

INDIVIDUAL AND ORGANISATIONAL RESILIENCE: EFFECTS OF PSYCHOLOGICAL CAPITAL AND PERCEIVED ORGANISATIONAL SUPPORT

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Abstract

Organizational resilience (OR) refers to an organization's ability to anticipate, prepare for, respond to and adapt to sudden changes or shocks (Bernard and Bhamra, 2011). It is the result of strategic and operational logic (Ismail et al., 2011) and resources. Among individual resources, psychological capital (PsyCap) corresponds to an individual's state of positive psychological development. It is characterized by: (1) the perceived ability and the necessary effort to succeed in difficult tasks (self-efficacy); (2) a positive attitude towards success (optimism); (3) persistence and the ability to redirect strategies towards success (hope); and (4) the ability to overcome difficulties and problems in order to succeed (resilience) (Luthans et al., 2007). Among organizational resources, we are interested in perceived organizational support (POS) which is defined as employees' perceptions of the importance that the organization attaches to the well-being of its employees and the recognition of their contributions (Eisenberger et al., 1986). In this study, we focus on the impact of these individual (PsyCap) and organizational (POS) resources on job satisfaction (Locke, 1976). Our hypotheses are (1) that all variables will be positively correlated, (2) that PsyCap and POS will positively influence satisfaction and (3) that PsyCap will play a mediating role between POS and satisfaction. The study included 252 working adults, 192 of whom were military trainee pilots from the Air Force and Space Force. Of the 252, 33% (n=82) were aged 18-24, 57% (n=143) were aged 25-34 and 10% were aged 35 and over. They anonymously completed an online questionnaire assessing PsyCap (French Psychological Capital Questionnaire, 24 items, Choisy et al., 2021), POS (9 items, Tungisa and Pohl, 2020) and job satisfaction (1 item, Tavani et al., 2014). Correlations, linear regressions and a mediation analysis will be performed using JASP (version 0.18.3). Results showed that both POS and PsyCap positively influenced job satisfaction ($p < .001$). The mediation analysis revealed the mediating role of PsyCap between POS and job satisfaction. We will discuss the results in the light of the literature. We will set out the limitations of the study and propose concrete courses of action for organizations to enable them to optimize their organizational resilience.

Keywords: *Organizational resilience, psychological capital, perceived organizational support, job satisfaction, mediation model.*

1. Introduction

Organizational resilience can be defined as the ability of an organization to absorb shocks, renew itself and learn from crises to become stronger (Bégin and Chabaud, 2010). It refers to the ability to anticipate, prepare for, respond to and adapt to sudden changes or shocks (Bernard and Bhamra, 2011). It is the result of a strategic and operational rationale (Ismail et al., 2011) based on a balance between defensive strategies (limiting losses) and offensive strategies (seizing new opportunities), underpinned by collective governance and a continuous learning process (Bégin and Chabaud, 2010). In general, organizational resilience is based on resources, which can be individual or organizational. Among the individual resources, psychological capital (PsyCap) corresponds to an individual's state of positive psychological development. It is characterized by: (1) perceptions of the ability and effort required to succeed at difficult tasks (self-efficacy); (2) a positive attitude towards success (optimism); (3) persistence and the ability to redirect strategies towards success (hope); and (4) the ability to overcome difficulties and problems in order to succeed (resilience) (Luthans et al., 2007).

Among organizational resources, perceived organizational support (POS) appears to be a crucial issue. It is defined as employees' perceptions of the importance the organization attaches to the well-being

of its employees and the recognition of their contributions. POS is defined as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). The dimensions on which this assessment is made are most often fairness, recognition and the development prospects offered to them (Eisenberger and Stinglhamber, 2011). This perception is linked to employees' socio-emotional needs and strengthens their commitment to the organization. Employees' commitment is influenced by their perceptions of their relationship with their organization and, in particular, concepts such as justice and recognition (Coyle-Shapiro et al., 2004). Employees who perceive a high level of POS are more emotionally involved with their organization thanks to affective commitment and prosocial behaviors, which translate into mutual aid, citizenship and team spirit, as well as increased loyalty to their organization, known as organizational citizenship behaviors (Tungisa Kapela and Pohl, 2020). Previous studies have also shown that job involvement influence job satisfaction (e.g., Yandi and Havidz, 2022). Work engagement can be defined as the extent to which employees identify with their work, actively participate in their work, and perceive their work performance as more important for their own well-being.

