

American Journal of
Public Policy and Administration
(AJPPA)



Human Resource Management Practices, Knowledge Sharing, and Emotional Intelligence of Unit Heads: A Causal Model on Organizational Resilience in Government Agencies in Davao Region

Yvette E. Monarca & Dr. Alberto N. Bandiola



Human Resource Management Practices, Knowledge Sharing, and Emotional Intelligence of Unit Heads: A Causal Model on Organizational Resilience in Government Agencies in Davao Region

 Yvette E. Monarca^{1*} & Dr. Alberto N. Bandiola²

¹Post Graduate Student, Doctor in Public Administration, University of Mindanao

²Doctor in Public Administration, University of Mindanao



Article History

Submitted 08.08.2023 Revised Version Received 30.09.2023 Accepted 02.10.2023

Purpose: Organizational resilience is a prime concern among organizations, to respond and recover from challenging events. If organizations lack resilience, they may not be able to serve the public. Essentially, this study aimed to review empirical evidence on how organizational resilience is affected by variables in the context of accredited government agencies under the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) of the Civil Service Commission in Davao Region.

Methodology: Two hundred government employees participated in the survey, selected through stratified sampling. The survey questionnaire used was validated and approved by experts. Data were collected through manual accomplishment by some respondents, while the rest was accomplished through google form. This study utilized a quantitative research design and employed the descriptive-causal method. The data analysis applied were mean, Pearson r, multiple regression, and the structural equation model. It was done using the IBM SPSS.

Findings: Results revealed that the unit heads have very high levels of human resource management practices, knowledge sharing, emotional intelligence, and organizational resilience. A significant relationship exists

between the exogenous latent variables and the endogenous latent variable. When regressed, only human resource management practices (HRMP) and emotional intelligence, including its manifest variables, revealed to be the best predictors of organizational resilience. The structural equation modeling showed that model 5 is best fit for organizational resilience in the context of government agencies. It was found in the model that human resource management practices, knowledge sharing, and emotional intelligence have a positive impact on organizational resilience. Indeed, the findings of this study have implications for human resource management in public and even private organizations.

Recommendations: The CSC as a learning institution may introduce learning sessions on organizational resilience for leaders which may give them more exposure to resilience strategies. There is a need to continuously and seriously implement PRIME-HRM to strengthen organizational resilience. There is also a need to evaluate to identify potential threats and challenges that may affect the organization by conducting organizational resilience survey.

Keywords: *Organizational Resilience, Government Employees, Human Resource Management Practices, Knowledge Sharing, Emotional Intelligence*

1.0 INTRODUCTION

Organizational resilience is the ability of an organization to respond and recover from disruptive events. Government agencies are often tasked to provide critical services and manage emergencies, making resilience a need for public safety and well-being (Burnard, Bhamra & Tsinopoulos, 2018). Government agencies provide critical services that are essential to the well-being of the public, such as healthcare, public safety, and transportation (Rahi, 2019). If an agency lacks resilience, it may struggle to maintain these services during and after a disruptive event.

Without organizational resilience, private and public organizations will be in a quandary to survive (Duchek, 2020). In Italy, organizations realize that resilience is a solution strategy due to COVID-19 pandemic. There should be a sense of digitization, sustainability, agility and resilience (Miceli *et al.*, 2021). In the Philippines, Filipinos are tagged as “resilient” for they can bounce back from any challenge (Ordoñez & Borja, 2021). A study in Davao del Norte confirmed that the Philippines was tested due to COVID-19 pandemic, which shed light on the new normal that organizational resilience is important (Dagohoy, 2021). However, if resilience is taken individually and not team-based, the organization will be unstable (Rangachari & Woods, 2020). Therefore, the management’s commitment to the organization is relevant (Jafari, Nodoushan, Shirali, Khodakarim & Zare, 2018). It leads to employees’ capacity to act on things that come unexpectedly.

Since organizational resilience is a prime concern, researchers conducted studies to investigate the predictors of organizational resilience. A positive linkage was confirmed between human resource management practices and organizational resilience. Organizational resilience is influenced by human resource management practices and analytics as well as performance practices (Al-ayed, 2019). Moreover, affirmed that the high level of knowledge management of leaders with aspects of knowledge acquisition, knowledge storage, knowledge sharing and knowledge utilization leads to organizational resiliency (Godwin & Umoh, 2013, p. 116). When there is consistency in knowledge sharing, organizational resilience will be achieved. Also, emotional intelligence influences resilience (Trigueros *et al.*, 2020). When there is a higher level of emotional intelligence, there is a higher level of resiliency, in which an individual can face the challenges of life successfully.

