

**THE IMPACT OF ORGANIZATIONAL RESILIENCE ON  
JOB STRESS: THE MODERATING ROLE OF  
EXPERIENCE  
DURING COVID- 19 PANDEMIC IN EGYPT**

**Amira Mohamed Ahmed Omar**

Faculty of Economics and International Trade, Egyptian Chinese  
University, Cairo, Egypt

E-mail: [aomar@ecu.edu.eg](mailto:aomar@ecu.edu.eg), [amirazeinaone@hotmail.com](mailto:amirazeinaone@hotmail.com)

**ABSTRACT:**

**Purpose** – This study explored the impact of organizational resilience on Job stress, and the moderating effect of experience on this relationship during the COVID- 19 pandemic in Egypt. Therefore, the main question, which this study tries to answer is:

Does organizational resilience have a significant impact on Job stress during the COVID- 19 pandemic in Egypt?

**Design/methodology/ approach** – This study used both descriptive and field analytical techniques. On the one hand, the researcher used descriptive techniques to review and evaluate the literature. On the other hand, the researcher used analytical techniques to analyze the data, obtained from the targeted sectors, about the moderating effect of experience on organizational resilience's impact on Job stress. Consequently, this study was able to achieve its purpose of assessing the impact of organizational resilience dimensions on Job stress and the moderating role of experience in Egypt during the COVID- 19 pandemic.

Based on a simple sampling method, the researcher distributed 300 questionnaires in the Egyptian market and, once incomplete questionnaires were excluded, the researcher collected 231 usable samples. This represented a 77% response rate, which was for those who willingly participated.

**Findings-** The data analysis reveals that uncertainty about the future is the most important dimension of organizational resilience and that its reduction had a positive effect on Job stress. The study findings show that the greater the amount of experience, the less the effect of uncertainty, livelihood, and governance. In addition, when there are high levels of experience, there is a reduction in the impact of threats and other stresses on Job stress.

**Practical implications** – One of the main findings of this study is that organizations must pay more attention to organizational resilience by creating a special resilience framework that relies on aspects of future uncertainty, threats and stresses, livelihood, and governance. Also, Job stress can be enhanced by focusing on the control of organizational resilience.

**Keywords:** Covid-19 pandemic; Coronavirus; organizational resilience; vulnerability; Job stress; experience

**Paper type:** Research paper

## 1.INTRODUCTION

Companies in high-intensity rival markets face undesirable and highly influential circumstances. These result often from macroeconomic factors such as financial recession, industry loss, and conflict with non-traditional rivals. In addition, there are other uncertainties including customer changes in interests, technical changes, and natural disasters (Morales et al., 2019).

Resilience may be a valuable capability for organizations since it gives them the potential to cope with emergencies and crises (Annarelli & Nonino, 2016). When the organization is already at threat and no longer successful, resilience emphasizes the need for an appropriate adaptation in the case of a challenging event (Lee et al.,2018). It requires, also, unique and adequate solutions and threat mitigation practices (Mumby, 2013). Resilience ensures that the system can evolve, adapt, and maintain its critical functionality as defects, failures and environmental changes occur (Annarelli; Nonino, 2016).

People suffer every day from Job stress resulting from managers or employees being uncommunicative to personal concerns (DeTienne et al., 2012). Pressure contributes to the workers' loss of opportunities and restricts their social relationships with those friends and relatives. (Hobfoll, 2002; Castillo et al., 2018). Job stress is the consequence of relationships between individuals and the environment and, therefore, these can lead to stress that results in long-term anxiety and heart problems (Queri, 2016).

Mansoor et al. (2011) describe work stress as a disorder that arises when either the pressure on the worker or the demands of a situation is broader than the recognition that he/she can cope with. When these demands are substantial and last a long period, psychological problems may arise. Within given situation stress is coupled with feelings of fear, dissatisfaction, frustration, and tension. These are defined as negative emotional responses (Ouellette et al., 2018).

Corona Virus Disease 2019 which is more commonly referred to as Co-vid 19 is a strongly contagious disease with a prolonged duration of incubation. The total of COVID-19 patients in Egypt increased due to the large number of people who travel during the Spring Festival season. The seriousness of COVID-19 was overlooked during the disease's lifetime and only became an officially infectious disease when the National Health Commission listed it as a category B condition. Epidemic prevention represented the emergence of universal concern and citizens become more conscious of the consequences of the disease. The COVID-19 pandemic has triggered worldwide devastation. Egypt is still facing a challenging scenario since the number of infected/positive cases rises day by day. As a result of the Egyptian Government's stringent protective steps and prohibitions in the context of national lockdowns, companies have faced the challenges of enforcing these COVID 19 regulations inside their operations and, hence, in addition to

pandemic-induced stress, this has resulted in more tensions on their workers.

