Organizational culture, employee resilience and performance in the international banking industry

Organizational Culture, Employee Resilience and Performance

in the International Banking Industry

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Author's Declaration

I hereby declare that this thesis entitled "Organizational Culture, Employee Resilience and Performance in the International Banking Industry" is the result of my own work and includes nothing that is the outcome of work done in collaboration except, where specifically indicated in the text. The thesis has not been submitted, in whole or in part, for consideration for any other degree or qualification at this university or any other institute of learning and complies with Birkbeck, University of London guidelines on length and format.

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Abstract

In today's intensely competitive and changing business environment, employee resilience plays an important role as a capability to enhance individual and organizational performance. Although organizational contexts matters greatly for the development of this capability, so far little research has been conducted on employee resilience in different organizational cultural contexts. This thesis systematically investigates the relationship between organizational culture, employee resilience, and job performance in the international banking industry. First, using a sample of 1501 employees from 14 banks in China, we examine the mediating effect of employee resilience on the 'employee learning orientation – performance' relationship based on a conceptual framework from conservation of resource theory. We find that employee learning orientation not only directly and positively influences job performance, but also indirectly does so via employee resilience as a mediator. Second, by analysing the in-depth interview data of 32 Chinese-origin employees with over five years working experience from eight international banks, we identify three types of organizational culture – jungle culture, caring culture and conservative culture, and explore how employee resilience evolves in these different cultural contexts. We find that: in the jungle cultural context, organizational culture influences employee resilience in a U-shaped pattern; in the caring cultural context, organizational culture positively affects employee resilience; in the conservative cultural context, organizational culture negatively relates to employee resilience. Lastly, by using a unique data set from 236 Chinese-origin employees from six international banks, we examine that to what extent employee resilience is influenced by the match or mismatch between employee motivation and organizational culture. We find that: in the jungle culture, employees with a short-term motivation show a higher level of resilience than those with a long-term motivation, while employees with a long-term motivation display higher resilience than those with a short-term motivation in the caring culture. In addition, employees with a short-term motivation exhibit more resilience in the jungle culture than in

the caring culture; however, employees with a long-term motivation show higher resilience in the caring culture than in the jungle culture. As such, theoretical and managerial implications of our findings are discussed.

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Chapter 1

Introduction

1.1 Introduction

Employee resilience is defined as the capability to "bounce back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and grow stronger in the process" (Cooper, Liu, & Tarba, 2014: p. 2466). This concept has received increasing attention as a number of organizations are faced with stressful environments due to the global financial crisis (Bardoel et al., 2014). Within these organizations, workplace stress has become a challenge. Extant research shows that employees with high resilience are able to manage adversity and overcome stressful situations (Cooper, 2013; Shin, Taylor, & Seo, 2012; Tugade & Fredrickson, 2004). Specifically, research indicates that resilient employees are better equipped with high positive emotions and ability to cope with the stressful and demanding workplace (Avey, Luthans, & Jensen, 2009; Coutu, 2002).

As one of the industries significantly impacted by the global financial crisis, the banking industry is exposed to a globally highly competitive and rapidly changing business environment (Krisch & Wailes, 2012; Wang, Cooke, & Huang, 2014). Over last decades, the banking industry has been undergoing substantial changes in both structure and business strategies in the era of financial globalisation and competition (Cabrita & Bontis, 2008). The aggressive competitive strategies including the performance-related pay system widely adopted by banks, have led to an increased level of performance pressure on their employees. Employees in the banking industry are confronted with potential and actual physical exhaustions, negative emotions and turnover intentions. These employees need not only a high level of professional skills but also the capability to sustain and positively respond to

workplace stress (Wang, Cooke, & Huang, 2014). Therefore, the important role of employee resilience in improving job performance needs to be addressed in the banking industry.

Although the significance of employee resilience as a capability to sustain pressure at workplaces has been recognized (e.g., Britt et al., 2016; Gorgievski & Hobfoll, 2008), the understanding of this capability and its development in multi-cultural contexts has so far been limited. Given the importance of employee resilience in the banking industry characterized by intensive competition and rapid changes, this thesis focuses on assessing and comparing the resilience and its evolution of Chinese-origin employees in different organizational cultures in the banking industry.

1.2 Research context

Employee learning orientation has been often defined as "a concern for, and dedication to, developing one's competence" (Gong, Huang, & Farh, 2009: p. 765). Existing literature suggests that employee learning orientation is an important complex resource that can improve employee job performance by flourishing employee creativity (Redmond, Mumford, & Teach, 1993). However, there are two problems with our current understanding of this topic. Firstly, although some researchers argue that employee learning orientation enables employees to enhance their job performance, no empirical study of the direct relationship between employee learning orientation and job performance has been conducted because there is no consensus on how to measure employee learning orientation. Secondly, the mediating effect of creativity is sometimes overestimated. Considerable attention has been paid to employee creativity as a mediator of the learning orientation – performance link (e.g., Gong, Huang, & Farh, 2009; Calantone, Cavusgil, & Zhao, 2002). For some service-dominant occupations and industries, employee learning orientation has not shown consistent influence on employee creativity. Specifically, Melton and Hartline (2013) analyse 160 new service development projects and find that employee learning orientation does not significantly affect the creativity of cross-functional teams and frontline employees.

Although employee creativity may improve process efficiency in the workplace, employee resilience probably plays a more critical role than employee creativity in the banking industry faced with an intensively competitive and stressful business environment. However, so far, neither the direct influence of employee learning orientation on employee job performance nor the mediating role of employee resilience in the "employee learning orientation – job performance" relationship has been investigated.

Since the banking industry operates on a global scale, employee resilience works not only in national banks but also in international banks from different countries. Existing literature highlights the role of context in employee resilience (e.g., Cooper, Liu, & Tarba, 2014; Sarala et al., 2014). Although organizational contexts matter greatly for the evolution of employee resilience, little research has taken a comparative lens to investigate employee resilience in different organizational cultural contexts. Therefore, a conceptual framework regarding employee resilience and organizational culture needs to be developed and tested empirically for the banking industry.

In sum, existing literature is short of acknowledging (1) the mediating role of employee resilience in job performance; (2) the evolution of employee resilience in multi-cultural organization settings; and (3) the effect of organizational cultures on employee resilience in the banking industry.

This thesis will contribute to the existing literature in three ways. First, it theoretically and empirically assesses not only the direct impact of employee learning orientation on employee job performance but also the mediating effect of a new variable i.e. employee resilience via a questionnaire survey. Second, for the first time this thesis proposes a conceptual framework for the interaction between organizational culture, employee motivation and employee resilience, contributing to theory development in employee resilience research via a comparative study. Third, this thesis empirically tests our 'organizational culture – employee motivation – employee resilience' framework via a

questionnaire survey. Furthermore, we contribute to theory development by supplementing the congruence theory via discussing the mismatching situation for the organizational culture – employee motivation interaction.

1.3 Research questions and objectives

This thesis is motivated and materialized by identifying and addressing the following three research questions:

Research question 1: To what extent does employee learning orientation directly influence employee job performance, and to what extent does employee resilience mediate the relationship between employee learning orientation and job performance?

This research question contains two parts. The first part is about the direct effect of employee learning orientation on job performance. This part of the question is important as it is not only a research gap we need to address both theoretically and empirically, but also represents a baseline relationship for us to investigate the mediation effect of employee resilience. As Andersson, Cuervo-Cazurra, & Nielsen (2014) suggest, to explain any mediation effects, the theoretical mechanism explaining the baseline argument needs to be specified. The second part is about the mediating effect of employee resilience in employee learning orientation – job performance relationship. Existing research investigates the direct effect of employee resilience on job performance rather than the impact of employee resilience on the relationship between employee learning orientation and job performance. In this study, we examine the direct impact of employee learning orientation on job performance as a baseline. Afterward, the effect of employee resilience as a mediator is explored. By this way, we are able to address these two research gaps in the existing literature.

Research question 2: How and why does employee resilience evolve in different organizational cultural contexts?

Research question 2 also consists of two parts. Firstly, the "how" question is to explore the ways in which employee resilience changes in different organizational cultures. Secondly, the "why" question is to investigate the specific reasons behind the different evolution paths of employee resilience in different organizational contexts. This study aims to develop a conceptual framework by addressing this research question. Such a question has never been addressed before, and the current thesis fills in the research gap in this way.

Research question 3: To what extent is employee resilience affected by organizational culture and employee motivation?

This research question is addressed by empirically testing the conceptual framework drawn from research question 2. Specifically, research question 3 examines the effect of organizational culture and employee motivation on employee resilience.

To answer these three research questions, firstly, we review extant literature on employee resilience to develop a theoretical framework underpinning the research questions. Secondly, guided by the paradigm of each research question, we choose appropriate methodology (i.e. survey, case study) to conduct the research. Thirdly, we collect and analyse data to get answers of the research questions. Lastly, we fit these answers in with existing literature.

The research objectives of this thesis are threefold. First, we test the conservation of resources theory that relates employee learning orientation and resilience to job performance in Chinese state-owned banks. Second, we develop a theoretical framework that can be used to understand employee resilience in different organizational cultural contexts by using a comparative case study on international banks from different countries. Third, we test the above theoretical framework that relates organizational culture and employee motivation to employee resilience.

1.4 Structure of the thesis

The structure of this thesis is organised as follows. In Chapter 2, we test a conceptual framework based on the conservation of resources theory. Based on this theory, employee learning orientation as a proactive resource not only directly affects employee job performance, but also indirectly does so via employee resilience (a psychological resource) acting as a mediator. A questionnaire survey has been conducted to collect primary data from 1501 employees in 14 Chinese state-owned banks. By analysing these data with structural equation modelling, we examine the direct impact of employee learning orientation on employee job performance and the mediating effect of employee resilience on the employee learning orientation - job performance relationship.

In Chapter 3, for the purpose of comparison, we expand our study of employee resilience from a one cultural context to a multi-cultural scenario. Specially, we develop a theoretical framework to explore how and why employee resilience evolves in different organizational cultural contexts by carrying out a comparative case study on eight international banks located in London. To the best of our knowledge, this is the very first study of employee resilience in different organizational cultural settings. In order to control for the impact of national culture on employee resilience, thirty-two Chinese-origin employees with over five years' working experience from these eight international banks have been interviewed regarding the adversities that they ever encountered and overcame in their organizations. By adopting inductive analysis of the above in-depth interview data, we have identified three types of organizational culture in the banking industry: jungle, caring and conservative. A conceptual framework of organizational culture, employee motivation and employee resilience has been established. Furthermore, we provide a qualitative indication of the trajectory of employee resilience evolution in three different organizational cultural contexts.

In Chapter 4, in order to test the conceptual framework established above, we examine the impact of organizational culture and employee motivation on employee resilience by conducting a questionnaire survey. Over the past decade, the importance of theory testing in

management research has been highlighted as such testing can prove the estimated validity of one particular theory (Colquitt & Zapata-Phelan, 2007). To be specific, by analysing a data from 236 Chinese-origin employees from six international banks, we examined the variation of employee resilience from the match/mismatch between employee motivation and organizational culture.

In Chapter 5, we highlight theoretical contributions of this thesis to the existing literature on employee resilience. We also provide managerial implications for employees and managers in the banking industry to better prepare for and cope with adversity and challenges in their work environments. As such, the limitations of this thesis and future research directions are discussed.

Chapter 2

Employee resilience as a mediator of the learning orientation-performance relationship

2.1 Introduction

Employee learning orientation, as a crucial resource of enhancing an employee's competence and performance in the workplace, has received considerable research attention in the fields of management and organizational behaviour (e.g. Dweck & Leggett, 1988; Hirst, Knippenberg, & Zhou, 2009; Gong, Huang, & Farth, 2009; Yee et al., 2013). Existing literature suggests that employee learning orientation is able to flourish employees' creativity or innovativeness, which in turn positively affects their performance (e.g. Gilson, 2008; Hirst, Knippenberg, & Zhou, 2009; Zhou & Shalley, 2008). Especially in the organizational R&D departments and technology-intensive firms, employees' creativity plays an essential role in improving organizational competitive advantages by providing meaningful new ideas to the organization (e.g., George & Zhou, 2002; Gong, Huang, & Farth, 2009).

However, for some service-dominant occupations and industries, employee learning orientation has not shown consistent influence on employee creativity (Melton and Hartline, 2012). In some service industries such as the banking industry, creativity might not play such a significant role in enhancing these frontline employees' job performance, as frontline banking employees are confronted with a less creative but more stressful working environment characterized by heavy workload, performance pressure and negative emotions (Javed, Gulzar, & Hussain, 2015; Yavas, Babakus, & Karatepe, 2013). During the past decades, the banking industry has undergone rapid and striking changes. Economic globalization, the entry of more foreign banks, financial crisis and diverse customer demands have resulted in a rapidly changing and intensely competitive business

environment (e.g., Haipeter, Jürgens, & Wagner, 2012; Kirsch & Wailes, 2012; Wang, Cooke, & Huang, 2014). In service sectors, frontline employees are the main actors in maintaining on-going relationships with customers (Karatepe & Aga, 2013), and are particularly vulnerable to intensive competitiveness and pressure (Karatepe et al., 2006; Netemeyer et al., 2004; Wang, Cooke, & Huang, 2014; Yavas, 2007). Especially in today's competitive environment, frontline banking employees interact with customers directly and are expected to deliver high quality services and deal with a set of customers' complaints (Bettencourt & Brown, 2003; Lewis & Spyrakopoulos, 2001; Yavas et al., 2003). In addition, frontline banking employees have to experience "increased workloads resulting from the assignment of new work tasks on top of existing ones." (Shin, Taylor, & Seo, 2012: p. 727).

Furthermore, the banking industry has widely adopted a performance-related pay system as reward criteria, which leads to more pressure to frontline employees (Wang, Cooke, & Huang, 2014). Therefore, frontline banking employees tend to go through physical exhaustions, negative emotions and turnover intentions. However, when faced with increased pressure, employees' responses to stressful working environment vary widely. Some employees with high resilience can bounce back after a short period, while others might be caught in reluctant emotions or even burn out (Xing et al., 2014). For most employees, the involvement in long-term heavy workload and high performance pressures is an emotionally intense, stressful and exhausted process (Buono & Bowditch, 1989; Fugate, Kincki, & Prussia, 2008; Kiefer, 2005). After suffering these physical and psychological exhaustions, it is not surprising that frontline banking employees display a low performance (Buono & Boowditch, 1989; Cropanzano, Rupp, & Byrne, 2003; Karatepe et al., 2009; Kiefer, 2005).

In particular, the current situations of the banking industry and labour market in China further exacerbate employee job-related pressure. Affected by the aftermath of the financial crisis and an increasing number of graduates from finance and economics colleges (Giles et al., 2012), the employment market of banking sectors is becoming more fiercely competitive,

which leaves frontline banking employees with a sense of insecurity and additional urgency and pressure of achieving performance targets (Naiman, 2009).

As noted above, the need for developing employees' capability of managing negative emotions and coping with pressures is evident (Cooper, Liu, & Tarba, 2014). It is argued that employee resilience, defined as the capability to "bounce back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and grow stronger in the process" (Cooper, Liu, & Tarba, 2014: p. 2466), will provide a new focus on the value of positive emotions and behaviours in improving employee job performance. Employee resilience has been included as an important capability that is of great value to avoid burnout caused by stressful situations (e.g. Coutu, 2002; Youssef & Luthans, 2009). Although employee creativity may improve process efficiency in the workplace, employee resilience probably plays a more critical role than employee creativity in the banking industry faced with an intensively competitive and stressful business environment. However, little research has so far been conducted on the mediating role of employee resilience in the "employee learning orientation – job performance" relationship.

This research therefore aims to examine a new mediator i.e. employee resilience by which employee learning orientation positively influences job performance in the banking industry. By extending the conversation of resources (COR) theory (Hobfoll, 1988, 1989, 2001; Gorgievski and Hobfoll, 2008), this study argues that one way to boost and sustain employee resilience is to build up their employee learning orientation. Learning orientation may not only have a positive impact on employees' attitudes but also, through these attitudes, produce positive job performance (Kim & Mauborgne, 2003; Robertson et al., 1993). Therefore, this study tries to explore how employee learning orientation motivates employee resilience, and in turn improves employee performance in less creative but more stressful jobs such as frontline banking operations.

More specifically, this study makes three contributions by extending existing knowledge. First, despite the importance of learning orientation in improving employee job performance, prior studies have not demonstrated a significant relationship between them. To fill this gap, this research identifies a direct relationship between employee learning orientation and job performance by drawing upon Hobfoll's (1988, 2008) conservation of resources theory. Second, this study goes beyond previous research which concludes that employee learning orientation has a positive impact on job performance by generating creative ideas, and examines how employee learning orientation may enhance employee resilience in a stressful environment from the conservation of resources perspective. Third, although employee resilience has attracted increasing attention from management and organizational behaviour scholars, there is little empirical evidence about the consequences that employee resilience can shape. Therefore, this research demonstrates the influence of employee resilience on job performance in line with the conservation of resources theory.

2.2   Literature Review and Hypotheses

2.2.1   Effects of employee learning orientation on employee job performance

Employee learning orientation is defined as "a concern for, and dedication to, developing one's competence" (Gong, Huang, & Farh, 2009: p. 765). Existing research suggests that employee learning orientation increases the likelihood that employees invest time, effort and persistence to accomplish their task without extrinsic rewards (Dweck, 1986, 1999). Employee learning orientation is also associated with willingness to make errors and take risks. This association coming with attempts to master new and uncertain environments is likely to enrich employees' experiences of responding to different and rapidly changing situations (Argyris & Schon, 1978; Kozlowski et al., 2001).

Given the high-level competitiveness and performance pressure in the banking industry, research suggests that frontline employees require certain capability to cope with adversity in the working process effectively (Rod & Ashill, 2009). Employee learning orientation is

concerned with the driving force for individuals to improve their professional skills and competencies (Schwartz, 2006), and employees with strong learning orientation usually display a better performance than those not, especially in a working environment with intense competition (Dickson, 1996; De Geus, 1988).

Conservation of resources theory (Hobfoll, 1988, 1989, 2001; Gorgievski & Hobfoll, 2008) provides a theoretical foundation for developing hypotheses regarding the impact of employee learning orientation on job performance. According to Gorgievski and Hobfoll (2008), employees are with the instinct and driving force to pursue, maintain and conserve a set of resources to prevent the loss of their well-being. Hobfoll (2001: p. 339) defines resources as "…those subjects, personal characteristics, conditions, or energies that are valued in their own right or that they are valued because they act as conduits to the achievement or protection of valued resources…". A crucial characteristic of resources in dealing with stressful situations such as intensive workload, negative emotions and performance pressure is that resources can be regarded as a more proactive form of investment (Freedy et. al., 1992; Hobfoll, 2001). In order to display higher performance, individuals must possess the capability to invest more resources (Gorgievski & Hobfoll, 2008). In a sense, the conservation of resources theory identifies the importance of proactive resources-investment (Bardoel et. al., 2014).

Extending these insights to employee learning orientation, this study proposes that employee learning orientation as a critical proactive resource is able to contribute to the accomplishment of performance targets. Employee learning orientation reflects both self-development belief and how this belief guides employees to interpret and respond to their working environment. First, employees with a high level of learning orientation tend to focus on the development of competence and task mastery, which increases the possibility of investing energy and perseverance to accomplish challenging tasks (Dweck, 1999). In spite of the external factors' disturbances such as negative emotions and complaints from colleagues, employees with strong learning orientation are able to focus the attention on

their work. Second, employees with strong learning orientation are willing to challenge new task demands and treat each task as a process of experience accumulation. Those employees with strong learning orientation tend to view the difficulties and challenges in their work as an important learning-process to develop their competence (Colquitt & Simmering, 1998). A high level of learning orientation from employees is able to internally motivate them to overcome obstacles when they pursue some certain performance goals in their work. In contrast, employees with less learning orientation tend to exhibit maladaptive patterns of behaviour (Button, Mathieu, & Zajac, 1996), and be overwhelmed or experience performance deterioration (Derue & Wellman, 2009) in a demanding and challenging workplace. As a consequence, employees with more learning orientation will be more initiative and insistent to show better performance in their organizations. Therefore, this study predicts that:

Hypothesis 1: Employee learning orientation has a positive effect on employee job performance.

2.2.2 Employee resilience

During the past decades, the learning orientation-creativity-performance link has received an increasing amount of research attention, and creativity is viewed as a critical mechanism for transmitting the benefits of learning orientation into performance outcomes (e.g., Mavondo, Chimhanzi, & Stewart, 2005; Mumford, 2003; Park & Holloway, 2004; Zhou & Shalley, 2008). However, the function of creativity may be overestimated especially when it is applied to some specific contexts such as the banking industry in China. Some research finds that learning orientation of frontline employees has not shown consistent effects on creativity outcomes (Melton & Hartline, 2013).

In the competitive banking environment, frontline employees are conceived as the most critical link between the bank service and customers (Yavas, 2007), frontline employees play an important role in determining the service quality which is viewed as a resource of

organizational competitiveness (Gustaffson, 2009). As a result, those well-performed frontline employees are regarded as a key antecedent of organizational competition (Yavas & Babakus, 2010). However, caught by the high-level competition and performance pressure, frontline banking employees are more likely to experience negative emotions and even ultimately burnout (Babakus et al., 2009; Zablah et al., 2012). Therefore, not only excellent professional skills but also personal 'responding to stress circumstances' capability should be emphasized on frontline banking employees (Haipeter et.al, 2012; Kirsch & Wailes, 2012; Wang, Cooke, & Huang, 2014). Given that frontline banking employees are prone to be exposed to emotionally stressful situations, research suggests that employees who can better cope with stress are able to display high performance in service sectors (Rod & Ashill, 2009). However, little research has been conducted on the psychological mechanisms through with employee job performance is affected. To fill in this gap in the research, the present study explores a new mediator - employee resilience.

The concept of resilience is originated from the clinical psychology research on "the ability of children to overcome and sometimes thrive in response to traumatic experiences" in the 1970s. As the rapidly changing workplace environment becomes a common phenomenon for many businesses, employee resilience is receiving increasing interest from the organization and management research (e.g. Bardoel et al., 2014; Ollier-Malaterre, 2010; Robertson & Cooper, 2011). The scholarly definitions of resilience emphasize particularly on the capability to recover quickly from adversity (Shin, Taylor and Seo, 2012). Employee resilience is regarded as a capability that is able to be built, developed and maintained (Luthans et al., 2010; Shin, Taylor, & Seo, 2012; Wang et al., 2014), through which frontline employees are able to bounce back quickly from setbacks and depression and are empowered to deal with obstacles in the working process (Ashill et al, 2008; Luthans et al., 2008). Drawing from the conservation of resources theory (Hobfoll, 2001), employee resilience as an inner psychological resource can ultimately prevent burnout at work and

foster positive engagement in a tough task, which in turn makes a contribution to employees' performance (Bardoel et al., 2014).

