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**THE EFFECT OF MEDIATING ROLE OF ORGANIZATIONAL
RESILIENCE ON HUMAN RESOURCE MANAGEMENT AND
CONTINUITY OF PERFORMANCE IN THE GENERAL
DIRECTORATE OF RESIDENCY AND FOREIGNERS AFFAIRS
DUBAI**

MANA MOHAMMAD AHMAD MOHAMMAD ALBANNAI

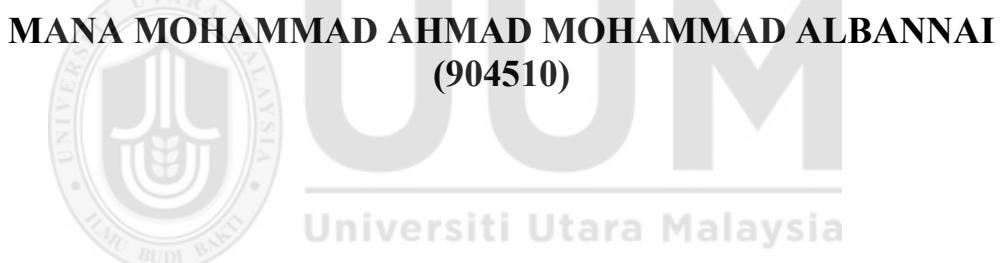


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**DOCTOR OF PHILOSOPHY
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CONTINUITY OF PERFORMANCE IN THE GENERAL
DIRECTORATE OF RESIDENCY AND FOREIGNERS AFFAIRS
DUBAI**



**A thesis submitted to the Ghazalie Shafie Graduate School of Government in
fulfilment of the requirement for the Doctor of Philosophy
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
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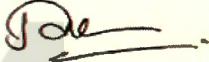
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ABSTRACT

Performance continuity was essential for the General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai, necessitating the integration of Human Resource Management (HRM) practices and organizational resilience strategies. This study highlighted how HRM policies enhanced the organization's adaptability and resilience, ensuring long-term success and sustained performance. The GDRFA of Dubai has experienced challenges in maintaining performance continuity due to its static and conventional training approaches, which failed to incorporate new trends in employee development, thereby hampering the organization's ability to adapt to rapidly changing conditions and ensure long-term success. Although advanced training programs have been introduced, however it has not been widely adopted across all departments, resulting in inconsistent implementation and benefits. Hence, the objective of this study was to investigate the effect of HRM on performance continuity within the GDRFA of Dubai. The study further investigated the mediating effect of organizational resilience between HRM and performance continuity. This quantitative research employs a cross-sectional design using a questionnaire as the research instrument. The researcher distributed 540 questionnaires to the respondents, out of which 364 questionnaires were found usable for analysis. The data was analysed using Analysis of Moment Structures- Structural Equation Modelling (AMOS-SEM). Fifteen hypotheses were formulated and tested. The results supported nine hypothesised relationships, which were significant and positive. Specifically, the findings imply that chain of command, delegation span of control and organizational resilience had a substantial influence on the continuity of performance. The study found that the mediating effect of organizational resilience does not significantly mediate the relationship between work specialization and authority with performance continuity, while it does significantly mediate the relationships with chain of command, delegation, and span of control. Theoretically, this study contributed to the use of Resource-Based View (RBV) Theory in studying the context of HRM and organizational resilience in enhancing the performance continuity of GDRFA of Dubai. From a practical point of view, this study found that adopting flexible HRM strategies and enhancing organizational resilience are important strategies that can be considered by the government, regulatory authorities, councils and the management of the GDRFA of Dubai for future performance continuity.

Keywords: Human Resource Management, Performance Continuity, Organizational Resilience, Organizational Flexibility, Employee Contributions

ABSTRAK

Kesinambungan prestasi adalah penting bagi Direktorat Am Residensi dan Hal Ehwal Warga Asing (GDRFA) di Dubai, yang memerlukan penyepaduan amalan Pengurusan Sumber Manusia (HRM) dan strategi ketahanan organisasi. Kajian ini menyerlahkan bagaimana dasar HRM meningkatkan kebolehsuaian dan daya tahan organisasi, memastikan kejayaan jangka panjang dan prestasi yang mampan. GDRFA Dubai telah mengalami cabaran dalam mengekalkan kesinambungan prestasi kerana pendekatan latihan statik dan konvensionalnya, yang gagal untuk menggabungkan trend baharu dalam pembangunan pekerja, lantas menghalang keupayaan organisasi untuk menyesuaikan diri dengan keadaan yang berubah dengan pantas dan memastikan kejayaan jangka panjang. Walaupun program latihan lanjutan telah diperkenalkan, namun ia tidak diterima pakai secara meluas di semua jabatan, menyebabkan pelaksanaan dan faedah yang tidak konsisten. Oleh itu, objektif kajian ini adalah untuk mengkaji kesan HRM terhadap kesinambungan prestasi dalam GDRFA Dubai. Kajian ini juga menyiasat kesan pengantaraan daya tahan organisasi terhadap hubungan HRM dan kesinambungan prestasi. Penyelidikan kuantitatif ini berlandaskan kepada reka bentuk keratan rentas dengan menggunakan instrumen soal selidik. Pengkaji telah mengedarkan 540 borang soal selidik kepada responden, di mana 364 borang soal selidik didapati boleh digunakan untuk analisis. Data kajian dianalisis menggunakan *Analysis of Moment Structures- Structural Equation Modelling* (AMOS-SEM) sebagai alat analisis statistik. Lima belas hipotesis telah dirumus dan diuji. Hasil analisis menyokong sembilan hipotesis yang mencatatkan hubungan yang signifikan dan positif. Secara khususnya, kajian ini mendapati rantaian perintah, delegasi span kawalan dan daya tahan organisasi mempunyai pengaruh yang besar terhadap kesinambungan prestasi. Kajian mendapati bahawa daya tahan organisasi tidak secara signifikan menjadi pengantara bagi hubungan antara pengkhususan kerja dan autoriti dengan kesinambungan prestasi, manakala ia secara signifikan menjadi pengantara bagi hubungan dengan rantaian arahan, delegasi dan rentang kawalan. Secara teorinya, kajian ini menyumbang kepada penggunaan Teori *Resource-Based View* (RBV) dalam konteks untuk mengkaji HRM dan daya tahan organisasi terhadap peningkatan kesinambungan prestasi GDRFA Dubai. Dari segi sudut praktikal, kajian ini mendapati bahawa penggunaan strategi HRM yang fleksibel dan peningkatan daya tahan organisasi merupakan strategi penting yang boleh dipertimbangkan oleh pihak kerajaan, pihak berkuasa kawal selia, majlis, dan pengurusan GDRFA Dubai untuk kesinambungan prestasi pada masa kelak.

Kata Kunci: Pengurusan Sumber Manusia, Kesinambungan Prestasi, Ketahanan Organisasi, Kelenturan Organisasi, Sumbangan Pekerja

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The human behaviour aspects and contextual components (the external and internal contexts operations) of human resource management (HRM) in a human resource (HR) system have a significant role in defining the type of organizational resilience.

These aspects and components encompass, for most of the time, HRM policies and employee contributions that are needed to enhance the organization's capacity of adapting to challenges, thus ensuring its long-term survival (Richard, 2020).

Furthermore, an HR system is well-known to mainly focus on the development of organizational resilience strategies and elements, including robustness, redundancy, resourcefulness, and speed (Al Balushi, 2020).

The use of HRM seeks to establish resilience as the practical foundation for organizational progress, future success, and sustainability (Amui et al., 2017).

Furthermore, HRM methods take cultural diversity into account in the face of contemporary external challenges that may affect the organization and are represented in attitudes, actions, and communication. These elements, in turn, form a link between organizational resilience and performance continuity that is required for the proper process management of organizational resilience (Hillmann & Guenther, 2020).

Simultaneously, organizational resilience is defined as the capacity of an organization to effectively absorb, formulate situation-specific responses to, and eventually execute transformation efforts that profit from unexpected surprises that may endanger organizational survival. Therefore, considering this bidirectional and symbiotic relationship, HRM may also gain from organizational resilience. (Lim et al., 2020; Mensah, 2020).

Hillmann and Guenther (2020) asserted that **resilience** is vital and can be seen as the capability and capacity of companies to adapt to external challenges and constantly changing business environment. The **resilience** principle is derived from two different domains of psychology, as the study of the human mind and behaviour and organizational performance continuity, in the context of businesses and organizations. Additionally, the concept of **resilience** itself has permeated several fields, such as problem-solving and organizational research studies as a way to understand how organizations adapt to external pressures and disruptions (Bento et al., 2020).

Organizational resilience, and its impact on HRM, have been fundamentally criticized for its clarity and exactness lacking in its idea and definition (Duchek, 2020). However, this is where organizational behaviour entered the discourse. Organizational behaviour, which defines how people interact within groups in a work environment, represents the type of organizational resilience, whether it is operational or strategic resilience.

Furthermore, organizational resilience, along with dependability and ability to manage work experience, authority, and chain of command, are the requirements for notable organizational performance as a long-term goal (Lohmer et al., 2020). According to organizational resilience strategies, it takes an effective leader who is capable of directing his efforts toward achieving superior performance, as well as focusing on progressive changes, strategic delegation, and managed control of the organization's workflow in appropriate ways to ensure performance continuity of the organization (Sawtelle, 2016).

Organizational resilience is a relatively new concept in scientific research, and there are unexplored opportunities to conduct promising new research by investigating the link between organizational resilience and performance continuity (Suryaningtyas et al., 2019). Furthermore, the potential interaction between organizational resilience and performance continuity under adverse conditions is also a fundamentally important topic, particularly when it involves the examination of different resilience strategies that an organization might adopt and the exploration of HRM role in supporting these strategies and ensuring performance continuity (Kim, 2020).

1.2 Problem Statement

In the twenty-first century, performance continuity has become a very significant issue that not only calls for increased productivity and effectiveness on the part of organizations' management, but also demands managers to pay closer attention to the issue of business continuity and the part that organizational performance plays in development (Almheiri & Omar, 2022). Business continuity plans and their use in the United Arab Emirates (UAE) have been helping companies through proper

documentation of strategies to facilitate quick and cost-effective recovery of the businesses' core operations, minimize the negative effects of disruptive events, highlight the role of local management in the UAE organizations, protect customer information processing, and specifically identify the company's infrastructure such as physical assets, technological systems, and key organizational units. Furthermore,

Leadership, as another critical component in the context of business continuity planning, holds a very important role in the success and consistency of performance in anticipating the future by fostering innovation, providing direction, and performing many other tasks that can go beyond typical management (Almheiri & Omar, 2022).

Business continuity has several key concepts, including risk management, **continuity planning**, risk reduction, and emergency response. Risk management (and mitigation) are capable of preventing disruptive occurrences through proactive preparations. Meanwhile, both **continuity planning** and emergency response have been verified as capable of minimizing the effects of supply chain disruptions. Academic research identifies three characteristics of **business continuity** that may be helpful with this understanding: (1) identifying risks and the means to mitigate them, (2) defining goals for risk and disruption management, and (3) institutionalizing risk management procedures. These three knowledge-enhancing characteristics are particularly crucial because they improve functional efforts and firm resources' alignment with recovery goals by limiting the harm from significant supply chain disruptions. Furthermore, when it comes to the advantages of business continuity, many corporate executives specified that it, at least, provides a "better understanding of the organization" (Azadegan et al., 2020).

Turning to the realm of human resources (HR), the contemporary research-based approaches have been indicating that HR can be applied to various circumstances and problems, and yet still be used effectively. For this reason, organizations have been leveraging these distinctive resources that are one-of-a-kind, irreplaceable, and unrecoverable to build lasting competitive advantage (Amrutha & Geetha, 2020).

In managing HR, Hameed and Anwar (2018) argued that **strategic HRM responsibilities** are related to the HR activities. These activities affect both the entire compensation and selection process, as well as HRM's capacity within an organization. Therefore, the notion suggested that HRM strategically include procedures for handling issues that are crucial to these fundamental areas, including the management of administrative matters and the promotion of workforce engagement, evaluation, the application of knowledge and capacity preparation, employee training, and staff retention. Furthermore, HRM also plays a significant role in fostering the crucial characteristics for success in today's fiercely competitive market, i.e., creativity, markets, the capacity to adopt new technologies, access to capital, and the capacity for large-scale operations (Anwar & Ghafoor, 2017).

Therefore, a company's total success depends on its human resources and their management. Both of these essential functions are also one of the prerequisites that enable an organization to realize a number of benefits. This stems from the fact that the greatest barrier to long-term financial growth and profitability for nations (hence, also their organisations) around the world is the inability to comprehend the skills of the workforce. Accordingly, the development-oriented businesses in many countries are only now still looking for the best **HRM** strategies and practices to effectively

manage their workforce, enhance productivity, and adapt to rapidly changing market conditions (Troth & Guest, 2020).

