Interdisciplinary Journal of Management Studies (IJMS)

Online ISSN: 2981-0795

Home Page: https://ijms.ut.ac.ir

The University of Tehran Press

Drivers Of Employee Resilience And Its Relationships With Work Engagement And Job Performance After The Covid-19 Pandemic

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ARTICLE INFO

Article type:
Research Article

Article History:
Received 03 May 2023
Revised 16 October 2023
Accepted 17 October 2023
Published Online 12 June 2024

Keywords:
Employee resilience,
self-efficacy,
optimism,
social support,
work engagement,
job performance.

ABSTRACT

This study seeks to explore the underlying resources that promote employee resilience and the impact of resilience on work engagement and job performance within the context of the COVID-19 pandemic. The empirical investigation employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. It was conducted with a sample comprising 255 employees actively engaged in Ho Chi Minh City, Vietnam. The results reveal the significant influence of self-efficacy, optimism, and support from various sources (superiors, colleagues, family, and friends) on employee resilience. Additionally, work engagement is a mediator in the relationship between employee resilience and job performance. These findings offer valuable insights for human resources managers in fostering a flexible work environment and providing essential support to enhance employee resilience, benefiting both the employees and the organization.

Cite this article: Thai, K. P.; To, A. T.; Tran, T. S.; Tran, Q. T. & Dang, T .M. T. (2024). Drivers Of Employee Resilience And Its Relationships With Work Engagement And Job Performance After The Covid-19 Pandemic. *Interdisciplinary Journal of Management Studies* (*IJMS*), 17 (3), 717-730. DOI: http//doi.org/10.22059/ijms.2023.358701.675822

Publisher: University of Tehran Press.
DOI: http//doi.org/10.22059/ijms.2023.358701.675822

1. Introduction

The COVID-19 pandemic began in Wuhan, China, in December 2019, and two months later, it was formally declared a global pandemic by the World Health Organization (WHO). Vietnam, located in Southeast Asia, demonstrated effective responses to the initial wave of the outbreak. However, in May 2021, the country experienced its fourth wave of infections, with Ho Chi Minh City becoming the epicenter. To mitigate the spread, the city implemented stringent social distancing measures restricting interpersonal contact. Restrictive measures have disrupted daily routines, impeded company operations, and disrupted supply chains. Many employees have transitioned to remote work arrangements, while others have faced more distressing circumstances such as salary cuts, unpaid leave, or job loss. It was anticipated that 2022 would witness a global economic recovery following the pandemic. However, contrary to expectations, the year was characterized by new conflicts, unprecedented inflation rates, and climate-related disasters. Therefore, the ability of employees to rebound and adapt becomes crucial for ensuring continuous and stable business operations. Modern organizations operate in dynamic and rapidly evolving environments, necessitating employees with adaptive and creative competencies. Consequently, the demand for resilient and engaged personnel has become paramount (Lee et al., 2013a). Employee resilience, defined as the capacity to endure challenges while maintaining self-assurance in one's abilities, has been identified as a critical determinant of heightened job engagement (Cooke et al., 2016). Thus, recognizing the critical role of employee resilience in promoting work engagement is essential for organizations seeking to achieve optimal performance and effectiveness.

Responses to adversity can be analyzed through personal attributes and the social working environment, as they significantly shape an individual's resilience. Nevertheless, it is crucial to highlight that the current body of research on resilience in an organizational context remains relatively restricted, with a significant portion of the literature falling short of delivering comprehensive insights into the cultivation of employee resilience (Cooper et al., 2019). Extensive research, as highlighted in The CIPD report (Barends et al., 2021), has revealed the multifaceted nature of resilience, encompassing both personal psychological factors and social factors. Personal psychological factors, such as self-efficacy and optimism, have been identified as influential elements that strongly impact an individual's resilience. Additionally, social factors, particularly social support from superiors and colleagues, contribute significantly to resilience. Despite acknowledging resilience's significance for employee outcomes in the literature, exploring social antecedents that foster resilience in challenging circumstances remains limited (Cao & Chen, 2019; Cooke et al., 2019). Studies on employee resilience frequently focus on support from management and peers, paying little attention to the influence of support from family and friends. With the transition to remote work becoming more prevalent during and post the COVID-19 pandemic, the role of social support from family and friends becomes equally crucial alongside other resources to ensure optimal job performance.