Due to the organizations suffering from this pressure, there was a need for organizational resilience to facilitate the implementation of the procedures and the rules that had to be followed to confront this epidemic. However, does the accessibility of organizational resilience within diverse organizations have a positive effect on lowering work stress that everyone suffered during this period? This study attempts to answer this question by conducting an analytical study of Egyptian society during the period of the COVID 19 pandemic.

## **2.LITERATURE REVIEW**

### **2.1 Organizational Resilience**

The term "resilience" describes a substance that, after its deformation, can revert to its original shape. Alternatively, resilience refers to a system's capability to handle and manage the transition (McManus et al. 2008). During turbulent and unpredictable times, resilience is a key factor in organizations being successful since it allows them to adapt to different types of disruptions from adverse events to global crises (McCann et al. 2009). Recent studies have shown that organizational resilience is a dynamic, diverse, and multi-dimensional structure (Sawalha 2015; Williams et al. 2017).

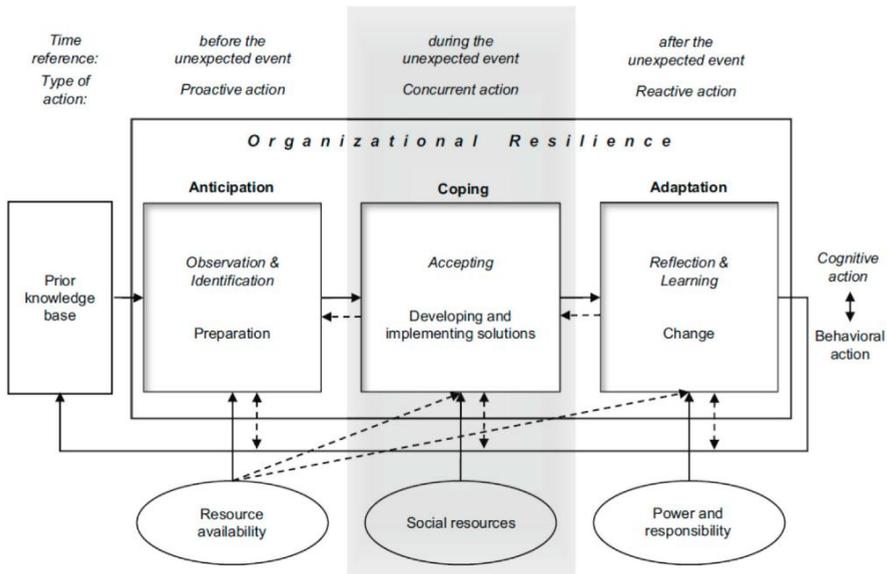
Resilience is defined, also, as the capability to recuperate and, therefore, limits the post-effect process (Williams et al. 2017). This is because, lately, it is known to be a mechanism that enables resilient outcomes. (Burnard and Bhamra 2011; Duchek, 2019). Where it comes to the personal level, resilience is distinguished by the capacity to withstand shocks and external pressures. and to re-establish the previous order. Furthermore, it can be used to reinforce against shocks and pressures (Mowbray, D., 2011). On the other hand, at the company level, in difficult circumstances, resilient companies can make and sustain meaningful adjustments (Sutcliffe, and Vogus, 2003).

### **2.1.1 Resilience Process**

As the interaction between the company and the environment, resilience has a unique nature (Williams et al. 2017), In this respect, Resilience requires a good reaction to stressful situations as well as how a person responds in the past, present, and future. (Linnenluecke et al. 2012; Alliger et al. 2015). Duchek(2019) suggests that resilient corporations not only adapt to past “reactive” and present issues “concurrent” but, also, adapt to the forthcoming “anticipatory”.

There are three phases of describing the process of resilience. The initial stage of the resilience mechanism relates to the effort to predict and plan important changes and to anticipate future threats (Boin and van Eeten 2013), Furthermore, an effective reaction requires intentional intervention in critical circumstances

(Wildavsky 1991; Rerup 2001). There is, also, some form of adjustment, structural change, or gathering knowledge following critical situations (Lengnick-Hall et al. 2011). As a consequence of that, I have referenced the three stages of resilience as anticipating, coping mechanism, and ability to adapt. (see Figure 1) (Duchek, 2019).