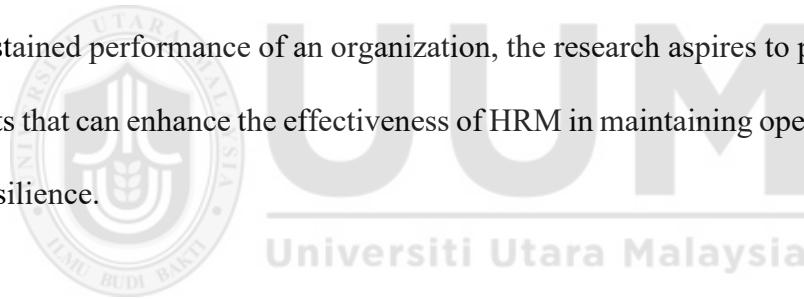
Linking HRM to the critical elements of resilience and performance, Legnick-Hall et al. (2011) indicated that an organization can develop the ability of **organizational resilience and continuity of performance** by integrating HRM into its operational framework. **Resilience** helps to develop key competencies among employees that enable organizations to develop situation-specific responses to threats, effectively neutralize uncertainties, and engage in activities that transform organizations and turn threats and surprises into opportunities (Pahi et al., 2015).

The General Directorate of Residency and Foreigners Affairs Dubai (GDRFAD) has the responsibility to regulate and monitor the international travelers who enter and exit Dubai and to provide supervisory services to the foreigners living in Dubai. The GDRFAD has seven sectors, including the Airport Sector, the Sector of Higher Management, the Sector of Maritime Ports, the Sector of Nationality, the Sector of Entry and Residence Permits, the Sector of Followers of Violators and the Foreigners and the Sector of Human Resource ("GDRFAD," 2019).

The Performance Development programs to develop employees' skills and capabilities, aiming to achieve the organization's strategic objectives has been adopted. However, GDRFA Dubai uses a static, one-size-fits-all approach for these programs, which is ineffective for proficiency development. The problem arises because of the current training approach of GDRFAD which is still very conventional and does not adopt the new trends of employees development (Abdelaziz, & Al-Ali, 2020).

Therefore , This study seek to enhance continuity performance to become more efficient at GDRFAD .

There is an increasing demand for the presence of enhancing performance and its continuity to facilitate ease the service of the UAE government sector. This research is mainly conducted to provide a clearer idea about the UAE government initiatives and to reinvent their governance and operations with reference to performance continuity within Directorate of Residency and Foreigners Affairs as public sector service. In addition. The study aims to deepen our understanding of the predictive importance of various HRM dimensions on ensuring performance continuity. By exploring the specific ways in which different HRM practices and strategies influence the sustained performance of an organization, the research aspires to provide valuable insights that can enhance the effectiveness of HRM in maintaining operational stability and resilience.



According to the Federal Authority for Government Human Resources (2023) (FAHR) UAE, government institutions in the Emirates, particularly the General Directorate of Residency and Foreigners Affairs (GDRFA) Dubai, have been adopting their strategy in managing human capital in the federal government sector, which adopts modern concepts through best management and international standards. In line with the adoption, Khammadee (2022) also recommended addressing administrative obstacles that impede the continuity of performance and the role of organizational resilience in developing under difficult circumstances, enabling effective administrative work, and even enhancing success in the field of HRM to achieve organizational resilience and performance continuity in those institutions. In the future, such a strategy should be

capable of strengthening the organizations' good sustainability performance and help them to exist in the long run.

Skouloudis et al. (2020) studied and proved the relationships between HRM, performance continuity, and resilience of an organization and argued that research on the impact of HRM towards the other two was still considered insufficient. Thus, the necessity to safeguard performance continuity and organizational resilience in critical business organizations and essential government agencies, such as in the event of an unforeseen disruption, is more important than ever (Yu et al., 2019). Performance continuity that is undermined by critical functional failures, including human resource crises, may result in the deterioration of high quality of service and also financial loss if the period or degree of business disruption is significant (Xing et al., 2020). Therefore, organizations and businesses are encouraged to apply a wide range of strategic HRM to improve employee performance and aid in the long-term viability of the organizations (Chams & Garca-Blandón, 2019). To this point, training, employee involvement, employment security, job descriptions, the capability of focus on performance appraisals, internal career chances, and profit sharing are some of the specific **HRM** practices that have been identified by researchers that are capable of aiding organizations in their long-term survival.

The **inability to maintain performance** that interacts with numerous business systems or their use as a large-scale corporate institution, as well as, in tandem, obtaining a high level of organizational resilience, is a **challenge in managing an institution** (Vreugdenhil, 2020). Therefore, when it comes to drawing attention and ultimately securing full support from top management to deliver effective efforts of

performance continuity, it is advantageous to explore the possible benefits of **continuity of performance** on organizational performance (Quigley et al., 2020).

Taking into account the aforementioned studies, the problem of the current study has been focused to the role of HRM in achieving continuity of performance through organizational resilience in the GDRFA - Dubai. Although many studies have formerly explored the impact of HRM on the continuity of performance through organizational resilience, it is still unclear which factors of HRM are significant and act as the key indicators in ensuring performance continuity. Therefore, examining these influential HRM dimensions was chosen as the main theme of the research problem that needs to be solved in this study.

Acknowledging what has been established so far (Channa et al., 2019; Rehman et al., 2021; Lengnick-Hall et al., 2011; Ndege, 2018; Duchek, 2020; Engemann & Henderson, 2014; Sawtelle, 2016; Suryaningtyas et al., 2019; Lohmer et al., 2020; Al Balushi, 2020; Coombs & Laufer, 2018; Amui et al., 2017) the current study proposed the following HRM dimensions to be evaluated: work specialization, authority, chain of command, delegation, and span of control.

1.3 Research Objectives

The objectives of this research are as follows:

- 1) To analyse the influence of human resource management on the continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

- 2) To determine the effect of organizational resilience on the continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- 3) To examine the impact of human resource management on the organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai
- 4) To assess the mediating influence of organizational resilience in the relationship between human resource management dimensions (work specialization, authority, chain of command, delegation, and span of control) and the continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

1.4 Research Questions

The primary research questions that this study seeks to answer are:

1. What is the impact of human resource management on the continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai?
2. What is the impact of organizational resilience on the continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai?
3. What is the impact of human resource management on the organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai?
4. To what extent does organizational resilience mediate the relation between human resource management dimensions (work specialization, authority,

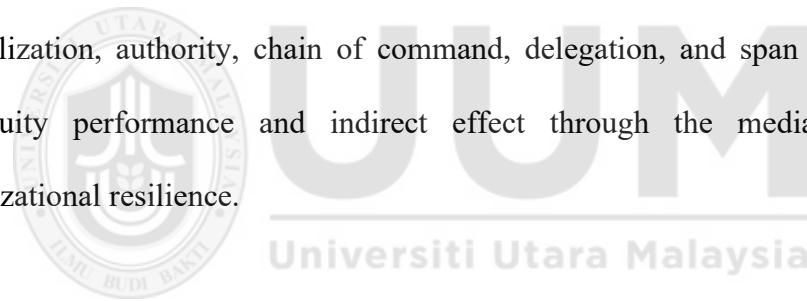
chain of command, delegation, span of control) and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai?

1.5 Significance of the Study

This study, which is about investigating the mediating influence of organizational resilience on the relationship between HRM (work specialization, authority, chain of command, delegation, and span of control) and continuity of performance. In addition,

Theoretical Significance:

This study seeks to expand the understanding on the continuity performance in the UAE context by addressing the gaps in literature through direct effect of HRM (work specialization, authority, chain of command, delegation, and span of control) and continuity performance and indirect effect through the mediating effect of organizational resilience.



The present study added further knowledge to the existing body of knowledge of each variable of the study as well as to the research framework as whole. Thus, little is known about the factors affecting continuity performance among the employees of government sector(the General Directorate of Residency and Foreigners Affairs in Dubai) in the developing world. Moreover, there is still lack of empirical studies on continuity performance in the middle east context. Therefore, the present study is expected to fill the gap by exploring the organisational agility in the context of Asian organization and middle east region. particularly, in UAE.

Furthermore, as cultural and environmental differences do exist in countries, this research will contribute to knowledge in term of research findings in UAE. in addition, by organisational resilience as mediating variable in the framework of this study will fill the literature gap as suggested by the researchers. In addition to that, as per the best knowledge of the researcher, there is no any related research which consists all variables, namely HRM (work specialization, authority, chain of command, delegation, and span of control), organisational resilience and continuity performance. Hence, the present study offered contribution to the literature.

Practical Significance:

In addition to theoretical significance and literature development, this study is also significant in practical sense. Generally, this study is important to government and public sector in UAE through provision of insights about mechanisms for enhancing performance continuity. The findings of this study provided directions and guidelines for development of human capital policies, management practices and management development programs that can help increasing performance continuity through eliciting organisational resilience as mediator. Moreover, the findings of this research is useful in giving some understandings to the employers, on the effective plans and strategies to increase the performance continuity wisely.

1.6 Research Scope

The scope of the present study has been limited to the investigation of HRM on continuity of performance by evaluating the mediating effect of organizational resilience in the General Directorate of Residency and Foreigners Affairs (GDFRA),

Dubai. This includes a detailed examination of specific HRM dimensions such as work specialization, authority, chain of command, delegation, and span of control, focusing on how these elements contribute to the enhancement of performance and advancement of HRM practices. This study also seeks to establish not only the specific theoretical and conceptual frameworks, but also the research framework that encompassed the suitable methodological approaches for the study; in this case, it was focused to the survey method. It is pertinent to point out that the survey was carried out inside the GDRFA, which has been recognized as one of the major organizations in the public sector of UAE that strived for outstanding continuity of performance. The population of the study consisted of 7,350 staff members of the Directorate, with a sample of 364 notable human resource managers chosen at random. These managers were selected based on their roles and potential to provide relevant insights into HRM practices and their impact within the GDRFA.

1.7 Operational Definitions

- **Work Specialization:** Work specialization, occasionally called a division of labour, refers to the level to which an organization splits individual jobs into different jobs. It enables a manager to take intricate tasks and split them into smaller and more precise assignments individual workers can undertake (Englmaier et al., 2018).
- **Authority:** Alternatively referred to as ‘influence’ or ‘control’, authority refers to the ability or right to direct the actions or thoughts of others. Authority is also sometimes defined as the ability or right to give orders and enforce compliance among employees, i.e., to exert control over staff members (Kastenberg, 2020).

- **Chain of Command:** The chain of command in an organization refers to the many levels of command within the organization; it starts with the highest position, like the CEO or the business owner, and goes all the way down to the front-line employees (Romme, 2019).
- **Delegation:** Delegation is the task given by the decision-making authority from one organizational level to another, typically from a higher-ranking individual to a lower-ranking one, to carry out specific tasks (Ghosh et al., 2020).
- **Span of Control:** Span of control explains the various number of staff directly managed by a single supervisor or a manager. The concept delineates the extent of a manager's direct oversight and is critical in determining the effectiveness of managerial communication and leadership within an organization (Zoller & Muldoon, 2020).
- **Continuity of Performance:** the strategic measures and policies adopted by an organization aimed at consistently meeting its current client needs and effectively addressing and solving current problems. The concept highlights the importance of sustaining reliable operational processes across various situations, thereby ensuring uninterrupted service delivery and client satisfaction (Lemken & Rowe, 2020).
- **Organizational Resilience:** The notion of organizational resilience is multidisciplinary and multidimensional, and it is relatively recent in the field of HRM science. To survive and achieve success or prosperity, an organization must be able to foresee, prepare for, react to, and adapt to constant changes brought on by unforeseen disruptions (Spivey, 2020). This involves not only the ability to withstand and recover from challenges, but also to evolve and

grow in response to them. Thus, ensuring long-term sustainability and adaptability in a dynamic business environment.

1.8 Structure of the Study

The first chapter of the thesis, CHAPTER ONE, provides the overview of the current research by addressing the background of the study, defining the problem statement, listing the research questions and objectives, exploring the importance of the study and research scope, as well as delving into the definitions of the technical terms being used in this research. The subsequent chapter of CHAPTER TWO then presents deeper insights into the available former studies from the same topics to help verifying the direction of the present research objectives and questions. The literature review section discusses in detail the relevant themes connected to the current investigation, particularly when it comes to the inclination of mediating characteristics of organizational resilience in its relation with human resource management (HRM) and continuity of performance in the UAE public sector. The third chapter, CHAPTER THREE, then examines the theoretical and conceptual frameworks of the research. The details of the conceptual framework are described and presented as the foundation of the hypotheses being examined in this study. This chapter also delves into detail the research methods by explaining the procedures and techniques involved in addressing the research questions and testing the elicited hypotheses. CHAPTER FOUR, progresses the conversation by presenting the findings and statistical analysis obtained during the study. Some of the discussions include the method of data screening, demographic analysis, descriptive statistics, structure model evaluations, assessments of the measurement model, and moderation assessment, which are captured in thorough comprehensive interpretive analysis. Lastly, CHAPTER FIVE presents most

of the conclusive components of the study, including the summary and results of the research, further debates, limitations, implications, and recommendations.



CHAPTER TWO

LITERATURE REVIEW AND DEVELOPMENT HYPOTHESES

2.1 Introduction

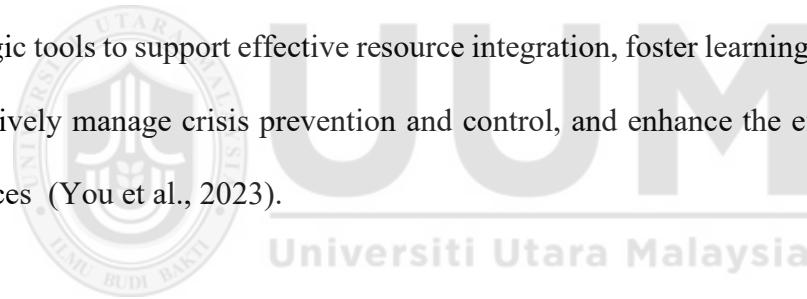
The present chapter provides a comprehensive discussion of the former research and studies that is pertinent to the setting of the current research. Some of the major points of discussion include the review of Dubai's Human Resource Management (HRM), foreign policies, and directorate residency, together with other underlying ideas of HRM, organizational resilience, and continuity of performance, as well as the conceptual framework of this research.