Moreover, resilient employees can maintain high motivation and engagement with their work, ultimately leading to enhanced overall performance. When confronted with adversity, individuals with high levels of resilience rise to the challenge, demonstrating superior adaptability and resource utilization to achieve both individual and organizational goals (Malik & Garg, 2020). Additionally, a significant advantage of resilience lies in its role in mitigating psychological stress for employees, as they possess the capacity to swiftly adapt to adverse circumstances (Tonkin et al., 2018). In this regard, employee resilience assumes a pivotal role in promoting engagement and subsequently enhancing performance. Nonetheless, it is noteworthy that only a single empirical study has examined the mediating influence of engagement in the association between resilience and job performance (Kaspárková et al., 2018).

Thus, the objective of this study is twofold: to explore the impacts of individual psychological factors and social support on resilience and to scrutinize the mediating function of engagement in the interplay between resilience and job performance. The findings of this research endeavor are anticipated to provide valuable insights for human resources managers, enabling them to devise supportive measures and foster the development of employee resilience. By implementing these recommended measures, organizations can effectively navigate the challenges and difficulties of the post-pandemic period, ensuring their ability to overcome obstacles. Moreover, these actions are

expected to yield benefits for employees and the organizations to adapt and thrive in a dynamic and ever-changing environment.

2. Literature review

2.1 Employee Resilience

Recent research in organizational contexts characterizes employee resilience as an adaptive behavioral competence to effectively mobilize, integrate, and harness the resources available within the organization (Kuntz et al., 2016; Lengnick-Hall et al., 2011). According to Kuntz et al. (2016), resilience indicates an employee's continuous capacity to adapt and flourish in their work environment, even in the face of challenging circumstances. This resilience manifests through observable employee behaviors geared towards addressing work-related challenges (Braun et al., 2017; Caniëls & Baaten, 2019; Stokes et al., 2019). These challenges encompass a broad spectrum, ranging from large-scale crises to the ever-evolving demands of work life, permeated by persistent change and uncertainty (Kuntz et al., 2016; Lengnick-Hall et al., 2011). Resilience is associated with achieving positive outcomes, even in the presence of formidable threats, signifying the capacity to adapt and prosper (Masten, 2001).

Resilience is the ability to recover from adversity, uncertainty, failure, positive changes, progress, and extra responsibilities (Luthans, 2002). In other words, the ability to recover relates to positive adaptation during and after significant risks or adversities (Masten & Reed, 2002). Furthermore, within the framework of psychological capital, recovery is a crucial component that encompasses not only a return to a state of normalcy but also the utilization of adversity as a catalyst for personal growth and development (Luthans et al., 2015). Luthans et al. (2015) state that recovery in a profession combines flexibility, self-initiated development, proactivity, continuous learning, and practical optimism, providing great value to employees in building resilience based on more objective assessments.

Overall, the authors agree that resilience: (a) is a capacity reflected in behaviors; (b) deals with changes; and (c) is related to overcoming certain situations (Paul & Garg, 2012). Resilience as a resource capacity can help employees bounce back from adverse situations. The context after the COVID-19 pandemic is a special situation that can test employees' endurance and ability to overcome difficulties, considering difficulties as a driving force towards their own growth and development.

2.2 Self-efficacy

Self-efficacy is the primary basis for action and shaping one's life through personal beliefs in their abilities to achieve desired outcomes. Bandura (1997) pioneered the concept of "self-efficacy," which refers to an individual's belief in their ability to organize and carry out specific courses of action to produce particular achievements. Luthans et al. (2015) emphasized that self-efficacy must be based on an individual's belief in their abilities and that individuals with confidence in their abilities achieve desired results, as evidenced by five essential characteristics: (1) setting high goals for themselves and selecting challenging tasks, (2) accepting and quickly maturing through challenges, (3) being enthusiastic, (4) investing necessary effort to achieve goals, and (5) being resilient when facing obstacles.

Longitudinal studies have found that self-efficacy positively predicts the psychological recovery ability of employees positively predicts employees psychological recovery ability (Gillespie et al., 2007; Kimhi et al., 2017; Li, 2008). That is, a high level of self-efficacy is closely related to increasing the recovery ability of employees and helping them cope with organizational changes (Lee et al., 2013b). Based on the theoretical foundation of these studies, we predict that difficulties employees with high self-efficacy will overcome difficulties in the post-COVID pandemic context. Therefore, we propose the hypothesis:

H1. Self-efficacy has a positive effect on resilience.

2.3 Optimism

Seligman (1998) defined optimism as a self-explanatory style in which an individual believes that positive events occur due to personal, long-lasting, and widespread causes, while adverse events are

explained as temporary, specific, and caused by external factors. This means that optimistic individuals believe that positive things happen because of themselves, over a long period and in many aspects of life, while negative things happen due to external factors, only last for a limited time, and are isolated incidents. Optimism is a pervasive tendency that permeates situations to form positive expectations about life in general (Luthans et al., 2015). Optimism allows individuals to achieve favorable things and avoid misfortunes, boosts their self-esteem and spirit, and shields them from distress, guilt, torment, and despair (Luthans & Youssef, 2004).