As presented, organizations use strategies in their human resource management practices to achieve competitive advantage (Sabiou, Ringim, Mei & Joarder, 2019). In the context of this study, human resource management practices can strengthen organizational resilience through recruitment, compensation, and rewards training and development, employment security, performance appraisal and management, employee involvement, and career planning.

In addition, a complex set of factors surrounds an employee in a knowledge sharing process to become relevant and competitive in the organization (Obrenovic *et al.*, 2020). In the context of this study the influence of leaders and morale influence could have an impact on how resilient an organization is. Correspondingly, emotional intelligence enriches one’s behavior as it is about emotions of people that

guide supervisors and rank and file in performing excellently in the organization (Drigas & Papouts, 2019). In the context of this study, self-emotional appraisal, other's emotions, use of emotion, and regulation of emotion are factors that would develop the employees' character to achieve organizational resilience.

Essentially, organizational resilience is a prime concern among organizations. Researchers studied to investigate what predicts or influences organizational resilience. A positive linkage between human resource management practices and organizational resilience was affirmed (Al-ayed, 2019). It was revealed that good practices in human resource management and analytics as well as performance practices affect organizational resilience.

The sudden shocks in Dubai during the Covid-19 pandemic challenged organizations in the service sector (Made Odeh et al., 2023). It was a realization for the Dubai government to know if there is a lack of understanding on organizational resilience, to address the challenging times, particularly in its roots-situation awareness, and management of keystone vulnerabilities. Relatedly, the Myanmar government also faced problems during the pandemic, combined with its political plight (Aung & Fernando, 2022). Through the resilient organization roadmap, it was high time for the employees to properly understand what aids the government's resilience and how these strategies can be applied.

Problem Statement

While organizational resilience has been a research subject worldwide, the interest of people in the matter continued (Ma, Xiao & Yin, 2018). It is for this reason that the researcher aims to review empirical evidence on how organizational resilience is affected by variables in the context of accredited government agencies under the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in Davao Region in which no study yet is conducted concerning the variables present on this study.

Objectives of the Study

This study deals with the unit heads of the government in Davao Region. First, to describe their level of human resource management practices. Second, to determine their level of knowledge sharing. Third, to ascertain their level of emotional intelligence. Fourth, to measure their level of organizational resilience. Fifth, to determine the significant relationship between human resource management practices and organizational resilience, knowledge sharing and organizational resilience, and emotional intelligence and organizational resilience. Sixth, to determine the singular and combined influence of exogenous variables on *organizational resilience*. Seventh, to identify which model best fits for *organizational resilience* in government agencies in Davao Region.

Theoretical Framework

This study is anchored on the Resource-Based View (RBV) theory of Jay Barney and Birger Wernerfelt. This theory denotes that a firm's resources, including its human resources, are key drivers of competitive advantage and organizational performance (Anthony, 2019). In the context of this research, RBV could

inform the investigation of how *human resource management practices*, such as training and development, performance management, and compensation, can contribute to the development of a resilient organization. Another that is important to understand in this study is the Social Exchange Theory developed by George Homans and Peter Blau. This theory has been clarified that social interactions and relationships are governed by norms of reciprocity, and that individuals will engage in behaviors that maximize their rewards and minimize their costs (Moilanen & Ikaheimo, 2019). In the context of this research, Social Exchange Theory could inform the investigation of how *knowledge sharing* among unit heads can be fostered by creating an environment of trust, cooperation, and mutual benefit for resiliency in the organization.

Also of relevance is the Emotional Intelligence Theory of Peter Salovey and John D. Mayer which is of value in this study as it posits that individuals who possess high levels of *emotional intelligence* are better equipped to perceive, understand, and manage their own emotions and those of others. In the context of this research, it is emphasized that emotional intelligence could inform the investigation of how unit heads' *emotional intelligence* can contribute to the development of a resilient organization (Zhao, 2021). *Emotional intelligence* can be improved in the organization by fostering effective communication, conflict management, and collaboration between and among employees.

