THE ROLE OF PSYCHOLOGICAL RESILIENCE IN STRENGTHENING ORGANIZATIONAL COMMITMENT FROM THE PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT: THE IMPORTANCE OF PSYCHOLOGICAL WELL-BEING

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Abstract

This study was conducted to examine the role of psychological well-being in the effect of psychological resilience on organizational commitment from the perspective of human resource management. In this context, the study, which is based on the Theory of Conservation of Resources, was carried out with the data collected by questionnaire method from 212 participants working in the security department in the production sector. According to the findings, psychological resilience has a significant effect on organizational commitment in the same direction. Psychological well-being plays a regulatory role in this effect. The findings obtained in the study provide important outputs for businesses and managers.

Keywords: Psychological Resilience, Organizational Commitment, Psychological Well-Being, Human Resource Management, Conservation Theory of Resources

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INTRODUCTION

In the business world, the psychological well-being of employees and their organizational commitment are of paramount importance for the success and sustainability of organizations. Human resource management aims to support and enhance employees' psychological well-being, performance, and organizational commitment by developing strategies and initiatives (Avey, Luthans & Jensen, 2009; Hartmann, Weiss, Hoegl&Carmeli, 2021; Saks, 2011). Within this context, the roles of psychological resilience and psychological well-being have come to the forefront (Bakker & Schaufeli, 2008; Zhai, Zhu & Zhang, 2022).

Psychological resilience can be defined as an individual's ability to cope with stress, pressure, and challenges. In the realm of work, psychological resilience is crucial for employees to effectively navigate demanding work conditions, adapt to change, and consistently perform (Fisher, Ragsdale & Fisher, 2019).In this regard, human resource management has numerous opportunities to implement strategies that support and enhance psychological resilience (Athota, Budhwar& Malik, 2020; Avey et al., 2009).In addition to psychological resilience, psychological well-being is also an effective factor in employees' job performance and organizational commitment. Psychological well-being refers to the emotional, mental, and social well-being of individuals. Factors such as employees' feeling good about themselves, high motivation, coping with work stress, and increasing job satisfaction contribute to the strengthening of organizational commitment (Cooper, Wang, Bartram & Cooke, 2019). At this point, human resource management can implement various policies and programs to encourage and support employees' psychological well-being. Furthermore, psychological well-being is a significant factor influencing employees' job performance and organizational commitment (Wright, Cropanzano, Bonett& Diamond, 2009). Psychological well-being encompasses individuals' emotional, mental, and social welfare. Factors such as feeling good about oneself, high motivation, effective stress management, and increased job satisfaction contribute to strengthening organizational commitment (Bakker & Schaufeli, 2008). Human resource management can implement policies and programs to promote and support employees' psychological well-being (Salanova, Llorens, Cifre& Martinez, 2012).

This study aims to examine the role of psychological resilience in organizational commitment from a human resource management perspective. In this context, firstly, the extent and effect of psychological resilience on organizational commitment is examined. Then, the predictive power of psychological well-being was examined. The study emphasizes the importance of psychological resilience and psychological well-being in order to increase the level of organizational commitment of employees.

1. Literature Review

Organizational Commitment

Organizational commitment refers to the level of loyalty and commitment of an employee to an organization, to work, and to the goals of the organization (Meyer & Allen, 1997). This concept can be defined as the employee's loyalty to the organization, passionate commitment to work, and belief in the values of the organization. Therefore, organizational commitment can encourage employees to make more effort within the organization, to adopt the goals and objectives of the organization, and to maintain a long-term business relationship (Mowday, Porter & Steers, 1982). In this framework, the employee's commitment to the organization may include an emotional attachment to the job and the organization,

aligning individual values with the values of the organization, and belief in the future of the organization.

The Conservation Theory of Resources provides an important theoretical framework to explain the concept of organizational commitment. This theory suggests that employees accumulate energy, time, skills, and other resources and try to conserve these resources (Hobfoll, 1989). According to this theory, employees have certain resources to cope with the demands they face in the work environment. These resources may include physical, mental, and social resources. For example, a supportive work environment, competencies, time management skills, and social support are resources that employees can use to cope with these demands. According to the Conservation Theory of Resources employees' resources are limited and they tend to protect these resources (Halbesleben, Neveu, Paustian-Underdahl&Westman, 2014). An employee's organizational commitment depends on the resources that the organization can offer to the employee. If the employee receives sufficient resources from the organization, they can protect their resources and their level of commitment can be high. This theory shows that when employees are supported by the resources provided by the organization, their commitment to work and the organization will increase. Therefore, the organization should develop policies and practices to ensure that employees have access to resources and support them to protect these resources. In this way, employees' organizational commitment can be increased and their performance can be improved.

