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Organizational Commitment:  
Does Happiness Matter?

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Umesh Kumar  
*Assistant Professor*



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**Happy Paul**

*Assistant Professor*

*T.A Pai Management Institute*

*Manipal-576 104, Karnataka, India.*

*Phone: 0820- 2701479,*

*email: [hpaul@tapmi.edu.in](mailto:hpaul@tapmi.edu.in)*

**Umesh Kumar Bamel**

*Assistant Professor*

*Indian Institute of Management Raipur*

*Raipur-492 105, Chhattisgarh, India.*

**Pooja Garg**

*Associate Professor*

*Indian Institute Technology Roorkee,*

*Roorkee-247 667, Uttarakhand, India.*

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**T. A. PAI Management Institute  
Manipal – 576104, Karnataka**

# Linking Resilience and Organizational Commitment: Does Happiness Matter?

By

**Happy Paul**

*Assistant Professor  
T.A Pai Management Institute  
Manipal-576 104, Karnataka, India.  
Phone: 0820- 2701479, email: [hpaul@tapmi.edu.in](mailto:hpaul@tapmi.edu.in)*

**Umesh Kumar Bamel**

*Assistant Professor  
Indian Institute of Management Raipur  
Raipur-492 105, Chhattisgarh, India.*

**Pooja Garg**

*Associate Professor  
Indian Institute Technology Roorkee,  
Roorkee-247 667, Uttarakhand, India.*

**Abstract:** The study proposes and tests a model that examines subjective well-being (SWB) components (affect balance and life satisfaction), colloquially referred to as ‘happiness’, as intervening factors between resilience and organizational commitment (OC). Although previous studies support the relationship between resilience and organizational commitment, to date, no study analyzes the mechanism through which resilience relates to each OC dimensions (i.e. affective, normative, and continuance). Using the employee sample (n=345) from Indian organizations, this study uses structural equation modeling to confirm the differential mediating mechanism for OC dimensions. The results suggest that resilience can create a pathway for positive emotions and increase life satisfaction, which in turn help an employee to stick to the organization. Notably, findings indicate that affect balance fully mediates between resilience and affective commitment, whereas, life satisfaction fully mediates the relationship between resilience and continuance commitment. This knowledge would be useful for managers and organizations trying to develop a committed workforce.

**Keywords:** Resilience, organizational commitment, affective commitment, normative commitment, continuance commitment, subjective well-being, affect balance, life satisfaction, happiness.

## **Linking resilience and organizational commitment: Does happiness matter?**

### **1. Introduction**

Resilience refers to a psychological resource capacity generally defined as the capability of an individual to withstand hardship and, while facing adversity, continue leading a functional and healthy life (Turner, 2001). While the topic is a much explored construct in clinical and developmental psychology, it is gaining attention in the organizational context (Campbell-Sills, Cohan, & Stein, 2006; McManus, Seville, Vargo & Brunson, 2008) as it relates to how employees deal with workplace challenges (Luthans & Youssef, 2004; Caverley, 2005; Badran & Kafafy, 2008). Luthans (2002) reflects this perspective and defines resilience as the positive psychological capacity to rebound, ‘to bounce back’ from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility.

Positive organizational scholarship (POS) literature suggests a positive linkage of resilience with a range of outcomes in terms of employee attitudes, behaviors and performance (Cameron, Dutton, & Quinn, 2003; Avey, Nimnicht, & Pigeon, 2010; Luthans, Youssef & Rawski, 2011). In tune with this line of research and given the significance of a committed workforce (Meyer & Parfyonova, 2010), many studies (e.g. Ramlall, 2009; Toor & Ofori, 2010; Mansfield et al., 2012; Shin, Taylor & Seo, 2012) investigate the relationship between resilience and organizational commitment.

Literature suggests that the research investigating resilience and OC relationship mainly falls into two streams: one that considers total commitment (Solinger, van Olffen & Roe, 2008), reflecting the “net sum” of Meyer and Allen’s (1991) affective commitment (AC), normative commitment (NC) and continuance commitment (CC), and second that considers either of AC (an affective attachment and involvement with the target), NC (a felt obligation to the target) or CC (an awareness of the costs associated with discontinuing involvement with the target). However, these three dimensions of OC reflect a psychological mind-set related to the organization and can exist concurrently in an individual (Allen & Meyer, 1990) and may even relate to different constructs in unique manner (Hartmann, Rutherford, Hamwi & Friend, 2013; Devece, Palacios-Marqués & Alguacil, 2016). Thus, more research with a holistic approach is wanted, specifically, to consider all the dimensions in a single model while examining the relationship between resilience and OC.