2.2.3 Effects of employee learning orientation on employee resilience

Although employee creativity has been proved to mediating the relationship between employee learning orientation and job performance in R&D/technology intensive industries, employee resilience may be more vital for such a relationship in industries with less creativity but more pressure or stress. In the service sector, customer satisfaction, to a large extent, is a key determinant of organizational competitive advantage, and frontline employees interact with customers directly and frequently. The important role of resilience therefore has been increasingly emphasized in the banking industry (e.g., Kirsch & Wailes, 2012; Morgan & Sturdy, 2000; Wang, Cooke, & Huang, 2014). Some research suggests that resilient employees possess the capability to better cope with adversity and pressures in their working environment (Cooper, 2013; Tugade & Fredrickson, 2004).

Hobfoll's (1988, 2001) conservation of resources theory provides a conceptual explanation of the means by which employee learning orientation affects employee resilience. Since the early 1990s, the conservation of resources theory has been extensively used in the field of psychology and management to study the individuals stress and burnout process in organizational settings (Halbesleben, 2006; Hobfoll & Shirom, 2001; Lee & Ashforth, 1996). In line with Hobfoll's conservation of resources theory, individuals conceive the circumstance as dangerous and demanding so that individuals need to hold a broad set of abilities or resources for survival (Hobfoll, 2001; Shin, Taylor and Seo, 2012). In order to prevent resources being endangered and exposed to the potential or actual loss caused by stress from the circumstance, individuals dedicate themselves to striving to acquire, maintain, preserve, and foster resources with great value (Hobfoll, 2008). Conservation of resources theory identifies three main types of resources: "instrumental (resources that serve or act as an instrument or means of gaining a resource, e.g., money or

shelter); social (resources based on attachments to families and social groups, e.g., social support or status); and psychological (pertaining to the mind and emotions, e.g., self-esteem or sense of autonomy)" (Bardoel et al., 2014: p. 282). As an important psychological resource, employee resilience should be protected from loss by individuals.

Drawing on conservation of resources theory (Hobfoll, 1988, 2008), employee learning orientation fosters and maintains employee resilience by two means. First, the attribution pattern associated with employee learning orientation in the face of setbacks contributes to developing employee resilience. Employees with learning orientation will not attribute setbacks to such factors as the lack of ability, but believe that more effective ways and efforts should be adopted to deal with the task (Dweck & Leggett, 1988; Gong, Huang, & Farh, 2009). This attribution pattern is likely to increase frontline employees' initiative willingness to invest more time and effort to complete the tasks rather than generating turnover intention. Strong learning orientation can strengthen employee resilience through flourishing frontline employees' confidence and positive psychological cognition. Positive emotions and intrinsic motivations will help employees obtain a certain level of resilience by which employees are able to quickly bounce back from stressful situations.

Second, when adversity is encountered, employees with high-level learning orientation take challenges as an opportunity of self-improvement and tend to quickly recover from depression, and then respond with positive behaviour. Employee learning orientation leads to deeper and more intensive involvement with the task in spite of likely error or potential failure. After suffering long-term work pressure and negative emotions, frontline banking employees tend to generate turnover intention so that they cannot pay attention to their work (Sowmya & Panchanatham, 2012). Employees' positive engagement in their work is a predictor of strong resilience (Chughtai, Byrne, & Flood, 2015; Rotenberry & Moberg, 2007). As a result, increased involvements that come with attempts to master stressful environments are likely to lead to stronger individual resilience. Therefore, we predict:

Hypothesis 2: Employee learning orientation is positively related to employee resilience.

2.2.4   Effects of employee resilience on employee job performance

Given the inherent pressure that frontline banking employees experience while faced with intensive and long-term stressful and demanding work circumstances in the banking industry (Karatepe et al., 2006; Khanna & Maini, 2013; Netemeyer et al., 2004), it is critical to emphasize the important role that employee resilience plays as a psychological resource to not only cope with these pressures but also be engaged in their work positively. According to the conservation of resources theory (Hobfoll, 1988, 1989, 2001), employee resilience is a psychological resource originating from their individual characteristics. There is a growing evidence that employee resilience is regarded as an important resource reservoir that helping employees dealing with stressful situations experienced in life (e.g., Taylor et al., 2000; Waugh et al., 2008; Luthans, 2008). When exposed to a circumstance with subjectively significant pressure, resilient employees tend to minimize the impact of stressful events on themselves and function normally by the use of their psychological resources (Bhamra, Dani, & Burnard, 2011; Bonanno, 2004; Fredrickson et al., 2008). Further, employees' experiences of recovering from stressful events with minimal negative influence replenish their resource reservoir with additional physical or psychological resources, which can make a positive attribution for the demands in the future (Muraven & Baumeister, 2000; Taylor et al., 2000; Waugh et al., 2008). Extant research indicates that resilience generates a wide range of positive outcomes, such as optimistic thinking, lower levels of psychological distress and positive work attitudes, which provides a support for the great value of employee resilience as a resource (Kumpfer, 2002; Utsey et al., 2008; Youssef & Luthans, 2007).

By employing conservation of resources theory, this study argues that frontline banking employees with high-level resilience will display better performance than those with low-level resilience in a stressful and rapidly changing working environment. Particularly, facing

the intense competitive business environment, banking industry has adopted the performance-related pay intensives system by which most competitive pressure from the external business environment is transferred from the organizational level to the individual level (Wang, Cooke, & Huang, 2014). It is obvious that workload imbalance, job strain and high performance pressure could lead to negative mental health problems, absenteeism, burn out and turnover intention (Belkic et al., 2004; Deery, Iverson, & Walsh, 2010; Lee & Ashforth, 1996). Therefore, banking employees require coping with growing pressure in their working environment. Consistent with the precepts of the COR theory (Hobfoll, 2001), employee resilience as an inner psychological resource can be used to cope with and weaken the stress and negative feelings associated with high-pressure working circumstance, and ultimately prevent burnout at work and foster positive engagement in a tough task, which in turn should contribute to employee outcomes such as job performance (Bardoel et al., 2014).

Employee resilience can improve individual's capability to cope with stressful events by providing a set of metal and physical energy necessary for mobilizing various coping behaviours and/or by protecting them against various dysfunctional psychological states triggered by the stressors (Hobfoll, 2001). In the absence of sufficient resilience, anxiety and fatigue are likely to undermine individual's ability to complete job tasks (Wheaton, 1983). Resilient employees show more positive emotions to adversity, more openness to novel experience as well as more flexibility to work challenges, even though they may not prefer the change (Tugade & Fredrickson, 2004).Therefore, when faced with stressful work environments, high-resilience frontline employees are more likely to display higher performance than those with low-resilience. We predict that:

Hypothesis 3: Employee resilience is positively related to employee job performance.

2.3   Methodology

2.3.1   Data

The data reported in this paper is drawn from a survey conducted in 14 banks in two major cities (i.e. Chengdu and Chongqing) in the south-western region of China, the banking industry of which plays an important role in the regional economy (Yin, 2013). These two cities were chosen because they are the main financial capital cities of the south-western region and enjoy the strategic priority for regional development. In addition, they are also less well-covered by organizational and management research studies in China which have thus far focused primarily on the more developed eastern regions.

This study adopts a questionnaire approach to data collection. As items in the questionnaire are from a number of different dimensions, we put them in mixed order in such a way that no items from the same dimension are placed close to each other. By doing this, natural "distractor" items are created that reduced the likelihood of common source bias (Bae & Lawler, 2000). The questionnaire was piloted on 23 Chinese university year-four students specialized in banking and finance (i.e. future bank employees) and five bank employees to ensure that the wording of the questionnaire expression is idiomatic and that the respondents understand the meaning of the questions in the questionnaire correctly. Hard-copy questionnaires were distributed to senior managers in 23 main branches of the 14 banks. Each senior manager was given 100 questionnaires and was asked to distribute them to their employees with a focus on frontline staff. This study focuses on the frontline employees in banking industry since they have direct and frequent interaction with customers and are faced with great performance pressure. Therefore, resilience may be more necessary and important for these frontline employees. In this survey, each respondent were ensured voluntary participation before data collection, as well as the confidentiality of their personal information and responses to the questionnaire.

Of the 2300 sending questionnaires, totally 1527 questionnaires were retrieved. After screening by the research team, 1501 questionnaires were deemed valid, yielding a 66.4% response rate (see Table 2.1 for a demographic description). There are two major reasons for such a high response rate of distributed questionnaires. First of all, most branch senior

managers that are responsible for the questionnaire distribution were alumni from the Southwestern University of Finance and Economics which is famous for providing talent graduates in finance and economics to the banking industry in China. Most of its graduates therefore were engaged in the banking sector. Secondly, the findings of this study may provide effective managerial indications for their human resource managers, which may help improve their organizational performance. This study adopts a Structural Equation Model (SEM) with AMOS 18 in the data analysis process.

Table 2.1 presents a demographic description for respondents in this study. As shown in Table 2.1, the majority of employees in this sample are below thirty years old (72.01%), reflecting one important demographic characteristic of the workforce in the banking industry. The proportion of female employees (58.09%) is higher than male employees (41.91%) in the sample. Nearly 65% respondents hold Bachelor or Master degree, and 35% respondents are diploma or other qualification holders. Among the sampled employees, 74.35% of them have worked less than 5 years for their company, 25.65% respondents have over 6 years' working experience in their banks. The proportion of single respondents and respondents married but no kid is 74.5% while respondents having kids only account for 24.5%.

Table 2.1 Demographic descriptions

Item	Classification	n	Percentage
		1501	
Age	18-20	8	.53
	21-24	470	31.31
	25-29	603	40.17
	30-34	202	13.46
	35-39	88	5.86
	40-44	73	4.86
	45-49	38	2.53
	50-54	16	1.07
	55-60	3	.20
Gender	Female	872	58.09
	Male	629	41.91
Education	Diploma	476	31.71
	Bachelor Degree	787	52.43
	Master Degree	185	12.33
	Others	53	3.53
Years working for the company	<3	733	48.83
	3-5	383	25.52
	6-10	187	12.46
	11-15	70	4.66
	>15	128	8.53
Marriage and Family Status	Single	889	59.2
	Married no kid	245	16.3
	Married with kids	367	24.5

2.3.2   Measures

Employee resilience

To assess the employee resilience, this study adopted a scale consist of 36 items which was developed and examined in previous research and then was adjusted and refined by Wang, Cooke, and Huang (2014). The scale consists of 9 dimensions: vision, determination, interaction, relationships, problem solving, organization, self-confidence, flexibility and adaptation, and being proactive (see Table 2.2). All these 36 items were rated on a scale ranging from 1, "strongly disagree", to 5, "strongly agree". The Cronbach's alpha for the employee resilience measure was .85.

Employee learning orientation

Employee learning orientation was assessed using a 12-item scale (1 = "strongly disagree" to 5 = "strongly disagree"; α = .86) developed by Elliot and Church (1997). Sample items included, "I prefer tasks that really challenge me so I can learn new things" and "I desire to completely master my job". The Cronbach's alpha for employee learning orientation measure was .83.

Employee job performance

The measure of employee job performance in the current study is based on a 10-item scale (1 = "strongly disagree" to 5 = "strongly disagree"; α = .86) developed by Williams and Anderson (1991). This scale has been proved to have good reliability and validity in different geographic context (Turnely & Feldman, 2000; Van, Motowidlo, & Cross, 2000). An example item is "I can complete the performance target on time". The Cronbach's alpha for this measure was .85.

Controls

This study measured and controlled for several variables that may generate systematic

influences on employee resilience. For example, age, gender, education, years working for the company, and marriage-family status were controlled for in this study. Age is proved to be a factor affecting employee resilience: Compared with older employees, younger employees usually possess a higher level of individual resilience (Wang, Cooke, & Huang, 2014). One explanation is that younger employees are with more ambition than those older employees. Moreover, female employees are likely to be less resilient than male employees generally (Wang, Cooke, & Huang, 2014). This may be explained by the general observation that male employees tend to be more independent to cope with problems. Further, employees with higher education are proved to be more likely to have strong resilience (Wang, Cooke, & Huang, 2014). One main explanation is that employees with high education level have developed the skills and characteristics exhibited in their resilience in the education process. In addition, the marriage-family status was regarded as a factor that influences employees' input in their work, and further influences their job performance (e.g., Stake, 1979). This can be explained by the fact that employees those have been married, especially those having kids, usually input less time in their work because of the need of work-life balance, resulting in less employee resilience than single employees.

Table 2.2 Nine dimensions of employee resilience

Dimensions of employee resilience	Interpretation (adapted from Organization Health Psychologists Limited)	Supportive evidence by scholars
Vision	Resilient people will have a clear idea of what they are trying to achieve in their lives, and they are likely to review the vision from time to time, particularly when events seek to divert effort away from achieving the vision.	Need achievement/ Development orientation from Self-efficacy (London, 1983); Self-awareness (Collard, 1996)
Determination	Determination is essentially self-driven, and requires considerable focus on a goal, task or vision. Resilient people usually have the capacity to achieve things that those with low determination tend not to be able to do. People with high levels of determination also have high self-awareness, high self-advocacy, and high self-efficacy.	Risk taking tendency from risk taking dimension (London, 1983); values driven, (Collard, 1996); concentration (Conner, 1993)
Interaction	Interaction is about how we behave towards other people. We need to explore and respond to the other person's self-interest, and feed that self-interest for the other person to reciprocate and feed us with our self-interest. If we manage all this we are in control, and by being in control we build our resilience.	Relying on others (London,1983)
Relationships	Resilient people have relationships that provide the appropriate reinforcement and support at the time it is required. Resilient people never judge anyone else; they give of themselves to each relationship and reap the rewards of friendship.	Relying on others (London,1983); connected (Collard, 1996); social flexibility (Conner, 1993)

Problem Solving	Resilient people like to solve problems and rise to challenges, so long as they can resolve the problems and meet the challenges successfully	Dedicated to continuous learning (Collard, 1996)
Organization	Resilient people know where they are, and can control their working environment by careful planning and implementation	Inner work standards from Self-efficacy (London,1983); Organization (Conner, 1993)
Self-confidence	Self-confidence, demonstrated in a subtle manner, is very attractive, and draws others to the self-confident person, reinforcing their success with others and contributing significantly to their resilience.	Need security from risk taking dimension (London, 1983) Self-initiative (Conner, 1993); believe in oneself (De Bruin & Lew, 2002)
Flexibility &Adaptation	This enables individuals to respond to changes, and view world as a constantly changing place which is key to being resilient	Tolerance of uncertainty and ambiguity from risk taking, Adaptability and creativity from Self-efficacy (London,1983); Flexible (Collard, 1996); Mental flexibility (Conner, 1993); change acceptance (De Bruin &Lew, 2002)
Being Proactive	This includes the ability to be active in embracing challenges and assertive behaviours that demonstrate a clear goal to be achieved, and determination in achieving it.	Initiative from Self-efficacy (London, 1983); future focused (Collard, 1996); perspectiveness (Conner, 1993)

2.4   Results

Structural equation model was used to analyse the survey data in this study. With respect to the data processing, the AMOS 18 software programme was used the conduction of the maximum likelihood estimation and data analysis. As the most widely adopted estimation approach in structural equation model, the maximum likelihood estimation was proved to be robust against violations of the multivariate normality assumption in parameter estimation (Iacobucci, 2009; Hair, Black, & Anderson, 2010).

A two-step procedure approach developed by Anderson and Gerbing (1988) was used in the data analysis process. This approach is concerned about conducting an estimation of the 'measurement model' before the estimation of 'structural equation model'. First of all, in order to test the discriminant validity of the measurement models, this study conducted confirmatory factor analysis on three measurement models respectively. The results of confirmatory factor analysis indicated that three measurement models fit the data well. Therefore, the series of confirmatory factor analysis supported the discriminant validity of measurement models. Further, this study conducted path analysis to examine the structural equation model empirically.

2.4.1   Measurement validation

First of all, nine components were formed from the 36 items in the measurement scale of employee resilience. In the structural equation model, these nine components were indicators that used to construct employee resilience. And three components were formed as indicators of employee learning orientation construct in the structural equation model. Cronbach's alpha was used in the estimation of internal reliability of each component. As discussed before, the Cronbach's alpha values of latent variables ranged between 0.81 and 0.93. And the exploratory factor analysis was conducted to examine the dimensionality of each component (Kishton & Widaman, 1994). The results of exploratory factor analysis also

provide a support for the non-dimensionality of all the components.

Secondly, to examine the reliability and validity of the key three measurement models, this study used confirmatory factor analysis to test the key three variables' constructs. The examination of three measurement models followed two steps: (1) for each measurement model, this study adopted confirmatory factor analysis to test its distinctiveness; (2) for the overall measurement model, confirmatory factor analysis was used to evaluate the distinctiveness of all latent variables. As mentioned by Mostafa and Gould-Williams (2014: p. 284), "… a combination of fit indices was used to assess model fit. The normed chi-square (χ^2/df), the goodness of fit index (GFI) and the root-mean-square error of approximation (RMSEA) were used as absolute fit indices, and the comparative fit index (CFI) was used as incremental fit indices."

For the measurement model of employee resilience, convergent validity was indicated since all of the loading indicators shows significance (Hair et al., 2010). In addition, χ^2/df = 3.13, $p < 0.05$, Goodness of Fit Index (GFI) = 0.89, Comparative Fit Index (CFI) = 0.94, and Root Mean Square Error of Approximation (RMSEA) = 0.071. The combination of these four indices indicated a good fit of the measurement model since fit indexes at or above .90 are acceptable (Medsker, Williams and Holahan, 1994).

For the measurement model of employee learning orientation, the convergent validity and discriminate validity were also indicated by the following results: χ^2/df = 3.26, $p < 0.05$, Goodness of Fit Index (GFI) = 0.91, Comparative Fit Index (CFI) = 0.95, and Root Mean Square Error of Approximation (RMSEA) = 0.070. The combination of these four indices also indicated good fits of the measurement model.

For the measurement model of employee job performance, χ^2/df = 3.64, $p < 0.05$, the Goodness of Fit Index (GFI) = 0.94, Comparative Fit Index (CFI) = 0.98, and Root Mean Square Error of Approximation (RMSEA) = 0.051. Also, the good fits of the measurement model was indicated by the combination of four indices.

The goodness of fits from the overall measurement model was also indicated by the following indices: all of the loadings factors showed significance at $p < 0.05$, $\chi^2/df = 3.28$, and the Goodness of Fit Index (GFI) = 0.95, Comparative Fit Index (CFI) = 0.97, and Root Mean Square Error of Approximation (RMSEA) = 0.061.

Table 2.3 displays the means, standard deviation, and correlations of employee learning orientation, employee resilience and employee job performance. As shown in Table 2.3, both indicators of employee resilience and employee learning orientation have a positive correlation with employee job performance.

Finally, this study examined the influence of common method bias on the analysis results. According to Podsakoff and Todor (1985), common method bias is a statistical variance resulting from the measurement method of variables, specifically, ''when self-report measures obtained from the same sample are utilized in research, concern over same-source bias or general method variance arises'' (p. 65). Conway and Lance (2010) suggested that the common method bias may lead to an inflation of the relationships among variables. In order to examine the common method bias, this study conducted the Harman's single-factor test by using confirmatory factor analysis. As recommended by Mostafa and Gould-Williams (2014), a new model was examined "…in which all the indicators were loaded onto a single factor representing a common influence" (p. 285). The new measure model indicated a quite poor fitness: $\chi^2/df = 9.281$, CFI = 0.533, GFI = 0.536, and RMSEA = 0.120, which suggested that common method bias did not have a significant influence on the findings in this research.

Table 2.3 Means, Standard Deviations, and Correlations

	Mean	s. d.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Vision	3.68	.58	1												
2. Determination	3.68	.58	.75	1											
3. Interaction	3.55	.56	.55	.56	1										
4. Relationships	3.71	.57	.62	.62	.56	1									
5. Problem Solving	3.59	.57	.57	.58	.55	.54	1								
6. Organization	3.51	.56	.57	.54	.49	.50	.62	1							
7. Self-confidence	3.54	.54	.60	.62	.53	.55	.63	.66	1						
8. Flexibility & Adaption	3.64	.55	.64	.62	.56	.57	.66	.62	.72	1					
9. Being proactive	3.55	.55	.65	.61	.54	.52	.63	.63	.67	.75	1				
10. Commitment to learn	3.66	.54	.57	.62	.47	.54	.64	.66	.63	.54	.53	1			
11. Shared vision	3.47	.56	.54	.56	.52	.57	.58	.63	.61	.62	.54	.62	1		
12. Open-mindedness	3.49	.57	.62	.53	.54	.58	.59	.57	.60	.58	.51	.61	.54	1	
13. job performance	3.63	.56	.65	.61	.58	.56	.64	.62	.63	.63	.57	.68	.57	.65	1

Note: All the correlation coefficients are significant at 5% level.

2.4.2   Structural model estimation

Despite that prior studies suggest that employee learning orientation influences job performance through creativity, this study focuses on the psychological mechanism through which employee learning orientation influences job performance. Figure 2.1 summarizes the test results of the conceptual model. As shown in Figure 2.1, employee learning orientation has direct as well as indirect impacts (through employee resilience) on employee job performance. Employee resilience, therefore, partially mediates the relationship between employee learning orientation and employee job performance.
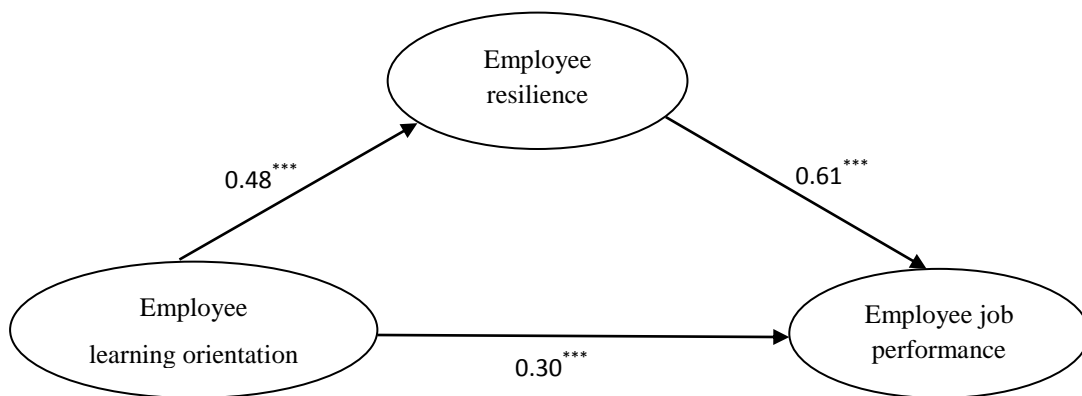
Figure 2.1 Conceptual model results

The results indicated a high goodness of fit of the structural equation model to the data (χ^2/df = 3.28, GFI = 0.95, CFI = 0.98, and RMSEA = 0.061). In this model, employee learning orientation explained 58% of the variance in employee job performance (R^2 = 0.578). Moreover, employee learning orientation account for 48% of the variance of employee resilience (R^2 = 0.479).

