INVESTIGATING THE IMPACT OF COVID 19 ON WORK OUTCOMES FOR EMPLOYEES IN THE PRIVATE SECTOR IN KUWAIT

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تأثير رأس المال التنظيمي على المرونة التنظيمية وتأثيرها على تفوق عمل الشركات الخاصة في الكويت خلال فترة (كوفيد19).

الغرض:

الهدف من هذه الدراسة هو فحص تأثير رأس المال التنظيمي على المرونه التنظيمية وتأثيرها على تفوق عمل الشركات الخاصة في الكويت خلال فترة كوفيد 19.

الأساليب:

أجريت الدراسة على أساس منهجية كمية، تم المسح باستخدام الأدبيات حول هذا الموضوع، وتم جمع البيانات من العاملين في القطاع الخاص، تم جمع 401 اجابة خلال فترة شهرين، و تم تحليل البيانات باستخدام SmartPLS v.3.3 ، بالاضافة إلى SPSS v.23 .

النتائج:

تّظهر النتائج أن رأس المال البشري والمادي فقط كان لهما تأثير كبير على المرونة التنظيمية، ومن المثير للاهتمام أن رأس المال الاقتصادي والبشري لم يكن لهما تأثير كبير، علاوة على ذلك ، أظهرت النتائج أن معظم تأثير المرونة التنظيمية كان على الرضا الوظيفي والتزام الموظف.

الآثار:

الدراسة لها آثار مهمة على الأعمال التجارية الخاصة، سيسمح لهم بوضع خطة لاستخدام الموارد التي لديهم لتحمل أي أزمة أو كارثة قد يواجهونها في المستقبل.

ABSTRACT

Purpose: The aim of this study is to examine the impact of Organizational Capital on Organizational Resilience and its influence on work outcomes of private businesses in Kuwait during COVID 19.

Method: The study was conducted based on a quantitative methodology. A survey was built using the literature on the subject. Data were collected from employees in the private sector. A total of 401 responses were collected over the period of two months. Data were analyzed using SmartPLS v. 3.3, as well as SPSS v. 23.

Finding: Results show that only Human and Physical Capital had a significant influence on Organizational Resilience. Interestingly, Economic and Human Capital did not have a significant influence. Moreover, results showed that most of the Organizational Resilience influence was on Job Satisfaction and Employee Commitment.

Implications: The study has important implications for private businesses. It would allow them to draw up a plan for utilizing the resources that they have to withstand any crisis or disaster that they might face in the future.

Keywords: Economic Capital, Social Capital, Human Capital, Physical Capital, Organizational Resilience, Job Security, Job Satisfaction, Employee Engagement, Employee Commitment, Kuwait.

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CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

This opening chapter sets the scene for the study by sketching the impact of the COVID 19 pandemic on businesses globally before focusing, more particularly, on its impact on businesses in the State of Kuwait. The research problem is then stated with reference to the findings of some previous studies. The research objectives and questions to be addressed in this study, as well as expected outcomes and contributions, are then articulated. The methods for addressing the research questions are then explained based on the methodological assumptions underlying the research and limitations are acknowledged. Finally, an outline of the structure of the study is presented.

1.2 OVERVIEW

Government attempts to stem the spread of the COVID-19 pandemic has had some serious adverse impacts, both immediate and longer-term, on the private sector (Jiang and Wen, 2020). The immediate impacts have, by now, become well reported in terms of losses to companies through diminished cash flow and, in some cases, closure of the business (Hall et al., 2020). Whilst in most cases such closures were temporary in nature, the future development of many companies has been retarded due to loss of revenues (Nicola et al., 2020). The more long-term impacts of COVID-19 lockdowns have yet to be observed and evaluated but it is anticipated that there will be profound changes in consumer demand within certain sectors as customers may be more cautious to resume their activities due to health and hygiene precautions (Dube et al., 2020). Some commentators are bleak in their outlooks regarding the longer-term survival of many private companies (Taylor, 2020). It is feared that many such companies will be less attractive to potential customers in the future (Baum and Hai, 2020). However, even prior to the pandemic outbreak, private companies were experiencing difficulties in staff recruitment for a variety of reasons including intermittent or seasonal variations in their working hours (Lee and Way, 2010) or zero-hours contracts with minimal job security (Filimonau and Corradini, 2019) or poor remunerations and working conditions (Wan et al., 2014). Following the COVID-19 pandemic, it

is expected that employment in private sector companies will be even less attractive to workers who may look for employment in other sectors which offer them better terms of employment (Mao et al., 2020). Even though many private businesses were able to place their employees on a furlough scheme, in many cases the outcome was redundancy and reinforced the perceptions that working in private companies was less secure due to their exposure to disruption of business in times of uncertainty (Sogno, 2020). This perceived insecurity and fragility may adversely impact private sector recruitment in the future (Mao et al., 2020).

In view of the precarious situation facing many companies, it is proposed in this study to test the conjecture that organizational capital has an important influence on organizational resilience and that this, in turn, impacts work outcomes such as job security, employee engagement, job satisfaction and organizational commitment.

1.3 RELEVANCE OF THIS STUDY TO THE STATE OF KUWAIT

The Kuwaiti Government has recently been endeavoring to attract recruits to join private sector companies but, thus far, their efforts have only had moderate success and actual numbers of recruits have been much lower than expected. Additionally, the outbreak of the COVID 19 pandemic has aggravated the problem and many private sector businesses have been struggling with reduced staff levels.

This study will be of assistance and guidance to the Kuwaiti Government by assessing the impact of COVID 19 pandemic on employee engagement and commitment. Its findings should be informative for government planning of its efforts to promote trust in the private sector and to encourage individuals to apply for employment in that sector. It can also help the government of Kuwait to devise a stable and sustainable plan to mitigate the effects of the COVID 19 pandemic on private sector businesses. In addition, this study will be beneficial to the State of Kuwait as it will identify the most important factors that should be focused on in order to promote private sector businesses.

1.4 PROBLEM DEFINITION

The outbreak of the COVID 19 pandemic and the efforts of governments to curb the spread of the virus have had severe impacts on businesses throughout the world. In the United States, unemployment levels soared to 14% (Marketplace.org, 2020). Other countries experienced similar rises in unemployment as businesses closed or reduced their operations with financial consequences which exceeded that of the 2008 financial crisis. Those businesses which managed to continue their operations were forced

to do with considerably lower staffing rates and this placed a great deal of pressure on those employees (Nicola et al., 2020). Anxiety about the future security of their employment led to a lowering of morale among many employees. Little attention has so far been devoted to studying the impact of COVID 19 on work outcomes such as engagement, commitment and satisfaction. Accordingly, this study aims to address this research gap by exploring the impact of organizational capital on work outcomes as influenced by the outbreak of COVID 19.

1.5 CONTRIBUTION OF THE STUDY

The contribution of this study to the current corpus of knowledge lies in its evaluation of the cumulative effects on organizational performance of factors of (1) organizational capital; and (2) organizational resilience in the depths of a disruptive event, i.e. the COVID-19 pandemic. The study aims at measuring the impacts of these as predictors of (3) perceived job security of private sector employees, (4) employee engagement, (5) job satisfaction and (6) organizational commitment. Previous research has focused on some of these variables discretely and independently; however, no previous study has considered the combined effects of these variables, nor have they been studied in the context of a global disruptive event. Thus, the researcher contends that this study can be used as a proxy in order to better understand the cumulative effect of these putative determinants of effective organizational performance and employment in the private sector. It is proposed to devise a model which has predictive potential for private sector businesses to cope with sudden crises or disasters which are anticipated to occur with greater frequency in the future. However, it is expected that such readiness for dealing with catastrophic events is contingent on attracting and retaining quality staff.

1.6 RESEARCH OBJECTIVES

The principal aim of the current study is to investigate the impact of COVID 19 pandemic on work outcomes such as job security, job satisfaction, employee engagement and commitment of employees in the private sector in Kuwait. Accordingly, in line with the research conceptual model, the objectives of this study are:

- **To Examine** the impact of organizational capital on organizational resilience in the private sector in Kuwait.

- **To Identify** the impact of organizational resilience on job security in the private sector in Kuwait.

- **To Determine** the impact of organizational resilience on employee engagement in the private sector in Kuwait.

- **To Examine** the impact of organizational resilience on job satisfaction in the private sector in Kuwait.

- **To Examine** the impact of organizational resilience on employee commitment in the private sector in Kuwait.

1.7 RESEARCH QUESTIONS

In order to achieve the stated research objectives, the following major and minor research questions are posed:

Major Research Question

- **What** is the impact of organizational capital on organizational resilience in the private sector in Kuwait?

Minor Research Questions

- **What** is the effect of organizational resilience on job security in the private sector in Kuwait?

- **What** is the effect of organizational resilience on employee engagement in the private sector in Kuwait?

- **What** is the effect of organizational resilience on job satisfaction in the private sector in Kuwait?

- **What** is the effect of organizational resilience on employee commitment in the private sector in Kuwait?

- **Are there** any significant differences based on demographics with respect to work outcomes (job security, employee engagement, job satisfaction and employee commitment) of employees in the private sector in Kuwait?

1.8 RESEARCH METHODOLOGY

A deductive approach, using a quantitative method, is adopted in this study in order to address the research questions. Data was collected by means of a questionnaire aimed at employees in the private sector in Kuwait, designed to investigate the influence of organizational capital on organizational resilience, and in turn, its impact on work outcomes (job security, employee engagement, job satisfaction and employee commitment). To elicit private sector employees' responses, a questionnaire was designed using Microsoft Word 2016 in English and Arabic.

The target population for this research includes all private sector employees in Kuwait, which is well in excess of 445,000 individuals (Central Statistical Bureau, 2020). The minimum sample size was calculated to be 387 responses. Convenience sampling was considered an appropriate means of distributing the questionnaire which was prepared in soft copy using Google Forms distributed by email. The researcher initially sent the link for the questionnaire by electronic means such as Emails, WhatsApp and SMS messages to ask individuals to complete the soft version of the questionnaire. Data collection was planned to take place over a period of two weeks. A total of 401 responses was collected.

1.9 LIMITATIONS

While conducting this study, a number of limitations were acknowledged such as:

- Management was not included in this study which was confined to employees only. Thus, the valuable insights that managers and supervisors might offer were not considered in this study.

- The study was limited to a quantitative approach. Conducting a qualitative study could provide more in-depth insights and a future study could include interviews conducted with specialists. Due to time limitations and the current COVID 19 crisis, a qualitative methodology was not feasible.

- The questionnaire was shared through social media and contacts due to the COVID 19 crisis and the closure of businesses as well as the social distancing requirements.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The COVID-19 pandemic has placed considerable strain on people, whether on their way of living or their financial situation. The private sector has been severely impacted due to all the sanctions and lockdowns that have taken place around the world, which led to several businesses closing down. This chapter provides a review of the literature. It starts by presenting an overview of the state of Kuwait. Next, it moves to provide a general overview of the COVID 19 pandemic. Then, the chapter continues by presenting and describing the research variables with a focus on organizational capital and organizational resilience. After that, some of the theories used to conceptualize the research model are discussed followed by building the research model underlying the research. Finally, the chapter concludes with the establishment of the link between the research variables based on the relevant literature.

2.2 THE MACRO ENVIRONMENT OF KUWAIT: AN OVERVIEW

In order to understand the context of this research, it is important to review some background information on Kuwait which will set the scene for this study. Kuwait is a county that is not huge in size with an overall area of approximately 18,000 thousand square meters. The country is situated on the top of the Arabian Gulf in a strategic position. In terms of neighbouring countries, it has two bordering neighbours, which are the Republic of Iraq and the Kingdom of Saudi Arabia. Kuwait is a kingdom which is currently ruled by His Highness Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah, the Amir of Kuwait, who is a member of the Alsabah family. The country was formerly under the protection of Great Britain from 1899 until 1961 when it gained its independence (Central Statistical Bureau, 2020).

2.2.1 Demographical View

The total population of Kuwait is 4.2 million (Public Authority of Civil Information (PACI) 2020. However, the majority of the population consists of Non-Kuwaitis (69%) (PACI, 2020). The growth rate in the population is around 5.9%. Table 2.1 presents a cross-tabular view of nationality, age and

gender. The table shows that Kuwaiti individuals older than 20 years old are almost 1 million. In comparison, Non-Kuwaitis that are of the same age are well over 2 million individuals. It shows that the ratio of Non-Kuwaitis to Kuwaitis is almost 2.5:1.

Table 2.1: Distribution of Kuwaitis and Non-Kuwaitis according to age group and gender

Nationality type	Gender	20-24	25-29	30-34	35-39	40-44	45-49	50 ∧	Total
Kuwaiti	Male	59,023	51,621	43,112	362,232	31,477	27,369	66,576	641,410
Kuwaiti	Female	57,142	51,899	46,014	40,267	35,635	31,437	86,392	348,786
Kuwaiti	**Total**	**116,165**	**103,520**	**89,126**	**402,499**	**67,112**	**58,806**	**152,968**	**990,196**
Non-Kuwaiti	Male	98,910	260,675	308,583	276,512	223,447	170,790	229,843	1,568,760
Non-Kuwaiti	Female	65,153	149,645	144,448	122,994	93,465	66,784	83,284	725,773
Non-Kuwaiti	**Total**	**164,063**	**410,320**	**453,031**	**399,506**	**316,912**	**237,574**	**313,127**	**2,294,533**

Resource PACI (2020)

2.2.2 Economical View

Kuwait is considered to be one of the top financially secured countries in the world. The global view of Kuwait is that it is a rich country. The primary source of income in Kuwait is Oil, which was discovered in 1934 by a British company as a joint effort. Preparing and exporting the first shipment of Oil took some time but it was achieved in 1946. In terms of Oil Reserves, Kuwait is currently residing in the 5th position worldwide. All Oil Companies in Kuwait are under the umbrella of one main company, which is called the Kuwait Petroleum Company (KPC). It comprises nine subsidiary companies, each of which specializes in a certain area of oil or derivatives production (www.kpc.com.kw, 2020). Kuwait started to grow in terms of oil production and in attracting different types of businesses, which escalated the economic development of Kuwait.

2.2.3 Political View

Kuwait is known for its democratic system, which is considered one of the most developed models amongst the Arab countries. It has well-formed rules and legislation that are constantly being reviewed and developed to meet the needs of the country. There is the legislative and the executive branch of the democratic system in Kuwait. The National Assembly represents the legislative branch of the democratic system, while the government represents the executive branch. There are 50 parliamentary members who are selected by the people in a fair and just election process. The legislative branch is responsible for monitoring the work and the projects in the country and to scrutinise questionable decisions, as well as approving legislations under the dome of the parliament building. It is essential that a parliament member (or a number of members) submits a proposal for a new legislation to the President of parliamentary members, which will be scheduled on the following meeting's agenda for discussion. In order to be passed to become legislation or law, it will pass through two rounds of approvals. Once passed, the executive branch has to implement the legislations or rules. The government members (as Ministers) are part of the parliamentary members and can vote also on legislations and hence legislation can fail if it does not receive a majority of support (www.e.gov. kw, 2020).

The government, as mentioned above, represents the executive body. There is a Prime Minister, who is entrusted to form the government by nominating Ministers. The Prime Minister is the head of Council of Ministers. The Council meet every week to discuss any new developments in any Ministry and to take strategic decisions on the country level. The executive branch oversees the implementation and execution of the projects and development plans of the country in order to achieve the vision of New Kuwait 2035. Moreover, the executive branch is carrying and following the execution of the legislation that is passed and approved by the parliament (www.e.gov.kw, 2020).

The constitution of the labour force is shown in Table 2.1and, most noticeably, the total workforce is approximately 2,966,000, is predominantly made up of non-Kuwaitis numbering 2,526,000 (83%) with only 440,000 Kuwaitis (17%) workers. The majority of the Kuwaiti workers are concentrated in the public sector, (345,100 workers representing 78.4%) while only 64,000 Kuwaitis work within the private sector (14.5%). In contrast, Non-Kuwaitis are more concentrated in the private sector (1,657,000 representing 65.5%), while only 120,000non-Kuwaiti workers are employed by the public sector (4.8%).

Additionally, the statistics show that 745,000 workers have their own family business (29.4%). The table also shows that about 31,000 Kuwaitis declined to state where they worked, which constitutes a minority of the total workforce (7.1%).

Table 2.2: workers by sector and nationality (Kuwaiti / non-Kuwaiti)

Sector	Kuwaiti		Non-Kuwaiti		Total
	Number	Percentage	Number	Percentage	
Government	345098	78.4%	120208	4.8%	465306
Private	64021	14.5%	1656983	65.5%	1721004
Family	744845	29.4%	0	0.0%	744845
Unemployed	30903	7.1%	4198	0.7%	35101
Total	440022	100%	2526234	100%	2966256

Source: PACI (2020)

2.3 OVERVIEW OF COVID 19 PANDAMIC

The current COVID-19 pandemic is a global health crisis which is placing considerable pressure on many healthcare systems (Filimonau et al., 2020). The origin of the pandemic, which is still only poorly understood, has been traced to a reported outbreak of pneumonia in December 2019 in Wuhan, in the Hubei Province, of China. This outbreak of pneumonia was attributed to a relatively new form of coronavirus, that was initially referred to as 'severe acute respiratory syndrome coronavirus 2' (SARS-CoV-2) which was closely associated with 'coronavirus disease' 2019 (COVID-19) by the World Health Organization (WHO). Subsequently, WHO refined the name of this pathogen as 2019-nCoV.

Covid-19 belongs to a wider group of viruses known as corona viruses. It is an enveloped virus that consists of a positive-sense single-stranded RNA as its underlying genetic material. It was eventually declared to be a pandemic disease by WHO on March 11, 2020. This is borne out by the fact that it has spread to 199 countries worldwide with more than 103.5 million cases and approximately 2.24 million deaths (Johns Hopkins University (JHU) February 2nd 2021 available at: https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6). To date, 2019-nCoV is the seventh member of the coronaviruses families which can infect humans.

Two severe human epidemics attributable to coronaviruses have already occurred recently. The first of these was the (SARS-CoV), which caused severe respiratory conditions. The second was the Middle East respiratory syndrome CoV (MERS-CoV). These viruses were less infectious than Covid-19 but still resulted in 8000 and 857 cases respectively, and with

mortality rates of 10% and 35%. In contrast, as reported by JHU above, the total cases of COVID 19 has exceeded 103 million with more than 2.4 million fatalities globally.

The scare caused by COVID 19 has led to a global financial crisis that has never been witnessed before. The closure of businesses, airports and general lockdown was a practice that most countries adopted in order to minimize the impact of COVID 19 and keep the infection cases down (Karatayev et al., 2020).

2.4 OVERVIEW OF ORGANIZATIONAL CAPITAL

Six distinct categories of organizational capital have been identified by Brown et al. (2019) namely economic, social, human, physical, natural and cultural. Arguably, these categories are not to be viewed as discrete and there is some overlap between these categories as, for example, cultural capital which is closely related to human and social capital implying various forms of social networks which exist within organizations (Filimonau and Corradini, 2019). Likewise, natural capital, which principally refers to the merits or demerits of the location or size of the organization, is also closely related to physical capital such as the physical location of a hotel and its overall ambience (Gonzalez-Diaz et al., 2015). Furthermore, differentiating between physical and natural capital is only discernible in the case of a business operating remotely from its main market which could impact on the size of its natural capital (Schmallegger and Carson, 2010). Nevertheless, Brown et al. (2019) still insists on a truly integrative, multi-capital, perspective as a necessity for designing a disaster management framework for hotels. This is because of the necessity of differentiating between the various types of capital in devising a strategy for hotels, for example, to be able to anticipate and recover from external disruptions (Jiang et al., 2019). Thus, in the context of the current pandemic, hotels have had to devise recovery plans by taking into account the various types of capital when devising plans and strategies.

2.4.1 Economic Capital

Economic capital refers to the various financial resources required during a business crisis (e.g. insurance). The availability of funds, income sources and the economic resilience of staff members are predictors of the overall economic resilience of an organization. In the literature, economic capital comprises various resilience predictors such as accessibility to financial resources, multiple sources of income, financial health and staff economic resilience Recovery following a disaster is dependent

on each of these forms of economic capital. Thus, reserves in terms of savings and investments as well as access to credit are all constituents of economic capital (National Institute of Standards and Technology (NIST), 2015). Indeed, the resilience and well-being of staff members may be just as important as the financial health of the organization. Resilience can be understood in terms of being able to adjust to wage reduction in a crisis situation (Mayunga, 2007). However, organizations which create opportunities for staff members to develop and progress in their careers are likely to generate a great sense of loyalty among their employees which is important for recovery following a crisis. In summary, the economic capital of an organization, which includes access to insurance and finance, the diversity of its customer base as well as the age, location and size of the business, is an important element of its resilience during a disaster or crisis.

