resources literature, it holds a couple of limitations. The study will be conducted over a short period of time which might cause a loss of awareness of other variables that might affect employees to overcome challenges during an economic crisis. Additionally, the sample data studied will be studied during the economic crisis. This will limit exploring resilience-enhancing HRPs effect on employees over different periods of time. This will not enable HRM to know if resilience-enhancing HRPs are also effective for employees in other aspects of the organization before experiencing an economic crisis.



## **CHAPTER 2: LITERATURE REVIEW**

The chapter reviews the relevant literature that supports the thesis and is separated into five sections. The first section discusses definitions, practices, and theories of HRM as they apply or pertain to this study. The second section discusses organizational resilience, employee resilience, the theoretical foundation on the outcomes of employee resilience, and HRM's contribution in developing employee resilience. The third section discusses resilient-enhancing HRPs; it discusses in particular transformational leadership development which is the HR resilient practice the thesis will target, and the research linking employee resilience and organizational commitment. The fourth section discusses organizational commitment, its measurement, and the link between HRPs and commitment. Finally, the fifth section discusses the conceptual framework of the thesis.

### **1. Human Resource Management (HRM)**

This section introduces the definitions of HRM as well as HRPs. Additionally; this section discusses the different theories in HRM that helped shape this thesis as applicable to this study.

#### **Definitions of Human Resource Management**

HRM in general is defined as a combination of actions that an organization pursues in order to manage its employees and react to its employees' performances (Collings, Wood & Szamosi, 2018). HRM policies and practices aim to develop proficient employees who are committed towards the organization's goals and objectives (Collings et al., 2018). Moreover, HRM portrays employees as valuable assets of an organization who bring competitive advantage through their commitment and superiority (Collings et al., 2018).

HRM is the primary approach to the management of employees which aims at creating skilled and dedicated employees by combining cultural, structural, and personal

procedures (Cullinane, 1996). According to academic literature, HRM is the process that directs organizations to decide on the effective policies and procedures to be conducted in managing employees' affiliations (Cullinane, 1996). Otherwise, HRM is an approach that links strategic management with employees' management within an organization (Cullinane, 1996).

HRM helps an organization to actively carry out the management of its employees and to enable sufficient participation of its employees (Cullinane, 1996). In this way, HRM assists an organization to treat its employees as an essential resource that should be used in an effective manner in order to reach the desired organizational outcomes (Cullinane, 1996). In consequence, the role of HRM is to thoroughly use employees' skills and abilities in order to achieve a competitive advantage for the organization (Cullinane, 1996).

At the organizational level, HRM is well-designed to efficiently combine different HRPs together in an effort to resolve difficulties (Cullinane, 1996). Organizations aim to establish HRPs that enable a continuous learning and developmental process for their employees under a flexible environment (Ahmed, Mahmood & Abdullah, 2020). It has been previously acknowledged by past researchers that HRPs improve organizational performance by enhancing employees' capabilities and increasing employees' motivation (Khan et al., 2019).

At the individual level, HRM integrates the techniques that shape an employee's actions, assertiveness, and insights towards the organization (Jose, 2012). Usually, these techniques are focused into HRPs (Jose, 2012). Moreover, HRM has an influence over an employee's skills and control over an employee's performance (Jose, 2012). Hence, HRM develops helpful structures for an employee in order to allow him/her to improve the way his/her job is executed (Jose, 2012).

The following HRPs were identified by previous researchers as the techniques that affect employees' actions and performances towards their organization (Jose, 2012): “flexible job assignments, rigorous selection process, extensive training and development, developmental and merit-based performance appraisal, competitive compensation and extensive benefits” (Cooke, Cooper, Bartram, Wang, & Mei, 2019, p.1243). Studies have proven that there is a positive relationship between HRPs and organizational success, these studies point out that HRPs directly impact employee commitment and performance which by substitution lead to organizational success (Agarwala, 2003).

In conclusion, there are several different definitions of HRM. The most suitable HRM definition for this study is the responsibility of HRM to design and implement well enhanced HRPs that provide employees with continuous skills and abilities, in order to maintain fully cooperated employees who are willing to perform their jobs and duties to the fullest under any circumstance (Ahmed et al., 2020).

### **Theories in Human Resource Management**

The following theories in HRM are applicable to the framework of this study. This subsection begins with a general perspective of HRM theories that are strategic theories. Then moves to more detailed theories in HRM, which support HRM's policies and practices in any organization, which are: organizational behavior theory, social exchange theory and contingency theory.

#### **Strategic Theories of HRM**

Strategic theories of HRM are concerned with the fit between business strategy, structure and HRM policies and practices (Guest, 1997). These theories determine that organizations who have a fit between organizational strategy and HRM strategy will gain exceptional performance (Guest, 1997). Strategic theories of HRM focus on how HRM in

organizations adjust to changes that occurred in the environment surrounding them rather than examining any link to performance (Guest, 1997).

According to the studies done on strategy and structure presented by Miles and Snow (1984), each organization that adopts a different strategic type will need to acquire different sets of HRM policies that will fit with that strategic type (Guest, 1997). In reference to previous studies, an organization with specific HR policies and practices that commit to specific strategic capabilities result in viable competitive advantage (Becker & Huselid, 2006). In addition, studies observed that HR policies and practices should be distinguished across different strategic capabilities inside the same organization (Becker & Huselid, 2006). Preceding studies have pointed out that strategic HRM theories focus on the measures of implementing effective strategies, mainly the strategic business processes that are composed of a large amount of human capital (Becker & Huselid, 2006). Therefore, researchers concluded from previous studies that the effectiveness of strategic HRM is related to whether the organization executes the appropriate HRPs in a way that directly affects an organization's performance (Richard & Johnson, 2001). Thus, studies proved that an organization that attains great levels of strategic HRM success will result in having higher levels of organizational success (Richard & Johnson, 2001).

### Organizational Behavior Theory in HRM

Organizational behavior theory helps HRM to identify and observe organizational events including all employees in an organization (Ahmed et al., 2020). It focuses on how different policies and behaviors affect employees' productivity and performance (Ahmed et al., 2020). The study of this theory is applied to HRM functions and its aim is to analyze how employees think and act to different organizational environments (Ahmed et al., 2020). "Organizational behavior study includes research areas dedicated to improving performance

at work, increasing job stability, fostering creativity, and fostering leadership” (Ahmed et al., 2020, p.6). The study concluded that this helps in managing employees and interprets the effect of different activities on employees’ efforts and effectiveness, as well as it helps to interpret the outcome of policies on handling human resources (Ahmed et al., 2020).

### Social Exchange Theory in HRM

Social exchange theory in HRM, states that HRM practices indicate the responsibility that an organization has towards its employees and the great extent of commitment it holds towards these employees (Gould-Williams & Davies, 2005).

According to this theory, these practices that are introduced by an organization to its employees are intentional conducts that yield future employee returns (Gould-Williams & Davies, 2005). These employee returns produce voluntary employee behaviors that are driven from organizational practices (Gould-Williams & Davies, 2005). Based on studies of this theory, when an organization acts with good intentions towards its employees, employees will view that positively and this will give in return positive employee actions and assertiveness towards their organization (Gould-Williams & Davies, 2005). Thus, employees come to be aware that the organization they work for values them, so they counter their organization’s good intentions with constructive work efforts and commitment (Gould-Williams & Davies, 2005).

Therefore, studies concluded that “positive social exchanges can result in mutual benefits to both the employing organization and the workforce” (Gould-Williams & Davies, 2005, p.2). Moreover, HRM practices develop the structure of employee actions and approaches by evolving a rational relationship between organizational and employee objectives (Gould-Williams & Davies, 2005).

### Contingency Theory in HRM

Finally, contingency theory states that there should be a fit between HRM functions and the organization's external environment in order to achieve organizational goals (Ahmed et al., 2020). This includes having HRPs that are adaptable to any changing external environment which can promote desired employees' behaviors (Ahmed et al., 2020). By implementing such HRPs, organizations can impact employees' abilities and motivations and reach their desired outcomes (Ahmed et al., 2020).

Studies using this theory have stated that HRM stimulated employee behavior practices that counterpart with the organization's business strategy, since an employee's behavior is the result of an employee's capability and enthusiasm (Ahmed et al., 2020). The aim of this theory is to impact employees' behaviors (Ahmed et al., 2020). Therefore, HRM should provide adaptable HRPs to changing environments because these changing environments have direct influence on HRM functions and by substitution on employees (Ahmed et al., 2020). Thus, when an organization faces a new environment, HRM should retain the stability of employees' behaviors towards the new challenge (Ahmed et al., 2020).

In conclusion, HRM is the basis of sustaining well performing employees in an organization through developing and implementing HRPs. These HRPs must be capable of providing a strong established skilled base for employees so they can face any upcoming organizational challenges. The next section will discuss the resilience capability that provides an organization and its employees with the willingness to face their challenges. In addition, it introduces the theoretical foundation on the outcomes of employee resilience and describes how HRM contributes in developing this resilience capability in an organization's employees.

## **2. Resilience**

This section will introduce the definitions of organizational and employee resilience. Then, it will introduce the theoretical foundation on the outcomes of employee resilience. Moreover, this section will discuss the contribution mechanisms that HRM uses to develop employee resilience.

### **Definitions of Organizational Resilience**

Organizational resilience is defined as the capability of an organization to retain its performance, pull through, and deal with change during difficult times (Khan et al., 2019). Organizational resilience is the organization's capability to restructure an organization during drastic changes by pushing an organization's ability to act to uncertainties at the organizational level (Bustinza, Vendrell-Herrero, Perez-Arostegui & Parry, 2019).

“Resilient organizations have the capability to maintain positive changes and accomplish many challenges under crisis or difficult situations” (Suryaningtyas & Sudiro, 2019, p.1). Organizational resilience is also defined as an organization's capacity to expect, organize, and react to continuous changes that disrupt due to unexpected crisis circumstances in order to persist and succeed (Suryaningtyas & Sudiro, 2019). For that reason, studies have proven the positive contribution of organizational resilience to organizational performance (Suryaningtyas & Sudiro, 2019). Finally, “researchers argued that an organization's ability to be resilient during adverse circumstances is a function of the strategic management of employees” (Cooke et al., 2019, p.1245).

### **Definitions of Employee Resilience**

Employee resilience is defined as a resilient individual who deals with circumstances calmly, discovers a meaning in contrary conditions, and is capable of coping and reacting to adverse situations in order to overcome the difficulties (Khan et al., 2019). Employee

resilience includes the strengthening of behavioral and attitudinal dimensions of employees that produce positive emotions even in the middle of facing a crisis (Paul et al., 2016).

Employee resilience is the ability of an employee to grow under hardship and overcome pressure by handling the adverse situations steadily and with determination; this yields positive outcomes for the organization he/she is working at (Paul et al., 2016). Therefore, a resilient employee is dynamic to meet his/her job duties according to the set expectations without creating problems to his/her employers and colleagues (Paul et al., 2016). Employee resilience develops a more perseverant and sustainable individual who is likely to continue with his/her organization in tough and challenging circumstances (Paul et al., 2016).

### **Theoretical Foundation on Outcomes of Employee Resilience**

Previous studies have indicated that employee resilience is a significant resource that is likely to get an employee ready to face any challenging situation and diminish the influence of tense situations on him/her by efficiently using his/her mental resources (Shin, Taylor & Seo, 2012).

A great amount of prior research results have pointed out that employee resilience generates pleasing outcomes which mostly are produced from the experience of a positive emotional impact (Shin et al., 2012). Some of these outcomes include assertiveness towards work approaches, positive rational thinking, and controllable mental discomfort (Shin et al., 2012).

In addition, based on past readings, employee resilience and positive emotions have a direct relationship during adverse conditions (Shin et al., 2012). This link is a result of the awareness of resilient employees on the importance of positive emotions and the importance in implementing the capabilities resulting from them, in order to consistently develop coping strategies that regulate undesirable emotions (Shin et al., 2012). Accordingly, scholars have



proved that resilient individuals tend to successfully get over distressing situations and adversities through the outcomes of positive emotions that are stimulated by resilience (Shin et al., 2012). In this manner a resilient employee positively views adjustment measures taken during organizational amendments as complimentary measures (Shin et al., 2012).

According to previous literature there are two theoretical foundations that support the studies of employee resilience and its outcomes in the workplace: Positive Psychology and Conservation of Resource Theory (Bardoel et al., 2014).

### Positive Psychology

According to positive psychology, employee resilience is theorized as a reaction to an employee's ability to positively adjust to uncertainties and challenging changes while maintaining the capability to respond efficiently (Meintjes & Hofmeyr, 2018). In reference to previous scholars, employee resilience is set in the field of positive psychology and positive organizational behaviour (Bardoel et al., 2014).

Positive organizational behaviour is the enquiry of favourable focused employee competencies and psychological abilities that are established and achieved in order to advance an employee's performance (Bardoel et al., 2014). Under positive organizational behaviour lays psychological capital which is a person's optimistic mental state of improvement (Bardoel et al., 2014) and a mean that prompts an employee's competitive advantage (Meintjes & Hofmeyr, 2018). Under psychological capital lays psychological resources that involve resilience over difficulties and hardships by rebounding back from adversity and succeeding, acknowledging the importance of positive thinking in order to get ahead of any upcoming tough situation, having self-confidence over managing any adverse situation, and aiming on developing progressive procedures in order to sufficiently reach goals (Bardoel et al., 2014). These resources allow the development of optimistic employees and promising organizational outcomes (Meintjes & Hofmeyr, 2018).

In this theory employee resilience is theorized as a reaction of an individual who has faced challenges, dealt with them in a positive manner, and maintained being a productive individual to his/her organization during the challenging situation (Bardoel et al., 2014). Under the theory of positive psychology, scholars stated that employee resilience generates positive employee outcomes such as the acknowledgement of the challenging situation in hand and its influence on the organization's working environment, and the sufficient investment of time, productivity, and resources in order to face challenges and recover back from any adversity (Bardoel et al., 2014). Moreover, employee resilience gives employees the chance to benefit from uprisings obstacles by using them as facilitators for organizational growth (Bardoel et al., 2014). Also, employee resilience prepares employees to manage psychological stress with a positive state of mind (Bardoel et al., 2014). In addition, employee resilience possesses a positive outcome for an employee which is employee commitment to his organization (Meintjes & Hofmeyr, 2018). Studies have discussed that employee resilience allows the assessment of the level of employee commitment towards his organization during adverse conditions (Meintjes & Hofmeyr, 2018).

#### Conservation of Resource Theory

According to the conservation of resource theory, employee resilience is a mean that can recognize and cope with organizational change, which can be improved by organizations (Bardoel et al., 2014). Prior research under this theory suggested that employee resilience is a valuable psychological resource that should be developed and retained by organizations, since it is a tool used to minimize stresses and pressures that rise from organizational changes (Bardoel et al., 2014). In addition, employee resilience sustains employee's assertiveness to change (Bardoel et al., 2014).

This theory conveys the beneficial value of practical employee resilience-enhancing practices on the contribution of developing positive employee outcomes such as enhancing

employee and organizational performance (Bardoel et al., 2014). As well as enhancing employee involvement which in turn gives an employee the ability to select the appropriate resources to be used during facing adverse situations at the workplace (Bardoel et al., 2014). In addition to building emotionally sustainable employees whom are more prone to dealing with challenging circumstances while maintaining a state of well-being and employee commitment to the organization (Bardoel et al., 2014).

Furthermore, previous studies have explored prospective employee resilience outcomes related to work and anticipated that employee resilience develops fewer numbers of employee turnover (Hodliffe, 2014).

#### Intensity of Turnover

Intensity of turnover is the tendency of an employee to leave his/her job after experiencing negative outcomes at work (Hodliffe, 2014). Organizational challenges usually generate stressful work conditions which may lead to negative behavioural employee outcomes and job dissatisfaction (Hodliffe, 2014). This creates less employee commitment towards his/her organization and raises the intention of an employee to quit his/her job due to high levels of emotional pressure which creates minimal employee coping ability to organizational changes and more undesirable employee approaches towards the organization (Hodliffe, 2014).

However, employee resilience allows an employee to control his/her emotional stresses when challenged with organizational changes (Hodliffe, 2014). In addition, employee resilience allows an employee to function properly using sufficient means during adverse conditions (Hodliffe, 2014). For that reason, a resilient employee is less willing to leave his/her job even when faced with hardship, since he/she is able to maintain his/her levels of job satisfaction and organizational involvement (Hodliffe, 2014). Therefore, employee resilience results in lower employee turnover (Hodliffe, 2014).