2.0 METHODOLOGY

A total of only 200 respondents participated in the study from the 43 PRIME-HRM accredited government agencies out of the 225 government agencies. According to the Monte Carlo model, to have a 200 sample is already safe and stable for a study (Boomsma, 1983). With this number, a study can be made possible. A stratified sampling was employed in the study to ensure proper selection of respondents. It is widely used in surveys coming from the word “strata” (Tafalla, 2021). In this study, it refers to the sub-populations known as the classification of government agencies of the PRIME-HRM accredited agencies in Davao Region if they belong to the local government unit, national government agencies, government owned and controlled corporations, and state universities and colleges/local colleges.

The respondents of the study were permanent rank and file government employees who were being coached, mentored, supervised by the respective unit heads and most importantly who have experienced the benefits of PRIME-HRM. They were selected with the assistance of the Human Resource Management Officer who takes charge of the plantilla of personnel of the agency. The utilized the original downloaded questionnaires on human resource management practices (Quansah, 2013), knowledge sharing (Van Gelder, 2011), emotional intelligence (Western, 2017), and organizational resilience (Jones, 2015). Although the questionnaires were already used in various studies, all were modified for the local setting. The 97-item research questionnaire was improved after few edits so that the terms used will fit for the government agencies.

The modified questionnaire was validated by a pool of experts which was made available to the respondents manually for those of easy reach and through the google survey form to facilitate the

collection of data for agencies located outside Davao City. It yielded an excellent internal consistency in all the items of the variables for generating more than .90 Cronbach's alpha. This study used the 5-point likert scale for the respondents to manifest their degree of agreement and disagreement on the modified statements (Taherdoost, 2019). To interpret the responses of respondents, the scale used was 4.20-5.00 which means that the measure is always true; 3.40 – 4.19 which means that the measure is often true; 2.60-3.39 which means that the measure is sometimes true; 1.80 – 2.59 which means that the measure is seldom true; and 1.00 – 1.79 which means that the measure is never true.

This study is quantitative using descriptive-causal method. The most suitable research design in acknowledging people's perception is through quantitative study (Ramachandiran & Dhanapal, 2018). To add, a descriptive method can be conducted through a survey to find out the respondents' views (Mishra & Alok, 2022). Relatedly, it was affirmed that the purpose of causal method is to come up with a basis on what affects a certain program (Miller & Ross, 2020). This method provides the source of an outcome. It determines which among the variables have an impact to the target variable.

Correlatively, this study employed the Structural Equation Model being one of the most widely used research models (Ringle, Sarstedt, Mitchell & Gudergan, 2020). The result of the survey questionnaires was analyzed to find the best fit model for the *organizational resilience* of government agencies in Davao Region. It is advantageous to employ the Structural Equation Model as it leads the researcher to find out the closest statistical model that is aligned to the theories presented in this study. Meanwhile, as a standard procedure of the University of Mindanao, after the validation of questionnaire, the endorsement was secured from the Office of the Dean of the Professional Schools to conduct the study. The validated survey questionnaire to collect data was only administered after the approval of the University of Mindanao Ethics Review Committee with UMERC protocol number UMERC-2023-051.

3.0 FINDINGS

The human resource management practices of unit heads of government agencies in Davao Region is described as very high. This indicates that the implementation of human resource management practices by the unit heads of government agencies is apparent. The knowledge sharing of unit heads of government agencies in Davao Region is described as very high. This proves that knowledge sharing through government leaders is very evident. The emotional intelligence of unit heads of government agencies in Davao Region denotes a very high level. The very high level of emotional intelligence of unit heads speaks that character plays a vital role in the organization. This manifests that the emotional intelligence of unit heads is part of their leadership brand that they have good characters, blended with a professionally matured and supportive staff.

The organizational resilience of government agencies in Davao Region is described as very high. This shows that the respondents believe that organizational resilience is felt in government agencies. In addition, all tests are significant, thus, rejected the null hypothesis affirming the study that human resource management practices and organizational resilience are positively connected (Al-ayed, 2019), knowledge

sharing and organizational resilience are associated (Godwin & Umoh, 2013), and that there is a link between emotional intelligence and organizational resilience (Trigueros et al., 2020).

Meanwhile, only human resource management practices and emotional intelligence influence organizational resilience. Knowledge sharing has no significant influence on organizational resilience. This refutes the study that leaders who practice knowledge sharing in an organization positively influence organizational resilience (Godwin & Umoh, 2013). Perhaps, this study projects that knowledge sharing is not automatically the cause of organizational resilience.