Hypothesis 1, 2 and 3 have been supported by the structural equation model in this study. Consistent with the hypotheses, it is found that employee learning orientation has a significantly positive impact on employee job performance (β = 0.30, p < 0.001). The analysis further reveals that employee learning orientation has a significantly positive impact

on employee resilience ($\beta = 0.48$, $p < 0.001$) and employee resilience has a significantly positive impact on job performance ($\beta = 0.61$, $p < 0.001$).

2.4.3 Test of mediation effects

In order to examine the mediating effect of employee resilience, two structural models were compared in this study. The first model treats employee resilience as a fully mediating role in the relationship between employee learning orientation and employee job performance. The other model (the hypothesized theoretical model) argues that employee learning orientation affects employee job performance both directly and indirectly by the mediator - employee resilience. Since the full mediation model was nested within the partial mediation model, a χ^2 difference test was conducted to examine whether employee resilience fully mediates or only partially mediates the influence of employee learning orientation on employee job performance. The χ^2 difference test approach to examining the mediating effects has been proved to be valid in prior studies (e.g., Brown et al., 2002; Yen & Gwinner 2003). As reported in Table 2.4, two structural equation models showed a good fit to the data. However, the results of the χ^2 difference test suggested that the partially mediated structural equation model exhibited a better goodness of fit (χ^2 difference = 54.68, df = 1, p < 0.001).

The above results indicate that employee resilience partially mediated the relationship between employee learning orientation and employee job performance. Therefore, hypotheses 1, 2 and 3 are supported and it could be argued that employee learning orientation has both direct and indirect impacts on employee job performance.

Table 2.4 Results of structural equation analyses for full mediation and partial mediation models

	Full mediation model	Partial mediation model
Structural paths	*Standardized path coefficient*	*Standardized path coefficient*
Employee learning orientation → Employee job performance		0.302^{***}
Employee learning orientation → Employee resilience	0.513^{***}	0.483^{***}
Employee resilience → Employee job performance	0.724^{***}	0.611^{***}
Model fit statistics		
χ^2	340.04	285.36
Df	88	87
RMSEA	0.067	0.061
CFI	0.945	0.971
GFI	0.938	0.952

Note: $^{***}p < 0.001$

2.5   Discussion and Conclusions

This study addresses a research gap by investigating a psychological mechanism through which employee learning orientation is linked to employee performance in less creative but more stressful business operations, such as the frontline business in the banking sector. This research examines how employee resilience mediates the relationship between employee learning orientation and employee job performance. In addition, this study demonstrates the importance of employee resilience in response to a stressful work environment and in the achievement of performance targets. This research identifies employee learning orientation as a resource shaping employee resilience, and also confirms that employee learning has not only a direct, but also an indirect effect on employee job

performance by influencing employee resilience. The findings in this study are consistent with the proposed hypotheses which are based on the conservation of resources theory.

2.5.1 Theoretical implications

This study makes a number of contributions by extending a psychological concept to the field of organizational learning. Prior studies on employee learning orientation have primarily focused on the generation of creativity and innovativeness. This study sheds light on the importance of the preservation of employee resilience as an important means of improving employees' capability of responding to a stressful working environment, which in turn makes them perform better in their work. In this study, we argue that learning orientation can be perceived as one way to develop employee resilience as a resource from two aspects. First, employee learning orientation can improve employees' willingness to enhance their performance and generate positive emotions to respond to stressful situations. Second, when obstacles are encountered, employees with learning orientation regard challenges as an opportunity of self-improvement and tend to quickly recover from depression and display intensive involvement with the task in spite of likely error or potential failure. The increased involvement that comes with attempts to master stressful environments is likely to lead to double-looped learning, resulting in stronger individual resilience. Further, the findings in this study support the indirect positive influence of employee learning orientation through employee resilience on employee job performance. Therefore, these results are in accordance with the propositions of conservation of resources theory where the crucial role of individual resilience in coping with stressful situations is emphasized. Finally, as this research is grounded on a sample of Chinese banking employees, this research therefore makes a contribution to the existing organizational behaviour literature on China by focusing on a topic that remains under-explored but nonetheless significant intellectually and practically.

2.5.2   Managerial implications

This study draws two implications for organizations. First, managers should understand the meaning and importance of employee resilience, especially the resilience of frontline employees. Along with research findings from several previous studies, this study highlights the significant effect of employee resilience on facilitating employee job performance. Therefore, managers should concern with employees' psychological status. Especially in a workload imbalanced circumstance, employees with a lower level of resilience tend to be caught easily in setbacks and depression or even burn out. Second, this study implies that organizations that wish to increase employees' job performance can consider providing employee development programmes to enhance employee resilience and assistance programmes to foster employee learning orientation in the workplace.

2.5.3   Limitations and future research

This study contains a number of limitations. First, as learning is a process and the effect of learning orientation on employee resilience might be better seen in the later period, rather than the current stage. Future research might employ a longitudinal approach to explore the causal status of the variables examined in this study. Second, the data in this study was obtained from a single industry in a specific geographic area. In spite of their strategical importance to the Chinese economy, the findings may not be generalizable. Third, although the important role of employee resilience has been identified in this study, the questions about what the antecedents of employee resilience are and how to improve employees' resilience by other channels are still under explored. Therefore, future research can investigate these issues in a wider range of industrial and societal contexts.

Chapter 3

Organizational culture and employee resilience in international banks: A comparative case study

3.1 Introduction

Organizations are operating in an increasingly competitive context (Armenakis & Harris, 2009; Herold et al., 2008; Malone, 2004). Accordingly, as an important source of organizational competitive advantage, employee resilience – defined as the capability of "bounce back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and grow stronger in the process" (Cooper, Liu, & Tarba, 2014: p. 2466) – merits growing interest in psychology and management research (e.g., Avey, Luthans & Jensen, 2009; Carvalho & Areal, 2015; Cooper, 2013; Shin, Taylor, & Seo, 2012). Most of the extant literature portrays individual resilience as a relatively stable disposition with some exceptions suggesting that individual resilience should be conceptualized as a capability that develops over time through the interaction between individuals and their environments (Fletcher & Sarkar, 2013; Robertson et al., 2015). Despite the highlight of the importance of individual-contextual interactions (e.g., Fletcher & Sarkar, 2013; Robertson et al., 2015), the employee resilience literature has yet to explore how different organizational contexts influence the individual resilience and the manifestations of difference related to individual resilience.

As a unique identification which differentiates one organization from others, the construct of organizational culture has drawn a great amount of attention in the field of organizational behaviour over the past decades (e.g., Barney, 1986; Chatman & Spataro, 2005; Ravasi & Schultz, 2006; Schein, 1990). Despite controversies over some elements of the definition and measurement in previous literature, most research recognises the important role organizational culture plays in individuals' adaptation and response to a given

organization (e.g., Erdogan, Liden, & Kraimer, 2006; Kirkman & Shaprio, 2001; Schein, 1988).

On the basis of an interactional psychology perspective, this chapter argues that individual and situational characteristics interact with each other to affect the way by which an individual responds to given situations (e.g., O'Reilly et al., 1991; Schneider, 1987; Sun, Aryee, & Law, 2007; Terborg, 1981). In this regard, employee resilience is envisioned as a capability that can be reconstructed within the organizational context. As Rutter (1981) observes, "…if circumstances change, resilience alters" (p.317). The general research question examined in this chapter is as follows. In what ways, if any, do different organizational cultural values across various international banks help or hinder their employee resilience? This chapter expects to find that the change of employee resilience will be associated with cultural values in a particular organizational setting.

A comparative case study is adopted in this research to explore the relationship between organizational culture and employee resilience. First, this research investigates the relationships between organizational culture and employee resilience. By using in-depth comparative case studies across eight international banks, this research aims to provide detailed explanation and explore the links between organizational culture and employee resilience that previous researchers have not attempted before. Second, this research seeks to develop a conceptual framework by accounting for the interactive process of organizational cultural values and employee resilience, a topic has so far been missed in empirical studies. By interviewing some senior employees hired in international banks, this research identifies how their individual resilience changes in a particular organizational context over time. In this regard, "comparative studies are useful because they are particularly appropriate for studying changes." (Yan & Grey, 1995: p. 92). Lastly, this research provides the fluctuation curves of employee resilience across eight international banks with various organizational cultures. Virtually no research on the relationships between organizational culture and employee resilience in the banking industry has been reported. In this study, a deeper

understanding of employee resilience in different organizational cultural contexts is presented to enrich the literature.

3.2   Theoretical Background

As noted earlier, this study deploys an interactional psychology perspective to explain the relationship between organizational culture and employee resilience in an organization. The interactional psychology perspective suggests that individual resilience can no longer be seen as an isolated trait. It interacts with its context. This chapter examines such interactions and explores how employee resilience changes across various organizational cultural contexts.

3.2.1   Organizational Culture

A decade after Pettigrew (1979) first introduces the concept of organizational culture, Schein (1990) reviews the literature with great influence and defines organizational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (p. 111). Schein (1990) also argues that "…organizational culture perpetuates and reproduces itself through the socialization of new members participating in the group. The socialization process really begins with recruitment and selection in that the organization is likely to look for new members who already have the 'right' set of assumptions, beliefs, and values. If the organization can find such pre-socialized members, it needs to do less formal socialization. More typically, however, new members do not 'know the ropes' well enough to be able to take and enact their organizational roles, and thus they need to be acculturated." (p. 115-116).

Furthermore, some researchers suggest that the join of new employees with novel values and beliefs will have an impact on the presently maintained principles or assumptions by the

organization. In some ways, any type of organizational culture will experience certain pressures in the process of its evolving and growing. In spite of this, the basic values, beliefs and norms in the organization will not be abandoned easily just because of the disagreement from new employees. Inglehart and Baker (2000) propose that organizational culture and a range of conscious or subconscious values and assumptions are with relative stability over time. In this research, organizational culture is assumed that it is laid down in a stable state within the time scope of the study.

Prior research has developed various instruments for the measurement of organization culture (e.g., Hofstede et al, 1990; Sashkin & Fullmer, 1985). Most of these instruments are guided by an underlying assumption in regard of the values and beliefs shared by organizational members, or the behavioural patterns and norms shared in the organization. However, it is still be ambiguous about the extent to which these measuring dimensions of organizational culture are valid (Rousseau, 1990; Schein, 1985). A profile with fifty specific dimensions of organizational cultural values is put forward by O'Reilly et al. (1991) in which characteristics of organizations is described in detail. Rousseau (1990) reviews all the above cultural dimensions and divides them into the following three categories: the completion of work tasks, interpersonal relationships, and individual behaviour. Rousseau's research provides a fundamental framework to describe the values, beliefs and norms of the organization. This study will introduce the preliminary conceptual framework derived from Rousseau's (1990) category of organizational culture.

Prior empirical research on organizational culture has largely focused on the individual and departmental level (e.g., Brightman & Sayeed, 1990; Chatman, 1989; Enz, 1986; Meglino, Raclin, & Adkins, 1989; Rentsch, 1990). A typical limitation of these studies is that they only focus on a given firm without considering the impact of different types of organizational culture in other organizations (Dansereau & Alutto, 1990). Some research has explored the difference of organizational culture across companies by analysing organization samples from different industries. An underlying problem of these analyses is

that the variations of organizational culture across different organizations that has been examined may result from the industry difference. Both business environment and corporate strategies adopted by an organization will have a great influence on the above-mentioned variations. Little research has so far investigated the variation in organizational culture across organizations in a particular industry with the exception for Sheridan (1992).

Although some research has argued that the similarity of business environment and organizational strategies may result in a slight but not statistically significant variation in organizational culture across organizations in a particular industry, Saffold (1988) claims that research may attempt to explore the impact of "particular cultural values that are unique to certain organizations and qualitatively different from the values found in other organizations" on employee behaviour across organizations in the same industry (Sheridan, 1992: p. 1039). The effects of organizational culture on employee behaviour should be related to "the presence of a unique profile of cultural values found only in those organizations where the effect was observed" (Sheridan, 1992: p. 1039). Before exploring the posited effects of organizational culture on employee resilience, this study makes an important assumption in which the organizational culture across international banks varies significantly.

3.2.2   Employee Resilience

The term resilience is defined as being "able to withstand or recover quickly from difficult conditions" in the Oxford Dictionary of English (Soanes & Stevenson, 2006: p. 1498). The general notion of individual resilience, when it is linked with human behaviour, has aroused a growing interest from the field of psychology and management research in the past decades (e.g. Block and Block, 1980; Ollier-Malaterre, 2010; Roberson & Cooper, 2011; Rutter, 1987; Shin, Taylor, & Seo, 2012). The concept of resilience initially originated from the clinical psychological studies in the 1970s which investigated the ability of children to overcome and thrive in response to traumatic experiences. Since the 1990s, resilience has

started to receive considerable attention from broader research fields (e.g. Ollier-Malaterre, 2010; Roberson & Cooper, 2011). Although a variety of conceptualizations regarding resilience have emerged from prior studies, literature has mainly focused on two research paths (Fletcher & Sarkar, 2013). One has led to exploration of individual resilience as a trait, and the other to exploration of individual resilience as a process.

Research conceiving resilience as a personal trait argues that resilience refers to a broad set of basic characteristics possessed by an individual through which he or she is able to show better adaptation to the difficult situations encountered (Connor & Davidson, 2003). Block and Block (1980) first put forward this notion by using "ego resilience" to describe a constellation of personal traits representing resources and characteristics responding to various situational requirements. Furthermore, Block and Block (1980) suggest that an individual displaying high-level "ego resilience" generally possesses characteristics related to being energetic, optimistic and capable of detaching and conceptualizing difficulties. These characteristics are able to make modifications, improvements, or changes of the way an individual responds to pressures and difficulties encountered by the individual in different circumstances (Rutter, 1985). The personal-trait view argues that resilience is a personal trait characterized by fixed and stable capability to withstand, go through and thrive on adversity and stresses from the environment (see a review: Windle, 2011).

However, advocates conceiving resilience as a process do not agree that resilience exists as a fixed and unchanging state in individuals (e.g., Mahoney & Bergman, 2002; Ungar, 2011; Waller, 2001). Luthar et al. (2000) define resilience as a "dynamic process encompassing positive adaption within the context of significant adversity" (p. 543). Researchers viewing resilience as a process addressed that an individual's resources as well as abilities varies across different contexts. Individuals' exhibition of positive responses to adversity from situations at some point in their lives does not mean that they will respond in the same way to adverse situations at other times (Davydov et al., 2010; Rutter, 2006; Vanderbilt-Adriance & Shaw, 2008). Individual resilience is taken as a process in which the

ways individuals positively adapt to adversity vary from the current situation to other situations.

The typical statement of the dynamic perspective is that the individual shows different resilient level across contexts. The dynamic perspective presumes that individual resilience is able to be developed and mobilized through interaction with the environment (Luthans, 2002; Moenkemeyer, Hoegl & Weiss, 2012). For example, Galli and Vealey (2008) conduct a study of high-level athletes' experiences of resilience concerning the adversity these athletes thrived on in their athletic career and conclude that "…while athletes do experience negative psychological effects as a result of such adversities, they may also experience growth and improvement. Personal growth seems to stem from a variety of sociocultural and personal factors, and occur only after athletes have gone through a process of struggle and coping." (p. 332). The findings further provide supporting evidence for the importance of individual-situation interaction to the changes and development of resilience over time (Egeland, Carlson, & Sroufe, 1993; Fletcher & Scott, 2010; Waller, 2001).

3.2.3   Summary

By extending the interactional psychology perspective, this study suggests that organizational culture may have crucial impacts on the change of employee resilience across various organizations. To a large extent, organizational culture influences an organization's task norms, interpersonal relationship, employees' promotions, incentive systems, and career development procedure. The variation of organizational culture across organizations will lead to a set of psychological climates and intangible resources that generate different levels of employee resilience among individuals. This study also suggests that employee resilience mainly is embodied in two aspects: cognition and competency. They can assist individuals to thrive on difficulties and challenges in a new circumstance. Cognitive factors include optimism (e.g., Chang & Sanna, 2001; Tusaie-Mumford, 2001), humour (Wolin & Wolin, 1993), confidence, persistence belief, leniency, and tolerance. Competencies are composed

of a wide range of coping strategies (Aldwin, Levenson, & Spiro, 1994; Barbarin, Richter, & DeWet, 2001), social skills and professional skills. In figure 3.1, this study provides a framework synthesizing prior research on organizational culture and employee resilience. Although the main argument of this framework can be applied to all organizations, the nature and strength of the relationships described may show certain variations across different organizations. This study explores and extends this framework by focusing on the interaction of individual-situation in the banking industry. This study adopts this theoretical framework as a bench mark to compare the case study data against the framework using an analytic induction approach (Glaser & Strauss, 1967; Robinson, 1951; Znaniecki, 1934), as discussed in 3.4 below.

```
┌──────────────────────────────────────┐              ┌─────────────────────────┐
│ Organizational culture               │              │ Employee resilience     │
│                                      │              │                         │
│   •   Task                           │─────────────▶│   •   Cognition         │
│   •   The relationship among organization │          │   •   Competency        │
│       members                        │              │                         │
│   •   The relationship between individual │          │                         │
│       and organization               │              │                         │
└──────────────────────────────────────┘              └─────────────────────────┘
```
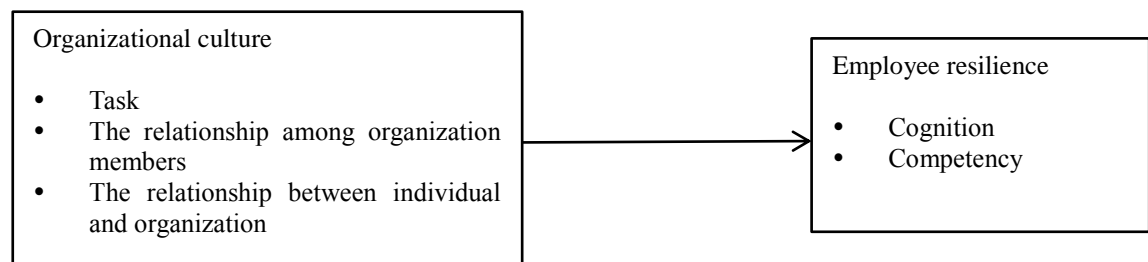
Figure 3.1 Theoretical Model of organizational culture and employee resilience

3.3   Methodology

3.3.1   Case selection

This research collects in-depth interview data from eight international banks located in London. In order to control for the variations from different labour markets' conditions which may have an impact on employee resilience, this study focuses on a specific industry - banking industry - in a specific city i.e. London.

As regards the selection of the cases, this study has taken the following factors into consideration. First, this study focuses on the banking industry in order to minimize the

exogenous variations resulting from differences in industrial sectors (Eisenhardt, 1989). In addition, the banking industry has been undergoing increasing competition as well as the changing environment. Employees are confronted with a quite fast-paced working circumstance in which employee resilience is of great concern in their work life. Second, the samples are widely representatives of international banks operating in London. In order to comprehensively study the organizational culture in the banking industry, this research selected international banks with different national backgrounds. A third factor considered for case study was that only Chinese-origin employees with over five years' working experience were chosen as respondent to assure that the interaction of employees and organizational culture was reasonable.

With regards to case-selection, this paper applies purposive sampling (Tongco, 2007) in the banking industry. The purposive sampling approach is proved to be the most effective sampling technique when we study a certain cultural domain (Tongco, 2007). Each individual or organization is selected as a sample since they possess some certain qualities or characteristics. As described by Tongco (2007), the purposive sampling approach is "… a non-random technique that does not need underlying theories or a set number of informants. … the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information …" (p. 147). By design, this study selected eight international banks. This gives a total of eight case study international banks. In each case study, this study interviewed 4 Chinese-origin employees from each international bank to agree to participate, which gives a total of 32 interviews for the whole research. In order to assure that there has been adequate interaction between employees and the organizational culture, this study chose Chinese-origin employees with at least five years working experience in his or her current organization as respondents. Each respondent was assured voluntary as well as confidentiality before they participated in this interview.

3.3.2 Data collection

Schein (1990) argues that: "We can see and feel that one company is much more formal and bureaucratic than another, but that does not tell us anything about why this is so or what meaning it has to the members." (p. 112). This study aims to explore the changing process of employee resilience in different organizational cultural contexts. Prior research suggested that "interviews are one, if not the primary, method of investigating linguistic phenomena" (Alshenqeeti, 2014: p. 42). In particular, open-ended interviews can provide more flexibility to respondents (Alshenqeeti, 2014) and the interviewer will be more "keen to follow up interesting developments and to let the interviewees elaborate on various issues" (Dörnyei, 2007: p. 136). This study therefore conducted open-ended interviews with banking employees. In order to investigate the evolution of employee resilience, we interview 32 Chinese-origin employees with over five years working experience from eight international banks. The average duration of each interview was two hours. However, some respondents were interviewed twice to insure the integrity of interview information. Some interviews were digitally-recorded following the respondents' permission. In order to ensure the data accuracy from interviews, this study adopted "member check" in which each respondent was required to verify the interview notes (Lincoln & Guba, 1985). The data collection was conducted during three months between March 2017 and June 2017. Table 3.1 provides a demographic description of these 32 respondents.