### **HRM Contribution in Developing Employee Resilience**

HRM plays a significant role in refining organizational performance; thus it is considered a dynamic planned activity for organizations. HRM focuses on an organization's human element and by that it helps employees develop resilience (Khan et al., 2019). Previous studies had demonstrated that HRM acknowledged resilience as a part of an employee's everyday working life; as a consequence, HRM embraced developing resilient approaches (Stokes, Smith, Wall, Moore, Rowland, Ward & Cronshaw, 2019). HRM accomplishes that, through reinforcing and executing HRPs that support the development of employee resilience (Khan et al., 2019). According to empirical studies on HRM and resilience, employee resilience is developed from a combination of behavioral and intellectual capabilities, and these capabilities are outcomes of an employee's level of skills and abilities that are incorporated by HRPs (Lengnick-Hall et al., 2011).

Moreover, preceding research suggested that there could be several methods through which HRPs could influence employee resilience (Khan et al., 2019). HRPs are known to play a vital role in creating a decent working environment and an engaged organizational culture for employees; both of which develop employee resilience and employee adaptation to hardships (Khan et al., 2019). Hence, the task of HRPs would be to construct a resilient environment for employees, which provides them with the ability to put up and adjust to any unstable economic environment (Singh, 2013).

Studies have determined that HRPs developing employee resilience have created employee proficiencies that can face any organizational aggregation, making an employee ready to generate the right decisions in order to react to threats and transform any uncertainty into an opportunity by taking advantage of disruptive situations that may threaten an organization's survival (Lengnick-Hall et al., 2011). Therefore, employee resilience directed

by HRPs has an impact on employees' capabilities to advance skills that create survival and effective abilities during hostile and uncertain situations (Khan et al., 2019).

Researchers stated the following set of HRPs as practices that support employee resilience: "the development of social support at work, work-life balance practices, employee assistance programs, employee development programs, flexible work arrangements, reward and benefits systems, occupational health and safety systems, crisis management systems, and diversity management" (Cooke et al., 2019, p.1245). Furthermore, research confirmed that HRM should align HRPs with employee resilience in order to develop a well performing workforce and sustain employees' well-being (Cooke et al., 2019).

This section concludes the existence of positive outcomes of employee resilience on employees and the direct influence of HRM on the development of resilient employees. Thus, the development of resilient employees is contributed through applying resilience-enhancing HRPs on employees. The following section discusses the impact of resilience-enhancing HRPs in developing resilient employees and reveals that transformational leadership development is the HR practice this thesis will be focusing on in developing employee resilience. Furthermore, it introduces the link between employee resilience and organizational commitment.

### **3. HRPs and Resilience**

This section discusses the different concepts of resilience-enhancing HRPs and states that transformational leadership development is the HR practice that this thesis will focus on in developing employee resilience. In addition, it introduces the measurement used to measure transformational leadership development. Moreover, it covers the research that links employee resilience to organizational commitment.

### **HR Resilient Practices**

In reference to previous research, organizations continuously request the increase in resilient employees and resilience-enhancing HRPs (Stokes et al., 2019). Studies have stated that HRPs have a great impact in providing a suitable environment for developing resilient employees (Cooper et al., 2014). This is accomplished through resilience-enhancing HRPs that are implemented across employee and organizational levels (Branicki, Steyer & Sullivan-Taylor, 2019).

Recent research outlines employee resilience as skills that are cultivated through particular HR resilient practices that increase the organization's capability to improve its performance by implanting employees with the ability to get over adversity (Bustinza et al., 2019). For employee resilience is a fundamental and adjustable variable that assists organizations to overcome difficulties (Bustinza et al., 2019).

In reference to previous studies, developing HR resilient practices that create resilient employee skills, directly contribute to refining organizational success (Bustinz et al., 2019). Through appropriate HRPs, resilience capabilities are maintained in different employee practices and procedures (Bustinza et al., 2019).

According to positive psychology employee resilience is enabled when an employee has sincere contribution towards his organization (Bardoel et al., 2014). Thus, specific HR resilient practices that promote employee participation, cooperation, and determination skills can create resilient abilities that develop beneficial employee performance (Bustinz et al., 2019). In addition, previous studies stated that resilience-enhancing HRPs have a direct link with positive employee outcomes (Bardoel et al., 2014). Examples of these outcomes are employee commitment, employee job satisfaction, and better employee performance (Bardoel et al., 2014).

As stated in previous studies, resilience-enhancing HRP are “flexible job design, wide-ranging training and growth programs, developmental and merit-based performance assessment, rigorous selection process, competitive reward, and extensive payback” (Ali et al., 2019, p.1). Experts have concentrated on training and development in order to create well developed resilient employees within organizations (Ali et al., 2019). As a consequence, advancing in employee development is important for sustaining and evolving employee capabilities and awareness (Kuvaas & Dysvik, 2010). Therefore, organizations have integrated resilience training development into their HR development programs in the form of capabilities and expertise (Wang, Cooke & Huang, 2014). So, when employees become aware of their organization’s investment in them through developing employees’ skills and abilities, they tend to become more corporative and motivated towards exerting all of their efforts to the advantage of the organization (Kuvaas & Dysvik, 2010). Thus, recently developing employee resilience is essential in HRM not only to improve an employee’s efficiency at work, but also to nurture employee involvement and interest towards his/her organization (Robertson, Cooper, Sarkar & Curran, 2015).

In reference to coping literature, there is a relationship between resilience development and leadership development (Harland et al., 2005). Hence, Scholars have stated that enhancing employee resilience ability is an important part of leadership development (Harland et al., 2005). In particular, leadership and resilience literature have studied and stated that transformational leadership development is set under the conceptualization of employee resilience development (Harland et al., 2005).

### **Transformational Leadership Development and its Measurement**

Transformational leadership development enables employees to transform crises into progressive experiences (Harland et al., 2005). This occurs when transformational leadership development offers employees with rational incentives that encourage attentive, resourceful,

and flexible resolutions to challenging situations (Harland et al., 2005). Therefore, in this way employees perceive crises as adversities that can be resolved (Harland et al., 2005). This conversion of crisis into progressive experiences reflects the concepts of employee resilience stated earlier that describe employee resilience as a developmental resource that is generated from facing hardship (Harland et al., 2005). Moreover, this concept of leadership development engages thoroughly with integrating employee resilience through attaining employee development and better will-power (Harland et al., 2005).

Transformational leadership development is measured using the Multifactor Leadership Questionnaire (MLQ) developed by Bass & Avolio 1997, where five behaviours evaluate the transformational leadership style (Ejere & Ugochukwu, 2013). According to past research, the MLQ is attained to be the standard quantitative instrument to measure transformational leadership (Lowe, Kroeck, & Sivasubramaniam, 1996). The following five behavioural dimensions are the sub-scales that assess transformational leadership development (Harland et al., 2005). The first behavioural dimension is attributed charisma (idealised influence (attributes)); this behaviour concentrates on the ability of an employee to behave with assurance, unselfishness, and stimulates a respectful environment with his colleagues (Harland et al., 2005). These actions minimize the feelings of vulnerability and anxiety and tend to switch them with sureness and dynamic feelings which cause resilient attitudes in employees since they would be more controllable of the situation and deal with it in a positive manner (Harland et al., 2005).

The second behavioural dimension is idealized influence (behaviours) (Harland et al., 2005). This behaviour underlines an employee's behaviour of conducting a sense of determination that does not only focus on personal goals, but also on essential organizational goals during adversity (Harland et al., 2005). It increases an employee's awareness of the severe problems and modifies the importance of resolving these issues (Harland et al., 2005).



These behaviours help an employee realize the progressive results of resolving these issues which produce employee resilience tactics (Harland et al., 2005).

The third behavioural dimension is inspirational motivation (Harland et al., 2005). This behaviour highlights employee's eagerness, positivity, and capacity to express a clear image of the future (Harland et al., 2005). An employee becomes capable of ending harsh conditions by revealing positive prospects, encouraging, and inspiring interest to the organizational environment (Harland et al., 2005). This results in building employee resilience through spreading optimism and persistence to the employee (Harland et al., 2005).

The fourth behavioural dimension is intellectual stimulation (Harland et al., 2005). This behaviour focuses on employee's operative problem solving actions that include reassessing major principles and pursuing altered methodologies and perceptions (Harland et al., 2005). This behaviour creates employees who stimulate considerate, innovative, and coping resolutions (Harland et al., 2005). Such behaviours encourage employees to create inventive or advanced methods rather than depending on methods used in the past that no longer are effective for solving problematic challenges (Harland et al., 2005). Therefore, this manner develops employee resilience (Harland et al., 2005).

The final behavioural dimension is individualized consideration (Harland et al., 2005). This behaviour stresses on the importance of encouraging individual development and attention, to enhance the capabilities that allow an individual to transform a problem into something that can develop a capability (Harland et al., 2005). Therefore, employees who are more skilled and engaged are more likely to positively evaluate the problematic situation since they sense that they are able to solve the adverse condition and are not anxious about facing any undesirable impacts (Harland et al., 2005).

Therefore, employee resilience development is generated through transformational leadership behavioural dimensions by enhancing employees' abilities that make employees more skilled to face challenges and more capable to participate in confidently appraising the challenging situation (Wang, Li & Li, 2017).

### **Research Linking Employee Resilience and Organizational Commitment**

In reference to previous literature, “the relationship of resilience and organizational commitment has largely been studied with the three-mindset framework of commitment” (Paul & Garg, 2014, p.13). Studies have shown the link between positive employee performance standards and employee's mental resource capabilities and their organizational outcomes (Paul & Garg, 2014). These studies found a positive relationship between employee resilience and organizational commitment (Paul & Garg, 2014).

According to theoretical research, resilient employees form an emotional connection with their organization which minimizes the probability of them leaving their job when facing challenging conditions in the organization (Paul & Garg, 2014). This is due to the high amount of independence a resilient employee develops and the sense of responsibility and obligation an employee has towards his organization (Paul & Garg, 2014). Therefore, studies stated that this makes an employee more committed towards his organization (Paul & Garg, 2014).

Previous studies have designated employee resilience to be the positive reaction to pressure (Paul et al., 2016). This helps an employee to stay resistant and to sustain optimistic reactions towards disturbances that may result due to certain tough situations (Paul et al., 2016). These actions can be converted into sentimental attachment towards the organization which results in organizational commitment (Paul et al., 2016). Moreover, employee resilience develops employee determination towards his job which results in employee

determination towards job commitment (Paul et al., 2016). Therefore, it was inferred by preceding research that employee resilience has a direct positive effect on organizational commitment (Paul et al., 2016).

In addition, resilient employees tend to figure out importance in the way they perform at work (Paul et al., 2016). This realization of the importance in performance results in organizational commitment (Paul et al., 2016). Also, the awareness of resilient employees of their abilities and their job itself grants employees the will to continue with the organization under any circumstance (Paul et al., 2016).

Furthermore, previous research measured the impact of employee resilience on organizational commitment (Paul et al., 2016). These researches found out that “all three components of organizational commitment reflect a psychological mindset related to the organization and can be present concurrently in an individual” (Paul et al., 2016, p.313). However, the three components (affective, normative, and continuous) of organizational commitment change according to the significance of employee resilience and its effect on an employee’s psychological state of mind (Paul et al., 2016).

This section concludes the importance of transformational leadership development on the development of employee resilience. In addition, it shapes how transformational leadership development is a vital component of resilience development. Finally, this section concludes that through employee resilience, employee organizational commitment is established. The following section will discuss the concepts of organizational commitment and its measurement. In addition, it discusses the relationship of HRP and organizational commitment.

#### **4. HRPs and Organizational Commitment**

This section discusses the different concepts of employee commitment to an organization. Furthermore, it introduces the most credible and reliable scale used to measure employee commitment. As well, it discusses the relationship between HRPs and employee commitment.

##### **Conceptualization and Measurement of Commitment**

According to previous scholars, commitment is described as hands on loyalty to an organization rather than only submissive loyalty (Paul & Garg, 2014). Commitment encompasses interaction between each employee and the organization where an employee is ready to invest all his/her efforts to contribute to the organization's prosperity (Paul & Garg, 2014).

Commitment has been conceptualized and measured in different ways according to previous literature (Allen & Meyer, 1996). However, a collective perception to all different conceptualizations of commitment is the relation of commitment to employee turnover (Allen & Meyer, 1996). Thus, employees who generate organizational commitment are those who are unlikely to quit their job at the organization they are working for due to any conflicting experience (Allen & Meyer, 1996). On the contrary, there are differences amongst the different commitment conceptualizations (Allen & Meyer, 1996). "These differences involve the psychological state reflected in commitment, the antecedent conditions leading to its development, and the behaviors that are expected to result from commitment" (Allen & Meyer, 1996, p.1).

In regard to former studies, organizational commitment falls under Allen and Meyer three-dimension model with attitudinal approach (Paul & Garg, 2014). The three components of commitment are identified as the following: affective commitment, continuance

commitment, and normative commitment (Paul & Garg, 2014). These three components all share the same concept which is the relationship between the employee and the organization that minimizes the possibility of an employee leaving his/her organization (Allen & Meyer, 1996). However, these three components of commitment differ in the nature of that employee-organization relationship (Allen & Meyer, 1996).

Affective commitment is defined as the psychological attachment, awareness, and participation an employee has towards the organization and its objectives (Paul & Garg, 2014). Correspondingly, affective commitment is the emotional attachment an employee possesses towards an organization's goal line and standards and the capacity of efforts an employee is willing to peruse in order to have a role on those organization's goals and standards (Paul & Garg, 2014). For that reason, employees with affective commitment stay in their job because they want to (Allen & Meyer, 1996).

As for continuance commitment is defined as the employee's purpose to stay with an organization due to the undesirable consequence of leaving his/her job or the benefits of remaining in his/her job (Paul & Garg, 2014). This decision is usually based on the amount of investment an employee puts into a certain job or the insufficient availability of other substitutes (Allen & Meyer, 1996). Therefore, employees with continuance commitment stay in their job because they need to (Allen & Meyer, 1996).

Finally, normative commitment is defined as the employee's sense of responsibility towards his/her organization which results to an employee continuing with his/her organization (Paul & Garg, 2014). This is due to the feeling of obligation to behave in a way that meets the organization's wellbeing which fallouts into an employee staying with the organization, because the employee believes it is the most reasonable thing to do (Paul &

Garg, 2014). Thus, employees with normative commitment stay in their job because they sense that they should do so (Allen & Meyer, 1996).

Employees may experience each of these emotional states to a different extent (Allen & Meyer, 1996). Research stated that an employee can either experience all three components of commitment at the same time but in varying degrees, experience two of the three components of commitment at the same time, or experience each component of commitment alone (Meyer & Allen, 1991).

According to organizational commitment research, Allen and Mayer's three commitment component model was acknowledged to be the most authenticated model as well as its measurement approach was recognized to be the most effective in reference to the large amount of studies pursued in organizational commitment (Maqsood, Hanif, Rehman & Glenn, 2012). Therefore, Allen and Meyer's Organizational Commitment Questionnaire (OCQ) called the three-component Organizational Commitment Scales (OCS) has been commonly used as a measurement of commitment (Maqsood et al., 2012). "The Organizational Commitment Questionnaire (OCQ) by Meyer & Allen (1991; 1997) measures three forms of commitment to an organization: affection-based (affective commitment), cost-based (continuance commitment), and obligation-based (normative commitment)" (Maqsood et al., 2012, p.137). "Originally, the questionnaire comprised 24 items (Meyer & Allen, 1991) with eight items in each sub-domain. Meyer, Allen, and Smith (1993) later revised the OCQ into a six-item measure of normative commitment" (Maqsood et al., 2012, p.137). Meyer and Allen and Smith once again revised the number of items in the OCS into an 18-items questionnaire, with six-item scale in each sub-scale: affective, continuance, and normative (Meyer & Allen, 2004). These items are introduced as statements that are related to each commitment component where the employee is asked to indicate the degree to which he agrees with the statement (Albdour & Altarawneh, 2014).

After discussing in the previous section the relationship between employee resilience and organizational commitment, and the concepts of organizational commitment in this section it is concluded that during organizational challenges, employees experience great amount of stress due to intense changes in the work place (Hodliffe, 2014). These changes can result in less employee commitment and involvement towards his/her organization (Hodliffe, 2014). Therefore, employee resilience develops higher levels of organizational commitment for an employee even during harsh times (Hodliffe, 2014). The next part of this section explores the perceptions of HRPs and organizational commitment and the link between them in order to help shape the conceptual framework of this paper.

### **Research Linking HRPs and Commitment**

HRPs should meet the challenges being faced by an employee by constantly updating these practices (Agarwala, 2003). Successful HRPs can be the contributing factors of organizational success (Agarwala, 2003). According to previous studies, HRPs have an influence on employee competitive advantage by triggering specific employee approaches, performances, and views which construct organizational competitive advantage (Agarwala, 2003).