A similar protective effect is also found for optimism. Researchers have argued that optimistic employees are more likely to engage in hands-on activities to prevent or minimize the negative impact of adverse events. Conversely, less optimistic people are more likely to engage in inappropriate coping strategies (Carver et al., 2010). Optimism helps to enhance psychological recovery and thus mitigate the consequences of exposure to adversity (De Terte et al., 2014). Based on the theoretical basis of these studies, we predict that, in the context of the post-COVID pandemic, employees with high levels of optimism will overcome difficulties. Therefore, we propose the hypothesis:

H2. Optimism has a positive impact on employee resilience.

2.4 Social support

Social support encompasses the influence of social relationships on an individual's mental and physical well-being. It is recognized as a multidimensional construct comprised of various functions and components. According to Sarafino (2006), social support can be classified into distinct categories: emotional, instrumental, reward, and informational. These forms of support are typically extended to individuals by significant individuals in their lives, such as family members, friends, and colleagues (Schreurs et al., 2012). Previous research on workplace social support has focused on the relationship between superiors and employees. However, other relationships, including those with friends, family, and colleagues, also affect employees' mental state. With the characteristics of remote work environments, social support needs to be considered in the components of superiors, colleagues, family, and friends.

Numerous longitudinal studies have consistently demonstrated that social support is a predictive factor for resilience (Dyrbye et al., 2010; Jain et al., 2012; DeTerte et al., 2014). Social support, as defined in this context, pertains to the degree to which a job offers opportunities for receiving support and guidance from superiors or colleagues (Karasek et al., 1998). Most studies included in this review have differentiated between different sources of social support, such as colleagues, supervisors, friends, or family. Among these sources, colleagues were found to have the, most significant positive impact on employees' resilience. Based on the theoretical basis of the studies, we predict that in the context of the post-COVID pandemic, employees who receive support from superiors, colleagues, friends, and family will overcome difficulties. Therefore, we present the following hypotheses:

H3. Support from superiors has a positive impact on employee resilience.
H4. Support from colleagues has a positive impact on employee resilience.
H5. Support from family/friends has a positive impact on employee resilience.

2.5 Work engagement

The concept of work engagement, initially championed by Kahn (1990) and subsequently developed by Maslach et al. (1997), is expounded by Schaufeli et al. (2002) as a positive, gratifying, and work-related mental state. This construct is frequently referred to as employee engagement or workplace involvement, which is defined by enthusiasm, dedication, and passion (Schaufeli & Bakker, 2004). Enthusiasm signifies elevated energy levels, mental resilience during work, a readiness to invest effort, and unwavering persistence in the face of challenges. Dedication is distinguished by a sense of significance, zeal, inspiration, pride, and a penchant for embracing challenges. Passion entails complete concentration and profound engagement with work, where time appears to elapse swiftly, and disengagement is a challenge (Schaufeli et al., 2002).

Theoretical literature posits that resilient employees not only navigate challenges effectively but exhibit additional abilities to triumph over workplace adversities. Resilient individuals are characterized by favorable attributes, including optimism, vitality, inquisitiveness, and a willingness to

embrace novel experiences (Waugh et al., 2008). Hence, employees characterized by high levels of energy and confidence tend to be more willing to confront challenges in the workplace, which in turn is characterized by high levels of energy and confidence tend to be more willing to confront challenges in the workplace, reinforcing their work engagement. Resilient employees exhibit the ability to endure adversity, cultivate meaningful work relationships, and maintain optimistic outlooks, which positively influence their level of work engagement. This can be attributed to the fact that employee resilience fosters a sense of self-trust and confidence in one's abilities, as well as a perception of the workplace as competent and professional, ultimately promoting work engagement (Llorens et al., 2006; Xanthopoulou et al., 2007). Thus, we propose the hypothesis:

H6. Employee resilience is positively related to work engagement.

2.6 Job performance

Job performance can be described as an individual employee's behavior or action (Campbell, 1990). According to Judge et al. (2001), job performance is a pivotal consequence of the core self-evaluation (CSE) process. Individuals possessing elevated core self-evaluation (CSE) tend to exhibit heightened motivation in their job performance, leading to an augmentation of their self-assurance and proficiency. Job performance is linked to the employee's ability, perception of assigned goals, fulfillment of expectations, and achievement of assigned goals for the organization (June & Mahmood, 2011). Job performance is the total value expected for an organization where an employee performs within a specified period. Regarding relevance, job performance is the expected output of an employee in a specific job (Choudhary et al., 2017).