Table 3.1 A demographic description

Characteristic	Mean	Percentage
1. Age		
28-32	29.8	81.2%
33-37		18.8%
2. Gender	-	
Male		68.8%
Female		31.2%
3. Education	-	
Bachelor degree		28.1%
Master degree		46.9%
PhD degree		25.0%
4. Years working for the bank	6.29	
5-7 years		75.0%
8-10 years		25.0%
5. Marriage and family Status	-	
Single		78.1%
Married no kid		12.5%
Married with kids		9.4%
6. Department	-	
IBD		25.0%
S/T		75.0%

As noted above, we interviewed 32 Chinese-origin employees from eight international banks in London. Each of these respondents has at least five years' working experience in his or her current organization. Table 3.1 presents a demographic description for these 32 interviewees. As shown in Table 3.1, the majority of respondents in this study are among 28-32 years old (81.2%), reflecting one important demographic characteristic of the workforce in the banking industry. The proportion of male employees (68.8%) is higher than female employees (31.2%). Nearly 28.1% interviewees hold Bachelor degree, 46.9% interviewees hold Master degree, and 25% interviewees hold PhD degree. Among the 32 employees, 75% of them have worked 5-7 years for their company, 25% respondents have over 8 years' working experience in their banks. The proportion of unmarried respondents is 71.9%, and that of married respondents with no kids is 15.6% while the respondents with kids account for 12.5% only. The proportion of respondents working in the Investment Banking Division (IBD) is 25% and that of respondents working in Sales/Trading (S/T) is 75%.

3.3.3 Data coding

In the data coding process, the in-depth interview data was coded through typical content analysis procedure (Diesing, 1972; Lincoln & Guba, 1985; Strauss, 1987; Taylor & Bogdan, 1984). First, this study codes all interview data into various categories in line with the theoretical model shown in Figure 3.1. These categories are as follows: (1) Task, (2) the relationship among organization members, (3) the relationship between organization and individuals.

Second, this research constructs new subcategories according to classifications used in previous research; for example, team orientation, competitive orientation, and hierarchy orientation were grouped into 'the relationship among organization members'.

Third, this study created a new category when the interview data cannot be included in the existing categories. For example, interview data about overtime work, unbalanced situations between work and family and personal life cannot be covered by any of the existing three categories. Therefore, we construct 'work-life balance' as part of organizational culture. In the quoted interview data, C1-C8 are used to indicate eight international banks respectively. Table 3.2 provides an example of data coding.

Table 3.2 Example of Data Coding

Coding Category	Example
Completion of tasks	"I enjoyed the culture and the opportunity to learn new things daily and being involved... you knew exactly what you had to do each day with clear guidelines and tuition on the expectation of your work. There was no ambiguity involved."
The relationship among organization members	"... the most enjoyable part during my work life is the people - a lot of very intelligent and talented people to learn from. All of them are very supportive. You can learn a great deal about how to work more efficiently. My company prefers employees who are ambitious in their career but treat colleagues with kindness. It emphasizes on team coordination as well as positive competition, since they viewed competition as an incentive to progress. Therefore, positive competition will not interfere with the supportive behaviour among team members. Individuals with strong capability and execution are always appreciated by the whole team."
The relationship between individual and organization	"... I plan to jump to another bank. In this company, I do not have job security though they offer excellent benefits for me and my family. …I am often busy, and the job is demanding. Although the money is better than most companies, the organization get the hours out of you.
Work-life balance	"... good work-life balance and strong benefits are a part of its organizational culture. The work-life balance and benefits in my company are among the best in the banking industry, which is always appreciated by all the members. Work is not easy but I enjoy working with the co-workers. I learn how to enjoy my life and work efficiently. At the first time I attended the staff morning meeting, the MD (managing director) said 'if you just want to work, please go out and turn right'. … This company has made tremendous strides towards making sure its members are well taken care of, in return we give 120% to the company."

3.3.4 Case analysis method

This study follows the typical analytic induction procedure in the case study analysis (Glaser & Strauss, 1967; Robinson, 1951; Znaniecki, 1934). Analytic induction procedure relies on the comparison between extant theories with typical cases to extend or refine existing theoretical framework (Glaser & Strauss, 1967; Lindesmith, 1947; Znaniecki, 1934). To be specific, analytic induction procedure is consisted of the following steps:

First, a rough definition of the phenomenon to be explained is formulated. Second, a hypothetical explanation of that phenomenon is formulated. Third, one case is studied ... with the object of determining whether the hypothesis fits the facts in that case. Fourth, if the hypothesis does not fit the facts, either the hypothesis is reformulated or the phenomenon to be explained is re-defined, so that the case is excluded.... Fifth, practical certainty may be attained after a small number of cases have been examined.... Sixth, this procedure ... is continued until a universal relationship is established, each negative case calling for a redefinition or a reformulation. Seventh, for purposes of proof, cases outside the area circumscribed by the definition are examined to determine whether or not the final hypothesis applies to them (Cressey, 1953: 16).

By following the above analytic induction procedure, this research begins with the analysis of the first case (C1) and compares the findings with the theoretical framework presented in Figure 3.1. Then, this research modifies the theoretical framework according to the findings in the first case study. This comparison procedure is repeated for the rest of seven cases (from C2 to C8). After completing all these comparison and modification, a refined theoretical framework will be established.

3.4 Results

Although the logic of analytic induction was strictly followed - the cases were analysed one by one in an incremental manner - because of space limitations, this study reported only the final revision of the model. However, research findings on the change of employee

resilience in the employee-organizational culture interaction process are presented case by case. By extending Rousseau's (1990) categories of organizational cultural dimensions, a set of unambiguous indicators of the cultural context across eight international banks was analysed (as listed in Table 3.3). Each indicator reflects the values, norms, beliefs, and goals of the organization which defines the working environment that affects employee's attitude and behaviour.

By adopting the typical analytic induction procedure on the in-depth interview data from eight international banks, this study has identified and named three types of organizational cultures: jungle, caring and conservative culture. First, "jungle" refers to "a situation or place of bewildering complexity or brutal competitiveness" (Source: New Oxford Dictionary). The jungle culture typically reflects the principle that those employees who are strong and apply ruthless self-interest will be most successful in the organization. Organizations with the jungle culture are characterized by a 'survival of the fittest' working environment. Second, "caring" is defined as "displaying kindness and concern for others" (Source: New Oxford Dictionary). The caring culture gives expression to the principle of people-orientation in the organization. Organizations with the caring culture provide a collaborative and supporting working environment. Third, "conservative" means that the subject is averse to change or risk-taking for the sake of caution and holds traditional attitudes and values. The conservative culture is embodied in hierarchy and risk avoidance. Organizations with the conservative culture are characterized by a risk-averse and hierarchical working environment. Table 3.3 displays characteristics of the jungle, caring and conservative cultures. Each of these three organizational cultures and the corresponding evolution of employee resilience will be discussed in detail in the next section.

Table 3.3 Types of Organizational cultural context

Characteristics	Jungle Culture	Caring culture	Conservative Culture
Tasks			
Detail – emphasizing precision and accuracy orientation	High	High	High
Stability – stressing the predictability and rule orientation	Modestly Low	High	High
Innovation – focus on initiative, responsiveness to new opportunities	High	Modestly Low	Low
The relationship among organization members			
Team orientation – emphasizing collaboration and teamwork	High	High	High
Positive competition orientation – emphasizing fairness	High	Modestly high	Low
Hierarchy orientation – emphasizing tenure and rank	Low	Low	High
The relationship between individual and organization			
Performance – high expectations for performance and personal achievement	High	Modestly High	Modestly High
Loyalty – encouraging employees' long commitment in an organization	Low	High	Modestly High
Work-life balance			
Long working hours	High		
Reasonable working hours		High	High

3.4.1 Completion of tasks

To better adapt the items to suit the banking industry context, this study modifies and refines Rousseau's (1990) organizational cultural scale. Three indicators are identified to describe standards in regard to task completion: Detail – describing an organization as having norms stressing precision and accuracy orientation. Stability – describing an organization as emphasizing predictability and rule-oriented. Innovation – describing an organization as encouraging individual initiative responses to challenges and opportunities.

Jungle cultural context

Detail and Innovation are stressed in organizations with the jungle culture. All work tasks are completed with high accuracy and tight deadlines. The organization encourages employees' initiative and innovation rather than imposing much normative pressure on them. Employees are given certain autonomy to complete their work without conforming to a specific way of doing or thinking. The main interaction between the superiors and subordinates is concerning the evaluation of request for resource allocations. If the individual does not make mistakes or request for help, the manager will not actively intervene in his/her work. Organizations having a jungle culture encourage a strong sense of independence and personal initiative.

"I have worked for C1 for a total of ten years. Now I really enjoy the wide variety and challenges faced when working for a large organization. C1 is an open plan organization. There is no development for training. For the early stage of my work, I went through a really tough time. My line manager briefly arranged a task for me. In general, he did not take the initiative to talk to me, unless I turned to him for help. In order to figure out some problems, I had to walk around the desk to ask for help. Several times, I was so nervous that I pronounced his name wrongly. After I finished my question, he wrote down a full set of derivation formula on A4 paper without more explanation. ... At that time, the hardest part of the job was to meet the deadlines with high quality. As my previous experience and

knowledge were not sufficient to address the issues in my work, in order to complete the work tasks, continuous learning and study became quite necessary. For almost a year, I did feel confused and much stressed. During that time period, it was quite a normal thing to work till midnight. Nevertheless, it was a highly pressured but ultimately very rewarding experience. When I look back now, that is the worst and best time in my work life. The fast paced culture provided me with a great deal of resources to cope with the challenges in my subsequent work."

"My experiences at C3 and on the program as a whole have been life changing for me. I have seen my growth and with time I have become more able to contribute to the various teams I worked with. My job role has taught me very unique set of skills that are transferable anywhere I choose to go, including the quick learning ability, the importance of attention to detail and how to think like a stakeholder. C3 is a driving organization that pushes you to deliver – this is NOT a 9-5 organization. The organizational culture encourages employees to innovate and deliver as much as possible in a win-win scenario, which offers great opportunities to individuals who want to develop experience by taking on and solving challenges faced in their jobs."

As noted in the interview data, entry-level employees are vulnerable to the jungle cultural context. Employees tend to undergo a process of anxiety and mental struggles due to deficiency of experience and high pressure in an organization with the jungle culture. As a result of maladjustment, individual resilience is expected to go through a decline in the early stages of work. During the interaction with organizational culture, employees invest effort and persevere to meet the requirements of the work task. As a result, employees are able to develop new skills and capacity when coping with various challenges in their work. This study therefore argues that employee resilience shows the trend of a decrease and then followed by an increase in organizations with the jungle culture.

Caring cultural context

In regard to completion of tasks, organizations with the caring culture focus more on details and stability. The caring culture fosters a working environment in which few aspects of the work tasks are left totally free from normative pressure. These organizations have a very rigorous system with clear and specific guidelines process. Accordingly, organizations having the caring culture are less aggressive and less risk-taking.

"I enjoyed the culture and the opportunity to learn new things daily and being involved. The best part about working at C4 was that you knew exactly what you had to do each day with clear guidelines and tuition on the expectation of your work. There was no ambiguity involved. During my time in C4, I learnt to grow with my job, work as a team member and be confident in what I was doing. The team leader was very much helpful into giving me the right challenges to test and improve my qualifications. I was well respected by those I worked with even when I was a freshman. So if you are a new employee, you can free yourself from worries about the painful adaptation."

"Flexibility and cultural adaptation should be the major characteristics in C5. It is a good place to change my career path. It accepts people from different streams and different backgrounds. The team was very good and patient in helping me adapt to new tasks which I was initially unfamiliar with. A strong work ethic was visible within the entire organization."

As mentioned above, the interview data provides supporting evidence of the importance of 'stability' in employees' adaptation to a new organization. Predictability and rule orientation in the caring culture enabled employees to avoid detours and ambiguity. With clear and specific guidelines, employees are able to make advance preparation to deal with work tasks more efficiently. Accordingly, entry-level employees do not tend to suffer much negative impact of a new environment. Therefore, this study proposes that the organizational caring culture will facilitate employee resilience by providing more predictability in their tasks.

Conservative culture context

"In 2010, I started work in C7. It is a risk adverse type organization. There are a range of norms to conform to in the completion of tasks. The organizational culture does not advocate its employees to take risks for possible innovation. (You) just follow the guideline and work norms step by step to finish your job with the required quality."

Identically, organizations having a conservative culture also emphasize detail as well as stability. One important characteristic of conservative culture is strictly risk-averse. All the tasks should be completed with constrained norms. Accordingly, this study suggests that the high detail and stability in the conservative culture will not hinder employee resilience.

3.4.2 Relationship among organization members

By extending Rousseau's (1990) organizational cultural scale, three indicators are identified to describe norms regarding the relationship among organization members: Team orientation – describing an organization as having norms of collaboration and teamwork; Positive competition orientation – describing norms of positive and fair competition among colleagues; Hierarchy orientation – describing norms emphasizing tenure and rank in the organization.

Jungle cultural context

In organizations with the jungle culture, team and competition orientation are two significant characteristics of interpersonal relationship. As almost all the tasks in the banks need the co-operation among different divisions, teamwork plays a critical role in the daily smooth function (e.g., Farh, Seo, & Tesluk, 2012; Jones & George, 1998). At the same time, as an important source of incentive, positive competition is also encouraged in this organizational cultural context. To further illustrate these two characteristics in the jungle cultural context, this study quotes the following evidence:

"I have worked seven years for C2. It provides a good opportunity for young and ambitious people who want to build their career in banking. That is a good experience as it

is a harsh environment to work in. It is highly pressured but ultimately very rewarding experience. The most enjoyable part during my work life is the people - a lot of very intelligent and talented people to learn from. All of them are very supportive. You can learn a great deal about how to work more efficiently. C2 prefers employees who are ambitious in their career but treat colleagues with kindness. This organization emphasizes on team coordination as well as positive competition, since they viewed competition as an incentive to progress. Therefore, positive competition will not interfere with the supportive behaviour among team members. Individuals with strong capability and execution are always appreciated by the whole team. "

"The organizational culture in C1 is diverse and fair. In this organization, team members share the best practice and supports. We will work together to achieve the goal. Each member in my team is quite responsible and helpful. Working as a team member, I learn to coordinate with different people across lines and endeavour for excellence in all work undertaken. ... If I need to take a few days off due to personal reasons, I can totally trust my colleagues to handle my tasks. "

"In C3, you have the freedom to express your thoughts, ideas and suggestions, and can volunteer to lead very diverse initiatives. As long as you have enough professional skills and practice, you will be appreciated by the superiors and get promotion. One of the most commendable things is that there is no glass ceiling in this organization. You have the capacity and then you can get what you deserve."

As noted above, in an organization having emphasis on team and positive competition orientation, supports from colleagues tend to be more approachable. Team members share a sense of interdependence in a collaborative culture. Additionally, work pressure is a collective rather than an individual initiative in such an extensive collegial network. Therefore each team member is willing to put in more effort to thrive on a stressful situation. Hence, this study suggests that team orientation as well as competition orientation in an

organizational culture will facilitate employees to better adapt and survive challenges and to reach a higher resilience level.

Caring cultural context

Compared with organizations emphasizing both team orientation and competition orientation, organizations with the caring culture place more focus on team orientation. Employees in these organizations tend to be less aggressive. A high level of interaction exists among team members not only in works but also in personal contact sometimes. To some extent, team members are like a fraternal group with a very collaborative culture.

"I enjoyed working at C4. It has a very supportive culture and good people. The enjoyable aspect of my job is the interaction with those talent people, learning, striving for and achieving targets. The team always gives us a full support if we have difficulties in solving problems. We always have a big gathering every month. In addition, the management is easily approachable when advice or assistance is needed. My manager is open-minded and my work buddy. He has a great sense of humour and is a workaholic, which filters down to the team."

"I have been working for C5 for fifteen years and found them (the company) to be a loyal employer who has assisted me in my career development at every opportunity. C5 really prides itself on making sure its employees are happy, the targets are reasonable and everyone is incredibly friendly. The managers support you when you need and won't sit on their laurels if you're having difficulty. Both the management and co-workers are mostly easy to get along with. More support and encouragement could be given to individuals seeking to develop their career."

As mentioned before, organizations with a team orientation culture are able to provide practical as well as psychological supports for employees. In a collaborative culture, employees are more likely to bounce back from stressful situations and setbacks. Therefore,

the interpersonal relationship in the caring culture will positively influence the employee resilience level.

Conservative culture context

In contrast with organizations with the jungle and caring culture, organizations in the conservative culture context emphasize on hierarchy orientation. In the conservative culture, superior managers play an important role in defining and evaluating employee performance and contributions. The hierarchy orientation therefore implies a high dependence of employees' development on the superiors. Accordingly, superior managers are substantially crucial to the employees' promotion and career development within this organization.

"I have worked in C7 for five years. Networking becomes an important part of your daily life in the end to be seen and heard. The senior management places heavy emphasis on home-country nationality management. The management style is not fair enough. At C7, if you're lucky enough to be under a good manager, then you're life should be pretty decent. However, if your department's head plays favourites and is bureaucratic, then you're pretty screwed as manage people always support and favour whoever close to them. If a person performs well but does not get promotion, someone who is close to senior manager will get all the benefits. Sometimes, promotion is based on tenure rather than merit."

In an organization with a hierarchy orientation culture, if an employee is expected to get career development within the organization, he should try to insinuate himself into the superior's favour. Superiors were entitled to interpret the performance of subordinates subjectively (Kerr & Slocum, 1987: 131). To some degree, the high level of interaction with superiors contributes to the employee's success and career development. This non-transparent competition mechanism will greatly cut down employees' work enthusiasm, which implies a decrease in the job engagement of employees. Accordingly, this study proposes that hierarchy orientation in the conservative culture will negatively affect employee resilience.

3.4.3 The relationship between individual and organization

Based on Rousseau's (1990) organizational cultural scale, two indicators are identified to describe norms regarding the relationship between individual and organization: performance – describing organizational norms of high expectation for performance and personal achievement. Loyalty – describing norms emphasizing employees' long commitment in the organization.

Jungle cultural context

In the jungle culture, organizational values emphasizing individual initiative and compensation incentive lead to an 'entrepreneurial norm' by which organizations do not emphasize on employees' loyalty while employees do not very much expect job security from organizations (Kerr & Slocum, 1987). The jungle culture indicates that a contractual relationship can be found between the organization and its employees in which employees achieve certain goals set by their organization to exchange for corresponding rewards such as salary increases or promotion. In this process, employees' professional capability can get an instant enhancement.

"C1 has an in depth development scheme to allow all staff to enhance their career. It provides good opportunities for young, ambitious people who want to build their career in banking. The competitive salaries are in the top 20% for the banking industry. I like being busy at work and challenges. The culture is quite highly pressured but ultimately very rewarding experience. I work hard but as a result is presented with life changing opportunities every step of the way. For me, hard work is recognised, appreciated and rewarded. Besides, lots of crucial and enjoyable learning have been achieved in C1. These experience set up a stepping-stone to develop my career."

"I have worked in C2 for five years, and plan to jump to another bank. In C2, I do not have job security though they offer excellent benefits for me and my family. ...I am often

busy, and the job is demanding. Although the money is better than most companies, the organization get the hours out of you."

The above interview data suggest that employees pursuing job security will soon leave such a culture, and stronger performers would stay in order to "exploit the organization until better rewards could be gotten elsewhere" (Kerr & Slocum, 1987, p. 103). For the organization, employees play certain functions. Once they fail to achieve their job requirements, they will be substituted by other qualified people. Therefore, this study proposes that employee resilience may vary greatly depending on employees' motivation: (a) Organizational culture emphasizing performance rather than loyalty will have a positive effect on employee resilience when the employees seek for high rewards (e.g., competitive salary, promotion opportunities, and career advancement); (b) but will negatively influence employee resilience when the employees pursue job security and stability.

Caring cultural context

Compared with the jungle cultural context, employees' loyalty is more emphasized in the caring context. Organizations with the caring culture tend to offer long term commitment among all employees. In these organizations, the experiences of receiving long-term commitment will assist employees to recover from stressful situations and then generate positive changes and growth in the interaction process (Shin, Taylor, & Seo, 2012).

"I enjoy working at C5. It has a friendly and tolerant culture that respects all. The management is keen to ensure that there is a good working environment. Once, I messed up at work. I thought I would be hauled up before the boss. Unexpectedly, the manager smiled and told me 'That is okay, just be mindful next time.' In this organization, you will not be fired unless you make a big mistake resulting in an irretrievable damage to the company. In addition, C5 does not advocate employees to work overtime. If your manager finds that, he/she will tell you 'Turn off your computer and go home'. Although a typical day at work is

busy and fast paced, I am able to cope with challenges in my work with full confidence and passion."

Given the positive emotions from long term commitment (both career development and job security), employees expect to receive more commitments through improving their contribution to their organization. Therefore, they would like to commit more (e.g., time, effort, loyalty) to their organization. Hence, this study premises that long term organizational commitment will enhance employee resilience level.

Conservative culture context

As mentioned before, organizations with the conservative culture are risk-adverse-and will not expect things go beyond control. Employees are expected to follow the rules and instructions to complete their tasks within this organization.

"This is my first job in this city. I have worked in C8 for four years. Compared with my friends working in C1 and C3, my job pressure is much lower. The culture is not competitive enough to drive efficient results. Management gets tied up in the small details stalling project advancement and global solutions. Centralized management leads to that each employee has limited flexibility on business innovation. In short, it is not a good place to go if you are looking for growth. Compensation is not bad, but under the average in this industry. However, in general, C8's package is around average with low work pressure and fair job security."

Although organizations with a conservative culture are unlikely to facilitate employees' career advancement, they do offer job security to individuals. In the long term, employees would tend to be used to this comfort zone and remain in the same position. Drawing from the frog-boiling effect, this study speculates that the relationship between the individual and organization in the conservative culture will result in a decline in employee resilience.

3.4.4   Work-life balance

Jungle cultural context

Organizations with the jungle culture foster a fast paced, work-life imbalance working environment. In these organizations, employee performance is above all. Employees are regarded as a means of achieving organizational goals. In return, organizations provide pay incentives above the market level as well as promotion opportunities without glass-ceilings for employees with high performance and achievement. The main characteristic of this culture is that organizations provide competitive rewards to exchange for employees' dedication.

"You do not have great work life balance at C1, which is the American investing bank culture. My typical day at work is fast paced with very strong deadlines but rewarding and vibrant with a good bonus and salary incentive. The hardest part of my work is that there are not enough hours in the day to fulfil the demands of the role. Sometimes I need to work overtime on weekends. I would like to say that do not apply to this company if you are not prepared to work hard – you will be gone by the lunchtime. ... The most enjoyable moment is the appreciation emails saying 'well done'...or 'I could not have done it better myself' when completing a task which required accuracy and attention to detail."

"The organizational culture in C3 is typical of any Wall Street bank - this will not be a suitable employer for someone looking for a 9-5 role. The hardest part is trying to manage the work life balance. I will not recommend it unless you want to devote your life to them, ha-ha…One of my previous colleague said it is a very long hours, soul destroying and mind-numbing job. He took a job-hopping to another bank a few months ago as he preferred working for less money but in a nicer place."