Further, there has been a consistent call from the positive organizational studies movement (e.g., Caza and Caza, 2008; Wright and Quick, 2009; Rego, Sousa, Marques & Cunha, 2014) to pursue the mechanisms which actually translate into positive states and outcomes in organizations. Very little research has been sought to determine these mechanisms in resilience-OC relationship. For instance, Shin, Taylor and Seo (2012) indicate that positive affect (relatively transitory) mediates between resilience and AC and NC. Similarly, Hasan (2016) has reported that cultural orientations mediate between resilience and commitment. However, even these studies have not included all the dimensions of OC and therefore, further research is warranted.

Further, Johnson, Hong, Groth and Parker (2011) suggest that understanding cognitive and motivational mechanism may be important for improving work attitudes. The question remains as to which of the cognitive and motivational mechanisms contribute to resilience-OC relationship. Based on the cognitive mediational theory (Lazarus, 1991, 1993), we believe that cognitive appraisals (e.g. evaluations made on the environment or events in reference to personal well-being) and emotional states (e.g. positive affect and negative affect) may provide that mechanism by which resilience may relate to OC components. The study considers life satisfaction (global judgments of one's life and satisfaction with important life domains, Diener, 2000) on cognitive appraisal front, and affect balance (higher positive and low negative affect, Schimmack, 2008) for emotional states. Research literature refers life satisfaction and affect balance together as subjective well-being (SWB) for what we colloquially refer to as “happiness” (Diener, 2000; Diener, Oishi & Lucas, 2003).

Drawing on the theoretical framework (outlined in the next section), we seek to address the above mentioned gaps and calls in the positive organizational literature by exploring the relationship between resilience and OC dimensions through the intermediating mechanism of SWB components. More specifically, the research question concerns resilience, affect balance and life satisfaction, and how these are related to different OC dimensions. The remainder of paper is structured as follows. In next section we present theoretical framework and develop research hypotheses. Next, we present method and measures. Data analysis and results are then presented followed by discussion. Finally, implications for theory and practice, limitations, avenues for future research are presented.

## 2. Theoretical framework and research hypotheses

To develop our conceptual framework we have integrated the theories described below.

### 2.1. *Appraisal theory*

Appraisal theory states that emotions are extracted from our appraisal of events that cause specific reactions in different people (Lazarus, 1991). These appraisals include the people's interpretation and explanations of their circumstances even in the absence of physiological arousal (Aronson, 2005). Judge et al. (1997) claim that personal resources (like resilience) may determine the way people comprehend the environment, formulate it, and react to it. It is argued that resilience develops perseverance and equanimity (Wagnild & Young, 1990) which in turn facilitates positive appraisal of the circumstances, and over a period of time, positive evaluation of their life as a whole. Thus, drawing from appraisal theory, our conceptual framework assumes that resilience may lead to more positive emotions or affect balance (high positive affect and low negative affect) and higher life satisfaction.

### 2.2. *Broaden and build theory*

The theory asserts that positive emotions help individuals to broaden their thoughts and actions, which consequently allow them to build a repertoire of behaviors and enduring personal resources (Fredrickson, 2001). In positive psychology literature, the broaden-and-build theory is interpreted in two ways, thus resulting in the corresponding two perspectives for the direction of relationship between resilience and positive emotions (or SWB). Some authors (like Schiffrin & Falkenstern, 2012) argue that positive emotions lead to resilience. On the other hand, Ghimbulut, Ratiu & Opre (2012) define resilience as "a meta-competence which helps the person in achieving positive emotions (or SWB)". It is believed that resilience provides the strength that helps individuals to cope with stress and adversities and have a positive outlook about their well-being (Khan, 2013). Bringing some clarity to this issue, Mills, Fleck and Kozikowski (2013) assert that exercising one's positive construct in turn increases the frequency of experiencing other positive constructs and hence termed this process as cyclic. This again supports our conceptual framework in assuming that resilience would lead to SWB components i.e. affect balance and life satisfaction.