**Figure 1: A Capability-based Conceptualization of Organizational Resilience (Duchek, 2019)**

### 2.1.2 Organizational Resilience Dimensions

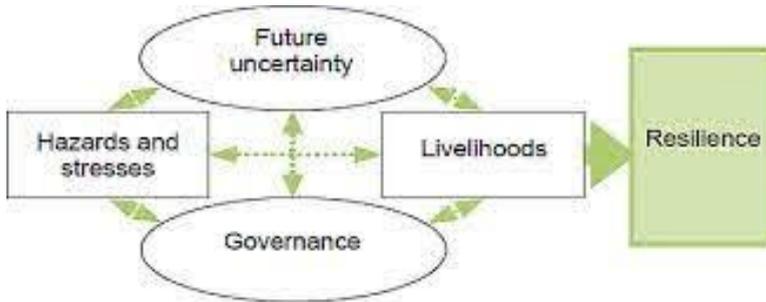
Lee et al. (2013) note that resilience is a multidimensional variable that illustrates how people and organizations address unpredictable circumstances. Companies have responded to uncertainties in many

respects; these include the use of centralized management systems, creative strategies, and transformation. To measure organizational resilience, researchers have taken various dimensions. Examples of these dimensions include those described by McManus et al. (2008) who cite the three aspects of organizational resilience. These are: namely, situation, vulnerability detection, and adaptability. Kantur and Say (2015) provide a three-dimensional measurement of organizational resilience. These are namely, robustness, agility, and credibility. Mallak (1998) discusses various measures of organizational resilience and identifies six metrics that help to assess this structure. These metrics are as follows: access to resources; dependence on sources; dependence on the role; essential knowledge; avoidance; and the exploration of objectives for solutions. Lee et al. (2013) perform an analysis that attempts to determine a metric that can be used to measure organizational resilience and to assess organizations in terms of resilience. Their model suggests four components consisting of resilience ethos, situation understanding, adaptive capability, and vulnerability control.

### **2.1.3 Organizational Resilience Framework**

Many factors strengthen organizational resilience. The preservation of three main factors, which strengthen business resilience is: namely, employees; business fundamentals (for example, structures, services, facilities, and procedures); and networks (Foster and Dye, 2005). Biggs (2011) debates that the

age, scale, and expertise of companies and even the values in the owners' lifestyles contribute substantially to levels of resilience.



**Figure 2: The “V2R” framework (Pasteur, 2011)**

As introduced by Pasteur (2011), "Vulnerability to Resilience" (V2R) is one of the most common frameworks used to understand and assess organizational resilience. It gives an extensive resilience understanding. Figure 2 shows the key resilience elements in the V2R model which the researcher used in this study.

## 2.2 Job stress

According to Greenberg et al. (1993), stress is the set of feelings and physiological responses to demands from inside the organization or beyond it. As per Robbins (1994), stress is a complex state in which people confront highly significant new opportunities, restrictions, or requests in which cases the outcomes are viewed as unpredictable yet important. As regards employee satisfaction. Ramlawati et al. (2021) explain actions, which eliminate stress, include minimizing job load, trying to reduce conflicts, and specifying acceptable roles.

Job satisfaction can significantly reduce an employee's stress level. The environment and the organization's rules should be changed to allow workers independence and agility. Also, if workers are heavily burdened with duties and well paid, they are satisfied (Anupama et al., 2019). Additionally, Lee (2019) reveals that Job stress has a negative relationship with worker aspirations, career development, and satisfaction.

Mouza and Souchamvali (2016) have used three dimensions to assess Job stress. These are namely, job instability; efficiency evaluations; and reductions in salaries and rewards. Another research study used three different dimensions to analyze Job stress. These are namely: dealing with cognitive assessment: coping with feelings: and monitoring performance (Jung & Yoon, 2016). Hayes, Douglas, and Bonner (2015) used the following dimensions to assess Job stress. These are namely, insufficient readiness; loss of encouragement; managers' and colleagues' disagreements; workload; and support instability. Mansoor et al. (2011) used the following three dimensions to assess Job stress. These are: namely. work conflict; physical pressures; and labor pressures. Hunter and Thatcher's (2007) research study findings show that Job stress is connected to a sense of time constraints, feelings of uncertainty, and concern about work obligations.

