

PSYCHOLOGICAL RESILIENCE AND ORGANIZATIONAL COMMITMENT: THE NIGERIAN EXPERIENCE

B. M. Nwibere

University of Port Harcourt

barrysaro@yahoo.com

G. O. Worlu

University of Port Harcourt

Abstract

This study empirically investigated the relationship between psychological resilience and organisational commitment. The sample comprised two hundred eighty (280) managerial and non-managerial employees from seven major oil companies in the Niger Delta Region of Nigeria. The research employed a quasi-experimental design, deemed most suitable for administrative sciences. Both primary and secondary data were utilized. The Spearman rank correlation coefficient was employed for data analysis using the Statistical Package for Social Sciences (SPSS) version 25. The findings revealed a positive and significant relationship between employees' psychological resilience and organisational commitment. Specifically, dimensions of psychological resilience, including organisational adaptation, organisational resourcefulness, and organisational learning, were found to significantly influence various facets of organisational commitment, including affective, normative, and continuance commitment. Based on these findings, it was concluded that employees' psychological resilience enhances their commitment to the organisation within the Nigerian oil and gas industry. In light of these results, it is imperative for managers in Nigeria's oil and gas sector to effectively manage employees' resilience to foster organisational commitment. Additional practical implications for managing employees' resilience in the workplace are discussed.

Keywords: Major Oil and Gas Companies, Nigeria, Organizational commitment, Psychological Resilience, Positive Psychological Capital.

Introduction

Psychological capital (PsyCap) is a positive, state-like capacity extensively examined within theoretical frameworks and empirical research. It is defined as "an individual's positive psychological state of development characterised by having the confidence (self-efficacy) to confront and exert the necessary effort to succeed in challenging tasks; making a positive attribution and expectation (optimism) regarding the likelihood of achieving success both presently and in the future; demonstrating perseverance toward goals and, when warranted, strategically redirecting paths to those goals (hope) to achieve success; and, when confronted

with problems and adversity, maintaining and recovering from setbacks, often exceeding prior levels of functioning (resilience) to achieve success" (Luthans et al., 2007:3). Consequently, PsyCap encompasses four essential components: efficacy, optimism, hope, and resilience. Integrating these components generates a second-order core factor that predicts performance and satisfaction more effectively than each component in isolation (Luthans, et al., 2007).

- I. Law, Wong, and Mobley (1998) proposed a conceptual framework for comprehending the relationship between multidimensional constructs and a core factor. The "latent model" they delineate is congruent with the notion of psychological capital (PsyCap), as it identifies a higher-order core construct that underpins the four dimensions—hope, resilience, optimism, and efficacy. This overarching construct of PsyCap encapsulates the shared characteristics among these four dimensions and is substantiated both conceptually (Luthans et al., 2004; Luthans & Youssef, 2004; Luthans, et al., 2007) and empirically (Luthans, et al., 2007). In essence, PsyCap can be conceptualized as encompassing "who you are" and "what you can become in terms of positive development" (Avolio & Luthans, 2006). It is differentiated from human capital ("what you know"), social capital ("who you know"), and financial capital ("what you have") (Luthans et al., 2004).
- II. At first glance, terms such as hope, resilience, optimism, and efficacy may appear analogous and interchangeable. However, the literature on positive psychology (e.g., Snyder, 2000, 2002; Snyder & Lopez, 2002) and positive organisational behaviour (POB) (e.g., Luthans & Youssef, 2007; Luthans, et al., 2007) has elucidated clear distinctions among these positive capacities. Empirical analyses have corroborated their discriminant validity (Bryant & Cvengros, 2004; Carifio & Rhodes, 2002; Luthans, et al., 2007; Magaletta & Oliver, 1999; Youssef & Luthans, 2007), affirming that each of these four components is conceptually and psychometrically distinct. Additionally, evidence of convergent validity among them has been documented (e.g., Bryant & Cvengros, 2004; Carifio & Rhodes, 2002; Luthans, et al., 2007; Magaletta & Oliver, 1999; Youssef & Luthans, 2007). The integration of these similar yet distinct capacities may confer advantages, as they likely share an underlying psychological resource (see Hobfoll, 2002, for a comprehensive review). Individuals possessing elevated levels of these resource capacities are likely to exhibit more consistent performance than those who cultivate only one component (Luthans, et al., 2007).
- III. The theoretical foundation of Psychological Capital (PsyCap) aligns with resource theories and is informed by Fredrickson's (1998, 2001) broaden-and-build theory of positive emotions. Research demonstrates that positivity enhances not only intellectual resources (e.g., problem-solving abilities and creativity) but also physical resources (e.g., coordination, stress management, and cardiovascular health) and social resources (e.g., relationships, networks, and friendships). This understanding is crucial for PsyCap and what Fredrickson refers to as psychological resources (Fredrickson, 2001; see also Isen, 1987). Studies on positive emotions within this theoretical framework suggest that individuals and groups operate at more optimal levels of cognitive and emotional

