



ISSN: 2617-6548

URL: www.ijirss.com



Employee–organization relationships as drivers of organizational resilience: A micro-foundational perspective

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Abstract

Resilience has become a defining capability for organizations operating in increasingly turbulent, resource-constrained, and high-stakes environments. While scholars widely acknowledge the central role of employees in shaping resilient responses, the relational conditions that enable individual resilience to translate into organizational resilience remain insufficiently theorized. Drawing on relational perspectives and the dynamic capabilities framework, this study investigates how the quality of employee–organization relationships, captured through trust, mutual control, relational satisfaction, and commitment, affects both employee resilience and organizational resilience. We further assess whether these relationships amplify the contribution of employee resilience to the organization’s overall adaptive capacity. Using data from 90 employees in public hospitals, a context characterized by structural complexity, continuous strain, and tightly coupled work systems, we test a conceptual model via partial least squares structural equation modeling (PLS-SEM). Results indicate that employee resilience significantly enhances organizational resilience and that high-quality employee–organization relationships exert strong direct effects on both constructs. However, these relationships do not moderate the employee-to-organization resilience link. We interpret this finding in light of institutional constraints and professional logics prevalent in public healthcare settings, where relational dynamics operate independently of managerial discretion. The study advances the literature by elucidating the specific relational conditions that support resilience at multiple levels and by challenging assumptions about their moderating role in complex public organizations.

Keywords: Dynamic capabilities, Employee resilience, Employee–organization relationships, Organizational resilience, Public hospitals, Relational perspectives, Trust, Commitment.

DOI: 10.53894/ijirss.v9i1.11144

Funding: This study received no specific financial support.

History: Received: 13 November 2025 / **Revised:** 19 December 2025 / **Accepted:** 24 December 2025 / **Published:** 8 January 2026

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Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Publisher: Innovative Research Publishing

1. Introduction

Organizations increasingly operate under conditions of turbulence, resource volatility, and heightened unpredictability. Economic pressures, technological shifts, workforce challenges, demographic change, and societal expectations generate forms of instability that strain organizational systems and test their capacity to function reliably over time. These pressures are particularly visible in large, complex institutions such as public hospitals, where interdependent workflows, high emotional load, and tightly coupled processes place constant demands on individuals and teams. In such settings, even routine disruptions can escalate into systemic challenges, underscoring the need for organizational resilience. Organizational resilience refers to the capacity of an organization to absorb shocks, maintain essential functions, adapt to evolving conditions, and recover or transform in response to adversity [1, 2]. Researchers increasingly conceptualize resilience as a dynamic capability that integrates anticipation, adaptation, learning, and renewal [3]. However, regardless of its level of analysis, most frameworks converge on the idea that resilient behaviors originate in the actors who populate the system. Employees are often the first to detect anomalies, enact improvised solutions, and sustain operational continuity in uncertain conditions. Their resilience, shown by their ability to adjust, learn, and sustain functioning, constitutes a crucial micro-foundation of organizational resilience [4].

Although prior studies acknowledge this micro-to-macro link, less attention has been devoted to understanding *how* the relational environment shapes these pathways. Employee–organization relationships, defined through trust, mutual influence, relational satisfaction, and commitment, create a psychological and social context that can either enable or inhibit adaptive behaviors. High-quality relational climates foster cooperation, knowledge sharing, and proactive engagement, all of which are essential to resilience in complex systems [5, 6]. From this perspective, relational conditions may not only strengthen employees' own resilience but also provide the contextual scaffolding through which their resilience contributes to organizational functioning. Despite these theoretical arguments, empirical research examining these mechanisms remains limited, particularly in public-sector settings. Public hospitals represent an important yet understudied context for resilience research. They operate under chronic resource constraints, political scrutiny, conflicting demands, and a high degree of professional autonomy. They are also characterized by intricate interdependencies, meaning that disruptions in one area can quickly propagate through the system. These features make public hospitals natural test site for examining how relational dynamics shape resilience at multiple levels.