Prior research has offered compelling evidence supporting a robust association between resilience and work engagement, as demonstrated in studies by Mache et al. (2014), Othman et al. (2013), and Simons & Buitendach (2013). Furthermore, there is a moderately positive correlation between engagement and job performance concerning contextual and task-related aspects, as indicated by studies conducted by Bakker & Bal (2010), Bakker & Xanthopoulou (2009), and Gorgievski et al. (2010). Ludmila et al. (2018) show that resilience increases work engagement, thus contributing to job performance. Therefore, we propose the hypothesis:

H7. Employee resilience positively affects job performance.

2.7 Work engagement and job performance

The association between work engagement and job performance has garnered substantial attention in academic research (Demerouti et al., 2010). Additionally, Park et al. (2020) underscore the advantages of engaged employees. Highly engaged individuals typically exhibit elevated energy levels and robust mental resilience, displaying a proclivity to willingly undertake and complete assigned tasks. Moreover, they tend to possess an acute awareness of the significance and challenges inherent in their work and express enthusiasm and pride in their tasks, consequently contributing to an overall improvement in work performance. Engagement, viewed as a motivational construct, pertains to the tenacity and fervor individuals approach their work responsibilities (Rich et al., 2010). Albrech (2011) contends that engaged employees frequently experience a sense of competence, establish ambitious objectives, align their values with the organization's, and derive enjoyment from their work (Schaufeli & Bakker, 2004). Consequently, these positive attributes evoke a range of constructive emotions that aid in concentration and contribute to attaining high levels of personal performance. Therefore, we propose the hypothesis:

H8. Work engagement has a positive impact on job performance.

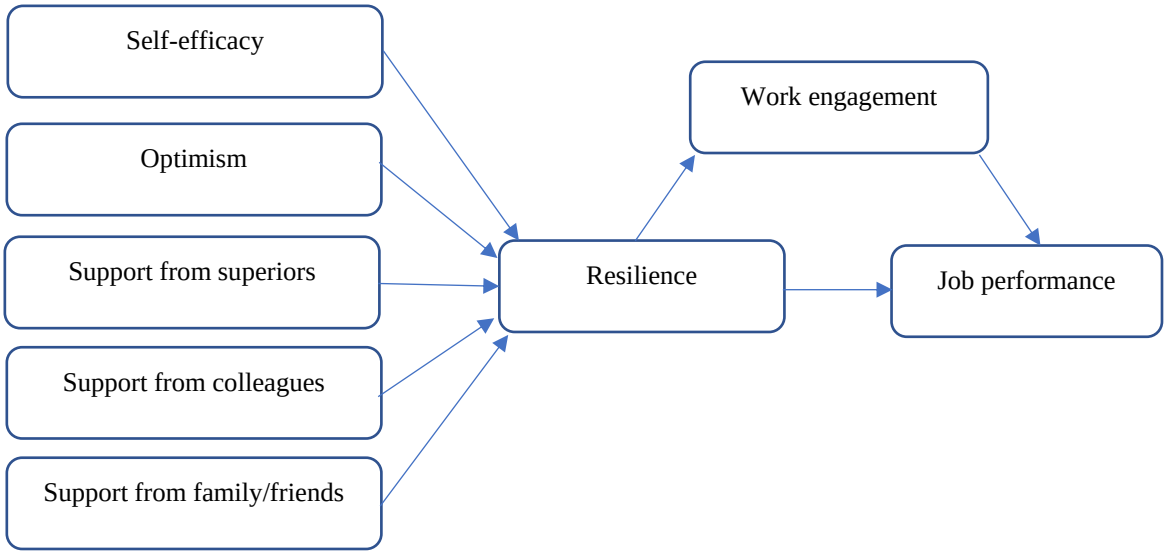

Fig. 1. Proposed research model (Source: Authors' Elaboration)

3. Research methodology

3.1 Data

The primary data for this study was collected through an online questionnaire survey administered to full-time employees in Ho Chi Minh City, Vietnam. The survey aimed to gather insights and opinions from the participants regarding a specific topic of interest. A carefully planned approach was adopted to ensure the survey's reliability and validity. The study targeted various full-time employees from various industries and organizations operating in Ho Chi Minh City. The participants were selected using a random sampling method to ensure representativeness and minimize bias. Although the participants were Vietnamese, the survey items were initially written in English. Recognizing the importance of accurate translation and cultural appropriateness, multilingual experts were engaged to translate the survey items into Vietnamese. The translated version was then reviewed and refined by a panel of five human resource managers who were well-versed in both languages. This meticulous process aimed to maintain the integrity of the survey and ensure that the translated questions accurately captured the intended meaning.