2.2 Literature Review and Underpinning Theories

Wright and McMahan (Agha et al., 2012) provided a representative explanation when it comes to strategic HRM: it is a concept which was designed to support the strategic management of organizations. In order to achieve the organization's objectives, they view strategic HRM as the strategic allocation of human resources and behavioural norms within the organization. Both the vertical and horizontal fits of strategic HRM are highlighted in this definition: horizontally, strategic HRM stresses the coherence of different HRM practices based on the planned action model, while vertically, strategic HRM refers to the alignment and mutual adaptation of HRM practices and the organization. In order to guarantee that human resource (HR) policies and practices are widely accepted and used by managers and employees, strategic HRM must be

both vertically and horizontally fit. This allows companies to leverage their HR strengths to obtain unique or alternative competitive advantages (Zhu et al., 2014).

The Conservation of Resources (COR) theory emphasizes the significance of strategic Human Resource Management (HRM) as a crucial organizational resource, integrating diverse talent resources within the organization (Ali et al., 2023), focusing on both optimizing the abilities of its workforce and strategically distributing these resources to enhance organizational effectiveness and resilience, Strategic Human Resource Management (SHRM) emphasizes the adaptability of staffing policies, training programs, performance standards, selection criteria, and rewards to external changes (Saputro, 2023; Pandit, & Paul, B. 2023) This flexibility provides organizations with strategic tools to support effective resource integration, foster learning and innovation, proactively manage crisis prevention and control, and enhance the efficacy of HRM practices (You et al., 2023).



Conservation of resources theory states that strategic HRM is a pivotal organizational resource that is an organic combination of the organization's diverse talent resources, focusing on both optimizing the abilities of its workforce and strategically distributing these resources to enhance organizational effectiveness and resilience. As such, strategic HRM emphasizes the flexibility with which staffing policies and practices, training and development programs, performance standards, selection criteria, and rewards and punishments can be adjusted in response to changes in external contexts (industry trends, market environment, and organizational needs). This flexibility provides organizations with strategic tools to support effective resource integration,

foster learning and innovation, proactively manage crisis prevention and control, and enhance the efficacy of HRM practices (Dai et al., 2017).

This study rely on The Conservation of Resources (COR) theory , RBV theory.

The Conservation of Resources (COR) theory, as discussed in multiple contexts (Li et al., 2023; Ali et al., 2024), emphasizes that stress arises when individuals face the loss or threat of valued resources. This theory plays a crucial role in understanding various aspects of Human Resource Management (HRM) practices, such as sustainable HRM practices positively influencing employee resilience and performance. Additionally, studies have shown that employee resilience acts as a mediator between different factors, Resource-Based View (RBV) theory plays a crucial role in understanding the intersection of Human Resource Management (HRM) and organizational resilience. Studies have shown that RBV can be utilized to explain how organizations develop internal resources to enhance resilience and innovation, especially in the context of small- and medium-sized enterprises (SMEs) (Do et al; 2022). Additionally, high-performance work systems (HPWSs) within HRM can contribute to building organizational resilience capabilities, such as bounce-back and bounce-forward resilience, ultimately impacting firm performance (Zhou et al.,2023). Furthermore, the RBV framework has been critiqued and expanded upon to develop new implications for strategic HRM theory, emphasizing the importance of HRM practices in enhancing organizational performance and resilience (Kaufman, 2015). Integrating resilience engineering with HRM practices, such as Resilient HRM (RHRM), can optimize organizational resilience in risk-oriented environments like the coal mine industry, highlighting the significance of cognitive, behavioral, and contextual elements in enhancing resilience (Kantabutra., & Ketprapakorn, 2021).

2.2.1 Human Resource Management

Enhancing and maintaining organizational performance heavily depends on how well a workforce is managed. One of the most challenging parts of organizational management is people management, i.e., the part of organizational management that deals with managing a company's staff, which entails working with individuals who have different physical and psychological makeups. The widespread adoption of the term “human resource management” itself has been seen in the last ten to fifteen years. Up to that point in time, the field was commonly referred to as “personnel administration”. However, the transition from personnel administration to HRM is more than merely a terminological shift. By the 1920s, at least in the US, personnel administration had become a clearly defined field that mostly dealt with the technical aspects of employing, appraising, training, and compensating employees. In most organizations, personnel administration was essentially a “staff” role (Mahapatro, 2022). In contrast, HRM extends beyond such a managerial approach. HRM can be defined as the systematic approach of planned HR deployments and activities intended to enable an organization to achieve its goals. HRM practices are indeed considered a comprehensive system that enhances employee motivation and skill sets, ultimately leading to improved organizational performance. Research emphasizes the significance of HRM practices in fostering employee retention, skill development, and overall performance enhancement (Madhavkumar, 2023; Dimple, & Tripathi ,2024). Several notable practices are used to build, maintain, and motivate the human capital pool, which is likely to increase the HR system’s overall effectiveness (Boon et al., 2018).

As of the present time, HR departments, along with other staff groups, need to establish a clear vision and strategy to define their future direction and set achievable goals. Strategic human resource management involves developing and implementing HR programs that address business challenges and contribute to long-term objectives (Maroof. 2022) the alignment of HR strategies with organizational goals, competitive strategies, and the organization's life cycle stage is essential for effective HR management (Aiko, 2023), Furthermore, the strategic capability of HR managers plays a vital role in creating a vision for the future, foreseeing developments, and selecting appropriate courses of action to achieve strategic fit and competitive advantage (Aftab., & Khalid, 2024). Therefore, having a well-defined vision and strategy is fundamental for HR departments and staff groups to navigate towards success and contribute meaningfully to organizational objectives.. As previously mentioned, the growing goal of an HR department is, put simply, to provide value for important stakeholders (Ulrich et al.,2008):

- 1) Employees are dedicated to the company and its objectives and possess the necessary competencies.
- 2) Line managers now have more faith that corporate strategies will be carried out.
- 3) More purchases are made by external clients, which increases client loyalty and market share.
- 4) Investor confidence causes market value to rise when intangible shareholder value, which measures the company's growth possibilities, is taken into account.
- 5) Communities that engage with organizations have more faith in the group's capacity to uphold its social obligations.

Formerly, HRM did not concentrate on the systematic links among these management practices or the impact of diverse employment strategies on the overall performance of the organization. There was also no unifying concept in HRM. However, in reaction to the markedly increased pressures of competition, HRM evolved. Due to elements including globalization, deregulation, and quick technical advancement, American corporate organizations started to face challenges by the late 1970s. These pressures led businesses to be more concerned with engaging in **strategic planning**, which is the process of projecting future changes in the external environment (the kind and degree of the market) and arranging the different parts of the organization to support organizational effectiveness. From this point in time, HRM's dominant and integrative paradigm has turned to strategy creation and implementation, even though the technical parts of traditional personnel administration remain essential (Mahapatro, 2022).

In continuation of the earlier transition, the typical HR structure must now complement its business structure. The HR organization should be set up as a branch of the bigger company, a business within a business. HR should follow the pace with how business organizations connect with the strategies of the companies they support. Companies often follow a pattern of centralization-decentralization, which results in three primary business models: holding companies, diversified/all-encompassing organizations, or single-purpose businesses (Ulrich et al., 2008).

Strategic HRM focuses on whether and how HRM systems can help organizations achieve strategic goals and improve firm performance. This differs from a more traditional approach to HRM studies that focuses on specific HRM subjects like

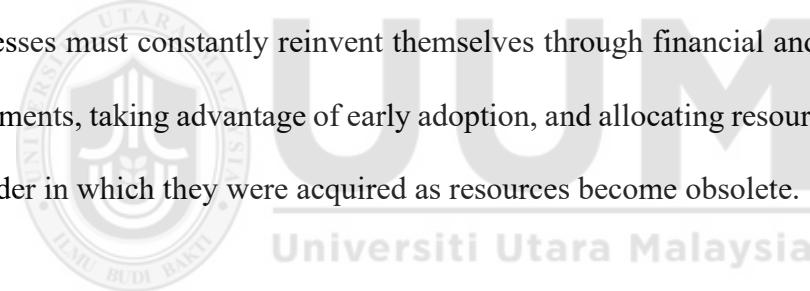
employee recruitment, selection, training, development, performance appraisal, and rewards. The strategic HRM theme has a few characteristics that set it apart from the said conventional HRM subject (Boon et al., 2018).

According to (Saha & Gregar, 2012), strategic HRM is considered a systematic approach to managing human resources as well as other activities that are aimed at accomplishing organisational goals. From a related standpoint, Hamadamin and Atan (2019) also added that the concept of strategic HRM can be characterized as the capacity of a company to affect its performance through the management of its human resources combined with other activities to make it a system, rather than a single entity, at a strategic level. The substantial impact of human resources on organizational success has been demonstrated in the literature, notwithstanding the criticisms levelled against this theory. Studies that support the important association are increasingly prevalent. The literature has used a variety of metrics to quantify HRM, including work systems with high performance and involvement, HR orientation, work-life balance, and specific HR components. Furthermore, other relevant themes have also been discussed. For instance, Aryanto et al. (2015) provided an analysis of the Resource-based View (RBV) theory, while Emeagwal and Ogbonmwan (2018) proposed that internal development produces tacit knowledge that will give an organisation a competitive advantage.

The RBV theory emphasizes that an organization's strategies and practices (methods) are founded on the organization's resources rather than its external environment. The resource-based approach may be traced back to numerous authors, but the core principle of this theory is that an organization can gain a competitive edge by

deploying a collection of valuable resources at its disposal. The resources must also fulfil the Valuable, Rare, Inimitable, and Non-substitutable (VRIN) criteria of being useful, rare, unique, and non-substitutable in order to produce long-term benefits (Marisa & Oigo, 2018).

The theory's main claim is that a company needs an organizational framework in place to absorb and apply VRIN resources and abilities in addition to managing them in order to accomplish Sustainable Competitive Advantage (SCA) (Uchegbulam & Akinyele, 2015). Because resource constraints lead to more variances in business processes, the RBV theory emphasizes the heterogeneous nature of resources and processes of the organizations (Lavie, 2006). Even better, the theory contends that businesses must constantly reinvent themselves through financial and developmental investments, taking advantage of early adoption, and allocating resources according to the order in which they were acquired as resources become obsolete.

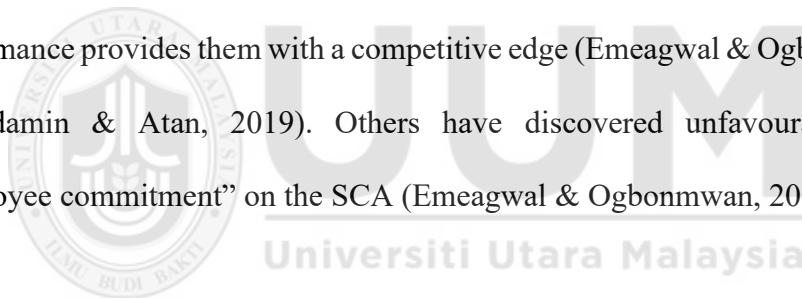


The RBV theory has been evolving from the contributions of many scholars. However, the theory maintains its fundamental tenet on the organization's competitive advantage through the utilization of its valuable resources in the context of variables like crises. Therefore, in accordance with the theory and to gain a competitive edge, it is preferable for an organization to govern its human resources through HRM to ensure business continuity through organizational resilience.

The successful implementation of strategic HRM practices can help employees to have a sense of belonging in the organization, which in turn increases their dedication. Employees' commitment occurs when they are passionate about what they are doing,

feel comfortable, and are willing to engage in order to contribute to the organization's success. This premise was also asserted by Alnidawi et al. (2017), where their study concluded that when employees have a positive emotional attachment to the organization and are pleased to be a part of it, they are willing to exert their efforts to achieve success.

Previous research has shown that high-performance work management (HPWM) improves an employee's knowledge and skills (Jiang and colleagues, 2013). and that strategic HRM contribution to increasing employee productivity has an impact on a firm's performance (Hamadamin and Atan, 2019). Furthermore, some research has demonstrated that a good impact of human capital development on organizational performance provides them with a competitive edge (Emeagwal & Ogbonmwan, 2018; Hamadamin & Atan, 2019). Others have discovered unfavourable effects of "employee commitment" on the SCA (Emeagwal & Ogbonmwan, 2018).



Managers of human resources (HR) are in charge of creating comprehensive employment systems that complement one another internally and eventually help the company achieve its main objectives. Additionally, it is believed that the role is far more closely aligned with the firm's strategic summit than personnel administration. According to the literature on strategic human resource management (SHRM), HR managers use a sort of toolkit of HRM techniques that may be used to create a whole organizational HR system (Mahapatro, 2022).

HRM assists employees in growing actively by strengthening their skills and confidence, which makes them more psychologically ready to accomplish their

responsibilities. Several studies (Bakker & Demerouti, 2017; Karatepe & Karadas, 2019; Wang & Xu, 2017) discovered that HRM improves employees' ability to accomplish tasks. A good recruitment system, for example, results in the hiring of capable individuals. Furthermore, feedback systems result in the identification of employees' strengths and weaknesses, which can be developed through training. Employee engagement, job stability, teamwork, appraisal, rewards, and acknowledgement of successful work create intrinsic motivation and enhance employees' psychological availability (Wang & Xu, 2017; Zirar et al., 2020; Rabiul et al., 2023).