### **3. RESEARCH PROBLEM**

The uncertainty and low predictability of COVID-19 in addition to imposed restrictions and regulations threaten not only people's

physical health but, also, their mental health (Li, Wang, Xue, Zhao & Zhu, 2020). Furthermore, it may increase tension in the working environment and, in turn, can create Job stress, which is an organizational context, has attracted significant attention from a wide range of theoretical views (Parker, D.& De Cotiis, 1983). During the COVID -19 pandemic, organizations require their employees either to work out of the office or to work inside the office and adhere to restricted rules. Also, indeed, these rules increase stress within the working environment. Consequently, it is more important than ever for organizations to increase resilience and to try to encourage and facilitate regular communication with their employees. This study explores the impact of organizational resilience on Job stress and the moderating effect of experience on this relationship during the COVID 19 pandemic in Egypt. Therefore, the main question, which this study is trying to answer, is:

Is there a significant impact of organizational resilience on job stress during the COVID-19 pandemic in Egypt?

#### **4. RESEARCH METHODOLOGY**

The researcher used both descriptive and field analytical techniques in this study. The researcher used descriptive techniques to review the literature and analytical techniques to analyze the data, obtained from the targeted sectors, covering organizational resilience, Job stress, and the moderating effect of experience. Consequently, this study can achieve its purpose of

assessing the impact of the dimensions of organizational resilience on Job stress and the moderating role of experience during the COVID- 19 pandemic in Egypt.

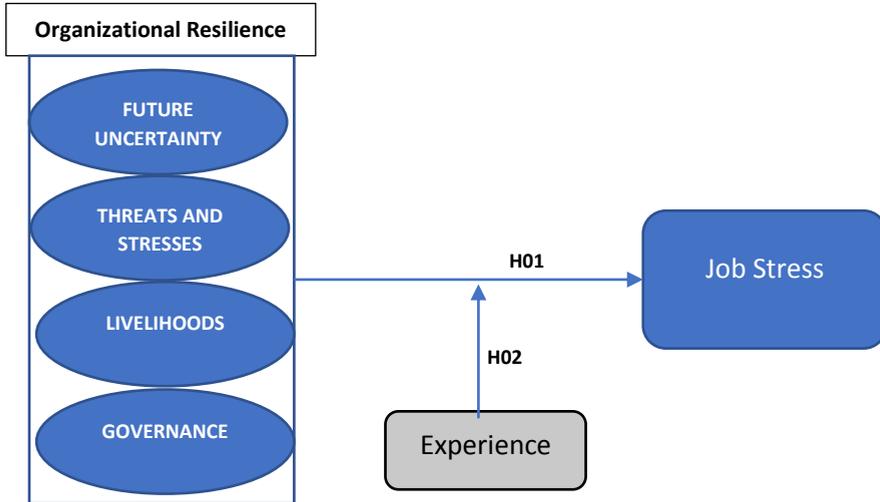
## **5. ANALYTICAL FRAMEWORK AND DEVELOPMENT OF HYPOTHESES**

The researcher created an analytical framework for this study to explain organizational resilience's impact on Job stress during the COVID- 19 pandemic in Egypt. The researcher depends on Pasteur's (2011) framework for the measurement of organizational resilience and relies on Caplan et al (1975) 13-item Job stress questionnaire for the analysis.

The researcher formulated the following central research hypothesis based on the study problem and the literature review:

**H1:** Organizational resilience has no significant impact on Job stress during the COVID 19 pandemic in Egypt.

**H2:** Experience has no moderating effect on the relationship between organizational resilience and Job stress during the COVID 19 pandemic in Egypt



**Figure 3: Analytical Framework**

Source: Prepared by researcher depends on Pasteur's (2011) and Caplan et al. (1975)

## 6. QUESTIONNAIRE DESIGN AND VALIDITY

The analysis instrument in this study is a questionnaire which the researcher constructed to measure organizational resilience's impact on Job stress during the COVID 19 pandemic in Egypt. The questionnaire contains three sections. The first section depends on the Pasteur (2011) "Vulnerability to Resilience" (V2R) model, which was produced initially to conform to societal resilience. However, in conducting an empirical study of Jordan's insurance industry, Sawalha (2014) applied it to an organizational context. In compliance with the V2R framework, there are four distinct elements (i.e., attributes) that constitute

resilience. Indeed, under each aspect, there are a variety of practices, which should be undertaken to establish and maintain resilience. The first section includes statements regarding the four dimensions of organizational resilience. These are namely, (1) future uncertainty; (2) threats and stresses; (3) livelihood, and (4) governance. The researcher asked the respondents to identify if their organizations considered these resilience dimensions during the COVID -19 pandemic in Egypt.