performance when they experience elevated levels of positive emotions (Fredrickson & Losada, 2005). Although the emotions examined within this framework differ from the positive cognitions discussed in PsyCap, research highlights a significant connection between cognitions and emotions (Lazarus, 1993). This connection supports the notion that positivity, encompassing both positive emotions and cognitions, more effectively elucidates psychological capital and its influence on performance.

- IV. In addition to the theoretical framework, a critical characteristic of PsyCap is its capacity for development, paralleling the concept of a state. Each of the four capacities has exhibited state-like qualities, rendering them responsive to change and development. The term "state-like" underscores that, with the possible exception of efficacy (Bandura, 1997), these capacities have been addressed in the literature as both trait-like and dispositional, as well as state-like and developable. This perspective aligns with Conley (1984), who noted that "self-opinion constructs" exhibit greater malleability than personality traits or intelligence while concurrently maintaining stability over time. Furthermore, recent research suggests that when adjusting for internal reliability, the corrected test-retest reliability for trait-like conscientiousness and core self-evaluations demonstrates more excellent stability than that of the state-like PsyCap measure (Luthans, et al., 2007). Building on this prior research, we contend that PsyCap is "state-like," indicating that it is moderately stable but not fixed or dispositional, akin to personality traits or core self-evaluations. It can be influenced by experiences and enhanced through training.
- V. While trait theories have a longstanding history in psychology and are currently experiencing renewed interest in organisational behaviour and human resource management, the concept of states has primarily been confined to discussions of moods and emotions. States and traits are often perceived as independent and dichotomous categories. However, in defining Psychological Capital (PsyCap), we propose that states and traits exist along a continuum, primarily influenced by their relative stability in measurement and their susceptibility to change and development (Avolio & Luthans, 2006; Luthans & Avolio, 2003; Luthans et al., 2007). Acknowledging that different theorists may categorise constructs at various points along the state-trait continuum is crucial. For instance, emotions and positive affectivity have been positioned at both extremes in the existing literature. To elucidate the meaning of "state-like," researchers (e.g. Fred Luthans and his colleagues) proposed the following continuum as a heuristic framework:
1. Positive States—These are momentary and highly variable experiences that represent our immediate feelings. Examples include pleasure, positive moods, and happiness.
 2. State-Like Constructs—Relatively malleable and amenable to development, constructs such as efficacy, hope, resilience, and optimism are characterised here, along with positive attributes like wisdom, well-being, gratitude, forgiveness, and courage (Luthans et al., 2007).
 3. Trait-Like Constructs—These are relatively stable and more resistant to change, encompassing personality factors and enduring strengths. Examples include the Big

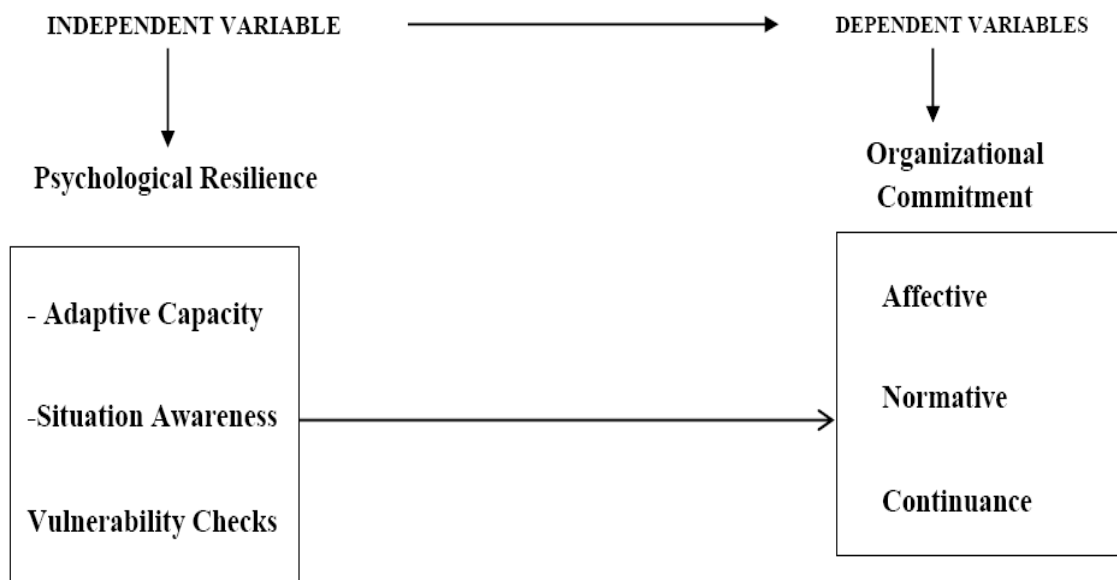
Five personality dimensions, core self-evaluations, and character strengths and virtues (CSVs).