Organizational commitment can increase the satisfaction level of employees, increase their motivation and positively affect job performance (Meyer, Becker &Vandenberghe, 2004). In addition, committed employees generally work with a higher sense of job security, quit less often, and are able to put more effort into achieving the organization's goals (Meyer &Herscovitch, 2001). In this case, since there is a positive relationship between organizational commitment, employee commitment to work, and the success of the organization, companies often develop policies and strategies to increase the level of employee commitment (Riketta, 2008). Starting from the recruitment process, human resources management practices such as training, support, and reward are effective tools used to support employees' organizational commitment (Allen & Meyer, 1996). In this context, there are many factors affecting organizational commitment. However, it is thought that the employee's perception of psychological resilience is important among these factors.

Psychological Resilience

Psychological resilience is defined as the internal strength and flexibility ability of individuals to cope with negative conditions such as stress, trauma, pressure, difficulties, and change (Masten, 2014). This concept refers to individuals' resilience, initiating recovery processes, and adapting in a positive way when faced with negative events. The basic elements of psychological resilience include emotional, mental, and social resilience (Rutter, 2012). This resilience includes coping with stress effectively, maintaining emotional balance, and handling events with a positive perspective. Research shows that individuals with high psychological resilience can cope with obstacles more effectively, recover quickly, and are more flexible.

The Conservation Theory of Resources may explain the concept of psychological resilience. According to this theory, individual effort to resist environmental stressors and conserve their resources (Hobfoll, 1989; Hobfoll, Johnson, Ennis, & Jackson, 2003). This theory is associated with psychological resilience, protection, and reacquisition of resources (Halbesleben, Harvey &Bolino, 2010; Hobfoll,

1989; Hobfoll et al., 2003). According to theory, it states that individuals have limited resources and they tend to conserve these resources. Resources may include various elements such as material and immaterial resources, social support, skills, and environmental factors. Individuals can develop strategies to protect, renew and effectively use these resources. While individuals use various methods to protect their resources, they use their resources effectively to cope with threats to these resources and try to regain them.

In addition to genetic factors, environmental factors, learning experiences, and personal development play an important role in crafting psychological resilience (Southwick, Bonanno, Masten, Panter-Brick& Yehuda, 2014). Individuals can strengthen their resilience through strategies such as emotional awareness, positive thought patterns, effective problem-solving skills, and the use of social support networks. Psychological resilience plays an important role in coping with stress factors in personal and professional life, increasing job performance, job satisfaction, and health. However, the concept of psychological well-being may be an important variable in the effect of psychological resilience on organizational commitment. Psychological resilience refers to the ability of individuals to cope with difficulties and combat stress (Luthans, 2002). Organizational commitment, on the other hand, is an employee's commitment, loyalty, and satisfaction with the organization (Meyer & Allen, 1991). In this framework, psychological resilience can show the ability of individuals to display a positive attitude, show flexibility and use their adaptation skills when faced with difficulties and stress factors (Maddi, 2006). This may reduce the level of employees' coping with the difficulties they face at work and being affected by negative situations. Therefore, organizational commitment is related to employees' adoption of the organization, their commitment to their jobs, and their support for the goals of the organization (Meyer & Allen, 1991). Individuals with high psychological resilience may be more resilient in the face of negative situations and may have a more positive work experience. This may contribute to an increase in organizational commitment. For example, a study found that employees with high psychological resilience exhibit higher levels of job commitment, organizational loyalty, and satisfaction (Luthans, Avolio, Avey, & Norman, 2007). This study showed that employees with high psychological resilience exhibit more positive attitudes and are more committed to their jobs even in stressful working environments. In light of these findings, the first hypothesis of the study was formed by considering that psychological resilience has a significant effect on organizational commitment: *H1: Psychological resilience has a significant effect on organizational commitment in the same direction*

Psychological well-being

Psychological well-being refers to individuals being in a healthy and satisfying state emotionally, mentally, and socially. This concept includes elements such as the positive emotional state of the individual, self-acceptance, personal development, establishing positive relationships, finding meaning and purpose, and having self-confidence. In other words, the concept of psychological well-being can be associated with the positive emotional state of individuals, the development of personal abilities, the establishment of meaningful social relationships, and life serving a meaningful purpose. In addition, psychological well-being can be seen as a concept consisting of four basic components: positive emotional state, life satisfaction, subjective well-being, and meaningful life experience (Keyes, 2002; Diener, 2009).