The researcher constructed the second section of the questionnaire to measure Job stress and operationalized it by four dimensions depending on the 13 -item Job stress questionnaire (Caplan et al., 1975). These four dimensions are namely, (١) Role Ambiguity (3 items); and (٢) underutilization of skills (3items). The researcher asked the respondents to answer questions expressing their feelings while they were working during the COVID 19 pandemic in Egypt. The first and second parts of the survey were answered by using the Likert Scale from never (1); sometimes (2); regularly (3); usually (4), and always (5).

The researcher constructed the third section of the questionnaire to measure the respondents' demographic characteristics including experience as the moderator in this study.

During the preparation phase of the study, the researcher asked many academics and technicians to evaluate the questionnaire based on their experiences and its suitability for this study.

Besides, the researcher carried out a limited sample pilot test to ensure the consistency of the questionnaire items.

## **7. Data Collection and the Statistical Methodology**

The researcher selected 300 questionnaires via simple random sampling from the Egyptian market. A total of 231 usable questionnaires were acquired excluding the unfinished questionnaire forms. These were from 77% of those who agreed to participate.

In this study, SPSS V. 23 and AMOS V. 23 programs were used to perform the statistical analysis. We start our analysis with some descriptive statistics of all the variables, and then assess the validity and reliability of constructs using Confirmatory Factor Analysis (CFA) and the Cronbach's alpha coefficient, respectively. Finally, we use Structural Equation Modeling (SEM) to test research hypotheses and then achieve the objectives of this study.

The SEM is a common statistical methodology that used to study the linear relationships between latent (unobserved) variables and manifest (observed) variables. This methodology is used in most social science fields (Byrne 2001; El-Sheikh et al., 2017). In our study, we used the SEM methodology to investigate the causal relationships between the variables based on the significance of the path coefficients and goodness-of-fit indices. The goodness-

of-fit indices were used in measurement and structural models are: Root Mean Square Error of Approximation (RMSEA); Root Mean square Residual (RMR); Goodness of Fit Index (GFI); Normed Fit Index (NFI); Normed chi-square; and Comparative Fit Index (CFI).

## **7.1 Data Analysis and Results**

### **7.1.1 Sample Profile**

Table 1 displays the frequencies of the respondents' demographic characteristics respondents. From Table 1, the percentage of females in this sample is only 30.3%, while the percentage of males is 69.7%. A large majority of respondents' ages are in the range of 20 to 40 years (75.8 %), while 24.2% of the respondents are more than 40 years. Moreover, the proportion of respondents with less than 10 years of experience is 48.1% (approximately half of the sample). Also, 91.8% of the respondents have bachelor's and/or master's degrees. Also, 75.8% of the respondents were worked in the private sector.

**Table 1: The Frequency of the Respondents' Demographic Characteristics**

Variable	Frequency	%	Cumulative %
<b>I. Gender</b>			
Female	70	30.3	30.3
Male	161	69.7	100.0
<b>II. Age</b>			
20- 30 years old	90	39.0	39.0
31- 40 years old	85	36.8	75.8
41-50 years old	45	19.5	95.2
More than 50 years old	11	4.8	100.0
<b>III. Experience</b>			
Less than 5 years	56	24.2	24.2
From 5 to less than 10 years	55	23.8	48.1
From 10 to less than 15 years	61	26.4	74.5
From 15 to less than 20 years	20	8.7	83.1
20 years and above	39	16.9	100.0
<b>IV. Education level</b>			
Bachelor's Degree	102	44.2	44.2
Master's Degree	110	47.6	91.8
Ph.D. or higher	19	8.2	100.0
<b>V. Employment status</b>			
College, University, and Adult Education	27	11.7	11.7
Finance and banking sector	108	46.8	58.4

Government and Public Administration	13	5.6	64.1
Health Care	2	.9	64.9
Hotel and Food Services	10	4.3	69.3
Information Services and Data Processing	6	2.6	71.9
Other Industry	5	2.2	74.0
Telecommunications	60	26.0	100.0
<b>VI. Employment status</b>			
Employed Full-Time	217	93.9	93.9
Employed Part-Time	14	6.1	100.0
<b>VII. Position</b>			
Consultant	11	4.8	4.8
Junior Management	51	22.1	26.8
Middle Management	81	35.1	61.9
Other	17	7.4	69.3
Self-employed/Partner	14	6.1	75.3
Upper Management	57	24.7	100.0
<b>VIII. Organization</b>			
Not-for-profit sector	5	2.2	2.2
Other	2	.9	3.0
Private sector	175	75.8	78.8
Public sector	49	21.2	100.0

## 7.2 Some Descriptive Statistics

Table 2 presents some descriptive statistics for the variables. It is noteworthy that there is no large variation in the data because the values of the coefficients of variation (CV) are small (less than one), and the values of mean and median of all

variables are close. Moreover, it can be considered that this sample is sufficiently large (**231** cases), and because it is more than the recommended size of 200 cases (see Medsker et al. (1994), there are no violations of the multivariate normality assumption.