This study seeks to contribute to organizational resilience research in three ways. First, we empirically reinforce the micro-foundational view by demonstrating that employee resilience significantly enhances organizational resilience. Second, we show that high-quality employee–organization relationships exert direct positive effects on both employee and organizational resilience. Third, we challenge dominant theoretical assumptions by demonstrating that relational quality does *not* moderate the relationship between employee resilience and organizational resilience. We argue that this finding reflects the institutionalized nature of relational dynamics in public hospitals, where professional identity, ethical commitment, and structural constraints limit the extent to which managerial relationships shape collective adaptive capacity.

By clarifying these mechanisms, the study enriches theoretical conversations on resilience, relational perspectives in management, and the functioning of complex public organizations. It offers insights for scholars seeking to refine multi-level models of resilience and for practitioners aiming to strengthen adaptive capacity in environments marked by turbulence and interdependence.

2. Theoretical Background and Literature Review

Organizational resilience has become a central construct in management research, reflecting growing interest in how organizations withstand, adapt to, and recover from adverse conditions. While many studies conceptualize resilience at the organizational level, an expanding stream of research underscores its micro-foundations in employee behaviors, cognitions, and relational dynamics. This section reviews the principal theoretical perspectives that inform our model: (1) organizational resilience as a dynamic capability; (2) employee resilience as a micro-foundation of organizational resilience; and (3) the role of employee–organization relationships as relational conditions shaping resilience across levels.

2.1. Organizational Resilience: A Dynamic Capability Perspective

Early perspectives conceptualized resilience as an organization's ability to "bounce back" following disruptions [7] or as the capacity to absorb shocks and maintain core functions [1]. More recent work, however, adopts a broader and more

dynamic view, recognizing resilience as a forward-looking capability that integrates anticipation, adaptation, and renewal [2, 8].

Within the dynamic capabilities framework, resilience is understood as a higher-order capability enabling organizations to sense environmental shifts, seize opportunities for adaptation, and reconfigure processes as needed [9]. This conceptualization highlights several interrelated components:

- *Situational awareness*: the ability to detect emerging threats, vulnerabilities, and anomalies within the system [10].
- *Vulnerability management*: identification and mitigation of weak points that can magnify disruptions [11].
- *Adaptive capacity*: flexibility in reorganizing structures, workflows, and routines to accommodate shifting demands [12].
- *Commitment and engagement*: the motivational infrastructure that sustains coordinated action during adversity [13].

These elements underscore that resilience is not solely structural or procedural. It is also deeply social and behavioral: how employees coordinate, adjust, communicate, and improvise in uncertain conditions plays a critical role in determining resilience outcomes. This realization naturally brings attention to the micro-foundations of resilience.

2.2. Employee Resilience as a Micro-Foundation of Organizational Resilience

Employee resilience refers to employees' capacity to adapt, learn, sustain functioning, and recover in the face of workplace challenges [4]. It encompasses problem-solving behaviors, proactive engagement, emotional regulation, and the ability to mobilize resources effectively. A resilient employee can navigate adverse events without significant performance decline and may contribute to positive adaptation over time.

From a micro-foundational perspective, employee resilience serves as a basis for organizational resilience for three main reasons:

2.2.1. Employees Enact Adaptive Behaviors on the Front Line

Employees are often the first to recognize disruptions and implement improvised solutions [14]. Their behaviors directly influence the reliability and adaptability of the system.

2.2.2. Resilient Employee Teams Create Resilient Subsystems

Theories of affective self-enhancement and attraction–selection–attrition (ASA) suggest that resilient individuals may cluster within teams, reinforcing adaptive norms and amplifying collective resilience [15].

2.2.3. Employee Resilience Facilitates Organizational Learning

Resilient employees are more likely to experiment, reflect, and integrate feedback, thus contributing to organizational-level learning and renewal [2, 16].