The existing research suggests that employees' work and life cannot be completely separated (Ollier-Malaterre, 2010). Good work-life balance is able to enhance employees' commitment to their organizations (e.g., Wood & De Manezes, 2010; Youssef & Luthans, 2007). On the contrary, work-life imbalance tends to have a negative impact on employees'

job engagement. Accordingly, this study proposes that work-life imbalance will decrease employee resilience.

Caring & Conservative cultural contexts

In contrast with the jungle culture, organizations with the cultivated or conservative culture foster a good work-life balance working environment. The following interview data provides some evidence:

"C4 is a great place to work if you like good work-life balance and a management style that is more staff friendly than C1 and C2. I am working in the securities dealing room, and every click of the mouse may indicate millions dollars' worth of transactions in the stock exchange, and as the stock movement is unpredictable, during trading hours, everyone will be quite tense. However, the manager is a great person who encouraged a lively atmosphere and let workers go a bit easy after trading hours. And most co-workers are hardworking, fun and smart people. In xxx, members believe 'Work hard, play hard'. Most of the people that work here are very nice and dedicated to their work."

"Good work-life balance and strong benefits are a part of C6 culture. The work-life balance and benefits at C6 are among the best in the banking industry, which is always appreciated by all the members. Work is not easy but I enjoy working with the co-workers. In xxx, I learn how to enjoy my life and work efficiently. At the first time I attended the staff morning meeting, the MD (managing director) said 'if you just want to work, please go out and turn right to C1'. ... C6 made tremendous strides towards making sure its members are well taken care of, in return we give 120% to the company."

"C7 offers good work-life balance for employees. As the job pressure is not so much when comparing with other banks in this industry, staffs in C7 seldom suffer overtime working. ...In this culture, vacation policy is very liberal and encouraged. ..."

As reflected in the data, good work-life balance is an important way to escape from the heavy work pressure. If the employee cannot find a balance between work and life, he/she will be more easily burn out. In the banking industry, the rate of overwork death has been increasingly in recent years (Gysin, 2013; Roulet, 2015). Work-life balance is becoming an important factor for employees' physical and psychological health. Good work-life balance tends to provide more supportive resources (energy, positive emotions) to facilitate job engagement. Accordingly, this study suggests that good work-life balance in the caring and conservative cultures will positively influence employee resilience.

3.4.5   An integrative model of organizational culture and employee resilience

Figure 3.2 depicts an integrative model between organizational culture, employee motivation and employee resilience. By deploying a comparative case study across eight international banks, this research suggests a contingent relationship between organizational culture and employee resilience. Although there is not enough data for us to explicitly examine the relative importance of each factor of organizational culture in influencing individual employee resilience, this research develops a theoretical model (see figure 3.2) to explain the relationship between organizational culture and employee resilience.
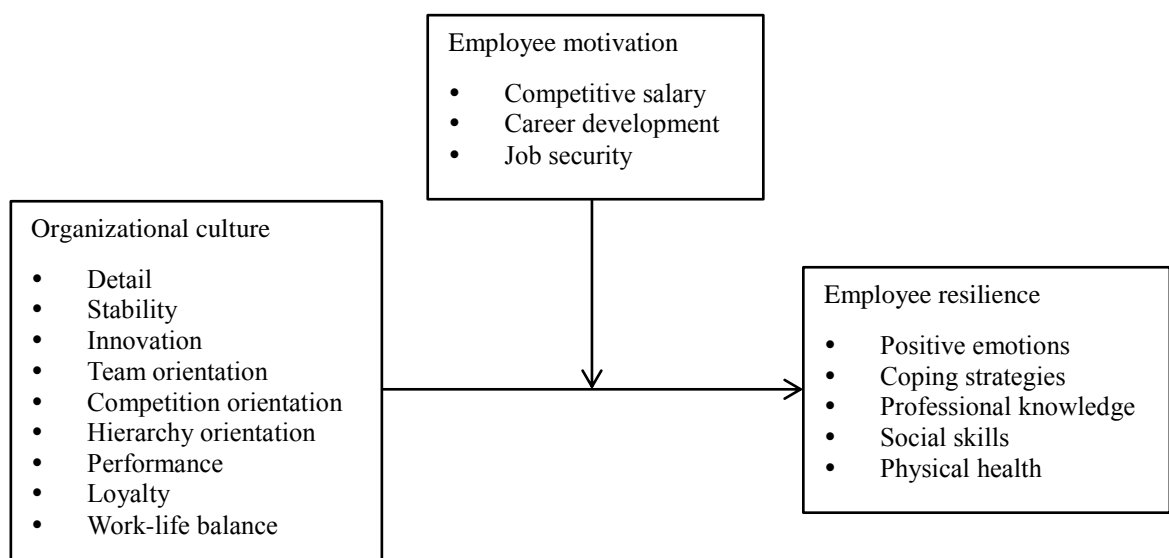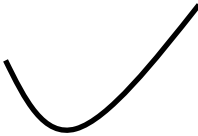
Figure 3.2 An integrative Model of organizational culture, employee motivation, employee resilience

Specifically, we identify three types of organizational culture in the banking industry and predict the evolution pattern of employee resilience in different organizational cultures. In spite of the degree of similarity originating from the same industry, the organizational culture difference is proved to be highly related to the variation of employee resilience in the interactive process. As reported in Table 3.4, the evolution pattern of employee resilience varies in the jungle, caring and conservative cultures.

Table3.4 Employee resilience evolution patterns in different organizational cultures

Organizational culture	Typical Characteristics	Employee resilience evolution pattern
Jungle Culture	• Emphasis on high accuracy, tight deadline and innovation in tasks; • Emphasis on employees' independence and initiative; • Emphasis on competition and aggressiveness; • Emphasis on employees' high performance and achievement; • Long working hours.	(U-shaped curve)
Caring Culture	• Emphasis on predictability and normative procedures in tasks; • Emphasis on collaboration and cooperation among employees; • Emphasis on employee' long commitment to the organization; • Good work-life balance.	(concave increasing curve)
Conservative Culture	• Emphasis on stability and risk avoidance in tasks; • Emphasis on hierarchy and Guanxi among employees; • Emphasis on employees' job security; • Good work-life balance	(decreasing curve)

(**a**) In the jungle cultural context, employees with a strong motivation of competitive compensation and career development are expected to be willing to tolerate a vale and then get it through. Those employees unable to survive it would soon leave this culture. Therefore, the organizational culture influences the employee resilience in a U-shape way.

(**b**) In the caring cultural context, employees with a motivation of career development and job security would receive a set of support to help them quickly adapt to the new environment. However, employees who desire a quite competitive salary or fast career advancement tend to leave this comfort zone. Hence, employee resilience gradually increases and then stays relatively steady.

(**c**) In the conservative cultural context, due to its bureaucratic character, those employees who pursue high job security and are willing to be in a 'dead-end job' tend to stay in this culture. In contrast, employees with a strong ambition are expected to soon leave this culture. If employees remain to be unsatisfied with their job and lack motivation for career advance, they tend to be reluctant to rise to meet a challenge. Accordingly, employee resilience falls slightly to a relatively constant level. The following propositions are a summary of the relationships discussed before and shown in Table 3.4:

Proposition 1: In the jungle cultural context, organizational culture influences the employee resilience level in a U-shaped pattern.

Proposition 2: In the caring cultural context, organizational culture will positively influence the employee resilience level.

Proposition 3: In the conservative cultural context, organizational culture will be negatively related to the employee resilience level.

3.5   Discussion and Conclusions

Organizational culture has attracted enormous research in the field of organizational behaviour over the past decades. Although prior theoretical and empirical literature has studied the importance of organizational culture and its influence on employee physical behaviour, little research has investigated the impact of organizational culture on its employees from a psychological perspective. This research has identified three different types of organizational culture across eight international banks and explored how employee resilience changes in these three organizational cultural contexts. Among the eight international banks, three of them are characterized by the jungle culture which highlights aggressiveness, innovation, competitiveness and high performance; three other banks are characterized by the caring culture underlining stability, interpersonal relationships, job security and good work-life balance; the remaining two banks are characterized as having the conservative culture emphasizing detail, hierarchy, and good work-life balance.

Professionals hired in banks having the jungle culture experience more pressure and challenges than employees in banks with the caring or conservative culture. Especially in the early stage, individuals lack coping strategies and knowledge to meet requirements of the new job role, which leads to a temporary decrease of employee resilience in the culture advocating independence and personal initiative (e.g., Farth, Hackett, & Liang, 2007; Silverthorne, 2004). If the employee cannot survive from these setbacks, he/she will choose to leave this culture. But for ambitious employees, with continuous learning from daily work experience and investment of efforts and determination, they will gradually go through the adaptation period and obtain stronger work ability in a fast paced working environment (Maguen et al., 2006). With an increase of employee's capability, he/she is able to better complete a task rather than pull down the team's performance. Good teamwork and tempting incentives (e.g., competitive salary, promotion opportunities) further stimulated more investment (e.g., time, efforts) from employees (e.g., Cesare & Sadri, 2003; Rousseau, 1990).

In this interaction process, there is a tendency for employees to reach a higher level of resilience within the organization (Britt et al., 2016).

Compared with people in the jungle culture, employees working in the banks having the caring culture are more likely to spend the early stage of their work smoothly. Such organizations prefer to offer support to new staff proactively. Both team members and immediate managers are supportive and tolerant. All these resources contribute to employees' adaptation and advancement step by step. In addition, these organizations provide good work-life balance for all employees. Human-based management cares employees, and employees are willing to offer job dedication in return. In this interactive process, employee resilience is expected to increase steadily.

Different from the above two cultures, individual hired in the banks having the conservative culture tend to experience a slight decline in employee resilience. As mentioned before, the risk-adverse and bureaucratic characters in the organization mainly attract individuals who pay little attention to promotion or extra benefits. They would rather stay in their jobs rather than fawning on superiors. Therefore, there are few motivations for them to dedicate more apart from the original obligation. In this interactive process, the organizational culture may negatively influence employee resilience.

The magnitude of the variation of employee resilience among different organizational cultural contexts is a crucial measurement of the significance of the individual-situation interaction process. Previous research has argued that the original congruence between individual and organization values is critical to the employee's adaptation (e.g., Chatman, 1989a, 1989b; O'Reilly, Chatman, & Caldwell, 1991; Schneider, 1987). However, this viewpoint has not accounted for the interacting process between individuals and organizational contexts. Therefore, one question which needs to be solved is: Which one can provide a better understanding of employees' follow-up development within the organization, original attributes of the individual or individual-situation interaction? The

findings of this research provides answers to this question by suggesting that original individual traits might show less impact on employees' development than the interaction process in a particular cultural context.

First, this study assumes that all employees have an initial resilience equilibrium forming in the past work experiences. The initial resilience equilibrium maintains characteristics and capacity to function. When an individual is subject to a new environment implying disturbance, the initial employee resilience will be used to interact with the disturbance. This interaction process leads to one of three results: (a) Higher resilience equilibrium. In the interaction process, individuals obtain more positive cognition and strong competence. (b) Identical resilience equilibrium. In the interaction process, individuals are able to cope with the disturbance by employing the initial resilience. Hence, individuals remain staying in the original equilibrium. (c) In the process, individuals fail to handle the disturbance even if he/she resorts to the original resilience and available resources of the new environment.

Second, this study investigates why employee resilience is enhanced or hindered by a particular organizational culture. As mentioned before, the change of employee resilience varies with different organizational cultures. In the jungle culture emphasizing independence and personal performance, employee resilience will tend to reach the bottom and rebound eventually. In the caring culture emphasizing team orientation and job security, employee resilience will be more likely to increase steadily. However, in the conservative culture emphasizing bureaucracy, employee resilience is expected to experience a slight decrease.

This research is carried out in an industry with a high-pressure working environment. The resilience level of employees is more sensitive to organization culture when they are in occupations or industries with intense competition and stress than those with less pressure. Therefore, the research contexts may limit the generalizability of the research findings.

Future research should examine the impact of organizational culture on employee resilience in a wider industrial context.

Lastly, the qualitative approach adopted in this study to investigate the effect of organizational cultural values on employee resilience has some limitations. Although we have explained why these organizational culture differences affect employee resilience in different ways, we are unable to provide an insight into how significantly each aspect of organizational cultural values influences employee resilience within the international banking industry. Future research should further examine and test explicitly the fluctuation curves of employee resilience in different organizational contexts with a quantitative approach.

Chapter 4

Organizational culture, employee motivation and resilience

4.1   Introduction

Given its significance for employee performance in organizational settings, employee resilience has been receiving an increasing interest from researchers in organizational behaviour and psychology in past few years (e.g., Cooke et al., 2016; Cooper, Liu, & Tarba, 2014; Luthans, 2002, 2003; Shin, Taylor, & Seo, 2012; Youssef & Luthans, 2007; Wang, Cooke, & Huang, 2014). Researchers perceive employee resilience as an important capability that can help individuals manage stress and challenges and grow stronger in the workplaces (e.g., Avey, Luthans, & Jensen, 2009; Cooper, Flint Taylor, & Pearn, 2013).

Despite the consensus of the importance of understanding employee resilience, the literature has traditionally taken two quite different approaches to deciphering it – the individual difference approach and situational approach (see a review: Fletcher & Sarkar, 2013). The individual difference approach suggests that an individual's resilience is able to be predicted by a constellation of his/her personality characteristics such as personal values, motivation, capability, and preference, and they are stable and fully reflected in his/her resilience (e.g., Block & Kremen, 1996; Lazarus, 1993). In other words, an individual's resilience will not change when his/her situation changes. In reality, however, many individuals are found to show different degrees of resilience across time and situations though some changes are very slow (e.g., Connor & Davidson, 2003; Luthar, Cicchetti, & Becker, 2000; Galli & Vealey, 2008). The situational approach, in contrast, argues that individual's resilience changes with the characteristics of the situation in which the individual lives or works. According to the situational approach, individuals will adjust his/her resilience to the characteristics of situations. The essential issue of the person-situation debate is which of these two approaches can explain more variations in individuals'

resilience. As a consequence, although some individuals who are socialized successfully in one organization may be able to exhibit enough resilience to adapt to the circumstances they encountered, other individuals may be forced to leave the organization as they cannot display sufficient resilience to cope with stress and challenges at workplace.

Deriving from the dissatisfaction with the extreme views that emphasize either personal or situational characteristics, researchers have spurted great interest in the interactional perspective in past decades (Endler & Magnusson, 1976; Magnusson & Endler, 1977; Schneider, 1983; Terborg, 1981). The interactional perspective suggests that individuals' resilience is a function of a set of characteristics of the person and the situation (Schneider, 1987). In a given organization setting, characteristics of individuals (e.g., values, expectations, and motivation) interact with characteristics of the organization (e.g., organizational culture) to impact the individual's employee resilience.

As an important characteristic of individuals, employee motivation plays a critical role in employee resilience in various organizational settings. Employee motivation, as a fundamental driving force of human behaviour, provides energy and directions to employees' resilience, and underlines the tendency to maintain this resilience toward achieving their goals (e.g., Campbell et al., 1970; Korman, 1974). Employee motivation is about employees' behaviour and the internal and external factors that can affect how employees behave in different organizations (Mitchell, 1982). Specially, employee motivation is neither the action itself nor the performance. Employee motivation reflects the driving forces of taking certain specific actions (Mitchell, 1982). In most cases, the chosen action will result in improvement of employees' capabilities (e.g., employee resilience) and performance.

Despite numerous and delicate conflicts on the definition of organizational culture, extant literature agrees that organizational culture captures the most important characteristics of a given organization. Organizational culture is concerning about "a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business"

(Barney, 1986, p. 657). An organization has begun to socialize its new members through its organizational culture since the process of recruitment and selection (Schein, 1990). During this socialization process, employee capability, such as employee resilience, as well as the ways employees deal with problems tend to be changed.

As noted earlier, employee resilience is manifested in employees' capability to cope with challenges, manage various resources in their working environment, and exhibit assertive efforts to achieve their goals. In accordance with the interactive perspective, employee resilience is determined by both characteristics of individual and organization. A research question developed from this interactional perspective has changed from 'can the characteristics of a person and situation predict his/her behaviour validly?' to 'when and to what extent can an individual's behaviour be predicted from the characteristics of him/her and situation?'. However, so far little is known about the mechanisms about the interaction between individuals and organizational characteristics.

Given the significance of employee motivation and organizational culture to the characteristics of an individual and organization, this study aims to address these two research gaps by investigating the interactive relationship among organizational culture, employee motivation, and employee resilience in line with congruence theory. Specifically, this study clarifies the conditions under which the enhancement or diminution of employee resilience will occur as a result of interaction between employee motivation and organizational culture, which has not been attempted in prior studies. This research therefore makes a contribution to the study of employee resilience from the interaction between individual and organizational characteristics and provides a deep understanding of the sources of employee resilience across different organizations.

4.2   Literature Review and Hypothesis

As mentioned before, this paper uses congruence theory to explicate the relationship among organizational culture, employee motivation and employee resilience in organizations. The congruence theory has been widely used in the study of organizational behaviour research. Congruence is defined as "the degree to which the needs, demands, goals, objectives, and/or structure of one component are consistent with the needs, demands, goals, objectives, and/or structure of another component" (Nadler & Tushman, 1980, p. 40). Congruence theory suggested that "the fit, match, agreement, or similarity between two conceptually distinct constructs is considered as a predictor of outcomes relevant to the employee or organization." (Edwards, 1994: p. 51). The current study expands the congruence theory by exploring the mismatch between the individual and organizational components and extends the understanding of congruence theory in employee resilience by revealing a mechanism through which organizational culture and employee motivation interact to determine employee resilience in different organizations.

4.2.1 Employee Motivation

Employee motivation has received substantial attention over past decades in the field of management – both from a practical and a theory-research perspective. Managers treat deciphering employee motivation as one of the most enduring challenges, while organizational researchers view it as a cornerstone of developing valuable theories related to human behaviour (Nohria, Groysberg, & Lee, 2008; Steers, Mowday, & Shaprio, 2004).

Among the emerging theories of motivation, Maslow's needs hierarchy theory (Maslow, 1954), Herzberg's motivation-hygiene theory (Herzberg, 1966; Herzberg, Mausner, & Snyderman, 2011), and Vroom's expectancy (or expectancy-valence) theory (Vroom, 1964) are the three most representative ones. The principal aim of Maslow's needs hierarchy theory and Herzberg's motivation-hygiene theory is to evaluate factors related to motivation. Needs hierarchy theory suggests that people are motivated by a set of prioritized needs which include safety, love/belonging, esteem and self-actualization from lower to higher

levels (Maslow, 1954). In Maslow's five-stage model, as individuals develop, individuals' most fundamental four needs at the bottom (deficiency needs) must be met before they desire higher level needs, i.e., 'growth needs'. Maslow focuses on the role of individuals' needs in motivation. Herzberg is interested in how the job environment/context and job itself (i.e. complexity) influence motivation. In Herzberg's motivation-hygiene theory, motivation is primarily affected by how well a job provides challenges and chances to develop new skills and reinforcement. Job design was first introduced to the field of motivation. In addition, Herzberg suggests that the job environment and job context result in individuals' satisfaction. When these hygiene factors are absent, job dissatisfaction and insufficient motivation are likely to occur.

Contrasted with earlier theories evaluating factors related to motivation from a static perspective, a novel way to understand motivation from a dynamic perspective emerged in the mid-1960s. The first systematic study of expectancy theory is proposed by Vroom (1994) who suggests that employees tend to behave or act rationally based on the estimation of the extent to which the expected results of their behaviour is able to result in some work-related rewards such as a higher salary or higher position. Expectancy theory emphasizes that employees are motivated to behave in ways they consider will bring them what they are eager for. The efforts invested in a particular task will be largely determined by the extent to which the fulfilment will result in his/her desired combination of expected outcomes (Kreitner & Kinicki, 1998).

Expectancy theory (Vroom, 1994) focuses on the nature of employee motivation, that is, why employees display some certain behaviour. Based on the expectancy theory (Vroom. 1994), this study distinguishes between short-term motivation (i.e., high salary, capability reinforcement, and career springboard) and long-term motivation (i.e., stable career development, job security, and work-life balance). Specifically, to better understand the employee motivation in the banking industry, this study delimitates employee motivation as

the following two types: (1) Short-term motivation. The energy invested by employees with a short-term motivation depends a great deal on three factors (Rousseau, 1990): high salary, capability reinforcement, and career springboard. In order to get the payment above the market level or the next promotion, short-term motivated employees tend to compromise on good work-life balance (e.g. stay at work late). A key characteristic of employees with a short-term motivation is that they work for organizations in the hope of instant pay off (e.g. immediate pay increases and future growth) and at the same time they compromise the job stability and security that employees with a long-term motivation take seriously (e.g., Rousseau, 1990; Ryne et al., 2004; Tremblay et al., 2009). Short-term motivated employees pursue the enhancement of personal capability and individual recognition, which can help them get promotion or better job opportunities in the future (e.g., Cesare & Sadri, 2003; Rousseau, 1990). It is not surprising that employees with a short-term motivation tend to choose job-hopping when other organizations can offer them higher salary/positions or broader career development opportunities. (2) Long-term motivation. In contrast to short-term motivation, employees with a long-term motivation are mainly motivated by another three factors (Mak & Sockel, 2001; Rousseau, 1990): stable career development, job security, and work-life balance. They believe that consistent above-average performance and loyalty to their organization can bring an income increase as well as promotions ultimately (Cesare & Sadri, 2003). Long-term motivated employees would rarely give up their work-life balance to instant pay incentives and job promotion. A key characteristic of employees with long-term motivation is that they work for organizations in the hope of stable career development and job security (e.g., Cesare & Sadri, 2003; Mak & Sockel, 2001). Long-term motivated employees pursue step-by-step capability enhancement rather than overdraw personal energy. They would not like to obtain a higher pay at the expense of the loss of job security or work-life balance (Sheridan, 1992). It is common that employees with a long-term motivation work in one organization for many years, and in this process they access stable career development. Therefore, employee motivation, as examined in this study, is a

single-dimension personal disposition varying from short-term, at one extreme, to long-term, at the other extreme.

4.2.2   Organizational culture in banking Industry

Much controversy has existed concerning the definition of organizational culture since Pettigrew (1979) first introduced this concept (Cooper, Cartwright, & Early, 2001). This lack of consensus is manifested in a remarkable variation in how organizational culture is measured. Schein (1990) defines organizational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (p. 63). Schein (1990) also observes that "…organizational culture perpetuates and reproduces itself through the socialization of new members entering the group." (p. 115). If a new member's personal characteristics better match the organizational culture, he/she is more likely to adjust to an optimal working state.