2.4.2 Social Capital

The predictors of social capital include 'Social networks', social cohesion', 'capacity for group work' and 'trust'. Networking with the wider community can be gauged by the level of news consumption and affiliations with other organizations (Filimonau et al., 2020). In order to measure the capacity to work as a group, valued input, problem-solving and creativity drawing on knowledge can be used as variables.

The predictors of social capital include 1) social resources, community cohesion and networks of connections 2) openness to working collaboratively with others and 3) trust. Much of the relevant literature attests to the importance of these antecedents for building up social capital (Sydnor-Bousso et al., 2011). For example, being able to make contact with emergency services within the community is essential for managing a crisis where mass evacuations are required. A study by Takamatsu (2014) set in Okinawa found that although local towns had plans for emergency evacuation, half of the townships had not included contingencies for dealing with visitors to the locality in their planning. Social capital also includes working flexibly as part of a group (Cochrane, 2010; Sydnor-Bousso et al., 2011). These social networks also help to generate trust (NIST, 2015). There are various ways by which these indicators of social connections can be measured such as considering the length of employment, participation in societies in the community, keeping oneself informed through publications and voluntary work. Indicators of connections within the organization itself can include staff social events and retention of staff. The ability to engage in group work can be measured by willingness to participate and actual participation in

the organization's decision-making process especially when management treats this as a serious exercise rather than going through the motions. Such a participatory approach is not characteristic of the more traditional top-down management approach. Additionally, assessing the extent to which employees feel they are supported by management is an indicator of strong social capital which may be of crucial importance for disaster resilience.

2.4.3 Human Capital

Human capital refers to knowledge, skills and general health which characterizes individuals (NIST, 2015). Thus, physical and mental health, talents and acquired skills, (Cutter et al., 2008), knowledge of how to deal with a disaster by preparation are all components of human capital. Planning and disaster mitigation (Lee et al., 2013) are all components of human capital. Human capital also includes individuals' adaptability to change (Biggs et al., 2012). Measuring the health of individuals can be carried out by considering the extent to which they have access to healthcare, as well taking into account the general well-being of staff and leaders. The knowledge of the staff can be assessed by their understanding of how to plan and deal with disasters and their skills levels, in this context, can be assessed in terms of their training and development. These are often embodied in company policies which can be another means of assessing knowledge and skills of employees as part of human capital. Knowledge is not simply information which has been acquired through training. There is also tacit knowledge (Polanyi, 2009) which is in the minds of employees. This tacit knowledge is also important for the organization and it can be shared through, for example, apprenticeship where a new employee learns from an experienced employee how things are done in the organization. However, these valuable ways of passing on knowledge and skills can be assessed in terms of how proactive organizational leadership is in including contingency planning and training in their organization's strategy for disaster management. Disaster resilience in an organization is to a great extent measurable by the planning of training events and exercises and robust assessment methods to check how well the knowledge and training has been internalised by employees. To this end, those with special expertise such as security should play a role in sharing their knowledge and skills through the training of other employees so that practical and tacit knowledge can be disseminated throughout the organization, thus, enhancing its human capital. Thus, another indicator of the quality of an organization's human capital is the level of its staff retention so that there are employees who have built up a wealth of tacit and explicit knowledge

which can be shared throughout the organization. A practical issue concerns an organization with employees who are so loyal that they are willing to travel to the workplace in a time of disaster. In summary, the predictors of organizational resilience are: 1) health, 2) skills, 3) adaptability, 4) knowledge, and 5) business continuity as aspects of human capital. Human capital provides an organization with important aptitudes for building capacities and for being resilient when facing disaster scenarios.

2.4.4 Physical Capital

Physical capital includes buildings, grounds infrastructure and location and how these impact on various stakeholders (NIST, 2015). Infrastructure is a blanket term for roads, utilities and local housing standards and these have a role to play in the formation of physical capital (Mayunga, 2007). Physical capital also includes an employer's preparation in terms of supplies to sustain staff in an emergency. There is also a considerable overlap of physical capital human capital and business continuity. In fact, the predictors of resilience for physical capital include 1) life safety and 2) business continuity.

2.5 ORGANIZATIONAL RESILIENCE

The term 'resilience' has a wide range of connotations. Studies which have focused on specific dimensions of resilience have considered constructs of personal resilience, psychological resilience, emotional resilience, trait resilience, career resilience and ego resilience (Bolton et al., 2017; Waugh, Fredrickson & Taylor, 2008; Fredrickson & Tugade, 2003;Dulewicz, Higgs & Slaski, 2003). Despite the diversity of perspectives among authors, there is a consensus that resilience involves(a) a capacity that is manifested by behaviour; (b) that consists of an ability to cope effectively with change; and (c) that is manifested by effectively facing and overcoming challenging or unanticipated situations (Paul & Garg, 2012).

It is important to consider resilience at the individual level for a number of reasons. Firstly, organizational outcomes are often exhibited at the individual level. Secondly, resilience measures even at organizational level involve individuals' behavioural and attitudinal dimensions as predictors of overall resilience. Thirdly, central to understanding resilience at organizational level is the imperative of understanding how it works within individuals. Thus, organizational resilience can be understood as being largely based on the actions and interactions of the individuals who make up the organization (Lengnick-Hall, Beck & Lengnick-Hall, 2011). Fourth, since the world of global business is frequently characterised by uncertainty and chaos, effective managers need to be resilient in order

to be able to cope with stressful situations and to avoid breakdown or emotional exhaustion (Maslach et al., 2001). However, even in cases where employees are stressed, being resilient implies inner strength and an aptitude for recovery.

Resilience is characterised by named five essential qualities: (a) a sense of purpose in one's life and outlook; (b) persistence in the face of adversity; (c) confidence in one's own abilities coupled with a realistic view of one's limitations; (d) composure and calmness when confronted with difficult problems which are faced with serenity, avoiding over-reacting to; and (e) the ability to reflect on situations which can only be faced alone, what is referred to as existential aloneness(Wagnild and Young, 2009). Some authors, such as Zautra et al. (2010) emphasise an aptitude to react in a balanced way when faced with stressful situations as a principal attribute of a resilient person. It is this aspect of resilience that is the main focus of the current study.

Much of the literature related to resilience links it to positive results for the organization. These outcomes include strong employee loyalty and commitment to the organization (Shin et al., 2012; Youssef & Luthans, 2007), job satisfaction (Vohra & Goel, 2009; Ramlall, 2009), flexibility (Siu et al., 2009); employee behaviours such asOrganizational Citizenship Behavior (Toor & Ofori, 2010); high levels of employee performance and effectiveness (Luthans, Youssef & Rawski, 2011); positive psychological characteristics (Toor & Ofori, 2010), greater self-worth (Ramlall, 2009), contentment in work and well-being (Youssef & Luthans, 2007), high levels of motivation(Youssef & Luthans, 2012), excellent work-life harmony (Siu et al., 2009); good personal and emotional well-being (Youssef & Luthans, 2012; Siu et al., 2009); and organizational benefits such as gaining a competitive edge (Toor & Ofori, 2010), strength and strategic celerity (Lengnick-Hall & Beck, 2009), and positive leadership (Avey, Avolio & Luthans, 2011).

2.6 WORK OUTCOMES

There is a range of work outcomes which result from organizational resilience when confronted by disaster including job security, employee engagement, job satisfaction and employee commitment. These are discussed in the following sections.

2.6.1 Job Security

Job security is currently one of the most important issues in almost every organization. Job security is defined as the feeling that the job is guaranteed and that the conditions of the work and terms of the

contract make it difficult to terminate the individual contract (Rahimnia et al., 2019). As cost-cutting has become a primary concern for most organizations, the job security fears of employees are escalating. Stander and Rothmann (2010) demonstrated that fear of losing one's job had a strong emotional influence on an individual and thus led to lowering their levels of engagement with the job. When employees feel that their jobs are at risk, they tend to become disengaged from work (Ahmed, Ahmad, & Jaaffar, 2017).

2.6.2   Employee Engagement

In recent years, researchers have been devoting increased attention to employee engagement as a notion which is currently being considered to be of pivotal importance within the field of human Resources Management (HRM) (Robinson et al., 2004). The concept was first explored by Kahn (2010) who defined it in terms of the psychological state of an employee in the performance of their usual tasks within a company which is evidenced by a physical, cognitive and emotional commitment to their job. Another definition by Harter et al. (2002, p. 269) emphasized the level of enthusiasm that employees exhibited in their work and the sense of satisfaction which they derived from their jobs. Engagement is understood as the fostering of strong and seamless connections between the employee and their job responsibilities which is evident by their physical, cognitive and emotional commitment to their work (Pauken, 2008) or, in the words of Schaufeli & Bakker (2010), engagement implies an energetic and empathetic commitment to the tasks entrusted to the employee. This commitment implies that the employee is aware of the organization's aims and objectives and is deeply committed to the achievement of those aims and objectives. Some studies have found that engaged employees tended to work energetically and with enthusiasm displaying a strong empathetic engagement with their work which they carried out with a great sense of personal responsibility that was also motivating for their fellow employees. Saks (2006) points out that the reason for the growing interest of researchers in investigating employee engagement is due to the close connection between engagement and enhanced outcomes and productivity. Consequently, it is a management task to ensure that employees are empowered to become more engaged with their job tasks and to have positive attitudes and emotional attachment to their company and to their co-workers. Employees who are engaged with their work tend to take pride in their company and frequently go 'the extra mile' in fulfilling the requirements of their job. This involves going beyond the boundaries in order to achieve excellence in their performance. It is, therefore, a managerial task to create a positive and safe working environment which is conducive to creating a culture within which employees feel valued by the company, leading to enhanced outcomes and a workforce which has a strong sense of loyalty to the organization (Anitha, 2014).

2.6.3   Job Satisfaction

Job satisfaction can be described as a calculating attitude and decisive outlook that conveys a condition of contentment with and a constructive attitude towards one's work (Judge and Kammeyer-Mueller, 2012). Thus, the term is rather broad in scope and includes many features of the job itself and implies a work environment where employees feel rewarded and fulfilled in their work (Weiss, 2002). Despite the fact that job satisfaction relates to individual's feelings towards their work, nevertheless, the context within which the employee is operating also exerts a significant influence (Jongbloed et al., 2017). There are some variables which reflect the work context such as the quality of interactions of employees with fellow workers and supervisors which transcend the features of the job itself and which are antecedents of job satisfaction (Judge and Kammeyer-Mueller, 2012; Morgeson and Humphrey, 2006). Indeed, there has been considerable research which has established the importance of perceptions of these job contextual features for employee satisfaction (Choi& Ha, 2018; Ganiron Jr, 2017).

2.6.4   Employee Commitment

Although many perceptions of employee commitment are to be found in the literature (Meyer & Maltin, 2010), in this study, the widely accepted three-component model of Meyer and Allen (2004) is followed which considers commitment as the willpower which binds a person to a target accompanied by decisive action which is directed towards that target (Meyer, Becker & Van Dick, 2006). This 'binding' may manifest itself in various ways such as an emotional connection with a given goal, feeling of responsibility towards attaining those goals as well as a realisation of the emotional loss that would be experienced by ending the involvement with the stated goal. Essentially then, the commitment mentality is manifests itself as affective commitment (AC), normative commitment (NC), and continuance commitment (CC) respectively.

As discussed earlier, resilience can be understood in terms of a positive response to stressful situations and events (Biglan et al., 2008). In the context of work, this implies that staff are able to protect themselves from the negative or harmful effects of stress arising from events or situations. Resilience can ensure that employees remain positively orientated and this can increase their emotional attachment to their organization, thus maintaining the psychological contract with the company which is the hallmark of organizational commitment, In fact, King (1997) defined resilience as the extent to which an employee remained steadfast in their commitment especially during periods of disruption and also considered it as an essential element of the emotional aspects of career advancement. This implied that the individual's persistence in difficulty was a clear indicator of commitment to the job and the company. It follows, therefore, that persistence or perseverance is closely associated with organizational

commitment. As previously mentioned, a sense of purpose in life was also a characteristic of resilient individuals and this purposive approach to life in general also manifested itself in commitment to the company (Wrzesniewski, Dutton & Debebe, 2003). Similarly, self-belief, as a characteristic of resilient individuals, is also a driver of commitment to the organization. Furthermore, Youssef and Luthans (2007) stated that constructive efficacy, manifested by confidence, enthusiasm and resilience, was positively associated with organizational commitment.

2.7 THEORIES EXPLAINING THE STUDY

2.7.1 Theory of Organizational Resilience

The theory of organizational resilience has been postulated to explain why, in the face of a crisis or disaster, certain companies survive and recover while others collapse. The theory explains this phenomenon in terms of the survival of the fittest, i.e. that those companies able to adapt to turbulent change survive while those who cannot adapt end up failing. However, the evolutionary theory has now been considering an inadequate explanation by some authors e.g. Vogus & Sutcliffe (2007). However, the theory of organizational resilience is useful in the context of this study, as it assists in identifying factors such as organizational capital, which is a principal predictor of organizational resilience.

2.7.2 Conservation of resources theory

The Conservation of Resources (COR) posits that individuals are primarily driven to safeguard their existing (conservation) before acquiring new resources (acquisition). 'Resources' is a broad term for entities, circumstances, conditions and other objects that are of value to people (Hobfoll & Schumm, 2009). Depending on an individual's prior experience, resources may vary in value from one person to another. For example, being able to spend time with one's family could be viewed as a valuable resource by one person but not by another person who might even view such time spent with the family as an impediment to other resources (e.g., one's self-worth within an abusive relationship). The theory incorporates a number of principles. First is the principle of the primacy of resources which is based on the assumption that individuals experience more psychological discomfort from losing resources than the feeling of pleasure they derive for regaining the lost resources (known as loss salience) which is well evidenced in cognitive psychological studies (cf. Hobfoll & Schumm, 2009; Halbesleben,2006). Loss salience has its application in organizational psychology (Stein & Cropanzano, 2011; Hobfoll & Schumm, 2009). This principle has a number of far-reaching

ramifications. It implies that deprivation at work will have a greater impact than a comparable gain (e.g., a reduction in wages will be felt as more painful than a comparable rise in wages would have been psychologically pleasurable). It also implies that employment-related resource gains will have greater significance in the context of resource losses (e.g., finding employment after a long period of unemployment (Chen et al., 2014). In the context of this study, this theory is used to link organizational resilience with work outcomes as employees are motivated to preserve their resources through exhibiting high levels of engagement, commitment, satisfaction and job security.

2.8 THE FRAMEWORK

A study was conducted by Filimonau et al. (2020) to examine the COVID-19 pandemic and organizational commitment of senior hotel managers. The study examined the relationship between the organizational resilience of hospitality companies businesses, especially in responding to challenges presented by COVID-19, and the organizations' corporate social responsibility (CSR) practices with the perceived job security of senior managers and their commitment. The participants were senior managers of Spanish hotels. The study found that the high degrees of organizational resilience, coupled with good CSR practice during the COVID-19 crisis, reinforced managers' perceptions of job security which increased their organizational commitment.

The conceptual model of this study is presented in Figure 2.1.

Figure 2.1: Conceptual model of Filimonau et al. (2020)
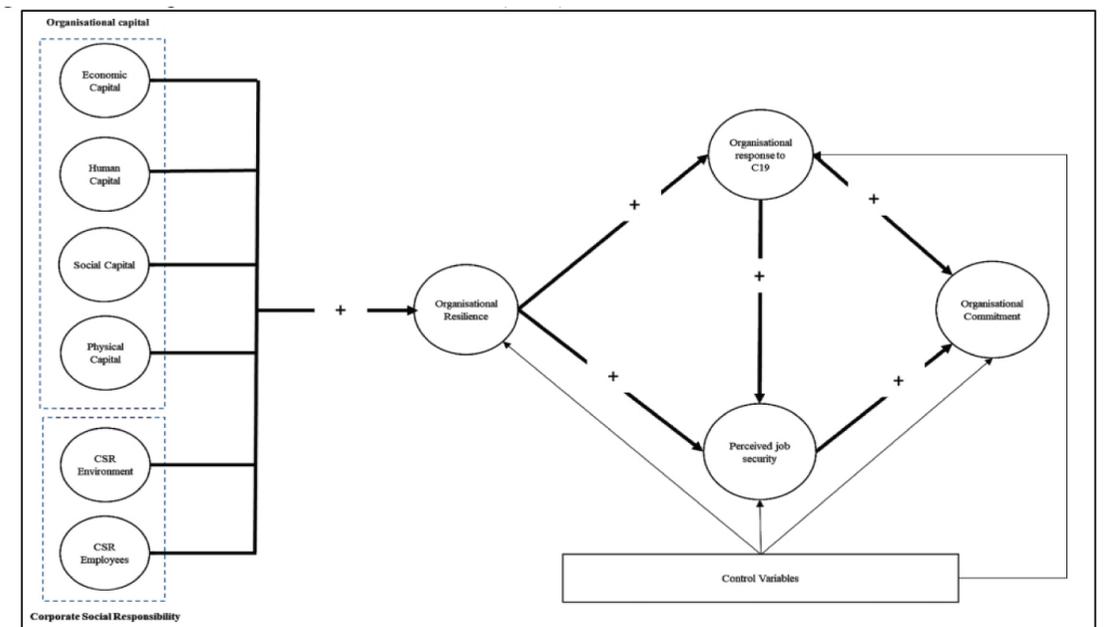
Source Filimonau et al. (2020)

Another study, set in the Chinese banking sector, was conducted by Cooke et al. (2019) with the aim of tracing the relationships between high-performance work systems (HPWS), the resilience of employees and their levels of engagement. A sample of 2040 employees participated in the study. The findings suggest that HPWS should be viewed as a job resource due to its positive influence on resilience leading on to a positive impact on employee engagement. The conceptual model used in this study is illustrated in Figure 2.2.

Figure 2.2: Conceptual model of Cooke et al. (2019)
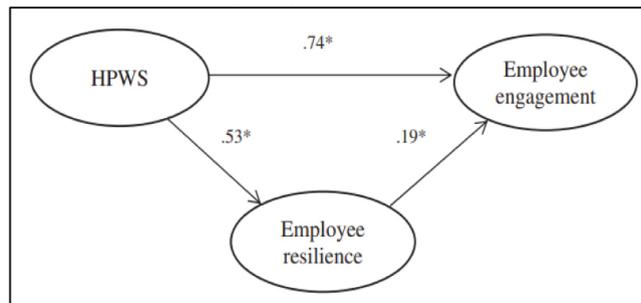
Source: Cooke et al. (2019)

Another study was conducted by Paul et al. (2016) to examine the relationship between Employee Resilience and OCB when mediated by Organizational Commitment. The study was conducted on the manufacturing industry in India based on a sample of 345 employees using a structured questionnaire. The results revealed the existence of a positive association between resilience and OCB and that resilience also positively impacted on organizational commitment. A mediating effect of for organizational commitment on the relationship between resilience and OCB was also found in this study which explained an underlying mechanism of the resilience-OCB relationship. The conceptual model of the study is presented in Figure 2.3.

Figure 2.3: Conceptual model of Paul et al. (2016)
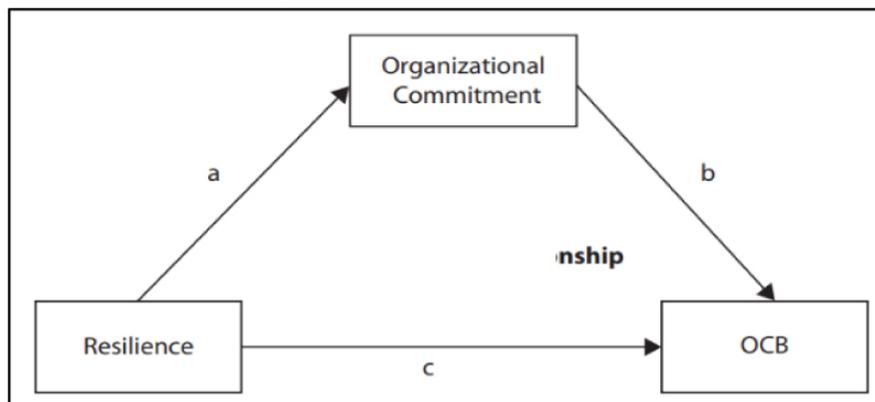
Source: Paul et al. (2016)

In addition, a study was conducted by Meneghel et al. (2016) to examine the effect of collective work-unit perceptions of social context on individual work resilience and two key individual outcomes: job satisfaction and job performance as rated by the supervisor. The study was conducted in Spain and a sample of 305 white-collar employees, clustered in 67 work units, participated in the study. Results show that work resilience has a significant influence on job satisfaction. Furthermore, results also show that individual job satisfaction serves as a mediator between corporate perceptions of social context and individual job performance as well as mediating the relationship between individual work resilience and individual job performance. In other words, the findings of this study attest to the positive influence of interventions on collective perceptions of social context and that this increases work resilience, job satisfaction and job performance over time at the individual level. The conceptual model of this study can be found in Figure 2.4.