Taken together, these insights suggest that employee resilience is not merely an individual trait; it is a behavioral system that enables organizations to cope with complexity, manage interdependencies, and respond effectively to turbulence. However, the translation of employee resilience into organizational resilience is not automatic. It depends on the relational and contextual conditions in which employees operate.

2.3. Employee–Organization Relationships: A Relational Context for Resilience

Employee–organization relationships (EORs) refer to the quality of the relational climate between employees and the organization, typically captured through four dimensions: *trust*, *mutual control*, *relational satisfaction*, and *commitment* [5]. These dimensions shape employees' psychological attachment, willingness to exert discretionary effort, and readiness to engage in adaptive behaviors.

2.3.1. Trust

Trust involves the belief that the organization is reliable, competent, and fair. It reduces uncertainty, fosters psychological safety, and encourages employees to share information, seek support, and take proactive steps—all crucial behaviors during disruptions.

2.3.2. Mutual Control

Mutual control refers to the perception of shared influence and fair distribution of decision-making power. When employees perceive that their voice matters, they are more likely to engage in problem-solving, adopt ownership behaviors, and collaborate effectively.

2.3.3. Relational Satisfaction

Satisfaction reflects the belief that expectations are met and that the relationship is functional and mutually beneficial. Relational satisfaction has been linked to greater emotional stability, engagement, and cooperative behavior.

2.3.4. Commitment

Commitment denotes employees' dedication to preserving and promoting the relationship. It includes both affective attachment and behavioral intention, reinforcing persistence and effort in challenging contexts.

Across these dimensions, EORs create a relational infrastructure that supports resilience by enhancing psychological resources, enabling communication and coordination, encouraging collective sensemaking, strengthening loyalty and engagement, reducing emotional strain associated with uncertainty

In complex public organizations, such as hospitals, relational dynamics carry weight due to interdependence among professionals, moral obligations, and the need for coordinated action under pressure.

2.4. Linking Eors to Resilience Across Levels

Three bodies of research converge to suggest that EORs play a critical role in resilience processes:

Positive organizational research argues that high-quality relationships generate social resources that buffer stress and enable adaptive responses [17, 18].

Relational coordination theory posits that strong relational ties improve information sharing, reduce misunderstandings, and support coordinated adaptation under pressure [19].

Organizational behavior research identifies EORs as antecedents of job engagement, proactive behaviors, and change readiness that are all foundational to resilience [20].

Thus, EORs may operate through two distinct pathways:

- *EORs → Organizational Resilience*: By fostering trust, alignment, and cooperation, EORs provide the social scaffolding necessary for collective adaptation.
- *EORs → Employee Resilience*: Relational support enables employees to cope with stress, access resources, and engage in adaptive behaviors.

Some researchers, notably Kim [21] propose that EORs may strengthen the translation of employee resilience into organizational outcomes by amplifying the psychological connection and coordination needed for collective resilience.

However, this moderating effect remains theoretically debated and empirically understudied, particularly in public organizations constrained by institutional norms, hierarchical structures, and limited managerial discretion.

3. Hypotheses Development

Building on the theoretical foundations presented above, this section articulates the hypotheses linking employee resilience, employee–organization relationships, and organizational resilience. The model integrates micro-foundational reasoning and relational perspectives to explain how resilience unfolds across levels in complex public organizations.

3.1. Employee Resilience and Organizational Resilience

Resilience research increasingly highlights that organizational-level resilience is not solely the result of structural preparedness or top-down strategic responses; rather, it emerges from employees' actions, sensemaking, improvisation, and adaptive behavior [14]. Employees form the first line of detection for disruptions and are often responsible for implementing local solutions that stabilize the system. Their capacity to navigate ambiguity, maintain functioning, and learn from disruptions represents a central micro-foundation of organizational resilience [2, 22].