Previous scholars have stated that many organizations implement HRPs that aim to capitalize on employee commitment (Fiorito, Bozeman, Young & Meurs, 2007). Scholars claimed that these HRPs function through employee abilities, enthusiasm, and work structure, which lead to the generation of positive employee behavioural results such as efficiency, ingenuity, and strong will-power (Wright & Kehoe, 2008). Furthermore, models of previous HRPs and commitment research indicate that these HRPs have direct impact on an organization's economic success through establishing better employee commitment and well-being (Kehoe & Wright, 2013).

Based on theoretical studies, HRPs exert a positive effect on organizational commitment (Agarwala, 2003). Thus, research on the relationship of HRPs and organizational success points out that, HRPs positively impact employee commitment which in return leads to effective organizational performance (Agarwala, 2003). According to lengthy studies, organizational commitment facilitated the relationship between organizational HRPs and minimizing employee turnover (Wright & Kehoe, 2008).

Employees, who are given access to implementing high commitment HRPs, are likely to build a strong bond with the organization (Kehoe & Wright, 2013). This is due to experiencing a supportive organizational environment which participates in investing in enhancing employee skills, performance, compensations, and developing employee concepts that aim to accomplish organizational goals (Kehoe & Wright, 2013). In exchange, employees develop a sentimental connection with the organization based on a necessary interchanging exchange relationship (Kehoe & Wright, 2013). This sentimental connection is expressed as affective commitment (Kehoe & Wright, 2013).

Studies have proven that affective commitment is influenced by employees' performance and sense of obligation towards organizational goals. Therefore, affective commitment is established from desired employee outcomes and organizational experiences (Kehoe & Wright, 2013). Nevertheless, it is essential to explore the interactions between employee behaviours towards different HRPs and both normative and continuance commitments, in order to guarantee that HRPs do not stimulate unwanted employee actions (Conway, E., 2004).

Based on HRM literature, the following are the HRPs that contribute to employee commitment (Conway, 2004). These HRPs are categorized based on their influence on



employees' performance, abilities, motivation, and work design (Conway, 2004). The following practices are classified into HR practice areas (Conway, 2004):

- “Recruitment & Selection: Selective recruiting/recruitment intensity; Focus on trainability and commitment; Human relations skills in selection” (Conway, 2004, p.5).
- “Job Design: Broad job descriptions; Flexible working; Job rotation; Teamwork” (Conway, 2004, p.5).
- “Communication/Participation: Information sharing; Attitude surveys; Grievance/conflict resolution; Team briefing; Suggestion schemes” (Conway, 2004, p.5).
- “Performance Management: Formal Appraisals; Results oriented; Merit-based” (Conway, 2004, p.5).
- “Career Development: Promotion from within; Career ladders and progression, Internal recruitment” (Conway, 2004, p.5).
- “Employee Reward: High rewards; Salaried workers; Incentive pay; Team rewards; Extensive benefits; Profit sharing; Stock ownership” (Conway, 2004, p.5).
- “Job Security: High job security” (Conway, 2004, p.5).
- “Training: Induction training; Formal training; Re-training; On-the-job training; Cross-training” (Conway, 2004, p.5).

The focus of this study will be on the HR practice area: training, in particular transformational leadership development.

Based on HR literature and theory, employees should encounter employee training from their organizations (Fiorito et al., 2007). Training is an important HR practice which corresponds to maintaining employees' development, securing higher wages, and obtaining continuous employment (Fiorito et al., 2007). As a result, training targets building an employee's essential skill base (Wright & Kehoe, 2008). Therefore, employees value the

training investments provided to them (Fiorito et al., 2007). As a result, employee training leads into attaining employee commitment which stimulates employee motivation towards his/her job (Wright & Kehoe, 2008).

This section concludes the positive relationship between HRPs and employee commitment. In particular, it focuses on the training HR practice area and its benefits on employees. The following section introduces the conceptual framework of this study.

## **5. Conceptual Framework**

HRPs are important in contributing to employee resilience development in order to provide problem solving approaches in order to enhance an employee's ability to cope and bounce back from challenges, which lead to organizational commitment (Bustinza et al., 2019).

The existing literature has explored the relationship between HRPs and employee resilience; however, the relationship between training which lies under HRPs (in particular transformational leadership development) and employee resilience is not very well studied. In order to fill this gap, the following research question is investigated:

Research question 1: What is the relationship between human resources practices (in particular, transformational leadership development) and employee resilience during an economic crisis?

Moreover, the existing literature has explored the relationship between employee resilience and organizational commitment; nevertheless, the impact of employee resilience on all three components (affective, normative, and continuous commitment) of organizational commitment is not very well explored. In order to fill this gap, the following research question is investigated:

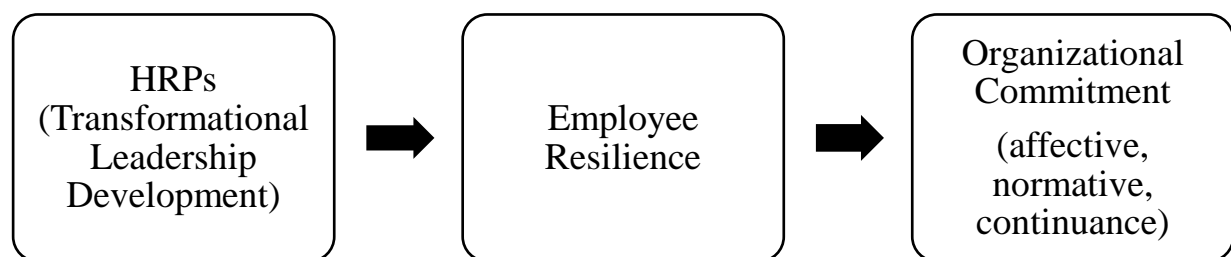
Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

Finally, the existing literature has explored the relationship between HRPs and organizational commitment. Also, it has explored the relationship between HRPs and employee resilience. In addition, it has explored the relationship between employee resilience and organizational commitment. However, no sufficient research was done on the mediating effect of employee resilience on HRPs (in particular, transformational leadership development) and the three component variables of organizational commitment. Therefore, the following research question is investigated:

Research question 3: Do human resources practices (in particular, transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

**Figure 1**

*Framework of the relationship between transformational leadership and organizational commitment in the presence of the mediator employee resilience*



### **CHAPTER 3: METHODOLOGY**

The aim of this thesis is to determine if employee resilience has a mediating role on the relationship between HRPs (in particular, transformational leadership development) and organizational commitment in times of an economic crisis. Previous literature regarding this mediating role has been scarce. However, there was considerable present literature regarding the relationship between HRPs and employee resilience on one hand and employee resilience and organizational commitment on the other hand. This chapter discusses the methodology used in this thesis to add to the deficiency of literature regarding the relationship of transformational leadership development, employee resilience, and organizational commitment.

#### **Research Design**

This thesis is a quantitative research. It examines at first a relationship between HRPs specifically transformational leadership development and employee resilience, a relationship between employee resilience and organizational commitment, and a relationship between transformational leadership development, employee resilience, and organizational commitment. Once a relationship is determined, then the thesis measures whether each relationship is positive or negative. This thesis will involve a cross-sectional survey research design using Likert-type scales from 1 to 5 in order to measure the respondents' answers, simple linear regression to determine the significance of the relationships between the variables, Process by Hayes Model 4 in SPSS in order to test the mediation effect, and Bootstrapping by Preacher & Hayes (2004) to assess the significance or non-significance of the mediation effect (Preacher & Hayes, 2004). The following research questions and their hypotheses were tested in this thesis:

Research question 1: What is the relationship between human resources practices (in particular, transformational leadership development) and employee resilience during an economic crisis?

H<sub>1</sub>: Transformational leadership development has a positive impact on employee resilience.

Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

H<sub>2</sub>: A positive relationship exists between employee resilience and organizational commitment.

H<sub>2a</sub>: A positive relationship exists between employee resilience and affective commitment.

H<sub>2b</sub>: A positive relationship exists between employee resilience and normative commitment.

H<sub>2c</sub>: A positive relationship exists between employee resilience and continuance commitment.

Research question 3: Do human resources practices (in particular, transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

H<sub>3</sub>: A positive relationship exists between transformational leadership development and organizational commitment.

H<sub>3a</sub>: A positive relationship exists between transformational leadership development and affective organizational commitment.

H<sub>3b</sub>: A positive relationship exists between transformational leadership development and normative commitment.

H<sub>3c</sub>: A positive relationship exists between transformational leadership development and continuance commitment.

H<sub>4</sub>: Employee resilience mediates the relationship between transformational leadership development and organizational commitment.

H<sub>4a</sub>: Employee resilience mediates the relationship between transformational leadership development and affective commitment.

H<sub>4b</sub>: Employee resilience mediates the relationship between transformational leadership development and normative commitment.

H<sub>4c</sub>: Employee resilience mediates the relationship between transformational leadership development and continuance commitment.

### **Sample**

The thesis analyses the survey data that was collected from employees of Non-Governmental Organizations (NGOs) in Lebanon. An email requesting participation approval was sent out to 21 NGOs. 13 NGOs sent back an approval email that stated that they agree to share the survey with their employees in order to let them voluntarily choose if they want to participate in filling out the survey.

NGOs were chosen for this thesis because their employees are continuously subjected to trainings and deal with tough environments during a severe economic crisis in Lebanon. These NGOs work on developing resilience and wellbeing of individuals in need and usually deal with individuals of all age groups who are living in tough environments and circumstances.

The survey was sent out to all 13 NGOs located in different parts of Lebanon. The employees who participated in the survey work in different departments and belong to

different employee levels. In addition, the employees are from different age groups, genders, employment levels, and educational levels.

### **Instrumentation**

This thesis involved using the following scales and items in the survey conducted: the 9-items Employee Resilience Scale using five-point Likert-type scale with a response scale ranging from 1 (Almost Never) to 5 (Almost Always) designed by Näswall, Malinen, Kuntz, and Hodliffe (2019), the 18-items three-component Organizational Commitment Scales (OCS) using a five-point Likert-type scale with a response scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) designed by Meyer and Allen (1991), and the 20-items Transformational Leadership items used from the 45-items Multifactor Leadership Questionnaire using a five-point Likert-type scale with a response scale ranging from 1 (Not at All) to 5 (Frequently, if not Always) designed by Bass and Avolio (2000).

The Employee Resilience scale allows participants to rate how frequently they engage in resilient behaviours (Näswall, Kuntz, Hodliffe & Malinen, 2015). The three-component OCS has been commonly used as a measurement of commitment (Maqsood et al., 2012). The three-component OCS measures the three components of commitment to an organization: affective, normative, and continuance (Maqsood et al., 2012). “Originally, the questionnaire comprised 24 items (Meyer & Allen, 1991) with eight-item in each sub-domain. Meyer, Allen, and Smith (1993) later revised the OCQ into a six-item measure of normative commitment” (Maqsood et al., 2012, p.137). Meyer and Allen and Smith once again revised the number of items in the OCS into an 18-items questionnaire, with six-item scale in each sub-scale: affective, continuance, and normative (Meyer & Allen, 2004). “Note that some of the items in the commitment scales have been worded such that strong agreement actually reflects a lower level of commitment. These are referred to as “reverse-

keyed” items (identified by “R” after the statement) and are included to encourage respondents to think about each statement carefully rather than mindlessly adapting a pattern of agreeing or disagreeing with the statements” (Meyer & Allen, 2004, p.3) shown in Table 2. It is essential that response scales on reverse-keyed statements be recoded (1=5, 2=4, 3=3, 4=2, 5=1) before the participant fills out the survey. The Multifactor Leadership Questionnaire assesses the respondent’s perception of his/her leadership behaviour. Nine leader behaviour scales are formed from this questionnaire. Five of these scales assess transformational leadership, three of these scales assess transactional leadership, and one scale assesses laissez-faire leadership (Harland et al., 2005). In this thesis we used the 20-items of the five behaviour scales (4-items each) that assessed transformational leadership behaviours, since as stated previously our focus is only on transformational leadership.

**Table 1**

*9-items Employee Resilience Scale*

Items
1 I effectively collaborate with others to handle unexpected challenges at work.
2 I successfully manage a high workload for long periods of time.
3 I resolve crises competently at work.
4 I learn from mistakes at work and improve the way I do my job.
5 I re-evaluate my performance and continually improve the way I do my work.
6 I effectively respond to feedback at work, even criticism.
7 I seek assistance to work when I need specific resources.
8 I approach managers when I need their support.
9 I use change at work as an opportunity for growth.



**Table 2***18-items Organizational Commitment Questionnaire (OCQ)*

<b>Items: Affective Commitment Scale</b>	
1	I would be very happy to spend the rest of my career with this organization.
2	I really feel as if this organization's problems are my own.
3	I do not feel a strong sense of "belonging" to my organization. (R)
4	I do not feel "emotionally attached" to this organization. (R)
5	I do not feel like "part of the family" at my organization. (R)
6	This organization has a great deal of personal meaning for me.
<b>Items: Continuance Commitment Scale</b>	
1	Right now, staying with my organization is a matter of necessity as much as desire.
2	It would be very hard for me to leave my organization right now, even if I wanted to.
3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4	I feel that I have too few options to consider leaving this organization.
5	If I had not already put so much of myself into this organization, I might consider working elsewhere.
6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
<b>Items: Normative Commitment Scale</b>	
1	I do not feel any obligation to remain with my current employer. (R)
2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3	I would feel guilty if I left my organization now.
4	This organization deserves my loyalty.
5	I would not leave my organization right now because I have a sense of obligation to the people in it.
6	I owe a great deal to my organization.

**Table 3***20-items Transformational Leadership Behaviours Scale*

<b>Items: Idealized Influence (Attribute)</b>	
1	I instill pride in others for being associated with me.
2	I go beyond self-interest for the good of the group.
3	I act in ways that build others' respect for me.
4	I display a sense of power and confidence.
<b>Items: Idealized Influence (Behaviour)</b>	
1	I talk about my most important values and beliefs.
2	I specify the importance of having a strong sense of purpose.
3	I consider the moral and ethical consequences of decisions.
4	I emphasize the importance of having a collective sense of mission.
<b>Items: Inspirational Motivation</b>	
1	I talk optimistically about the future.
2	I talk enthusiastically about what needs to be accomplished.
3	I articulate a compelling vision for the future.
4	I express confidence that goals will be achieved.
<b>Items: Intellectual Stimulation</b>	
1	I re-examine critical assumptions to questions whether they are appropriate.
2	I seek differing perspectives when solving problems.
3	I get others to look at problems from many different angles.
4	I suggest new ways of looking at how to complete assignments.

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**Items: Individualized Consideration**


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- 1 I spend time teaching and coaching.
  - 2 I treat others as individuals rather than just as a member of a group.
  - 3 I consider an individual as having different needs, abilities, and aspirations from others.
  - 4 I help others to develop their strengths.
- 

### **Data Collection**

Early permission to send the survey was obtained from NGOs. The survey, originally written in the English language, was translated to the Arabic language by a translation specialist because it was expected that some participants would prefer filling out the survey in Arabic rather than in English. Then, the Arabic survey was translated back into English language by another translation specialist. This was done in order to determine the equivalence of the original English survey and the back translated English survey.

As a first step before sending out the survey to the NGOs, a piloting test survey in both English and Arabic language was sent to different respondents. The aim of the piloting survey was to check survey length, wording, layout, and format by assessing respondents' feedback after they completed the survey. The Arabic piloting survey was sent out to 15 respondents and the English piloting survey was sent out to another 15 respondents as well. Upon collecting feedback from the 30 respondents who filled out both the English and the Arabic piloting surveys, most of the respondents advised to have the survey questions divided into several pages instead of having each section of the survey on a page with its questions. This was advised so the respondent does not have the feeling that the section is taking too long to be done. Moreover, some of the respondents of the piloting surveys advised to have the shortest section in the middle of the survey in order to give the respondent the feeling that

the survey will be shortly over. Accepting the feedback given by the respondents, the necessary changes were done and the Survey was ready to be sent out to the NGOs.

The survey was launched on the 22<sup>nd</sup> of February, upon gaining participation approval from the NGOs. The plan was to conclude the survey after 30 days; however, two more NGOs sent an approval at the end of the time plan. Therefore, it was decided to extend the respondent collection time to two more weeks in order to increase the total number of collected responses.

The data was collected through SurveyMonkey.com. A hyperlink in English and a hyperlink in Arabic of the survey were sent by email to the individual who is concerned for all the organization's departments in each of the 13 NGOs. Later on, the concerned individual in each NGO sent the two hyperlinks of the survey via email to the NGO's employees inviting them to fill out the survey. The participants were informed at the beginning of the survey that after the completion of the survey, they have no other responsibility towards the researcher and that the data collected will only be used for the current thesis.