Prior to the official survey, a pilot testing phase was conducted with a sample of sixty employees. This pilot testing aimed to identify and rectify any potential language or question ambiguities, allowing for the refinement of the survey instrument. Participants in the pilot test were asked to provide feedback on the clarity, relevance, and comprehensibility of the survey items. Based on their valuable input, minor adjustments were made to the wording and structure of the questionnaire to enhance its effectiveness and ensure the data collected would be reliable. Once the pilot testing phase was complete, the official survey was launched. The survey link was distributed through various channels, such as company email systems, online forums, and social media platforms. Participants were given a designated period to complete the questionnaire, and reminders were sent periodically to encourage participation.

In total, 270 responses were received during the survey period. After a thorough examination, 255 responses were deemed appropriate for analysis, taking into account factors such as completeness, consistency, and the exclusion of incomplete or duplicate submissions. These valid responses formed the basis for data analysis and drawing conclusions in this study.

Analyzing the demographic composition of the respondents, the sample exhibited a higher proportion of females (63.5 percent) in comparison to males (36.5 percent). Regarding age distribution, the majority of employees (34.9 percent) fell within the age range of 25 to less than 30 years, with a diverse representation across other age categories. Most participants (65.5 percent) reported holding a university bachelor's degree as their highest level of education. In terms of income, the preeminent group of employees (36.5 percent) indicated earning a monthly income between 10 and 15 million VND. In relation to occupation, nearly half of the respondents (47.8 percent) were employed in sales/marketing.

3.2 Measurement

The measurement items used in this study were adapted from previous research. The construct of "self-efficacy" was operationalized with four observed variables, while "optimism" was measured using three observed variables, following the approach employed by Nguyen and Nguyen (2012). "Support from superiors" was assessed using four observed variables, "Support from colleagues" was measured with five observed variables, and "Support from family/friends" was evaluated using four observed variables, based on the methodology used in the study conducted by Baruch-Feldman and colleagues (2002). "Resilience" was measured using nine observed variables, drawing on the study by Näswall (2019). "Work engagement" was assessed with nine observed variables based on the study by Schaufeli et al. (2004). Lastly, "job performance" was measured using four observed variables, as per the study by Nguyen and Nguyen (2012). Participants expressed their agreement with each question using a 5-point Likert scale.

3.3 Data analysis

In this study, we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software to test the theoretical model. PLS-SEM is a widely adopted quantitative analytical method in management and business research (Hair et al., 2017). It offers an advantageous solution to several issues typically associated with covariance-based structural equation modeling (CB-SEM). Furthermore, PLS-SEM is recognized for providing reliable model estimates even when dealing with limited sample sizes, as Reinartz et al. (2009) noted. A recommended sample size of 30 to 100 is advised for PLS-SEM analysis (Chin et al., 1999). In the process of evaluating the proposed models, we utilized the SmartPLS software and followed a two-step analysis procedure. Initially, we assessed the validity and reliability of the measurement model. Subsequently, we employed a bootstrapping technique involving 1000 resamples to establish the significance levels of the structural coefficients. This meticulous approach was implemented to ensure the robustness and precision of our data analysis.

4. Research findings

The assessment of the measurement model involved a comprehensive evaluation encompassing various reliability and validity tests, following the guidance offered by Hair et al. (2017). First, we gauged the reliability using composite reliability (CR) and Cronbach's alpha. As depicted in Table 1, both CR and Cronbach's alpha values surpassed the recommended threshold of 0.7, signifying the robust reliability of the measurement model. Second, we established convergent validity by scrutinizing the extracted average variance (AVE) and the outer loadings. According to Hair et al. (2017), items with outer loadings of 0.7 or greater are considered highly acceptable. Additionally, AVE values higher than 0.5 indicate that the constructs explain more than half of their indicators' variance, as Fornell and Larcker (1981) suggested. Most of the outer loading values in our study ranged from 0.709 to 0.915, except for variables ER7 (0.695) and WE7 (0.679). However, the model retained these variables due to satisfactory Cronbach's alpha and AVE values. On the other hand, the variable OP3 was eliminated from the model as its outer loading was below 0.7, leading to improved Cronbach's alpha and AVE values.

Regarding discriminant validity, we ensured that the square root of the average variance extracted (AVE) for each construct exceeded its correlation with all other constructs following the criteria set by Fornell and Larcker (1981). Additionally, the Heterotrait-Monotrait (HTMT) values remained below the recommended threshold of 0.85, as Henseler et al. (2015) advocated. This serves to confirm that discriminant validity has been effectively established among the constructs, as presented in Tables 2 and Table 3. Overall, our approach's results substantiate the measurement model's reliability, convergent validity, and discriminant validity.