The literature on management recognizes two well-known HRM methods of: "soft" and "hard" management (Cregan et al., 2021; Muthuku, 2020). Control-oriented or "hard" HRM focuses on regulating employees by enforcing processes and rules (Cregan et al., 2021). "Soft" HRM, on the other hand, is concerned with enhancing employees' motivation and establishing a strong commitment to firms (Aktar & Pangil, 2018; Gurlek & Uygur, 2021). Soft HRM promotes high-quality, flexible job performance by including employees in decision-making, fostering confidence in management, and expressing concern for employees (Elrehail et al., 2020; Gurlek & Uygur, 2021; Mowbray et al., 2020; Rabiul et al., 2023). Given the nature of the workplace in the hotel business, combining both soft and hard HRM may be a better strategy for motivating employees than using just one alone.

Additionally, the combined HRM will have a greater impact on how employees feel psychologically, leading to a rise in job engagement (Karadas & Karatepe, 2019; Kloutsiniotis & Mihail, 2020). There is no, however, a proper set of universal HRM

that is appropriate for all organizations (Kloutsiniotis & Mihail, 2020). Accordingly, certain studies (Elrehail et al., 2020; Gurlek & Uygur, 2021) suggested that soft HRM could enhance employees' psychological states and promote higher work and organizational engagement. For example, Alfes et al. (2020), Karadas and Karatepe (2019), Mowbray et al. (2020), and Rabiul et al. (2023) noted that HRM such as training and development, employee participation, rewards and cognition, career advancement, appraisal system, job security, recruitment process, and teamwork are essential for employees' growth.

A supportive work atmosphere is created, and uncertainties and worries are removed by HRM (job security, training, appraisal, rewards, recruiting, and teamwork) (Agarwal & Farndale, 2017). According to some researchers' meta-analyses (Frazier et al., 2017), by fostering relationships with workers, collectively acceptable HRM (such as job security, job security, training, rewards, recruiting, teamwork, and participation) can create a feeling of psychological safety at work. For instance, by taking part, employees can communicate with their supervisors about chances for future professional development (Mowbray et al., 2020).

Due to collective HRM (training, recruiting, and teamwork) that encourages employees to concentrate on group objectives and minimize confrontation, all employees feel comfortable at work (Agarwal & Farndale, 2017; Frazier et al., 2017). According to Edmondson and Lei (2014), when employees' personal interests and potential career advancement are appropriately addressed, they will feel secure in their jobs and build strong bonds with their employers. Positive attitudes towards HR procedures create a psychologically comfortable environment that promotes personal

development. According to the self-concept theory (Aryee et al., 2012; Rabiul et al., 2023), all of these HRM practices produce psychological safety in various ways.

The Resource-Based View (RBV) theory, which emphasizes the efficient use of an organization's internal resources, also provides theoretical reasoning on the relationship between organizational performance improvement through training and development (Carter et al., 2017). According to the theory, giving employees the necessary training and development opportunities demonstrates how concerned an organisation is with employee development and will motivate workers to give their best efforts, which in turn leads to organisational performance (OP) (Yulong & Jing, 2020; Danilwan & Dirhamsyah, 2022).

Training and development initiatives are thus one of the performance factors for organisations within HRM management. The RBV hypothesis places a strong emphasis on organizational resources as the primary performance factors. According to a number of researchers (Carter et al., 2017; Denis et al., 2019), training and development are essential for improving OP and competitive advantage.

According to Saheem and Festing (2020), the HR organization in the Dubai national business system considers centralization, coordination, and control systems, task segmentation and specialization, job and skill specialization, and the authoritative nature of employment interactions and HRM. Because of this, the main function of HRM in the unique institutional context of Dubai is to examine HRM from the perspective of national business systems, with a focus on determining work and employment and identifying the underlying mechanisms of the interaction between

institutional factors, work, employment relations, and HRM (Saheem & Festing, 2018).

The ultimate goal, according to Saheem et al. (2017), is to construct and explain the embeddedness of HRM and policies in Dubai. This effort is conceptually guided by the viewpoint of national business systems and empirically supported by exploratory findings. Despite having a common federal government, the seven emirates - Abu Dhabi, Dubai, Sharjah, Ras Al-Khaimah, Ajman, Umm al-Quwain, and Fujairah are all independently governed by their own rulers (Wakefield, 2020). As a result, the particular environment, namely Dubai, adopts a broad perspective and considers information pertaining to related cultural and institutional limits in the context of Arab culture (Saheem & Festing, 2018).

HRM is essentially the process of improving the quality of people who are seen as an organization's most valuable asset and who are the source, resources, and final consumers of all goods and services. Although it is evident that HRM evolved from earlier methods and processes, it is far more than its parent fields of behavioural sciences and human management. Its multidisciplinary approach and deep roots extend beyond training and development. It is a methodical approach that allows staff members to consistently advance their skills. In order to meet both the needs of the workforce and the organization's objectives, human resource competencies are crucial in defining both current and future expected responsibilities. The following fundamental tenets of human resources are also dissimilar from the conventional approach (Mahapatro, 2022):

- There is potential for infinite development of these resources; members of an organization are reservoirs of untapped resources.
- The nature of self-development is more externally driven than externally driven.
- Together with the growth of its members, the organization also experiences development.
- The organization continues to grow as a culture where the integration of the organization's overarching aims, teamwork, collaboration among individuals, and harmonious relationships between superiors and subordinates are highly valued.
- Senior management takes the lead on HRM by developing goals and strategies, and establishing the general environment and infrastructure needed for its execution.

Additionally, a thorough examination of the peculiarities of the institutional setting in Dubai and its implications for the field of HRM, as well as the significance of policy formulation and institutional context in determining the efficacy of Emiratization (Cook, 2020). The nature of those national business system components that are significant to HRM must also be thoroughly examined in light of the Dubai national business system and HRM (Tlaiss, 2020). When considering the essential elements of a company's HRM structure and methods of coordinating HRM and policies, we are concerned with the overarching logic governing these elements and concentrate on the essential elements of national business systems pertinent in Dubai (Cherian et al., 2021).

This study proposed a model of HRM as a predictor of organizational resilience and continuity of performance in the GDRFA Dubai constructs based on prior studies (Channa et al., 2019; Rehman et al., 2021; Lengnick-Hall et al., 2011; Ndege, 2018; Duchek, 2020; Engemann & Henderson, 2014; Sawtelle, 2016; Suryaningtyas et al., 2019; Lohmer et al., 2020; Al Balushi, 2020; Coombs & Laufer, 2018; Amui et al., 2017; Anwar & Abdullah, 2021). Several dimensions of HRM involved were work specialization, authority, chain of command, delegation, and span of control. Simultaneously, organizational resilience was considered as a mediating factor, as depicted in the framework of the study (Figure 2.1).

Based on the critical literature review regarding the managerial as well as the theoretical issues discussed in this chapter, the research framework of the study was developed as depicted in Figure, 2.1 the research framework of this study is formed based on the literature review that contains the relationships among the variables under investigation. The direct relationships between independent variables and dependent variable have been studied separately(the direct effect of Several dimensions of HRM involved were work specialization, authority, chain of command, delegation, and span of control on continuity of performance . In addition, the relationships between independent variables, mediating variable and dependent variable are also investigated (the mediating effect of organizational resilience on the relationship between dimensions of HRM involved were work specialization, authority, chain of command, delegation, and span of control and continuity of performance).

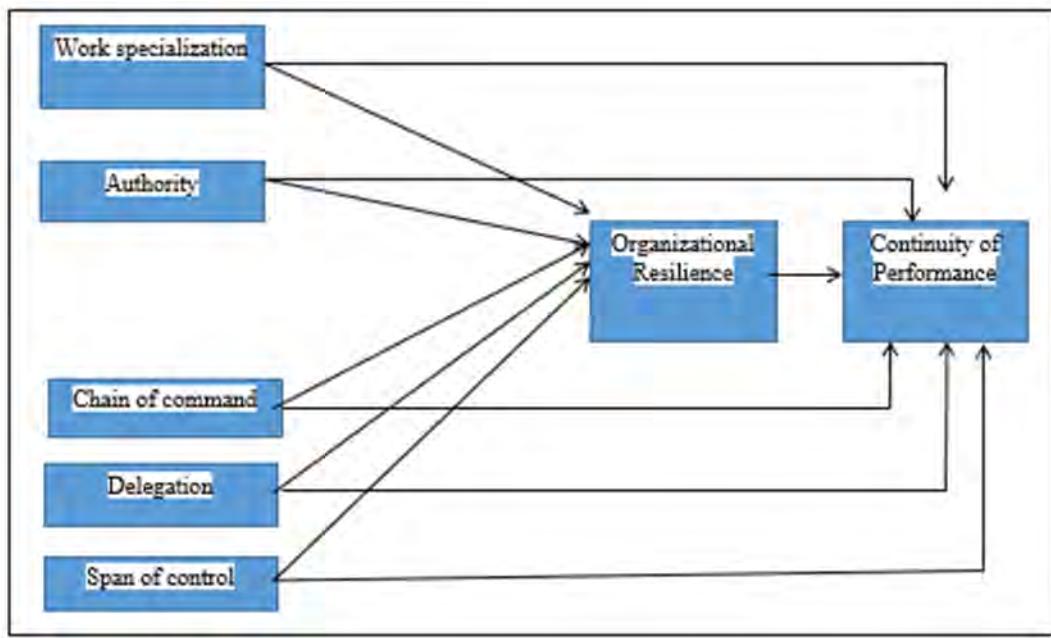


Figure 2.1 Theoretical Framework

2.2.2 Work Specialization

Work specialization and performance management aid workers in taking action so that the company may achieve planned and connected activities that focus on what needs to be done, how it should be done, what needs to be achieved, and what needs to be done to do even better in the future (Oliveira et al., 2021). Furthermore, work specialization is concerned with employee development, aiding them in learning and giving them the essential assistance they need to perform successfully in the present and future time (Murphy et al., 2021). Some of the coaching and development goals identified by the work specialization may include the improvement of supervisee efficiency and future potential development, higher commitment to the organization through discussions on career opportunities and planning, and manager-supervisee relationship improvement (Kuubetersuur, 2020).

According to Alinea (2018), performance management at work (in the context of work specialization) is a continuous process that involves managing and developing performance standards, monitoring and measuring performance, giving performance feedback, conducting informal progress reviews, updating objectives, dealing with performance issues, and taking proper corrective actions. Work specialization fosters a continuous process of monitoring and controlling performance throughout various departments and stages of work in the organization Sapiro, A. (2024). Specialization involves breaking down tasks to enhance expertise and quality, leading to improved efficiency and productivity (Akintoye, 2024). It allows for the development of specific skills in individuals, leading to increased output and innovation.

Work specialization also assists in the fulfilment of organizational objectives since performance is perceived as an ongoing process rather than a brief one-time event (Mutungi, 2019). Managers must regularly watch the supervisee's real performance, save and subsequently remember key performance data, and offer supervisors frequent and rapid performance feedback, developmental feedback, and reinforcement on the task they have done satisfactorily or unsatisfactorily (Awais & Blausey, 2020). Furthermore, work policies have been considered relevant tools to leverage the benefits of work specialization. The policies are helpful in ensuring that different specialized areas within the organization can work together, complementing each other's functions. Certain policies, particularly the public (external) ones, are also capable of addressing the possibilities and obstacles of the organization (Sörvik et al., 2019).

The implementation of work specialization in many jobs within an organization helps to connect staff members together, making them rely on one another. However, it also causes a sense of powerlessness, or anomie, because no single individual is accountable for the entire task (Adeyoyin et al., 2015). The belief that one can transfer talents from one profession to another is linked to arrogance, a lack of humility in recognizing the necessity of specialization and individual variations (By & Lindsay, 2021). According to (Lysova et al., 2019), at the early stages of work specialization, an organization must first decide on the overall organizational structure, i.e., the number of positions that need to be created and their specific tasks.

Work specialization is one of the methods used by HRM to categorize the roles of staff members for continuity of performance and to enhance job-specific expertise. This approach involves dividing all of the activities required by the organization into distinct job roles (Madiedo et al., 2020). The process management department, in collaboration with the HR department, then assigns each task to specialized roles. Therefore, job descriptions provided by the HR department when promoting vacancies to hire new workers shall usually reflect work specialization (Jarrahi et al., 2020). Since work specialization has been considered as one of the determinants of organizational resilience and performance continuity, this approach becomes increasingly important for an organization as it grows in size. Work specialization should be used when the characteristics of the tasks of each role are so sophisticated that an organization cannot rely on anyone other than those who have been assigned to handle the tasks effectively (Miceli et al., 2021).

When a company employs work specialization, every employee shall be counted as an expert to some extent. They should be able to refine the job for which they are accountable, thus resulting in enhanced efficiency and output (Dachner et al., 2019). While work specialization produces specialists, the said specialists typically will not and should not be able to multitask. Specialization prevents them from filling in for an absent colleague. As a result, any organization's activity associated with the absent employee (specialist) may be adversely affected (Kline et al., 2020). Also, specialized workers have a more narrow or focused skill set than non-specialized workers in some circumstances. Many of these 'specialists' found it difficult to change and locate other jobs when they had fewer abilities (Knutsen et al., 2020).