4. Positive Traits are stable, fixed, and challenging to alter, encompassing attributes such as intelligence, talents, and inherited positive characteristics.
5. Psychological capital (PsyCap) constructs are classified within the "state-like" category, indicating that they are less stable and more susceptible to change and development compared to "trait-like" constructs such as the Big Five personality dimensions or core self-evaluations. Importantly, these constructs should not be viewed merely as transient states. The state versus trait debate has been a persistent topic in the psychological literature (e.g., see Allen & Potkay, 1981; Zuckerman, 1983), with relevant prior research conducted by Conley (1984). While each positive capacity exhibits evidence of discriminant and convergent validity, it is more appropriate to conceptualise these four capacities along a trait-state continuum rather than strictly as states.
6. Furthermore, preliminary evidence suggests that psychological capital can be enhanced through brief, targeted interventions in group training sessions (Luthans et al., 2006) and online settings (Luthans et al., in press). Psychological resilience is an individual's capacity to manage and adapt to challenges and crises effectively. It is a crucial component for sustaining health and fostering personal development. The ability to withstand adverse conditions is cultivated at the individual level and is vital for organisational growth; the more significant the commitment and support an individual receives, the more successful the organisation becomes. Although resilience has been a foundational theme in positive psychology, primarily concerning child psychopathology, it has received limited attention in organisational behaviour and human resource management (HRM) research. The capacity to "bounce back" from adversity or substantial positive changes is especially pertinent in today's unpredictable business environment. Initially considered a rare trait among individuals, resilience is now regarded by Masten (2001) as emerging from "the everyday magic of ordinary, normative human resources," and it holds "profound implications for promoting competence and human capital in individuals and society." Coutu (2002) identifies common themes and characteristics among resilient individuals, which include (a) a strong acceptance of reality, (b) a profound belief in the meaningfulness of life, often grounded in firmly held values, and (c) an exceptional ability to improvise and adapt to significant changes. Despite its application in stress resistance, there has been only a superficial exploration of how resilience can aid leaders, associates, and organisations recover from challenging times. Nevertheless, considerable theory and research from clinical and positive psychology indicate that resilience, akin to its three counterparts, can enhance positive psychological capital and contribute to successful performance outcomes.
7. This discussion shows that several studies have investigated the concept of positive psychological capital, particularly resilience, concerning organisational commitment. This upsurge in scholarly activity within organisational frameworks marks a

significant development in the sociology of knowledge. However, despite the extensive research on this subject, several gaps still need to be addressed: first, much of the research on resilience, similar to hope, has predominantly focused on clinical and positive psychology. As mentioned earlier, preliminary studies are beginning to explore the relationship between resilience and favourable work-related outcomes. Secondly, no research has examined the link between positive psychological capital and organisational commitment in the Nigerian work environment. A literature review indicates that most studies on positive psychological capital, especially resilience, have been conducted in Western countries (Luthans et al., 2007). Consequently, the generalizability of these findings to African contexts, particularly in Nigerian organisational settings, remains to be determined. To enhance the relevance of research findings for Nigerian organisations, scholars need to conduct studies specific to the Nigerian context.

8. This study aims to fill this gap by exploring the relationship between psychological resilience, and organisational commitment within the Nigerian work environment. The guiding question for this research is: Is there a relationship between psychological resilience and organisational commitment? This research is crucial as it has the potential to significantly enhance our understanding of the dynamics of organisational commitment in the Nigerian context.

Conceptual Framework



Source: conceptualized by the researchers

Figure 1: A Framework for Analyzing the Hypothesised Relationship between Psychological Resilience Capital and Organization Commitment.

The dimensions of Psychological resilience were adapted from the study of McManus, et al. (2007), while the components of organizational commitment were based on the earlier study of Meyer and Allen (1991).