### **Data Analysis**

The aim of this study as stated earlier is to examine the existence of a relationship between transformational leadership development, employee resilience, and organizational commitment. After proving the existence of a relationship, the aim of the study is to examine if there is a positive or negative relationship between the variables and if there is a mediation effect between the variables. In this study the variables are transformational leadership development, employee resilience, and organizational commitment. Transformational leadership development represents the independent variable, employee resilience represents the mediator variable, and organizational commitment represents the dependent variable.

The research questions and hypotheses will be analyzed as follows:

Research question 1: What is the relationship between human resources practices (in particular, transformational leadership development) and employee resilience during an economic crisis?

H<sub>1</sub>: Transformational leadership development has a positive impact on employee resilience.

Simple linear regression will be used to analyse this hypothesis.

Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

H<sub>2</sub>: A positive relationship exists between employee resilience and organizational commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>2a</sub>: A positive relationship exists between employee resilience and affective commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>2b</sub>: A positive relationship exists between employee resilience and normative commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>2c</sub>: A positive relationship exists between employee resilience and continuance commitment.

Simple linear regression will be used to analyse this hypothesis.

Research question 3: Do human resources practices (in particular, transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

H<sub>3</sub>: A positive relationship exists between transformational leadership development and organizational commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>3a</sub>: A positive relationship exists between transformational leadership development and affective organizational commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>3b</sub>: A positive relationship exists between transformational leadership development and normative commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>3c</sub>: A positive relationship exists between transformational leadership development and continuance commitment.

Simple linear regression will be used to analyse this hypothesis.

H<sub>4</sub>: Employee resilience mediates the relationship between transformational leadership development and organizational commitment.

To analyze this hypothesis, an add-on to SPSS Process by Andrew Hayes (2017) will be used, in order to test the mediation effect. Process by Hayes Model 4 is used since this is a simple mediation model. This will examine how transformational leadership development exerts its effect on organizational commitment which is intervened by employee resilience and how employee resilience has causal relationship between transformational leadership development and organizational commitment. Also, Bootstrapping by Preacher & Hayes (2004) will be used to assess the significance or non-significance of the mediation effect.

H<sub>4a</sub>: Employee resilience mediates the relationship between transformational leadership development and affective commitment.

To analyze this hypothesis, an add-on to SPSS Process by Andrew Hayes (2017) will be used, in order to test the mediation effect. Process by Hayes Model 4 is used since this is a simple mediation model. This will examine how transformational leadership development exerts its effect on affective commitment which is intervened by employee resilience and how employee resilience has causal relationship between transformational leadership development and affective commitment. Also, Bootstrapping by Preacher & Hayes (2004) will be used to assess the significance or non-significance of the mediation effect.

H<sub>4b</sub>: Employee resilience mediates the relationship between transformational leadership development and normative commitment.

To analyze this hypothesis, an add-on to SPSS Process by Andrew Hayes (2017) will be used, in order to test the mediation effect. Process by Hayes Model 4 is used since this is a simple mediation model. This will examine how transformational leadership development exerts its effect on normative commitment which is intervened by employee resilience and how employee resilience has causal relationship between transformational leadership development and normative commitment. Also, Bootstrapping by Preacher & Hayes (2004) will be used to assess the significance or non-significance of the mediation effect.

H<sub>4c</sub>: Employee resilience mediates the relationship between transformational leadership development and continuance commitment.

To analyze this hypothesis, an add-on to SPSS Process by Andrew Hayes (2017) will be used, in order to test the mediation effect. Process by Hayes Model 4 is used since this is a simple mediation model. This will examine how transformational leadership development exerts its effect on continuance commitment which is intervened by employee resilience and

how employee resilience has causal relationship between transformational leadership development and continuance commitment. Also, Bootstrapping by Preacher & Hayes (2004) will be used to assess the significance or non-significance of the mediation effect.

### **Validity and Reliability**

The 9-item Employee Resilience Scale by Näswall, Malinen, Kuntz, and Hodliffe (2019) is used to focus on resilient behaviours that an employee engages in. “It is theorised that a supportive, learning-oriented and cooperative environment enables employees to behave in a resilient manner which can be captured by the scale” (Näswall et al., 2015, p.6). The scale has been tested on several samples which makes it a valid research instrument. Also, the scale has a good level of reliability of 0.90 (Näswall et al., 2019).

The 18-items three-component Organizational Commitment Scales by Meyer and Allen (1991) is a scale used to measure the three commitment components: affective, normative, and continuance. It is a highly reliable scale used in different research papers. The scale’s wide-spread continuous use in different research papers makes it a valid research instrument with a good level of reliability between 0.74 and 0.83 (Tayyab, 2007). Also, the reported reliabilities of the subscales are 0.74, 0.78, and 0.52 for affective commitment, continuance commitment, and normative commitment respectively (Tayyab, 2007).

The 20-items transformational leadership scale by Bass and Avolio (2000) is a scale used to measure an individual’s perception of his/her own leadership behaviour. Past researchers have reported that the Multifactor Leadership Questionnaire is obtained to be the foremost quantitative instrument to measure transformational leadership (Lowe, Kroeck, & Sivasubramaniam, 1996). This makes it a valid research instrument. All 45-items of Multifactor Leadership Questionnaire and each leadership factor scale reported a good level



of reliability that ranges from 0.74 to 0.94 (Bass & Avolio, 1997). This makes the transformational leadership scale to have a good level of reliability (Harland et al., 2005).

## **CHAPTER 4: RESULTS**

This chapter provides details on how the thesis data was conducted and analysed and is separated into three sections. The first section of the chapter covers data screening by stating the approach taken in regards to missing data and detecting outliers, it also mentions the response rate of the data and states the regression assumptions on the normality of the data. The second section of this chapter covers the descriptive analysis of the data by analysing the descriptive statistics, reliability of the scales used, and correlations. The final section of this chapter covers the results of the research questions and hypotheses tested.

### **Data Screening**

#### **Missing Data and Response Rate**

222 respondents from 13 different NGOs participated in the questionnaire after agreeing to have read and understood the consent. SPSS was used to analyse the data. The data was filtered out from incomplete responses and outliers. Incomplete responses were eliminated to provide more accurate analysis of the hypotheses tested, by eliminating the existence of respondents who skipped half or more of the questions or voluntarily exited the survey without completing it (Rubin, Witkiewitz, Andre, & Reilly, 2007). In addition, the variables used in the framework depended on average calculations, so outliers in the variables were explored by using boxplot outliers detection. The outliers detected in the variables were then deleted in order to eliminate any outliers that might have undesirable influence on the data analysis that might lead to falsification and perhaps incorrect assumptions (Schwertman, Owens, & Adnan, 2004). After filtering out the data from incomplete responses and outliers, the total number of respondents was equal to 169. Therefore, 76% of the data collected was used for analysis.

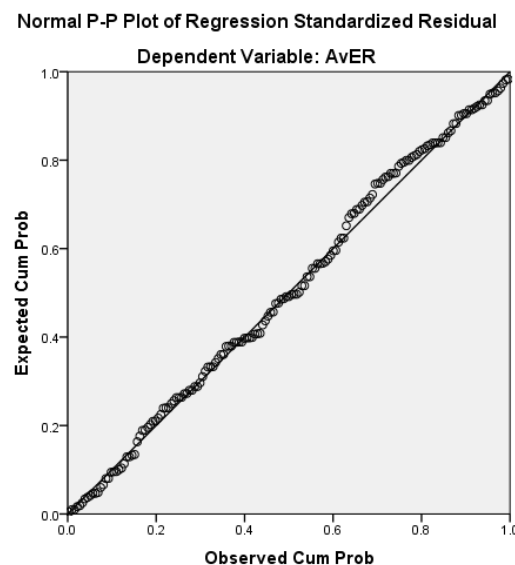
In addition to the survey questions the survey included information for descriptive analysis regarding participants' demographics that are: Gender, Age, Educational Level, and Employment Level.

### Regression Assumptions

The assumption for running regression for transformational leadership and employee resilience presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed points that were almost completely on the line. Below is an illustration of the P-P plot. All other plots of the rest of the regression assumptions are found in Appendix B.

**Figure 2**

*P-P Plot of TL & ER Regression Assumption*



The assumption for running regression for employee resilience and organizational commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed

some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for employee resilience and affective commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for employee resilience and normative commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for employee resilience and continuance commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed points that were completely on the line.

The assumption for running regression for transformational leadership and organizational commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which

showed some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for transformational leadership and affective commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for transformational leadership and normative commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed some points that were completely on the line and some points that were not completely on the line, but close.

The assumption for running regression for transformational leadership and continuance commitment presented a histogram of standardised residuals that indicated that the data has a normally distributed curve and this means that the data has met the assumption of normally distributed residuals, as did the normal P-P plot of standardised residuals, which showed some points that were completely on the line.

## **Descriptive Analysis**

### **Reliability Analysis**

A reliability check was conducted for the scales used in this survey. A general accepted rule is that Cronbach alpha of 0.6-0.7 indicates an acceptable level of reliability, and

0.8 or greater a very good level. However, values higher than 0.95 are not necessarily good, since they might be an indication of redundancy (Hulin, Netemeyer, and Cudeck, 2001).

#### Reliability of Organizational Commitment Scale and its Sub-scales

For the organizational commitment, the reliability test showed a Cronbach alpha of 0.800. The reliability tests for the organizational commitment sub-scales were as follows: Affective commitment, Cronbach alpha=0.862; Normative commitment, Cronbach alpha= 0.770. However, as stated by previous researchers, the reliability level of continuance commitment was always resulting with a low reliability (Tayyab, 2007), in this thesis the reliability test showed a Cronbach alpha= 0.536.

#### Reliability of Employee Resilience Scale

For employee resilience, the reliability test showed a Cronbach alpha of 0.686. Previous literature showed a Cronbach alpha of 0.91 for the reliability test for employee resilience (Phan, 2019).

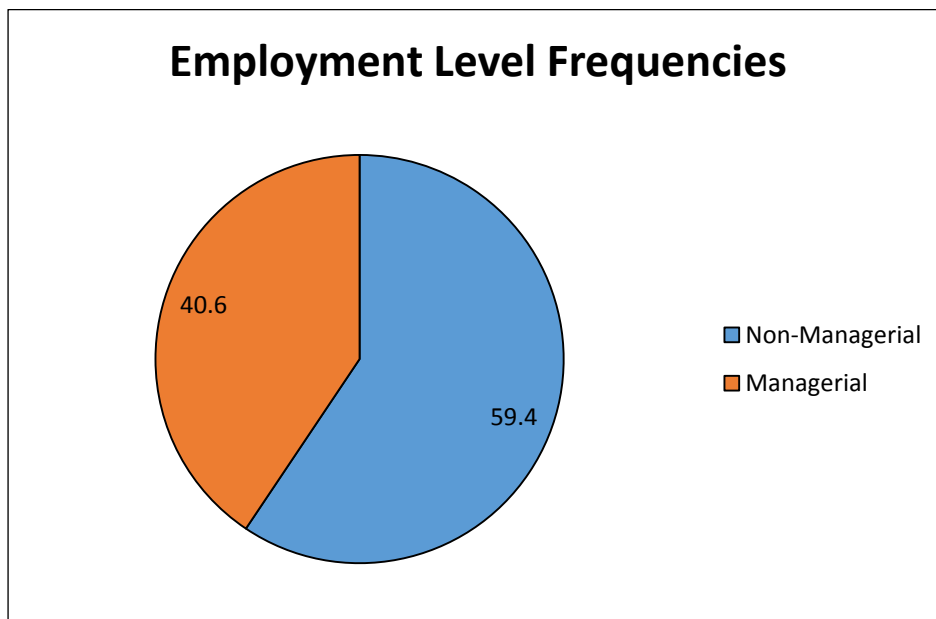
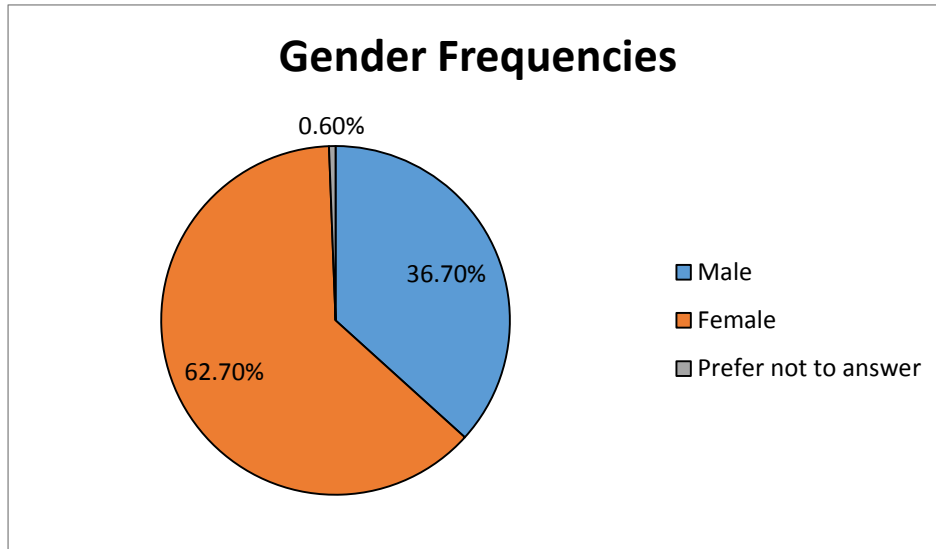
#### Reliability of Transformational Leadership Scale

For transformational leadership, the reliability test showed a Cronbach alpha of 0.859. Previous literature showed a Cronbach alpha of 0.92 for the reliability test for transformational leadership (Imran & Anis-ul-Haque, 2011).

### **Descriptive Statistics**

The majority of the respondents were females which made up 62.7% of the respondents. The majority of the respondents were young between the age groups 21 to 30 which made up 54.8% of the respondents. Most of the respondents have completed graduate studies which made up 41.8% of the respondents. Finally, most of the respondents worked in a non-managerial level which made up 59.4% of the respondents. The following pie charts illustrate

the frequencies of gender and employment level of the data. Tables 4, 5, 6, 7, & 8 in Appendix A illustrate the frequencies and descriptive statistics of the data.



Since reliability of the scales used was good enough, averages of the scales and organizational commitment sub-scales were calculated in Table 8 below.

**Table 8***Means & Standard Deviations Statistics*

	Mean	Std. Deviation
Av. Organizational Commitment	3.7715	0.47581
Av. Affective Commitment	4.1316	0.69860
Av. Continuance Commitment	3.3921	0.57900
Av. Normative Commitment	3.7877	0.69726
Av. Employee Resilience	4.3109	0.38635
Av. Transformational Leadership	4.0138	0.46427

*N=169*

Moreover, according to the skewness values listed in Appendix A “Table 9” the data are between fairly and moderately symmetrical. In addition, according to the kurtosis values listed in Appendix A “Table 9” which the majority have a negative kurtosis, interprets that the data distribution has lighter tails than the normal distribution (Groeneveld & Meeden, 1984).

### **Correlations**

Table 10 below illustrates the correlations of the variables. On average TL and ER were significantly positively correlated,  $r = 0.57$ ,  $p < 0.01$ . On average TL and OC were significantly positively correlated,  $r = 0.32$ ,  $p < 0.01$ . On average TL and AC were significantly positively correlated,  $r = 0.27$ ,  $p < 0.01$ . On average TL and NC were significantly positively correlated,  $r = 0.31$ ,  $p < 0.01$ . On average TL and CC were significantly positively correlated but not statistically significant,  $r = 0.077$ ,  $p > 0.05$ . On average ER and OC were significantly positively correlated,  $r = 0.38$ ,  $p < 0.01$ . On average ER and AC were significantly positively correlated,  $r = 0.34$ ,  $p < 0.01$ . On average ER and NC



were significantly positively correlated,  $r = 0.30$ ,  $p < 0.01$ . On average ER and CC were significantly positively correlated,  $r = 0.18$ ,  $p < 0.05$ .

**Table 10**

*Pearson Correlation*

Pearson Correlation	1	2	3	4	5	6
1. Average TL	1					
2. Average ER	0.571**	1				
3. Average OC	0.322**	0.388**	1			
4. Average AC	0.275**	0.342**	0.764**	1		
5. Average NC	0.318**	0.300**	0.855**	0.563**	1	
6. Average CC	0.077	0.187*	0.508**	-0.004	0.216**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

TL= transformational leadership; ER= employee resilience; OC= organizational commitment; AC= affective commitment; NC= normative commitment; CC= continuance commitment

## Results

Research question 1: What is the relationship between human resources practices (in particular, transformational leadership development) and employee resilience during an economic crisis?