Ultimately, this study found Model 5 to be the best-model fit for meeting all the criterion indices of the goodness of fit measures. The model showed that all indices fit each criterion range: p-value = 0.076, CMIN/DF = 1.290, RMSEA = 0.38, p-close = .768, TLI=.992, NFI=.975, CFI=0.996, and GFI = 0.982, all greater than 0.95. Relative thereto, the findings of the study rejected the null hypothesis that there is no best-fit structural model on organizational resilience. Model 5 best explains the organizational resilience of government agencies in Davao Region as shown in Table 1.

Table 1: Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-Value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-Close (>0.05)
1	.000	6.801	.704	.806	.781	.775	.171	.000
2	.000	4.317	.788	.891	.863	.871	.129	.000
3	.000	3.166	.803	.928	.899	.916	.104	.000
4	.000	2.939	.819	.936	.907	.925	.099	.000
5	.076	1.290	.951	.994	.975	.992	.038	.768

Legend: CMIN/DF- *Chi Square/Degrees of Freedom*

GFI - *Goodness of Fit Index*

RMSEA -*Root Mean Square of Error Approximation*

NFI –*Normed Fit Index*

TLI -*Tucker-Lewis Index*

CFI - *Comparative Fit Index*

4.0 CONCLUSION AND RECOMMENDATIONS

Conclusion

The study reveals that human resource management practices, knowledge sharing, and emotional intelligence of unit heads in government agencies in Davao Region are at a very high level. The success can be attributed to the well-implemented systems and practices in human resource management practices in the agencies. The knowledge sharing practices of unit heads in government agencies in Davao are highly

effective. Meanwhile, emotional intelligence is found to be a crucial component of effective leadership for organizational resilience, and unit heads who possess this trait can create a work environment that leads to the success of government agencies. More importantly, organizational resilience has particular strengths in innovation and creativity, situation awareness, leadership, and staff engagement. However, there is room for improvement in decision-making, as respondents rated this high rather than very high. This suggests that there may be inconsistencies in the decision making of unit heads and more work could be done to improve the ability of leaders to find solutions during difficult times.

Based on the data provided, it can be concluded that there is a significant relationship between human resource management practices, knowledge sharing, emotional intelligence, and organizational resilience in government agencies. The study supports previous research that found a positive connection between human resource management practices and organizational resilience. Additionally, the study highlights the importance of knowledge sharing as a factor that contributes to organizational resilience. The data also confirms that emotional intelligence plays a critical role in organizational resilience.

Based on the findings, it can further be determined that human resource management practices and emotional intelligence have a significant influence on organizational resilience. This finding is consistent with previous studies that have shown the positive relationship between these variables and organizational resilience. Specifically, the study found that human resource management practices and emotional intelligence were important factors in achieving organizational resilience. On the other hand, while the study found no significant influence of knowledge sharing on organizational resilience, which goes against the findings of some previous studies, knowledge sharing is still a critical aspect of knowledge management.

And lastly, it can be concluded that the study has found a best-fit structural model for organizational resilience. The study identified human resource management practices, knowledge sharing, and emotional intelligence, which were found to significantly influence organizational resilience. The findings of this study support the previous research on the positive impact of human resource management practices, knowledge sharing, and emotional intelligence on organizational resilience.

Recommendations

The Civil Service Commission as a learning institution may introduce learning and development on organizational resilience for leaders which may give them more exposure to resilience strategies. It is essential for organizations to prioritize the development of emotional intelligence among their workforce as it contributes to the overall resilience of the organization. Thus, there is a need to continuously and seriously implement PRIME-HRM to strengthen organizational resilience. Non-accredited agencies must aim to be accredited to the program to take advantage of the benefits it accords. There is also a need to evaluate organizational resilience to identify potential threats and challenges that may affect the organization by conducting organizational resilience survey focusing on physical, emotional, intellectual, social, and spiritual activities in the organization. The survey somehow prepares them to be future-ready.

Government agencies should foster knowledge sharing as a learning culture by making it a continuous practice in the agency to enhance employee's overall knowledge base and expertise. Furthermore, the study suggests that government agencies should focus on establishing and implementing human resource management practices, knowledge sharing, and emotional intelligence through the specific manifest variables identified in the study to ensure organizational resilience. Model 5 as a structural model for organizational resilience in this study should be considered by government agencies to develop and strengthen their resilience strategies. Future researchers may also conduct a comparable study on organizational resilience for other groups or clusters exploring new variables which may also be predictors of organizational resilience. With this, a new structural model on organizational resilience may be discovered.