2.0 REVIEW OF RELATED LITERATURE

The Concept of Psychological Resilience

Fred Luthans identified four dimensions of positive psychological capital (PsyCap): hope, optimism, resilience, and self-efficacy, aiming to enhance positive organisational behaviour (POB). PsyCap is a state-like construct consisting of individual resources that work together. This discussion highlights psychological resilience, its dimensions, and its relation to organizational commitment. Luthans et al. (2007a) emphasised the need for cultivating resilience, especially during turbulent periods of rapid market and cultural changes. Individuals respond differently to challenges; the goal is to convert negative experiences into positive outcomes through resilience. Psychological resilience enables quick and constructive responses to crises, playing a key role in survival stories of individuals and organisations bouncing back from disasters, including the September 11 attacks and Hurricane Katrina. Resilient managers shift their thinking from "cause-oriented" to "response-oriented" post-crisis, focusing on factors like control and impact.

Research on resilience has its roots in clinical psychology, notably studies of adolescents thriving despite adversity (Masten, 2001). In workplaces, resilience is seen as the ability to recover from adversity, uncertainty, and even positive change (Luthans, 2002a). While traditionally confined to clinical psychology, recent interest focuses on resilience's favourable outcomes in professional settings. For instance, Luthans et al. (2005) found a link between factory workers' resilience during organisational changes and performance evaluations. Resilience correlates with positive work attitudes, including job satisfaction and commitment, as shown by Youssef and Luthans (2007).

Fergus and Zimmerman (2005) present three models of resilience and address the limitations of resilience studies while linking them to adolescent behaviours like substance use and violence. Aronowitz (2005) explores how adolescents develop resilience amid stressors, noting "envisioning the future" and supportive relationships as key processes. This suggests higher expectations and self-confidence can enhance resilience, providing insights for public health strategies.

Woodgate (1999) discusses resilience in adolescents facing challenges like cancer, highlighting their capacity for adjustment despite stressors. Woodgate also presents a framework for understanding resilience in pediatric oncology, covering theoretical paradigms, definitional issues, and a conceptual model. Despite recognising burnout and compassion fatigue in pediatric oncology nursing, the role of resilience in coping with stress remains underexplored (Zander et al., 2010). These studies highlight that while resilience can be nurtured, its precise role in helping pediatric oncology nurses cope with their demanding environment is still unclear.

ORGANISATIONAL COMMITMENT DEFINED

Organisational commitment (OC) has evolved, defined as an employee's strong belief in and acceptance of an organisation's goals and values, alongside a desire to remain a member (Hunt & Morgan, 1994). It reflects attitudes towards dedication (Moorhead & Griffin, 1995; Northcraft & Neale, 1990), linked to the desire to remain, significant effort, and belief in organisational values (Luthans, 1992). A widely accepted definition is "the relative strength of an individual's identification with and involvement in a particular organisation" (Mowday et al., 1982). Three key factors characterise commitment: belief in the organisation's mission, readiness to expend effort, and expectation of a long-term relationship (Balfour & Wechsler, 1990). Committed individuals behave in ways that reflect this commitment, and the interrelation of behavioural and attitudinal aspects means stronger psychological commitment leads to corresponding behaviours (Mowday et al., 1982).

Meyer and Allen's model identifies three commitment types: Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC). Affective Commitment represents an emotional bond with the organisation, characterized by identification and enjoyment (Allen & Meyer, 1990). High AC aligns individuals with organisational goals, reflecting deep attachment and a desire to stay. Conversely, Continuance Commitment hinges on the perceived costs of leaving the organisation (Becker, 1960), including investments like relationships, benefits, and career opportunities that deter departure. Cognitive continuance commitment arises when remaining benefits outweigh exiting costs (Kanter, 1968). Normative Commitment highlights the belief in responsibility towards the organisation, arising from internalised values (Meyer & Allen, 1991). Over time, this obligation evolved from loyalty to a sense of reciprocity for received benefits (Meyer et al., 2002).

The essence of normative commitment is an employee's sense of duty to remain, influenced by internalised goals and values, often stemming from prior support received (Weiner, 1982). It is crucial to distinguish between affective, continuance, and normative commitment as separate components. Varied degrees of each state can coexist, revealing that an individual's overall commitment reflects these distinct psychological aspects.