H<sub>1</sub>: Transformational leadership development has a positive impact on employee resilience.

Simple linear regression was conducted to test H<sub>1</sub>. The regression line was significant with a  $p\text{-value} = 0.000 < \alpha = 0.05$ , supporting H<sub>1</sub>. This means that AvTL is a good predictor of AvER. Table 11 below shows the following Regression line:

$$\text{Expected AvER} = 2.404 + 0.475 (\text{AvTL})$$

There is a positive relationship between AvTL and AvER, as the score on AvTL increases by 1 point on a 5-point Likert scale, we expect that AvER to increase by an average of 0.475 on a 5 point likert scale.  $r^2 = 32.6\%$ , showing that the variation in AvTL is explaining 32.6% of the variation in AvER.

Therefore, the results support H<sub>1</sub> and answer Research Question 1 that there is a positive relationship between TL and ER.

**Table 11**

*Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	2.404	.214		11.254	.000
AvTL	.475	.053	.571	8.988	.000

Dependent Variable: AvER

Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

H<sub>2</sub>: A positive relationship exists between employee resilience and organizational commitment.

Simple linear regression was conducted to test H<sub>2</sub>. The regression line was significant with a p-value= 0.000 <  $\alpha = 0.05$ , supporting H<sub>2</sub>. This means that AvER is a good predictor of AvOC. Table 12 below shows the following Regression line:

$$\text{Expected AvOC} = 1.712 + 0.478 (\text{AvER})$$

There is a positive relationship between AvER and AvOC, as the score on AvER increases by 1 point on a 5-point Likert scale, we expect that AvOC to increase by an average of 0.478 on

a 5 point likert scale.  $r^2 = 15\%$ , showing that the variation in AvER is explaining 15% of the variation in AvOC.

**Table 12**

*Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	1.712	.380		4.504	.000
AvER	.478	.088	.388	5.438	.000

Dependent Variable: AvOC

H<sub>2a</sub>: A positive relationship exists between employee resilience and affective commitment.

Simple linear regression was conducted to test H<sub>2a</sub>. The regression line was significant with a p-value= 0.000 <  $\alpha = 0.05$ , supporting H<sub>2a</sub>. This means that AvER is a good predictor of AvAC. Table 13 below shows the following Regression line:

$$\text{Expected AvAC} = 1.469 + 0.618 (\text{AvER})$$

There is a positive relationship between AvER and AvAC, as the score on AvER increases by 1 point on a 5-point Likert scale, we expect that AvAC to increase by an average of 0.618 on a 5 point likert scale.  $r^2 = 11.7\%$ , showing that the variation in AvER is explaining 11.7% of the variation in AvAC.

**Table 13***Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	1.469	.569		2.582	.011
AvER	.618	.132	.342	4.696	.000

Dependent Variable: AvAC

H<sub>2b</sub>: A positive relationship exists between employee resilience and normative commitment.

Simple linear regression was conducted to test H<sub>2b</sub>. The regression line was significant with a p-value= 0.000 < α= 0.05, supporting H<sub>2b</sub>. This means that AvER is a good predictor of AvNC. Table 14 below shows the following Regression line:

$$\text{Expected AvNC} = 1.454 + 0.541 (\text{AvER}).$$

There is a positive relationship between AvER and AvNC, as the score on AvER increases by 1 point on a 5-point Likert scale, we expect that AvNC to increase by an average of 0.541 on a 5 point likert scale.  $r^2 = 9\%$ , showing that the variation in AvER is explaining 9% of the variation in AvNC.

**Table 14***Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	1.454	.577		2.522	.013
AvER	.541	.133	.300	4.063	.000

Dependent Variable: AvNC

H<sub>2c</sub>: A positive relationship exists between employee resilience and continuance commitment.

Simple linear regression was conducted to test H<sub>2c</sub>. The regression line was significant with a p-value = 0.015 < α = 0.05, supporting H<sub>2c</sub>. This means that AvER is a good predictor of AvCC. Table 15 below shows the following Regression line:

$$\text{Expected AvCC} = 2.183 + 0.281 (\text{AvER}).$$

There is a positive relationship between AvER and AvCC, as the score on AvER increases by 1 point on a 5-point Likert scale, we expect that AvCC to increase by an average of 0.281 on a 5 point likert scale.  $r^2 = 3.5\%$ , showing that the variation in AvER is explaining 3.5% of the variation in AvCC.

Therefore, the results support H<sub>2</sub>, H<sub>2a</sub>, H<sub>2b</sub>, H<sub>2c</sub> and answer Research Question 2 that there is a positive relationship between ER and OC.

**Table 15**

*Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	2.183	.493		4.427	.000
AvER	.281	.114	.187	2.462	.015

Dependent Variable: AvCC

Research question 3: Do human resources practices (in particular, transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

H<sub>3</sub>: A positive relationship exists between transformational leadership development and organizational commitment.

Simple linear regression was conducted to test  $H_3$ . The regression line was significant with a  $p\text{-value} = 0.000 < \alpha = 0.05$ , supporting  $H_3$ . This means that AvTL is a good predictor of AvOC. Table 16 below shows the following Regression line:

$$\text{Expected AvOC} = 2.447 + 0.330 (\text{AvTL})$$

There is a positive relationship between AvTL and AvOC, as the score on AvTL increases by 1 point on a 5-point Likert scale, we expect that AvOC to increase by an average of 0.330 on a 5 point likert scale.  $r^2 = 10.4\%$ , showing that the variation in AvTL is explaining 10.4% of the variation in AvOC.

**Table 16**

*Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	2.447	.303		8.066	.000
AvTL	.330	.075	.322	4.394	.000

Dependent Variable: AvOC

$H_{3a}$ : A positive relationship exists between transformational leadership development and affective organizational commitment.

Simple linear regression was conducted to test  $H_{3a}$ . The regression line was significant with a  $p\text{-value} = 0.000 < \alpha = 0.05$ , supporting  $H_{3a}$ . This means that AvTL is a good predictor of AvAC. Table 17 below shows the following Regression line:

$$\text{Expected AvAC} = 2.468 + 0.414 (\text{AvTL})$$

There is a positive relationship between AvTL and AvAC, as the score on AvTL increases by 1 point on a 5-point Likert scale, we expect that AvAC to increase by an average of 0.414 on

a 5 point likert scale.  $r^2 = 7.6\%$ , showing that the variation in AvTL is explaining 7.6% of the variation in AvAC.

**Table 17**

*Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	2.468	.452		5.457	.000
AvTL	.414	.112	.275	3.702	.000

Dependent Variable: AvAC

H<sub>3b</sub>: A positive relationship exists between transformational leadership development and normative commitment.

Simple linear regression was conducted to test H<sub>3b</sub>. The regression line was significant with a p-value =  $0.000 < \alpha = 0.05$ , supporting H<sub>3b</sub>. This means that AvTL is a good predictor of AvNC. Table 18 below shows the following Regression line:

$$\text{Expected AvNC} = 1.873 + 0.477 (\text{AvTL})$$

There is a positive relationship between AvTL and AvNC, as the score on AvTL increases by 1 point on a 5-point Likert scale, we expect that AvNC to increase by an average of 0.477 on a 5 point likert scale.  $r^2 = 10.1\%$ , showing that the variation in AvTL is explaining 10.1% of the variation in AvNC.

**Table 18***Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	1.873	.445		4.207	.000
AvTL	.477	.110	.318	4.328	.000

Dependent Variable: AvNC

H<sub>3c</sub>: A positive relationship exists between transformational leadership development and continuance commitment.

Simple linear regression was conducted to test H<sub>3c</sub>. Results failed to support H<sub>3c</sub> (p-value= 0.321 >  $\alpha = 0.05$ ). There is no relationship between Av TL and AvCC. Table 19 below shows the regression table.

**Table 19***Regression Table*

Model	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>T</i>	<i>p</i>
Constant	3.008	.389		7.736	.000
AvTL	.096	.096	.077	.996	.321

Dependent Variable: AvCC

H<sub>4</sub>: Employee resilience mediates the relationship between transformational leadership development and organizational commitment.

To investigate H<sub>4</sub>, H<sub>4a</sub>, H<sub>4b</sub>, H<sub>4c</sub> a simple mediation analysis was conducted using Process by Hayes Model 4. In addition, the bootstrapping method was used to test the significance of the relationship with a number of bootstrap samples for percentile bootstrap confidence interval equal to 5000.

In the model examined, the dependent variable is AvOC (y), the independent variable is AvTL (x), and the mediating variable is AvER (M) as illustrated below in Figure 11.



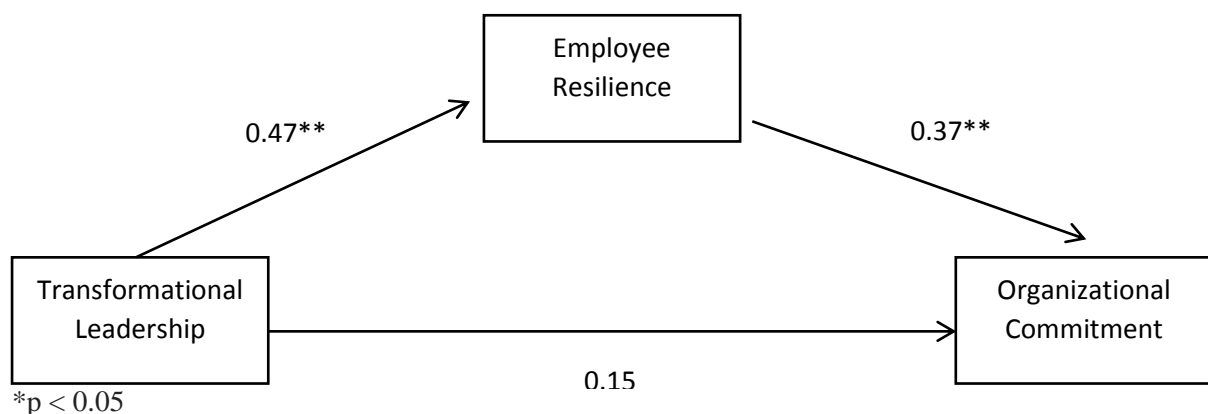
Appendix B “Table 20” is the SPSS output of Model 4 with organization commitment as the dependent variable. Employee resilience mediates the relationship between transformational leadership witnessed by employees at the NGOs and the organization commitment of these employees. Indeed, as shown in Appendix B “Table 20”, under “Indirect Effect of X on Y” the confidence interval for AvER ranges between 0.0716 and 0.2855. The following is the indirect effect:

$$[\text{Effect}=0.17, 95\% \text{ C.I. } (0.0716, 0.2855)]$$

The fact that the confidence interval does not contain zero supports a significant mediating role for Employee Resilience. Thus, hypothesis  $H_4$  is supported. Therefore, there was a significant indirect effect of transformational leadership on organizational commitment through employee resilience which means there was mediation and it was a complete mediation. For instance, employees who associate transformational leadership with employee resilience (X), exhibit higher organizational commitment (Y) because connecting transformational leadership with employee resilience results in perception of more resilience (M) and employees at NGOs tend to commit more to their organizations when they feel more resilient. So, perceptions of resilience functions as a mediator of the effect of transformational leadership on organizational commitment.

**Figure 11**

*Standardized Regression Coefficients for  $H_4$*

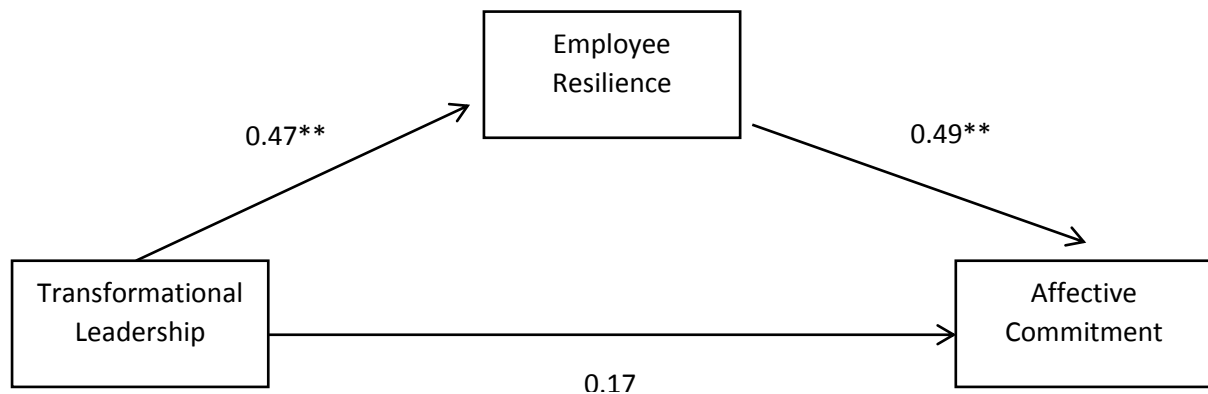


H<sub>4a</sub>: Employee resilience mediates the relationship between transformational leadership development and affective commitment.

In the model examined, the dependent variable is AvAC (y), the independent variable is AvTL (x), and the mediating variable is AvER (M) as illustrated below in Figure 12. Appendix B “Table 21” is the SPSS output of Model 4 with affective commitment as the dependent variable. Employee resilience mediates the relationship between transformational leadership witnessed by employees at the NGOs and the affective commitment of these employees. Indeed, as shown in Appendix B “Table 21”, under “Indirect Effect of X on Y” the confidence interval for AvER ranges between 0.0847 and 0.3866. The following is the indirect effect:

$$[\text{Effect}=0.23, 95\% \text{ C.I. } (0.0847, 0.3866)]$$

The fact that the confidence interval does not contain zero supports a significant mediating role for Employee Resilience. Thus, hypothesis H<sub>4a</sub> is supported. Therefore, there was a significant indirect effect of transformational leadership on affective commitment through employee resilience which means there was mediation and it was a complete mediation. For instance, employees who associate transformational leadership with employee resilience (X), exhibit higher affective commitment (Y) because connecting transformational leadership with employee resilience results in perception of more resilience (M) and employees at NGOs tend to commit more to their organizations when they feel more resilient. So, perceptions of resilience functions as a mediator of the effect of transformational leadership on affective commitment.

**Figure 12***Standardized Regression Coefficients for  $H_{4a}$* \* $p < 0.05$ 

$H_{4b}$ : Employee resilience mediates the relationship between transformational leadership development and normative commitment.

In the model examined, the dependent variable is AvNC (y), the independent variable is AvTL (x), and the mediating variable is AvER (M) as illustrated below in Figure 13. Appendix B “Table 22” is the SPSS output of Model 4 with normative commitment as the dependent variable. Employee resilience mediates the relationship between transformational leadership witnessed by employees at the NGOs and the continuance commitment of these employees. However, as shown in Appendix B “Table 22”, under “Indirect Effect of X on Y” the confidence interval for AvER ranges between -0.0168 and 0.3042. The following is the indirect effect:

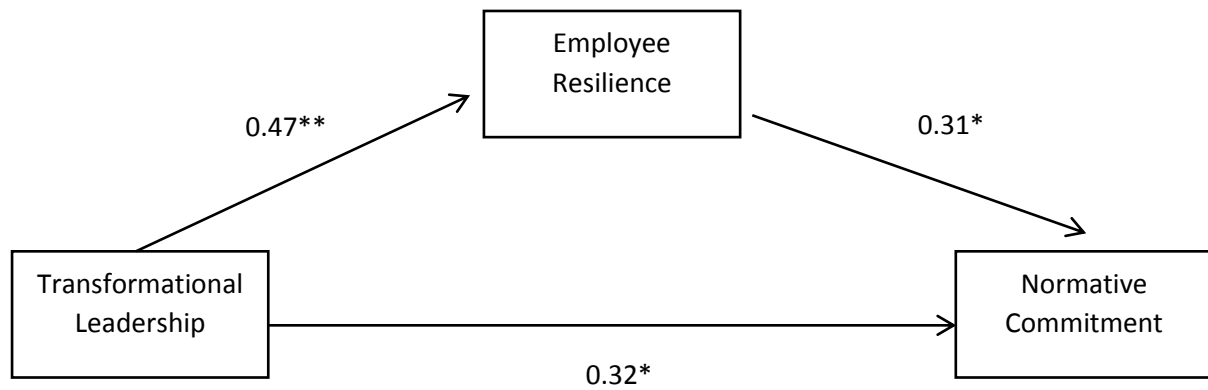
$$[\text{Effect}=0.15, 95\% \text{ C.I. } (-0.0168, 0.3042)]$$

The fact that the confidence interval contains a zero does not support a significant mediating role for Employee Resilience. Thus, hypothesis  $H_{4b}$  is not supported. Therefore, there was no significant indirect effect of transformational leadership on normative commitment through

employee resilience which means there was no significant mediation. However, there was a direct effect between transformational leadership and normative commitment.