The concept of psychological well-being is based on the Conservation Theory of Resources. According to this theory, it emphasises people's need for resources and their efforts to protect and regain these

resources. In this theory, individuals' access to resources and their ability to protect these resources can affect their psychological well-being. (Hobfoll, 1989). The Conservation Theory of Resources can link this situation to the interaction with resources. In this case, employees can increase their psychological well-being through their efforts to protect and regain their resources.

Psychological well-being is a condition that affects an individual's overall quality of life and satisfaction (Ryff & Keyes, 1995). The positive emotional state of individuals is associated with experiencing positive emotions such as feelings of happiness, joy, peace, and pleasure. In addition, elements such as self-acceptance and self-worth, personal development and growth, self-confidence, establishing positive social relationships, and finding meaningful goals can also be considered as a part of psychological well-being. This concept can increase an individual's ability to cope with stress, protect mental health, increase life satisfaction, and generally be an indicator of a healthy lifestyle (Ryff & Singer, 2008; Diener, 2012). Therefore, promoting and supporting psychological well-being is important for individuals to lead a healthy life and realize their potential.

The moderation effect of psychological well-being can explain the relationship between psychological well-being, psychological resilience, and organizational commitment. While psychological resilience refers to the ability and flexibility of individuals to cope with stress, organizational commitment is the commitment, loyalty, and satisfaction of an employee to the organization. In this context, it is suggested that psychological well-being can affect the relationship between psychological resilience and organizational commitment as a moderator. Because employees with high psychological resilience have higher levels of psychological well-being and this may have a positive effect on organizational commitment (Avey, Luthans, & Youssef, 2010). In addition, psychological well-being may have a stronger effect on organizational commitment in individuals with high psychological resilience (Luthans et al., 2007). In other words, individuals with high psychological resilience may have higher levels of psychological well-being. The presence of this psychological well-being may change its power and direction on organizational commitment. Therefore, psychological well-being may play a moderating role in the relationship between psychological resilience and organizational commitment. In the light of this information, the second hypothesis of the study was formed. *H2: Psychological well-being has a moderating role in the effect of psychological resilience on organizational commitment.*

As a result of the literature review, all hypotheses of the study based on theoretical reasons are shown in the research model (Figure 1).
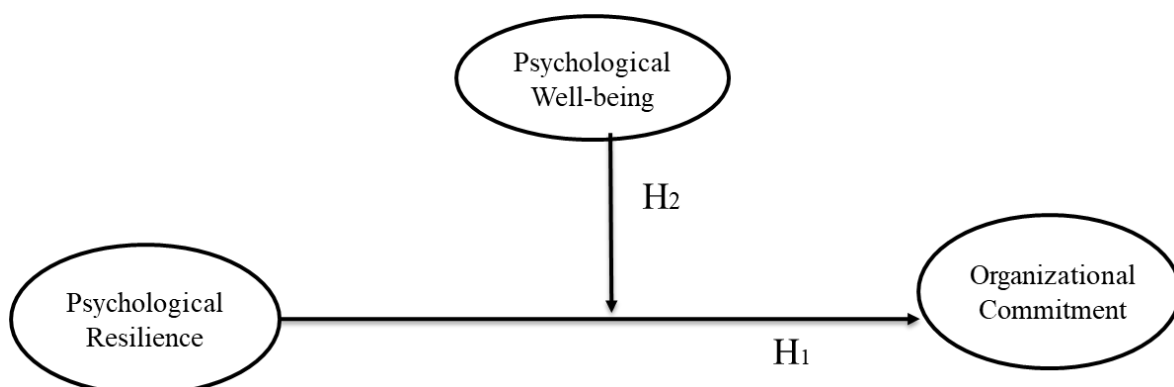
Figure 1. Research Model

2. Research Methodology

Study Design and Data Collection

This study was conducted on employees working as security guards in enterprises operating in the field of production. Within the scope of the study, questionnaires were sent to 400 participants between 01.03.2023 - 01.05.2023 and 212 participants were returned. When it is known that the number of the universe of the scope of the study is determined by the number of security guards working in the production sector in Eskişehir (About 4.000), it is seen that the number of samples is sufficient (Özdamar, 2003). The quantitative method was adopted and the convenience sampling method design was selected.