According to Guber (2011), failure represents an inevitable detour on the path to success. It is crucial to continue taking risks and to recover from each setback, as one may never fully realise the extent of potential success. Muhammad Ali famously asserted, "Getting knocked down is part of being in the boxing business." Similarly, a Chinese proverb emphasises, "The greatest glory of China is not in never falling but in standing up each time we fall." Given that resilience has been demonstrated to affect various organizational outcomes, as previously discussed, we posit that this influence will also extend to organizational commitment. Therefore, we hypothesise that:

H₀₁: *There is no relationship between the employees' state of resiliency and their affective commitment to the organization.*

H₀₂: *There is no relationship between the employees' state of resiliency and their normative commitment to the organization.*

H₀₃: *There is no relationship between the employees' state of resiliency and their continuance commitment to the organization.*

3.0 RESEARCH METHODOLOGY

Burrell and Morgan (1979) contend that all social scientists engage with their subject matter through both explicit and implicit assumptions concerning the nature of the social world and its investigation, which in turn directly influence their methodological choices. In the present study, we employed a triangulated methodology. The first set of assumptions relates to ontology—specifically, the debate between realism and nominalism. Realism posits that "reality" exists independently in the world, while nominalism asserts that reality is shaped by individual perception. The second set pertains to epistemology, contrasting positivism and anti-positivism. Positivism maintains that knowledge can be identified and communicated objectively, whereas anti-positivism emphasizes that knowledge is frequently subjective and influenced by personal experience. The third area concerns assumptions about human nature, particularly the relationship between humans and their environment, framed within the dichotomy of determinism and voluntarism. Determinism asserts that humans are significantly shaped by their environment, while voluntarism suggests that individuals actively construct their environments.

These foundational assumptions exert influence over the methodologies adopted by researchers, contingent upon their philosophical stance. Researchers who advocate for realism, positivism, and determinism typically adopt an objectivist perspective, often employing a nomothetic methodology. Conversely, proponents of nominalism, anti-positivism, and voluntarism approach research from a subjectivist vantage point, favouring ideographic methods. However, in the current study, we will utilize a triangulation of methodologies, as no single approach suffices to fully encapsulate the complexity of human beings—the core focus of our research. We conceptualize humans as both creators and products of their environments. Consequently, while a nomothetic approach (via questionnaire) serves as the primary method for objective analysis, an ideographic approach (through interviews) facilitates the inclusion of subjective accounts.

This study will employ a quasi-experimental or ex post facto research design, which is particularly well-suited for investigations in the administrative sciences (Baridam, 2001), given that the researcher cannot manipulate variables (Cooper and Schindler, 2001:136). More specifically, we will utilise a cross-sectional survey, which is favoured in the social and administrative sciences for several reasons: (1) it is cost- and time-efficient, (2) it is perceived as more anonymous, and (3) it allows respondents the opportunity to reflect on the questions presented. The cross-sectional survey design collects standardised information from a sample of a specific group or population. To complement the data from the cross-sectional survey (questionnaire), we will also administer unstructured interview questions to selected respondents to obtain deeper insights into the issues.

Sampling Procedure: Three hundred twenty (320) questionnaires were distributed to managerial employees in major oil companies within the upstream sub-sector of the Nigerian oil and gas industry. Two hundred eighty (280) questionnaires were returned and subsequently analysed. Respondents were assured that their answers would remain confidential, and they were offered the opportunity to receive a soft copy of the research report (upon request) as an incentive for their participation.

Operational Measures of Variables: The independent variable in this study is psychological resilience, a component of Psychological Capital (PsyCap). This variable was measured using six items adapted from established measures (Luthans et al., 2008). The validated scale was modified to fit this study's specific context and Nigeria's unique circumstances. Responses were collected using a 6-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree). The Psychological Capital Questionnaire (PCQ) prompted respondents to describe their self-perceptions to promote focused responses. The study also examined organisational commitment as an independent variable. This construct, encompassing the three components of Affective, Normative, and Continuance commitment, was measured using an 18-item scale developed by Allen and Meyer (1990) and Meyer, Allen, and Smith (1993). Responses were rated on a 5-point Likert scale, ranging from "strongly agree" to "strongly disagree."

Test of Validity and Reliability of Instrument: Several measures were undertaken to ensure the validity and reliability of this study. The questionnaire was reviewed by two experienced professionals in organisational behaviour and management. Additionally, it was circulated among colleagues for constructive feedback and suggestions, which were incorporated into revisions of the instrument. The experts confirmed that sampling validity was achieved satisfactorily with the organisations involved in this study. Furthermore, multiple data sources and collection methods were employed to triangulate the data.