**Figure 13**

*Standardized Regression Coefficients for  $H_{4b}$*



\* $p < 0.05$

$H_{4c}$ : Employee resilience mediates the relationship between transformational leadership development and continuance commitment.

In the model examined, the dependent variable is AvCC (y), the independent variable is AvTL (x), and the mediating variable is AvER (M) as illustrated below in Figure 14. Appendix B “Table 23” is the SPSS output of Model 4 with continuance commitment as the dependent variable. Employee resilience mediates the relationship between transformational leadership witnessed by employees at the NGOs and the continuance commitment of these employees. Indeed, as shown in Appendix B “Table 23”, under “Indirect Effect of X on Y” the confidence interval for AvER ranges between 0.0028 and 0.3155. The following is the indirect effect:

$$[\text{Effect}=0.15, 95\% \text{ C.I. } (0.0028, 0.3155)]$$

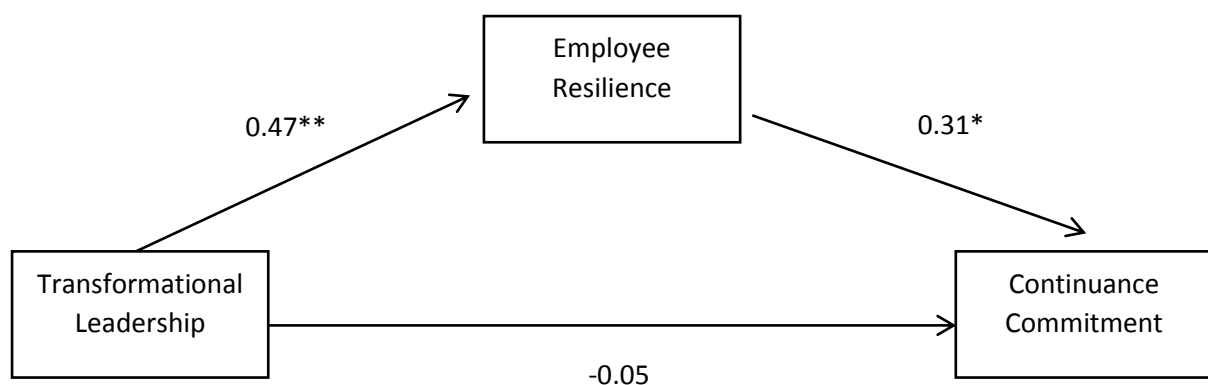
The fact that the confidence interval does not contain zero supports a significant mediating role for Employee Resilience. Thus, hypothesis  $H_{4c}$  is supported. Therefore, there was a

significant indirect effect of transformational leadership on continuance commitment through employee resilience which means there was mediation and it was a complete mediation. For instance, employees who associate transformational leadership with employee resilience (X), exhibit higher continuance commitment (Y) because connecting transformational leadership with employee resilience results in perception of more resilience (M) and employees at NGOs tend to commit more to their organizations when they feel more resilient. So, perceptions of resilience functions as a mediator of the effect of transformational leadership on continuance commitment.

Therefore,  $H_3$ ,  $H_{3a}$ ,  $H_{3b}$ ,  $H_4$ ,  $H_{4a}$ , and  $H_{4c}$  are supported. However,  $H_{3c}$  and  $H_{4b}$  are not supported. Thus, Research Question 3 is answered according to the following: the existence of a positive relationship between transformational leadership and organizational commitment and its two components affective and normative commitment, but no relationship with its continuance commitment during economic crisis. Moreover, an existence of a mediation effect of employee resilience on the relationship between transformational leadership and organizational commitment and its components affective and continuance, but no mediation effect with its normative commitment during an economic crisis.

**Figure 14**

*Standardized Regression Coefficients for  $H_{4c}$*



\* $p < 0.05$

This chapter stated the data screening methods used in order to prepare the data for testing and analysis. It also included all descriptive analysis of all variables used in this thesis. In addition, it concluded the results of the research questions and hypotheses tested. The next chapter which is the final chapter will include a summary of the findings of the results of the hypotheses tested, a discussion of these findings based on the three research questions, implications for HRM research and practice, limitations and recommendations for future research, and a conclusion.

## **CHAPTER 5: SUMMARY, DISCUSSION, IMPLICATIONS AND CONCLUSION**

This chapter starts with summarizing the results of the hypotheses of chapter 4. Then, this chapter discusses the interpretation of the findings of the previous chapter in accordance with the literature review on transformational leadership development, employee resilience, and organizational commitment. Moreover, this chapter states implications for HRM research and practice based on the discussion of the findings. In addition, this chapter acknowledges the limitations of this thesis and offers recommendations for future research.

### **Summary of the Results**

The purpose of this thesis is to determine if employee resilience has a mediating role on the relationship between HRPs (in particular transformational leadership development) and organizational commitment in times of an economic crisis. The following section summarises the results of the examined relationships among transformational leadership development, employee resilience, and organizational commitment in employees of NGOs in Lebanon in times of an economic crisis. The following is a summary of the results of the tested hypotheses based on the three research questions.

#### **Transformational Leadership and Employee Resilience Relationship**

Research question 1: What is the relationship between HRPs (in particular transformational leadership development) and employee resilience during an economic crisis?

H<sub>1</sub>: Transformational leadership development has a positive impact on employee resilience.

- The analysis of the findings supported H<sub>1</sub> by indicating a positive relationship between transformational leadership and employee resilience during an economic crisis.

- When the employees of the NGOs in Lebanon developed transformational leadership behaviours they in turn developed the capabilities and skills that develop employee resilience.

### **Employee Resilience and Organizational Commitment Relationship**

Research question 2: What is the relationship between employee resilience and organizational commitment during an economic crisis?

H<sub>2</sub>: A positive relationship exists between employee resilience and organizational commitment.

- The analysis of the findings supported H<sub>2</sub> by indicating a positive relationship between employee resilience and organizational commitment during an economic crisis.
- When the employees of the NGOs in Lebanon were resilient towards adverse situations, they tended to develop a sense of attachment to their organization that led to organizational commitment.

The three commitment components (affective, normative, and continuance) were each tested separately with employee resilience in order to analyze the relationship of each based on the data collected from the employees of the NGOs in Lebanon, the following summarizes the results of the hypotheses related to these commitment components.

H<sub>2a</sub>: A positive relationship exists between employee resilience and affective commitment.

- The analysis of the findings supported H<sub>2a</sub> by demonstrating a positive correlation between the relationship of employee resilience and affective commitment during an economic crisis.



- When the employees of the NGOs in Lebanon were resilient towards adverse situations, they tended to develop a sense of emotional attachment to their organization which results in employee affective commitment towards their organization (Paul & Garg, 2014).

H<sub>2b</sub>: A positive relationship exists between employee resilience and normative commitment.

- The analysis of the findings supported H<sub>2b</sub> by demonstrating a positive correlation between the relationship of employee resilience and normative commitment during an economic crisis.
- When the employees of the NGOs in Lebanon were resilient towards adverse situations, they tended to develop a sense of responsibility towards their organization which results in employee normative commitment towards their organization.

H<sub>2c</sub>: A positive relationship exists between employee resilience and continuance commitment.

- The analysis of the findings supported H<sub>2c</sub> by demonstrating a positive correlation between the relationship of employee resilience and continuance commitment during an economic crisis.
- When the employees of the NGOs in Lebanon were resilient towards adverse situations, they tended to develop a sense of persistence to stay in their organization which results in employee continuance commitment towards their organization.

### **Transformational Leadership, Employee Resilience, and Organizational Commitment Relationship**

Research question 3: Do HRP (in particular transformational leadership development) and employee resilience relate to organizational commitment during an economic crisis?

H<sub>3</sub>: A positive relationship exists between transformational leadership development and organizational commitment.

- The analysis of the findings supported H<sub>3</sub> by indicating a positive relationship between transformational leadership development and organizational commitment during an economic crisis.
- When the employees of the NGOs in Lebanon developed transformational leadership behaviours, they tended to develop the capabilities and skills that develop organizational commitment towards their organization.

H<sub>3a</sub>: A positive relationship exists between transformational leadership development and affective organizational commitment.

- The analysis of the findings supported H<sub>3a</sub> by indicating a positive relationship between transformational leadership and affective commitment during an economic crisis.
- When the employees of the NGOs in Lebanon developed transformational leadership behaviours, they tended to develop the capabilities and skills that develop affective commitment towards their organization.

H<sub>3b</sub>: A positive relationship exists between transformational leadership development and normative commitment.

- The analysis of the findings supported H<sub>3b</sub> by indicating a positive relationship between transformational leadership and normative commitment during an economic crisis.
- When the employees of the NGOs in Lebanon developed transformational leadership behaviours, they tended to develop the capabilities and skills that develop normative commitment towards their organization.

H<sub>3c</sub>: A positive relationship exists between transformational leadership development and continuance commitment.

- The analysis of the findings did not support H<sub>3c</sub> since it indicated that there is no relationship between transformational leadership and continuance commitment during an economic crisis.
- When the employees of the NGOs in Lebanon developed transformational leadership behaviors, they did not develop continuance commitment towards their organization during an economic crisis.

H<sub>4</sub>: Employee resilience mediates the relationship between transformational leadership development and organizational commitment.

- The analysis of the findings supported H<sub>4</sub> by indicating the existence of a mediating role for employee resilience on the relationship between transformational leadership development and organizational commitment.
- Employees of the NGOs in Lebanon, who associated transformational leadership with employee resilience, demonstrated stronger organizational commitment towards their organization during an economic crisis.

H<sub>4a</sub>: Employee resilience mediates the relationship between transformational leadership development and affective commitment.

- The analysis of the findings supported H<sub>4a</sub> by indicating the existence of a mediating role for employee resilience on the relationship between transformational leadership development and affective commitment.
- Employees of the NGOs in Lebanon, who associated transformational leadership with employee resilience, demonstrated stronger affective commitment towards their organization during an economic crisis.

H<sub>4b</sub>: Employee resilience mediates the relationship between transformational leadership development and normative commitment.

- The analysis of the findings did not support H<sub>4b</sub> since it indicated that there is no existence of a mediating role for employee resilience on the relationship between transformational leadership development and normative commitment.
- Employees of the NGOs in Lebanon had no significant indirect effect of transformational leadership on normative commitment through employee resilience which means there was no significant mediation. However, these employees that developed transformational leadership in turn directly developed normative commitment.

H<sub>4c</sub>: Employee resilience mediates the relationship between transformational leadership development and continuance commitment.

- The analysis of the findings supported H<sub>4c</sub> by indicating the existence of a mediating role for employee resilience on the relationship between transformational leadership development and continuance commitment.
- Employees at the NGOs in Lebanon, who associated transformational leadership with employee resilience, demonstrated stronger continuance commitment towards their organization during an economic crisis.

## **Discussion**

In general, most of the results of the analysis supported the conceptual framework that was presented in Chapter Two. Below are the discussions and interpretations of the findings presented in the previous chapter based on the research questions and hypotheses tested. The discussion tackles employees who work at NGOs operating in Lebanon in the midst of an economic crisis in the country.

The results in this thesis provided that the employees of the NGOs showed resilience through the HR practice transformational leadership. Therefore, by providing transformational leadership training to employees their level of employee resilience increased. So, the results obtained from this thesis show that employees developing transformational leadership behaviours, which focus on transforming hardships into progressive experiences, will in turn cultivate resilient practices during adverse situations which will result in developing employee resilience (Cooke et al., 2019; Harland et al., 2005; Khan et al., 2019; Lengnick-Hall et al., 2011). This has a positive impact on employees' capabilities to sustain and improve their skills in order to create the resilient abilities to face such situations (Khan et al., 2019). Therefore, employees with higher levels of transformational leadership behaviours are likely to display more resilience. As a consequence, these organizations should consider integrating transformational leadership development as a resilient-enhancing practice under the HRP training and development. In this manner, organizations will train their employees to develop transformational leadership behaviours that will increase their employees' resilience by cultivating them with resilient skills and abilities (Wang, Cooke & Huang, 2014).

The findings also emphasized that the employees at the NGOs who perceive themselves as resilient will grow commitment towards their organization. This organizational commitment was affective, normative, and continuance commitment. Although, previous literature has stated that continuance commitment does not usually show any substantial relationship with employee resilience (Paul & Garg, 2014), this thesis identified the existence of a positive relationship between employee resilience and continuance commitment in employees.

For that reason, the results show that even when facing instabilities where some employees may face different challenges within their organization, these employees are still

able to create organizational commitment. This is possible since when employees develop resilience; then they will develop positive outcomes leading to organizational commitment, whether it is an emotional attachment, a sense of responsibility, or an obligation towards their organization. These levels of commitment are based on how resilient these employees observe themselves and to what extent employee resilience had an impact on these employees' psychological state of mind towards their organization.

In line with previous literature, resilient employees are capable of creating positive outcomes out of hardships (Paul et al., 2016; Paul & Garg, 2014). The sense of having these difficult situations under control results in employees forming a sense of responsibility, determination, or obligation towards their organization. Thus, employees tend to create organizational commitment (Paul et al., 2016; Paul & Garg, 2014). Also, the results indicated a positive relationship between employee resilience and affective commitment. Accordingly, based on previous literature when these employees develop affective commitment, they tend to have an emotional attachment towards their organization which possesses a dynamic behaviour in employees. This attachment provides employees with the willpower to exert as much effort as they can in order to accomplish their organization's goals and objectives (Paul & Garg, 2014). It also tends to provide employees with awareness of all hardships surrounding or within their organization and delivers hands on contributing employees (Paul & Garg, 2014). Therefore, the results in this thesis indicated that the more the employees are resilient, the more the employees will exhibit affective commitment towards their organization. This means that employees with affective commitment towards their organization are actively involved employees in their organization, who are persistent to overcome all challenges within their organization.

Moreover, the results in this thesis specified that the more the employees are resilient, the more the employees will exhibit normative commitment towards their organization.

Based on previous literature, when employees develop normative commitment, they tend to have a sense of moral responsibility towards their organization which involves employees behaving in a manner that meets their organizations wellbeing (Paul & Garg, 2014). Therefore, these employees feel that they have a duty towards their organization (Allen & Meyer, 1996). Thus, the results obtained from this thesis show that employees with normative commitment towards their organization feel that they should act in a certain way for the sake of their organization's advantage.

Finally, the results in this thesis indicated that the more the employees are resilient, the more the employees create continuance commitment towards their organization and so, tend to feel the obligation to stay at their organization. Based on previous literature, employees develop the feeling of the need to stay, either because they do not have an alternative job to move to or they have invested a lot in their current job and fear undesirable consequences if they leave (Allen & Meyer, 1996; Paul & Garg, 2014). Hence, the results obtained from this thesis show that employees who develop employee resilience, exhibit a high degree by which employees believe they must stay at their NGO and thus, the higher their employee resilience, the higher is the level of their continuance commitment towards their organization.

Furthermore, the literature review stated that employees adopting HRP that train and develop employee skills and abilities will lead to developing positive employee behaviours towards their organization (Agarwala, 2003; Wright & Kehoe, 2008). These positive employee behaviours lead to employee commitment towards their organization (Agarwala, 2003; Wright & Kehoe, 2008). In this thesis, transformational leadership development falls under the HRP training and development and led to the following positive outcome. The results in this thesis identified that the employees at the NGOs in Lebanon who have acquired transformational leadership behaviours, have developed organizational commitment. Besides,

when this thesis explored the mediation effect of employee resilience on the relationship between transformational leadership and organizational commitment, a stronger relationship was emphasized. The results obtained from this thesis show that when the employees of the NGOs associated transformational leadership with employee resilience, they perceived themselves as more resilient and thus created stronger commitment towards their organization than when they developed organizational commitment directly from transformational leadership development. Therefore, the results emphasized that the fundamental mechanism in the mediation effect of employee resilience on the relationship between transformational leadership and organizational commitment is that transformational leadership supports employees by building employee resilience capabilities that make them observe themselves as more resilient and in turn build more commitment towards their organization. This positive outcome of employee resilience, which is attributed through transformational leadership, actually resulted in employees who have control over their surroundings even during challenging conditions and are able to thoroughly face challenges at their organization. Thus, employees with transformational leadership behaviours perceive themselves as having the ability to have everything under control in their organization. This perception tends to reveal a stronger tendency of committed employees towards their organization.

As stated in the literature review, previous literature only focused on discussing HRPs developing employee affective commitment (Kehoe & Wright, 2013). However, previous literature has stressed on the essence of exploring HRPs impact on the other two commitment components which are normative and continuance commitment; in order to analyze if these commitment components are present in employees relationships with their organizations during uncertainties (Conway, E., 2004). This thesis explored the stated relationships with transformational leadership as the HR practice. In addition, this thesis also explored the



existence of a mediation effect of employee resilience on the relationship between transformational leadership and each of affective, normative, and continuance commitment.