**Table 2: Some Descriptive statistics**

Variable	Mean	Median	Standard Deviation (SD)	Coefficient of variation (CV)
Future uncertainty	3.5397	3.6667	1.06967	0.3022
Threats and stresses	3.4753	3.6000	1.07171	0.3084
Livelihood	3.4039	3.4000	.99888	0.2935
Governance	3.1299	3.0000	1.16074	0.3709
<b>Job stress</b>	3.4729	3.5000	.91282	0.2628

### 7.3 Measurement Model

The measurement model was used to avoid the identification problems in SEM, where we can decide which observed variables measure each latent variable. The Maximum Likelihood (ML) estimation method has been used to estimate the factor loading coefficients and goodness-of-fit indices of the measurement model. The basic assumptions of the ML method are met or closely approximated in this study. To assess the convergent and discriminant validity for all variables, the CFA has been used.

Table 3 presents some of reliability and convergent validity measures. Based on the coefficient of Cronbach's  $\alpha$ , we find that the model is reliable, because the value of Cronbach's  $\alpha$  for each

construct is greater than the minimum criterion of 0.60 (Hair et al., 1998). For the convergent validity, we find that each construct in the model has acceptable construct reliability, because the values of Construct Reliability (CR) and Average Variance Extracted (AVE) for all constructs exceed the minimum criterion of 0.5 (Hair et al., 1998).

**Table 3: Properties of Measures (Convergent Validity and Reliability)**

Construct	Standardized loading	Cronbach's $\alpha$	AVE	CR
<b>Future uncertainty</b>		<b>.848</b>	<b>.647</b>	<b>.846</b>
Improving understanding of global trends facing the organization and their local impacts.	.751			
Emphasizing the ease of access to the information needed to make decisions.	.805			
Building confidence and flexibility to learn and experiment.	.853			
<b>Threats and stresses</b>		<b>.920</b>	<b>.692</b>	<b>.918</b>
Building organizational capacity to able to analyze threats and stresses.	.836			
Improving threat prevention and protection.	.723			
Increasing early warning and awareness to face different risks.	.851			

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Continuous planning for emergencies and unexpected events.	.913			
Building back better (recovery).	.824			
<b>Livelihood</b>		<b>.883</b>	<b>.642</b>	<b>.899</b>
The adoption of a flexible organizational structure that contributes to keeping up with unplanned situations.	.796			
Supporting access to, and sustainable management of organizational resources.	.858			
Support access to (provide) modern technologies needed for crisis management.	.856			
The organization is keen to attract workers with multiple skills to achieve flexibility in their investment in various departments.	.783			
The organization is keen to ensure safe working conditions for workers.	.703			
<b>Governance</b>		<b>.897</b>	<b>.744</b>	<b>.897</b>
The organization strengthens the communication between organizations at the local and international levels.	.804			

The organization adopts the promotion of integrated methodologies for crisis management.	.945			
The organization addresses all issues related to work systems.	.833			
<b>Job stress</b>		<b>.792</b>	<b>.533</b>	<b>.816</b>
How much of the time are your performance standards well defined?	.505			
How much do you use what you learn in school, college, and professional training in your job?	.809			
How much do you get an opportunity to get the best out of yourself?	.820			
How much could you use your prior knowledge and experience?	.742			

Note: CR: Construct Reliability; AVE: Average Variance Extracted.