REFERENCES

- Agustina, A., Dalimunthe, R. F., & Sinulingga, S. (2019). The effect of recruitment, training and placement on the performance of employees in PT astra international Tbk, Toyota auto 2000 SM. Raja Medan. *European journal of human resource management studies*.
- Ahmad, A., Maynard, S. B., Desouza, K. C., Kotsias, J., Whitty, M. T., & Baskerville, R. L. (2021). How can organizations develop situation awareness for incident response: *A case study of management practice*. *Computers and Security*, 101, 102122. <https://doi.org/10.1016/j.cose.2020.102122>
- Al-Ayed, S. I. (2019). The impact of strategic human resource management on organizational resilience: An empirical study on hospitals. *Business: Theory and Practice*, 20, 179–186. <https://doi.org/10.3846/btp.2019.17>
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in governmental sector: The mediating role of motivation. *Management Science Letters*, 10(9), 2077–2088. <https://doi.org/10.5267/j.msl.2020.2.003>
- Al-Khaled, A. A. S. & Fenn, C. J. (2021). The impact of leadership styles on organizational performance.
- Alsalamah, A., & Callinan, C. (2021). Adaptation of Kirkpatrick's four-level model of training criteria to evaluate training programmes for head teachers. *Education Sciences*, 11(3), 116. <https://doi.org/10.3390/educsci11030116>
- Anthony, B., Jr. (2019). Green information system integration for environmental performance in organizations: An extension of belief–action–outcome framework and natural resource-based view theory. *Benchmarking*, 26(3), 1033–1062. <https://doi.org/10.1108/BIJ-05-2018-0142>
- Ariyaratna, B. A. R. (2020). Employment security of probationary workers in Sri Lanka: A comparative legal analysis.
- Asaba, M., Ong, D. C., & Gweon, H. (2019). Integrating expectations and outcomes: Preschoolers' developing ability to reason about others' emotions. *Developmental Psychology*, 55(8), 1680–1693. <https://doi.org/10.1037/dev0000749>
- Aung, O. M., & Fernando, M. S. C. (2022). Resilient organization roadmap for sustained organization using a generative approach: a case of Landesa Myanmar. *ABAC ODI Journal Vision. Action. Outcome*, 10(1), 42-65.
- Boomsma, A. (1983). On the robustness of LISREL (maximum likelihood estimation) against small sample size and non-normality.
- Burnard, K., Bhamra, R., & Tsinopoulos, C. (2018). Building organizational resilience: Four configurations. *IEEE Transactions on Engineering Management*, 65(3), 351–362. <https://doi.org/10.1109/TEM.2018.2796181>

- Dagohoy, R. G. (2021). A causal model on organizational resilience of municipal governments of Davao del Norte in the new normal p. 209.
- Dhoopar, A., Sihag, P., Kumar, A., & Suhag, A. K. (2021). Organizational resilience and employee performance in COVID-19 pandemic: The mediating effect of emotional intelligence. *International Journal of Organizational Analysis*, 1.
- Drigas, A., & Papoutsi, C. (2019). Emotional intelligence as an important asset for HR in organizations: Leaders and employees. *International Journal of Advanced Corporate Learning*, 12(1), 59. <https://doi.org/10.3991/ijac.v12i1.9637>
- Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13(1), 215–246. <https://doi.org/10.1007/s40685-019-0085-7>
- Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2020). The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership and Organizational Studies*, 27(1), 98–111. <https://doi.org/10.1177/1548051818824529>
- Forte, G., Morelli, M., & Casagrande, M. (2021). Heart rate variability and decision-making: Autonomic responses in making decisions. *Brain Sciences*, 11(2), 243. <https://doi.org/10.3390/brainsci11020243>
- Giao, H. N. K., Vuong, B. N., Huan, D. D., Tushar, H., & Quan, T. N. (2020). The effect of emotional intelligence on turnover intention and the moderating role of perceived organizational support: Evidence from the banking industry of Vietnam. *Sustainability*, 12(5), 1857. <https://doi.org/10.3390/su12051857>
- Godwin, I., & Amah, E. (2013). Knowledge management and organizational resilience in Nigerian manufacturing organizations. *Developing Country Studies*, 3(9), 104–120.
- Hillmann, J., & Guenther, E. (2021). Organizational resilience: A valuable construct for management research? *International Journal of Management Reviews*, 23(1), 7–44. <https://doi.org/10.1111/ijmr.12239>
- Jafari, M. J., Jafari Nodoushan, R., Shirali, G. A., Khodakarim, S., & Khademi Zare, H. (2018). Indicators of organizational resilience in critical sociotechnical systems: A qualitative study for the refinery complex. *Health Scope*, 7(3). <https://doi.org/10.5812/jhealthscope.14134>
- Jannah, M., Fahlevi, M., Paulina, J., Nugroho, B. S., Purwanto, A., Subarkah, M. A., & Cahyono, Y. (2020). Effect of ISO 9001, ISO 45001 and ISO 14000 toward financial performance of Indonesian manufacturing. *Systematic Reviews in Pharmacy*, 11(10), 894–902.
- Jones, B. A. (2015). Benchmarking organizational resilience: A cross-sectional comparative research study (pp. 152–154). *New Jersey City University*.