As described in Chapter 3, this study identifies the following three types of organizational culture by analysing the data from eight international banks: the jungle, cultivation, and conservative culture. (1) Organizations with the jungle culture place priority on pursuing personal achievements, encouraging innovation, risk taking and fair competition, and their employees are rewarded pay incentives as well as promotion opportunities based on employees' performance. (2) Organizations with the caring culture give special importance to pursuing collective achievements, encouraging rule orientation and employee loyalty, and their employees are offered a stable work environment and good work-life balance. (3) Organizations with the conservative culture emphasize risk-adverse and bureaucratic hierarchy, attracting individuals that do not pay much attention to promotion or extra benefits, and their employees are not well motivated to dedicate more apart from the original obligations. In accordance with the results of Chapter 3, employees' resilience level

changes in both the jungle and caring cultures. However, employee resilience is only slightly influenced by the conservative culture. Therefore, it is of little significance to research on the effect of the interaction between the conservative culture and employee motivation on employee resilience. Given these above reasons, this study excludes organizations with the conservative culture. Therefore, a comparison is mainly constructed between organizations with jungle culture and those with caring culture in this study.

4.2.3   Employee resilience

In today's intensely competitive and demanding working environment, employees are often faced with pressured situations, challenges, and even failure in the process of career development (Cooper, Liu, & Tarba, 2014). However, employees respond to their encounters in the workplace in various ways. Some are able to recover to normal working status or show positive changes, while other employees may come down to depression or even burnout. Psychological researchers view resilience as the ability to recover from adversity (e.g., Fredrickson, 2001). In organizational behaviour and human resource management research, employee resilience is perceived as the capacity and skill to keep robust in the face of tremendous pressure and change (Coutu, 2002). Cooper, Taylor and Pearn (2013) define employee resilience as the capability of "bouncing back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and growing stronger in the process." (p. 1). Research indicates that resilient employees have the capability to better cope with negative emotions and recover from tough situations at their work (e.g., Avey, Luthans, & Jensen, 2009; Tugade & Fredrickson, 2004).

Among studies of employee resilience emerging from the 1990s, two main arguments are manifested: (1) Employee resilience as a trait. Researchers treat employee resilience as a bundle of basic characteristics facilitating individuals to adapt themselves to the circumstance they meet (Connor & Davidson, 2003). Employee resilience is viewed as a fixed, stable personality trait through which employees cope with and bounce back from

adversity. Resilient individuals are generally characterized by responding to difficulties and problems in curious, energetic, and optimistic approaches (Block and Block, 1980). (2) Employee resilience as a process. Some researchers advocate that employee resilience is a capability that can be developed and mobilized through the interaction between employees and their organizations rather than a statistic state of existence (Luthans, 2002; Moenkemeyer, Hoegl, & Weiss, 2012). The interactional perspective suggests that employee resilience is a function of a set of characteristics of the individual and the organization (Schneider, 1987). In accordance with the interactional perspective, the individual and organizational characteristics affect individuals' employee resilience in a given organization setting together. Drawing on the interactional perspective, the employee motivation and organizational culture may interact to influence employee resilience rather than contribute to employee resilience separately. In line with the congruence theory, the outcome of this person-situation interaction depends on the extent to which an employee's motivation matches the organizational culture in which he/she works.

4.2.4   Employee resilience resulting from motivation-culture match

According to Chatman and Barsade (1995), the person-situation congruence is regarded as "the degree of similarity, fit, or matches between two conceptually distinct but comparable person-and-situation constructs" (p. 424). By developing the interactional psychology, congruence theory suggests that the way personal and situational characteristics combine can impact on an individual's attitudinal or behavioural response to a given situation. Congruence theorists propose that the more fit between the individual and situation, the more effective the individual's behaviour will be (Chandler, 1962; Galbraith, 1977; Nadler & Tushman, 1988). To be specific, situations lay expectations on individuals, and individuals possessing characteristics and capabilities needed are more likely to achieve these expectations (Cantor & Kihlstrom, 1987; Wright & Mischel, 1987). Correspondingly, individuals tend to be more proactive and delightful when the situations provide particular things that they strongly desire for (Diene, Larsen, & Emmons, 1984: p. 582). As a result,

individuals are predicted to be more effective in a situation with greater person-situation congruence, and they tend to chase down such situations in the future (Chatman & Barsade, 1995). In order to predict individuals' behavioural response (e.g. job performance, commitment) to a certain situation, existing research has compared individual characteristics (e.g. personalities, skills) with situational characteristics (e.g. occupational values, job demands). O'Reilly, Chatman and Caldwell (1991) find that individuals are more likely to show high performance and be with long tenure when his/her values fit greater with those of situations. Further, Chatman (1989) suggests that congruence between individual values and organizational values can better predict individuals' job performance, commitment, and job longevity than either characteristic alone.

This logic lays the foundation for hypothesis development regarding the match and mismatch between employee motivation and organizational culture. Since the jungle culture rewards employees high salary and promotion opportunities for fulfilling certain tasks, employees with a short-term motivation are likely to invest more time and energy into the work in this context. To be specific, employees with a short-term motivation are willing to deal with challenges and adversities in the work. The jungle culture advocates fair competition and promotion regardless of the glass ceiling in the organization. Employees are able to get themselves a salary rise, a promotion, and individual recognition by working hard and improving job performance. Individual capability can grow intensively and quickly. Although a tough time may be experienced, employees will be provided rewards which are directly related to their performance. In this process, employees with a short-term motivation are fully motivated to cope with setbacks and negative emotions, leading to resilience enhancement.

Similarly, since the caring culture rewards employee job security, friendly work circumstances, and good work-life balance, employees with a long-term motivation are likely to give long commitment/loyalty to the organization in this context. Employees with a

long-term motivation concern more about job security rather than financial incentives. Furthermore, long-term motivated employees believe that their consistent above-average performance and loyalty to the organization will receive income increases and promotions in return. The caring culture is dedicated to creating a supporting work circumstance to assist employees to improve their capability step by step. In the caring culture, seniority promotion is another major motivation for employees with a long-term motivation. Despite no instant pay off, employees will be given a friendly growth environment and a stable work environment. In contrast with rapid promotion of short-term motivated employees in the jungle culture, long-term motivated employees tend to progress gradually. Given a set of support from the organization, employees with a long-term motivation are fully motivated to manage themselves through challenges, resulting in resilience reinforcement.

When employee motivation and organizational culture are congruent, employee resilience will be higher than it is with any other combination of employee motivation and organizational culture. Employees with a short-term motivation can be motivated in the jungle culture to the greatest extent, while employees with a long-term motivation can be fully motivated in the caring culture. Further, employees will have a higher level of resilience when they are fully motivated. Therefore, this study predicts that:

Hypothesis 1: Employees with a short-term motivation will be more resilient in the jungle culture than in the caring culture.

Hypothesis 2: Employee with a long-term motivation will be more resilient in the caring culture than in the jungle culture.

4.2.5   Employee resilience resulting from motivation-culture mismatch

Most research of congruence theory tends to focus on match over mismatch and views personal characteristics and situational characteristics as additive: the greater match indicates the more capable individuals (Schneider, Smith, & Goldstein, 1994; Joyce, Slocum, & Von

Glinow, 1982). The likelihood that individuals are mismatched with their organisational culture is omitted in previous studies. It is important both theoretically and empirically to understand what will happen to employee resilience when the employee motivation mismatches the organizational culture. According to the assumption of additive principle in congruence theory, even extreme mismatch between personal and situational characteristics will make for an identical 'average' level regarding some behaviour (Chatman & Barsade, 1995). By applying this pattern to mismatches between employee motivation and organizational culture, the level of employee resilience will be the same for short-term motivated employees in the caring culture as for long-term motivated employees in the jungle culture. However, this may not explain the mismatch phenomenon appropriately. Organizational behaviour research suggests that individuals may adjust their behaviours to some extent in different organizations.

The jungle culture closely connects rewards with employees' performance, and typically values job independence and autonomy. If an employee is trying to get a high salary or promotion, he/she will probably work overtime and have to sacrifice weekends or even time spent with his/her family (Rynes et al., 2004). Employees in the jungle culture are trying to invest time and efforts as much as possible to improve their capabilities. As a result, employees working in the jungle culture are highly competitive against others in similar organizations. It is not surprising that, in the jungle culture, employees with a long-term motivation suffer greater psychological pressure than those with a short-term motivation though they are faced with the same work circumstances. As the price of surviving in the jungle culture, the extreme stressful work environment as well as the loss of work-life balance will inevitably result in physical and mental exhaustion or even burnout for long-term motivated employees (Gorgievski & Hobfoll, 2008). Burnout relating to turnover intent indicates the extent to which employees contribute to their organizations. Long-term motivated employees will cease to contribute effectively to the organization when they turn to the 'burn out' mode (Mak & Sockel, 2001).

In contrast with the jungle culture, the caring culture tends to emphasize harmony over competitiveness in the work environment. The caring culture provides a set of resources to facilitate new employees to better adapt to the organization. Instead of monetary or promotion rewards, the caring culture guarantees their employees' job stability and work-life balance. However, employees with a short-term motivation are unlikely to be fully motivated in the caring culture, resulting in a lack of energy invested to their work (Ryne et al, 2004). Researchers suggest that poor performance is not always the reason for employees to leave the organization. The high performing employees may seek better alternatives when his/her needs are not met by the organization (Mak & Sockel, 2001).

Therefore, if employees' behaviour is contingent on the organizational culture but not simply manifested across all organizations, the difference in resilience derived from the employee's response to various organizations exists. More formally, this study predicts that:

Hypothesis 3: In organizations with the jungle culture, employees who have a long-term motivation will be less resilient than those with a short-term motivation.

Hypothesis 4: In organizations with the caring culture, employees with a short-term motivation will be less resilient than those with a long-term motivation.

4.3   Methodology

4.3.1   Data

In this study, the data is collected from 360 Chinese-origin employees with over three years' working experience in six international banks by a questionnaire survey. These six international banks are located in London. In order to control the systematic impact of regional labour market characteristics on the employee motivation and employee resilience, this study prefers to conduct a survey in a specific industry in a particular city. The study adopts a questionnaire approach to data collection. Since items in the questionnaire are from

a number of different dimensions, this study organised them in a mixed order so that no items from the same dimension are placed close to each other. By doing this, natural "distractor" items were created that reduced the likelihood of common source bias (Bae & Lawler, 2000). Hard-copy questionnaires were distributed to Chinese-origin employees with over three years' working experience from six international banks. This study focuses on employees in the banking industry because they are confronted with a relatively fast-paced and stressful working circumstance in which individual resilience is of great concern in their work life. The respondents in this study were ensured voluntary participation before data collection, as well as the confidentiality of their personal information and responses to the questionnaire.

Of the 360 questionnaires distributed, 236 effective questionnaires were returned, yielding a 65.6% response rate. As shown in Table 4.2, all sampled employees are in age between 25 to 34 years old, which reflects the demographic profile of the workforce in the banking industry. Among these respondents, 52.8% are in age between 25 to 29 years old, and 47.2% are in age between 30 to 34 years old. 56.3 per cent of the sample is male respondents and the rest is female. Moreover, the overall employees in the banking industry are with a relatively high education level. 57.4% of the sampled employees hold Bachelor degree, and 42.6% hold Master or PhD degree. As indicated in Table 4.2, the sampled employees have at least 3 years' working experience in their organization. 62% per cent of them have worked for 3 to 5 years and 38% of the respondents have 6 to 10 years' working experience. Furthermore, 57.1% banking employees in this sample are single and 42.9% of them have been married. 53.8% of the sampled employees are in the short-term motivation category while 46.2% are with long-term motivation. In this study, Analysis of Covariance (ANCOVA) with SPSS was used in data processing and analysis.

4.3.2 Measures

Employee motivation

This study applied self-rating measure, which is the most widely used and effective approach (Tremblay et al., 2009), to measure employee motivation. Since the existing measure scales of closely related constructs do not focus on aspects of a straightforward employee motivation, it is unclear about the extent to which these measure scales are independent or overlapping. Because this study is interested in employee motivation, this research prefers to modify and refine the existing measure scales that have been developed and tested explicitly in prior research to assess employee motivation (Mak & Sockel, 2001; Tremblay et al., 2009).

Respondents were asked to complete appraisal-weights regarding their main motivation in the organization. Employee motivation is categorized as follows (Mak & Sockel, 2001; Tremblay et al., 2009): high salary, capability enhancement, career springboard, stable career development, job security, and work-life balance. Based on the expectance theory (Vroom, 1994), respondents decided how much weight they placed on each of six items on employee motivation by allocating any number of points to each so long as the combined points of six categories is one hundred points in total. After the allocation, a rate of the number of points allocated to 'short-term motivation' was created as compared with a rate of the number of points given to 'long-term motivation'. A higher ratio indicates a greater orientation toward either the short-term or the long-term motivated type. As mentioned before, employee motivation, as studied in this research, is a single-dimension personal disposition changing from short-term motivation, at one extreme, to long-term motivation, at the other.

Organizational Culture

The measure of organizational culture in this research was based on the organizational culture categories in Chapter 3. As discussed earlier, 268 senior employees from six international banks (ten employees form each of these six organizations) participated in this study. Nearly 42 percentages were women. The average age of participants was 28.37 years

old. Additionally, these candidates are with 5.13 years of full-time work experience on average in the banking industry.

To measure the organizational culture, the Organizational Culture Profile (OCP) developed by O'Reilly, Chatman, & Caldwell (1991) was used in this study. The OCP is consisted of fifty-four value statements in which organizational values are generally captured. To better develop the measure of organizational cultures in terms of characteristics of the banking industry, senior employees from these international banks selected items from the OCP according to the extent to which each item characterized their organization. With this procedure, this study sorted these items into four categories. The four dimensions were task demands (innovation oriented vs. stability oriented), work environment (aggressiveness oriented vs. supportiveness oriented), rewards (performance oriented vs. action oriented), work-life balance (long working hours oriented vs. balanced hours oriented).

The measure of organizational culture in this study was based on a 20-item scale (1 = "extremely uncharacteristic" to 5 = "extremely characteristic"; $\alpha = .85$) see Table 4.1. The extent to which organizational culture was assessed in a consistent way by its employees in this organization was examined through a variation of the Spearman-Brown general prophecy formula. The results indicate a substantial reliability of the scale of organizational culture ($\alpha = .85$). The extent to which organizational culture of the six international banks are similar was evaluated by correlating the entire Organizational Culture Profile with one another. The result shows substantial variability in the similarity of organizational culture of any three organizations with correlations ranging from .28 to .86.

Table 4.1 Organizational culture scales

	Jungle Culture	**Caring culture**
Task demands	1. Precise 2. Analytical 3. Risk-taking 4. Innovation	1. Rule oriented 2. Predictability 3. Security 4. Attention to detail
Work environment	1. Aggressive 2. Competitive 3. Demanding	1. Collaborative 2. Supportive 3. Shares information
Rewards	1. Achievement oriented 2. Results oriented 3. Compensation incentives	1. People oriented 2. Action oriented 3. long commitment
Work-life balance	Long working hours	Reasonable working hours

Employee resilience

Three dependent variables, including individual cognition, individual capability, and interaction with the work environment, were used to assess the employee resilience in this study. This study used a 36-item scale that was developed in prior research (Mowbray, 2012) and then modified and refined by Wang et al. (2014) for better adapting the items to suit the banking industry context. Nine dimensions are used to measure employee resilience: vision, determination, interaction, relationships, problem solving, organization, self-confidence, flexibility adaptation, and being proactive. All items were rated on a Likert scale ranging from 1, "strongly disagree", to 5, "strongly agree".

First, the scale of individual cognition consists of three dimensions: vision, determination, and self-confidence. Resilient employees will have a clear individual cognition. They know exactly about the targets and goals they want to reach during the development of their career. In addition, they show high levels of determination and self-confidence to focus on and achieve their targets. The Cronbach's alpha for the individual cognition measure was .82.

Second, individual capability was measured by three dimensions: problem solving, flexibility adaptation, and being proactive. Resilient employees are equipped with certain individual capabilities through which they are active in responding to challenges and problems. The Cronbach's alpha for the interaction with the work environment is .79.

Lastly, interaction with the work environment was measured by three dimensions: interaction, relationships, and organization. Employees can build employee resilience by maintaining good interaction with their colleagues and organizations as this interaction can provide necessary help and support when they require. The Cronbach's alpha for the interaction with the work environment is .81.

Controls

This study controlled for several variables that may generate systematic influences on employee resilience. Since the respondents' age, gender, education, and marriage status can affect their resilience level, this study used a dichotomous variable for each and included them as control variables in the analysis. As Wang, Cooke and Huang (2014) suggest, compared with older employees, younger employees are proved to possess more resilience. One explanation is that younger employees are with more ambition than those older employees. In terms of the impact of gender, female employees are likely to be less resilient than male employees generally (Wang, Cooke, & Huang, 2014). This may be explained by the general observation that male employees tend to be more independent to cope with problems. Moreover, employees with higher education are proved to be more likely to have strong resilience than those not (Wang, Cooke, & Huang, 2014). There are two main explanations: One is that employees with high education have developed the skills and characteristics exhibited in their resilience in the education process. The other main explanation is that employees having higher education are resilient individuals than others. Furthermore, the marriage status was regarded as a factor that influences employees' input in their work, and further influences their job performance (e.g., Stake, 1979). This can be

explained by the fact that married employees, especially those with kids, may input less time in their work because of the need of work-life balance, resulting less employee resilience than single employees.

4.4 Results

Table 4.2 reports the demographic description and zero-order correlations among the variables. There is some evidence of convergence indicated by correlations among the dependent variables. For example, individual capability is positively correlated with individual cognition (see Table 4.2).

In this study, the analysis of covariance (ANCOVA) was used to examine the impact of employee motivation (short-term vs. long-term), organization culture (jungle vs. caring), and the interaction term of the above two variables, on the three dependent variables to measure employee resilience. The control variables such as demography variables (age, gender, education, years working for the company, marriage status) entered all of the analyses.

Hypothesis 1 and hypothesis 2 predict the resilience level of employees with the same employee motivation type but in different organizational culture conditions. Specifically, hypothesis 1 predicts that employees with a short-term motivation in the jungle culture will exhibit significantly higher employee resilience than in the caring culture. Hypothesis 2 predicts that employees with a long-term motivation in the caring culture will display significantly higher employee resilience than in the jungle culture. By contrasting the two groups with the same employee motivation, hypothesis 1 and hypothesis 2 were tested respectively.

Table 4.3 shows that employees with a short-term motivation in the jungle culture (group 1) were significantly more resilient than short-term motivated employees in the caring culture (group 2), as shown by the individual cognition ($F = 17.79$, $p < .001$), individual capability ($F = 23.61$, $p < .001$), and interaction with the work environment ($F =$

5.47, $p < .05$). By further examining the interaction of employee motivation and organizational culture, the matched short-term motivated employees (group 1) demonstrates a significant difference from the mismatched short-term motivated employees (group 2), as indicated by the significant interaction term in the ANCOVA analysis ($F = 20.36$, $p < .001$). Hypothesis 1, therefore, is supported by the contrast result of group 1 and group 2.

Table 4.3 also shows that employees with a long-term motivation in the caring culture (group 4) exhibits significantly higher employee resilience than long-term motivated employees in the jungle culture (group 3), as showed by the individual cognition ($F = 15.83$, $p < .001$), individual capability ($F = 26.78$, $p < .001$), and interaction with the work environment ($F = 16.69$, $p < .001$). By further examining the interaction of employee motivation and organizational culture, the matched long-term motivated employees (group 4) were significantly different from the mismatched long-term motivated employees (group 3), as indicated by the significant interaction term in the ANCOVA analysis ($F = 18.19$, $p < .001$). Hypothesis 2, therefore, is supported by the contrast result of group 4 and group 3.

In contrast to hypothesis 1 and hypothesis 2, hypothesis 3 and hypothesis 4 predict the resilience level of employees in the same organizational culture but with different employee motivation types. To be specific, hypothesis 3 predicts that, in the jungle culture, employees with a short-term motivation will exhibit significantly higher employee resilience than employees with a long-term motivation. However, hypothesis 4 predicts that, in the caring culture, employees with a long-term motivation will display significantly higher employee resilience than those with a short-term motivation. By contrasting the two groups in the same organizational culture, hypothesis 3 and hypothesis 4 were tested respectively.

As shown in Table 4.3, in the jungle culture, employees with a short-term motivation (group 1) displayed significantly higher employee resilience than those with a long-term motivation (group 3), as indicated by the individual cognition ($F = 16.27$, $p < .001$), individual capacity ($F = 31.06$, $p < .001$), and interaction with the work environment ($F =$

12.77, $p < .001$). By further examining the interaction of employee motivation and organizational culture, the matched short-term motivated employees (group 1) demonstrates a significant difference from the mismatched long-term motivated employees (group 3), as indicated by the significant interaction term in the ANCOVA analysis ($F = 14.71$, $p < .001$). Hypothesis 3, therefore, is supported by the comparison of group 1 and group 3.

As indicated in Table 4.3, in the caring culture, employees with a long-term motivation (group 4) were significantly resilient than employees with a short-term motivation (group 2), as indicated by the individual cognition ($F = 15.83$, $p < .001$), individual capacity ($F = 6.07$, $p < .05$), and interaction with the environment ($F = 20.04$, $p < .001$). By further examining the interaction of employee motivation and organizational culture, the matched long-term motivated employees (group 4) exhibits a significant difference from the mismatched short-term motivated employees (group 2), as indicated by the significant interaction term in the ANCOVA analysis ($F = 12.35$, $p < .001$). Hypothesis 4, therefore, is supported by the comparison of group 4 and group 2.