### ***2.3. Job demands-resources (JD-R) model***

JD-R model presents two categories of work characteristics (i.e. job demands and job resources) which evoke two psychological processes: (a) health impairment process and, (b) motivational process (Demerouti et al., 2001; Schaufeli & Bakker, 2004). The model argues that job resources, due to their motivational potential, foster employees to meet their goals and in turn employees may become more committed to their jobs because they derive fulfillment from it. However, Xanthopoulou et al. (2007) extend the model and establish the mediating role of personal resources (aspects of self that are generally linked to resiliency) between job resources and organizational outcomes. The literature supports that personal resources can be important determinants of employee's adaptation to the environment, emotional well-being and positive organizational outcomes (Judge, Locke & Durham, 1997; Chen, Gully & Eden, 2001; Pierce & Gardner, 2004). Based on this model, our conceptual framework assumes that resilience as a personal resource capacity increases the capacity of employees to adapt to the work environment and achieve their goals which leads to emotional well-being and in turn influences their organizational commitment.

### ***2.4. The ABC model of attitudes***

The tripartite view (ABC model) asserts that attitude contains cognitive, affective, and behavioral components (Rosenberg & Hovland, 1960). Towards affective component, it argues that affective responses (positive or negative evaluations) influence attitudes. The more the positive emotions, the more is the positive attitude towards the target. Since OC is an attitude towards the organization, ABC model of attitudes supports our conceptual framework which assumes that higher the affect balance and life satisfaction, more would be the commitment levels of employees.

Following JD-R model, resilience should act as a personal resource for employees that enables them to achieve their goals and thereby increasing their OC components. However, appraisal theory, broaden and build theory, and ABC model of attitudes suggest that resilience should result into positive emotions and positive evaluation of life which should in turn influence OC components, thus indicating a mediating mechanism of SWB components (affect balance and life satisfaction) in resilience-OC relationship. Based on above arguments, the study proposes a conceptual framework (see Fig. 1)

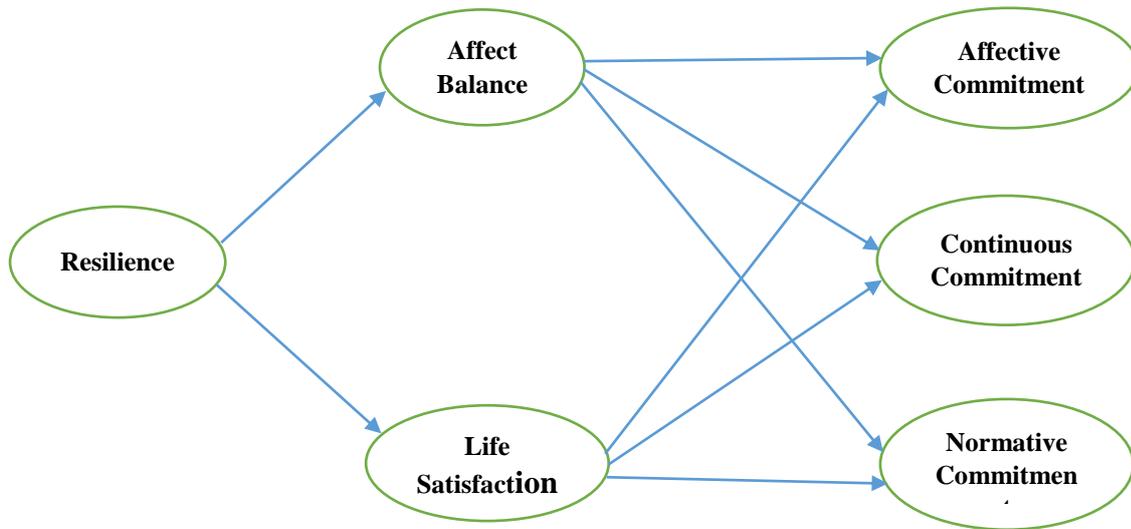


Figure 1. Conceptual model

## 2.5. Research hypotheses

Previous research suggests that resilience is linked to positive work-related outcomes (Luthans & Youssef, 2007). Wagnild and Young (1993) suggest that resilience comprises of the characteristics like meaningful life, perseverance, self-reliance, equanimity, and existential aloneness. Scholars (King, 1997; McCarthy, 2003; Wrzesniewski, Dutton & Debebe, 2003; Paul & Garg, 2012) show that these characteristics influence OC. Some authors (Liu, Wang & Li, 2012; Kim, Shin and Kim, 2013) argue that resilience influences SWB which in turn leads to OC, suggesting a mediating role of SWB in resilience-OC relationship. Further, the relationship of resilience and OC is studied with Allen and Meyer's (1991, 1997) three-component framework of commitment but mostly with AC (Vohra & Goel, 2009). One of the reason behind this could be the empirical evidences showing consistent positive association between AC and NC, and negative or no association of CC with other variables (Elaine, 2011). However, given the collectivist culture (Kwantes, 2009) and the high constraints of finding a job (Awasthy & Gupta, 2010) in India, it is important to explore the nature of association between resilience and NC and CC as well.