In terms of reliability, three major steps were undertaken. First, we triangulated the data using multiple sources. Second, if present, we assert that the degree of variable error is minimal, as the scales employed in this study have previously demonstrated reliability. Specifically, the PCQ-24, a Psychological Capital (PsyCap) measure, has undergone extensive psychometric analyses and has been validated across various sectors, including service, manufacturing, education, high-tech, military, and cross-cultural contexts.

Data Analysis Techniques: For data analysis, we utilized the Spearman Rank Statistical Techniques employing the Statistical Package for Social Sciences (SPSS) to assess the relationships between independent and dependent variables. The Spearman Rank Statistical Techniques was deemed appropriate for our analysis due to its relevance to the collected data type as all variables in this study were measured on an ordinal scale. Additionally, we implemented a systematic, multi-step content analysis procedure in conjunction with basic descriptive statistical methods to analyse the gathered data.

To further bolster validity, we adopted the peer examination strategy proposed by Merriam (1988), wherein a panel of three colleagues provided feedback during the coding, categorisation, and findings development phases. This panel included a professor with expertise in research methodology, a business associate with extensive human resource experience, and a business manager with a doctoral degree and substantial research experience. The panel independently evaluated overarching content themes and statements from individual interview transcripts to ascertain appropriate categorical placements. In instances of ambiguity, we reviewed larger sections of the transcripts with the panel to achieve consensus. Additionally, we consulted related documents to verify and confirm the interview data.

4.0 RESEARCH RESULTS AND ANALYSIS OF FINDINGS

Data cannot convey significant meaning unless subjected to statistical tests. Hence, we tested our hypothesis using the data collected.

Table 1: Results of Spearman Rank Correlation between Adaptive Capacity and Measures of Organisational Commitment

			Adaptive Capacity	Affective	Normative	Continuance
Spearman's rho	Adaptive Capacity	Correlation Coefficient	1.000	.733**	.855**	.692**
		Sig. (2-tailed)	.	.000	.000	.000
		N	280	280	280	280
	Affective	Correlation Coefficient	.733**	1.000	.859**	.703**
		Sig. (2-tailed)	.000	.	.000	.000
		N	280	280	280	280
	Normative	Correlation Coefficient	.855**	.859**	1.000	.807**
		Sig. (2-tailed)	.000	.000	.	.000
		N	280	280	280	280
	Continuance	Correlation Coefficient	.692**	.703**	.807**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	280	280	280	280

** . Correlation is significant at the 0.01 level (2-tailed).

As demonstrated in Table 1, the results indicate a very strong positive and statistically significant relationship between employees' adaptive capacity and the various facets of organisational commitment: affective commitment ($Rho=0.733$, $p<0.01$), normative commitment ($Rho=0.855$, $p<0.01$), and continuance commitment ($Rho=0.692$, $p<0.01$) within the Nigerian Oil and Gas industry. The hypotheses H_{01} , H_{02} , and H_{03} are not supported; consequently, we reject these null hypotheses in favour of their alternative counterparts. Based on these findings, the study concludes that employees' adaptive capacity significantly enhances their affective, normative, and continuance commitment to their organisations in the Nigerian Oil and Gas industry.

Table 2: Results of Spearman Rank Correlation between Situation Awareness and Measures of organisational Commitment

			Situation Awareness	Affective	Normative	Continuance
Spearman's rho	Situation Awareness	Correlation Coefficient	1.000	.682**	.721**	.658**
		Sig. (2-tailed)	.	.000	.000	.000
		N	280	280	280	280
	Affective	Correlation Coefficient	.682**	1.000	.859**	.703**
		Sig. (2-tailed)	.000	.	.000	.000
		N	280	280	280	280
	Normative	Correlation Coefficient	.721**	.859**	1.000	.807**
		Sig. (2-tailed)	.000	.000	.	.000
		N	280	280	280	280
	Continuance	Correlation Coefficient	.658**	.703**	.807**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	280	280	280	280

** . Correlation is significant at the 0.01 level (2-tailed).

As demonstrated in Table 2, the results indicate a very strong positive and statistically significant relationship between employees' situation awareness and the various facets of organisational commitment: affective commitment ($Rho=0.682$, $p<0.01$), normative commitment ($Rho=0.721$, $p<0.01$), and continuance commitment ($Rho=0.658$, $p<0.01$) within the Nigerian Oil and Gas industry. The hypotheses Ho_4 , Ho_5 , and Ho_6 are not supported; consequently, we reject these null hypotheses in favour of their alternative counterparts. Based on these findings, the study concludes that employees' situation awareness significantly enhances their affective, normative, and continuance commitment to their Nigerian Oil and Gas organisations.