Table 4.2 Means, Standard Deviations, and Correlations among Variables

Variable	N	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1. Age	236			-									
0 = 25-29		52.8%	-										
1 = 30-34		47.2%	-										
2. Gender	236			.04	-								
0 = Male		56.3%	-										
1 = Female		43.7%	-										
3. Education	236			.12	.13	-							
0 = Bachelor degree		57.4%	-										
1 = Master/PhD degree		42.6%	-										
4. Years working for the company	236			.07	.13	.12	-						
0 = 3-5		52.0%	-										
1 = 6-10 years		48.0%	-										
5. Marriage Status	236			.19	.02	- .11	.05	-					
0 = Single		57.1%	-										
1 = Married		42.9%	-										
6. Employee motivation	236			.14	.18	.06	.10	.11	-				
0 = Short-term		53.8%	-										
1 = Long-term		46.2%	-										
7. Organizational culture	236			.03	.06	.02	.04	.00	.21*	-			
0 = Jungle		51.6%	-										
1 = Cultivation		48.4%	-										
8. Individual cognition	236	3.87	.59	.17	.04	.21	.18*	.15	.49*	.25*	-		
9. Individual capability	236	3.82	.71	.09	.02	.14	.23*	.04	.31*	.24*	.16*	-	
10. Interaction with work environment	236	3.73	.65	.05	.03	.07	.17*	.06	.28*	.33*	.14	.10	-

* $p < .05$, Two-tailed test

Table 4.3 Analysis of Variance of Employee motivation, Organizational Culture, and Employee Resilience

Dependent Variable	Overall mean	Short-term Employee Motivation		Long-term Employee Motivation	
		Jungle Culture (1)	Caring culture (2)	Jungle Culture (3)	Caring culture (4)
Individual cognition	3.87	4.31	3.53	3.36	4.17
	(.82)	(.64)	(.81)	(.83)	(.65)
		N = 64	N = 57	N = 53	N = 62
Individual capability	3.82	4.17	3.59	3.28	4.14
	(.96)	(.73)	(.91)	(.80)	(.76)
		N = 64	N = 57	N = 53	N = 62
Interaction with work environment	3.73	3.86	3.75	3.22	4.03
	(.87)	(.84)	(.71)	(.92)	(.85)
		N = 64	N = 57	N = 53	N = 62

1. $*p < .05$; $**p < .01$; $***p < .001$; Two-tailed tests.

2. Adjust means are reported, controlling for age, gender, education, years working for the company, and marriage status.

3. Comparisons are all a priori with the exception of the comparison between group 1 and group 4, and between group 2 and group 3. These two pairs of comparison were not used in any hypothesis test and were tested with Scheffe's post-hoc test.

Table 4.3 (Continued)

F-test for Employee Motivation	*F*-test for Organizational Culture	*F*-test for Interaction	Comparison of Means
14.76^{**}	4.12^{*}	5.38^{*}	1 vs. 2^{***} 1 vs. 3^{***} 1 vs. 4 2 vs. 3 2 vs. 4^{***} 3 vs. 4^{***}
3.17	13.89^{*}	4.86^{*}	1 vs. 2^{***} 1 vs. 3^{***} 1 vs. 4 2 vs. 3 2 vs. 4^{**} 3 vs. 4^{***}
.29	31.85^{***}	7.43^{*}	1 vs. 2^{*} 1 vs. 3^{***} 1 vs. 4 2 vs. 3 2 vs. 4^{***} 3 vs. 4^{***}

1. $*p < .05$; $**p < .01$; $***p < .001$; Two-tailed tests.
2. Adjust means are reported, controlling for age, gender, education, years working for the company, and marriage status.
3. Comparisons are all a priori with the exception of the comparison between group 1 and group 4, and between group 2 and group 3. These two pairs of comparison were not used in any hypothesis test.

4.5   Discussion

Overall, the results presented in this study provide strong support for the influence of employee motivation, organizational culture, and the interaction of the two, on employee resilience. The results suggest that the match/mismatch between employee motivation and organizational culture show significant effects on employees' resilience level. The more closely an individual's employee motivation matches organizational culture, the higher employee resilience he/she will possess. As shown in Table 4.3, stronger employee resilience was emerged from two types of combination between employee motivation and organizational culture: short-term motivation matches the jungle culture, and long-term motivation matches the caring culture.

4.5.1   The influence of motivation-culture match on employee resilience

Hypotheses 1 and 2 focus on the employee resilience emerging from employees with the same motivation type but in two different organizational cultures. Hypothesis 1 compared the resilience of employees with a short-term motivation in the jungle culture and in the caring culture respectively. When employees with a short-term motivation work in the jungle culture, they will show higher individual cognition, stronger capability, and more interaction with the work environment, than those with a short-term motivation but working in the caring culture. Hypothesis 2 compared the resilience of employees with a long-term motivation in the jungle culture and in the caring culture. When employees with a long-term motivation work in the caring culture, they will exhibit higher individual cognition, stronger capability, and more interaction with the work environment, than those with a long-term motivation but working in the jungle culture. These findings are, to some extent, consistent with basic idea of the congruence theory that an additive effect between individual and situational characteristics can be observed, especially when both the individual and organization emphasize the same set of targets and values (Cantor & Kihlstrom, 1989; Edward, 1994; Wright & Mischel, 1987).

Although the congruence theory suggests the fit between individual and organizational characteristics results in positive outcomes (Fry & Smith, 1987), it remains to be frustrated due to difficulties in conceptualizing and operationalizing "congruence" in organizational contexts (Venkatraman, 1989; Venkatraman & Camillus, 1984). This study extends the understanding of congruence theory in employee resilience as a result of the "fit" between employee motivation and organizational culture by investigating the mechanism through which the "congruence" works. This study delimitates two types of congruence mechanism as follows.

The jungle culture can stimulate the resilience of employees with a short-term motivation to a greater extent than the caring culture. Short-term motivated employees expect high compensation (including high salary and bonus), rapid improvement of personal capability, and individual recognition from the organization. Toward this end, employees with a short-term motivation are willing to make more effort and spend more time on the tasks even at the expense of work-life balance (Rousseau, 1990). Organizations with the jungle culture emphasize goal-oriented, self-efficacy, and individual performance. In return, organizations with the jungle culture provide pay incentives above the market level as well as promotion opportunities without glass-ceilings for employees with high performance/achievement (Kerr & Slocum, 2005). As indicated in the above demonstration, short-term motivation matches the jungle culture in a way that organizations with the jungle culture offer exactly what short-term motivated employees expect and employees are willing to dedicate themselves to accomplishing the organizational targets (Cesare & Sadri, 2003).

In the jungle culture, short-term motivated employees' resilience is enhanced from three aspects: (1) Individual cognition. The congruence of goals between short-term motivated employees and the jungle culture enables employees to have a clearer vision and stronger determination to focus on what they try to achieve (Locke & Latham, 2002). In addition, employees' performance and ability being recognized and rewarded will further

improve employees' self-confidence (Ethirai et al., 2005). The match between short-term motivation and the jungle culture will strengthen positive individual cognition which contributes significantly to employee resilience. (2) Individual capability. Although organizations with the jungle culture are often demanding, employees with a short-term motivation are willing to modify their own capability to cope with these demands. Fully motivated by the rewards, they initiatively invest more time and effort, and to take challenges as an opportunity of self-improvement (Rynes et al., 2004; Rousseau, 1990). As a result, they could quickly bounce back from stressful situations or failure and then respond with assertive behaviour, and grow stronger in the process. (3) Interaction with the work environment. The work environment in the jungle culture is characterized by aggression and competition. As a team member, if an employee cannot keep up with pace of other members, then he/she will pull back the team performance. Nevertheless, this stressful situation can stimulate personal potential to experience instant improvement. The more contribution employees make to the team, the more support they can obtain from the organization. In other words, employees with a short-term motivation are capable of better controlling their work environment by maintaining good interaction with their colleagues.

However, more resilience can be stimulated for employees with a long-term motivation in the caring culture than in the jungle culture. Long-term motivated employees expect job stability, job security, and good work-life balance from the organization. They believe that their loyalty to the organization and consistent above-average performance will get an increase in income and corresponding promotions in return (Cesare & Sadri, 2003; Meyer & Becker, 2004). Long-term motivated employees will rarely give up their work-life balance for instant pay increase and job promotion. Organizations with the caring culture are characterized by the people-oriented, stable, and supportive work environment. Organizations with the caring culture offer appropriate support for employees' development, good work-life balance, and long commitments to their employees. Long-term motivation matches the caring culture in a way that employees tend to offer rule-oriented behaviour,

positive engagement, and loyalty in their work environment and organizations with the caring culture are willing to provide long commitments in return.

In the caring culture, the resilience of long-term motivated employees is strengthened through three facets. First, long-term motivated employees have a clear understanding of their career prospects in organizations with the caring culture. With specific directions, these employees focus on details and accomplish their work by following the rules in the organization. As working experience increases, organizations will reward employees with pay increases as well as promotions. As mentioned before, a clear vision and determination will facilitate the building of employee resilience. Second, the caring culture provides a more tolerating environment for employees' capability development. When long-term motivated employees cannot cope with work demands due to a lack of work experience, they have less concern about job security because of the nature of the caring culture. So long as they have done their best, whether the achievements are substantial or not, their efforts will be favourably recognized. In addition, as discussed earlier, the caring culture provides good work-life balance for employees. Employees with a long-term motivation will not normally suffer from fatigue, exhaustion or even burnout resulting from excessive involvement in work. In the caring culture, long-term motivated employees can function well at work with a minimum of role conflict (Clark, 2000). As a result, the capability of long-term motivated employees will be enhanced gradually in a tolerating and respecting working environment. Lastly, the caring culture is conductive to the interaction with the working environment by providing a set of supportive resources for employees. When employees are faced with setbacks or failure, colleagues tend to offer help to solve problems. Additionally, organizations with the caring culture will provide various resources, such as training and psychological consultation, to help new employees better adapt to the work environment.

4.5.2   The influence of motivation-culture mismatch on employee resilience

Hypotheses 3 and 4 focus on the employee resilience emerging from employees in the same organizational culture but with different types of employee motivation. Hypothesis 3 compares the resilience of employees with a short-term motivation and those with a long-term motivation in the jungle culture. Employees with a long-term motivation working in the jungle culture will show weaker individual cognition, lower capability, and less interaction with the work environment, than those with a short-term motivation. Hypothesis 4 compares the resilience of employees with a short-term motivation and those with a long-term motivation in the caring culture. Employees with a short-term motivation working in the caring culture will show weaker individual cognition, lower capability, and less interaction with the work environment, than those with a long-term motivation.

According to the congruence theory, the positive organizational behaviour results from the additive effect of individual and organizational characteristics (Chatman & Barsade, 1995). The more match between individual and organizations, the more positive behaviour will be expected from individuals (Joyce, Slocum, & Von Glinow, 1982). Extant research on congruence theory has largely focused on the positive and effective organizational behaviour from the match between individual and organizational characteristics (e.g., Galbraith, 1977; Lawrence & Lorsch, 1967; Milliman, Glinow, & Nathan, 1991). However, mismatch, the opposite of congruence, has received little attention. Appling the logic of congruence theory to the mismatch situation, it is predicted that even the extreme mismatch between employee motivation and organizational culture will result in an 'average' level of employee resilience, which cannot be supported by the findings of this study. Therefore, it is difficult to fit the findings of this study into the existing literature of congruence theory. Nevertheless, the following findings, which explain the employee resilience resulting from the misfit among employee motivation and organizational culture, will contribute to the future literature as a pioneering study.

In the jungle culture, as discussed earlier, organizations are always characterized by a demanding, aggressive work environment, and performance-oriented rewards system. These are often manifested by the competitive work atmosphere, heavy workload, and long working hours. However, long-term motivated employees are reluctant to exchange their work-life balance or even job security for compensative rewards or promotion. The mismatch between the jungle culture and long-term motivation negatively influences employee resilience from the following two aspects. First, long-term motivated employees' goal is not in alignment with that of the jungle culture. In the jungle culture, short-term motivated employees are willing to dedicate themselves to work because of compensation incentives, while long-term motivated employees take work-life balance seriously. Enormous involvement in work leads to emotional exhaustion, cognitive tunnelling and diminished personal competence of long-term motivated employees (Maslach, 1982). Second, the jungle culture emphasizes an achievement-oriented and competitive work environment, which is detrimental to long-term employees' capability development and the interaction with the work environment. In the jungle culture, employees have to deal with problems and challenges independently. Short-term motivated employees are fully motivated to cope with these difficulties by investing as much time and efforts as possible. However, these challenges probably are out of the limits of long-term motivated employees' capability for modification. If the challenges at work are not managed successfully, the failure might further lead to the loss of job security which is regarded as quite important by long-term motivated employees. Employees with long-term motivation will suffer from dual pressure. As a result, long-term motivated employees are caught in a vicious circle, which inevitably lowers their employee resilience.

In the caring culture, organizations emphasize people-orientation and working experience in the organization, which is expressed in the way that pay increases and promotion came with time and loyalty. However, short-term motivated employees place a higher value on instant payoff, such as high compensation, individual recognition, and

capability improvement. Although the caring culture provides a supportive work environment, short-term motivated employees will not exhibit resilience as much as long-term motivated employees do. In other words, short-term motivated employees cannot be fully motivated to contribute more energy and efforts in the caring culture. Therefore, the mismatch between caring culture and short-term motivation negatively influences employee resilience.

4.6   Conclusion

During the past few years, employee resilience has received increasing attention in the rapidly changing workplace environment. Although existing research has reached an agreement on the important role of both individual and organizational characteristics in understanding employee resilience in organizations, there has been little research on how and why an individual's employee resilience can be predicted from these characteristics. This study has examined how employee motivation, organizational culture, and their interaction, affect employee resilience. Based on a cross-sectional data of 236 banking employees from six international banks located in the United Kingdom, this study finds that employee resilience varies significantly when employee motivation (short-term motivation or long-term motivation) matches/mismatches a given organizational culture (the jungle culture or caring culture). Specifically, the match between the employee motivation and organizational culture positively affects employee resilience, while the mismatch between the employee motivation and organizational culture weakens the resilience level. These findings provide novel insights into the mechanism through which the employee motivation and organizational culture influence employee resilience. Our study makes contributions to existing literature from two aspects.

First, this study adds to the person-situation congruency theory by showing the different mechanisms through which the motivation-culture match and mismatch impacts on employee resilience. Edwards (1994) argues that, "congruence (i.e., fit, match, agreement, or

similarity) between two conceptually distinct constructs ... is considered as a predictor of outcomes relevant to the employee or organization" (p. 51). Most research of congruence theory tends to focus on match over mismatch and view personal characteristics and situational characteristics as additive: the greater match indicate the more capable individuals (Schneider, Smith, & Goldstein, 1994; Joyce, Slocum, & Von Glinow, 1982). The likelihood that individuals are mismatched with their culture was omitted from previous studies. Therefore, it is necessary to specify the consequences when mismatch arises. According to the assumption of additive principle in congruence theory, even extreme mismatch between personal and situational characteristics should make for an identically 'average' level regarding some certain outcomes. By applying this pattern to mismatches between employee motivation and organizational culture, the level of employee resilience will be the same for short-term motivated employees in the caring culture as for long-term motivated employees in the jungle culture. However, this may not explain the mismatching phenomenon in our findings: the difference of resilience level between short-term motivated employees in the caring culture and long-term motivated employees in the jungle culture is proved to be significant.

The match between employee motivation and organizational culture positively influences employee resilience through two different mechanisms: (1) Short-term motivation matches the jungle culture. Employees with short-term motivation can obtain expected rewards from organizations with the jungle culture, such as pay above the market level and individual recognition. The enhancement of employee resilience stems from employees' independent striving. Employees with short-term motivation initiatively invest more time and effort to bounce back from failure or stressful situations in order to achieve their expectations. They take challenges as an opportunity of self-improvement and cope with demanding work within the limits of their capability modification successfully. Hence, employee resilience of short-term motivated employees will be positively influenced by the jungle culture. (2) Long-term motivation matches the caring culture. Organizations with

caring culture can offer job security and good work-life balance expected by long-term motivated employees. The caring culture provides a quite tolerating and supportive work environment in which long-term motivated employees can improve their capability step by step with less setbacks and failure. Therefore, employee resilience of long-term motivated employees will be positively impacted by caring culture.

The mismatch between employee motivation and organizational culture negatively influences employee resilience in two different ways: (1) Short-term motivation mismatches the caring culture. Employees with short-term motivation cannot be fully motivated by the reward systems in organizations with caring culture. In the short run, organizations are not able to offer short-term motivated employees high compensation and promotion opportunities that they expect. As a result, employees with short-term motivation lack the motivation to invest more into the organization, which indicates lower employee resilience. (2) Long-term motivation mismatches the jungle culture. Employees with long-term motivation cannot endure tremendous pressure from the work environment in organizations with the jungle culture. In the long run, excessive workload and demanding environment would result in both physical exhaustion, psychological pressure, and weakened personal competence. As a result, employee resilience will be negatively influenced. These findings show the complicated interplay of employee motivation, organizational culture, and employee resilience and provide new insights into the on-going development of person-situation interactional views.

Managerial implications

The findings in this study offer some important implications for managers and employees in the banking industry. The existing academic literature has addressed the important role of employee motivation in enhancing employee resilience. Our findings suggest that not all banking employees with the same motivation exhibit a similar resilience level in the workplace. Short-term motivated employees are prone to be less resilient when

they find their needs can no longer be met by the organization. Those short-term motivated employees with ambition tend to look for good alternatives and leave the organization. Although they are not as ambitious and aggressive as short-term motivated employees, long-term motivated employees are able to produce consistently above-average performance and are loyal to the organization. However, employees with a long-term motivation are likely to show lower employee resilience when they experience increased stress and job insecurity. In order to better motivate different types of employees and further enhance their resilience, managers should adopt human resource management (e.g., training, psychological consultation, career development policies) in alignment with the needs of employees with different motivations.

In addition, our findings indicate that not all organizations in the banking industry have similar organizational cultures. Organizations with the jungle culture are characterized by a demanding, aggressive, performance-oriented work environment, and will reward compensations above the average market level and quick promotions. Organizations with the caring culture emphasize a rule-oriented, supportive, people-oriented work circumstance, and their employees are provided with job security and good work-life balance. In order to reduce unnecessary setbacks and failures in their careers, potential banking employee should learn as much as they can about the organizational cultures when they apply for a job. Furthermore, a clear understanding of the organizational culture will help employees better prepare for and cope with the possible conflicts and challenges in their work environments.

Limitation and future research

In this study, cross-sectional data was used to assess the impact of employee motivation and organizational culture on employee resilience. Although we have examined the conditions under which employee resilience enhancement will occur or not, employee resilience may change over time. In future research, a longitudinal study may be conducted

to provide more insights into how different personal characteristics' organizational characteristics and employee resilience evolve, and interact with each other.

The generalizability of the findings may be limited by the research context in this study. Whereas the United Kingdom is one of the largest financial markets, the competition among international banks is particular intense. Employee resilience is particularly sensitive to the interaction of person-situation characteristics. Also, international banks may experience localization when they enter a new country, which means the organizational culture of an international bank may be different across various contexts. Further research can refine the framework with a longer time in other countries or cities to understand the impact of organizational culture on employee resilience. Faced with a rapidly changing business environment in the banking industry, organizations are attaching increasing importance of employee resilience to the organizational competitiveness (Haipeter, Jrgens, & Wagner, 2012; Kirsch & Wailes, 2012). Therefore, the enhancement and maintenance of employee resilience is becoming a more crucial issue. Future research should continue to explore the intriguing interplay of personal characteristics with organizational characteristics in wider contexts.

Chapter 5

Conclusions

5.1 A holistic description of the research

Employee resilience has received increasing attention under the background of global financial crisis and intensive global competition in the past few years (Avey, Luthans, & Jensen, 2009; Shin, Taylor, & Seo, 2012 among others). Due to the significant impacts from the global financial crisis and rapidly changing business environment, employees in the banking industry are subjected to a growing level of stress in their workplaces (Wang, Cooke, & Huang, 2014). Employee resilience as a capability to bounce back from adversity can help employees in the banking industry better sustain the pressure and overcome difficulties in their work. Although a great amount of research has been conducted to understand the conceptualization, construct, and assessment of resilience (see a review: Bhamra, Dani, & Burnard, 2011; Britt et al., 2016), there is little research on the link between employee resilience and different organizational cultural contexts. Given the importance of the banking industry in global economic development and the significance of employee resilience in the banking industry, this thesis investigates the resilience of Chinese-origin employees in different organizational cultures in the banking industry. A summary of the three questions and the conceptual contributions and managerial implications of this research has been shown in Table 5.1.

Table 5.1 A summary of research question, conceptual contribution and managerial implications of the thesis

Research Question	Research subject	Theory/Methodology	Conceptual contribution	Managerial implications
To what extent does employee learning orientation directly influence employee job performance, and to what extent does employee resilience mediate the relationship between employee learning orientation and job performance?	Chinese-origin employees in Chinese banks	Conservation of resources Theory; Questionnaire survey; Sample: 1501 employees from 14 banks; Structural equation modeling.	Incorporate a new mediator i.e. employee resilience in the employee learning orientation – job performance relationship. Provide a new theoretical explanation of the direct impact of employee learning orientation on job performance.	Conduct development programmes to encourage employees' involvement in continuous and active learning.
How and why does employee resilience evolve in different organizational cultural contexts?	Chinese-origin employees in international banks	Interactive psychology perspective; Comparative case study; Sample: 32 employees with over 5 years' working experience from eight international banks; Inductive analysis.	Establish a new conceptual framework for the relationship between organizational culture, employee motivation and employee resilience. Identify three types of organizational culture and explore how employee resilience evolves in these organizational cultures.	Conduct skill training and psychological consultation programmes to help employees bounce back from adversity in the workplace.
To what extent is employee resilience affected by organizational culture and employee motivation?	Chinese-origin employees in international banks	Congruence Theory; Questionnaire Survey; Sample: 236 employees with an average 5 years' working experience from six international banks; ANCOVA.	Supplementing the congruence theory by discussing the 'employee motivation – organizational culture' mismatching mechanism	Convey the organizational cultural values to bank candidates in the recruitment and selection process; Know more about those candidates and evaluate whether their motivations fit with the current organizational culture.

Firstly, we study the resilience of Chinese-origin employees in Chinese banks. To be specific, we examine the direct impact of employee learning orientation on job performance and the mediating effect of employee resilience on the 'employee learning orientation – job performance' relationship. In line with the conservation of resources theory (Hobfoll, 1988, 1989, 2001), we develop the following mechanisms: (a) Employee learning orientation can be viewed as a proactive resource to contribute to the improvement of job performance. First, employees with strong learning orientation are likely to focus on the development of competence and task mastery, which increases the possibility of investing energy and perseverance to complete their tasks (Dweck, 1999). Second, employees with a high level learning orientation are willing to challenge new task demands and treat each task as a learning-process to accumulate their experiences. Therefore, employees with stronger learning orientation will be more self-motivated to exhibit better performance in their organizations. (b) Employee learning orientation fosters and maintains employee resilience in two ways. First, employee learning orientation develops employee resilience through the attribution pattern. When faced with setbacks or even failure in the work, employees with strong learning orientation will not attribute failure to such factors as the lack of ability, but believe that more effective ways and efforts should be adopted to deal with the task (Dweck & Leggett, 1988; Gong, Huang, & Farh, 2009). Strong employee learning orientation can strengthen employee resilience through flourishing frontline employees' confidence and positive psychological cognition. Second, employee learning orientation contributes to employee resilience through the behavioural pattern. In the face of adversity, employees with strong learning orientation take challenges as an opportunity of self-improvement and tend to quickly recover from depression, and then respond with positive behaviour. Employee learning orientation leads to employee resilience by deeper and more intensive involvement with the task in spite of likely error or potential failure. (c) Employee resilience can be conceived as a psychological resource to enhance employee job performance. Employee resilience can be used to cope with and weaken the stress and negative feelings

associated with high-pressure working circumstance, and ultimately prevent burnout at work and foster positive engagement in a tough task, which results in better job performance.