Table 1. Outer loadings, Cronbach's Alpha, CR and AVE (Source: Authors)

Constructs	Code	Outer loadings	Cronbach's Alpha	CR	AVE
Self-efficacy (SE)	SE1	0.756	0.817	0.880	0.647
	SE2	0.859			
	SE3	0.842			
	SE4	0.756			
Optimism (OP)	OP1	0.880	0.752	0.889	0.800
	OP2	0.909			
Support from superiors (SS)	SS1	0.915	0.877	0.916	0.733
	SS2	0.783			
	SS3	0.888			
	SS4	0.832			
Support from colleagues (CS)	CS1	0.822	0.902	0.927	0.717
	CS2	0.873			
	CS3	0.881			
	CS4	0.822			
	CS5	0.835			
Support from family/friends (FS)	FS1	0.814	0.866	0.909	0.714
	FS2	0.877			
	FS3	0.846			
	FS4	0.840			
Employee Resilience (ER)	ER1	0.713	0.888	0.909	0.528
	ER2	0.702			
	ER3	0.740			
	ER4	0.711			
	ER5	0.777			
	ER6	0.780			
	ER7	0.695			
	ER8	0.705			
	ER9	0.709			
Work Engagement (WE)	WE1	0.801	0.928	0.940	0.637
	WE2	0.821			
	WE3	0.794			
	WE4	0.771			
	WE5	0.817			
	WE6	0.824			
	WE7	0.679			
	WE8	0.837			
	WE9	0.827			
Job Performance (JP)	JP1	0.823	0.855	0.902	0.698
	JP2	0.804			
	JP3	0.857			
	JP4	0.856			

Table 2. Fornell-Larcker criterion (Source: Authors)

	CS	ER	FS	JP	OP	SE	SS	WE
Support from colleagues (CS)	0.847							
Employee Resilience (ER)	0.383	0.726						
Support from family/friends (FS)	0.312	0.511	0.845					
Job Performance (JP)	0.307	0.551	0.229	0.835				
Optimism (OP)	0.228	0.490	0.283	0.451	0.895			
Self-efficacy (SE)	0.211	0.532	0.337	0.485	0.501	0.805		
Support from superiors (SS)	0.410	0.465	0.351	0.389	0.262	0.372	0.856	
Work Engagement (WE)	0.442	0.631	0.350	0.684	0.465	0.465	0.560	0.798

Table 3. HTMT ratio analysis (Source: Authors)

	CS	ER	FS	JP	OP	SE	SS
Support from colleagues (CS)							
Employee Resilience (ER)	0.420						
Support from family/friends (FS)	0.350	0.577					
Job Performance (JP)	0.344	0.632	0.264				
Optimism (OP)	0.277	0.598	0.345	0.568			
Self-efficacy (SE)	0.247	0.623	0.400	0.582	0.640		
Support from superiors (SS)	0.457	0.523	0.402	0.442	0.328	0.435	
Work Engagement (WE)	0.484	0.691	0.388	0.763	0.559	0.532	0.619

Firstly, the statistical test results revealed that self-efficacy ($\beta = 0.241$, $p = 0.000$) and optimism ($\beta = 0.220$, $p = 0.000$) had a significant positive impact on employee resilience, respectively, as shown in Table 4. Thus, both Hypothesis 1 and Hypothesis 2 were supported. These findings are consistent with previous studies by Gillespie et al. (2007), Kimhi et al. (2017), Li (2008), and De Terte et al. (2014). The results suggest that personal resources are critical factors that help employees overcome barriers and challenges in their work. In the post-Covid pandemic context, employees with high self-efficacy and optimism are more resilient in their job performance. Notably, self-efficacy emerged as a more robust predictor than optimism. This indicates that when employees have confidence in their capabilities, they are more likely to cope with work-related stress and challenging conditions. Self-efficacy is the foundation for employees to take action and shape their lives based on their beliefs in their abilities to achieve desired outcomes.

Second, we examined the relationship between social support and employee work engagement. Support from supervisors ($\beta = 0.171$, $p = 0.003$), support from colleagues ($\beta = 0.129$, $p = 0.017$), and support from family and friends ($\beta = 0.268$, $p = 0.000$), as shown in Table 4, all had a significant positive impact on employee work engagement. Thus, Hypotheses 3, 4, and 5 were supported. These findings are consistent with previous studies by Dyrbye et al. (2010), Jain et al. (2012), and DeTerte et al. (2014). Therefore, social support significantly contributes to employees' mental and physical well-being. In the post-Covid pandemic context, employees who receive more social support demonstrate greater resilience in their work. Notably, the results of this study highlight that support from family and friends scored higher than support from supervisors and colleagues. This could be explained by the fact that in the post-pandemic environment, employees seek support not only from within the organization but also from their family and friends outside the organization. Additionally, as remote work is gradually becoming a more prevalent, employees need support from family and friends to balance work and life.