- Kutieshat, R., & Farmanesh, P. (2022). The impact of new human resource management practices on innovation performance during the COVID 19 crisis: A new perception on enhancing the educational sector. *Sustainability*, 14(5), 2872. <https://doi.org/10.3390/su14052872>
- Lee, Y., Tao, W., Li, J. Q., & Sun, R. (2021). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, 25(6), 1526–1549. <https://doi.org/10.1108/JKM-06-2020-0483>.
- Ma, Z., Xiao, L., & Yin, J. (2018). Toward a dynamic model of organizational resilience. *Nankai Business Review International*, 9(3), 246–263. <https://doi.org/10.1108/NBRI-07-2017-0041>
- Madi Odeh, R. B., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R. E., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), 440-468.
- Miceli, A., Hagen, B., Riccardi, M. P., Sotti, F., & Settembre-Blundo, D. (2021). Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience. *Sustainability*, 13(4), 2052. <https://doi.org/10.3390/su13042052>
- Miller, T., & Ross, S. (2020). Introduction to causal research p. 2
- Mishra, S. B., & Alok, S. (2022). Handbook of research methodology p. 2.
- Moilanen, S., & Ikäheimo, S. (2019). Managerial intentions for and employee perceptions of group-based incentives: Social exchange theory-based interpretations. *Journal of Accounting and Organizational Change*, 15(4), 605–625. <https://doi.org/10.1108/JAOC-04-2019-0043>
- Obrenovic, B., Jianguo, D., Tsoy, D., Obrenovic, S., Khan, M. A. S., & Anwar, F. (2020). The enjoyment of knowledge sharing: Impact of altruism on tacit knowledge-sharing behavior. *Frontiers in Psychology*, 11, 1496. <https://doi.org/10.3389/fpsyg.2020.01496>
- Ordoñez, M., & Borja, A. (2021). Ideology of inaction political psychology of resilience in the Philippines.
- Pangestu, U., & Karwan, D. H. (2021). The role of the principal to increase teacher innovation and creativity during the pandemic. *Nidhomul Haq*, 6(2), 251–266.
- Quansah, N. (2013). The impact of HRM practices on organisational performance: The case study of some selected rural banks (pp. 125–126). Kwame Nkrumah University of Science and Technology (KNUST).
- Rahi, K. (2019). Indicators to assess organizational resilience – A review of empirical literature. *International Journal of Disaster Resilience in the Built Environment*, 10(2/3), 85–98. <https://doi.org/10.1108/IJDRBE-11-2018-0046>
- Rajab, M. (2021). Factors affecting career planning: Skill and experience (literature review of human resources management). *Dinasti International Journal of Digital Business Management*, 2(6), 1070.