To test the above mechanisms, we have conducted a questionnaire survey from 1501 Chinese employees from 14 banks in China. By analysing the data with structural equation modelling, we find that employee learning orientation not only positively influences employee job performance but also does so via employee resilience as a mediator. Therefore, a partial mediating effect of employee resilience on the employee learning orientation and job performance has been verified.

Secondly, we investigate Chinese employees' resilience in international banks in order to better understand employee resilience in a wider context. Specifically, we develop a conceptual framework to understand how and why employee resilience evolves in different organizational cultural contexts by identifying three types of organizational culture – jungle culture, caring culture, and conservative culture. Drawing on the interactional psychology perspective, individual and situational characteristics interact to influence the way individuals respond to their circumstance. However, researchers have not conceptualized these characteristics accurately. Although the existing literature suggests that contexts matters greatly for employee resilience (Bhamra, Dani, & Burnard, 2011; Cooper, Liu, & Tarba, 2014), there is little research on employee resilience in different organizational cultures. Therefore, we have conducted a comparative case study on eight international banks. By inductively analysing the in-depth interview data from 32 Chinese employees with over five years' working experience from these eight international banks, we extend and refine the existing theoretical framework by a comparison between extant theories with typical cases.

Based on the above new conceptual framework for the relationship between organizational culture, employee motivation, and employee resilience, we have identified three types of organizational culture and find that organizational culture interacts with

employee motivation to influence employee resilience. The jungle culture highlights aggressiveness, competition and high performance; the caring culture emphasizes stable development, interpersonal relationships and job security; and the conservative culture is characterized by hierarchy and work-life balance.

The mechanisms for the interaction between organizational culture, employee motivation, and employee resilience are as follows: (a) In the jungle culture, organizational culture influences the employee resilience in a U-shape way. Specifically, in the early stage, employees lack coping strategies and knowledge to meet requirements of the new job role, which leads to a temporary decrease of employee resilience in the culture advocating independence and personal initiative. If the employee cannot survive from these setbacks, he/she will choose to leave this culture. But for ambitious employees having a strong motivation of competitive compensation and career development, with continuous learning from daily work experience and investment of efforts and determination, they will gradually go through the adaptation period and obtain stronger employee resilience in such a fast paced working environment. (b) In the caring culture, employee resilience gradually increases and then stays relatively steady status. Organizations with a caring culture would provide a set of support to help employees quickly adapt to the new environment. For example, both team members and immediate managers are supportive and tolerant. Organization will supply resources contributing to employees' adaptation and advancement step by step. In turn, employees are willing to offer job dedication. In this interactive process, employee resilience is expected to increase steadily. (c) In the conservative culture, employee resilience will decrease slightly to a relatively constant level. Due to its risk-adverse and bureaucratic characters, those employees who pursue a 'dead-end job' and good work-life balance tend to stay in this culture. In contrast, employees with a strong ambition are expected to soon leave this culture. Therefore, there are few motivations i.e. career advancement for them to dedicate more apart from the original obligation. In this interactive process, the employee resilience will exhibit a decrease at some extent.

Thirdly, we test the above conceptual framework for the relationship between organizational culture, employee motivation, and employee resilience by exploring the effect of organizational culture and employee motivation on employee resilience. Built on the congruence theory, we develop the following mechanisms: (a) In the jungle culture, employees with a short-term motivation will show higher employee resilience than those with a long-term motivation. The jungle culture is always characterized by a demanding, aggressive work environment, and performance-oriented rewards system. Employees with short-term motivation can obtain expected rewards from organizations with the jungle culture, such as pay above the market level and individual recognition. Toward this end, short-term motivated employees are willing to invest more effort and time to their work even at the expense of work-life balance. However, long-term motivated employees would rarely give up their work-life balance to instant pay incentives and job promotion. Therefore, in the jungle culture, employees with short-term motivation are fully motivated to cope with adversity and demanding work environment and obtain increased employee resilience in this process. However, employees with long-term motivation pursuing job security and work-life balance tend to suffer from enormous stress from the jungle culture and exhibit decreased employee resilience in this process. (b) In the caring culture, employees with a long-term motivation will show higher employee resilience than those with a short-term motivation. The caring culture emphasizes a people-oriented and collaborative work environment, which is manifested in the way that pay increase and promotion come with time and loyalty. Long-term motivated employees are willing to offer positive engagement and loyalty to get job security and good work-life balance from the caring culture. However, short-term motivated employees place a higher value on instant payoff, i.e. high compensation and individual recognition. Therefore, in the caring culture, employees with long-term motivation are fully motivated to provide positive engagement and emotions in their work and generate increased employee resilience. However, employees with long-term motivation will leave this comfort-zone. (c) For employees with short-term motivation, they will exhibit stronger employee resilience in the jungle culture than in the caring culture. Compared with the

caring culture, the jungle culture can meet exactly the expectation of short-term motivated employees, such as high compensation above the average market level, promotion without glass-ceiling and personal recognition. Employees with short-term motivation can be fully motivated by the jungle culture. Although the caring culture provides a supportive work environment, short-term motivated employees will not exhibit high resilience due to the lack of expected rewards from the organization. (d) For employees with long-term motivation, they will exhibit stronger employee resilience in the caring culture than in a jungle culture. Compared with the jungle culture, the caring culture can fully motivate employees with long-term motivations by providing a tolerant working environment, job security and good work-life balance. Employees with long-term motivation are willing to dedicate more positive engagement in work and generate more resilience. However, the jungle culture is characterized by competitive work atmosphere, heavy workload, and performance-oriented. Enormous involvement in work leads to emotional exhaustion, cognitive tunnelling and diminished personal competence of long-term motivated employees. If challenges at work are not managed successfully, the failure might further lead to the loss of job security which is regarded as being quite important by long-term motivated employees. Therefore, employees with long-term motivation will suffer from dual pressure which inevitably lowers their employee resilience.

5.2 Theoretical implications

This thesis is intended to contribute to the employee resilience literature in numerous ways. First, this thesis broadens and deepens the understanding of the employee learning orientation – job performance relationship by incorporating a novel mediator i.e. employee resilience. This mediator is more suitable than creativity in explaining the influence of employee learning orientation on job performance in the banking industry which is characterized by intensive competition and rapid changes. Second, equipped with the conservation of resource theory, this thesis provides a new theoretical explanation of the direct impact of employee learning orientation on job performance. Employee learning

orientation is regarded as a proactive resource to enhance employee job performance. Third, this thesis establishes a new conceptual framework for the relationship between organizational culture, employee motivation and employee resilience. By inductively analysing the data from a comparative case study, we identify three types of organizational culture: jungle, caring, and conservative culture. Although the existing literature suggests that context matters greatly for employee resilience, this study is the very first to link organizational culture and employee resilience by exploring how employee resilience evolves in different types of organizational culture. Fourth, this thesis contributes to the development of congruence theory by proposing detailed mechanisms for how organizational culture and employee motivation interact with each other, not only when they match but also when they mismatch. Although the congruence theory predicts the positive consequences from the match between two distinct constructs, it is short of discussing what will happen when the two constructs mismatch. Our study is the first to explore the mismatching mechanisms and consequences when employee motivation mismatches organizational culture.

5.3 Managerial implications

The findings in this research draw some important implications for manages as well as employees in the banking industry. First, our findings confirm the important role of employee resilience in enhancing job performance. Employee resilience enables employees to bounce back from negative emotions and hence improve the performance of the whole organization. Managers should realize the meaning and importance of employee resilience and help employees build this capability through a well-designed set of human resource management practices.

Second, our findings highlight the positive influence of employee learning orientation on employee resilience. Managers should encourage employees' involvement in continuous and active learning by training and development programmes. By so doing, employees may

be able to establish their chronic belief in developing competence through expanding their ability and mastering challenging situations.

Third, our findings suggest that employee resilience changes over time in organizations. Especially in the early stage, employees tend to suffer more pressure and challenges due to the lack of experience to accomplish job assignments. In order to help employees bounce back from adversity in the workplace as soon as possible, managers should provide a bundle of skill training and psychological consultation programmes. By attending these programmes, employees are able to gradually get through the adaptation period and foster enhanced professional skills and resilience.

Fourth, the findings in this thesis also suggest that employees with different motivation exhibit different resilience in the organization. In the recruitment and selection process, managers should convey information about the organizational culture to banking candidates. A clear understanding of the organizational culture will help them better prepare for and cope with the possible/potential conflicts and challenges at workplace. In the meantime, managers should know more about the candidates and evaluate whether their motivations fit with the current organizational culture.

5.4 Limitations and future research

The limitations existing in this thesis are noted as follows. First of all, this thesis focuses on the resilience of Chinese-origin employees in different types of organizational cultures in the banking industry, and hence excludes some other individual and organizational characteristics which may also be important. Future research can systematically investigate the roles of all relevant individual and organizational characteristics such as organization's strategic decisions.

Second, this research analyses the resilience of Chinese-origin employees in different types of organizational culture in the banking industry using cross-sectional data only. In

future, a longitudinal study may be conducted to provide a better test of the evolution of employee resilience in different organizational cultural contexts.

Finally, the focus on the banking industry and employees with Chinese-origin may limit the generalizability of our findings. This research was conducted in an industry known to have intense competition and stressful working environment. However, in occupations or industries with less competition and pressure, employee resilience may evolve in different ways. The research subjects in this research are Chinese-origin employees. Employees from different cultural-origin may behave differently. As a consequence, comparative studies of different industries and employees from different cultural-origin may produce fruitful results.

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Appendix

Appendix 1. Employee learning orientation of constructs

Constructs	Item code	Items
Employee leaning orientation		
Commitment to learn	COM1	I regard the ability to learn continuously as the key to gain a competitive advantage.
	COM2	I regard learning is the key to continuous self-improvement.
	COM3	I regard learning as an investment rather than a cost.
	COM4	I regard learning as the key to self-survival.
Shared vision	SHA1	I have clear objectives in my job.
	SHA2	I agree with the company's vision.
	SHA3	I am faithful to the company's goals.
	SHA4	I regard my colleagues as partners to achieve the goal of the company.
Open-mindedness	OPE1	I can deeply reflect on my understanding of our customers.
	OPE2	I can reflect on my approach to market analysis.
	OPE3	I can reflect on the way I analyze customer behaviour and information.
	OPE4	I can reflect on and improve the ways I communicate with customers.

Appendix 2. Employee resilience of constructs

Constructs	Item code	Items
Employee resilience		
Vision	VIS1	I know what I want to achieve during my lifetime.
	VIS2	I have a strong determination to achieve certain things in my lifetime.
	VIS3	My current work is a step towards achieving certain things in my lifetime.
	VIS4	I know what I have to do to achieve my aspirations in life.
Determination	DET1	I am ambitious to achieve certain things during my lifetime.
	DET2	I have a get up and go approach to life.
	DET3	I know what to do in most situations.
	DET4	I have a powerful self interest in achieving what I want.
Interaction	INT1	I enjoy the company of other people most of the time.
	INT2	I have a unique personal brand that I frequently project to others.
	INT3	I always listen to and try to understand what others are talking to me about.
	INT4	I have a curiosity about people.
Relationships	REL1	I share my innermost secrets with a selected number of friends.
	REL2	I have a strong relationship with those who can help me achieve what I want.
	REL3	I have got friends to provide me with the emotional support I need.
	REL4	I see myself as self-sufficient.
Problem solving	PRO1	I enjoy challenge and solving problems.
	PRO2	I really enjoy exploring the causes of problems.
	PRO3	I can solve most problems that challenge me.
	PRO4	I help others solve the problems and challenges they face.
Organization	ORG1	I like to plan out my day and write down my list of things to do.
	ORG2	I plan my holidays well in advance.
	ORG3	I tackle big tasks in bite sizes.
	ORG4	I review my achievements weekly.
Self-confidence	SEL1	I know how to tackle most challenges I face.
	SEL2	I like taking the lead.
	SEL3	I feel comfortable in new situations.
	SEL4	I know I'm a great person.
Flexibility & adaptability	FLE1	I approach a new situation with an open mind.
	FLE2	I am able to adjust to changes.
	FLE3	I can easily find ways of satisfying my own and other people's needs during times of change and conflict.
	FLE4	I am able to accommodate other people's needs whilst focusing on achieving my own ambitions.
Being proactive	BEI1	I view change as an opportunity.
	BEI2	When an unwelcome change involves me I can usually find a way to make the change benefit myself.
	BEI3	I am able to focus my energy on how to make the best of any situation.
	BEI4	I believe my own decisions and actions during periods of change will determine how I am affected by the change.

Appendix 3. Employee job performance of constructs

Constructs	Item code	Items
Employee job performance		
	PER1	I am one of the best employees in our work unit
	PER2	I can make significant contributions to the overall performance of our work unit
	PER3	I can complete job assignments on time
	PER4	I can meet the expectations of the supervisor
	PER5	I can achieve the compulsory requirements of my job
	PER6	I can complete the voluntary requirements of my job
	PER7	My work is above the average level in quantity
	PER8	My work is above the average level in quality
	PER9	My work is above the average level in efficiency
	PER10	My work is above the average level in standard

Appendix 4. Summary of Measurement Model

Constructs	Scale items	Standardized loadings	α	χ^2/df	GFI	RMSEA	CFI
Employee resilience			.85	3.13	0.89	0.071	0.94
	VIS	0.80					
	DET	0.79					
	INT	0.68					
	REL	0.71					
	PRO	0.77					
	ORG	0.75					
	SEL	0.81					
	FLE	0.84					
	BEI	0.66					
Employee learning orientation			.83	3.26	0.91	0.070	0.95
	COM1	0.55					
	COM2	0.54					
	COM3	0.55					
	COM4	0.55					
	SHA1	0.58					
	SHA2	0.64					
	SHA3	0.64					
	SHA4	0.63					
	OPE1	0.62					
	OPE2	0.66					
	OPE3	0.58					
	OPE4	0.60					
Employee job performance			.85	3.64	0.94	0.051	0.98
	PER1	0.61					
	PER2	0.65					
	PER3	0.70					
	PER4	0.71					
	PER5	0.68					
	PER6	0.66					
	PER7	0.62					
	PER8	0.63					
	PER9	0.61					
	PER10	0.65					

Appendix 5. Example of interview questions

Initial questions:

- Please can you briefly outline your job role and responsibilities?
- How long have you been in your current role?
- How did you feel when you first started working in this company?
- How long did it take you to get used to your current working environment and job role?
- What adversity or failure did you experienced in this period?

Follow-up questions:

- Could you please tell me what happened when…?
- How did you deal with the adversity regarding …?
- What factors did influence the way you coped with …?
- What specific efforts did you spend when you were faced with …?
- Can you tell me more details about …?
- In your most difficult time, what made you stick with …?
- What kind of help did you get from your manager when you dealt with …?
- I am quite interested in … you just mentioned, can you tell me more about …?
- How did your colleagues help you get through …?
- You just said…, can you tell me more details about …?
- How did you balance your work and life?
- Was there any conflict you ever met, if so, can you talk more about it?
- How do you evaluate the organizational culture in this company?
- What characteristics do employees share in this company?
- Can you tell me more details about these typical characteristics?
- What kind of features do the most adaptable employees share?
- Can you give me some examples about …?
- …

Note: During the course of the interview, the author developed more follow-up questions which were based on the interviewees' response.

Appendix 6. Employee resilience scales

Constructs	Item code	Items
Employee resilience		
Individual cognition	ICO1	I know what I want to achieve during my lifetime.
	ICO2	I have a strong determination to achieve certain things in my lifetime.
	ICO3	My current work is a step towards achieving certain things in my lifetime.
	ICO4	I know what I have to do to achieve my aspirations in life.
	ICO5	I am ambitious to achieve certain things during my lifetime.
	ICO6	I have a get up and go approach to life.
	ICO7	I know what to do in most situations.
	ICO8	I have a powerful self interest in achieving what I want.
	ICO9	I know how to tackle most challenges I face.
	ICO10	I like taking the lead.
	ICO11	I feel comfortable in new situations.
	ICO12	I know I'm a great person.
Individual capability	ICA1	I enjoy challenge and solving problems.
	ICA2	I really enjoy exploring the causes of problems.
	ICA3	I can solve most problems that challenge me.
	ICA4	I help others solve the problems and challenges they face.
	ICA5	I approach a new situation with an open mind.
	ICA6	I am able to adjust to changes.
	ICA7	I can easily find ways of satisfying my own and other people's needs during times of change and conflict.
	ICA8	I am able to accommodate other people's needs whilst focusing on achieving my own ambitions.
	ICA9	I view change as an opportunity.
	ICA10	When an unwelcome change involves me I can usually find a way to make the change benefit myself.
	ICA11	I am able to focus my energy on how to make the best of any situation.
	ICA12	I believe my own decisions and actions during periods of change will determine how I am affected by the change.
Interaction with the work environment	IWE1	I enjoy the company of other people most of the time.
	IWE2	I have a unique personal brand that I frequently project to others.
	IWE3	I always listen to and try to understand what others are talking to me about.
	IWE4	I have a curiosity about people.
	IWE5	I share my innermost secrets with a selected number of friends.
	IWE6	I have a strong relationship with those who can help me achieve what I want.
	IWE7	I have got friends to provide me with the emotional support I need.
	IWE8	I see myself as self-sufficient.
	IWE9	I like to plan out my day and write down my list of things to do.
	IWE10	I plan my holidays well in advance.
	IWE11	I tackle big tasks in bite sizes.
	IWE12	I review my achievements weekly.

Appendix 7. Organizational culture scales

	Jungle Culture	**Caring culture**
Task demands	1. Precise 2. Analytical 3. Risk-taking 4. Innovation	1. Rule oriented 2. Predictability 3. Security 4. Attention to detail
Work environment	1. Aggressive 2. Competitive 3. Demanding	1. Collaborative 2. Supportive 3. Shares information
Rewards	1. Achievement oriented 2. Results oriented 3. Compensation incentives	1. People oriented 2. Action oriented 3. long commitment
Work-life balance	Long working hours	Reasonable working hours

Appendix 8. Categorization of Employee motivation

Constructs	Categorization
Short-term motivation	High salary Capability enhancement Career springboard
Long-term motivation	Stable career development Job security Work life balance

Appendix 9. Summary of Measurement Model

Constructs	Scale items	Standardized loadings	α	χ^2/df	GFI	RMSEA	CFI
Employee resilience							
Individual cognition			.82	3.42	0.88	0.069	0.91
	ICO1	0.74					
	ICO2	0.79					
	ICO3	0.76					
	ICO4	0.81					
	ICO5	0.75					
	ICO6	0.71					
	ICO7	0.83					
	ICO8	0.78					
	ICO9	0.73					
	ICO10	0.85					
	ICO11	0.85					
	ICO12	0.77					
Individual capability			.79	3.54	0.92	0.072	0.96
	ICA1	0.83					
	ICA2	0.71					
	ICA3	0.84					
	ICA4	0.82					
	ICA5	0.73					
	ICA6	0.81					
	ICA7	0.86					
	ICA8	0.86					
	ICA9	0.79					
	ICA10	0.80					
	ICA11	0.82					
	ICA12	0.85					
Interaction with the work environment			.81	3.47	0.90	0.067	0.94
	IWE1	0.78					
	IWE2	0.85					
	IWE3	0.81					
	IWE4	0.79					
	IWE5	0.87					
	IWE6	0.76					
	IWE7	0.86					
	IWE8	0.73					
	IWE9	0.82					
	IWE10	0.71					
	IWE11	0.89					
	IWE12	0.84					

Appendix 10. ANOVA Interaction of Organizational Culture * Employee Motivation

(1) Dependent Variable: Individual cognition

Organizational culture	(I) employee motivation	(J) employee motivation	Mean Difference (I-J)	Std. Error	Sig.
Jungle	short-term	long-term	.95***	.416	.000
	long-term	short-term	-.95***	.416	.000
Caring	short-term	long-term	-.64***	.437	.000
	long-term	short-term	.64***	.437	.000

Based on estimated marginal means
  ***. The mean difference is significant at the 1% level.

(2) Dependent Variable: Individual capability

Organizational culture	(I) employee motivation	(J) employee motivation	Mean Difference (I-J)	Std. Error	Sig.
Jungle	short-term	long-term	.89***	.529	.000
	long-term	short-term	-.89***	.529	.000
Caring	short-term	long-term	-.55**	.623	.039
	long-term	short-term	.55**	.623	.039

Based on estimated marginal means
  ***. The mean difference is significant at the 1% level.
  **. The mean difference is significant at the 5% level.

(3) Dependent Variable: Interaction with work environment

Organizational culture	(I) employee motivation	(J) employee motivation	Mean Difference (I-J)	Std. Error	Sig.
Jungle	short-term	long-term	.64***	.379	.000
	long-term	short-term	-.64***	.379	.000
Caring	short-term	long-term	-.28***	.353	.000
	long-term	short-term	.28***	.353	.000

Based on estimated marginal means
  ***. The mean difference is significant at the 1% level.

(4) Dependent Variable: Individual cognition

Employee motivation	(M) Organizational culture	(N) Organizational culture	Mean Difference (M-N)	Std. Error	Sig.
Short-term	Jungle	caring	.78***		.000
	Caring	jungle	-.78***		.000
Long-term	Jungle	caring	.81***		.000
	Caring	jungle	-.81***		.000

Based on estimated marginal means
  ***. The mean difference is significant at the 1% level.

(5) Dependent Variable: Individual capability

Employee motivation	(M) Organizational culture	(N) Organizational culture	Mean Difference (M-N)	Std. Error	Sig.
Short-term	Jungle	caring	.58***		.000
	Caring	jungle	-.58***		.000
Long-term	Jungle	caring	.86***		.000
	Caring	jungle	-.86***		.000

Based on estimated marginal means
***. The mean difference is significant at the 1% level.

(6) Dependent Variable: Interaction with work environment

Employee motivation	(M) Organizational culture	(N) Organizational culture	Mean Difference (M-N)	Std. Error	Sig.
Short-term	Jungle	caring	.11*		.074
	Caring	jungle	-.11*		.074
Long-term	Jungle	caring	-.81***		.000
	Caring	jungle	.81***		.000

Based on estimated marginal means
***. The mean difference is significant at the 1% level.