Next, we examined the relationship between employee resilience and work engagement, as well as the relationship between employee resilience and job performance. The results showed that employee resilience positively impacted work engagement ($\beta = 0.6311$, $p = 0.000$) according to Table 5, thus supporting Hypothesis 6. This finding is consistent with Llorens et al. (2006) and Xanthopoulou et al. (2007). This result suggests that, in the context of the post-COVID pandemic, resilient employees who can endure adversity and develop meaningful work relationships are more likely to have higher levels of work engagement. Furthermore, employee resilience significantly influenced job performance ($\beta = 0.199$, $p = 0.005$) according to Table 5, thus supporting Hypothesis 7. This finding is consistent with Bakker and Bal (2010), Bakker and Xanthopoulou (2009), Gorgievski et al. (2010), and Ludmila et al. (2018). This result suggests that, in the context of the post-COVID pandemic, employees who possess enhanced resilience are more likely to contribute to improved job performance in their current tasks.

Finally, we examined the relationship between work engagement and job performance. As shown in Table 4, work engagement positively influenced job performance ($\beta = 0.559$, $p = 0.000$), thus supporting Hypothesis H8. These findings are consistent with Schaufeli & Bakker (2004). These results indicate that when employees are engaged in their work, they are motivated to perform their tasks with a high sense of responsibility, resulting in better job performance.

The results from testing Hypotheses H6, H7, and H8 highlight a significant interplay among employee resilience, work engagement, and job performance. Employee resilience has a high impact on job engagement ($\beta = 0.631$) but a lower impact on job performance ($\beta = 0.199$), whereas work engagement has a strong, substantial impact on job performance ($\beta = 0.559$). This confirms that work engagement is an intermediate variable that leads to job performance. Table 5 summarizes the results presented in the mediated model, which also indicates the indirect effects. If employee resilience is promoted, it can increase work engagement, thereby enhancing job performance.

The effect size, denoted as f2, is a valuable metric for evaluating the extent of influence exerted by an external construct on an endogenous one. As per Cohen's (2013) classification, effect size values of 0.02, 0.15, and 0.35 are categorized as small, medium, and large for an exogenous construct. Table 4 presents the f2 values for all combinations of endogenous and exogenous components. Our findings reveal that all exogenous latent factors exhibit effect sizes surpassing the 0.02 threshold, thereby indicating the presence of effects ranging from small to large on the endogenous constructs.

Table 4. Estimation results of the structural equation model (Source: Authors)

Hypothesis	Coefficient	P-value	f^2	Conclusion
H1: Self-efficacy → Employee resilience.	0.241	0.000	0.078	Support
H2: Optimism → Employee resilience.	0.220	0.000	0.070	Support
H3: Support from superiors → Employee resilience.	0.171	0.003	0.042	Support
H4: Support from colleagues → Employee resilience.	0.129	0.017	0.026	Support
H5: Support from family /friends → Employee resilience.	0.268	0.000	0.114	Support
H6: Employee resilience → Work engagement.	0.631	0.000	0.661	Support
H7: Employee resilience → Job performance.	0.199	0.005	0.047	Support
H8: Work engagement → Job performance.	0.559	0.000	0.370	Support