Of the participants obtained in the study, 32% are female and 68% are male. 9% of the participants are primary school/middle school graduates, 61% are high school graduates, 18% are vocational high school graduates and 12% are undergraduate graduates. In addition, it was observed that the participants are mostly between the ages of 30-45, married, and had 2-6 years of experience.

Internal consistency, validity, effect analyses, and moderator effect analysis of the study were conducted in the Smart PLS 4 program. In addition, frequency analysis for the demographic variables of the participants and correlation analyses for the relationship between the scales were performed in SPSS 26 package program.

Scales Used in the Study

Psychological Resilience Scale: The short psychological resilience scale developed by Smith et al. (2008) and translated into the national culture by BasımandÇetin (2011) was used. The scale that short form contains 6 items, is evaluated in a 5' Likert structure (1=Strongly disagree, 5=1=Strongly agree). High scores obtained from the scale indicate high psychological resilience.

OrganizationalCommitment Scale: The18-item organizational commitment scale developed by Meyer and Allen (1991) and adapted into Turkish by Wasti (1999, 2003) was used. This scale was handled as a 5' Likert structure.

Psychological Well-Being Scale: The one-dimensional and 8-item scale developed by Diener et al. (2009) and adapted into Turkish by Telef (2013) was used. This scale was handled as a 5' Likert structure.

Descriptive Statistics

The validity and internal consistency analyses of the psychological resilience, organizational commitment, and psychological well-being scales used in this study were conducted. As a result of this analysis, it was seen that the values indicating internal consistency (Cronbach's alpha ≥70%; factor loadings ≥40%; data consistency ≥70%; convergent validity≥70%) were at acceptable levels (Fornell&Larcker, 1981; Hair, Hult, Ringle&Sarsedt, 2017). However, it was observed that the average variance coefficient explained (AVE) by the items of the continuance commitment scale, which is the

sub-dimension of organizational commitment, was below 50% (Henseler, Ringle&Sarstedt, 2015). For this reason, one item of this scale was removed from the scale and the AVE value coefficient reached the desired level. In addition, for the validity coefficients of the scales, model fit values (multicollinearity coefficient <5; good fit value <0.08; the difference between the correlation coefficients of the model, good fit model, and experimental correlation coefficients are insignificant and normed fit index ≥90%) were found to be appropriate. These values were observed to be at acceptable levels by the literature (Dijkstra & Henseler, 2015; Hair et al., 2017) (Table 1).

Table 1. Validity and Reliability Analysis Results of the Scales

Variables		C.A	rho_a	CR (rho_c)	AVE	VIF	SRMR	d_ULS	d_G	NFI
Organizational Commitment	Affective Commitment	.769	.790	.781	.507	1.213-3.718	.0671	1.723 p>0.05	.989 p>0.05	.903
	Continuance Commitment	.771	.833	.766	.521	1.516-2.678				
	Normative Commitment	.811	.820	.795	.507	1.071-3.912				
Psychological Resilience		.779	.786	.780	.504	1.599-3.219				
Psychological Well-being		.906	.908	.907	.549	1.714-2.545				

Following the results of internal consistency and validity analyses, it was analysed whether the scales used in the study were well differentiated from other factors. In addition to this analysis, the relationships between psychological resilience, organizational commitment, and psychological well-being scales were also examined. As a result of this analysis, it was seen that these three scales were related to each other in the same direction and analytically (Cohen, 1988). It also when the correlation coefficients and AVE square root coefficients of psychological resilience, psychological well-being, and organizational commitment scales were compared, it was seen that these variables were well separated from other variables (Fornell&Larcker, 1981) (Table 2).

Table 2. Correlation and Discriminant Validity Results

	Variables	(1)	(2)	(3)	(4)	(5)
Organizational Commitment	Affective Commitment	(.712)	.452**	.369**	.542**	.435**
	Continuance Commitment		(.721)	.247**	.410**	.466**
	Normative Commitment			(.712)	.539**	.328**
Psychological Resilience					(.709)	.660**
Psychological Well-being						(.740)

** Correlation Relationship p<0,05, Values in brackets represent AVE square root.

3. Results

In order to analyze the hypotheses formed within the framework of the study, firstly the coefficients of the research model were examined. When we look at the R^2 values obtained as a result of this analysis, it is seen that psychological resilience explains 32.1% of affective commitment, 31.3% of continuance commitment, and 36.6% of normative commitment. The effect size value (f^2) shows that psychological resilience has a moderate effect on affective commitment, continuance commitment, and normative commitment. Also in Table 3, it is seen that psychological resilience has a moderate effect on

psychological well-being. In addition, when the predictive power coefficients (Q^2) are examined, it is seen that all sub-dimensions of psychological resilience and organizational commitment have predictive power (Hair et al., 2017).