For that reason, the results obtained in this thesis showed that the employees at the NGOs in Lebanon who acquired transformational leadership behaviours have developed affective and normative commitment towards their organization. Moreover, the results in this thesis indicated that when employees built resilient abilities through the HR practice transformational leadership, they created affective and continuance commitment towards their organization. In view of that, the literature review has stated that through HRPs, employees develop desired employee outcomes which results in developing a sentimental relationship with their organization that is affective commitment (Kehoe & Wright, 2013). Thus, the results indicated that the employees of the NGOs in Lebanon showed a sentimental relationship towards their organization through the HR practice transformational leadership. For that reason, the more the employees develop transformational leadership behaviors, the more they will develop desired employee outcomes which lead to developing an emotional attachment towards their organization. Also, the results obtained show that when these employees associated transformational leadership with employee resilience, they perceived more resilience and thus created stronger affective commitment towards their organization than when they developed affective commitment directly through transformational leadership development. Therefore, the results indicate that employees with transformational leadership behaviours tend to create more resilient employees who perceive themselves as more self-confident towards their surroundings with high levels of demonstrative persistence towards their organization, which as a result makes them form a sentimental relationship with their organization.

In addition, the results show that the employees at the NGOs operating in Lebanon, who developed transformational leadership behaviours, have developed normative

commitment towards their organization. For that reason, the results indicate that employees with transformational leadership behaviours tend to develop a sense of responsibility towards their organization. Moreover, the results show that the employees of the NGOs who develop transformational leadership behaviors tend to develop stronger normative commitment towards their organization than when they associate transformational leadership development with employee resilience. Therefore, the results indicate that employees with transformational leadership behaviors tend to have a greater sense of responsibility towards their organization even if they do not feel more resilient. Also, these employees who establish normative commitment feel that they have a duty towards their organization's wellbeing.

Lastly, the results obtained show that the employees of the NGOs in Lebanon establish more continuance commitment towards their organization when they developed employee resilience through their transformational leadership behaviors. Thus, the results in this thesis indicate that the ultimate mechanism in the mediation effect of employee resilience on the relationship between transformational leadership and continuance commitment is that transformational leadership supports employees by building resilient abilities that make them observe themselves as more resilient and thus, this perception creates employees who have a strong need to stay with their organization. Therefore, when employees with transformational leadership behaviors create a great coping capacity at their organization then they tend to obligate themselves in staying at their organization in order to avoid dealing with any undesirable consequences if they leave their organization.

In conclusion, the discussion indicated that employee resilience is the significant principal method that communicates transformational leadership behaviors to stronger organizational commitment, in particular affective and continuance commitment. This implies that employee resilience transmits the influence of transformational leadership on employees in order to produce more committed employees. This creates emotionally attached

employees to their organization who need to stay working at their organization. Additionally, even when employees do not perceive themselves as more resilient but have transformational leadership behaviors, they still tend to create normative commitment towards their organization. This creates employees who are determined towards their organization even if they do not develop a strong level of resilience. Consequently, organizations should consider implementing transformational leadership behaviors in their employees in order to achieve positive outcomes that are more resilient employees who tend to be more committed to their organization.

## **Implications**

### **Implications for HRM Research**

While previous research has focused on each of the following relationships separately in times of an economic crisis: the relationship of transformational leadership and employee resilience (Cooke et al., 2019; Harland et al., 2005; Khan et al., 2019; Lengnick-Hall et al., 2011; Wang et. al, 2014), the relationship of employee resilience and organizational commitment (Paul et al., 2016; Paul & Garg, 2014), and the relationship of transformational leadership (under the HRP training and development) and organizational commitment (Agarwala, 2003; Kehoe & Wright, 2008, 2013), the results of the following thesis have demonstrated at first the existence of a positive relationship between each of the three relationships. These results built on existing evidence of these relationships which were already mentioned in the literature review by previous research and discussed accordingly in the above sections. Additionally, the results revealed that these three relationships can be mutually joined to form one stronger relationship between the three variables (transformational leadership, employee resilience, and organizational commitment) in order

to maintain and form stronger organizational commitment by employees in times of an economic crisis. This adds a significant relationship to HRM literature

As discussed earlier in the previous section, the mediation role of employee resilience has a positive effect on the relationship between transformational leadership and organizational commitment in times of an economic crisis. Moreover, the results have determined that this mediation relationship results in affective and continuance employee commitment when in times of an economic crisis. Therefore, this mediation effect coincides with the theories stated previously in the literature review when it comes to discussing that transformational leadership which lies under HRPs corresponds to positive employee and organizational outcomes when adapted properly. Moreover, this thesis provides a new insight on the relationship between transformational leadership, employee resilience, and organizational commitment. Thus, allowing HRM future researchers to explore different resilience-enhancing HR practices in such a mediation relationship especially in times of an economic crisis in order to perceive employee commitment towards his/her organization.

### **Implications for HRM Practice**

After analysing the effect of transformational leadership development on employees' skills and capabilities especially in times of an economic crisis, it was determined that transformational leadership development exerts positive employee outcomes which results in employee resilience abilities that lead to organizational commitment. Therefore, HRM professionals should take into account adding transformational leadership development as a program under training and development for all job levels in organizations when considering sustaining employees' abilities to face adverse situations and keep them committed to their organizations during an economic crisis. In this manner, through transformational leadership development organizations can integrate resilience development into their HR training and development programs in the form of capabilities. Through integrating the resilient-

enhancing HR practice transformational leadership, HR managers can create committed employees to their organization as well. As a result, it is emphasized that organizations should continuously consider methods in which they can build resilience in their employees in order to keep them committed towards their organization. This will allow organizations and their employees to be prepared to face and overcome economic crises and the hardships that associate them while being in full control of the circumstances that arise from such a crisis.

### **Limitations and Recommendations for Future Research**

Although this thesis has added significance to HRM literature, after analysing the results of this thesis and discussing them, some limitations were observed that could have added wider validity to the thesis topic. These limitations are as follows: The thesis was done during the time of economic crisis in Lebanon, but it does not necessarily mean that the relationship is valid for times of economic crisis. Moreover, limit in generalizability since the sample size was conducted to a specific group of people who are employees working only at NGOs. In addition, the number of respondents was restricted in number due to the limited access to NGOs.

Future studies should take into account the importance of HRPs. They should explore other HRPs effects on the commitment of employees towards their organizations especially in times of an economic crisis, since during such circumstances organizations are in need of maintaining and improving their employees' skills and abilities in order to sustain and trigger these employees' abilities to face hardships that will arise from an economic crisis. Therefore, HRM literature should explore the effect of the mediation role of employee resilience on the relationship between other HRPs and organizational commitment.

## **Conclusion**

After discussing the positive impact of transformational leadership on employee resilience and organizational commitment, it would be an advantage to discuss to what extent each transformational leadership behaviour, affects employee resilience and organizational commitment. Moreover, it would be of benefit to HRM to explore if employee resilience acts as a mediator in the relationship between every single transformational leadership behaviour and organizational commitment.

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### **Appendix A: Statistical Data**

**Table 4**

*Gender Frequencies*

		Frequency	Valid Percent
Valid	Male	61	36.7
	Female	104	62.7
	Prefer not to answer	1	0.6
	Total	166	100.0
Missing	System	3	
Total		169	

**Table 5**

*Age Frequencies*

		Frequency	Valid Percent
Valid	18-20	4	2.4
	21-30	91	54.8
	31-40	53	31.9
	41-50	11	6.6
	51-60	7	4.2
	Total	166	100.0
Missing	System	3	
Total		169	

**Table 6***Highest Attained Educational Level Frequencies*

		Frequency	Valid Percent
	High School	7	4.2
	Some College	21	12.7
	Bachelor Degree	66	40.0
Valid	Graduate Studies	69	41.8
	Prefer not to answer	2	1.2
	Total	165	100.0
Missing	System	4	
Total		169	

**Table 7***Employment Level Frequencies*

		Frequency	Valid Percent
	Non-Managerial	98	59.4
Valid	Managerial	67	40.6
	Total	165	100.0
Missing	System	4	
Total		169	



**Table 9***Skewness & Kurtosis Statistics Normality Testing*

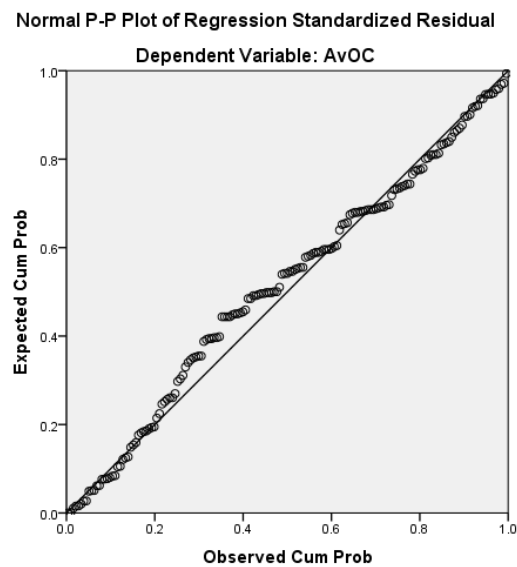
	Skewness	Kurtosis
Av. Organizational Commitment	-0.338	0.248
Av. Affective Commitment	-0.655	-0.295
Av. Continuance Commitment	-0.075	-0.074
Av. Normative Commitment	-0.625	0.366
Av. Employee Resilience	-0.197	-0.486
Av. Transformational Leadership	-0.173	-0.504

*N=169*

## Appendix B: SPSS Regression Outputs

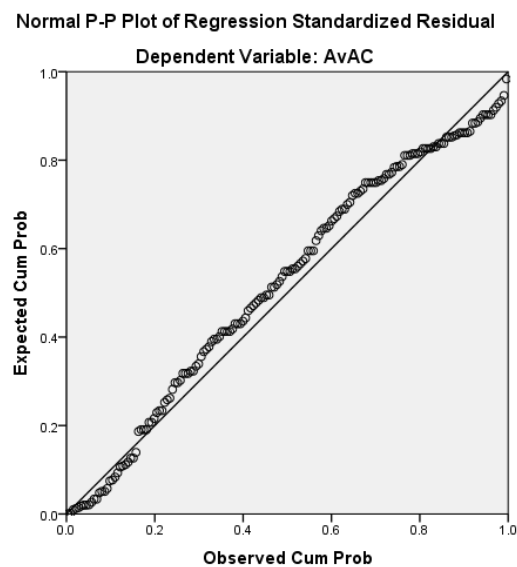
**Figure 3**

*P-P Plot of ER & OC Regression Assumption*



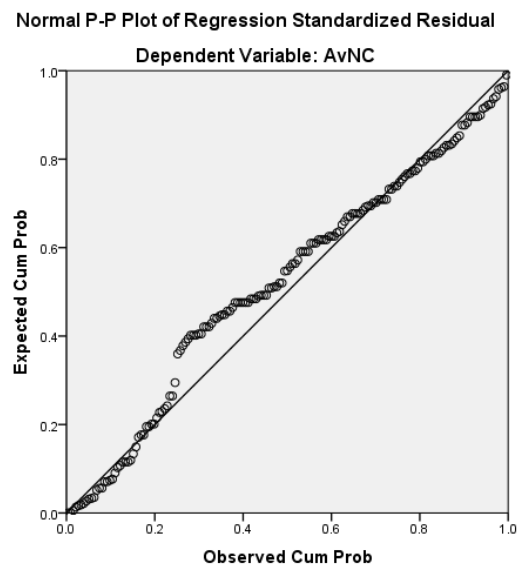
**Figure 4**

*P-P Plot of ER & AC Regression Assumption*

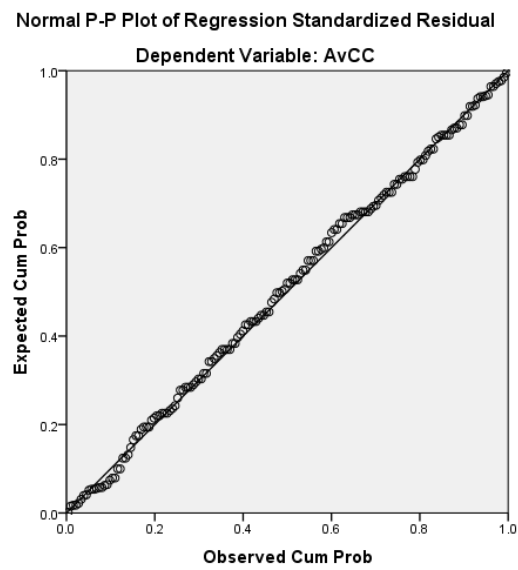


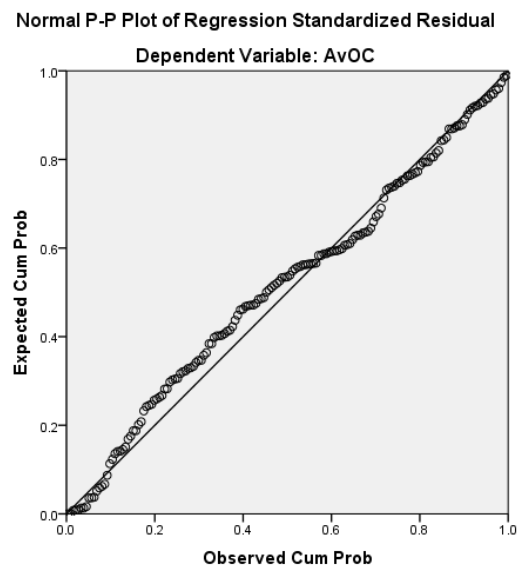
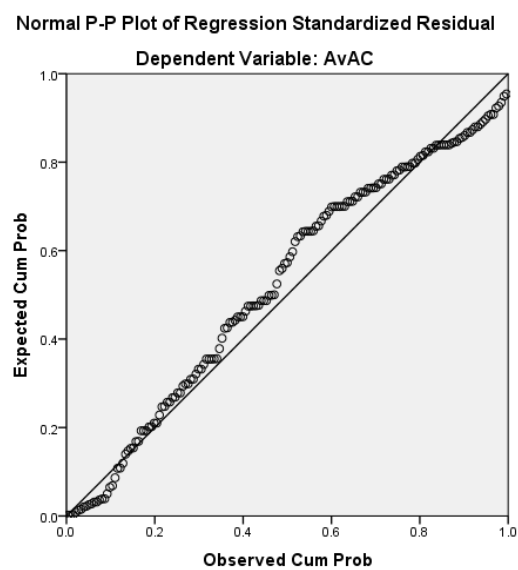
**Figure 5**

*P-P Plot of ER & NC Regression Assumption*

**Figure 6**

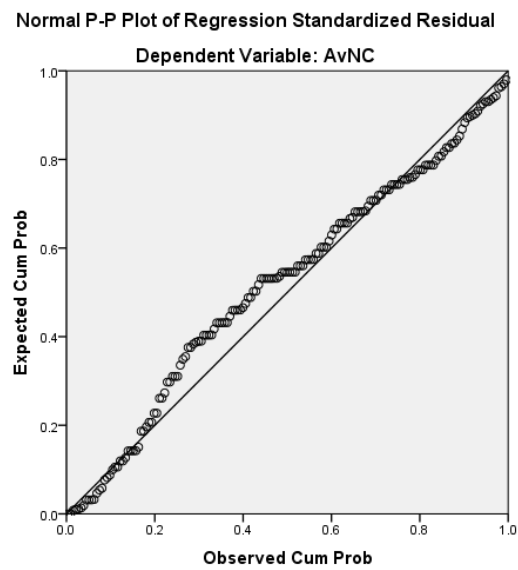
*P-P Plot of ER & CC Regression Assumption*



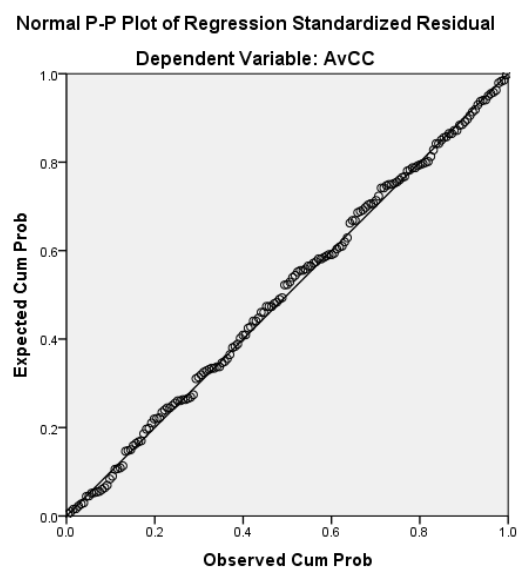
**Figure 7***P-P Plot of TL & OC Regression Assumption***Figure 8***P-P Plot of ER & AC Regression Assumption*