Figure 2.4: Conceptual model of Meneghel et al. (2016)
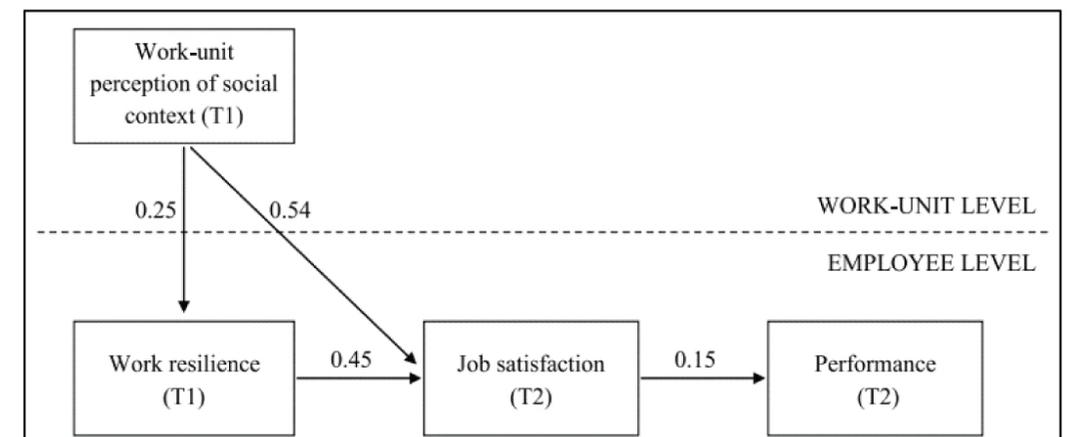
Source: Meneghel et al. (2016)

Drawing on the discussion of the previous models, the conceptual model for this study has been formulated, as seen in Figure 2.5. The model proposes a positive relationship between organizational capital and organizational resilience. It also shows that organizational resilience has a positive impact on work outcomes, which are job security, employee engagement, job satisfaction and employee commitment.

Figure 2.5: The Proposed Study Model
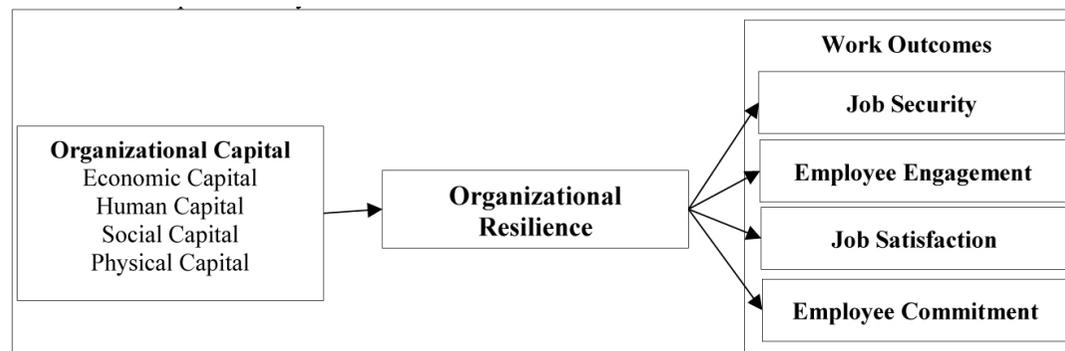
Adapted from: Filimonau et al. (2020); Cooke et al. (2019); Paul et al. (2016); Meneghel et al. (2016)

2.9   LINKING THE RESEARCH VARIABLES

2.9.1   Linking organizational capital with organizational resilience

Organizational capital is made up of four components, economic capital, social capital, human capital and physical capital. There is an important role for organizational capital to influence a business to be more resilient in responding to crises and disasters. This confirms the recommendations made by Biggs et al. (2012), Brown et al. (2019) and Hall et al. (2020) who demonstrated the need for businesses to source various resources with the aim of being better able to withstand the adverse effects of disastrous events. There was a high correlation found between economic capital and organizational resilience (Filimonau et al. 2020). On the other hand, while there was a significant influence from social and physical capital on organizational resilience, the influence was very weak (Filimonau et al. 2020).

With respect to the influence of human capital on organizational resilience, it is established that the influence is significant and should be recognised. Baum and Hai (2020) have placed great emphasis on the importance of staff to an organization but their crucial importance for successful performance during a crisis or catastrophic event has been particularly highlighted by Nilakant et al. (2013). Filimonau et al. (2020) have recommended that organizations should be pro-active in developing human resources in order to determine that there is the correct mix of skills, knowledge and expertise to tackle any crisis and be able to resist and overcome any adverse effects. For this reason, it is crucial that organizations should avoid making employees redundant during

a crisis. However rational such a decision may seem in terms of cost cutting it runs the risk of damaging the organization's human capital and weakening its resilience for longer term recovery (Filimonau et al. 2020). Thus, this study proposes the following hypotheses:

Hypotheses H1: Economic Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

Hypotheses H2: Social Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

Hypotheses H3: Human Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

Hypotheses H4: Physical Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

2.9.2   Linking organizational resilience with job security

Cooke et al. (2019) found that organizational resilience directly, but also indirectly through adopted anti-COVID-19 actions, affected employees' perceptions about how secure their jobs were for the future. However, based on the company's previous response to crises and strategies for recovery post- crisis has been reassuring where companies have been sensitive to allaying employees' fears. However, previous research has established that corporate adherence to business and staff success and regularly communicating with their employees to keep them updated with the latest planning leads to business continuity in the longer term and better staff retention levels (Mazzei et al., 2012; Mao et al., 2020). It was found that Organizational Resilience has a positive influence on Job Security (Cooke et al., 2019). Therefore, the following hypothesis is proposed:

Hypotheses H5: Organizational Resilience has a significant positive influence on Job Security of employees of private businesses in Kuwait.

2.9.3   Linking organizational resilience with employee engagement

The issue of employee engagement has been at the forefront of recent research and has been a topic of interest for management also (Harter et al., 2002; Kahn, 2009; Leiter & Bakker, 2010). In fact, many studies have related organization success to employee engagement (Harter et al., 2002; Lockwood, 2007; Martel, 2003; Truss et al., 2013). Employees who are well engaged can play a significant role in enabling the company to gain a competitive edge over market rivals (Joo & Mclean, 2006). Work engagement is a beneficial, satisfying and a highly motivating state of

work-related contentment which, according to Leiter and Bakker (2010, p. 1), 'can be seen as the antipode of job burnout'. This is because employees who are engaged also tend to be closely affiliated with their work (Leiter & Bakker, 2010). Engagement is also manifested by a sense of association with one's work as well as a state of happiness with the job (Harter et al., 2002).

In this study, we adopt the elaboration of work engagement proposed by González-Romá et al. (2006, p. 166) who viewed it as a multi-faceted concept which was characterised by a constructive and forward-looking inner state that is manifested by "vigour, dedication and absorption". Vigour has the connotation of employees possessing high energy levels at work and who are dedicated and persistent. Dedicated employees have "a sense of significance, enthusiasm, inspiration, pride and challenge' towards their employment (González-Romá et al., 2006, p. 166). Absorption describes employees who concentrate and are "fully engrossed" in the job in hand (González-Romá et al., 2006, p. 166). Following the Sweetman and Luthans' JD-R model, it is contended that employees who are engaged tend to have higher levels of productivity than employees with a deficit of job engagement. This is attributable to the due to the positive emotions they experience, their better health, and their tendency to develop self-efficacy which they transmit to other employees (Bakker & Demerouti, 2008). They also tend to exhibit greater loyalty and are less inclined to leave the organization voluntarily (Macey & Schneider, 2008). Burke et al. (2009) in the context of the hospitality industry in China, found that employee engagement was highly associated with job satisfaction and emotional wellbeing.. In addition, Bakker and Demerouti (2008) highlighted the greater degree of adaptability, self-efficacy, coping ability and optimistic outlook which characterised engaged employees. Therefore, it is proposed that employee resilience will be positively associated with employee engagement:

Hypothesis 6: Organizational Resilience has a significant positive influence on employee engagement of private sector in Kuwait.

2.9.4 Linking organizational resilience with job satisfaction

It was found that organizational resilience leads to increasing job satisfaction (Youssef and Luthans, 2007; Larson and Luthans, 2006).Indeed, the greater flexibility and adaptability of highly resilient individuals allow them to bounce back more successfully after experiencing critical events in the workplace, thus acquiring greater satisfaction (Youssef and Luthans, 2007;Larson and Luthans, 2006).Meneghel et al. (2016) found that there is a positive association between organizational resilience and job satisfaction. Therefore, the following hypothesis is proposed.

Hypothesis 7: Organizational Resilience has a significant positive influence on Job Satisfaction of private sector in Kuwait.

2.9.5 Linking organizational resilience with employee commitment

Vohra and Goel (2009) found that resilience was highly associated with affective and normative commitment but, surprisingly, not with commitment to continue in the job. A number of investigations have linked resilience with one or more forms of commitment (e.g. Mansfield, Beltman, Price & McConney, 2012; Shin, Taylor & Seo, 2012; Toor & Ofori, 2010; Ramlall, 2009)) However, all three components of organizational commitment can be present concurrently in an individual (Allen & Meyer, 1990). In fact, Solinger et al. (2008) have shown that a person's overall commitment would reflect the 'net sum' of the three psychological states of commitment, which are normative, affective and continuance commitment. It was found that organizational resilience has a positive influence on organizational commitment. Hence, the following is hypothesized:

Hypothesis 8: Organizational Resilience has a significant positive influence on Organizational Commitment of private sector in Kuwait.

2.10 CHAPTER SUMMARY

This chapter was dedicated to the literature review. It started with a presentation of an introduction to the research topic. Then, it moved onto exploring the various literature on the research variables in order to see how the problem was approached in various researches. The following chapter will present the research methodology of this study.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter considers the issues involved in designing a strategy to address the research questions and the steps to be followed in order to obtain valid and reliable answers to these questions. The principal research question at the centre of this study is:

"What is the impact of organizational capital on organizational resilience in the private sector in Kuwait?" (See Ch. 1.7)

This question is further articulated by a number of minor research questions.

- **What** is the effect of organizational resilience on job security in the private sector in Kuwait?

- **What** is the effect of organizational resilience on employee engagement in the private sector in Kuwait?

- **What** is the effect of organizational resilience on job satisfaction in the private sector in Kuwait?

- **What** is the effect of organizational resilience on employee commitment in the private sector in Kuwait?

- **Are there** any significant differences based on demographics with respect to work outcomes (job security, employee engagement, job satisfaction and employee commitment) of employees in the private sector in Kuwait? (See Ch. 1.7).

Additionally, based on the review of the literature, a number of hypotheses were formulated and incorporated into a conceptual model to explain the relationships between the variables and their relative influences on organizational performance and outcomes.

In order to design a method for addressing the research questions and testing the hypotheses in the conceptual framework, certain elements of inquiry should be considered. Firstly, the underlying philosophical assumptions on which the research design is founded should be stated (Creswell, 2007). These philosophical assumptions are discussed in Section 3.2. This is followed by a clear statement of the research purpose, units of analysis, the type of research data which was collected and the time horizon of the research in Section 3.3. The next issue in the research design concerns the approach which is adopted, either a quantitative, qualitative or mixed methods approach. These approaches are discussed and a rationale for the approach adopted in this study is presented in Section 3.4. Next, in Section 3.5, the targeted population under investigation is clearly identified and issues related to sampling from that population are discussed. Also the data collection instrument used in this research is presented and discussed. In Section 3.6, the modifications to the instrument are discussed following a pilot study. Additionally, procedures for testing the validity and reliability of the research are stated. The model adopted for processing the data is then presented in Section 3.7 and a summary of the research design is presented in Section 3.8

3.2 RESEARCH PHILOSOPHY

The first philosophical assumption concerns the ontological stance being adopted in this study. This concerns the nature of the reality under investigation – whether it is objective and largely mind independent or whether reality is largely something subjectively constructed by the human mind which interprets its meaning and significance for the researcher (Creswell & Creswell, 2007). Thus, it is a choice between realism and interpretivism. In this study, a realist stance is adopted as the aim of the research is to acquire facts related to organizational capital and resilience which must be approached objectively.

The second philosophical assumption concerns what are valid approaches to acquiring knowledge of the subject under investigation which is known as the epistemological stance of the researcher. Three approaches are possible, namely: positivist, interpretivist, or a critical theory research (Mingers, 2003; Orlikowski and Baroudi, 1991), although in IS the approach is usually either positivist and interpretive (Chen and Hirschheim, 2004; Orlikowski and Baroudi, 1991), andof these two, a positivist approasch is more frequently adopted (Mingers 2003; Orlikowski and Baroudi, 1991; Straub et al., 2004; Yin, 2012).

The current study is conducted within a positivist paradigm. In this paradigm, certain theoretical explanations for the phenomenon under investigation are conjectured and evidence is then compiled which leads to the theory being supported or rejected as an adequate explanation

of the phenomenon. Thus, it essentially involves the testing of a theory (Orlikowski and Baroudi, 1991). The aim is to acquire data which is factual, objective and numerical in nature rather than data based on opinions, feelings or beliefs (Bell & Bryman, 2007; Creswell & Creswell, 2017). A study designed within a positivist paradigm frequently adopts a quantitative research approach whereby numerical data is collected and analysed to test the theory which has been put forward to explain the phenomenon (Saunders et al.,2012; Bell & Bryman, 2007).

In contrast, a study designed in the interpretivist paradigm aims at accessing the meaning which a certain phenomenon holds for people taking part in the study (Creswell & Creswell, 2017). The data collected is narrative in nature as participants tell their stories (Saunders et al., 2012). The qualitative research studies include interviews, ethnographies, case studies and phenomenological inquiries (Creswell & Creswell, 2017).

Critical theory research usually concerns studying a phenomenon of oppression in order to stimulate change and emancipation (Niehaves and Bernd, 2006). Its philosophical roots are in the Frankfurt School, a development of Marxist theory developed by such exponents as Habermas and Adorno whose aims were to bring about change by lifting oppression and alienation. (Orlikowski and Baroudi, 1991). Critical theory has found its place in IS by taking up issues of oppression based on gender, race or empowerment of disadvantaged groups   (Niehaves and Bernd, 2006), but is still not as frequently used as the other two approaches which has led to it being referred to as "the missing approach or paradigm" (Richardson & Robinson, 2007; Chen and Hirschheim, 2004).

In conclusion, the current research is designed within the positivist paradigm as it is theory driven and aims at testing a theoretical explanation for the phenomena of organizational capital and resilience and how these influence organizational performance and outcomes. In the process of the research design, a conceptual model incorporating the variables and their interrelationships is constructed. This model is used to test the hypotheses which have been postulated in this study in order to answer the research questions. Thus, a study within the positivist paradigm is most appropriate.

3.3   RESEARCH DESIGN

A research design refers to the procecures or series of steps which are taken to ensure that the research achieves the aims and objectives of the study (Creswell & Creswell, 2017; Saunders et al., 2012; Bell & Bryman, 2007). These steps are outlined in the following subsections with a view to their application to the current study.

3.3.1   Research Purpose

The research purpose concerns the goal which the study aims to achieve and this concerns whether the aim is to conduct an exploratory, an explanatory or a descriptive study (Sekaran & Bougie, 2016; Robson, 2002). An exploratory study is usually conducted to investigate a phenomenon which is currently poorly understood or for which there is little or no pre-existing theoretical account (Robson, 2002). Usually, an exploratory study adopts a qualitative approach to explore the phenomenon but its findings can often lead to a more rigorous quantitative follow-up study.

An explanatory study aims at discovering causal factors which affect or influence the phenomenon under investigation. Usually a quantitative approach is adopted in which variables purportedly represent the factors which are conjectured as having causal influences on the phenomenon being studied. The theory which drives this research type is tested by means of analysing the collected data which provides evidence which is either sufficient or insufficient to support the hypotheses. The underlying theoretical explanation is then accepted or rejected or else is modified in the light of the findings from the data analysis (Saunders et al., 2012).

A descriptive study, as its name suggests, simply aims at describing a phenomenon in great detail. It may employ quantitative or qualitative approaches or even a combination of both and often takes the form of a case study or an observational study (Robson, 2002).

The current study is explanatory as it takes, as its starting point, a theoretical explanation of the phenomena of organizational capital and organization resilience and attempts to trace their influence on organizational performance in order to test the theory concerning their respective and combined predicted influences.

3.3.2   Unit of Analysis

The unit of analysis in this research is any employee working in the private sector in Kuwait.

3.3.3   Research Data

Data which is analysed in research can be either of two types, namely primary or secondary. The former refers to data collected by the researcher whilst the latter refers to data previously collected by other researchers, government departments or other agencies. (Creswell & Creswell, 2017). Where desired data already exists as secondary data, it is normally not necessary to collect new data unless the aim is to establish that the

previous results can be replicated under similar conditions. Government statistics can often be useful as secondary data for further analysis in follow-up studies. A census of the population can provide useful copious information which can be used in further research (Saunders et al., 2012).

Primary data is important when there is little or no pre-existing statistics relevant to a certain phenomenon. IN order to address this lack of figures, a researcher may decide to collect primary data in order to analyse it and to use the findings to support or reject a theoretical or hypothesised explanation. Primary data can be collected by many different means ranging from surveys, laboratory experiments and case studies to data from action research (Bell & Bryman, 2007).

In the current study, primary data was collected by means of a survey of people employed within organizations in the Kuwaiti private sector.

3.3.4   Choice of Research Design (Mode of Observation)

There are numerous options for designing a research project (Orlikowski and Baroudi, 1991) but in the current study, a survey was considered the most appropriate design for addressing the research questions. The design of the survey is presented in greater detail in Section 3.5.

3.3.5   Time Dimension

In relation to the time dimension, a study can either be cross-sectional, giving a snapshot of the phenomenon at a well-defined time period or it can be longitudinal in its horizon especially when the aim is to study how a certain phenomenon changes or develops over time (Sekaran& Bougie, 2016). As time and financial resources are limited, the current study is cross-sectional similar to recent studies investigating the phenomenon in other contexts (Chetty et al., 2020; Bartik et al., 2020).

3.3.6   Stages of the Research Process

The current research was designed to proceed through six stages:

(i). A review of the relevant literature in order to identify research gaps and to select key factors relevant to the conceptual models of Filimonau et al. (2020); Cooke et al. (2019); Paul et al. (2016) and Meneghel et al. (2016).

(ii). Drawing on the literature, a conceptual model was created and a set of hypotheses were formulated to be tested for the purpose of meeting the aims and objectives of the research.

(iii). Identifying the underlying ontological and epistemological assumptions guiding the research and the research paradigm which in this case was that of positivism.

(iv). Deciding on the research approach which in this study was quantitative in nature since numerical data was required in order to test the hypotheses proposed in this study. Findings based on this collected data would enable the researcher to determine the influence of organizational capital on organization resilience and the influence of these on work outcomes during the COVID 19 crisis, A questionnaire was developed with statements intended to measure a number of variables for testing the hypotheses. This questionnaire was first piloted and modified before being made available to employees in the Kuwaiti private sector.

(v) The collected data was analysed using Structural Equation Modelling (SEM) to validate the conceptual model followed by Confirmatory Factor Analysis (CFA) and path analysis to test the research hypotheses.

(vi) The key findings from the data analysis were discussed with reference to previous studies where appropriate. Implications of these key findings led to recommendations for theory and practice. Recommendations were also made for future studies.

3.4   RESEARCH METHODOLOGY

Creswell and Creswell (2017) identify three possible research approaches namely quantitative, qualitative and mixed methods. Other schemas of research approaches (e.g. Mingers, 2003; Orlikowski and Baroudi, 1991) also include critical theory, but Creswell and Creswell (2017) categorise critical theory research generally under the heading of qualitative research. In this section these three approaches are discussed and a rationale is provided for adopting a quantitative approach.