**Cronbach's  $\alpha$  of all constructs is .952**

To test the discriminant validity among the constructs, the researcher estimated the correlations among all variables to determine whether they were significantly different from 1. The confidence intervals of the correlations, calculated as (correlations estimate +  $1.96 \times$  standard error of estimate), do not contain 1 and, therefore, these results indicate the discriminant

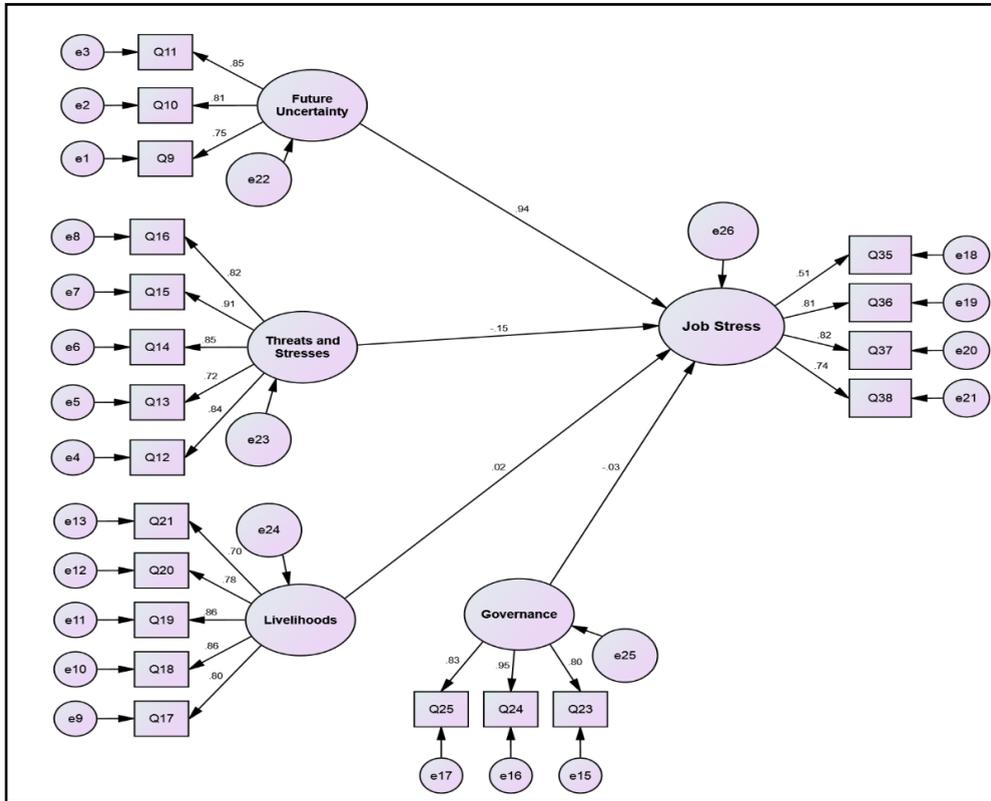
validity of the measurement model. Table 4 shows the correlations of the constructs. Overall, these measurement results are satisfactory and suggest that it is appropriate to proceed with the evaluation of the structural model.

**Table 4: Correlation matrix and the discriminant validity**

	Future uncertainty	Threats and stresses	Livelihood	Governance	Job stress
Future uncertainty	1	.727**	.686**	.494**	.622**
Threats and stresses		1	.824**	.691**	.570**
Livelihood			1	.759**	.579**
Governance				1	.394**
Job stress					1

Notes: \*\* Correlation is significant at the 0.01 level (two-tailed).

### 7.4 Structural Model



**Figure 4: Standardized regression coefficients of the proposed model**

Table 5 presents the model fit indices of the structural model and the cut-off value of those fit indices. The goodness-of-fit statistics show that the structural model fit the data reasonably well and the structural model is a reasonable fit. Figure 4 shows the standardized path regression coefficients that indicate the

direct influences of the predictor upon the predicted latent constructs for the proposed model.

Table 6 presents the results of the individual tests of the significant effect of organizational resilience on Job stress. The findings show that future uncertainty has a positive and statistically significant (level of 0.001) effect on Job stress during the COVID 19 pandemic in Egypt. However, because of the p-values being more than 0.05, the other Organizational Resilience dimensions have no significant (level of 0.001) effect on job stress during the COVID 19 pandemic in Egypt.

**Table 5: The Structural Model's Fit Indices Model Fit Indices**

Index	Fit value	Cut-off value
Normed $\chi^2$ ( $\chi^2/df$ )	1.196	Less than 3.00
Root Mean Square Error of Approximation (RMSEA)	.029	Less than 0.09
Root mean square residual (RMR)	.060	Less than 0.09
Goodness of Fit Index (GFI)	.947	More than 0.90
Normed Fit Index (NFI)	.963	More than 0.90
Comparative Fit Index (CFI)	.994	More than 0.90

**Table 6: The Proposed Model's Maximum Likelihood Estimates**

Hypothesis	Structural Path		Estimate	Standard error	t-statistic	p-value	
H01a	Future uncertainty	→	Job Stress	.558	.135	4.140	***
H01b	Threats and stresses	→	Job Stress	-.088	.133	-.658	.510
H01c	Livelihood	→	Job Stress	.010	.096	.103	.918
H01d	Governance	→	Job Stress	-.017	.081	-.208	.835

Notes: \*\*\*significant at the p-value < 0.001 level (two-tailed).