### 2.5.1. Resilience and SWB components

Liu, Wang and Lü (2013) maintain that resilience is of substantial benefits to people's SWB. The relationship between resilience and SWB is based on the premise that the current business environment poses many workplace challenges that have a dysfunctional effect on the

employees' wellbeing and work outcomes. However, personal resource like resilience provides a capacity to face and overcome these challenges and help individuals to maintain positive outlook towards work and life, and hence maintain affect balance and life satisfaction. Consistently, researchers have found that high-resilience people tend to effectively overcome challenges through the mechanism of positive emotions prompted by resilience (Ong, Bergeman, Bisconti, & Wallace, 2006; Fredrickson, Tugade, Waugh & Larkin, 2003; Rego, Sousa, Marques & Cunha, 2012). Previous literature suggests that personal resources have positive effects on physical and emotional well-being (Scheier & Carver, 1992; Chen et al., 2001). Also, resilience is found to be positively correlated with life satisfaction and affect balance (Yu & Zhang, 2007; Mak, Ng & Wong, 2011; Liu, Wang & Li, 2012; Hu, Zhang, & Wang, 2015, Bajaj & Pande, 2016). Therefore, we hypothesize:

**H1: Resilience positively influences (a) affect balance, (b) life satisfaction**

**2.5.2. SWB and OC components**

Many researchers (Susskind et al., 2000; Vanaki & Vagharseyyedin, 2009; Singh, Suar & Leiter, 2012; Pawar, 2013) support the positive relationship between SWB components and OC. It is believed that positive evaluation of one's own situation and subjective experiences of well-being may provide positive stimuli which may subsequently result into positive work attitude and behaviors. Kim, Shin and Kim (2013) suggest that PA elicits positive emotional reactions to environmental events, which leads to increased commitment toward one's organization and team. Similarly, in a comprehensive review of life satisfaction literature, Erdogan et al. (2012) identify 193 studies which have examined work related correlates of life satisfaction. The results reveal commitment and performance to be the major outcomes related to life satisfaction.

However, in the extant literature, it is not very clear which components of SWB relate to which particular component of OC. It is proposed that positive affect would relate more to AC than to any other component of OC. This may be reasoned from the tenets of the broaden-and-build theory (Fredrickson, 1998) that positive emotions would help individuals to attach themselves to the organization. Likewise, it is proposed that life satisfaction would relate more to CC than any other OC component. When individuals are satisfied with their work-life, it is likely that they would tend to continue with the organization not because they have developed a certain attachment to the organization but because they don't want to lose their satisfaction or the

comfort levels. This satisfaction itself becomes a cost if they plan to leave the organization. Therefore, we hypothesize:

**H2:** Affect balance positively influences AC more than NC and CC.

**H3:** Life satisfaction positively influences CC more than NC and AC.

### **2.5.3. SWB components mediating the relationship between resilience and OC components**

If resilience influences SWB components, and SWB components influence OC components, then resilience is likely to influence OC components through the mediating role of SWB components. Based on (a) the theoretical framework presented above; (b) the literature suggesting that resilience relates to positive emotions and life satisfaction (Mäkikangas, Kinnunen & Feldt, 2004; Mak, Ng & Wong, 2011; Liu, Wang & Li, 2012; Karreman & Vingerhoets, 2012); and (c) that positive emotions and life satisfaction have been linked to successful outcomes (Lyubomirsky et al., 2005) and positive work attitudes (Fredrickson & Tugade, 2003; Swart and Rothmann, 2012; Kim, Shin and Kim, 2013), we expect that SWB components will mediate the relationship between resilience and OC components. Thus, we hypothesize:

**H4:** Affect balance mediates the relationship between resilience and (a) AC, (b) NC and (c) CC.

**H5:** Life satisfaction mediates the relationship between resilience and (a) AC, (b) NC and (c) CC.

## **3. Methodology**

### **3.1. Context and sample**

The participants are employees working in the manufacturing organizations located in two North Indian states. The study uses a multi-stage systematic random sampling. First, the industrial areas and organizations are selected using the simple random technique. Next, organizations' representatives (the HR/production managers/unit heads) are asked to distribute questionnaires along with the cover letter to employees of their respective organizations using employee list in a way so as to hand over the questionnaire to every 4<sup>th</sup> employee on the list with a random starting point. However, they are asked to exclude employees with less than six months of tenure with their present-day organization.