Table 3. Research Model Coefficients

| Variables	R^2	f2					Q^2
		Affective Commitment	Continuance Commitment	Normative Commitment	Psychological Resilience	Psychological Well-being	
AffectiveCommitment	.321						.412
ContinuanceCommitment	.313						.316
NormativeCommitment	.366						.215
Psychological Resilience		.108	.117	.112	.178		.105
Psychological well-being	.412						

Model effect coefficients were analysed for the analysis of the two main hypotheses of the study. As a result of the analyses for the first hypothesis of the study, the effect of psychological resilience on organizational commitment was analysed. As a result of this analysis, it was seen that psychological resilience had a significant effect on organizational commitment in the same direction (β=.852; β=.115; β=1.164, p<0.05). This result supports the H1 hypothesis of the study. In other words, as psychological resilience increases, organizational commitment increases. Likewise, as psychological resilience decreases, organizational commitment decreases. Again, the second hypothesis formed within the scope of the study, i.e. moderating effect analysis was performed. In this analysis, the moderating role of psychological well-being in the relationship between these two variables in the effect of psychological resilience on organizational commitment was analysed. As a result of the analysis, it was seen that psychological well-being had a moderating effect between these two variables (β1=.014; β2=.006; β3=.020, p<0,01). This result shows that the H2 hypothesis of the study is supported. In other words, psychological well-being has a moderating effect on the effect of psychological resilience on organizational commitment. When the strength of this effect is examined, it is seen that psychological well-being reduces the strength of the relationship between psychological resilience and organizational commitment. In other words, the level of psychological well-being of employees decreases the strength of the relationship between psychological resilience and organizational commitment (Table 4).

Table 4. Research Model Effect Coefficients

Model	β	T Statistics	P Values
Psychological Resilience-> Affective Commitment	.852	6.752	.002
Psychological Resilience-> Continuance Commitment	.115	2.312	.001
Psychological Resilience-> Normative Commitment	1.164	9.781	.000
Moderation Effect 1 Psychological Well-being	.014	1.233	.001
Moderation Effect 2 Psychological Well-being	.006	1.114	.002
Moderation Effect 3 Psychological Well-being	.020	1.812	.010

The findings obtained as a result of all analyses are shown as a result of structural factor analysis (Figure 2).
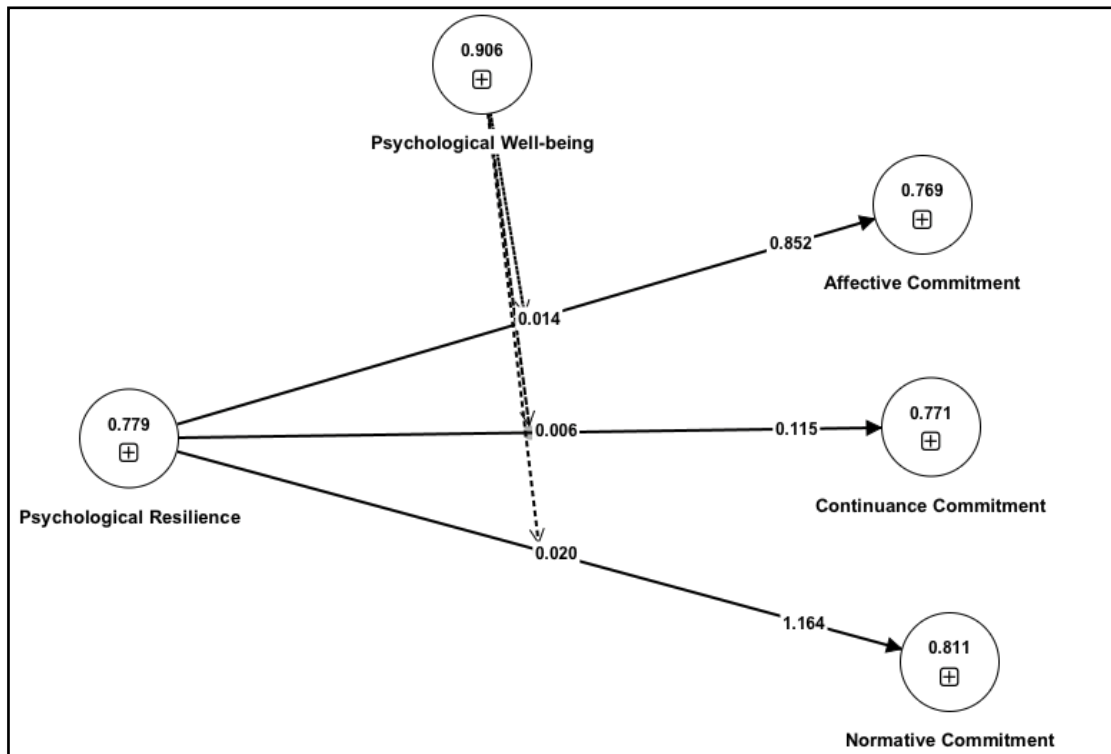
Figure 2. Structural Factor Analysis Results of the Study