Work specialization, also known as employee division, is realized when employees learn to do specialized activities exceptionally well rather than focusing on a wide range of duties (Madiedo et al., 2020). This approach has become one of the most significant features of the contemporary capitalist economy, with a number of potential advantages for both employers and employees. In the context of the present subject (HR and its management), the role and ability of work specialization as an indicator of organizational resilience and continuity of performance achievements are one of the most crucial characteristics of specialization (Yildiz et al., 2021). Individuals with specialized skills are typically sought out over those with only general skills; therefore, specialization may enhance a worker's career prospects (Rözer et al., 2020).

Additionally, Madiedo et al. (2020) argued that work specialization gives employees specific responsibilities to lessen the stress of other jobs and, at the same time, allocates the employees' capacity to only a particular kind of activity. Specialization enables

everyone to be a professional in what they do. Other than giving a common sense of solidarity among employees, most importantly, work specialization is a predictor of organizational resilience and continuity of performance when employees specialize in their work, form unions, socialize together, and understand one another based on the similarity of their work (Adewusi, 2018). It should be noted, however, that one of the major drawbacks of work specialization is that employees are susceptible to getting weary and feeling bored. Most of the time, employees need variation; when their routine involves the same procedure repeatedly, they are prone to exhaustion and feeling empty and unsatisfied (Adeyoyin et al., 2015).

2.2.3 Authority

In the context of HRM, authority concerns with the exercise of power in making decisions, directing others, and administering resources in an organization. There are numerous facets to explore, such as decision-making power, delegation of authority, organizational hierarchy, policy and procedure development, strategic use of authority, change management, as well as authority and organizational culture. However, some critical points that might be related to the study are decision-making and delegation during crisis, control of resources, communication and accountability, strategic planning and operational execution, as well as employee empowerment and performance management.

During crisis, organizational resilience and performance continuity are under scrutiny. In such a circumstance, HRM should be under the clear command and control of relevant executives and a corporate crisis management team at the strategic, tactical, and operational levels (Gracey, 2020). While maintaining clear reporting channels,

governance, and accountability to guarantee performance continuity, Authority structures must indeed possess flexibility to effectively address the diverse demands of various situations (He, & Su 2023). The accountable executive, who is at the centre of the authority hierarchy, should be in charge of corporate crisis management, daily tactical decisions, and reporting to the corporate crisis management team since they are deemed to be necessary for organizational resilience and performance continuity (Al Balushi, 2020).

The **accountable executive**, who is at the centre of the authority hierarchy, should be in charge of corporate crisis management, daily tactical decisions, and reporting to the corporate crisis management team since they are deemed to be necessary for organizational resilience and performance continuity (Al Balushi, 2020). Additionally, following the nature of a **disruption** or an incident, a crisis management team should include several critical elements, including skilled human resources, authority facilities management, and representatives from different parts of the organization (Banach et al., 2017). In essence, the appointment of **incident response personnel** must be selected from those with adequate seniority, power, and capacity to take charge of the crisis and primarily communicate with stakeholders (Makilya, 2020).

In spite of the crisis management team's existence, it is imperative to delegate authority effectively within the crisis management framework. The delegation can be in the form of empowering specific roles to implement the strategies outlined by the organization's crisis management team and to autonomously address and resolve issues at the site or business area level. This approach of authority delegation ensures that not all problems require escalation to the corporate crisis management team,

thereby facilitating more efficient and localized decision-making during a crisis (Russo & Reis, 2021). This tactical level of command is akin to **silver control** being used in disaster management for emergency services, and the main goal of this team is to lessen and manage the impact of a crisis on the location or commercial district (Onwubiko & Ouazzane, 2020). The said tactical team (silver control) is responsible for providing the overall direction of the crisis response and ensuring that all necessary resources, whether from within the organization or outside experts, are available and deployed effectively. The said responsibility must be carried out to make sure all predefined strategies are in place so that **business continuity can be guaranteed** and the crisis management team shall receive timely and accurate information on the incidence and the steps being taken (Blyth & Mallett, 2020). Additionally, other than the said tactical responsibilities, it is also important to maintain a focus on performance continuity throughout any crisis. This involves targeted efforts in value generation, backed by authoritative support and well-defined internal procedures. It should also be noted that the emphasis on continuous learning and development ensures that the organization is not only prepared to handle the current crisis, but is also capable to adapt and respond effectively to future challenges (Păunescu & Argatu, 2020). This holistic approach, combining tactical response with strategic foresight, is imperatively important in safeguarding organizational resilience and continuity of performance under adverse conditions.

The concept of performance continuity allows for the formulation of organizational strategies at a macro level (strategic objectives), which are then systematically broken down into more detailed operational goals. This process ensures that the overarching mission and strategic objectives are aligned with the daily operational activities of the

organization, thus bolstering the overall performance and resilience (Oswago, 2018). When it comes to this, the authority provides the opportunity to analyze and evaluate both short and long-term performance, as well as the enhancement of service and production processes continuity of the organization (Kim, 2020). Furthermore, the proper use of authority brings benefits to organizations by allowing them to meet the various demands and review the performance outcomes acquired from the perspective of the performance plan (Osievskyy et al., 2020). In the context of local government offices, the perception of authority by external stakeholders is very much affected by some external factors, such as public opinion, social and cultural norms, economic conditions, and regulatory environment. However, inwardly, the effectiveness of authority in such offices is shaped by internal factors, employee competence and training, communication strategies, organizational culture, and leadership quality (Fan & Zhao, 2017). This reflection on the dynamics of authority in local government offices underscores a broader principle in HRM, i.e., the effective management of authority is crucial in any organizational context, affecting not only external perceptions but also internal operations.

Authority-related problems in government operations require remedies for HRM to function optimally. Hassan et al. (2020) proposed that one of the approaches is to consider measuring various aspects of the operations themselves, such as social, economic, organizational, and democratic aspects, and to regard it as a kind of foundation upon which government authorities can build in terms of their specific needs and conditions. Furthermore, the authority-related key factors that directly impact organizational performance were defined by Nabiha et al. (2020) as organizational culture, learning capabilities, employee empowerment, training,

rewards, penalties, feedback systems, use of performance-related information, strategic planning and decision-making, leadership, and collaboration. Simultaneously, Echebiri et al. (2020) explained the other factors that are necessary for continuous performance improvement, including **employee empowerment**, decentralized decision-making, and participatory management, with a further note that the decentralization of decision-making authority and the empowerment of people can be carried out with the utilization of knowledge.

The last aspect that should be underlined when it comes to exercises of authority during crises is clear record management. The **roles** and responsibilities of those with power, both in terms of decision-making and spending authority, during and after an incident, should also be clearly recorded (Hauschmidt & De Vries, 2020). An organization should design and record clear principles as well as a set of criteria for selecting who has the right to and what conditions can trigger the activation of crisis management plans. The organization should also deploy people with appropriate degrees of responsibility to engage with the emergency services as needed (Church, 2017).

2.2.4 Chain of Command

Chain of command describes the formal line of authority, along with the set of policies and reporting relationships that guide, control, and regulate organizational decision-making. In relation to performance continuity, the deployment of tangible and intangible assets through chain of command must be made within the continuity framework to anticipate the tasks and demands caused by the disruptive event (Smith, 2017). In such a situation, the chain of command necessitates the supply of better communication and decision-making facilitation, alternative relationships (e.g., cross-

departmental collaborations), crucial infrastructure components, and key personnel of human resources, all of which are costly and difficult to get (Meney & Pantelic, 2020). The availability of important tangible assets necessary to cope with a possible crisis will have an influence on organizational effectiveness, and planning for the acquisition of these assets will be costly, particularly for an event that may not materialize (Timmis & Brüssow, 2020).

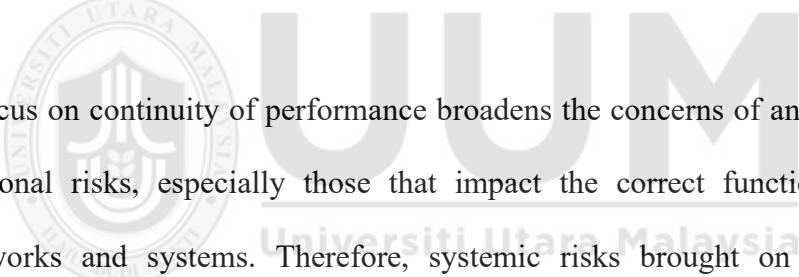
An evaluation of how the chain of command reacts procedurally should be conducted to determine the degree to which existing rules and procedures are used, prior disruptions are documented and referred to, and roles, duties, and ownership of problems are strictly followed (Azadegan et al., 2020). Intriguingly, crises can cause organizations to rely more on adjustable decisions, resulting in the flexibility and adjustability of strategies throughout the course of the disruption. Decisions are prone to be made depending on the circumstances at hand, and the strict adherence to the chain of command of the organization becomes secondary to the practicalities of managing the disruption (Brose, 2020).

In many situations, communication is acutely affected by the chain of command. Employees are routinely prevented from speaking with any higher level management other than their immediate superiors in many organizations. Not only the surveillance and control, but the flow of information is also monitored (Asita & Alasomuka, 2019). This is due to the fact that hierarchical communication in a chain of command is generally seen as an optimal answer to costly information processing. Thus, higher management (e.g., leaders and senior managers) can gain insight by merely observing the assembled bottom-up results of jointly realized operations done by the

management and the workers (Palida, 2020). The openness of the communication channel between workers and their higher management, or, in other words, the amount to which a chain of command is followed, determines the capacity of the chain of command in which information needs to be transferred to the higher management (Srai & Lorentz, 2019).

A chain of command also defines other aspects of HRM, including the promotion of human resources. Customarily, an organization that maintains a strong presence of a chain of command shall find their managers restrict their candidate selections for promotions only from one or two levels below them while ignoring others at lower positions (Tien, 2019). A productive worker increases a manager's chances of retaining his job owing to the high performance of the worker. However, the worker could also alert the manager that someone is more productive than him, thus posing a risk to the manager's position (Burnett & Lisk, 2019). Observations within organizations, especially those with strict adherence to hierarchy, highlight the importance of distinguishing between official promotion policies and the actual practices that emerge. In such settings, despite the absence of an explicit policy favouring seniority, the pattern of promotions often aligns with the length of service, creating a *de facto* norm where seniority subtly influences career advancement (Brudan, 2017). This phenomenon is often referred to as an equilibrium state and implies that promotions, while not officially tied to seniority, tend to correlate with it over time (Garcia, 2020).

Even though hierarchical communication and seniority-based promotions are positively connected to organizational resilience and continuity of performance, these practices can be replaced or altered in the organization's policies (Wathanga, 2017). Apart from the tangible obstacles (e.g., physical distances, structural barriers) and institutional hurdles to communication, senior management might deliberately dissuade employees from circumventing the chain of command (Subhakaran et al., 2020). An organization encourages this behaviour by cultivating an organizational culture centred on the chain of command and supervisory authority (Setiawan & Yohanes, 2020). Upper management may also have a personal motive to overlook or penalize a subordinate whose remarks on the management are thorny, even if the information contained is helpful for the organization (Van Heugten, 2021).



The focus on continuity of performance broadens the concerns of an organization to operational risks, especially those that impact the correct functioning of HRM frameworks and systems. Therefore, systemic risks brought on by operational disruption are the major risks and concerns which can be associated with continuity of performance (Azadegan et al., 2020). To maintain performance and anticipate the associated risks, the chain of command typically uses capital reserves (financial buffers), critical infrastructure insurance, backup supplies, and emergency procedures in response to the events (Noriega, 2018).

In the context of HRM and crises, some scholars have emphasized the importance of knowledge in anticipating low probability but high-impact risks, since the threats are typically unpredictable and, therefore, unmanageable, making traditional statistical risk assessments impracticable (Hardy & Maguire, 2020). Action-based knowledge in

its various forms, such as scenario-driven planning, emergency drills, stress testing, and vulnerability mapping, provides approaches that make disruptive events recognizable and, hence, governable (Folkers, 2017). Human resource management typically obtains this type of knowledge through the chain of command implementation and the crisis management policies that emphasize readiness, alertness, preemptive actions, as well as specific measures such as fast-response actions and crisis management planning (Raghavan, 2018). Although none of these approaches to the policies can eliminate all risks or successfully regulate every type of disruptive event for the organization, when combined, they form a separate set of risk-mitigation strategies (Hassija et al., 2019).

2.2.4.1 Delegation

Delegation, a fundamental concept in HRM and organizational behaviour, refers to the process where authority and responsibilities are transferred from a higher-ranking individual to a lower-ranking individual. This very particular dimension of HRM is strongly associated with organizational continuity issues, and the official authorization to exercise formal control through delegation typically includes the approval for certain individuals to make important decisions (Boyle et al., 2021). Delegations of authority take effect when the normal lines of command are intervened and end when these channels are reinstated. This dimension is significant for the HRM aspects of performance continuity, crisis management, and government institutions. In the context of continuity planning and crisis management, pre-established delegations of authority may be especially significant in these kinds of circumstances (Carolina, 2018). Simultaneously, in the context of public service institutions, delegations of

power ensure the orderly succession of officials to the post in the event of absence, vacancy, or incapacity to act during a crisis or emergency situation (Migala, 2019).