To reduce common method biases, the study uses different scale ranges along with the mix of positive and negative worded items for measures (Podsakoff et al., 2003). Also, the participants were assured of anonymity and that there are no right or wrong answers. A total of 860 questionnaires were distributed out of which 389 were returned with a response rate of 45.23%. The final sample, after initial screening of high levels of missing data, consisted of 345 participants. In terms of demographic characteristics of the respondents, 86.7% are men, age ranged from 23 years to 70 years with an average age of approximately 37 years. 81.2% participants are married, 42.6% are postgraduates, and 52.2% have experience above 10 years.

### **3.2. Measures**

#### **3.2.1. Resilience**

To measure resilience, the study uses the adapted version of the 14-item Resilience Scale -14 by Wagnild (2009). It measures five common components identified to be personal constituents of resilience: meaningful life, perseverance, self-reliance, equanimity and existential aloneness. Sample items include: “I feel proud that I have accomplished things in life”, “I am determined” and “I feel that I can handle many things at a time”. The scores in the scale range from 1=strongly disagree to 7= strongly agree.

#### **3.2.2. Organizational commitment**

For measuring organizational commitment, the study uses the truncated version of organizational commitment questionnaire (OCQ) given by Meyer, Allen, and Smith (1993), and Meyer and Allen (1997). The scale measures on a 7 point Likert scale with the scores ranging from 1=strongly disagree to 7= strongly agree. The sample items include: “I would be very happy to spend the rest of my career with this organization” (AC), “Right now, staying with my organization is a matter of necessity as much as desire” (CC), and “I would feel guilty if I left my organization now” (NC).

#### **3.2.3. Life satisfaction**

For measuring cognitive component of SWB, i.e. life satisfaction, the study uses 5-item Satisfaction with Life Scale (SWLS) by Diener et al. (1985) on a 7-point Likert scale. Sample items include: “I am satisfied with my life” and “If I could live my life over, I would change almost nothing”.

### ***3.2.4. Affect balance***

To measure affective component of SWB, i.e. affect balance, the study uses 20-item Positive Affect and Negative Affect Scale (PANAS) by Watson, Clark & Tellegen (1988). It constitutes 10 items measuring positive affect and 10 items measuring negative affect. The sample items include: “Active”, “Excited”, and “Interested” for positive affect and “Afraid”, “Nervous”, and “Upset” for negative affect. Respondents indicate the extent to which they have felt these emotions in last six months. The scores in the PANAS scale range from 1=very slightly or not at all to 5= extremely.

### ***3.3. Data analysis***

The study uses structural equation modeling (SEM) with AMOS 22.0 using maximum likelihood estimation. SEM analysis is carried out in two stages - the measurement model and structural model analysis. The model’s ‘fit’ is assessed by: (a) chi-square/df (minimum discrepancy divided by the degrees of freedom); value of less than 5 is acceptable, with lower values being superior (Thomson, MacInnis & Park, 2005), (b) Goodness of Fit Index (GFI), Comparative Fit Index (CFI), and Tucker-Lewis Index (TLI); the acceptable value is 0.90 or higher (Hair et al., 1998; McDonald & Ho, 2002), (c) Standardized Root Mean Squared Residual (SRMR); a value of less than .05 is a good fit and (d) the Root Mean Square Error of Approximation (RMSEA); a value less than 0.06 for RMSEA indicates a good fit (Hu & Bentler, 1999), however, a value less than 0.08 indicates an acceptable fit (Browne & Cudeck, 1993) with its PCLOSE value of .05 or higher. The study conducts mediation analyses using bootstrapping procedures. This method is preferred over Baron and Kenny’s (1986) method and Sobel test (Sobel, 1982) because it does not rely on the assumption of normality (Hayes, 2009). Moreover, simple mediation models may suffer from an omitted variable problem that can lead to biased parameter estimates (Judd & Kenny, 1981). Therefore, as suggested by Ghosh, Reio and Haynes (2012), the study includes multiple mediators in one model to overcome this problem by testing the total indirect effect of the two mediators as well as the relative magnitude of the specific indirect effects associated with each mediator.