Table 3: Results of Spearman Rank Correlation between Vulnerability Checks and Measures of Organisational Commitment

			Vulnerability Checks	Affective	Normative	Continuance
Spearman's rho	Vulnerability Checks	Correlation Coefficient	1.000	.693**	.880**	.738**
		Sig. (2-tailed)	.	.000	.000	.000
		N	280	280	280	280
	Affective	Correlation Coefficient	.693**	1.000	.859**	.703**
		Sig. (2-tailed)	.000	.	.000	.000
		N	280	280	280	280
	Normative	Correlation Coefficient	.880**	.859**	1.000	.807**
		Sig. (2-tailed)	.000	.000	.	.000
		N	280	280	280	280
	Continuance	Correlation Coefficient	.738**	.703**	.807**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	280	280	280	280

** . Correlation is significant at the 0.01 level (2-tailed).

As demonstrated in Table 3, the results indicate a very strong positive and statistically significant relationship between employees' vulnerability checks and the various facets of organisational commitment: affective commitment ($Rho=0.693$, $p<0.01$), normative commitment ($Rho=0.880$, $p<0.01$), and continuance commitment ($Rho=0.738$, $p<0.01$) within the Nigerian Oil and Gas industry. The hypotheses Ho_7 , Ho_8 , and Ho_9 are not supported; consequently, we reject these null hypotheses in favour of their alternative counterparts. Based on these findings, the study concludes that employees' vulnerability checks significantly enhance their affective, normative, and continuance commitment to their Nigerian Oil and Gas organisations.

5.0 DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Every organisation strives to enhance employee commitment. This objective is particularly crucial, as organisational commitment—defined as “the relative strength of an individual's identification with and involvement in a particular organisation” (Mowday et al., 1982, p. 27)—has been positively correlated with various personal and work outcomes that are essential for organisational success. These outcomes include performance, reduced turnover, decreased absenteeism, lower burnout rates, higher productivity, customer satisfaction,

organisational citizenship behaviour, and increased employee satisfaction (Judge et al., 2001; Saari & Judge, 2004; Wegge et al., 2007; Meyer & Becker, 2004; Meydan et al., in press). Committed employees who align with organisational goals and values are valuable assets in enhancing performance and achieving a competitive advantage.

In addition to traditional economic capital, there is a growing recognition of the importance of human, social and psychological capital. Although psychological capital is a relatively new construct, research has demonstrated its contribution to various positive organisational outcomes, including enhanced performance, increased organisational commitment, and improved organisational citizenship behaviour (OCB). This present study examined the relationship between psychological resilience and organisational commitment. Data analysis indicates a positive and significant relationship between psychological resilience—one component of positive psychological capital—and organisational commitment. These results of the present study corroborate previous research by Luthans et al. (2005), Youssef and Luthans (2007), Luthans, Bruce, Avolio, and Avey (2008), Zhong (2007), and Luthans and Jensen (2005). For instance, Luthans et al. (2005) identified a positive relationship between the psychological resilience of Chinese factory workers undergoing significant organisational changes and their performance evaluations by supervisors. Similarly, Youssef and Luthans (2007) reported a positive association between employees' resilience and job satisfaction, happiness, and overall commitment. On his part, Zhong (2007) found that psychological capital positively influences employee performance, organisational commitment, and OCB. Similarly, Luthans and Jensen (2005) identified a significant positive relationship between nurses' self-reported positive psychological capital (PsyCap) and their intentions to remain with the organisation and their supervisors' evaluations of their commitment to the organisation's mission. This relationship may be attributed to psychological resilience, typically characterised by effective coping mechanisms and adaptability in the face of considerable adversity or risk (Masten & Reed, 2002). In the workplace context, psychological resilience is the "positive psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility" (Luthans, 2002a: 702). Consequently, psychological resilience encompasses coping responses to negative and exceptionally positive events, contributing to its positive correlation with organisational commitment.

The current findings challenge earlier research by Shahnawaz and Jafri (2009). While psychological capital is a relatively new construct, the literature indicates a strong correlation between it and key outcome variables, such as commitment, and its potential to influence commitment (Luthans et al., 2008). These findings hold significant implications for managers in Nigeria.

Investing in, managing, and developing employees' psychological resilience is essential to enhance the competitive advantages of both employees and organisations. Furthermore, fostering a positive organisational culture can further augment psychological resilience within the organisation, leading to increased employee commitment and improved bottom-line results. Additionally, recognising that positive psychological capital is associated with

numerous personal and organisational outcomes, organisations must invest in its development to maximise its benefits.