Delegation of authority involves strategies and planning. Any devised plans must explain how authorities are assigned, their activation and expiry time, notification mechanisms for the stakeholders, and the reasoning behind the initiation of the delegation (Mays, 2020). Emergency authority during a crisis, according to Imperiale and Vanclay (2019), is usually given following an exceptional situation, such as a declaration of emergency, special plan implementation, or interruption to the usual chain of command. It must be pointed out as well that the plan itself must specify the individuals to be selected. Similarly, Moura (2018) also acknowledged that administrative authorities must have a well-defined description of the individuals involved and specific end-points of the delegation period when transferring authorities to someone other than the customary individuals. Furthermore, all associated workers must be notified of the delegation (Moura, 2018). Therefore, an organization must develop communication methods that can be utilized for all forms of important notifications during an emergency, and the communication systems must ensure that all messages are received in redundant formats by employees (Zou et al., 2017).

In implementing delegation, its aim must be guided by the culture of the organization. All forms of information and knowledge that are involved must be communicated in a particular format by observing individual employees' capacity to transfer knowledge (Duryan et al., 2020). Stakeholders then provide solutions in delegating authority to specific departments or competent individuals and, at the same time, formulate the measurement of outcomes and how information pertaining to the delegation is

disseminated to others (Gudkova, 2021). To carry out the duty that is formerly owned by the higher-rank position, the individual at the receiving end of the delegation must be given adequate authority that is formerly owned by the superior. These hierarchical dynamics are the reason why delegation is widely acknowledged as one of the crucial subjects of effective management in traditional leadership studies. In a few words, it has a number of positive effects on both the **higher-** and lower-rank management involved in the delegation process (Akinola et al., 2018).

Delegation has been an underexplored topic, with only a few studies having been conducted. However, it recently stood out with its distinct topic of global virtual team leadership, and there are not so many conceptual works and empirical studies that have been done on this specific theme (Colombo et al., 2021). For instance, a few academics have defended the advantages of delegation when it comes to the effectiveness of a virtual team leader. They argued that such a team leader must adapt to the intricacies and volatility of a virtual team environment and must be willing to delegate responsibility whenever needed (Kingl, 2020). Additionally, virtual team leadership should also emphasize the empowerment and promotion of team members to take initiative (Jong, 2021). A virtual team also needs more discipline and control, considering their scattered nature, making management by observation impossible (Hart, 2021).

The effectiveness of a virtual team may also be hampered by excessive autonomy, sole reliance on electronic communication, lack of face-to-face connection, and other factors (Endriulaitien & Cirtautien, 2021). By examining the occurrence and effects of leader delegation in such a team, as well as how and why managers do or do not

transfer their authorities to virtual teams, as well as the impact of the leaders' delegation behaviours on the teams, delegation to a virtual team will help industry practitioners to better frame their strategy for managing distributed teams. Additionally, it will advance knowledge in the field of digital team management (Lee, 2021). There is an intriguing observation regarding the management of such a team: teams with lower levels of competency are more likely to seek less delegation and to be disgruntled, yet they are motivated by less leadership (Lockings, 2020). Therefore, the competency of a team truly influences the impact of delegation. Nevertheless, most of the time, the vast majority of team members at the receiving end of a delegation have the aspiration to triumph over all delegated tasks, even when they are unsure of how to accomplish their jobs entirely. This is where clear directions from leaders are of the utmost importance (Luciano et al., 2020).

2.2.4.2 Span of Control

The span of control, which describes how many workers directly answer to one supervisor, differs amongst organizations at various levels of the hierarchical structure. However, this number can also change within the same level of control (Lull, 2020). There are two approaches when it comes to the span of control: a manager's actual span of control, which shows how many employees they have (based on the organizational structure), and a manager's ideal span of control, which shows how many employees they can effectively manage in a specific role (Simons & Dávila, 2020). Concerning the latter, physical and mental limitations of a manager or a team leader shall define the maximum number of subordinates he or she can effectively manage. Furthermore, organizations that focus on knowledge management and offer progressive training to outstanding individuals may produce more qualified teams that

can improve the organizations' span of control (Kutaula et al., 2020). Teams with a broader span of control enable better management selection, more considerable potential for self-presentation, and faster results in the early stages of their career (Dunlop et al., 2020).

Essentially, span of control measures team performance and overall organizational effectiveness. The individual index of organizational administration and the number of managers who handle a given task individually are two independent variables that together determine the greatest span of control (Lull, 2020). Research conducted by Erath et al. (2021) indicated that choosing a certain span affects a variety of organizational characteristics, with the most popular analytical approach having an impact on the greatest number of organizational metrics (Erath et al., 2021). The analytical method for determining the right span of control is predicated on the idea that a superior must manage both the relationships that form between him/her and his/her subordinates. On top of that, he/she must also oversee the relationships that form among his/her subordinates themselves (Dagnew, 2021).

Span of control influences a variety of organizational parameters, including size, structure, and performance of an organization. It also influences teamwork in terms of individual performance (Ashill et al., 2020). Along with team creativity, additional aspects to take into account include the competency of the lead employee, the personalities, experience, expertise, motivation, and level of involvement of the subordinates. Span of control also correlates with transformational leadership, where leaders work with their team to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed

members of the group. Adversely, the favourable effect of **transformational leadership** style (its overall and specific job satisfaction) significantly diminishes when spans of control turn broader (Lee et al., 2020). Broader managerial spans of control also gives restrictions in the form of time demands and constraints for supervisors with a broader scope, giving them fewer opportunities for interaction with other staff members (Batcher, 2020).

It is also necessary to note that span of control similarly affects transactional leadership in the same manner. The beneficial impact of this leadership style also decreased with the broader managerial spans of control. Time demands and constraints are likely to be higher for supervisors with broader managerial spans of control, resulting in fewer opportunities for interaction between the manager and specific staff members (Batcher, 2020). The restricted engagement may reduce the individuals involved within the span of control to create close and quality connections. As the work unit size grows, the manager's and staff's relationships become less favourable (Ho & Kuvaas, 2020).

In cases where scopes or work units are relatively broad, managers shall find themselves lack the time to regularly deliver transformational leadership, such as the actions of inspiring and supporting, as well as giving personalized attention to the employees (Amor et al., 2020). While the adverse implications of the relationship between span of control and leadership styles increased job satisfaction in units where managers had wider spans of control, managers with small spans of control were able to relate to their staff more and provide coaching and feedback to them (Lull, 2020). Essentially, the moderating impact caused by a manager's broad range of power can

also be related to his/her lack of time. This lack of time may lead to an increase in the practice of management-by-exception, a leadership style where the leader intervenes only when necessary, which is lacking in terms of proactive and inspirational leadership (Patiar & Wang, 2020). Reiterating the former points, the number of high-quality connections a leader can establish and maintain is truly constrained by their time and resources (Sianoja et al., 2020).

Table 2. 1

Summary of key former studies and publications in the field of HRM.

Author(s)	Objective(s)	Result(s)
(Nasar et al., 2020)	The study suggests a revolutionary design and data analytics for a digital human resource management (e-HRM) system. The usage of e-HRM software is widespread in large businesses and institutions. For organizations, e-HRM can be considered as a very competent, consistent, and dedicated application. It is also very cost-effective for most of the situation.	An e-HRM has mainly five activities: e-Selection, e-Recruitment, e-Performance, e-Compensation, and e-Learning.
(Lim et al., 2020).	The study made clear how organizational human resource interventions should be combined with societal and organizational policies and initiatives to improve worker resilience.	The contemporary workplace indicates that there has been an increased interest in the idea of resilience. There are numerous stakeholders, including decision-makers, corporate executives, human resource specialists, and workers. The study also discussed resilience as a crucial quality required to deal with the overwhelming changes that plague the modern workplace.

(Al-Shahab, 2019).	The examination of the degree to which cost-cutting methods affect employee performance was guided by three research topics. As a result, the researcher in the United Arab Emirates administered surveys to 120 randomly chosen mid-level managers and superintendents from a semi-government organization.	According to the results of the multiple regression analysis, outsourcing, talent management, and process management have beneficial effects on employee performance, but downsizing as a cost-cutting measure has a significant negative impact.
(Al-Ayed, 2019)	The purpose of this study was to investigate the effects of strategic human resource management on organizational resilience (cognitive, behavioural, and contextual dimensions) in private hospitals. These management included the strategic value of human resource management, human resource analytics, and high-performance work management.	The findings demonstrated the beneficial effects of strategic human resource management techniques on organizational resilience. In terms of individual effects of strategic HRM management, the findings revealed that high-performance work management, human resource analytics, and strategic value of human resource management were the most significant factors in organizational resilience. The study came to the conclusion that in order to create a human resources strategy that can be integrated into the hospital's overall strategy and still allow the hospital to be resilient, advance preparation is necessary.

2.2.5 Continuity of Performance

Organizational attention has been drawn to the management of performance continuity in businesses (Sanusi & Johl, 2020; Koshkina et al., 2022; De Matteis et al., 2023). The works of leading strategic and organizational theorists support the idea of combining continuity and change.

Strategic and organizational theorists emphasize the importance of integrating continuity and leadership and organizational practices. leaders can effectively merge continuity and change by creating a sense of continuity while driving change (Hernes, 2022) .Additionally, a continuity help organizations map their position and develop flexible strategies for managing these forces (Smith et al., 2023) the role of elites in shaping a country's strategic culture, indicating their influence on continuity (Brumat, , & Vera Espinoza,2024). Overall, these theorists collectively advocate for a balanced approach that acknowledges and leverages the relationship between continuity and managing human resources in driving organizational success and adaptation.

However, it is unclear how to apply or handle this paradox effectively (Johnson, 2020). A primary goal of strategic management has been to monitor strategic performance effectively. It provides strategic channels to combine performance continuity and change at different levels of strategic resilience, such as divert, shift, split, and integrate (Lapersonne, 2018). Frameworks for controlling strategic performance are provided by performance measurement and management, which have essentially developed into their own body of knowledge (Bititci et al., 2018).

Assuring an organization's operational continuity is the goal of business continuity management (BCM). In addition to ensuring business continuity, BCM is crucial for maintaining both organizational benefits and competitive strengths. Previous BCM-related research made recommendations for tasks and initiatives that needed to be completed to adequately prepare any organization for emergency events. Risk assessment and business impact analysis are the two crucial activities to launch the BCM planning process. The activities involved in BCM consist of a variety of phases that vary depending on the context of BCM required by an organization (Al-Ameri & Musa, 2021).

However, according to Häring et al. (2017), the definition provided by the continuity of performance is a comprehensive management approach that offers a framework for establishing resilience and the competence for an effective reaction to potential risks. Organizations can take the steps and use the tools necessary to protect assets and carry out their most crucial operations even in the event of an unanticipated disruption to business processes by planning for continuity of performance (Chapman, 2017).

The establishment of procedures intended to enable organizations to satisfy current customer responsibilities and resolve existing relationships with other broker-dealers is necessary for the continuity of performance (Lemken & Rowe, 2020). The importance of having to follow numerous rules has led businesses to improve their performance continuity management, with the need to follow the rules being the main driver (Azadegan et al., 2020). In the steel and oil industries, many companies have also chosen restructuring to address both survival and development in the face of

unpredictable market dynamics, as seen by the massive mergers in the sectors (Athique et al., 2017).

The forces of performance continuity and future transformations should be combined to provide solutions so organizations can continue to satisfy the client and stakeholder needs, thereby improving their strategic performance (Sahhar et al., 2021). The strategies may clearly differentiate between managing continuity and change in a variety of ways to address some or all aspects of strategic performance, and continuity and change constitute one of the numerous strategic paradoxes to be handled through strategic resilience (Ivory & Brooks, 2018). The main organizational goals of the present day, including service accessibility, prompt delivery, and exceeding customer expectations, guide the direction of management philosophy (Bakar et al., 2015). Businesses that integrate continuity of performance management into their strategic management may gain a clear competitive advantage in terms of operational resiliency, which entails the quick restoration of crucial business operations within a set time frame while minimizing the negative effects on their value and reputation (Ravichandran, 2018).

According to the research published by Afiuc et al. (2021), there is a connection between technological innovation, client retention, and business survival. The authors contended that client retention signals to businesses their ability to, at least in part, continue to create goods and services. Consistency in business continuity is developed as a result. Therefore, customer retention aids in the continuation of business. The uniformity of all business operations, consistent business investment, better resource

selection and integration, an efficient organizational structure, and the use of novel procedures all enhance the performance of the company as a whole (Li et al., 2023).

Lee et al. (2021) and Li et al. (2023) investigated the connection between organizational performance in the face of technological innovation and business continuity. Through the use of questionnaires, Small and Medium-sized Enterprises (SMEs) in emerging economies provided empirical data on the factors chosen for the studies. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to discuss how the elements related to one another. According to the report, business managers may provide shorter lead times, high-quality production, and responsive customer service when they successfully govern and manage the organization and establish continuity across various business processes. As a result, the company performs better.

Business continuity, supply chain risk management, and firm performance were also investigated by Manhart et al. (2020) and Li et al. (2023) to examine the association between various parameters using meta-analysis technique. According to their studies, businesses may maintain the consistency of their business processes by paying attention to the quality of their resources, the productivity of their workers, and their financial investments. Businesses can operate more effectively and perform better in the market when business processes are consistent.

Al-Ameri & Musa (2021) also outlined the critical characteristics for BCM to be implemented successfully in an organization, including management support, external requirements, organizational readiness, and risk management (Figure 2.2). These

parameters were selected in their study based on the definitions and ranges within the framework of BCM.