## **4. Results and discussion**

### ***4.1. Measurement model***

Before proceeding for the test of the full structural model, it is advised to test the full measurement model (Anderson & Gerbing, 1988). Thus, we conducted a CFA to test the six-

factor full measurement model that included all the study variables – resilience, life satisfaction, affect balance, AC, NC, and CC. The number of items was reduced by treating the dimensions of resilience and affect balance as their respective indicators. Also, during initial CFA, two indicators of resilience, namely, equanimity and sportsmanship reported a loading less than .50, and thus were dropped, as suggested by Levin and Kane (2006). Consequently, the CFA reveals an acceptable fit (chi square  $\chi^2$  (137) = 250.464 at  $p < .01$ , CMIN/df = 1.828, GFI = .930, TLI = .933, CFI = .946, RMSEA = .049, PCLOSE=.551, SRMR = .0477).

The study also conducts Harman's single-factor test with all items loading on a single common factor to assess whether common method variance (CMV) is a concern. 21.9% of the variance was explained by Harman's single-factor. The fit indices of the resulting single-factor (chi square  $\chi^2$  (152) = 1325.992 at  $p < .01$ , CMIN/df = 8.723, GFI = .655, TLI = .376, CFI = .446, RMSEA = .150, PCLOSE=.00, SRMR = .1412) indicates that the six constructs in the conceptual framework are different, and CMV is not a major concern. Table 1 shows the means, standard deviation, inter correlation and Cronbach's alpha for the scales.

**Table 1.** Means, standard deviation, correlations and Cronbach's alpha.

	Mean	SD	1	2	3	4	5	6	
1. Resilience	5.8	0.6	(.79)						
2. Life satisfaction	5.1	0.5	.43**	(.84)					
3. Positive affect	3.9	0.7	.44**	.20**	(.87)				
4. Negative affect	1.9	0.6	-.23**	-.08	-.35**	(.83)			
5. AC	4.5	1.7	.17**	.04	.35**	-.26**	(.84)		
6. CC	5.1	1.1	.17**	.26**	.09	.00	-.05	(.70)	
7. NC	5.4	1.0	.28**	.23**	.26**	-.08	.14**	.37**	(.73)

\* $p < 0.05$ ; \*\*  $p < 0.01$ ; values in parentheses represents Cronbach's alpha

#### 4.2. Structural model

The model fit statistics of the structural model (chi square  $\chi^2$  (142) = 244.690 at  $p < .01$ , CMIN/df = 1.723, GFI = .931, TLI = .942, CFI = .952, RMSEA = .046, PCLOSE=.75, SRMR = .04) shows an acceptable fit. The standardized parameter estimates for the structural model and significance levels are reported in Table 2.

**Table 2.** Parameter estimates of the hypothesized structural model.

Path(s)	Standardized Estimates	S.E.	p-value
Resilience → Life Satisfaction	.47	.060	.001
Resilience → Affect Balance	.64	.068	.001
Affect Balance → AC	.52	.071	.001
Affect Balance → NC	.33	.079	.001
Affect Balance → CC	.02	.073	.794
Life Satisfaction → AC	-.08	.062	.179
Life Satisfaction → NC	.20	.076	.009
Life Satisfaction → CC	.36	.071	.001
<b>Squared Multiple Correlations (R<sup>2</sup>)</b>		<b>Goodness-of-Fit Indices</b>	
Life Satisfaction	.220	$\chi^2=244.690$ , $df=142$ at $p<.01$	
Affect Balance	.414	CMIN/df = 1.723	
AC	.247	GFI = .931, TLI = .942, CFI = .952	
NC	.192	RMSEA = .046, PCLOSE=.75	
CC	.134	SRMR = .04	

The relationships between resilience and affect balance (.64,  $p<.01$ ) and life satisfaction (.47,  $p<.01$ ) are positive and significant, thus supporting hypotheses H1a and H1b. Also, results support the hypothesis H2 as affect balance positively influences AC (.52,  $p<.01$ ) more than NC (.33,  $p<.01$ ) and CC (.02,  $p>.10$ ). As predicted in hypothesis H3, life satisfaction positively influences CC (.36,  $p<.01$ ) more than NC (.20,  $p<.01$ ) and AC (-.08,  $p>.10$ ).