In high-stakes environments such as public hospitals, the impact of employee behaviors is amplified due to tightly coupled work processes, interdependencies, and the immediacy of consequences. When employees exhibit resilience, through proactive problem solving, emotional regulation, learning orientation, and flexibility, they can buffer systemic vulnerabilities and contribute to the organization's ability to adapt.

Moreover, individual-level resilience may propagate across the system. According to the attraction–selection–attrition (ASA) and affective self-enhancement mechanisms, resilient employees foster climates of resourcefulness and collective sensemaking, facilitating the emergence of group and organizational resilience [15]. These perspectives position employee resilience as a behavioral engine that drives the adaptive capacity of the organization. Thus, employee resilience should positively shape organizational resilience.

H₁: Employee resilience has a positive effect on organizational resilience

3.2. Employee–Organization Relationships and Organizational Resilience

The relational environment in which employees operate profoundly influences how they respond to adversity. High-quality relationships, characterized by trust, mutual control, relational satisfaction, and commitment, provide a stable foundation that supports coordinated action, knowledge sharing, and psychological safety [5, 6]. These relational conditions generate social resources that help organizations maintain functionality and adapt in turbulent contexts.

Research in positive organizational studies suggests that strong relational ties enhance employees' access to support, reduce dysfunctional stress responses, and enable collaborative problem solving [17, 18]. Similarly, relational coordination theory demonstrates that effective coordination under pressure emerges from shared goals, shared knowledge, and mutual respect, all of which are shaped by underlying relational quality [19]. In public hospitals, where work is interdependent, unexpected events are common, and disruptions can rapidly escalate, such relational qualities are essential. Trusting relationships reduce friction in communication, while mutual control fosters shared responsibility and collective engagement. Relational satisfaction contributes to emotional stability, and commitment enhances the willingness to sustain effort during strain.

Therefore, employee–organization relationships are expected to represent a direct antecedent of organizational resilience.

H₂: Employee–organization relationships have a positive effect on organizational resilience

3.3. Employee–Organization Relationships and Employee Resilience

Employee resilience does not develop in isolation; it is shaped by the social and psychological context provided by the organization. Positive relational climates strengthen employees' capacity to cope with challenges by enhancing their perceived support, sense of belonging, and confidence in organizational fairness and integrity. High levels of trust encourage employees to take risks, seek help, and share information, a behaviors that underpin adaptive functioning. Mutual control reinforces empowerment and voice, which are associated with proactive coping and constructive engagement during adversity. Relational satisfaction fosters emotional well-being, buffering stress and facilitating resource conservation. Organizational commitment strengthens persistence, motivation, and identification with the organization's goals.

Scholars have argued that such relational resources create conditions for employees to exhibit resilient behaviors, including learning from setbacks, adapting to change, and maintaining functioning under pressure [16, 23]. OR-oriented leaders and institutions that invest in relational quality thereby indirectly cultivate a more resilient workforce. Thus, employee–organization relationships are expected to contribute positively to employee resilience.

H3: Employee–organization relationships have a positive effect on employee resilience

3.4. The Moderating Role of Employee–Organization Relationships

While employee resilience may directly strengthen organizational resilience, the extent of this effect may depend on the relational context. A growing stream of relational research posits that employee–organization relationships may amplify the translation of individual capabilities into organizational outcomes [21]. When employees trust the organization, experience relational satisfaction, and feel committed, they are more likely to channel their adaptive capacities toward collective goals rather than isolated individual efforts.

From this perspective, high-quality employee–organization relationships could act as a contextual enhancer: they may facilitate information sharing, collaborative adaptation, and coordinated responses, which are necessary for individual resilience to influence collective resilience. Conversely, when relational quality is weak—characterized by distrust, low mutual control, dissatisfaction, or low commitment—individual resilience may be fragmented, unleveraged, or even suppressed due to lack of alignment or psychological safety. This logic suggests that employee resilience is more likely to contribute to organizational resilience when embedded within strong employee–organization relationships.