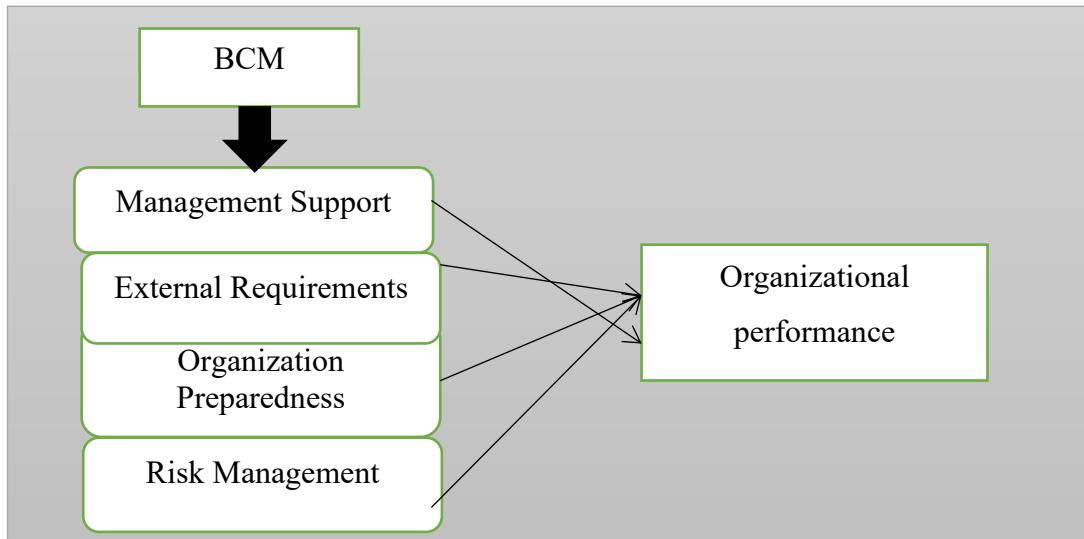


Figure 2.2 the critical characteristics for BCM

Source: (Al Ameri & Musa, 2021)

- 1- Management Support: Lack of top management support ultimately results in poor execution, insufficient engagement of the organization as a whole, and failure planning. Senior management involvement can ensure the ongoing provision of financial support and other essential resources to develop and support the BCM implementation. Similar to this, senior management's lack of comprehension hinders the BCM program's efficient implementation.
- 2- External Requirements: BCM is no longer a separate task for sizable organizations run in the public and private sectors. External stakeholders, such as lawmakers and regulatory agencies, oblige organizations within their purview to adhere to certain standards and regulations, which correlate directly to the principles of business continuity. However, today's organizations find it increasingly difficult to maintain their values to ensure business continuity. In order to solve this, management is eager to progressively enhance the sustainability of information

technology and associated systems by the regulatory needs of governmental organizations and, eventually, by customers.

- 3- Organizational Preparedness: The ability of an organization to promptly prevent and address an unforeseen incident is a key factor in determining its sustainability. External risks can be better managed when organizations are capable of immediately identifying possible threats and communicating them to the crisis management team. Knowing different strategies to recover and minimize hazards, such as action plans for continuity, and job duplication for essential staff, is what is meant by organizational preparedness.
- 4- Risk Management: Business continuity management is seen as an essential part of a bigger framework or as a part of additional leadership processes and framework processes in all industries. Activities controlled by the company's governance and risk management strategy include risk administration and company impact analysis, both of which are components of BCM.

Table 2. 2

Summary of key former studies and publications related to continuity of performance

Author(s)	Objective(s)	Result(s)
Ali et al. (2023)	This study explicitly explores the attributes of BCM practices and adoption trends among SMEs, proposing an integrated framework by including organisational resilience (planned and adaptive resilience) and organisational performance within the	This study found management support, external requirements, organisational preparedness, and embeddedness of continuity practices are the main attributes of BCM practices. Besides, this study confirms that SMEs previously overlooked the importance of BCM within their organisations. However, findings show that SMEs are becoming

	<p>BCM practices. This study analysed published research works from 2010 until 2022, guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) methodology.</p>	<p>increasingly aware of the importance of BCM in protecting their businesses from potential disasters and disruptions. Lastly, the proposed conceptualisation framework of the SMEs' BCM practices and the organisational resilience (planned and adaptive resilience) and organisational performance allows for novel understanding and readiness assessment among SME managers to face future crises and uncertainties.</p>
Li et al. (2023)	<p>Examines how innovation in technology aids SMEs in developed economies in achieving firm performance post-pandemic. Small and medium-sized businesses (SMEs) struggle greatly because of a lack of funding and support from the government.</p>	<p>The findings have significant ramifications for respondents' activities and technology innovation policies. These findings add to the body of knowledge on dynamic capacities and responsible technology innovation by highlighting the processes and boundary conditions of management for responsible technology innovation in the context of developing Chinese SMEs.</p>
Al-Ameri et al. (2021)	<p>The purpose of this study is to assess the association between organizational performance of public organizations in Abu Dhabi and business</p>	<p>The outcome shows that the performance of public organizations in the UAE is significantly impacted by BCM elements, including managerial support, external needs,</p>

	<p>continuity management (BCM), using organizational resources as a mediator variable. The empirical data from the survey have been analyzed using quantitative methodologies.</p>	<p>organizational preparation, and risk management. The research presented in this study emphasises the significance of BCM in the current financial and non-financial crises.</p>
Fameso et al. (2021)	<p>The general objective of the study therefore was to determine the effect of Business Continuity Management management on organizational performance among construction firms in Abuja.</p>	<p>The study findings showed that the performance of construction companies in Abuja is influenced by the level of support of top management, allocation of sufficient resources, organizational preparedness and embeddedness of continuity management.</p>
Azadegan et al. (2020)	<p>This study aims to evaluate the efficiency of supply chain participation in business continuity management (SCI BCM) and business continuity management (BCM) in containing operational and reputational harm in the face of SCDs.</p>	<p>The data analysis findings indicate that SCI BCM enhances operational damage containment while BCM enhances reputational damage containment. The results further demonstrate that for the enterprises experiencing increased supply chain risk, the significant effects of BCM and SCI BCM on reputational and operational damage containment, respectively, were exacerbated.</p>

The study's findings showed that the performance continuity of companies is influenced by the level of support of top management, external requirements, organizational preparedness, risk management, allocation of sufficient resources,

organizational preparedness and embeddedness of continuity management and the ability of the company to promptly prevent and address an unwelcome incident is a key factor in determining its sustainability.

2.2.6 Organizational Resilience

Lately, social sciences have fully included resilience principles from other research fields in light of dangers to the world, such as climate change and international terrorism. Economic literature has made a substantial contribution to the growth of resilience research during the past 20 years. The idea of resilience is also beginning to be utilized more frequently in evolutionary economic geography (economic resilience, territorial resilience, and regional resilience). He introduced the idea of a "dynamic component" of resilience, which he defined as the speed at which it is possible to return to optimal functioning conditions, but he also used the term "static resilience" to refer to the idea of economic resilience, which is intended to indicate a system or organization's capacity to maintain its core functions when shocked. The two distinct concepts of resilience have recently been discovered in regional studies. The first is based on the engineering conception of resilience, which emphasizes a system's ability to withstand shocks and how quickly it can return to its equilibrium or pre-shock condition. The second definition is based on an adaptive concept of resilience that is distinguished by complex non-linear dynamics and an adaptive capacity that allows them to spontaneously alter their internal structure. (Annarelli & Nonino, 2016).

Organizational resilience is defined by both human and organizational reactions to turbulence and discontinuities, as well as the ability to survive systematic discontinuities and adapt to new crises (Alrob & Jaaron, 2020). Despite rising

acknowledgement in scholarly literature, the notion and characteristics of organizational resilience have remained largely unclear and vague (Quendler, 2017). The idea of resilience as it relates to organizations has evolved through time in management literature, expanding from the straightforward idea of resistance to shocks and disasters to include ideas of recovery abilities, recovery durations, and recovery costs. Organizational resilience was, therefore, first envisioned as the ability to withstand and recover from traumatic events, shocks, or disasters that could damage an organization or a system, either internally or externally, in accordance with the principles of ecological and engineering resilience. Despite being used interchangeably in management literature, resilience and robustness are not the same thing. Thus, to distinguish between the two concepts, robustness is adopted as a synonym for physical strength, whereas resilience is defined as a system's capacity to recover to a normal state, or even a better one, following a disturbance. Resilience in operations management should only be understood in terms of recovery time, or the capacity to resume activities right away. (Annarelli & Nonino, 2016)

The ability of an organization to adapt to the circumstances and make adjustments to lessen the effects of any shocks that could endanger the business is known as organizational resilient behaviour. Resilient behaviour is further suggested to aid organizations in responding effectively to environmental changes and minimizing those changes. Organizations may confront a variety of obstacles, but issues with organizational resilient behaviour are not just confined to ecological issues; they can also relate to financial crises, supply chain problems, or problems with human resources. In order to resolve these problems, organizations must have resilience. Employee resilience can only assist the organization in addressing human resource-

related issues, and the organization must be robust in other areas as well. Since the majority of publications on organizational resilient behaviour are from the previous two decades, the topic of organizational resilient behaviour research has attracted more attention recently (Rehman et al., 2021; Lengnick-Hall et al., 2011).

Administrative theory and organizational resilience are strongly related in many ways, and this is demonstrated by the organization's ability to achieve its goals for maintaining business continuity and achieving organizational resilience, which improves the effectiveness of human resource management. While important in organizational practice, especially in human resource management, contingency theory is linked to the theory of contingency. There are explanations given for how incidental factors and the external environment affect the design and operation of organizations in this research approach to investigating organizational behaviour and company continuity. It is a hypothesis that keeps an eye on how the organization is doing in terms of potential emergencies, how well it can endure them, and how long its operations will continue.

Academics like Luther Gulick, Lynda Unwick, and Henri Fayol established Administrative Theory. Their main focus was on improving the procedure. Their focus was on devising concepts and methods to greatly enhance the efficiency of the organization. Administrative theory and administration are closely related in many respects; streams suggest authority, reason, professionalism, reliability, and objectivity (Bryan & Jones, 2006). The administrative theorists were largely functional men of activity; most were employed as supervisors, despite the fact that the bureaucratic

theorists frequently refrained from offering concrete suggestions for carrying out this normative paradigm (Evans, 2007).

Its main purpose was to offer guidelines along with a host of additional ideas for creating official organizations (Kooiman & Jentoft, 2009). Administrative theory, which includes concepts of management, principles of line management, staff committees, and management duties, is focused on management, a component of the organization, but the administration also focuses on the organization.

These three schools of thinking are consistent and compatible from about 1900 onwards because they have similar ideas about the nature of man and his organizations (Waldo, 2006). When compared to each other, scientific management is small, while bureaucracy and administration are large. The clinical administration system of analysis is the practical tasks associated with the job, whereas bureaucracy and administrative theories are the structure and protocols of the human organization (Hales, 2001). The philosophical framework of scientific administration places significant emphasis on the connection between humans and machines as a means of enhancing efficiency. It further promotes an inductive, empirical, comprehensive research study of every shipment to ascertain the optimal method of implementation (Abah, 2017).

The RBV Theory, on the other hand, asserts that the fundamental tenet of this theory is to associate a business's competitive edge with its utilization of the valuable resource package at the organization's disposal in light of factors. This theory examines the origins of the resource-based perspective back to many writers. To obtain a

competitive advantage, it is feasible to alter the organization of the company's human resources while still ensuring business continuity, which is recognized as the cornerstone of organizations that strive to achieve organizational resilience.

Furthermore, it is uncommon to discover researchers who focus on organizational performance. Organizational resilience is defined as the capacity to recover from unforeseen, stressful, and adverse conditions (Kim, 2020). In order to help organizations improve their performance and maintain sustainability, a new variable of resilient leadership will be added to the action of organizational resilience, along with organizational culture and resilience and how it relates to other variables (Santoro et al., 2020). The ability of an organization to adapt and deal with change, such as promoting learning and change, is referred to as organizational resilience (Fasey et al., 2021).

Organizational resilience may be divided into two categories: operational resilience and strategic resilience (Essuman et al., 2020). The capacity to notice and respond adaptively, also known as passive resilience, is commonly associated with operational resilience, which focuses on returning to a prior condition (Degbey & Einola, 2020). Active resilience, on the other hand, is characterized as the capacity to turn threats swiftly into opportunities, then recognize a unique opportunity and respond effectively as they compete (Salvato et al., 2020). A successful leader is one who employs both transformational and transactional leadership styles, as well as one who must exercise strategic resilience in order to predict and avert crises, as well as continually make changes (Shin & Park, 2021). Since transformational leadership will swiftly adapt the

whole organization's processes and respond to changes in the external environment, organizational resilience will increase (Kim, 2020).

The type of organizational resilience, whether operational (passive/reactive) or strategic (active/proactive), is shown by organizational acts (Suryaningtyas et al., 2019). The implementation of organizational resilience demands an effective leader who is oriented to excellent performance and a focus on change in order to focus on transformation (Casalino et al., 2019). Because resilient leadership is still a relatively new concept in management science, little research has been conducted into the relationship between organizational resilience and resilient leadership, and the organizational culture that is created as a result of the resilience action serves as the foundation for future success and sustainability (Fietz et al., 2021). Moreover, resilience refers to cultural adaptability in the face of external shocks, as well as resilience that results from a combination of culture and attitude, process, and a framework (Suryaningtyas et al., 2019).