Bootstrap indirect effects are presented in Table 3. Zhao et al. (2010) suggest that only the requirement qualifying mediation is the significance of indirect effects. The bootstrap indirect effect of resilience on AC through the two mediators (affect balance and life satisfaction) is 0.292 ( $p<0.01$ ) with a 95% CI (0.205, 0.395), showing significance. However, examination of the specific path estimates, further indicated that path from life satisfaction (-.08,  $p>.10$ ) to AC is not significant. This means that only affect balance mediates the relationship between resilience and AC. Thus supporting the hypothesis H4a and rejecting H4c.

**Table 3.** Bootstrap estimates for indirect effects in hypothesized structural model.

Pair(s)	Bootstrap Estimate	Bootstrap S.E.	Bias-corrected Significance	Bias-corrected C.I.	
				Lower	Upper
Resilience --- AC	.292	.056	.000	.205	.395
Resilience --- CC	.180	.053	.001	.095	.270
Resilience --- NC	.309	.052	.001	.232	.402

Note: S.E. = Standard error, C.I. = Confidence Interval

Next, the bootstrap indirect effect of resilience on CC through the two mediators (affect balance and life satisfaction) is 0.180 ( $p < 0.01$ ) with a 95% CI (0.095, 0.270), showing significance. However, the path from affect balance (.02,  $p > .10$ ) to CC is not significant. This means that only life satisfaction mediates the relationship between resilience and CC. Thus supporting the hypothesis H5c and rejecting H5a. Also, the bootstrap indirect effect of resilience on NC through the two mediators (affect balance and life satisfaction) is 0.309 ( $p < 0.01$ ) with a 95% CI (0.232, 0.402), showing significance. Also, both the path from affect balance (.33,  $p < .01$ ) and life satisfaction (.20,  $p < .01$ ) to NC are significant. This means both affect balance and life satisfaction mediates the relationship between resilience and NC. Thus supporting the hypothesis H4b and H5b.

#### 4.3. Making sense of the main findings

In order to gain competitive advantage and other positive employee outcomes, organizations are becoming increasingly reliant on a committed workforce (Mathieu & Zajac, 1990; Meyer & Parfyonova, 2010). Considering that organizations require a committed workforce, and that resilience contributes to employees' commitment, this study contributes to divulge the intermediating mechanism of the relationship. Resilience predicts both affect balance and life satisfaction, thus supporting the SWB homeostasis mechanism (Cummins, Gallone & Lau, 2002) that resilience acts as a cognitive buffer and influences SWB components. Results corroborate Avey, Wernsing and Mhatre (2011), who suggest resilience to be the source of positive emotions or affect balance based on cognitive mediational theory (Lazarus, 1991, 1993). Similarly, the findings indicate that resilience enables individuals to constantly anticipate and adjust to ever-changing situations by making them open to change and consequently improves the life satisfaction levels.

Responding to the call to explore mediating mechanisms (e.g., Caza and Caza, 2008; Wright and Quick, 2009), the study examines the mechanism as to how SWB mediates resilience and OC components. Resilience predicts AC through the mediating role of affect balance and CC through the mediating role of life satisfaction, whereas NC is predicted through the mediating role of both affect balance and life satisfaction. These inferences find support from well-being literature which suggests that SWB components relate differently to different commitment components (Jain, Giga & Cooper, 2009; Rego, Ribeiro, Cunha & Jesuino, 2011). The theoretical framework presented above suggests that employees' resilience may lead them to experience more positive emotions (and less negative emotions) may lead to emotional attachment with the workplace. This emotional attachment accumulates over a period into increased AC to organization (Fredrickson, 2003). Next, resilient people possess a host of psychological resources, including optimism, tranquility, and ability to find positive meaning in problems they have to face (Tugade, Fredrickson & Barrett, 2004). These attributes of resilient people contribute to higher levels of life satisfaction which in turn develop the sense of maintaining a status quo by continuing with the organization and thus increasing CC. Also, positive emotions and increased life satisfaction result in positive evaluation of circumstances and strengthen the feeling of obligation towards the organization, thereby contributing to NC.

The results of this study suggest that resilience and SWB components may be important to increase the commitment levels of employees. Specifically, resilience and positive emotions may be the focus to increase AC whereas focus may be shifted to life satisfaction in order to increase CC.