A quantitative method attempts to explain a phenomenon by testing a theory (Creswell & Creswell, 2017; Bell & Bryman, 2007). Numerical data and statistical analysis are the means usually adopted for testing hypotheses and theories. As already discussed, qualitative research begins with narrative data which is analysed in order that theory may emerge from the analysis. The two approaches are compared in Table 3.1

Table 3.1: Comparison between Qualitative and Quantitative research

Criteria	Qualitative Research	Quantitative Research
Purpose	To understand and interpret social interaction	To test hypotheses, find causal relationships and make predictions
Group Studied	Small and purposively selected	Larger and randomly selected or representative by stratified sampling
Type of data collected	Words, images or objects	Numerical
Form of data collected	Open-ended responses, interviews, participant observations, field notes and reflection	Numbers and statistics
Type of data analysis	Identify patterns, features, thematic	Data based on precise measurements using structured and validated data collection instruments
Most common research objectives	Exploratory, emergent theory	Theory-driven; Descriptive, explanatory and predictive
Focus	Broad-based, and in-depth exploration of a phenomenon	Narrow in focus, examining a phenomenon under very specific conditions
Results	Context-specific findings although Lincoln and Guba (2000) have established criteria for reliability and validity analogous to those of quantitative inquiries	Findings can be extrapolated more widely

Source: adapted from Johnson et al. (2008)

The third type of research approach is called mixed methods as it involves some combination of quantitative and qualitative approaches. The advantage is that it draws on the strengths of either approach in order to address the weaknesses of the other approach (Creswell & Creswell, 2017). The disadvantage is the risk that the findings from one approach may not be corroborated by the findings of the other. There is also the problem of conflicting epistemologies. Quantitative studies are based on a positivist epistemology whilst a qualitative approach is based on an interpretivist approach. Some commentators on research methods suggest that the solution is to consider that the philosophical assumption underlying a mixed methods approach is that of pragmatism. (Saunders et al., 2012). However, purists reject pragmatism and consider mixed methods as fundamentally flawed due to conflicting epistemologies.

Creswell and Creswell (2017) detail the many types of mixed methods available. The main categorisation of mixed methods depends on whether the two methods are concurrent ot sequential. In a concurrent mixed methods approach, both methods are conducted at the same time but independent of each other. During data analysis, some form of triangulation is required to combine the results. The other type of mixed methods approach is known as sequential where one method is conducted first and fully analysed. The findings of that method are then used to inform the other approach. For example, in an exploratory mixed methods, a qualitative approach is first conducted and analysed. The findings are then used to develop a quantitative study to generalise the findings more widely. In this type of mixed methods, there is less risk of failure to corroborate as the second stage is constructed from the findings of the first. This alternative sequential mixed methods is known as explanatory as the quantitative stage is carried out first and based on its findings a qualitative approach could follow to add more depth to the quantitative findings. An explanatory mixed methods approach could have been considered for the current study but would have been difficult to achieve during COVID 19 lockdown,

Nevertheless, a quantitative method was most suitable in this study in order to test a current theory relevant to investigating the influence of organizational capital on organizational resilience and also on the work outcomes for employees in the private sector in Kuwait.

3.5   QUANTITATIVE METHOD

In this research, a survey was conducted as a means of collecting data. From the analysis of the data, the key findings were used to validate the conceptual model and to test the research hypotheses. The key elements of the design of the survey are discussed in the following subsections.

3.5.1   Sampling Process

Sampling is a method designed to obtain sufficient data from a segment of the target population of the study (Creswell & Creswell, 2017). If findings are to be validly generalised to the wider population, it is necessary to consider certain aspects of the sample. Generally, the sample should be randomly drawn inferring that each individual in the population is equally likely to be selected in the sample. In some situations, stratification is also necessary to ensure that all groups by age, gender, race etc. are proportionally represented (Sekaran & Bougie, 2016).

3.5.2   Target Population

In this research, the target population is the total of all employees in the private sector in Kuwait

3.5.3   Sampling Frame

The sampling frame is the full list of all employees in the private sector in Kuwait. (Bell & Bryman, 2007). Each member of this population of employees in the private sector must have an equal probability of being selected in the sample to ensure the validity of the results.

3.5.4   Sampling Technique

Bhattacherjee (2012) and Saunders et al. (2012) identify two principal types of sampling techniques, namely probabilistic and non-probabilistic. Each of these sampling techniques comprise subtypes as shown in Figure 3.1

Figure 3.1: types of sampling techniques
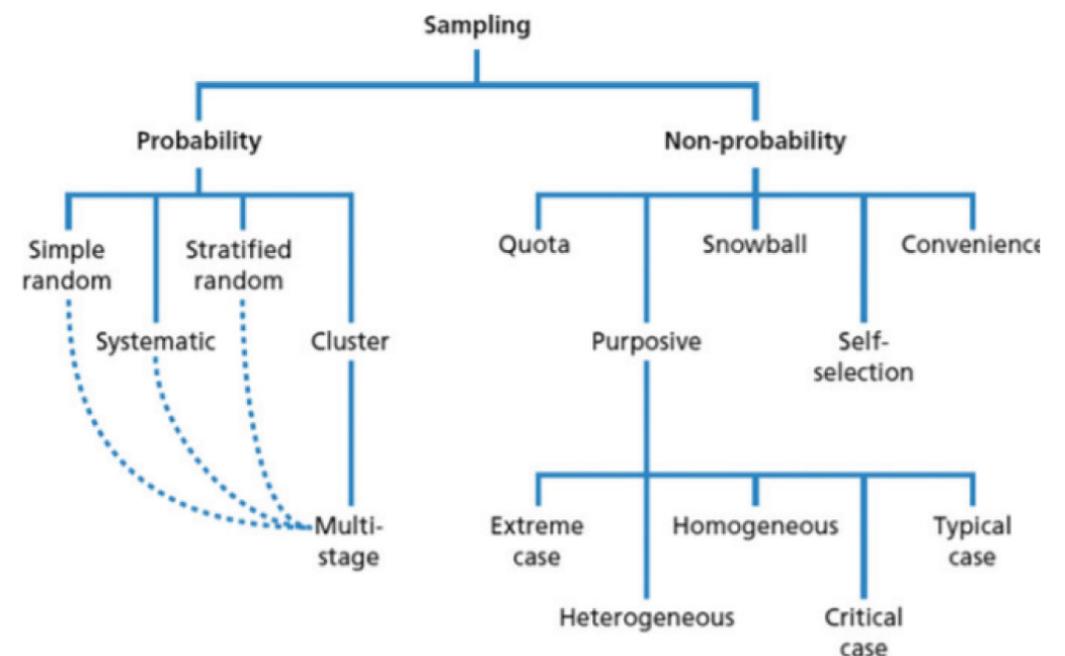
Source: Adopted from Saunders et al. (2012)

Deciding on which sampling technique is dependent on the aims and objectives of the study and a combination of subtypes is possible (Bhattacherjee, 2012). In line with the aims and objectives of this study, simple random probability sampling is adopted whereby each unit in the target population is equally likely to be included in the sample by random selection. Because it can be assumed that all employees working in the private sector are computer literate, the random sampling was conducted online similar to the techniques used by Chetty et al.(2020) and Bartik et al. (2020).

3.5.5 Sample Size

In general, the larger the sample size, the more reliable and accurate the results will be. The ideal type of sample is a census where practically everyone in the population is included. Most countries only conduct a census once every ten years due to the cost and time resources this requires. The minimum sample size for the current survey was calculated as 387 (Comrey & Lee, 1992).

3.5.6 Data Collection Tool

Of the numerous available methods of collecting primary quantitative data, this research utilized a questionnaire as the data collection instrument. A questionnaire consists of a set of questions or statements to which respond register their responses by selecting appropriately from multiple choice responses (Bhattacherjee, 2012). In this research a structured questionnaire was utilized.

3.5.7 Types of Questionnaires

The variety of questionnaire types is illustrated in Fig. 3.2.

Figure 3.2: types of sampling techniques
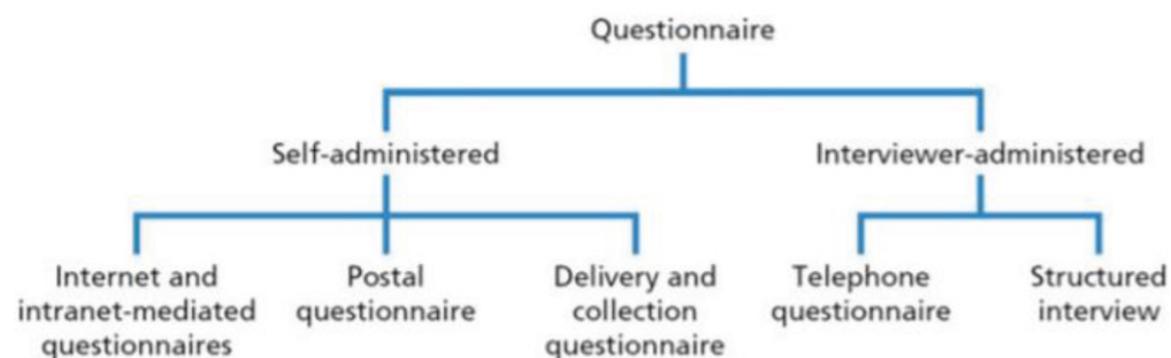
Source: Adopted from Saunders et al. (2012)

As can be seen in Figure 3.2, questionnaires may be either self-administered or interviewer-administered. Self-administered interviews are completed by the respondent without the need for a researcher to intervene. They can be completed online, on paper and submitted by post or completed at a collection point such as a hall or even on the street. Interviewer-administered questionnaires are actually structured interviews which can be conducted by phone or video-conferencing or in a face to face setting (Saunders et al., 2012).

In the current study, the questionnaire was made available online and, thus, was self-administered. The rationale for selecting this questionnaire type was basic on the realistic assumption that individuals in the target population were computer literate. Additionally, this type of questionnaire was deemed to be useful and easily accessible as well as being cost and time efficient.

Individuals were contacted by email or social media platforms and were provided with a hyperlink to open and complete the questionnaire. To broaden the base of the respondents, individuals were requested to forward the link to their colleagues. Additionally, the survey was made available on social media platforms to widen participation as this has proven to be an effective means of questionnaire dissemination in many previous studies (Merolli et al., 2014; Kayam & Hirsch, 2012).

3.6 QUESTIONNAIRE DEVELOPMENT AND VALIDATION

3.6.1 Overview

The development phases of the questionnaire are shown in Table 3.2

Table 3.2: questionnaire development phase

No	Phase	Number of questions
1	Pre-pilot test	55
2	Pilot survey	55
3	Main survey	51

As can be seen from the Table, piloting resulted in the removal of four items from the pre-pilot phase and the English and Arabic versions of the final phase of the questionnaire are available in Appendices A and B, respectively. The questionnaire commenced with a brief section eliciting responses to questions based on demographical characteristics such as gender, age, nationality and income level. Responses were made by selecting options from a 5-point Likert scale indicating level of agreement or disagreement with each statement (Bhattacherjee, 2012). The statements were presented in simple, clear and unambiguous language and no information was elicited which might infringe on an individual's privacy or confidentiality.

3.6.2 Structure of the Questionnaire

The questionnaire commences with a brief statement of its purpose and aims and invites respondents to be as candid as possible in their responses, being assured that their responses would be treated with confidentiality. The first part consisted of five questions related to demographical characteristics. The remainder of the questionnaire consisted of statements designed to measure responses related to the nine constructs which were constituents of the conceptual model guiding the research. Options were available for responding to the statements using a 5-point Likert scale which permitted responses to be nominal on an interval scale. (Bhattacherjee, 2012).

Table 3.3 shows the organization of the questionnaire with statements linked to the constructs and related to their sources in the literature.

Table 3.3: Source of the questionnaire

Variable name	Code	No of Statements	Source
Organizational Capital			
Economic Capital	SOCC	4	Brown et al. (2019)
Social Capital	SOCC	4	
Human Capital	HUMC	5	
Physical Capital	PHYC	4	
Organizational Resilience	ORGR	6	Lee et al. (2013)
Job Security	JOBS	4	Mohsin et al. (2013)
Employee Engagement			
Vigor	VIGO	6	Schaufeli, Salanova, Gonzalez-Roma,
Absorption	ABSO	5	and Bakker (2002)
Dedication	DEDI	6	
Job Satisfaction	JOSA	4	Judge et al. (1998)
Organizational Commitment	ORGC	7	Lee et al. (2001)

3.6.3 Pre-test

Originally, the questionnaire contained sixty questions or statements and these were examined by an expert scholar who advised on the suitability of the language, content and layout to ensure that it presented clearly and unambiguously as recommended by Creswell and Creswell (2017). Some minor modifications were made to the questionnaire.

3.6.4 Pilot Survey

The questionnaire was then piloted in February 2021 using Google Forms to publish the online questionnaire. Participants in the pilot study were asked to comment on its structure and clarity. Based on feedback received, some items were modified and four were removed so that the complete version consisted of fifty one items.

3.6.5 Main Survey

The final version of the survey consisted of51statements (see Appendices A and B) and was conducted between February 2021 and March 2021. At the end of the survey period, the data was collated and prepared for analysis.

3.7 DATA ANALYSIS

The collected data was prepared for entry into SPSS V. 23 as recommended by Sekaran & Bougie (2016). The data type was classified as nominal and interval-level as indicated in Section 3.6.2. Data layout, coding and error checking had already been completed automatically by the online survey's responses algorithm. Thus, the collected data was easily transferred directly to the statistical package for analysis. Once the initial analysis was done using SPSS, data was further analysed using SmartPLS v. 3.3.

SmartPLS permits many options and tests for the data. It also permits descriptive tables to be presented in tabular or graphical formats which are clearly presented and easy to read (Creswell & Creswell, 2017).

Structural Equation Modeling (SEM) was selected as an appropriate multivariate statistical analysis technique which measures the strengths and directions of the relationships between the variables (Hair et al., 2016; Bell & Bryman, 2007). The dependent variable was Organizational Resilience which acts as an intermediary variable for other variables as shown in the conceptual model. SEM was used to validate the conceptual model in this study. CFA and Path analysis were used as a means of testing the research hypotheses as recommended by Hair et al. (2016). Analysis of Moment Structure (AMOS) version 23.0 is an added module of SPSS which was also used in the data analysis (Saunders et al., 2012).

Validity and reliability tests of the conceptual model were conducted in the analysis. Confirmatory Factor Analysis (CFA) was used to assess the reliability of the research data. Alpha values at 0.7 were considered acceptable, above 0.7 were considered good and values below 0.7 were considered poor (Sekaran & Bougie, 2016). Reliability was established by measures of internal consistency. A correlation matrix was produced to establish that the variables were discrete in their measurements of underlying constructs (Saunders et al., 2012). Items which were in doubt were removed or retained following Creswell and Creswell (2017).

3.8 CHAPTER SUMMARY

This chapter has discussed the various elements of inquiry involved in the research including philosophical assumptions based on the ontological and epistemological stances adopted by the researcher. The rationale for adopting a positivist approach was presented and the research purpose was clearly stated. The study was presented as a quantitative study using a questionnaire to generate primary data. Issues of sampling were addressed and the stages in the construction of the questionnaire were outlined. It was reported that the data was analysed using SPSS 23.0 to produce descriptive and inferential statistics in tabular or graphical formats as appropriate. Issues of validity and reliability were also discussed.

In the following chapter, the results of the various analytical techniques are presented and the key findings of the research are stated.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 INTRODUCTION

This chapter begins by presenting descriptive statistics of the demographical characteristics of the respondents who participated in this study. This is followed by an analysis of the research variables. Finally, a summary of the principal findings of the study brings the chapter to its conclusion.

4.2 PERSONAL DATA ANALYSIS

This section presents a picture of the demographic characteristics of the respondents. Figure 4.1 presents the distribution of the respondents by gender and shows that two thirds (67%) were females and one third (33%) were males. This corresponds with official government statistics which show that the majority of workers in the private sector are females (Central Statistical Bureau, 2020). Hence, this is a good representation in this study

Figure 4.1: Gender of respondents
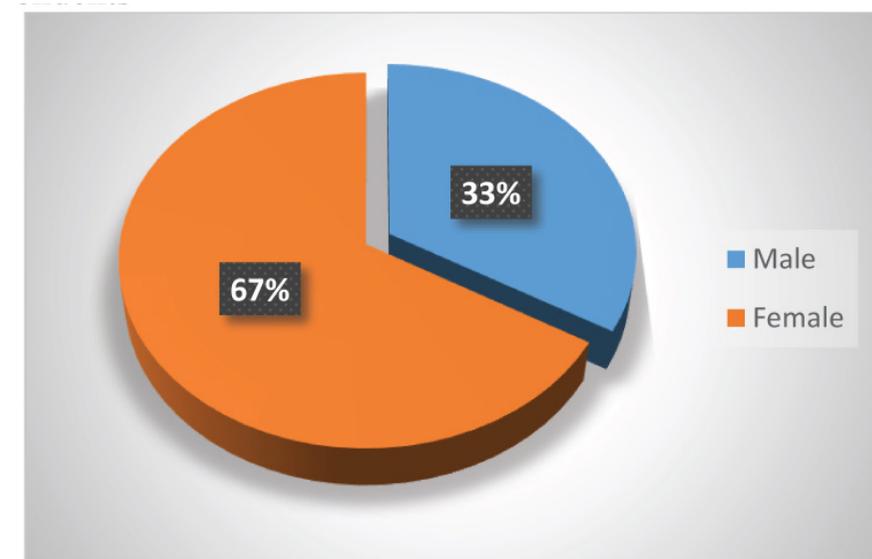
Figure 4.2 presents the results of nationality distribution. The figure shows that the vast majority of respondents are Kuwaitis (90%), while Non-Kuwaitis represent only 10%. The Public Authority for Manpower (PAM) has set minimum percentages for Kuwaitization in the private sector, which varies from industry to industry. Overall, the minimum representation is 65% so the results are compliant with regulations.

Figure 4.2: Nationality of respondents
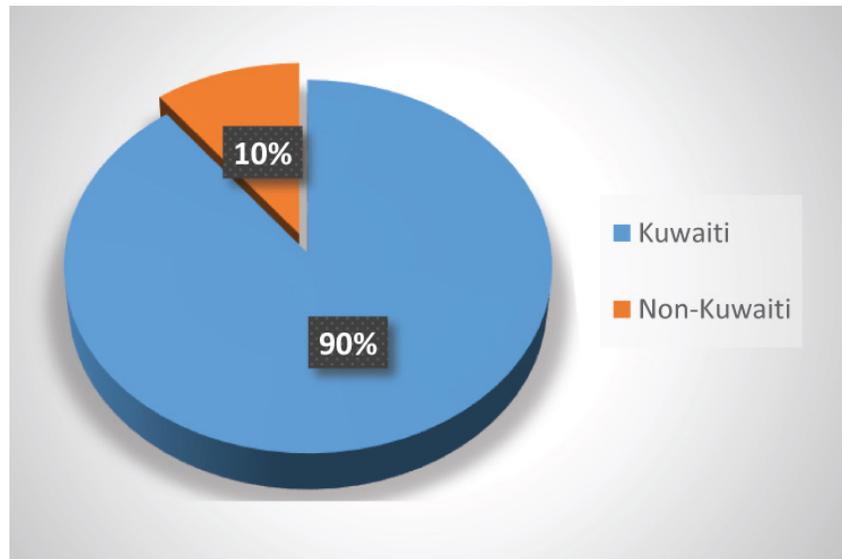
The age distribution of the respondents is shown in Figure 4.3. It reveals that most represented age group was the 31-35 years old group (31.2%), followed by the 26-30 years age group (27.7%). The age group of above 40 years old was represented by 14.5%. The least represented age group was the 21.25 years old age group (8.0%). This is consistent with age distributions generally in the Civil Service Commission (CSC).

Figure 4.3: Age group of respondents
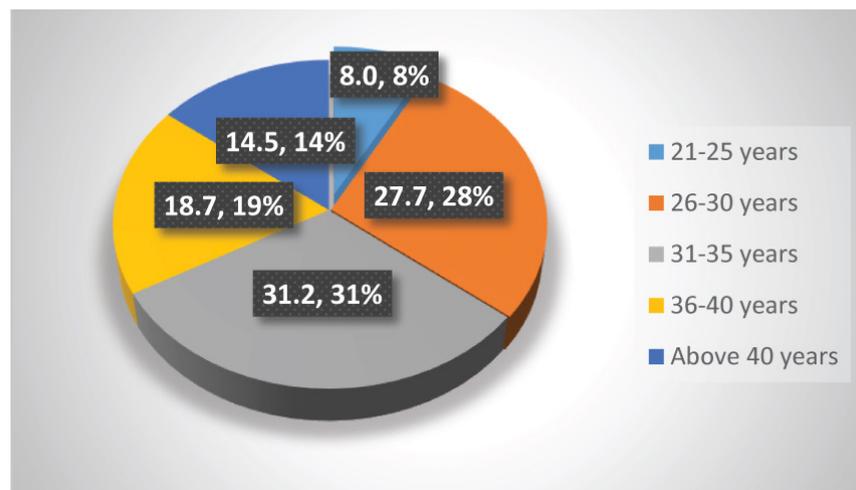
Figure 4.4 presents the distribution of the respondents by educational levels. It shows that majority of the respondents are holders of a university degree (61.8%). This is as expected since one of the job requirements to work in the private sector is to have attained a university degree or equivalent. The second highest represented group is those who possess a diploma (21.4%), followed by those with postgraduate degrees (14.5%). A small number of respondents (2.5%) held high school qualifications.