Employees who are more engaged in their work experience greater job satisfaction (Fung et al., 2014). In organizational research, job satisfaction can be described as "a pleasant or positive emotional state resulting from the evaluation of one's work or work experiences" (Locke, 1976, p. 1304). POS also enables the three basic psychological needs of autonomy, social belongingness and competence to be met (Gillet et al., 2016). The employee's performance for the organization will then be proportional to his perception of how his organization contributes to his quality of life at work by providing him with resources that he values (Safy-Godineau et al., 2020).

2. Objectives and hypotheses

In this study, we focus on the impact of these resources, both individual (PsyCap) and organizational (POS) on job satisfaction (Locke, 1976). Our hypotheses are:

- Hypothesis 1: all variables will be positively correlated,
- Hypothesis 2: PsyCap and POS will positively influence satisfaction
- Hypothesis 3: PsyCap will play a mediating role between POS and satisfaction.

3. Methods

3.1. Participants

The study included 252 working adults, 192 of whom were military personnel. Of the 252, 33% (n=82) were aged 18-24, 57% (n=143) were aged 25-34 and 10% were aged 35 and over.

3.2. Procedure and recruitment

The study and research protocol were approved by the Ethics Committee for Research Involving Human Subjects of the Universities of Tours and Poitiers (CER-TP) (number 2024-11-11). Participants were invited to answer a questionnaire hosted online on the Sphinx platform and were informed that their answers would remain anonymous and confidential. Before completing the questionnaire, participants were informed about the aims of the study and were explicitly asked for their consent to continue.

3.3. Measures

The questionnaire was composed of sociodemographic questions (such as age categories, duration within the organization, etc.) and four French versions of validated scales.

We used the one item job satisfaction (Tavani et al., 2014), the psychological capital questionnaire (PsyCap; Choisay et al., 2021) (24 items) and the perceived organizational support scale (POS; Tungisa Kapela & Pohl, 2020) (9 items).

The data were analyzed using JAMOVI version 2.6.25. The internal reliability of the scales was measured using Cronbach's alpha [PsyCap: $\alpha=.85$; POS: $\alpha=.89$]. Descriptive analyses, Pearson's correlations and linear regressions were carried out. A mediation analysis was also carried out.

4. Results

4.1. Descriptive results

In the sample, the minimum job satisfaction score was 2, and the maximum was 7, with a mean score of 5.30 (SD=1.14). The minimum and maximum scores for PsyCap were 54 and 130, respectively, with a mean score of 102 (SD=12.5). The minimum and maximum scores for POS were 10 and 45,

respectively, with a mean score of 28 (SD=6.75). The analysis showed positive correlations between PsyCap, POS and job satisfaction ($p<.001$) (Table 1).

Table 1. Matrix of correlations.

		PSYCAP	POS	SATISFACTION
PSYCAP	Coefficient	—		
	<i>p</i> -value	—		
POS	Coefficient	0.278***	—	
	<i>p</i> -value	<.001	—	
SATISFACTION	Coefficient	0.515***	0.454***	—
	<i>p</i> -value	<.001	<.001	—

PsyCap positively influenced job satisfaction. The model was significant, explaining about 27% of the variance ($r^2=.266$; $F(1;250)=90.4$; $p<.001$). POS also positively influenced job satisfaction. The model was significant, explaining about 21% of the variance ($r^2=.206$; $F(1;250)=64.9$; $p<.001$) (Table 2).

Table 2. Linear regression predicting job satisfaction.

Variables	Estimates	Standard Error	t	p
Intercept	0.496	0.509	0.97	0.331
PsyCap	0.047	0.005	9.51	<.001
Intercept	3.149	0.274	11.48	<.001
POS	0.077	0.009	8.06	<.001

PsyCap positively influenced POS. The model was significant, explaining about 8% of the variance ($r^2=.077$; $F(1;250)=20.9$; $p<.001$) (Table 3). A mediation analysis showed POS plays a mediating role between PsyCap and job satisfaction (Table 4) (Figure 1).