H4: Employee–organization relationships positively moderate the effect of employee resilience on organizational resilience

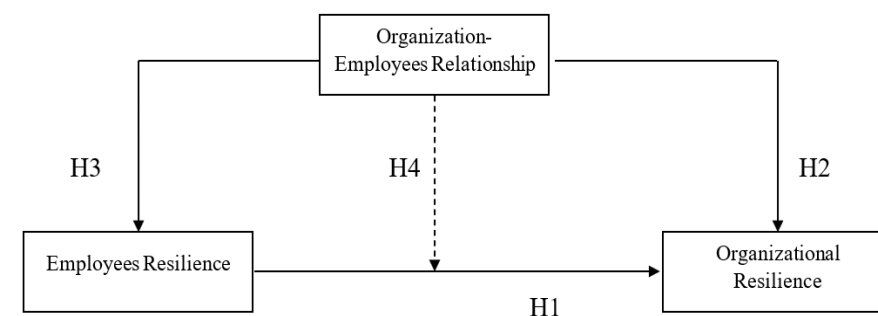


Figure 1.
Conceptual model.

4. Research Methodology

This study aims to empirically examine the relationships linking employee resilience, employee–organization relationships, and organizational resilience within complex public-sector organizations. To test the proposed conceptual model and hypotheses, we adopted a quantitative, hypothetico-deductive approach grounded in a positivist epistemology. This approach is consistent with prior resilience research that seeks to validate theoretically derived relationships through statistical modeling in real organizational contexts.

4.1. Research Context

The empirical investigation was conducted in public hospitals, which represent complex, high-stakes, and resource-constrained organizational systems. These settings are characterized by interdependent workflows, high uncertainty, and tightly coupled processes, making them well-suited for examining resilience mechanisms. Public hospitals also operate under institutional constraints, hierarchical structures, and professional norms that influence relational dynamics between employees and the organization.

Data were collected from employees occupying various roles—including physicians, nurses, paramedical staff, and administrative personnel—providing a diversified perspective on relational and resilience processes across organizational levels.

4.2. Sampling and Data Collection

A non-probability, convenience sampling method was used to reach participants working in different public hospitals. Although probabilistic sampling would be preferable for generalizability, access constraints and institutional regulations in

public healthcare systems often limit random sampling. Convenience sampling is therefore commonly adopted in research conducted in similar public-sector contexts.

A structured questionnaire was distributed to hospital employees who voluntarily agreed to participate. Participation was anonymous and confidential to limit social desirability bias and ensure honest responses. A total of 90 usable responses were obtained, which aligns with recommended sample sizes for partial least squares structural equation modeling (PLS-SEM), especially when the model includes latent variables and moderated relationships.

4.3. Measures and Instrumentation

All constructs were measured using multi-item Likert scales adapted from validated instruments in prior research. *Employee–Organization Relationships (EORs)* were assessed using the four-dimensional scale developed by Hon and Grunig [5] which captures: trust, mutual control, relational satisfaction, commitment. Respondents rated their perceptions using a five-point Likert scale ranging from “strongly disagree” to “strongly agree”. *Employee Resilience* was measured using items adapted from Kuntz, et al. [4] and other established resilience measures. Items capture adaptive behaviors, learning orientation, flexibility, and the ability to sustain functioning under pressure. *Organizational Resilience* was assessed using validated scales reflecting the organization’s capacity to absorb disruptions, adapt, and maintain essential functions. Items reflect dimensions such as situational awareness, adaptive capacity, and vulnerability management. All items were adapted to the healthcare context while preserving their semantic integrity.

4.4. Data Analysis Technique

To test the conceptual model and evaluate the relationships among latent variables, we employed *partial least squares structural equation modeling (PLS-SEM)* using a variance-based approach. PLS-SEM is widely used in management and organizational research, particularly when the model includes several latent constructs, the research is exploratory and the focus is on prediction and theory development.