- Ramachandiran, M., & Dhanapal, S. (2018). Academic stress among university students: A quantitative study of generation Y and Z's perception. *Pertanika Journal of Social Science and Humanities*, 26(3).
- Rangachari, P., & L Woods, J. (2020). Preserving organizational resilience, patient safety, and staff retention during COVID-19 requires a holistic consideration of the psychological safety of healthcare workers. *International Journal of Environmental Research and Public Health*, 17(12), 4267. <https://doi.org/10.3390/ijerph17124267>
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *International Journal of Human Resource Management*, 31(12), 1617–1643. <https://doi.org/10.1080/09585192.2017.1416655>
- Sabiu, M. S., Ringim, K. J., Mei, T. S., & Joarder, M. H. R. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link: An empirical analysis. *PSU Research Review*, 3(1), 50–69. <https://doi.org/10.1108/PRR-12-2016-0022>
- Saratha, N. (2020). Compensation and rewards practices in SME in Tiruchirappalli; I region – A study. P. 4601.
- Sayan, Í. (2021). The mediator role of use of emotion in the association between personality traits and workaholism. *Anales de Psicología*, 37(2), 221–232. <https://doi.org/10.6018/analesps.451711>
- Stantcheva, S. (2023). How to run surveys: A guide to creating your own identifying variation and revealing the invisible. *Annual Review of Economics*, 15(1), 205–234. <https://doi.org/10.1146/annurev-economics-091622-010157>
- Siddiqui, D. A., & Sahar, N. (2019). The impact of training and development and communication on employee engagement—A study of banking sector. Sahar, N. and Siddiqui, DA (2019). The impact of training and development and communication on employee engagement—A study of banking sector. *Business Management and Strategy*, 10(1), 23–40.
- Tafalla, M., Usero, A., & Hacar, A. (2021). Characterizing the line emission from molecular clouds: Stratified random sampling of the Perseus cloud. *Astronomy and Astrophysics*, 646, A97. <https://doi.org/10.1051/0004-6361/202038727>
- Taherdoost, H. (2019). What is the best response scale for survey and questionnaire design; review of different lengths of rating scale/attitude scale/Likert scale. Hamed Taherdoost, 1–10.
- Tiwari, S. P. (2022). Information and communication technology initiatives for knowledge sharing in agriculture. arXiv preprint arXiv:2202.08649.

- Trigueros, R., Padilla, A. M., Aguilar-Parra, J. M., Rocamora, P., Morales-Gázquez, M. J., & López-Liria, R. (2020). The influence of emotional intelligence on resilience, test anxiety, academic stress and the Mediterranean diet. A study with university students. *International Journal of Environmental Research and Public Health*, 17(6), 2071. <https://doi.org/10.3390/ijerph17062071>
- Uslu, O., & Uslu, M. (2019). The impact of emotional intelligence on employees' attitudes. *Journal of Applied Management and Investments*, 8(1), 34.
- Van Assen, M. F. (2021). Training, employee involvement and continuous improvement – The moderating effect of a common improvement method. *Production Planning and Control*, 32(2), 132–144. <https://doi.org/10.1080/09537287.2020.1716405>
- Western, M. C. (2017). Dyadic relationships in the workplace: Antecedents to high-quality LMX in professional-assistant relationships p. 64 ([Doctoral Dissertation]. Southern Illinois University at Edwardsville).
- Wahyuningrat, W., Kurniasih, D., Setyoko, P. I., & Saputra, A. S. (2022). The Effect of Emotional Intelligence, Organizational Commitment and Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) of Government staff. *resmilitaris*, 12(2), 7184–7195.
- Yakubu, J. I. G., & Onuoha, B. C. (2022). Knowledge sharing and corporate resilience of manufacturing firms in rivers STATE, Nigeria. *Research Journal of Management Practice* | ISSN, 2782, 68–69.
- Zhao, H. (2021). Prediction and evaluation of athletes' positive emotions based on emotional intelligence theory. *Revista de Psicología del Deporte*, 30(2), 38–52.
- Zheng, Y., Cai, D., Zhao, J. L., Yang, C., Xia, T., & Xu, Z. (2021, April). Bidirectional relationship between emotional intelligence and perceptions of resilience in young adolescents: A twenty-month longitudinal study. In *Child and Youth Care Forum* (Vol. 50, No. 2, pp. 363-377). Springer, 50(2), 363–377. <https://doi.org/10.1007/s10566-020-09578-x>

License

Copyright (c) 2023 Yvette E. Monarca, Dr. Alberto N. Bandiola



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

Authors retain copyright and grant the journal right of first publication with the work simultaneously licensed under a [Creative Commons Attribution \(CC-BY\) 4.0 License](https://creativecommons.org/licenses/by/4.0/) that allows others to share the work with an acknowledgment of the work's authorship and initial publication in this journal.