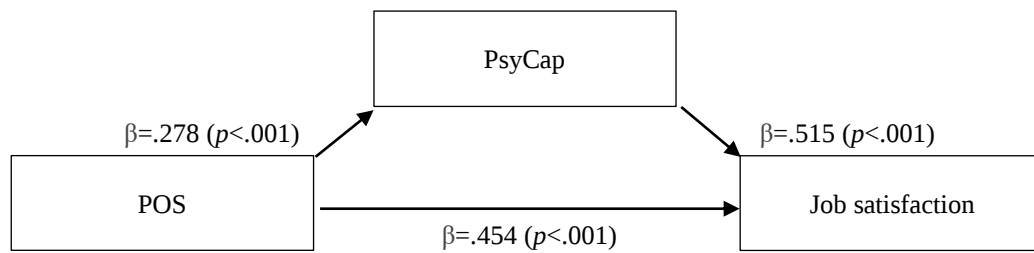
Table 3. Linear regression predicting PsyCap.

Variables	Estimates	Standard Error	t	p
Intercept	87.400	3.230	27.06	<.001
POS	0.512	0.112	4.57	<.001

Table 4. Mediation estimates and path estimates.

		Mediation estimates				
Effect		Estimate	SE	z	p	% mediation
Indirect		.020	.005	3.99	<.001	25.8
Direct		.057	.009	6.47	<.001	74.2
Total		.077	.010	8.09	<.001	100.0
		Path estimates				
		Estimate	SE	z	p	
POS	→ PSYCAP	0.513	0.112	4.59	<.001	
PSYCAP	→ SATISFACTION	0.039	0.005	8.10	<.001	
POS	→ SATISFACTION	0.057	0.009	6.47	<.001	

Figure 1. Mediation model of the relationship between perceived organizational support and job satisfaction through psychological capital.



5. Discussion, limitations and perspectives

The aim of this study was to investigate the relationship between organizational resources (such as perceived organizational support), individual resources (such as psychological capital) and job satisfaction. This study confirms our three hypotheses. There were indeed positive correlations between these three different constructs (confirming hypothesis 1).

Job satisfaction is influenced by both perceived organizational support and psychological capital (confirming hypothesis 2). Our results are therefore in line with previous studies. On the one hand, we can say that the higher the perceived organizational support, the higher the job satisfaction (Irfan and Al Hakim, 2022). On the other hand, the higher the psychological capital, the higher the job satisfaction (Paliga et al., 2022). This process seems to be partly explained by the mediating influence of psychological capital between perceived organizational support and job satisfaction (confirming hypothesis 3). Indeed, the overall model (Figure 1) shows this mediating relationship. In other words, we can say that the influence of perceived organizational support on job satisfaction can be explained by individual resources, especially those related to psychological capital. These findings support the literature that has already highlighted the mediating role of psychological capital between perceived organizational support and specific outcomes such as well-being at work (Roemer and Harris, 2018). Further analysis will allow us to understand which components (hope, optimism, resilience and self-efficacy) are most likely to play a role in this relationship.

These resources are crucial to the development of organizational resilience, enabling organizations to deal with particularly critical situations such as those we experienced during the COVID-19 crisis and which are likely to recur; IPBES (2020) warns that “future pandemics will be more frequent, spread more rapidly, cause greater economic damage and kill more people”.

Certain limitations must be considered, in particular the importance of military personnel in the sample. In this context, it seems impossible to generalize our results. It would be advisable to obtain more responses from general employees and possibly compare them with those of military personnel, which would make it possible, for example, to identify any specificities relating to the latter population. This is an avenue that is currently being explored, with additional data being collected from civilian employees. Further analysis is also needed to understand the impact of the different components of the PsyCap or POS on job satisfaction. Other important variables may also come into play. Leadership style, type of organization and other personal characteristics such as sensory sensitivity could influence the results obtained. The latter is known to influence job satisfaction (Bordarie and Gentilhomme 2024) or the risk of burnout (Bordarie and Mourtialon, 2023).

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