### 7.5 Moderating effects of the experience

To examine the moderating effect of experience levels on the relationship between Organizational Resilience and Job stress, the researcher used a multi-group analysis and a chi-square differences test to determine whether the path coefficients differed. The researcher divided the sample into two groups according to the median score of the respondents' experiences. The median point is 3; data above the median is defined as being part of the high experience group and data below the median is defined as belonging to the low Experience group. Tables 7 and 8 present the results of the moderating effect analysis.

Table 7 shows that Organizational Resilience's effect on Job stress is noticeably different between low and high Experience employees. The level of Experience appears to significantly moderate the relationship between Organizational Resilience and Job stress in the Egyptian market during the COVID 19 pandemic. Table 8 confirms this conclusion by showing that the difference in the two models' chi-square values (Unconstrained and constrained models) was significant at the p-value < 0.001. Moreover, the goodness-of-fit statistics for this model show that when Experience is a moderator variable, the proposed model fits the data.

**Table 7: The Proposed Model's Maximum Likelihood Estimates When Experience is used as the Moderator Variable**

Structural Path			Experience Levels (midpoint = 3)					
			Low Experience (n = 111 )			High Experience (n = 121)		
			Estimate	t-test	P-value	Estimate	t-test	P-value
Future uncertainty	→	Job Stress	.423	2.141	.032	.293	.148	.047
Threats and stresses	→	Job Stress	-.150	-1.747	.081	.733	.244	.003
Livelihood	→	Job Stress	-.124	-1.037	.300	-.398	.151	.008
Governance	→	Job Stress	.060	.794	.427	.043	.111	.698

**Table 8: Chi-square Difference test and Goodness of Fit Statistics**

Model	Chi-square difference test		
	$\chi^2$	df	P-value
Unconstrained	346.494	206	***
Constrained	415.147	225	***
Difference	68.653	19	***
Index	Goodness of fit statistics		
	Fit value	Cut-off value	
Normed $\chi^2$	1.682	Less than 3.00	
RMSEA	.055	Less than 0.09	
RMR	.089	Less than 0.09	
NFI	.924	More than 0.90	
CFI	.966	More than 0.90	

Notes: \*\*\*significant at the  $p < 0.001$  level (two-tailed).

## 8. DISCUSSION AND CONCLUSIONS

In this study, the researcher examined the effects of the Organizational Resilience dimensions on work pressures during the period of COVID 19 pandemic in Egypt. The researcher studied, also, the moderating effects of different levels of experience on this relationship.

The data analysis reveals that uncertainty about the future is the most important dimension of organizational resilience that affects Job stress and that it has a positive effect. This leads the researcher to highlight: (1) the importance of companies' approach to improving understanding of global trends and their

local impacts, especially during times of crisis, (2) Providing the necessary means to access the necessary information to make decisions; accordingly, this leads to reductions in the pressures that employees are exposed to during periods of crisis and, (3) The need to work on building confidence among workers and, more especially, in stages when crises and disasters cause many changes to the work processes and add to the pressures on workers.

The results of the statistical analysis display the effect of different levels of experience on the relationship between the dimensions of organizational resilience and job stress. This study's findings show that the higher the level of experience, the less the impact of Future uncertainty, Livelihood, and Governance. As the workers' increase in the years of experience gives them sufficient skills, in turn, they can distinguish between the conditions that cause concern and the normal circumstances that arise due to the presence of emergency events or crises that the company is exposed to. It is the same reason for increasing the impact of threats and stresses on Job stress when experience levels are high. When having high levels of experience, the employee is more knowledgeable and aware of the risk levels to which the work is exposed.

## **9. MANAGERIAL IMPLICATIONS AND LIMITATIONS AND FUTURE RESEARCH**

One of the main implications of the study is that it informs organizations that they must pay attention to organizational resilience by creating a special resilience framework that relies on future uncertainty, threats and stresses, livelihood, and governance aspects. In addition, Job stress can be alleviated by focusing on the control of organizational resilience.

The researcher conducted this research study in the Egyptian market and used a simple sampling method to collect the data. Therefore, the researcher recommends that subsequent studies be carried out with different markets and other specified sectors.

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