**Figure 9**

*P-P Plot of ER & CC Regression Assumption*

**Figure 10**

*P-P Plot of ER & CC Regression Assumption*



**Table 20**

*Regression Analysis for Mediation of Employee Resilience (M) between Transformational Leadership (X) & Organizational Commitment (Y)*

Variable	B	95%CI	SE B	R <sup>2</sup>
<b>Step 1 Outcome: AvER</b>				.32
Constant	2.40**	[1.9821, 2.8255]	.21	
AvTL	.47**	[-.3708, .5795]	.05	
<b>Step 2 Outcome: AvOC</b>				.16
Constant	1.55**	[-.7823, 2.3196]	.38	
AvTL	.15	[-.0219, .3276]	.08	
AvER	.37**	[-.1628, .5828]	.10	
<b>Total Effect of X on Y</b>	.33**	[-.1817, .4782]	.07	
<b>Direct Effect of X on Y</b>	.15	[-.0219, .3276]	.08	
<b>Indirect Effect of X on Y</b>	.17**	[-.0716, .2855]		

CI= confidence interval

\*\* $p < .01$

\* $p < .05$

**Table 21**

*Regression Analysis for Mediation of Employee Resilience (M) between Transformational Leadership (X) & Affective Commitment (Y)*

Variable	B	95%CI	SE B	R <sup>2</sup>
<b>Step 1 Outcome: AvER</b>				.32
Constant	2.40**	[1.9821, 2.8255]	.21	
AvTL	.47**	[-.3708, .5795]	.05	
<b>Step 2 Outcome: AvAC</b>				.12
Constant	1.27*	[-.1251, 2.4347]	.58	
AvTL	.15	[-.0830, .4421]	.13	
AvER	.37**	[-.1789, .8099]	.15	
<b>Total Effect of X on Y</b>	.41**	[-.1934, .6354]	.11	
<b>Direct Effect of X on Y</b>	.17	[-.0830, .4421]	.13	
<b>Indirect Effect of X on Y</b>	.23**	[-.0847, .3866]		

CI= confidence interval

\*\* $p < .01$

\* $p < .05$

**Table 22**

*Regression Analysis for Mediation of Employee Resilience (M) between Transformational Leadership (X) & Normative Commitment (Y)*

Variable	B	95%CI	SE B	R <sup>2</sup>
<b>Step 1 Outcome: AvER</b>				.32
Constant	2.40**	[1.9821, 2.8255]	.21	
AvTL	.47**	[.3708, .5795]	.05	
<b>Step 2 Outcome: AvNC</b>				.12
Constant	1.11	[-.0455, 2.2656]	.58	
AvTL	.32*	[.0634, .5889]	.13	
AvER	.31*	[.0018, .6332]	.15	
<b>Total Effect of X on Y</b>	.47**	[.2594, .6946]	.11	
<b>Direct Effect of X on Y</b>	.32*	[.0634, .5889]	.13	
<b>Indirect Effect of X on Y</b>	.15	[-.0168, .3042]		

CI= confidence interval

\*\* $p < .01$

\* $p < .05$

**Table 23**

*Regression Analysis for Mediation of Employee Resilience (M) between Transformational Leadership (X) & Continuance Commitment (Y)*

Variable	B	95%CI	SE B	R <sup>2</sup>
<b>Step 1 Outcome: AvER</b>				.32
Constant	2.40**	[1.9821, 2.8255]	.21	
AvTL	.47**	[.3708, .5795]	.05	
<b>Step 2 Outcome: AvCC</b>				.03
Constant	2.24**	[1.2365, 3.2467]	.50	
AvTL	-.05	[-.2841, .1729]	.11	
AvER	.31*	[.0441, .5933]	.13	
<b>Total Effect of X on Y</b>	.09	[-.0942, .2858]	.09	
<b>Direct Effect of X on Y</b>	-.05	[-.2841, .1729]	.1157	
<b>Indirect Effect of X on Y</b>	.15	[.0028, .3155]		

CI= confidence interval

\*\* $p < .01$

\* $p < .05$

### **Appendix C: Abbreviation List**

- HRM: Human Resource Management
- HRPs: Human Resource Practices
- MLQ: Multifactor Leadership Questionnaire
- OCQ: Organizational Commitment Questionnaire
- OCS: Organizational Commitment Scales
- NGOs: Non-Governmental Organizations
- Av TL: Average Transformational Leadership
- Av ER: Average Employee Resilience
- Av OC: Average Organizational Commitment
- Av AC: Average Affective Commitment
- Av NC: Average Normative Commitment
- Av CC: Average Continuance Commitment



## **Appendix D: Surveys**

### **English Survey**

You are under no obligation to fill or finish this survey. If you consent to do this survey then read the below and click "Next".

The following survey is conducted in order to collect data for a master's student who is working on a thesis entitled "Human Resource Practices and Organizational Commitment: Mediating Effects of Employee Resilience in Times of Economic Crisis". The survey will be anonymous and no identifiers will be used. After the completion of the survey, the participants have no other responsibility towards the researcher. The survey takes approximately 5 minutes of uninterrupted time to respond to it.

### **Specific Instructions:**

Three sections including descriptive statements are listed on the following pages. The word "others" refers to your colleagues, subordinates, supervisors, and/or all of these individuals. Thank you for your time!

### **Section 1**

Select one of the following to rate to what extent you agree or disagree with each statement: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, or Strongly Agree.

1. I would be very happy to spend the rest of my career with this organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

2. I really feel as if this organization's problems are my own.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

3. I do not feel a strong sense of "belonging" to my organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

4. I do not feel "emotionally attached" to this organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

5. I do not feel like "part of the family" at my organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

6. This organization has a great deal of personal meaning for me.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

7. Right now, staying with my organization is a matter of necessity as much as desire.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

8. It would be very hard for me to leave my organization right now, even if I wanted to.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

10. I feel that I have too few options to consider leaving this organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

11. If I had not already put so much of myself into this organization, I might consider working elsewhere.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

13. I do not feel any obligation to remain with my current employer.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

15. I would feel guilty if I left my organization now.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

16. This organization deserves my loyalty.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

17. I would not leave my organization right now because I have a sense of obligation to the people in it.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

18. I owe a great deal to my organization.

Strongly Disagree   Disagree   Neither Agree nor Disagree   Agree   Strongly Agree

## **Section 2**

Select one of the following to rate how frequently each statement fits you: Almost Never, Rarely, Sometimes, Often, or Almost Always.

19. I effectively collaborate with others to handle unexpected challenges at work.

Almost Never      Rarely      Sometimes      Often      Almost Always

20. I successfully manage a high workload for long periods of time.

Almost Never      Rarely      Sometimes      Often      Almost Always

21. I resolve crises competently at work.

Almost Never      Rarely      Sometimes      Often      Almost Always

22. I learn from mistakes at work and improve the way I do my job.

Almost Never      Rarely      Sometimes      Often      Almost Always

23. I re-evaluate my performance and continually improve the way I do my work.

Almost Never      Rarely      Sometimes      Often      Almost Always

24. I effectively respond to feedback at work, even criticism.

Almost Never      Rarely      Sometimes      Often      Almost Always

25. I seek assistance to work when I need specific resources.

Almost Never      Rarely      Sometimes      Often      Almost Always

26. I approach managers when I need their support.

Almost Never      Rarely      Sometimes      Often      Almost Always

27. I use change at work as an opportunity for growth.

Almost Never      Rarely      Sometimes      Often      Almost Always

## **Section 3**

Select one of the following to rate how frequently each statement fits you: Not at All, Once in a While, Sometimes, Fairly Often, or Frequently, if not Always.

28. I instill pride in others for being associated with me.

	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
29. I go beyond self-interest for the good of the group.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
30. I act in ways that build others' respect for me.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
31. I display a sense of power and confidence.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
32. I talk about my most important values and beliefs.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
33. I specify the importance of having a strong sense of purpose.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
34. I consider the moral and ethical consequences of decisions.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
35. I emphasize the importance of having a collective sense of mission.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
36. I talk optimistically about the future.					
	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
37. I talk enthusiastically about what needs to be accomplished.					

- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
38. I articulate a compelling vision for the future.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
39. I express confidence that goals will be achieved.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
40. I re-examine critical assumptions to questions whether they are appropriate.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
41. I seek differing perspectives when solving problems.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
42. I get others to look at problems from many different angles.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
43. I suggest new ways of looking at how to complete assignments.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
44. I spend time teaching and coaching.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
45. I treat others as individuals rather than just as a member of a group.
- |            |                 |           |              |                           |
|------------|-----------------|-----------|--------------|---------------------------|
| Not at all | Once in a while | Sometimes | Fairly Often | Frequently, if not always |
|------------|-----------------|-----------|--------------|---------------------------|
46. I consider an individual as having different needs, abilities, and aspirations from others.

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
------------	-----------------	-----------	--------------	------------------------------

47. I help others to develop their strengths.

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
------------	-----------------	-----------	--------------	------------------------------

### **General Demographic Data**

Please select the appropriate response.

48. Gender

Male

Female

Others

Prefer not to answer

49. Age

18-20

21-30

31-40

41-50

51-60

Over 60

50. Highest Attained Educational Level

None

High School

Some College

Bachelor Degree

Graduate Studies

Prefer not to answer

51. Employment Level

Non-Managerial

Managerial

## Arabic Survey

أنت غير ملزم بملء أو إنهاء هذه الدراسة الاستقصائية. إذا كنت توافق على إجراء هذه الدراسة الاستقصائية، فاقراً ما يلي "وانقر على "التالي".

إن هذه الدراسة الاستقصائية من شأنها جمع البيانات لطالبة ماجستير تكتب أطروحة بعنوان "ممارسات الموارد البشرية والالتزام التنظيمي: الأثر الوسيطة لقدرة الموظفين على الصمود في ظل أزمة اقتصادية". ستكون نتائج هذه الدراسة الاستقصائية مجهولة الهوية ولن تستخدم أي معلومات محددة للهوية. بعد انتهاء هذا الاستقصاء، لن يكون للمشاركين أي مسؤوليات أخرى تجاه الباحثة. يستغرق الاستطلاع حوالي 5 دقائق من الوقت غير المنقطع للرد عليه.

تعليمات محددة:

في الصفحات التالية ثلاثة أقسام تضم عبارات وصفية. تشير كلمة "الآخرين" إلى الزملاء في العمل، المرؤوسين، المشرفين، و/أو جميع هؤلاء الأشخاص.

شكراً للمشاركة

### القسم الأول:

اختر إحدى الإجابات لتقييم مدى موافقتك أو عدم موافقتك مع كل من هذه الجمل: غير موافق بشدة، غير موافق، لا أوافق ولا أعارض، موافق، موافق بشدة.

1. w.يسرني بشدة أن أفضي بقية مسيرتي المهنية في هذه المنظمة

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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2. أشعر حقاً بأن مشاكل هذه المنظمة هي مشاكل

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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3. لا ينتابني شعور قوي "بالانتماء" إلى منظمتي.

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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4. ليس لدي "ارتباط عاطفي" بهذه المنظمة

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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5. لا أشعر بأنني "فرد من العائلة" في منظمتي

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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6. تعني لي هذه المنظمة الكثير على المستوى الشخصي

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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7. في الوقت الحالي، إن البقاء مع منظمتي أمر ضروري بقدر ما هو رغبة

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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8. سيكون من الصعب جدًا لي أن أترك منظمتي الآن، حتى لو أردت ذلك

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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9. ستتعرض للكثير من الأمور في حياتي إذا قررت ترك منظمتي الآن

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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10. أشعر بأن لدي عدد قليل جدًا من الخيارات حتى أفكر بترك هذه المنظمة

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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11. لو لم يسبق لي أن كرّست هذا القدر من طاقتي لهذه المنظمة لفكرت بالعمل في مكان آخر

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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12. أحد النتائج السلبية القليلة لترك هذه المنظمة هو قلة الخيارات الأخرى المتاحة

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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13. لا أشعر بأنني ملزم بالبقاء في مكان عملي الحالي

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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14. لا أشعر بأنه من الصواب أن أترك منظمتي في الوقت الحالي، حتى ولو كان ذلك لمصلحتي

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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15. سأشعر بالذنب إذا تركت منظمتي الآن

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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16. تستحق هذا المنظمة أن أكون وفياً لها

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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17. لن أترك منظمتي في الوقت الحالي لأنني أشعر بأنه لدي التزام تجاه الأشخاص الذين يعملون فيها

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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18. أدين بالكثير لمنظمتي

غير موافق بشدة	غير موافق	لا أوافق ولا أعارض	موافق	موافق بشدة
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**القسم الثاني:**

اختر احدى الأجوبة لتحديد عدد المرات التي تنطبق عليك كل من الجمل أدناه: أبدًا تقريبًا، نادرًا، بعض الأحيان، غالبًا، دائمًا تقريبًا.

19. أتعاون مع الآخرين بفعالية لمواجهة التحديات غير المتوقعة في العمل

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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20. أدير بنجاح كميات كبيرة من العمل على مدى فترات زمنية طويلة

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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21. أعالج الأزمات بكفاءة في العمل

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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22. أتعلم من الأخطاء في العمل وأحسن الطريقة التي أؤدي بها وظيفتي

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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23. أعيد تقييم أدائي وأحسن الطريقة التي أؤدي بها عملي باستمرار

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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24. أستجيب للملاحظات في العمل بصورة فعالة، حتى النقد

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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25. أطلب المساعدة في العمل عندما أحتاج إلى موارد معينة

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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26. ألجأ إلى المدراء عندما أحتاج إلى دعمهم

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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27. أستفيد من التغيير في العمل كفرصة للنمو

أبدًا تقريبًا	نادرًا	بعض الأحيان	غالبًا	دائمًا تقريبًا
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**القسم الثالث:**

اختر احدى الأجوبة لتحديد عدد المرات التي تنطبق عليك كل من الجمل أدناه: لا تنطبق أبدًا، بين الحين والآخر، أحيانًا، في كثير من الأحيان، أو باستمرار – إن لم يكن ذلك دائمًا.

28. أشعر الآخرين بالفخر لارتباطهم بي .

لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
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29. أتجاوز المصالح الذاتية لمصلحة المجموعة

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

30. أتصرف على نحو يعزز احترام الآخرين لي

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

31. أظهر شعورًا بالقوة والثقة

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

32. أتكلم عند القيم والمعتقدات الأهم بالنسبة لي

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

33. أحدد أهمية أن يكون للفرد شعور قوي بإدراك الغاية

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

34. أخذ بعين الاعتبار الآثار الأدبية والأخلاقية للقرارات

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

35. أشدد على أهمية وجود شعور جماعي بالإيمان بالمهمة

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

36. أتكلم عن المستقبل بتفاؤل

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

37. أتكلم بحماس عما يجب تحقيقه

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

38. أعبر عن رؤية مقنعة للمستقبل

لا تنطبق أبدًا      بين الحين والآخر      أحيانًا      في كثير من الأحيان      باستمرار – إن لم يكن ذلك دائمًا

39. أعبر عن ثقتي بأن الأهداف ستتحقق

لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
40. أعيد النظر في الافتراضات المهمة لتأكد إذا كانت مناسبة				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
41. أطلب وجهات نظر مختلفة عندما أحل المشاكل				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
42. أجعل الآخرين ينظرون إلى المشاكل من عدة جهات				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
43. أقترح طرقًا جديدة للنظر في كيفية إتمام المهام				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
44. أمضي وقتًا في التعليم والتوجيه				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
45. أعامل الآخرين كأفراد ليس فقط كأعضاء في مجموعة				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
46. أعتبر أن للفرد احتياجات وقدرات وطموحات مختلفة عن الآخرين				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا
47. أساعد الآخرين على تنمية نقاط القوة لديهم				
لا تنطبق أبدًا	بين الحين والآخر	أحيانًا	في كثير من الأحيان	باستمرار – إن لم يكن ذلك دائمًا

**بيانات ديموغرافية عامة: الرجاء تحديد الخيار الأنسب.**

48.الجنس

- ☐ ذكر
- ☐ أنثى
- ☐ آخر
- ☐ أفضل عدم الإجابة

49.العمر

- ☐ 18-20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ فوق ال 60

50.أعلى مستوى في التحصيل العلمي:

- ☐ لا شيء
- ☐ الثانوية
- ☐ كلية ما
- ☐ شهادة بكالوريوس
- ☐ دراسات عليا
- ☐ أفضل عدم الإجابة

51.المستوى الوظيفي:

- ☐ غير إداري
- ☐ إداري

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