As noted by Jakobowicz [24] PLS-SEM is especially suitable for analyzing complex social phenomena involving multiple interactions and latent constructs, conditions that characterize resilience research. Bootstrap resampling was used to evaluate the significance of path coefficients, following standard recommendations.

5. Results

This section presents the empirical results obtained from the PLS-SEM analysis. We report the outcomes of the hypothesis testing and provide a summary of the structural relationships between employee resilience, employee–organization relationships, and organizational resilience.

5.1. Assessment of the Measurement Model

The reliability and validity of the measurement model were assessed through several indicators:

Composite Reliability (CR): CR values for all constructs exceeded the recommended threshold of 0.707 [25] indicating satisfactory internal consistency. Composite reliability values ranged from 0.823 to 0.916, confirming that the constructs are reliable and stable.

Convergent Validity: Convergent validity was evaluated using average variance extracted (AVE) and item loadings. All constructs achieved $AVE \geq 0.50$, indicating that more than half of the variance is explained by their indicators [26]. Factor loadings were significant with t-values > 1.96 , further confirming convergent validity.

Discriminant Validity: Discriminant validity was examined using the Fornell–Larcker criterion and cross-loadings. Constructs were distinct and did not exhibit problematic overlap.

5.2. Assessment of the Structural Model

To evaluate the structural model, we examined first the Coefficient of Determination (R^2). The R^2 value for organizational resilience was 0.538, surpassing the threshold of 0.19 proposed by Chin [27] indicating moderate explanatory power. This suggests that employee resilience and employee–organization relationships jointly explain more than half of the variance in organizational resilience. Second, we examined the Goodness-of-Fit (GoF). The global model fit index (GoF) was 0.25, which is considered indicative of a medium overall fit [28].

5.3. Overview of the Structural Model Results

The structural model was assessed using bootstrapping procedures, which produced coefficient estimates, t-values, and significance levels for all hypothesized relationships.

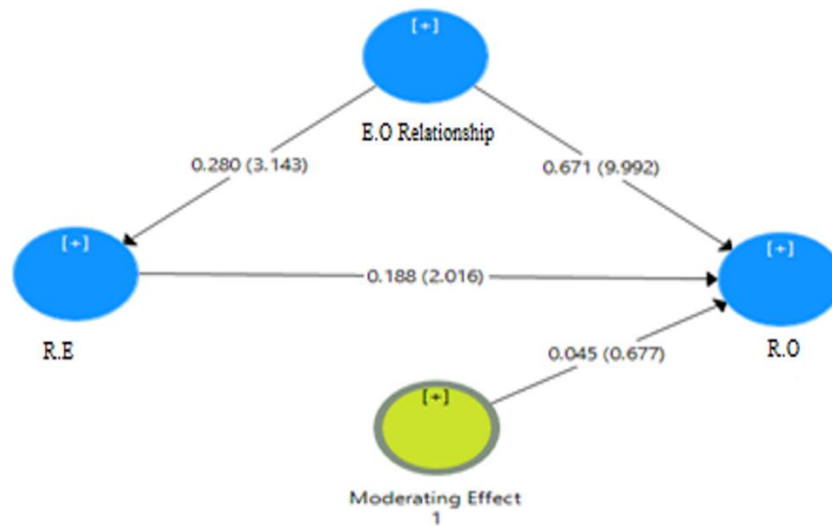


Figure 2.
Assessment of Inter-Variable Relationships.

Figure 1 illustrates the final model with significant and non-significant paths. The results reveal that three of the four hypothesized relationships are supported, while one, the moderating hypothesis (H4), is not.

Employee Resilience → Organizational Resilience (H1)

Employee resilience demonstrates a positive and significant effect on organizational resilience. The relationship is statistically robust, confirming that employees who exhibit adaptive behaviors, learning capacity, and emotional stability contribute meaningfully to the organization's ability to adapt and maintain functionality during challenging conditions.