## **5. Implications, limitations, future research and conclusion**

### ***5.1. Implications for management***

With the ever-growing competition and stressful work environment, the organizations are now faced with the question of retaining a workforce, which can effectively contribute under pressure. The answer may well be hidden within resilience and SWB components. Resilient individuals tend to see negative situation in the light of positive attributes, perceiving change and adversity as an opportunity for personal and professional growth and development. Resilience, thus, serves to create a pathway for positive emotions which in turn help an employee to stick to the organization. Resilient employees can apply learnings from previous experiences to confront new challenges with ease and also develop new ideas to handle the

situation at hand. Further, resilient individuals have a positive outlook and are happier and more optimistic than their non-resilient counterparts. The ability to cope with stress and workplace challenges and to effectively “bounce back” underpins the ability of the individual to survive and thrive in this volatile business environment. The study also emphasizes the importance of subjective perceptions of well-being. SWB is an important avenue for understanding optimal human experience and well-being which propels the positive outcomes. Its significance is highlighted by the mediating role of affect balance and life satisfaction for predicting OC components. Examining the effects of resilience, positive emotions and life satisfaction provides practical implications for developing positive workplaces. The findings signal organizations to recruit, develop and manage employees with higher resilience.

It is now imperative for organizations to develop resilience amongst its employees, both at a personal and professional level in order to effectively face the adversities or cumulative effect of frequent crises. Literature supports that resilience can be measured, developed, and effectively managed for getting the desired outcomes in the workplace (Bonanno, 2005). The resilience capacity of employees can be increased through the practice of caring relationships (Wilson & Ferch, 2005), helping them to reconnect to the core values (Pemberton, 2011), aid in rebuilding or maintaining an existing social support network and self-worth or self-esteem (Legault, Anawati, & Flynn, 2006), self-efficacy training (Noble & McGrath, 2005), psychosocial resilience training programme (Burton, Pakenham & Brown, 2010) and hardy training. (Maddi, 2004). Faustenhammer and Gossler (2011) have also suggested a few practices to promote personal resilience at work like role clarity, facing fear, reflection and experience sharing, and proactivity. A good quality work environment and a positive organizational climate (Markey & Knudsen, 2014) may also prove to be conducive for the development of resource capacities like resilience. Gregory, Canning, Lee and Wise (2004) have suggested the use of cognitive behavior bibliotherapy, which involves the use of self-help reading materials that provide coping mechanism to overcome negative thoughts and feelings. Resilience can also be developed through asset-focused (creating human capital), risk-focused (creating ethical and trustworthy culture), and process-focused strategies (self-efficacy, self-enhancement, locus of control) that are relevant and applicable to the workplace (Masten & Reed, 2002). This knowledge can help managers and organizations to develop employees’ resilience and thereby maintain a committed workforce.

### ***5.2. Limitations and future research***

There are some methodological limitations of the study. First, the study was exclusively based on self-report measures which might lead to common method variance problems. Although we have used certain measures to contain this, but, they certainly does not eliminate this limitation. Future studies may collect the data for dependent and independent variables at separate moments to minimize this problem. However, it can be argued that such constructs as personal resources and subjective well-being are nearly impossible to measure in any other way than by self-reports. Second, resilience and positive emotions may have reciprocal relationship (Ouweneel, Le Blanc & Schaufeli, 2012), however, the design of the study precludes conclusions regarding the sequence of the effects. Therefore, no causal conclusions can be drawn. Longitudinal designs are necessary in order to provide insights regarding causality. The finding of the study that resilience positively relates to AC through affect balance and to CC through life satisfaction, provides avenue for future research. Future studies may also include other positive variables like self-efficacy, hope, positivism etc. to allow deeper investigation into the mechanism through which resilience relates to OC components. Role of personality types could also be examined for this relationship. Also, the present study used composite emotions (i.e. affect balance), however future work can be extended by using specific emotions approach (Lastner, Folse, Mangus & Fennell, 2016)

### ***5.3. Concluding remarks***

It is important to recognize that resilience enhances an individual's capacity to positively adapt and overcome difficult situations while maintaining the equilibrium. The belief that human strengths are the active ingredients of positive outcomes is empirically tested in an organizational context. It is evident from the results that resilience emerges as a significant predictor for OC components. The test of hypotheses proved that increased resilience of employees spurred the feeling among them to stick to their organization. The results also suggest that SWB may be predictive of OC components. It is verified that affect balance and life satisfaction spurred commitment levels of employees in the organization. It is found that affect balance mediates the relationship between resilience and AC, whereas life satisfaction mediates resilience-CC relationship. The study also discovered that the repercussions of negative affect may be controlled by providing ample positive emotions and higher life satisfaction opportunities. Thus, increasing resilience and well-being increases the tendency of employees to remain in the organizations.

## 6. References

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