Figure 4.4: Educational level of surveyed respondents
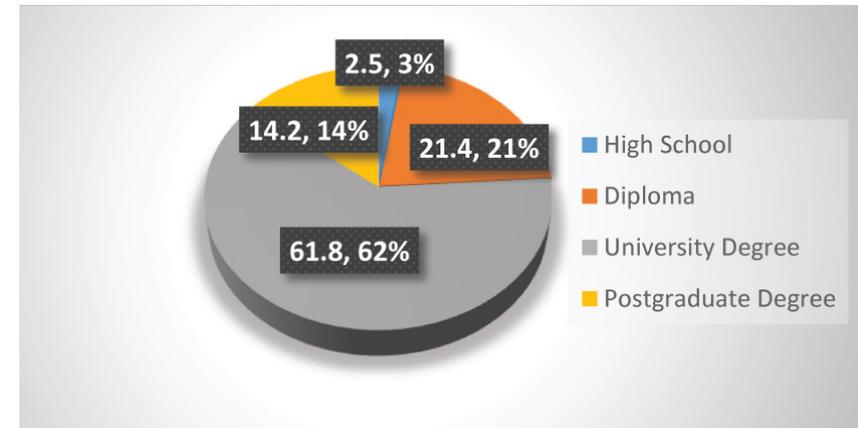
Figure 4.5 illustrates the distribution of the respondents by number of years of experience. Those with 11 to 15 years of experience were the most represented group (40.4%) followed by those with 1 to 5 years (22.4%). of the sample. A more general view of these statistics is over three quarters of the respondents (77.6%) have less than 20 years experience.

Figure 4.5: Experience level
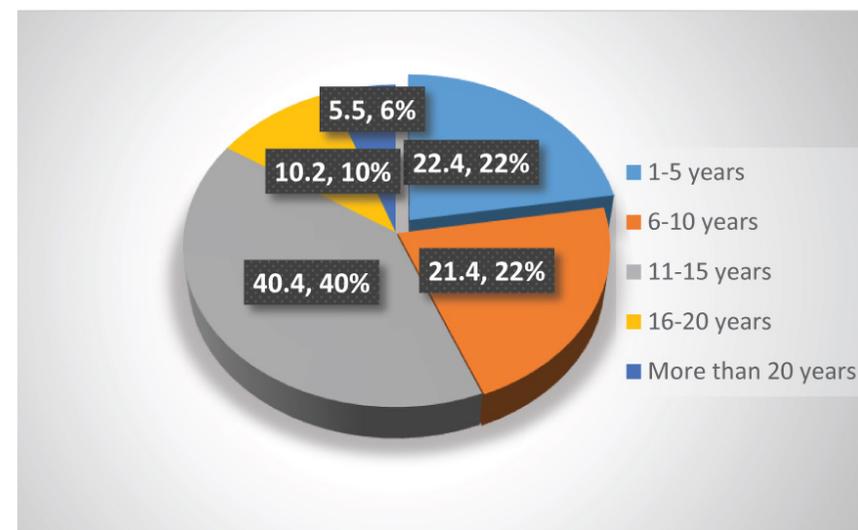
4.3 FACTOR LOADING AND KAISER-MEYER-OLKIN (KMO)

Factor analysis is a procedure which allows the researcher to decide on the relative redundancy of each item as well as assessing the sampling adequacy of each variable. The item redundancy is measured on a scale ranging from -1.0 to 1.0 (Creswell & Creswell 2017). Factor analysis breaks down the volume of data into more manageable samples and examines these samples for any overlapping patterns. This is done to assess the extent to which each factor is representing discrete entities in the study. The research hypotheses were tested by running a Confirmatory Factor Analysis (CFA) was used to test the hypotheses in the study. In the results output, items with values < 0.3 were immediately excluded from the analysis (idre.ucla.edu, 2017a).

To measure the sampling adequacy for each variable, the Kaiser-Meyer-Olkin (KMO) test was applied to the data. This is the first step in the overall analysis and it indicates whether or not the data is suitable for factor analysis. In this test variables with values < 0.6 indicate that their sampling is inadequate (Creswell & Creswell 2017), If that is the case, some remedial action is required by the researcher to improve the sampling adequacy. Table 4.1 presents the results of the factor analysis with their respective factor loadings and KMO values. All the items were above the loading threshold of 0.3 and all the variables had KMO values >0.6so we conclude that the sampling was adequate and that it was appropriate to proceed with further analysis.

Table 4.1: Explanatory Factor Loading and KMO

ECOC: Economic Capital	KMO: 83.2%	Loading
My organization has adequate resources to withstand Covid19 crisis.		0.880
My organization has access to adequate finance to help it overcome Covid19 crisis.		0.893
The diverse customer base of my organization will aid it in overcoming the implications of Covid19 crisis.		0.846
The size of my organization business will help it overcome Covid19 crisis.		0.883
SOCC: Social Capital	**KMO: 81.1%**	**Loading**
The people this organization employs will help it overcome Covid19 crisis.		0.853
The industry connections this organization has will help it overcome Covid19 crisis.		0.879
Past knowledge of disasters / crises will help this organization overcome any disaster/crisis		0.863
Communication with customers, employees and other organizations will help this organization overcome this crisis		0.880
HUMC: Human Capital	**KMO: 88.2%**	**Loading**
In this organization there is sufficient knowledge to overcome this crisis		0.920
In this organization there are sufficient skills to overcome this crisis		0.933
In this organization there is sufficient capacity to adapt to the effect of this crisis		0.923
In this organization there is strong leadership to overcome Covid19 crisis.		0.878
In this organization there is adequate access to sufficient human resources to overcome Covid19 crisis.		0.879

| PHYC: Physical Capital	KMO: 85.3%	Loading
In our organization, we have adequate emergency protocols to adopt to Covid19 crisis.		0.924
In our organization, we have adequate technical systems / technology to overcome Covid19 crisis.		0.939
In our organization, the critical infrastructure is sufficient to overcome this crisis.		0.939
I am confident that my organization can adopt to changed business environment post Covid19 crisis		0.929
ORGR: Organizational Resilience	**KMO: 90.9%**	**Loading**
My management listens actively to the problems in our organization		0.855
There is a good work ambience and team work spirit in my organization		0.874
The organization actively encourages employees to develop themselves through their work.		0.918
People in my organization work across the departments if necessary to do things well		0.803
I am positive that leadership in my organization is good for times of crisis		0.912
My organization has learnt from past experiences and will use the knowledge to overcome this crisis		0.851
JOBS: Job Security	**KMO 75.8%**	**Loading**
When Covid19 crisis is over, my job will be secure		0.873
When Covid19 crisis is over, I will continue receiving my salary		0.869
When Covid19 crisis is over, I will work adequate hours		0.789
When Covid19 crisis is over, the job benefits available to me will remain the same		0.846
ORGC: Organizational Commitment	**KMO 88.9%**	**Loading**
I would be very happy to spend the rest of my career with this organization		0.927
I feel a strong sense of belonging to my organization		0.934
I feel emotionally attached to my organization		0.916
I feel like part of the family at my organization		0.916
I would feel guilty if I left this organization now		0.867
Even if it were to my advantage, I do not feel it would be right to leave my organization now		0.763
This organization deserves my loyalty		0.896
JOSA: Job Satisfaction	**KMO 84.9%**	**Loading**
I feel fairly satisfied with my job at my organization.		0.917
I am enthusiastic about my work at my organization.		0.958
I am finding real enjoyment in my work at my organization.		0.963
I feel excited with doing my job and complete my daily work tasks.		0.924
VIGO: Vigor	**KMO 85.4%**	**Loading**
When I get up in the morning, I feel like going to work.		0.828
At my work, I feel bursting with energy.		0.879
At my work I always persevere, even when things do not go well.		0.797
I can continue working for very long periods at a time.		0.834
At my job, I am very resilient, mentally.		0.827
At my job I feel strong and vigorous.		0.899
DEDI: Dedication	**KMO 85.0%**	**Loading**
To me, my job is challenging.		0.894
My job inspires me.		0.923
I am enthusiastic about my job.		0.910
I am proud on the work that I do.		0.900
I find the work that I do full of meaning and purpose.		0.930
ABSO: Absorption	**KMO 87.5%**	**Loading**
When I am working, I forget everything else around me.		0.823
Time flies when I am working.		0.821
I get carried away when I am working.		0.891
It is difficult to detach myself from my job.		0.806
I am immersed in my work.		0.900
I feel happy when I am working intensely		0.790

4.4 DESCRIPTIVE ANALYSIS

The descriptive analysis enabled the researcher to interpret the responses given to each statement in the questionnaire. A 5 point Likert scale was used for respondents to indicate their level of agreement or disagreement as follows:

1 = Strong Disagree

2 = Disagree

3 = Neither Agree not Disagree

4 = Agree

5 = Strongly Agree

Mean scores and Standard Deviations were calculated to evaluate responses to each statement. In addition, the strongly disagree and disagree were grouped to indicate disagreement, while the strongly agree and agree were grouped to indicate agreement with scores around 3 indicating a neutral stance.

4.4.1 Economic Capital

With respect to Economic Capital, the descriptive results shown in Table 4.2 indicate that respondents scored a 56.75% mean level of agreement with the statements measuring this variable. This indicated that only just over half of the respondents believed that their organization had adequate resources and financial capital in order to withstand the repercussions of the COVID 19 crisis. It also indicated that half of the respondents believed that their organization has a good customer base to survive the COVID 19 pandemic.

Table 4.2: Descriptive results for Economic Capital

Economic Capital	Disagree	Neutral	Agree	Mean	SD
My organization has adequate resources to withstand Covid19 crisis.	29.9%	16.2%	53.9%	3.479	1.769
My organization has access to adequate finance to help it overcome Covid19 crisis.	22.9%	18.5%	58.6%	3.713	1.661
The diverse customer base of my organization will aid it in overcoming the implications of Covid19 crisis.	25.7%	14.2%	60.1%	3.688	1.721
The size of my organization business will help it overcome Covid19 crisis.	21.9%	23.7%	54.4%	3.648	1.624
Average	25.10%	18.15%	56.75%	3.632	1.694

By taking a closer look at the individual statements, it is shown that statement one had a slightly higher level of disagreement than the remaining statements. It shows that three out of ten respondents did not have confidence in the resources that their organization had. In addition, it is found that the overall average mean value is 3.632 with a SD of 1.694. This shows that overall, respondents have agreed with the statements regarding Economic Capital but only slightly above giving a neutral response as some 25% of the respondents had disagreed with the statements and 18% indicated neutral responses.

4.4.2 Social Capital

Table 4.3 displays the descriptive statistics of Social Capital. It shows a 58.8% level of agreement for all the statements. However, the fourth statement had an agreement value that was lower than the remaining statements. Another interesting observation is that the level of agreement with statement two was 61.3%. The high level of agreement for this item showed how confident the respondents were about the industry connections that their organization had, which was a valuable asset during the COVID 19 crisis. However, 24.4% of the respondents did not have confidence that the employees in the organization would be one of the crucial factors in meeting the COVID 19 challenge to the organization's continued performance. The overall mean value for this variable was 3.761 while the SD is 1.613.

Table 4.3: Descriptive results for Social Capital

Social Capital	Disagree	Neutral	Agree	Mean	SD
The people this organization employs will help it overcome Covid19 crisis.	24.4%	20.7%	54.9%	3.608	1.676
The industry connections this organization has will help it overcome Covid19 crisis.	20.2%	18.5%	61.3%	3.823	1.609
Past knowledge of disasters / crises will help this organization overcome any disaster/crisis	21.7%	20.2%	58.1%	3.728	1.633
Communication with customers, employees and other organizations will help this organization overcome this crisis	17.0%	21.9%	61.1%	3.883	1.532
Average	20.83%	20.33%	58.85%	3.761	1.613

4.4.3 Human Capital

In Table 4.4, the descriptive statistics for Human Capital are provided. There is a medium overall level of agreement with this variable (53.4%), with items three and five receiving the highest level of agreement (59.9%

and 59.1% respectively). This indicates that respondents believed that their organization had sufficient human capacity to organize the recovery after the COVID 19 crisis. In addition, it is observed that statements one and four had a slightly higher level of disagreement when compared with the remaining statements. The mean value and SD, are reported as 3.559 and 1.681 respectively.

Table 4.4: Descriptive results for Human Capital

Human Capital	Disagree	Neutral	Agree	Mean	SD
In this organization there is sufficient knowledge to overcome this crisis	28.4%	24.2%	47.4%	3.379	1.701
In this organization there are sufficient skills to overcome this crisis	27.2%	23.4%	49.4%	3.444	1.694
In this organization there is sufficient capacity to adapt to the effect of this crisis	22.2%	18.0%	59.9%	3.753	1.649
In this organization there is strong leadership to overcome Covid19 crisis.	28.4%	20.0%	51.6%	3.464	1.730
In this organization there is adequate access to sufficient human resources to overcome Covid19 crisis.	21.4%	19.5%	59.1%	3.753	1.631
Average	25.52%	21.02%	53.48%	3.559	1.681

4.4.4 Physical Capital

In Table 4.5, the descriptive statistics for Physical Capital are provided. Overall, there is a 55.8% level of agreement with this variable with item four receiving the highest level of agreement (61.6%). This indicates that respondents had confidence that their organization possessed the infrastructure and assets to survive the COVID 19crisis.The mean response rate was 3.568 with a SD of 1.732.

Table 4.5: Descriptive results for Physical Capital

Physical Capital	Disagree	Neutral	Agree	Mean	SD
In our organization, we have adequate emergency protocols to adopt to Covid19 crisis.	28.2%	16.5%	55.4%	3.544	1.747
In our organization, we have adequate technical systems / technology to overcome Covid19 crisis.	31.7%	15.7%	52.6%	3.419	1.791
In our organization, the critical infrastructure is sufficient to overcome this crisis.	24.9%	21.4%	53.6%	3.574	1.679
I am confident that my organization can adopt to changed business environment post Covid19 crisis	24.9%	13.5%	61.6%	3.733	1.712
Average	27.43%	16.78%	55.80%	3.568	1.732

4.4.5 Organizational Resilience

In Table 4.6, the descriptive statistics for Organizational Resilience are shown. Overall, respondents had a high level of agreement (59.7.5%). This indicates that respondents were pleased with their organizations based on the knowledge and experience that their organizations had taken actions to develop the skills of their employees by allowing them to work across departments to gain diverse experience. A closer examination of the data reveals that statement one had a slightly higher level of disagreement compared with the other statements. This indicates that some respondents were not very confident about their organizations' efforts to actively listen to their employees' advice about problem solving at work. The overall mean value was 3.742 and the SD was 1.653. This mean value is high in comparison with the mean values of the other variables which were tested. In addition, the low SD value indicates that employees had a reasonable level of confidence in their organizations' resilience.

Table 4. 6: Descriptive results for Organizational Resilience

Organizational Resilience	Disagree	Neutral	Agree	Mean	SD
My management listens actively to the problems in our organization	28.7%	13.2%	58.1%	3.589	1.770
There is a good work ambience and team work spirit in my organization	17.0%	21.9%	61.1%	3.883	1.532
The organization actively encourages employees to develop themselves through their work.	23.9%	17.2%	58.9%	3.698	1.682
People in my organization work across the departments if necessary to do things well	20.9%	18.0%	61.1%	3.803	1.625
I am positive that leadership in my organization is good for times of crisis	23.4%	16.0%	60.6%	3.743	1.678
My organization has learnt from past experiences and will use the knowledge to overcome this crisis	21.4%	20.2%	58.4%	3.738	1.629
Average	22.55%	17.75%	59.70%	3.742	1.653

4.4.6 Job Security

The descriptive results shown in Table 4.7 indicate that respondents had a high mean level of agreement (73.1%) that their jobs were secure and would continue once the crisis had passed. A closer examination of the results shows that measure four received a higher level of disagreement than the remaining measures. This indicates that although there was confidence that their jobs would be secure, some respondents thought that job benefits would not be as generous after the crisis. Nevertheless, most respondents were optimistic about job benefits continuing (60.3%). Finally, the mean value of 4.265 and a SD of 1.161 indicates a high degree of confidence among employees that their jobs were secure.

Table 4.7: Descriptive results for Job Security

Job Security	Disagree	Neutral	Agree	Mean	SD
When Covid19 crisis is over, my job will be secure	9.0%	18.2%	72.8%	4.227	1.282
When Covid19 crisis is over, I will continue receiving my salary	4.0%	15.7%	80.3%	4.525	1.022
When Covid19 crisis is over, I will work adequate hours	7.5%	13.5%	79.1%	4.431	1.189
When Covid19 crisis is over, the job benefits available to me will remain the same	16.5%	23.2%	60.3%	3.878	1.151
Average	**9.25%**	**17.65%**	**73.13%**	**4.265**	**1.161**

4.4.7: Organizational Commitment

The descriptive results shown in Table 4.8 indicate that respondents indicated an overall mean level of 57.3% agreement with the statements measuring the Organizational Commitment variable. This implies that respondents were committed to the organization for the longer term. It also demonstrates a reasonable level of commitment on the part of employees to their organizations even during the pandemic. Statements five and six had a slightly higher level of disagreement than the remaining statements. It shows that one quarter of the respondents thought that they would not feel guilty about leaving their organizations and moving to another place. However, an overall mean of 3.648 and a SD is 1.615 reveals a high level of Organizational Commitment on the part of employees.

Table 4.8: Descriptive results for Organizational Commitment

Organizational Commitment	Disagree	Neutral	Agree	Mean	SD
I would be very happy to spend the rest of my career with this organization	24.7%	18.5%	56.9%	3.643	1.689
I feel a strong sense of belonging to my organization	23.4%	14.2%	62.3%	3.778	1.683
I feel emotionally attached to my organization	25.9%	17.7%	56.4%	3.608	1.171
I feel like part of the family at my organization	24.2%	14.2%	61.6%	3.748	1.696
I would feel guilty if I left this organization now	27.4%	19.7%	52.9%	3.509	1.720
Even if it were to my advantage, I do not feel it would be right to leave my organization now	26.9%	17.7%	55.4%	3.569	1.725
This organization deserves my loyalty	21.4%	22.9%	55.6%	3.683	1.619
Average	**24.84%**	**17.84%**	**57.30%**	**3.648**	**1.615**

4.4.8   Job Satisfaction

Table 4.9 displays the descriptive statistics for Job Satisfaction. It shows an overall mean value of 60.7% of job satisfaction level of agreement for all the statements. Even though the third statement shows the lowest level of satisfaction, this is only marginally lower and the overall picture is one of agreement the employees were happy in their jobs which is reflected by a 62.1% level of agreement on statement one. Thus, the high level of agreement for this variable shows that respondents were satisfied with their employers, even during COVID 19. The overall mean value for this variable is 3.767 while the SD is 1.676.

Table 4.9: Descriptive results for Job Satisfaction

Job Satisfaction	Disagree	Neutral	Agree	Mean	SD
I feel fairly satisfied with my job at my organization.	22.9%	15.0%	62.1%	3.783	1.671
I am enthusiastic about my work at my organization.	24.4%	14.7%	60.8%	3.728	1.699
I am finding real enjoyment in my work at my organization.	23.7%	16.7%	59.6%	3.718	1.680
I feel excited with doing my job and complete my daily work tasks.	18.7%	20.7%	60.6%	3.838	1.573
Average	**22.43%**	**16.78%**	**60.78%**	**3.767**	**1.656**

4.4.9   Vigor

The descriptive results for Vigor, shown in Table 4.10, indicate that a mean level of 64% agreement with the statements measuring this variable. This indicates that respondents believed that they had the energy and motivation to go to work every day even during the COVID 19 crisis. However, despite this overall high level of agreement, statements one and two have considerably higher levels of disagreement compared with the other statements. This may indicate some issues with these two statements as measures of Vigor. Nevertheless, there are no serious concerns about these statements as the inner consistency of the data has already been tested and established. With an overall mean average agreement of 3.918 and a SD of 1.493, it can be concluded that employees were in agreement that they were vigorous about their work.