This finding aligns with micro-foundational theories of resilience, which posit that individual-level capabilities aggregate to shape system-level functioning.

H1 is supported.

Employee–Organization Relationships → Organizational Resilience (H2)

The analysis shows a significant positive effect of employee–organization relationships on organizational resilience. Higher levels of trust, mutual control, relational satisfaction, and commitment are associated with stronger collective adaptive capacities.

This result reinforces relational perspectives that highlight the role of high-quality relational climates in enabling coordination, sensemaking, and collective action during disruptions.

H2 is supported.

Employee–Organization Relationships → Employee Resilience (H3)

Employee–organization relationships also exhibit a strong positive effect on employee resilience. Employees who perceive their relationship with the organization as fair, trusting, and mutually supportive are more likely to display resilient behaviors, including flexibility, problem solving, and perseverance. This result validates prior evidence suggesting that relational support constitutes a critical antecedent of individual adaptive capacity.

H3 is supported.

Employee–Organization Relationships × Employee Resilience → Organizational Resilience (H4)

The hypothesized moderating effect of employee–organization relationships on the link between employee resilience and organizational resilience was not supported. The interaction term was statistically non-significant ($t = 0.677$; $p = 0.499$), and the effect size was negligible.

This means that employee–organization relationships, although beneficial on their own, do not amplify nor diminish the extent to which employee resilience contributes to organizational resilience.

This finding challenges existing theoretical assumptions suggesting that relational climates strengthen the translation of individual adaptive capacities into organizational outcomes. Instead, the results indicate that employee resilience contributes to organizational resilience independently of the relational climate.

H4 is not supported.

6. Discussion

This study set out to examine how employee resilience and employee–organization relationships (EORs) jointly shape organizational resilience within complex public-sector organizations. Drawing on relational perspectives and micro-foundational theories of resilience, we proposed that both employee resilience and the quality of the employee–organization relationship would contribute directly to organizational resilience, and that EORs might further strengthen the translation of employee resilience into organizational-level adaptive capacity. Our findings offer several important insights for resilience theory and research in public organizations.

6.1. Employee Resilience as a Micro-Foundation of Organizational Resilience

The results provide strong support for the micro-foundational argument that employee resilience is a significant positive antecedent of organizational resilience. This finding reinforces the idea that resilient employees, those who can maintain functioning, adapt, and learn under strain, serve as behavioral engines of resilient systems. Prior research has emphasized that organizations adapt and recover not merely through formal structure or planning, but also through employees' on-the-ground sensemaking, improvisation, and coordination [2, 14]. Our results extend these insights by showing that in highly interdependent environments such as public hospitals, employee resilience has a substantive impact on the organization's ability to withstand disruptions and maintain essential functions.

Furthermore, this finding aligns with perspectives asserting that resilience is distributed across the system rather than held by a few individuals in formal leadership roles. In complex public organizations, the small adaptive actions of employees, seeking information, adjusting routines, or supporting colleagues, can collectively contribute to broader organizational stability. Our evidence thus reinforces resilience as a behavioral and relational phenomenon, grounded in the practices and capabilities of employees.

6.2. The Role of Employee–Organization Relationships in Shaping Resilience

Another central contribution of this study lies in the demonstration that employee–organization relationships exert a strong direct effect on both employee resilience and organizational resilience. High-quality EORs, characterized by trust, mutual control, relational satisfaction, and commitment, create a relational infrastructure that supports adaptive behaviors and fosters coordinated responses.