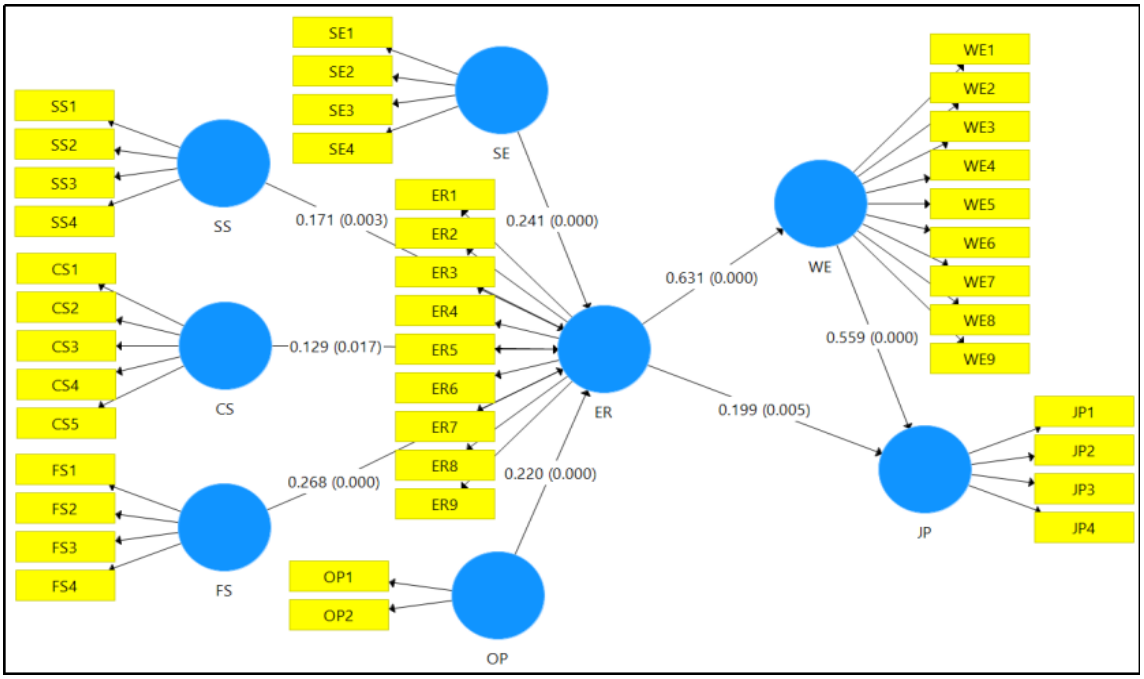

Fig. 2. Structural model (Source: Authors' Calculation)

Table 5. Path coefficients of indirect effects (Source: Authors)

Hypothesis	Coefficient	P-value	Conclusion
Support from superiors → Employee resilience → Work engagement	0.108	0.007	Support
Support from colleagues → Employee resilience → Work engagement	0.081	0.020	Support
Support from family /friends → Employee resilience → Work engagement	0.169	0.000	Support
Optimism → Employee resilience → Work engagement	0.139	0.000	Support
Self-efficacy→ Employee resilience → Work engagement	0.152	0.000	Support
Support from superiors → Employee resilience → Work engagement → Job performance	0.060	0.013	Support
Support from colleagues → Employee resilience → Work engagement → Job performance	0.045	0.023	Support
Support from family /friends -> Employee resilience → Work engagement → Job performance	0.094	0.000	Support
Optimism → Employee resilience → Work engagement →Job performance	0.078	0.000	Support
Self-efficacy → Employee resilience → Work engagement → Job performance	0.085	0.000	Support
Support from superiors → Employee resilience → Job performance	0.034	0.036	Support
Support from colleagues → Employee resilience → Job performance	0.026	0.090	Weak support
Support from family /friends → Employee resilience → Job performance	0.053	0.021	Support
Optimism → Employee resilience→ Job performance	0.044	0.030	Support
Self-efficacy → Employee resilience → Job performance	0.048	0.040	Support
Employee resilience → Work engagement→ Job performance	0.353	0.000	Support

5. Conclusion

The research results show the importance of personal resources (self-efficacy, optimism) and social support resources (support from superiors, colleagues, family, and friends) in strengthening employee resilience when faced with difficulties and uncertain conditions, thus enhancing their work engagement and increasing job performance in the context of the post-pandemic period, contributing to improving efficiency not only for individuals but also for organizations.

This study demonstrates the empirical factors related to employee resilience and the significance of resilience in stimulating employee engagement in work. With the disruptions and tensions arising from the pandemic, employees gain resilience from their own social support resources. The impact of resilience on work engagement is also confirmed, indicating that having resources will encourage employees to be more engaged in their work, thereby improving job performance.

Practically, this study shows the importance of organizational support in providing material and spiritual conditions to promote employee resilience. In addition, factors related to work-life balance also promote the recovery process of employees. Support from family and friends is also highly valued by employees. This suggests that human resource managers must build effective, flexible policies and working methods to support employees. Organizations need to redesign flexible work to allow employees to participate more in their work through rearranging tasks and management responsibilities, thereby supporting them with resources to cope with stressful conditions. Superiors can empower employees as well as encourage them to have optimism and self-efficacy in their work.

Although there are some contributions mentioned above, this research has certain limitations that can be addressed in future studies. The current study is based on employees working in Ho Chi Minh City, so future studies may consider the differences between occupations in employee recovery factors. Personal resources, besides self-efficacy and optimism, must include additional factors such as proactivity and autonomy. Besides the factors of social support resources, it is necessary to consider additional aspects of innovation capacity such as leadership style and teamwork.

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