Table 4.10: Descriptive results for Vigor

Vigor	Disagree	Neutral	Agree	Mean	SD
When I get up in the morning, I feel like going to work.	31.2%	22.9%	45.9%	3.294	1.733
At my work, I feel bursting with energy.	25.4%	18.0%	56.6%	3.623	1.703
At my work I always persevere, even when things do not go well.	9.2%	11.2%	79.6%	4.406	1.255
I can continue working for very long periods at a time.	18.7%	20.0%	61.3%	3.853	1.575
At my job, I am very resilient, mentally.	7.7%	9.7%	82.5%	4.496	1.172
At my job I feel strong and vigorous.	16.7%	24.9%	58.4%	3.833	1.521
Average	18.15%	17.78%	64.05%	3.918	1.493

4.4.10 Dedication

In Table 4.11, the descriptive statistics for Dedication are provided. There is a high overall level of agreement with this variable (68.1.7%), with item four receiving the highest level of agreement (79.6%). This indicates that respondents showed that they are proud of the work that they do at their organization even during the COVID 19 crisis. Although statement two shows a slightly higher level of disagreement compared to the remaining statements, the difference is not a concern in view of the overall mean level of response. For the mean value and SD, they are reported as 4.044 and 1.499 respectively.

Table 4.11: Descriptive results for Dedication

Dedication	Disagree	Neutral	Agree	Mean	SD
To me, my job is challenging.	16.5%	15.2%	68.3%	4.037	1.521
My job inspires me.	21.7%	18.5%	59.9%	3.763	1.523
I am enthusiastic about my job.	18.2%	20.0%	61.8%	3.873	1.639
I am proud on the work that I do.	9.0%	11.5%	79.6%	4.411	1.564
I find the work that I do full of meaning and purpose.	14.5%	14.2%	71.3%	4.137	1.246
Average	15.98%	15.88%	68.18%	4.044	1.499

4.4.11 Absorption

In Table 4.12, the descriptive statistics for Absorption are shown. Overall, respondents had a high mean level of agreement (62.3%). This indicates that respondents were engaged with their jobs and invested considerable energy in them. Statement four has somewhat higher levels of disagreement when compared to the remaining statements but in view of the overall mean level of agreement, this is not a cause for concern. The overall mean level of agreement with Absorption is 3.885 with a SD of 1.549.

Table 4.12: Descriptive results for Absorption

Absorption	Disagree	Neutral	Agree	Mean	SD
When I am working, I forget everything else around me.	19.0%	20.9%	60.1%	3.823	1.578
Time flies when I am working.	14.2%	14.7%	71.1%	4.137	1.457
I get carried away when I am working.	12.7%	23.9%	63.3%	4.012	1.422
It is difficult to detach myself from my job.	25.7%	19.5%	54.9%	3.584	1.699
I am immersed in my work.	16.5%	19.5%	64.1%	3.953	1.523
I feel happy when I am working intensely	20.4%	19.2%	60.3%	3.798	1.612
Average	18.08%	19.62%	62.30%	3.885	1.549

4.5 CHAPTER SUMMARY

This chapter presented descriptive statists of demographical characteristics and initial data analysis. Factor loadings and KMO values for all the variables of the research were obtained and raised no concerns regarding the variables in the study. Then, it provided a general descriptive analysis of the research variables.

In the following chapter, the tests of the hypotheses are reported.

CHAPTER FIVE: RESULTS

5.1 INTRODUCTION

This chapter provides the results of a number of analyses of the data collected from the questionnaire responses using SmartPLS v. 3.3. These analyses included discriminant analysis, convergent analysis, reliability multicollinearity and correlation. Next, the chapter examines the structural model though path coefficients analysis. This was done in order to answer the research hypotheses. The chapter concludes with a summary of the key findings.

5.2 CONCEPTUAL MODEL'S VARIABLES' ANALYSES

This section presents the results of several tests carried out on the data measuring the variables of the conceptual model. This section aims at establishing the validity and reliability of the model prior to conducting further analysis. Accordingly, tests of discriminant validity, convergent validity, reliability, multicollinearity and correlation were conducted.

5.2.1 Discriminant Validity

A Fornier Locker Criterion test was conducted to establish discriminant validity of the variables. The specific criterion to be met for this test is that the Average Variance Extracted (AVE) values of the constructs should be higher than all its correlation values with the remaining variables. Table 5.1 presents the results of this test. It presents the AVE results on the top of each column, which is bolder. In order to confirm discriminant validity, the AVE values should be highest.

Table 5.1: Fornier Locker Criterion test

	AB	DE	EC	CO	HC	JS	SE	OR	PC	SC	VI
AB	**0.859**										
DE	0.855	**0.911**									
EC	0.519	0.572	**0.875**								
CO	0.704	0.766	0.494	**0.886**							
HC	0.523	0.613	0.795	0.579	**0.918**						
JS	0.777	0.863	0.476	0.828	0.552	**0.937**					
SE	0.456	0.516	0.467	0.566	0.468	0.517	**0.843**				
OR	0.582	0.682	0.630	0.774	0.762	0.683	0.561	**0.870**			
PC	0.532	0.622	0.800	0.627	0.832	0.587	0.486	0.768	**0.954**		
SC	0.519	0.566	0.839	0.561	0.855	0.507	0.432	0.709	0.810	**0.869**	
VI	0.802	0.828	0.476	0.725	0.540	0.778	0.419	0.640	0.554	0.508	**0.843**

AB=Absorption, DE=Dedication, EC=Economic Capital, HC=Human Capital, SC=Social Capital, PC=Physical Capital, CO=Employee Commitment, JS=Job Satisfaction, OR=Organizational Resilience, VI=Vigor, SE=Job Security

The results in the table show that all the AVE values are higher than the numbers below. Hence, discriminant validity is established through the cross-loading and Fornier Locker Criterion.

To test the robustness of the model and the extent to which the variables are discrete, another test of discriminant validity was also conducted (Hair et al., 2016).

Table 5.2: Cross-Loading results

Variable	AB	DE	EC	CO	HC	JS	SE	OR	PC	SC	VI
ABSO1	0.815	0.684	0.392	0.524	0.353	0.566	0.279	0.434	0.351	0.352	0.654
ABSO2	0.814	0.658	0.403	0.490	0.401	0.586	0.341	0.459	0.410	0.399	0.636
ABSO3	0.889	0.720	0.408	0.611	0.452	0.633	0.460	0.491	0.438	0.461	0.666
ABSO4	0.819	0.718	0.496	0.672	0.496	0.683	0.438	0.536	0.555	0.499	0.633
ABSO5	0.904	0.840	0.502	0.656	0.501	0.730	0.397	0.548	0.520	0.460	0.763
ABSO6	0.787	0.666	0.391	0.567	0.405	0.700	0.361	0.441	0.368	0.422	0.682
DEDI1	0.765	0.914	0.518	0.665	0.561	0.725	0.503	0.629	0.549	0.498	0.738
DEDI3	0.843	0.910	0.509	0.810	0.546	0.865	0.449	0.632	0.591	0.512	0.795
DEDI4	0.727	0.910	0.538	0.615	0.569	0.769	0.459	0.603	0.560	0.537	0.730
ECOC1	0.393	0.428	0.871	0.373	0.662	0.359	0.392	0.508	0.711	0.701	0.376
ECOC2	0.427	0.474	0.877	0.376	0.667	0.344	0.376	0.472	0.615	0.704	0.379
ECOC3	0.482	0.546	0.869	0.520	0.696	0.490	0.461	0.643	0.771	0.742	0.446
ECOC4	0.499	0.537	0.882	0.434	0.748	0.446	0.391	0.553	0.680	0.779	0.449
HUMC3	0.448	0.542	0.768	0.517	0.917	0.496	0.448	0.703	0.820	0.797	0.469
HUMC4	0.488	0.568	0.681	0.547	0.918	0.505	0.397	0.712	0.735	0.755	0.509
HUMC5	0.504	0.578	0.739	0.529	0.918	0.520	0.443	0.683	0.734	0.805	0.507
JOBS1	0.232	0.323	0.325	0.377	0.271	0.340	0.844	0.405	0.345	0.254	0.202
JOBS2	0.204	0.297	0.350	0.336	0.326	0.300	0.837	0.397	0.323	0.298	0.175
JOBS3	0.531	0.550	0.415	0.580	0.475	0.527	0.825	0.531	0.453	0.426	0.507
JOBS4	0.491	0.511	0.459	0.557	0.459	0.522	0.865	0.523	0.482	0.438	0.450
JOSA1	0.687	0.760	0.446	0.803	0.529	0.934	0.496	0.625	0.526	0.450	0.680
JOSA4	0.767	0.855	0.447	0.750	0.506	0.940	0.473	0.654	0.573	0.499	0.775
ORGC1	0.654	0.720	0.522	0.912	0.578	0.792	0.602	0.718	0.657	0.561	0.652
ORGC4	0.660	0.737	0.476	0.907	0.566	0.786	0.556	0.778	0.591	0.540	0.677
ORGC5	0.576	0.610	0.349	0.892	0.448	0.689	0.447	0.627	0.512	0.399	0.621
ORGC6	0.512	0.541	0.314	0.806	0.367	0.589	0.370	0.526	0.356	0.375	0.559
ORGC7	0.690	0.747	0.489	0.908	0.562	0.779	0.495	0.732	0.608	0.569	0.685
ORGR1	0.464	0.549	0.637	0.648	0.730	0.558	0.482	0.856	0.781	0.690	0.518
ORGR2	0.504	0.593	0.496	0.688	0.614	0.598	0.508	0.871	0.567	0.606	0.531
ORGR3	0.520	0.597	0.527	0.700	0.649	0.619	0.486	0.916	0.627	0.583	0.564
ORGR4	0.507	0.572	0.413	0.612	0.523	0.555	0.421	0.801	0.516	0.487	0.533
ORGR5	0.515	0.605	0.542	0.702	0.698	0.633	0.526	0.912	0.664	0.616	0.581
ORGR6	0.525	0.638	0.657	0.681	0.746	0.595	0.495	0.857	0.830	0.702	0.606
PHYC1	0.491	0.573	0.752	0.598	0.770	0.564	0.467	0.715	0.952	0.762	0.532
PHYC4	0.523	0.614	0.774	0.598	0.816	0.557	0.460	0.749	0.956	0.784	0.526
SOCC1	0.497	0.507	0.716	0.517	0.710	0.504	0.381	0.630	0.678	0.858	0.413
SOCC2	0.447	0.513	0.776	0.440	0.805	0.405	0.376	0.597	0.719	0.875	0.471
SOCC3	0.397	0.429	0.717	0.445	0.721	0.376	0.302	0.603	0.701	0.860	0.428
SOCC4	0.458	0.515	0.707	0.542	0.739	0.473	0.440	0.631	0.718	0.882	0.455

VIGO1	0.631	0.652	0.343	0.679	0.410	0.723	0.381	0.569	0.467	0.370	0.814
VIGO3	0.575	0.644	0.439	0.495	0.475	0.547	0.203	0.499	0.461	0.469	0.819
VIGO4	0.713	0.664	0.350	0.530	0.381	0.592	0.303	0.438	0.366	0.352	0.838
VIGO5	0.708	0.680	0.380	0.479	0.437	0.592	0.351	0.436	0.399	0.393	0.841
VIGO6	0.751	0.816	0.471	0.781	0.541	0.767	0.478	0.682	0.586	0.524	0.898

AB=Absorption, DE=Dedication, EC=Economic Capital, HC=Human Capital, SC=Social Capital, PC=Physical Capital, CO=Employee Commitment, JS=Job Satisfaction, OR=Organizational Resilience, VI=Vigor, SE=Job Security

The test involves calculating the cross-loadings of each statement on each of the variables. Loading values > 0.7 indicate acceptable levels of discriminant validity. Loading values < 0.4 cast doubt on the discriminant validity of that statement, and these values should be removed from the analysis. Statements with values between 0.4 and 0.7 are deleted only if that action leads to an increase in the relevant AVE values (Saunders et al., 2012). Results for discriminant validity are presented in Table 5.2, which shows that almost all statements are >0.7 except for a small number which had values< 0.4, and these were removed from the analysis. Some of the statements with loadings between 0.4 and 0.7 were removed because this action improved the AVE scores while the other statements were retained.

5.2.2 Convergent validity

A convergent validity test was conducted in order to check the model's validity in terms of its robustness (Hair et al., 2016). This test assesses the extent to which each set of statements converge in terms of the underlying variable being measured by these statements. It yields results for Average Variance Extracted (AVE), which measures convergent validity by obtaining the average of the squares of loadings on each variable. Values lie in the range of 0 to 1, and any value ≥ 0.5 indicates an acceptable degree of convergence validity (Pallant, 2010). Table 5.3 shows the AVE values obtained for each variable. Since all AVE values are above the 0.5 threshold, their convergent validity has been established.

Table 5.3: AVE values

Variable	AVE
Absorption	0.704
Dedication	0.830
Economic Capital	0.766
Employee Commitment	0.785
Human Capital	0.842
Job Satisfaction	0.878
Job Security	0.711
Organizational Resilience	0.756
Physical Capital	0.911
Social Capital	0.755
Vigor	0.710

5.2.3 Composite Reliability

In SmartPLS, two tests of reliability are available. These are Cronbach's Alpha and Composite Reliability. The latter test was preferred for this study, as recommended by Hair et al. (2016). Values ≥ 0.7 indicate acceptable levels of reliability (Hair et al., 2016). Table 5.4 shows the obtained reliability values for the research variables. Since all values are above 0.7, the reliability of the variables is established.

Table 5.4: Reliability results

Variable	Composite Reliability
Absorption	0.915
Dedication	0.898
Economic Capital	0.899
Employee Commitment	0.931
Human Capital	0.906
Job Satisfaction	0.861
Job Security	0.866
Organizational Resilience	0.935
Physical Capital	0.902
Social Capital	0.892
Vigor	0.899

5.2.4 Multicollinearity test

Since some of the composite reliability values were high, there is a possibility that our data might suffer from multicollinearity. Multicollinearity is the case when one or more variables are measuring the same entity, which might indicate duplication of measurement. In order to sort out this issue, the Variance Inflation Factor (VIF) Values are checked. When these values are below 5, then there is no undue occurrence of multicollinearity (Micheal & Abiodun, 2014). Table 5.5 presents the results of the multicollinearity. Some measures were deleted due to high multicollinearity, which was above 5. As seen, all values of the remaining measures are well below 5. There was multicollinearity but after the removal of items with high multicollinearity, the remaining items had acceptable levels of multicollinearity.

Table 5.5: Multicollinearity Results

Statement	VIF	Statement	VIF
ABSO1	2.551	ORGC1	4.049
ABSO2	2.495	ORGC4	4.088
ABSO3	3.314	ORGC5	3.793
ABSO4	2.611	ORGC6	2.675
ABSO5	3.883	ORGC7	3.685
ABSO6	2.140	ORGR1	2.954
DEDI1	2.803	ORGR2	3.216
DEDI3	2.677	ORGR3	4.466
DEDI4	2.795	ORGR4	2.213
ECOC1	2.630	ORGR5	4.245
ECOC2	2.928	ORGR6	2.909
ECOC3	2.176	PHYC1	3.074
ECOC4	2.672	PHYC4	3.074
HUMC3	2.911	SOCC1	2.334
HUMC4	2.921	SOCC2	2.596
HUMC5	3.011	SOCC3	2.464
JOBS1	2.866	SOCC4	2.605
JOBS2	2.886	VIGO1	2.152
JOBS3	1.837	VIGO3	2.238
JOBS4	2.160	VIGO4	2.497
JOSA1	2.328	VIGO5	2.866
JOSA4	2.328	VIGO6	2.949

5.2.5 Correlation Analysis

Next, a correlation matrix was generated which revealed the measures of the strength of associations between each pair of variables. The higher the value of 'r,' the correlation coefficient, the greater is the degree of association between variables. A value that has a + sign shows a direct correlation, while a – sign indicates an inverse relationship (as one variable increases the other decreases) (Saunders et al., 2012). Table 5.6 shows the correlation matrix for all pairs of variables. It can be seen that Employee Commitment and Human Capital had the highest correlation with Organizational Resilience (0.774 and 0.762, respectively). In addition, the table shows that there is a relationship between Job Satisfaction with

Organizational Resilience (0.683), and also Dedication with Organizational Resilience (0.682). Overall, the correlation between all the research variables seems to be strong.

Table 5.6: Correlation analysis

	AB	DE	EC	CO	HC	JS	SE	OR	PC	SC	VI
AB	1.000										
DE	0.855	1.000									
EC	0.519	0.572	1.000								
CO	0.704	0.766	0.494	1.000							
HC	0.523	0.613	0.795	0.579	1.000						
JS	0.777	0.863	0.476	0.828	0.552	1.000					
SE	0.456	0.516	0.467	0.566	0.468	0.517	1.000				
OR	0.582	0.682	0.630	0.774	0.762	0.683	0.561	1.000			
PC	0.532	0.622	0.800	0.627	0.832	0.587	0.486	0.768	1.000		
SC	0.519	0.566	0.839	0.561	0.855	0.507	0.432	0.709	0.810	1.000	
VI	0.802	0.828	0.476	0.725	0.540	0.778	0.419	0.640	0.554	0.508	1.000

AB=Absorption, DE=Dedication, EC=Economic Capital, HC=Human Capital, SC=Social Capital, PC=Physical Capital, CO=Employee Commitment, JS=Job Satisfaction, OR=Organizational Resilience, VI=Vigor, SE=Job Security

5.3 PATH COEFFICIENTS ANALYSIS

Next, SmartPLS v. 3.3 was utilized in order to generate PLS-SEM. This is done to examine the structural model and the significance of the relationships. The SEM shows the relative weightings of all the individual paths in the model, as well as the significance of these paths (Hair et al., 2016). It also assists in the testing the research hypotheses. Reinartz et al. (2009) demonstrate how the SEM is generated by running the Bootstrapping test on the model. The Bootstrapping test was run according to the specified number of samples. The number of samples used is 1000, which is the standard one used in most academic researches (Hair et al., 2016). Figure 5.1 presents the SEM model.

Figure 5.1: the SEM model
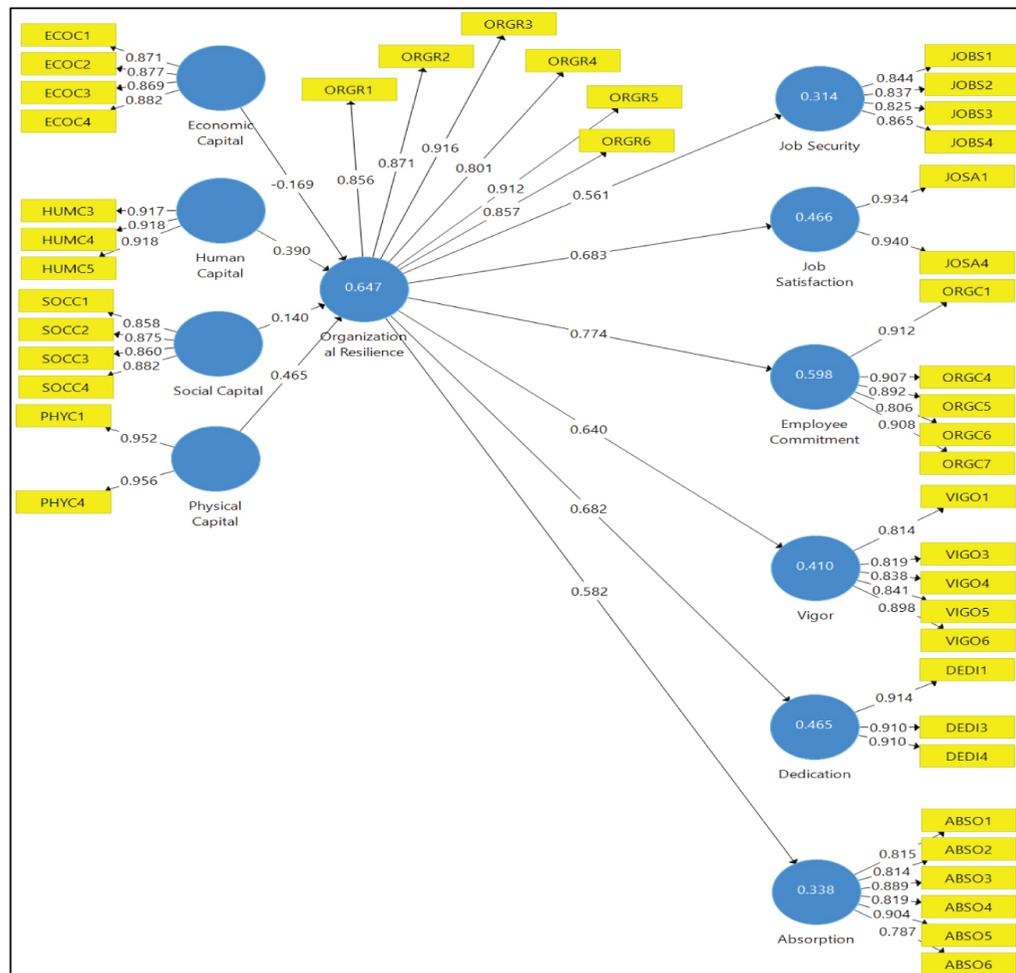
5.3.1 Path Coefficient Analysis

Table 5.7 presents SEM test results obtained through SmartPLS. The table indicates the independent and dependent variables related to each hypothesis. The next columns show the beta value of the path, the T-Statistic and p-value of significance. The researcher takes both the T-Statistic of the p-value into account to determine the level of support of a hypothesis. Additionally, the R2 value for Organizational Resilience was 0.647, which indicates that the Organizational Capital factors have explained 64.7% of the variance in Organizational Resilience. In addition, Table 4.7 below shows the R2- values for all the dependent variables.