Our findings show that when employees perceive their relationship with the organization as fair, supportive, and reciprocal, they are more resilient. This supports research suggesting that relational resources enhance psychological safety, reduce stress, and cultivate adaptive coping behaviors [16, 23]. It suggests that resilience is not only an individual attribute but also a relationally embedded capability and that EORs can be considered as social resources for employees. In addition, EORs is considered as a conditions for collective adaptive capacity. In fact, the direct link between EORs and organizational resilience highlights relational quality as a collective resource. Relational coordination theory argues that shared goals, mutual respect, and high-quality communication increase the organization's capacity to adapt under pressure [19]. Our results reinforce this logic: in public hospitals where tasks are interdependent and disruptions propagate quickly, trust and commitment create the basis for effective coordination, rapid adjustment, and shared problem solving. This supports a growing consensus that resilient organizations depend on relational systems that facilitate collaboration and reduce friction during adversity.

6.3. Rethinking the “Amplifier” Role of EORs

Contrary to theoretical expectations, the moderating effect of EORs on the relationship between employee resilience and organizational resilience was not supported. This result challenges relational theories proposing that high-quality relationships amplify employees' contributions to organizational outcomes [21]. Instead, our findings suggest that the influence of employee resilience on organizational resilience operates independently of the relational climate. One explanation for this non-significant moderation lies in the institutional nature of public hospitals. These organizations are governed by strong professional norms, rigid hierarchies, centralized HR policies, and limited managerial discretion. Such constraints may limit the extent to which relational dynamics shape the translation of individual behaviors into organizational outcomes. For example, employees may remain committed to resilient behavior due to professional ethics and a strong sense of duty, regardless of relational conditions. In addition, structural and procedural norms may overshadow relational climates, reducing their moderating potential. Finally, adaptive responses may be guided more by professional standards and protocols than by relational nuance.

Another interpretation is that EORs exert *independent* direct effects on resilience rather than interacting effects. That is, relational quality may influence organizational resilience through pathways that do not depend on individual adaptive behaviors. For instance, trust and mutual control may enhance coordination and system-wide adaptation even when employee resilience is lower, suggesting a parallel rather than interacting influence.

This perspective reframes the role of EORs as foundational conditions of resilience but not necessarily amplifiers of micro-foundational mechanisms.

7. Conclusion

This study set out to investigate how employee resilience and employee–organization relationships contribute to organizational resilience within complex public organizations. The findings confirm the central role of employee resilience as a micro-foundation of organizational resilience, illustrating that adaptive behaviors, learning capacity, and emotional stability among employees significantly enhance the organization's ability to withstand and adapt to turbulence.

The study also demonstrates that employee–organization relationships strongly shape resilience at both individual and organizational levels. Trust, mutual control, relational satisfaction, and commitment emerge as relational resources that support adaptive functioning and collective coordination. These relational conditions act as foundational drivers of resilience, yet contrary to theoretical expectations, they do not amplify the contribution of employee resilience to organizational resilience.

This non-significant moderation invites scholars to reconsider linear assumptions about relational amplification and to acknowledge the influence of institutional context. In public hospitals, resilience appears to be shaped by parallel

mechanisms: one rooted in individual adaptive capacities, and another grounded in relational climates shaped by professional and institutional structures.

Overall, this study offers refined insights into the multi-level nature of resilience, underscores the importance of relational and behavioral foundations, and highlights the need to contextualize resilience research within the institutional realities of public organizations. By integrating micro-foundations and relational perspectives, it contributes to a richer theoretical understanding of how organizations sustain functioning and adapt under continual strain.

Although this study offers meaningful contributions to the literature on organizational resilience, several limitations must be acknowledged. These limitations open avenues for future research and clarify the scope of our conclusions. The empirical investigation was conducted exclusively within public hospitals, which operate under unique institutional conditions. These organizations are characterized by centralized HR systems, limited managerial discretion, strong professional logics, and hierarchical governance structures. Such features may influence relational dynamics in ways not generalizable to other sectors.

Future research should examine whether the patterns observed here, especially the absence of the moderating effect, hold in private hospitals, decentralized public organizations, private-sector firms, high-reliability organizations outside healthcare, or sectors with greater managerial autonomy. Comparative studies across institutional contexts could deepen our understanding of how governance structures, professional norms, and HR flexibility shape resilience pathways.

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