Positive psychological capital can be cultivated and managed like human and social capital. Unlike traditional financial capital and tangible assets, this development can be achieved at relatively low monetary costs. Given that the positive psychological capacities discussed here are states rather than fixed traits, they are amenable to development and possess established guidelines for enhancement.

As human capital increasingly contributes to competitive advantage, there is a need to refine and advance both social capital and the newly proposed positive psychological capital. The dimensions of self-efficacy, hope, optimism, and resilience play crucial roles in constructing positive psychological capital and warrant particular attention. The practical guidelines presented here illustrate how these four dimensions, among others that may emerge, can be nurtured and managed to foster desired employee commitment to their organisations. By expanding our focus from human and social capital to positive psychological capital, we can better recognise and leverage the full significance of the human factor in addressing the substantial challenges organisations encounter now and in the future.

Luthans et al. (2004) argued that the dimensions of psychological capital are "state" dispositions rather than traits, indicating that they can be developed within organisations through strategic planning. Consequently, the investment required to develop psychological capital may vary across organisations. In summary, psychological capital is an emerging, higher-order construct that organisations can cultivate within their workforce to achieve significant and sustained growth and performance. We propose that psychological capital can provide a new perspective and approach to managing for competitive advantage in today's interconnected environment. However, psychological capital does not operate in isolation; thus, a supportive organisational climate is essential for effectiveness. Clinical practices and the identified characteristics of resilient individuals—such as social competence, problem-solving skills, autonomy, and a sense of purpose—can be effectively utilised to enhance resilience as a form of psychological capital (Luthans, Luthans, Hodgetts and Luthans, 2001). Emerging resilience development programs for individuals and organisations are beginning to take form. Reivich and Shatte (2002) categorised resilience-related skills into "know thyself" and change skills. They have conducted interactive, activity-based training programs across various organisations to enhance participants' resilience skills, focusing on three key areas: avoiding negative thinking traps, testing the accuracy of beliefs concerning problems, and maintaining composure and focus when confronted with emotions or stress.

1. Some of the strategies that organisations can implement to enhance psychological resilience and thereby strengthen organisational commitment include:
2. One effective strategy is to introduce stress management programs that focus on techniques such as emotional regulation, cognitive reframing, and the development of emotional intelligence.
3. Training interventions play a pivotal role in enhancing psychological resilience. By teaching optimism and encouraging employees to adopt a positive perspective toward daily stressors, these interventions can lead to more robust coping responses and the

development of adaptive coping mechanisms. It is also crucial to implement workplace strategies aimed at reducing stress.

4. Organisations should prioritise fostering supportive leadership and cultivating an organisational culture that values psychological resilience among employees. Establishing workplace mentors and peer support groups through employee assistance programs can support those dealing with personal issues. In countries with high turnover rates, continuous recruitment campaigns and mentoring programs can help new employees feel more integrated and foster early psychological resilience and commitment.
5. Organisations that emphasise high-performance management principles will encourage direct employee involvement, which can further embed employees and boost morale. This, in turn, fosters a greater desire for input and engagement in their roles. Additionally, monitoring employee dissent can provide insights to address economic shocks rather than focusing solely on on-the-job injuries. This information can be utilised to profile employees and tailor resilience and commitment programs effectively.
6. Regular training and mentoring development programs should be implemented throughout employees' careers to sustain levels of personal and organisational commitment. These strategies represent practical approaches for organisations, particularly when organizational-level strategies align with psychological resilience. In settings where resilience and organisational requirements coincide, individuals can be encouraged to engage in initiatives that bolster resilience and organisational commitment.

LIMITATIONS OF STUDY AND SUGGESTIONS FOR FURTHER RESEARCH:

A significant limitation of this study is that while both organisational commitment (particularly affective and normative) and psychological resilience are considered positive constructs, their potential reciprocal influences are substantial. However, as highlighted by Luthans et al. (2008), moderating variables may influence this relationship. Future research should investigate the effects of these critical moderating variables. Furthermore, quasi-experimental studies often depend on primary data, which can be perceived as subjective and may lead to questionable inferences and conclusions. While individual opinions reflect personal states and can serve as a basis for deductions, the authors have sought to address this concern through reliability and validity tests described in the methodology section, ensuring that the appropriate participants complete the questionnaire accurately. Consequently, the conclusions drawn in this paper are regarded as sufficiently reliable in elucidating the relationship between psychological resilience and organisational commitment within the Nigerian work environment.

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