Table 5.7: Research hypotheses testing summary

Variable	R^2 value
Organizational Resilience	0.647
Job Security	0.314
Job Satisfaction	0.466
Employee Commitment	0.598
Vigor	0.410
Dedication	0.465
Absorption	0.338

After examination of the r-square and the explained variance, the results have generated a table that summarizes the significance of all the relationships in the conceptual mode, which can help in answering the research hypotheses. Table 5.8 presents the summary of the hypotheses testing.

Table 5.8: Research hypotheses testing summary

	Relationship	Path Weight	T-Statistic	P Values	Result
H1	Economic Capital -> Organizational Resilience	-0.169	2.860	**0.004**	**Not Supported**
H2	Social Capital -> Organizational Resilience	0.140	1.509	**0.132**	**Not Supported**
H3	Human Capital -> Organizational Resilience	0.390	4.423	**0.000**	**Supported**
H4	Physical Capital -> Organizational Resilience	0.465	6.799	**0.000**	**Supported**
H5	Organizational Resilience -> Job Security	0.561	14.334	**0.000**	**Supported**
	Organizational Resilience -> Vigor	0.640	15.994	**0.000**	**Supported**
H6	Organizational Resilience -> Dedication	0.682	17.778	**0.000**	**Supported**
	Organizational Resilience -> Absorption	0.582	13.461	**0.000**	**Supported**
H7	Organizational Resilience -> Job Satisfaction	0.683	18.199	**0.000**	**Supported**
H8	Organizational Resilience -> Employee Commitment	0.774	29.700	**0.000**	**Supported**

Hypotheses H1: Economic Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

Table 5.8 shows the results of the analysis of the model. It shows that Economic Capital had a significant negative influence on Organizational Resilience. The beta value of the result was -0.169. Since this study is hypothesizing a positive influence, Hypothesis H1 is not supported.

Hypotheses H2: Social Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

Then, Social Capital influence was examined. The results show that the beta value is 0.140, which is low. It is also indicated in the table that the result is not significant (t statistics = 1.509 and p-value = 0.132). Therefore, Hypothesis H2 is not supported.

Hypotheses H3: Human Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

The impact of Human Capital on Organizational Resilience was found to be 0.390. This means that for every one point change in Human Capital, Organizational Resilience will change by 0.390. Moreover, the results show that the influence is significant (t statistic = 4.423 and p-value < 0.05). Hence, the evidence is sufficient to support Hypothesis H3.

Hypotheses H4: Physical Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.

The influence of Physical Capital on Organizational Resilience was examined next. The table shows that the impact of Physical Capital is strong (beta = 0.465). This implies that the change in Physical Capital leads to a 0.465 change in Organizational Resilience. The result is significant (t statistic 6.799 and p-value < 0.05). Therefore, Hypothesis H4 is supported.

Hypotheses H5: Organizational Resilience has a significant positive influence on Job Security of employees of private businesses in Kuwait.

Results in Table 5.8 demonstrate the impact of Organizational Resilience on Job Security. It shows that the beta value of the influence is 0.561. This shows that this influence is strong and significant (t statistic = 14.334 and p-value< 0.0005). Hence, Hypothesis H5 is supported.

Hypothesis H6: Organizational Resilience has a significant positive influence on employee engagement of private sector in Kuwait.

Table 5.8 demonstrates the influence of Organizational Resilience on Employee Engagement. Employee Engagement is broken into Vigor, Dedication and Absorption. Results show that the influence all Organizational Resilience on all three sub-variables is strong and significant since it meets the criteria for t-statistic and p-value. Hence, Hypothesis H6 is supported.

Hypothesis H7: Organizational Resilience has a significant positive influence on Job Satisfaction of private sector in Kuwait.

When examining the impact of Organizational Resilience on Job Satisfaction, it is shown that this factor had a high influence on Job Satisfaction. The path weight is 0.683. This means that for every one point change in Organizational Resilience, there is a 0.683 change in Job Satisfaction. This influence is significant. Based on this discussion, Hypothesis H7 is supported.

Hypothesis H8: Organizational Resilience has a significant positive influence on Organizational Commitment of private sector in Kuwait.

Finally, the impact of Organizational Resilience on Organizational Commitment was examined. It is noticed from the table that this factor had the highest impact on Organizational Commitment. The path weight is 0.774, which is significant (t statistic = 29.700 and p-value < 0.05). Hence, Hypothesis H8 is supported.

5.4 CHAPTER SUMMARY

This chapter presented the results and findings from the data analysis. It began by conducting discriminant validity, convergent validity, reliability and correlation analysis tests. After that, path analysis was carried out to test the research hypotheses. In the following chapter, the implications of these findings are outlined, and the discussion of the results in relation to the relevant literature is provided.

CHAPTER SIX: DISCUSSION

6.1 INTRODUCTION

This study has examined the impact of organizational capital on organizational resilience, and its impact on work outcomes such as job security, employee engagement, job satisfaction and organizational commitment in the private sector in Kuwait, in the context of the COVID 19 Pandemic crisis. This study aimed to assess the relationships and the predictive impact subsisting among dependable and independent variables. The dependent construct is Work Outcomes, which consist of Job Satisfaction, Jos Security, Employee Engagement and Organizational Commitment, while the predictive independent variables consisted of Economic Capital, Human Capital, Social Capital and Physical Capital. The mediator variable is Organizational Resilience. The type of study used in this thesis was a cross-sectional study of the impact of organizational resilience on work outcomes in the private sector in Kuwait.

To accomplish this, the study developed a conceptual model principally based on the Theory of Organizational Resilience and the Conservation of Resources Theory. Following this, various tests for validating the conceptual model were conducted using data collected by means of a survey of 401 employees in the private sector in Kuwait. Following data analysis, the findings of the study were presented and the stated hypotheses were tested. In this chapter, the key findings are discussed and the supported hypotheses are critically evaluated in the light of the relevant literature.

6.2 INSTRUMENT VALIDATION

The measured variables were examined by convergent and discriminant validity tests to ascertain that they converged to the latent variables that they represented. They also meticulously measured what they purported to measure and that these measured variables were discrete. Tests of factor analysis and composite reliability were run and a high level of convergent validity of the variables was established (Hair et al., 2010). Average variance extracted (AVE) established the discriminant validity of all the latent variables.

Composite Reliability (α) established the internal reliability of the measured variables. Thus, in this study, it was found that the criteria for validity and internal reliability were adequately met.

6.3 HYPOTHESES TESTING

In this section, the results of the hypotheses tests are displayed as in Table 6.1. With the exception of H1 and H2, sufficient evidence was found to support the remaining hypotheses. The findings related to each hypothesis are presented and discussed in the following sections.

Table 6.1: Summary of the research hypotheses test results

No.	Hypothesis	Results
H1	Economic Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.	Not Supported
H2	Social Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.	Not Supported
H3	Human Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.	Supported
H4	Physical Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait.	Supported
H5	Organizational Resilience has a significant positive influence on Job Security of employees of private businesses in Kuwait.	Supported
H6	Organizational Resilience has a significant positive influence on employee engagement of private sector in Kuwait.	Supported
H7	Organizational Resilience has a significant positive influence on Job Satisfaction of private sector in Kuwait.	Supported
H8	Organizational Resilience has a significant positive influence on Organizational Commitment of private sector in Kuwait.	Supported

6.3.1 Independent Factors

This section examines the impact of the independent variables on the mediator, which is Organizational Resilience. A link is established to the literature review established in chapter two.

• **Economic Capital**

The first hypothesis postulated that Economic Capital would have a positive influence on the Organizational Resilience of private businesses in Kuwait.

The SEM output shows that Economic Capital has a pathway weighting of -0.169 and a T-value of 2.860. The significance was calculated through bootstrapping and returned a highly significant result (p< 0.05). Accordingly, this factor had a significant influence on Organizational Resilience. However, the results show that the influence was negative while the hypothesized influence was stated to be positive. It can be explained by the fact that an organization that has much financial capital will use this capital to shield itself from the repercussions of the COVID 19 pandemic and thus might not pay too much attention to their employees.

Hence, employees might exhibit low organizational resilience. This finding contradicts the earlier results of a survey by Filimonau et al. (2020) which emphasised the importance of Economic Capital for engendering high Organizational Resilience and devotion from employees towards their organization. The importance of Organizational Resilience is that it solidifies the position of the organization in the market. Thus, even though the result returned a significant p value, the hypothesis was rejected due to the influence being inverse whilst the hypothesis had been positively stated.

• **Social Capital**

The second hypothesis stated that Social Capital has a significant positive influence on Organizational Resilience of private businesses in Kuwait (H2).

The SEM results indicate a pathway weighting value of 0.140 and a T-value of 1.509. However, the calculated significance of p = 0.132 is > 0.05 thus there is insufficient evidence to support H2. Social Capital, in this study, was not significantly influencing Organizational Resilience. This implies that the relationships that the organization had with its employees or the employee-employee relationships were not crucial toward building a strong Organizational Resilience. This outcome is consonant with the findings of Filimonau et al. (2020), who also did not find any significant relationship between Social Capital and Organizational Resilience.

• **Human Capital**

The third hypothesis posited a positive influence for Human Capital on Organizational Resilience of private businesses in Kuwait (H3).

The SEM results showed a pathway weighting of 0.390 and a T-value of 4.423. The calculated significance was p < 0.05. Accordingly, there is sufficient evidence to support H3. This implies that the organization becomes strong in the face of disasters, crises or change in business environment with the staff that it employs. The employees tolerated their organization's decision to withstand the effects of the closure and the COVID 19 pandemic and remained strong and determined to rise again once the crisis was over. This outcome is consistent with the results of Nilakant et al. (2013) and Filimonau et al. (2020), which found that Human Capital played a significant role in increasing Organizational Resilience.

• **Physical Capital**

The fourth hypothesis proposed that Physical Capital had a significant positive influence on the Organizational Resilience of private businesses in Kuwait (H4).

The SEM results were very highly significant where the path weight was 0.465 (p <0.05) and a T-value of 6.799. Thus, there is sufficient evidence to support H4. This implies that having the infrastructure and the physical resources has helped the organization to be resilient when confronted by a disaster or crisis scenario such as that presented by the COVID 19 pandemic. This outcome is consistent with the findings of studies undertaken by Filimonau et al. (2020) which showed that physical capital was one of the important organizational capital factors and was a main pillar that supported the resilience of the organization. Based on the findings and the literature, we can conclude that Physical Capital leads to higher Organizational Resilience.

• **Organizational Resilience**

Organizational Resilience was postulated as influencing work outcomes (Job Satisfaction, Job Security, Employee Engagement and Organizational Commitment), as stated in hypotheses H5, H6, H7 and H8.

The results show that Organizational Resilience had a significant influence on Job Security, which supports H5. Higher levels of organizational resilience enabled employees of private sector companies to appreciate their organization more and thus, feel highly confident and trusting towards their organization and exhibit high levels of job security. They felt that their organization would protect their jobs and support them, despite the crisis. This is consistent with the findings of Cooke et al. (2019), which determined the presence of a significant positive relationship between organizational resilience and job security.

Similarly, Organizational Resilience has a positive significant relationship with all three sub variables of Employee engagement, supporting H6. Employees showed absorption, dedication and vigor towards their organization. This indicates that they possessed high organizational resilience which enabled the employees to become more engaged with their organization, which helped the organization to withstand the effects of COVID 19. This confirms the findings of Bakker and Demerouti (2008), which showed that there is a positive significant relationship between Organizational Resilience and Employee Engagement. In addition, Organizational Resilience was determined to have a positive and strong influence on Job Satisfaction. This implies that resilient organizations, in the face of COVID 19, were doing what they could to survive and this was accomplished without neglecting the needs of their employees. This confirms the findings of Meneghel et al. (2016), which determined that a positive relationship existed between organizational resilience and job satisfaction. Finally, Organizational Resilience was found to have a positive influence on Employee Commitment. In fact, this influence was

the strongest amongst all the relationships in the model. The path weight of this relationship was 0.774 with a T statistic of 29.700. This implies that resilient organizations tend to shield themselves and their employees against all the external turbulence. It seems that employees tend to become more committed towards their organization because they feel an attachment and a bond with their organization. This confirms the findings of Shin et al. (2012), Mansfield et al. (2012),Toor and Ofori (2010) and Ramlall (2009)and, all of whom determined that Organizational Resilience had a positive influence on Employee Commitment.

6.4 SUMMARY OF CHAPTER SIX

In this chapter the principal findings of the research were discussed based on the results of the research hypotheses presented in chapter five and with reference to the relevant literature. First, the instrument validity of the measurements used in the survey was established. This was followed by a discussion of the test results for each hypothesis and how these results compared with those of previous studies. This discussion constituted a most important contribution to private sector organizations in Kuwait. In summary, the findings of this study have shown that some antecedents of Organizational Resilience (Human Capital and Physical Capital) have a positive influence on Organizational Resilience. Moreover, it did not support the relationship between Economic Capital and Social Capital with Organizational Resilience. Organizational Resilience had a positive and significant influence on all work outcomes in this study (Job Security, Job Satisfaction, Employee Engagement, Employee Commitment).

The next chapter further discusses these findings with a view to making some recommendations for the private sector in Kuwait as well as the practical and theoretical contributions of this study.

CHAPTER SEVEN: CONCLUSIONS RECOMMENDATIONS AND REFLECTIONS

7.1 INTRODUCTION

Research on the determinants of the impact of the COVID 19 pandemic on private sector organizations was triggered by the increasing impact of this pandemic worldwide on all businesses. The scope of this research was to explore the impact of Organizational Capital on Organizational Resilience and to determine the resulting influence on Work outcomes of the private sector in Kuwait. Kuwait is a developing country with a trajectory toward higher development and more projects to come in the near future.

This study evaluated the impact of Organizational Capital on Organizational Resilience and work outcomes, which was based on the Theory of Organizational Resilience and the Conservation of Resources Theory. It examined how Economic Capital, Social Capital, Human Capital and Physical Capital can influence the Organizational Resilience of private businesses in Kuwait. A survey of the literature revealed different theoretical perspectives; a theoretical framework was developed consisting of four independent variables, Organizational Resilience as a mediator, and work outcomes as dependent factors (Job Security, Job Satisfaction, Employee Engagement, Employee Commitment). The development of this theoretical framework also necessitated the formulation of a set of hypotheses which were tested.

A positivist research approach was adopted and the data collection method was by means of a survey of 401 employees of private sector. The hypotheses were tested using SmartPLS v 3.3 software.

In this chapter, the contributions of the study are presented. The contributions to theory are by means of addressing identified research gaps. This is followed by presenting some practical implications of the findings of this study which may be of use to managers of private businesses. Pointers towards possibilities for future research are also presented.

7.2 RESEARCH IMPLICATIONS

7.2.1 Theoretical Implications

The first contribution to theory provided by this study is the development and testing of a conceptual framework incorporating Economic Capital, Social Capital, Human Capital, Physical Capital, Organizational Resilience, Job Security, Job Satisfaction, Employee Engagement and Employee Commitment. This study was conducted in Kuwait, where it was postulated that Economic Capital, Social Capital, Human Capital and Physical Capital would have an influential impact on Organizational Resilience. Moreover, the direct relationship between Organizational Resilience and work outcome factors was examined. The variables were gleaned from a survey of previous literature in this field.

Developing this comprehensive theoretical framework is the first time, to our knowledge, that such a theoretical framework has been tested empirically and theoretically. This study is novel based on the impact of the COVID 19 pandemic on private businesses in Kuwait. The research incorporates a number of factors such as Economic Capital, Social Capital, Human Capital and Physical Capital. The literature was examined prior to conducting this study and it was found that there was a limited number of studies that examined the impact on Organizational Resilience on performance in the context of a disaster such as the COVID 19 pandemic. The lockdown of businesses and organizations which was enforced by governments worldwide had its toll on many businesses, eventually leading to the closure of many of these businesses. There was a scarcity in the literature that examined the impact of Organizational Resilience on work outcomes (Filimonau et al., 2020), which presents us with a gap in the literature that needs to be addressed.

Secondly, there is a paucity of research into the determinants of Organizational Resilience of private businesses in countries with different cultural values or procedures to confront the COVID 19 pandemic from those of previous studies (Kraus et al., 2020). For example, most of the studies concerning Organizational Resilience have been concentrated in countries such as the UK, China and the US. Very little research has been focused on Organizational Resilience in developing countries such as Kuwait. Indeed, there is a need for studies focusing on Organizational Resilience in Kuwait, especially during the COVID 19 crisis (Kimhi et al., 2020).

Third, despite it still being a fairly new area of research, there is a growing interest in the debate as to whether COVID 19 crisis has had an impact on businesses (Donthu & Gustafsson, 2020). Moreover, there has been little attention paid to the impact of COVID 19 in the Gulf region and especially in Kuwait, which makes this study unique in this sense and can add a great deal to the body of literature.

7.2.2 Practical Implications

The findings of this research have some practical implications for private businesses in the state of Kuwait regarding organizational survival during the COVID 19 crisis, represented by their resilience in the face of all lockdown actions taken by the government. At a general level, the government officials should realize that the actions taken, whether partial or complete curfew, had an effect on businesses, which has been devastating in some cases. Understanding the impact of the curfew, as well as evaluating the businesses that can run without presenting a risk of increasing the cases of COVID 19 would help in allowing a larger sector of the market to operate. Moreover, the findings provide a guideline for the correct implementation of resilience measures in order to survive any disaster or crisis. Additionally, private businesses in Kuwait should also consider that Organizational Capital is very crucial for their survival amidst a crisis such as the COVID 19 pandemic.

7.2.3 Methodological Implications

This study makes a number of important methodological contributions to the field of Organizational Resilience research. Firstly, there is a paucity of studies which investigate the factors that influence Organizational Resilience as one of the predictor variables for surviving a crisis. This is very important, especially in Middle Eastern countries such as Kuwait. This study addresses the gap in global investigations of the impact of COVID 19 by assessing a number of predictor variables in a specific cultural context and this may be of assistance for generalising these variables as suitable predictors in similar cultural settings. By testing these predictor variables in Kuwait, a valuable contribution is made to the corpus of scholarly works by extending the research methodology to fit a cultural context which is substantially different from that of western countries (Alahmad et al., 2020). It has established that the existing relevant measurement scales are applicable in a GCC country which is culturally different from the settings of previous studies. Previous examples of such attempts include the testing of Organizational Capital and its impact on Organizational Resilience in Malaysia (Filimonau et al., 2020), or the study of Organizational Resilience and its impacts on work outcomes which was conducted by Kim (2020) in the United States.

Although the findings of this study show that all scales were valid in their general content, the number of validated items differs from those in the original scales. An overall view of the reveals that all scales appear to be valid in their general content although the number of clarified items is not the same as found in the original scales. For example, after testing Human Capital, which consisted of five items in the original scales, it was found necessary to reduce these to three items which were found to be highly reliable in the Kuwaiti context. This was distilled to three items and found to be highly reliable. Likewise, in Physical Capital, Job Satisfaction and Employee Commitment, a number of items did not load sufficiently and were consequently removed. Additionally, scales such as Economic Capital and Social Capital had to be clarified on their basic items. Future research in different cultural contexts could usefully investigate how scales can be modified to be fit for purpose in such contexts.

7.3 RECOMMENDATIONS

The findings of this study were valuable as it allowed us to determine the factors that have an impact on Organizational Resilience and work outcomes of private businesses in Kuwait. Hence, recommendations can be made to management of private businesses in Kuwait in order to maximize their Organizational Resilience and be better able to survive any disaster that they may face in the future.