4. DISCUSSION and CONCLUSION

Main Findings of the Study

This study was conducted to examine the role of psychological well-being in the effect of psychological resilience on organizational commitment. According to the results of the study, there is a significant relationship between psychological resilience and organizational commitment in the same direction. In other words, as employees' psychological resilience increases, their level of organizational commitment also increases. This result is also supported by studies in the literature (Luthans et al., 2007; Tugade & Fredrickson, 2004). However, unlike the studies in the literature, when this study considers the sample of security employees, the psychological resilience of these unit employees was examined separately in terms of normative, affective, and continuance commitment. In this context, it has been shown that increasing the psychological levels of security employees can also increase their levels of continuance commitment. In addition, the results of the study showed that psychological well-being has a moderating effect between psychological resilience and organizational commitment. This result was indirectly supported by some studies in the literature (Avolio, Reichard, Hannah, Walumbwa & Chan, 2007; Avey et al., 2010; Avey, Wernsing & Luthans, 2008).

Theoretical Findings

This study explains the moderating effect of psychological well-being on the effect of psychological resilience on organizational commitment in the context of the Conservation Theory of Resources. According to the theory, individuals make efforts to protect and increase their resources (Hobfoll, 2001). Psychological resilience is defined as an individual's ability to cope with stressful situations (Masten, 2001). Having a high level of psychological resilience can enable an individual to cope with stressful

9

situations more effectively and protect their resources. On the other hand, psychological well-being refers to an individual's emotional, psychological, and social well-being (Ryff, 1989). Psychological well-being emerges as an important factor in the process of protecting and increasing an individual's resources. Individuals with high levels of psychological well-being can use and conserve resources more effectively (Diener, Emmons, Larsen & Griffin 2010).

In this context, the Conservation Theory of Resources helps us to understand the impact of these factors on organizational commitment by explaining the relationship between psychological resilience and psychological well-being. Individuals with high levels of psychological resilience and psychological well-being are able to use and conserve their resources more effectively. This may lead them to have a higher level of commitment (Bakker, Demerouti & Sanz-Vergel, 2014).

Research Practical Implications

The moderating effect of psychological well-being on the effect of psychological resilience on organizational commitment provides various benefits to businesses. Employees with high levels of psychological well-being generally have a higher level of commitment. This can help organizations to improve their performance by increasing employee engagement, motivation, and loyalty. At the same time, the moderating effect of psychological well-being can reduce employee turnover intention and thus contribute to organizations maintaining a stable workforce. Psychological well-being can increase employees' ability to cope with stress while at the same time making them more productive at work. This helps organizations to increase the efficiency of their business processes. Moreover, the moderating effect of psychological well-being can reduce employees' levels of job stress and burnout. This can make employees feel happier, healthier, and more motivated at work. Taken together, the moderating effect of psychological well-being in the impact of psychological resilience on organizational commitment provides significant benefits in various areas such as increasing employee commitment, reducing turnover rates, improving work productivity, and increasing employee health and happiness.

Research Limitations and Future Research Directions

This study has certain limitations due to the characteristics of the participants, the sincerity of their answers, and the fact that it was applied in a single culture. In addition, the fact that a detailed interview was not conducted in the study can also be seen among the limitations of the study. Therefore, these limitations should be taken into consideration in the generalization of the results of the study.

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