Human Capital: Human Capital was one of the factors that had an influence on Organizational Resilience. Therefore, it is recommended that private businesses invest in their staff and develop their skills. Having highly skilled staff will provide the organization with the cognitive abilities that would help in coming up with solutions in case of a crisis. Also, it is recommended that private businesses in Kuwait ensure that they have the proper employee in the right place. Designing jobs with suitable job descriptions that match the competencies and abilities of the employees can go a long way. It would allow employees to excel in their job and help to enhance the organization's business operations. Also, it will make the organization stronger in the face of disasters or crises. Moreover, it could enhance the resilience of the organization and enable it to successfully pass through the current COVID 19 crisis.

Physical Capital: one of the things that can help an organization to become resilient is its physical capital. Thus, it is important to build it up. Hence, it is recommended that the management of private businesses should acquire ownership of the assets that they rely on to run their businesses. When a business is renting their premises, events like the lockdown and the curfew can be very harmful for the organization and leads to great losses and possibly bankruptcy. Moreover, it is recommended that organizations consider owning the technology or the products that it is developing and having control of the infrastructure of their business. This can ensure that the organization is resilient when threatened by a crisis such as the COVID 19 pandemic.

7.4 FUTURE RESEARCH AVENUES

There are many avenues for future research. This study examined the direct relationships between the independent variables, such as Economic Capital, Social Capital, Human Capital or Physical Capital, and the dependent variables, such as Organizational Resilience and Work Outcomes. It also examined the impact of Organizational Resilience on work outcomes such as Job Security, Job Satisfaction, Employee Engagement and Employee Commitment. One fertile area for future research is to investigate more complex relationships between the antecedents and Organizational Resilience. To this purpose, future studies could modify the conceptual model of the current study or even create a novel model which could incorporate Organizational Resilience with other predictor variables and relationships. The current study does not eliminate the need for investigation of other more complex interrelationships which may be influential.

Moreover, the conceptual framework developed for this study should be tested in other industries and countries. There is a possibility that the COVID 19 crisis had different effect on other industries or sectors or even countries. Therefore, further studies are required to assess the extent to which the findings of the current study may be generalisable. At least, the current study is useful in exploring the terrain which future studies could carry forward. In particular, longitudinal studies may help determine whether the findings of this study have longer-term applicability.

For future research, this study also recommends augmenting the results of a questionnaire by conducting a mixed methods approach in which the quantitative data could be enhanced by the more narrative findings from semi-structured interviews directed towards perceptions of the antecedents of Organizational Resilience.

7.5 STATEMENT OF THE RESEARCH NOVELTY

This study offers a unique conceptual model for the research methodology (Chapter four) which was founded on the constructs gleaned from earlier studies (Chapter two). The practicality of the data analysis and the redevelopment of the conceptual (Chapter five) represent a new approach to the study of Organizational Resilience in private businesses at a time of unprecedented crisis. Thus:

• The novelty of the comprehensive model for the development of Organizational Resilience and work outcomes (Figure 2.2) is the principal contribution of this thesis. This model addresses the paucity of theoretical models explaining the relationship between Economic Capital, Social Capital, Human Capital and Physical Capital on Organizational Resilience. This conceptual model was illustrated in Chapter three and tested in Chapter five. The results of the tests which were conducted led to some modifications of the model as described in Chapter six.

• There originality of this model lies in its twofold level of contribution. Firstly, on the conceptual level, the model developed in this inquiry builds on earlier investigations of Organizational Resilience and further develops their findings. Secondly, on the empirical level, the factors which have been gleaned from prior empirical studies have been integrated into a more consistent model incorporating these factors of Organizational Resilience.

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APPENDICES
APPENDIX A: ENGLISH QUESTIONNAIRE

INVESTIGATING THE IMPACT OF COVID 19 ON WORK OUTCOMES FOR EMPLOYEES IN PRIVATE SECTOR IN KUWAIT

Dear Respondent,

We are doing our Master of Business Administration (MBA) from Arabian Gulf University in Bahrain. In our master's thesis we are aiming to examine the impact of organizational capital on organizational resilience, and its impact on work outcomes such as job security, employee engagement, job satisfaction and organizational commitment. The target population for this research includes all private sector employees in Kuwait. Your answers on this questionnaire would be really helpful to attain true results for the study, shall be kept confidential and will only be used for this research purpose.

Part 1: General Demographics

Please read the following statements and tick or circle the answer that best represents you.

DEM1	**Gender:** Male☐ Female☐
DEM2	**Nationality:** Kuwaiti☐ Non-Kuwaiti☐
DEM3	**Age Group:** 21-25 years ☐ 26-30 years☐ 31-35 years☐ 36-40 years☐ Above 40 years☐
DEM4	**Educational level:** High School ☐ Diploma☐ University Degree☐ Postgraduate degree☐
DEM5	**Work Experience:** 1-5 years ☐ 6-10 years☐ 11-15 years☐ 16-20 years☐ more than 20 years☐

Part 2: Research Conceptual Variables

Please read the following statements and indicate how each statement relates to the situation you have faced during transiting from one sector to other. The responses are recorded on a 5 point Likert scale. Please tick or circle the most appropriate level of agreement/disagreement with the following statements on a scale of 1 to 5, where 1 = Strongly Disagree (S.D), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (S.A).

	Organizational Capital				
	Economic Capital				
CODE	**STATEMENT**	SD	D	N	A	SA
ECOC1	My organization has adequate resources to withstand Covid19 crisis.	1	2	3	4	5
ECOC2	My organization has access to adequate finance to help it overcome Covid19 crisis.	1	2	3	4	5
ECOC3	The diverse customer base of my organization will aid it in overcoming the implications of Covid19 crisis.	1	2	3	4	5
ECOC4	The size of my organization business will help it overcome Covid19 crisis.	1	2	3	4	5
	Social Capital					
CODE	**STATEMENT**	SD	D	N	A	SA
SOCC1	The people this organization employs will help it overcome Covid19 crisis.	1	2	3	4	5
SOCC2	The industry connections this organization has will help it overcome Covid19 crisis.	1	2	3	4	5
SOCC3	Past knowledge of disasters / crises will help this organization overcome any disaster/crisis	1	2	3	4	5
SOCC4	Communication with customers, employees and other organizations will help this organization overcome this crisis	1	2	3	4	5
	Human Capital					
CODE	**STATEMENT**	SD	D	N	A	SA
HUMC1	In this organization there is sufficient knowledge to overcome this crisis	1	2	3	4	5
HUMC2	In this organization there are sufficient skills to overcome this crisis	1	2	3	4	5
HUMC3	In this organization there is sufficient capacity to adapt to the effect of this crisis	1	2	3	4	5
HUMC4	In this organization there is strong leadership to overcome Covid19 crisis.	1	2	3	4	5
HUMC5	In this organization there is adequate access to sufficient human resources to overcome Covid19 crisis.	1	2	3	4	5
	Physical Capital					
CODE	**STATEMENT**	SD	D	N	A	SA
PHYC1	In our organization, we have adequate emergency protocols to adopt to Covid19 crisis.	1	2	3	4	5
PHYC2	In our organization, we have adequate technical systems / technology to overcome Covid19 crisis.	1	2	3	4	5
PHYC3	In our organization, the critical infrastructure is sufficient to overcome this crisis.	1	2	3	4	5
PHYC4	I am confident that my organization can adopt to changed business environment post Covid19 crisis	1	2	3	4	5
	Organizational Resilience					
CODE	**STATEMENT**	SD	D	N	A	SA
ORGR1	My management listens actively to the problems in our organization	1	2	3	4	5
ORGR2	There is a good work ambience and team work spirit in my organization	1	2	3	4	5
ORGR3	The organization actively encourages employees to develop themselves through their work.	1	2	3	4	5
ORGR4	People in my organization work across the departments if necessary to do things well	1	2	3	4	5
ORGR5	I am positive that leadership in my organization is good for times of crisis	1	2	3	4	5
ORGR6	My organization has learnt from past experiences and will use the knowledge to overcome this crisis	1	2	3	4	5

Work Outcomes

Job Security

CODE	STATEMENT	SD	D	N	A	SA
JOBS1	When Covid19 crisis is over, my job will be secure	1	2	3	4	5
JOBS2	When Covid19 crisis is over, I will continue receiving my salary	1	2	3	4	5
JOBS3	When Covid19 crisis is over, I will work adequate hours	1	2	3	4	5
JOBS4	When Covid19 crisis is over, the job benefits available to me will remain the same	1	2	3	4	5

Organizational Commitment

CODE	STATEMENT	SD	D	N	A	SA
ORGC1	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
ORGC2	I feel a strong sense of belonging to my organization	1	2	3	4	5
ORGC3	I feel emotionally attached to my organization	1	2	3	4	5
ORGC4	I feel like part of the family at my organization	1	2	3	4	5
ORGC5	I would feel guilty if I left this organization now	1	2	3	4	5
ORGC6	Even if it were to my advantage, I do not feel it would be right to leave my organization now	1	2	3	4	5
ORGC7	This organization deserves my loyalty	1	2	3	4	5

Job Satisfaction

CODE	STATEMENT	SD	D	N	A	SA
JOSA1	I feel fairly satisfied with my job at my organization.	1	2	3	4	5
JOSA2	I am enthusiastic about my work at my organization.	1	2	3	4	5
JOSA3	I am finding real enjoyment in my work at my organization.	1	2	3	4	5
JOSA4	I feel excited with doing my job and complete my daily work tasks.	1	2	3	4	5

Employee Engagement

Vigor

CODE	STATEMENT	SD	D	N	A	SA
VIGO1	When I get up in the morning, I feel like going to work.	1	2	3	4	5
VIGO2	At my work, I feel bursting with energy.	1	2	3	4	5
VIGO3	At my work I always persevere, even when things do not go well.	1	2	3	4	5
VIGO4	I can continue working for very long periods at a time.	1	2	3	4	5
VIGO5	At my job, I am very resilient, mentally.	1	2	3	4	5
VIGO6	At my job I feel strong and vigorous.	1	2	3	4	5

Dedication

CODE	STATEMENT	SD	D	N	A	SA
DEDI1	To me, my job is challenging.	1	2	3	4	5
DEDI2	My job inspires me.	1	2	3	4	5
DEDI3	I am enthusiastic about my job.	1	2	3	4	5
DEDI4	I am proud on the work that I do.	1	2	3	4	5
DEDI5	I find the work that I do full of meaning and purpose.	1	2	3	4	5

Absorption

CODE	STATEMENT	SD	D	N	A	SA
ABSO1	When I am working, I forget everything else around me.	1	2	3	4	5
ABSO2	Time flies when I am working.	1	2	3	4	5
ABSO3	I get carried away when I am working.	1	2	3	4	5
ABSO4	It is difficult to detach myself from my job.	1	2	3	4	5
ABSO5	I am immersed in my work.	1	2	3	4	5
ABSO6	I feel happy when I am working intensely	1	2	3	4	5

Thank you for your participation!!!

APPENDIX B: ARABIC QUESTIONNAIRE

التحقيق في تأثير كوفيد 19 على نتائج العمل للموظفين في القطاع الخاص في الكويت

عزيزي المشارك ،

نقوم بالحصول على درجة الماجستير في إدارة الأعمال من جامعة الخليج العربي في البحرين. ونهدف من خلال أطروحة الماجستير إلى دراسة تأثير رأس المال التنظيمي على المرونة التنظيمية ، وتأثيره على نتائج العمل مثل الأمن الوظيفي ، وإشراك الموظفين ، والرضا الوظيفي والالتزام التنظيمي. تستهدف الدراسة جميع موظفي القطاع الخاص في الكويت. ستكون إجاباتك على هذا الاستبيان مفيدة حقًا لتحقيق نتائج حقيقية للدراسة ، سوف تظل اجاباتك سرية ولن تُستخدم إلا لغرض البحث هذا.

الجزء الأول: البيانات الديموغرافية

الرجاء قراءة العبارات التالية واختيار الإجابة الأمثل

الجنس: ☐ ذكر ☐ أنثى	DEM1
الجنسية ☐ كويتي ☐ غير كويتي	DEM2
الفئة العمرية: ☐ ٢١ -٢٥ سنة ☐ ٢٦-٣٠ سنة ☐ ٣١-٣٥ سنة ☐ ٣٦-٤٠ سنة ☐ فوق ٤٠ سنة	DEM3
المستوى التعليمي: ☐ ثانوية عامة ☐ دبلوم ☐ شهادة جامعية ☐ شهادة دراسات عليا	DEM4
الخبرة العملية: ☐ ١-٥ سنوات ☐ ٦-١٠ سنوات years ١١-١٥ سنة ☐ ١٦-٢٠ سنة ☐ أكثر من ٢٠ سنة	DEM5

الجزء الثاني: متغيرات البحث

يرجى قراءة العبارات التالية واختيار العبارة المناسبة لكل موقف واجهته أثناء الانتقال من قطاع إلى آخر. سيتم تسجيل الردود على مقياس المكون من ٥ نقاط. يرجى اختيار الإجابة الأنسب من حيث مستوى للاتفاق / الاختلاف مع العبارات التالية على مقياس من ١ إلى ٥، حيث ١ = لا أوافق بشدة (SD)، ٢=لا أوافق (D)، ٣=محايد (N)، ٤=أوافق (A) و ٥ = أوافق بشدة.(SA)

رأس المال التنظيمي

رأس المال الاقتصادي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
ECOC1	تمتلك جهة عملي موارد كافية لتحمل أزمة فيروس كورونا.	1	2	3	4	5
ECOC2	تستطيع جهة عملي الحصول على التمويل الكافي لمساعدتها في التغلب على أزمة كورونا.	1	2	3	4	5
ECOC3	ستساعد قاعدة العملاء المتنوعة لجهة عملي في التغلب على تداعيات أزمة كورونا.	1	2	3	4	5
ECOC4	سيساعد حجم نشاط جهة عملي في التغلب على أزمة فيروس كورونا.	1	2	3	4	5

رأس المال الاجتماعي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
SOCC1	سيساعد الأشخاص الذين توظفهم جهة عملي في التغلب على أزمة كورونا.	1	2	3	4	5
SOCC2	ستساعد العلاقات التي تتمتع بها جهة عملي في التغلب على أزمة فيروس كورونا.	1	2	3	4	5
SOCC3	ستساعد الخبرة السابقة بإدارة الكوارث / الأزمات جهة عملي على التغلب على أي كارثة / أزمة	1	2	3	4	5
SOCC4	سيساعد التواصل مع العملاء والموظفين والمنظمات الأخرى جهة عملي في التغلب على هذه الأزمة	1	2	3	4	5

رأس المال البشري

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
HUMC1	تمتلك جهة عملي المعرفة الكافية للتغلب على هذه الأزمة	1	2	3	4	5
HUMC2	تمتلك جهة عملي المهارات الكافية للتغلب على هذه الأزمة	1	2	3	4	5
HUMC3	تمتلك جهة عملي قدرة كافية على التكيف مع تأثير هذه الأزمة	1	2	3	4	5
HUMC4	تمتلك جهة عملي قيادة قوية للتغلب على أزمة فيروس كورونا.	1	2	3	4	5
HUMC5	تمتلك جهة عملي إمكانية الوصول إلى عدد كافي من الموارد البشرية الكافية للتغلب على أزمة كورونا.	1	2	3	4	5

رأس المال المادي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
PHYC1	لدى جهة عملي بروتوكولات طوارئ مناسبة لاعتمادها لمواجهة أزمة فيروس كورونا.	1	2	3	4	5
PHYC2	تمتلك جهة عملي أنظمة / تقنية كافية للتغلب على أزمة كورونا.	1	2	3	4	5
PHYC3	تمتلك جهة عملي البنية التحتية الحيوية الكافية للتغلب على هذه الأزمة.	1	2	3	4	5
PHYC4	أنا واثق من تمكن جهة عملي من تبني بيئة الأعمال المتغيرة بعد أزمة كورونا	1	2	3	4	5

المرونة التنظيمية

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
ORGR1	تستمع الادارة بجهة عملي بشكل جدي إلى المشاكل في الشركة	1	2	3	4	5
ORGR2	توجد أجواء عمل جيدة وروح عمل جماعية في جهة عملي	1	2	3	4	5
ORGR3	تشجع جهة عملي الموظفين بنشاط على تطوير أنفسهم من خلال عملهم.	1	2	3	4	5
ORGR4	يعمل الأشخاص في جهة عملي في أقسام مختلفة إذا لزم الأمر للقيام بالمهام بشكل جيد	1	2	3	4	5
ORGR5	أنا متأكد من أن القيادة في جهة عملي جيدة في أوقات الأزمات	1	2	3	4	5
ORGR6	لقد تعلمت جهة عملي من التجارب السابقة وستستخدم المعرفة للتغلب على هذه الأزمة	1	2	3	4	5

مخرجات العمل

الأمان الوظيفي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
JOBS1	لن أخسر وظيفتي عند الانتهاء من أزمة كورونا	1	2	3	4	5
JOBS2	سأستمر في تلقي راتبي مقابل العمل عند الانتهاء من أزمة كورونا	1	2	3	4	5
JOBS3	سأعمل لساعات كافية في جهة عملي عند الانتهاء من أزمة كورونا	1	2	3	4	5
JOBS4	ستظل مزايا العمل المتاحة لي كما هي في جهة عملي عند الانتهاء من أزمة كورونا	1	2	3	4	5

الالتزام الوظيفي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
ORGC1	سأكون سعيدًا جدًا لقضاء بقية حياتي المهنية مع جهة عملي	1	2	3	4	5
ORGC2	أشعر بإحساس قوي بالانتماء إلى جهة عملي	1	2	3	4	5
ORGC3	أشعر بالارتباط العاطفي مع جهة عملي	1	2	3	4	5
ORGC4	أشعر أنني جزء من العائلة في جهة عملي	1	2	3	4	5
ORGC5	سأشعر بالذنب إذا تركت جهة عملي الآن	1	2	3	4	5
ORGC6	حتى لو كان ذلك لصالحي، لا أشعر أنه سيكون من الصواب ترك جهة عملي الآن	1	2	3	4	5
ORGC7	تستحق جهة عملي ولائي	1	2	3	4	5

الرضا الوظيفي

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
JOSA1	أشعر بالرضا إلى حد ما عن وظيفتي في جهة عملي.	1	2	3	4	5
JOSA2	أنا متحمس لوظيفتي في جهة عملي.	1	2	3	4	5
JOSA3	أجد متعة حقيقية في وظيفتي في جهة عملي.	1	2	3	4	5
JOSA4	أشعر بالحماس للقيام بوظيفتي وإكمال مهام عملي اليومية.	1	2	3	4	5

					العبارة	الرمز
				إشراك الموظفين		
				الحيوية		
أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	العبارة	الرمز
5	4	3	2	1	عندما أستيقظ في الصباح، أشعر بالرغبة في الذهاب إلى العمل.	**VIGO1**
5	4	3	2	1	أشعر بالحيوية في جهة عملي.	**VIGO2**
5	4	3	2	1	أثابر دائمًا في عملي، حتى عندما لا تسير الأمور على ما يرام.	**VIGO3**
5	4	3	2	1	يمكنني الاستمرار في العمل لفترات طويلة جدًا في جهة عملي.	**VIGO4**
5	4	3	2	1	أنا شديد المرونة ذهنياً في جهة عملي	**VIGO5**
5	4	3	2	1	أشعر في وظيفتي بالقوة والنشاط.	**VIGO6**
				الإخلاص		
أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	العبارة	الرمز
5	4	3	2	1	تعتبر وظيفتي صعبة ممتعة بشكل جيد.	**DEDI1**
5	4	3	2	1	وظيفتي تلهمني.	**DEDI2**
5	4	3	2	1	أنا متحمس لعملي.	**DEDI3**
5	4	3	2	1	أنا فخور بالعمل الذي أقوم به.	**DEDI4**
5	4	3	2	1	أجد العمل الذي أقوم به مليئًا بالمعنى والهدف.	**DEDI5**
				الانهماك في العمل		
أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة	العبارة	الرمز
5	4	3	2	1	أنسى كل شيء آخر حولي عندما أعمل.	**ABSO1**
5	4	3	2	1	الوقت يمر بسرعة عندما أعمل.	**ABSO2**
5	4	3	2	1	أشعر بأنني أنجرف عندما أعمل.	**ABSO3**
5	4	3	2	1	من الصعب أن أفصل نفسي عن وظيفتي.	**ABSO4**
5	4	3	2	1	أنا منغمس في عملي.	**ABSO5**
5	4	3	2	1	أشعر بالسعادة عندما أعمل بشكل مكثف	**ABSO6**

شكراً على مشاركتك!!!