Where Rehman et al. (2021) studied the role of strategic human resource management in creating resilient organizational behaviour as their main research goal. This study intends to investigate how resilient individual behaviour mediates the relationship between effective strategies for managing human resources and adaptive organizational behaviour. A self-administered questionnaire was used to gather information from 780 managerial-level workers in Hubei Province's small and medium Chinese businesses. Data analysis was done using the Smart partial least square structural equation modelling method. According to the data, there is a strong positive correlation between resilient organizational behaviour, resilient staff behaviour, and

SHRM. Additionally, the findings indicate that resilient organizational behaviour and SHRM are positively correlated. When an organization is experiencing crises, restructuring, change, turbulence, and unfavourable conditions, resilient behaviour from each individual is required. For an organization to be resilient, individual resilient behaviour is necessary. To increase an employee's resilience, smart human resource management techniques are crucial. The study added new ideas to the body of knowledge by combining them. The key contribution was a test of the relationship between resilient organizational behaviour and strategic human resource management. Since organization theory is founded on scientific research, the humanities, and the arts, it presents an intellectual challenge to think trans-disciplinary. This makes it a challenging idea to understand. The organization theory is an effort to improve their chances of becoming successful executives in business, government, or nonprofit institutions. Broad innovations that changed our society and turned it from a rural culture to a technology-based civilization have been highlighted as some of the causes of frenzied organizational activity. Social life is endangered by human conflict, selective antisocial behaviour, interpersonal instability, and misunderstanding of the nature of the social framework and its corresponding roles (James, 2020).

While the organization theory is viewed as an intermediate for achieving goals and objectives, this approach has the tendency to obfuscate the internal processes and also inner aims of the organization itself. Another beneficial way for an organization to behave is as a mechanism with the ultimate goal of balancing out the pressures that undermine human collaboration. With this method, the organization theory aims to reduce conflict while simultaneously lowering the definition of human conduct that differs from the values that the company has defined as valuable. Moreover,

organization theory improves the stability of human relationships by eliminating uncertainty about the nature of the system's framework and the human tasks that are inherent in it (James, 2020; Ray et al., 2023).

The organization hypothesis makes human behaviour more predictable by reducing the range of possible behaviours that an individual might choose from. The organization theory has also been updated to include protections. Organizations can also mitigate the effects of human behaviour that deviates from accepted norms by suggesting appropriate habit forms for individuals who choose to give in to it. A network of connections between various elements is required by the organization theory of business, as are stability, continuity, and predictability in both internal and external operations. It seems that the development of business requires healthy relationships between people and procedures.

Organization theory must be generally devoid of destructive tendencies generated by competing interests. Organization theory, which provides the foundation for management actions in a variety of critical areas of commercial endeavour, is a key component of this discipline. Organization theory, on the other hand, is not a uniform science founded on universally recognized concepts. If a precise explanation of organization and organization theory is required, several theories of organization have been, are being, and will continue to evolve.

Researchers in the past have looked into organizational resilient behaviour from many angles. Where are organizational resilience, vulnerability management, and situation awareness? Which are the three components of resilient organizational behaviour?

Three dimensions of resilient organizational behaviour were also proposed by (Martin et al ., 2016): behavioural, contextual, and cognitive. Their research also emphasized the significance of strategic HRM in fostering organizational resilience. Their findings indicate that strategic human resource management is crucial in persuading employees to support the development of organizational capability.

Kantur and Say (2015) created a third indicator of organizational resilience that included the aspects of robustness, integrity, and agility. Lee et al. (2013) created a different instrument to gauge organizational resilient behaviour capacity and compare it to that of comparable organizations. Their paradigm has four components: vulnerability management, situation awareness, resilient behaviour ethos, and adaptive capability.

Chen (2016) developed a thorough model of resilient organizational behaviour that alerts organizations to potential crises or demanding circumstances in advance. It has five components: a shared vision, cooperative awareness, learning readiness, work zeal, and adaptability. Their models were also employed in the current study to quantify organizational resilience. Although resilient organizational behaviour has been the subject of a lot of research, very few studies have been done on resilient organizational behaviour in SHRM. As a result, the current study used this occasion to investigate how SHRM and organizational resilient behaviour are related.

The current study also investigates how employee resilient behaviour influences organizational resilient behaviour and SHRM. Rehman et al. (2021) and Tasic et al. (2020) made the case that the new framework will assist a company in improving its

resilience by allowing it to examine its own crisis readiness and response capabilities. The organization will be able to identify and address any possible weaknesses in the way its organs interact with their surroundings.

These many levels are operationalized in four stages: (1) examining and monitoring the setting, (2) evaluating readiness, (3) analyzing and assessing answers, and (4) enhancing capabilities. Resilience management in these stages necessitates ongoing acceptance of the dynamic processes present in an organizational system and its surroundings. The current study has established this conceptual model (Figure 2.3) to quantify resilient organizational behaviour based on the previously mentioned accessible literature on SHRM (Rehman et al., 2021).

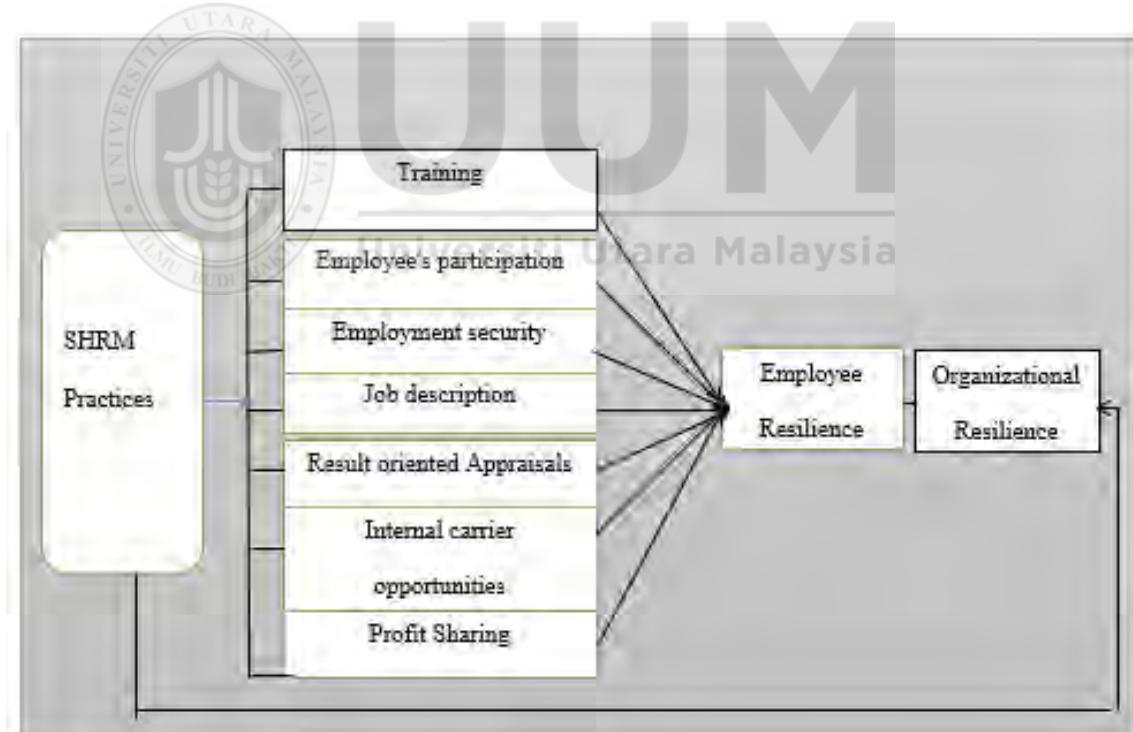


Figure 2. 3 Conceptual Framework

Source: (Rehman et al., 2021)

Table 2. 3
Summary of the prior studies

Organizational Resilience		
Name	Objectives	Results
(He et al., 2023)	<p>study is to explore and test the theoretical relationship between organizational resilience (OR) and digital transformation, as well as the effects of OR on workers and organizations in times of turbulence. First, a panel of experts participated in the formulation of a scale. Afterwards, 474 people were enlisted for structural equation modeling (SEM) who are employed by small and medium-sized service businesses. The study employed exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and path analysis to investigate the correlation between the dimensions of digital maturity and OR and two dependent variables, namely employee optimism and organizational performance.</p>	<p>While technology aids in the development of systematic control and the ability of organizations to continue operating during times of crisis, it may not immediately improve employees' perception of external unrest, their proactive search for resources, or their ability to quickly devise adaptable solutions.</p>
(Yu et al., 2022)	<p>The goal of this research is to better understand how strategic HRM affects organizational resilience and how self-efficacy and self-management, respectively, mediate and moderate the link between the two. In August 2022, 379 valid questionnaires were collected from Chinese company employees, and Amos and SPSS 22.0 were used to analyze the data.</p>	<p>The findings demonstrated that self-efficacy mediates the relationship between strategic HRM and organizational resilience, self-management effectively contributes to the effect of self-efficacy on organizational resilience, and self-management can impede</p>

the potential of strategic HRM to foster organizational resilience. By examining organizational resilience from the standpoint of strategic human resource management (SHRM), this paper departs from earlier research that only looked at organizational resilience from one angle and confirms that SHRM can help Chinese companies become more resilient.

(Shin & Park, 2021).

This study serves as an excellent example of the significance of leadership accountability in overseeing network members' overall resilience capacities. SC leader-member exchange (LMX) is operationalized to quantify levels in exchange relationships using concepts from leadership theory. An integrative probabilistic-reliability management technique is also used to investigate how SCLMX affects the performance of SC networks' resilience.

The results show that (i) a buyer's leadership can play a significant role in enhancing SC capabilities, (ii) different capabilities can improve resilience in asymmetries, and (iii) further research is necessary to better understand the relationship between SC capabilities and resilience based on disruption phases.

(Fasey et al., 2021)

Organizational resilience has been investigated in numerous performance contexts outside of sport, with substantial conceptual and operational variance. The study's objectives were

The five resilient characteristics identified from the analysis were structural clarity, flexible improvement,

	<p>to develop a definition of shared understanding, organizational resilience and pinpoint reciprocal commitment, the traits that make elite sport and operational organizations robust.</p>	
(Salvato, 2020)	<p>The goal of this study was to determine whether family enterprises' resistance to widespread calamities and their capacity to turn post-crisis dangers into business opportunities could be a viable explanation for their greater longevity.</p>	<p>When faced with unforeseen and disruptive disasters like earthquakes, wildfires, and pandemics, a resilient firm can adopt situation-specific, strong, and transformative measures.</p>
(Tasic et al., 2020)	<p>In addition to providing a multilevel framework that may be used to improve organizational resilience, this study also gives an empirical investigation into the effects of multilevel components on an organization's ability to respond to urgent events.</p>	<p>Organizational resilience and crisis management are mutually formed at various levels, including individual, organizational, and environmental.</p>
(Al Balushi, 2020)	<p>This study aims at investigating how internal transparency impacts organizational resilience in a public entity. It also examines how (quality) management systems impact internal transparency, and thus organizational resilience. The research is based on semi-structured interviews covering the relevant topics. A total of 32 interviews were undertaken between January and May 2018 .</p>	<p>Findings – The findings indicate that internal transparency contributes to better preparedness to adverse conditions by enhancing the ability to cumulate, locate and share knowledge. Similarly, management systems improve internal transparency through the enhancement of communication flow, use of indicators and accretion of a database.</p>

(Suryaningtyas et al., 2019) This study aims to contribute to knowledge by investigating the relationship between organizational resilience and organizational performance both directly and indirectly, with resilient leadership and organizational culture play mediating roles.

The consistency of performance is crucial for a firm's capacity to endure pressure from both internal and external influences. Hence, comprehending the influence of Human Resource Management (HRM) on organisational resilience is imperative. Proficient HR strategies uphold performance benchmarks, emphasising HRM's strategic significance in augmenting organisational resilience and performance continuity. This underscores HRM's importance in organizational operations and administration. Through upholding steadfast performance, HRM assumes a pivotal role in reinforcing organizational resilience.

2.3 Conceptual Framework and Research Hypothesis

This framework incorporates five main independent factors: work specialization, authority, chain of command, delegation, and span of control. It also includes one mediator and one dependent factor. The objective of this framework is to evaluate the influence of HR elements on the continuity of performance, thereby clarifying variations in performance continuity. Several scholars propose that organizational resilience could serve as a beneficial mediator in this framework (Duchek, 2020; Herbane, 2019; McCarthy et al., 2017; Prayag et al., 2018; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018; Swai, 2018; Terziev, 2018).

- H1: There is a positive relationship between work specialization and continuity of performance in the General Directorate of Residency and Foreigners Affairs –in Dubai.
- H2: There is a positive relationship between authority and continuity of performance in the General Directorate of Residency and Foreigners Affairs –in Dubai.
- H3: There is a positive relationship between the chain of command and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H4: There is a positive relationship between delegation and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H5: There is a positive relationship between the span of control and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H6: There is a positive relationship between organizational resilience and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H7: There is a positive relationship between work specialization and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H8: There is a positive relationship between authority and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

- H9: There is a positive relationship between the chain of command and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H10: There is a positive relationship between delegation and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H11: There is a positive relationship between the span of control and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H12: Organizational resilience mediates the relationship between work specialization and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H13: Organizational resilience mediates the relationship between authority and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H14: Organizational resilience mediates the relationship between the chain of command and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H15: Organizational resilience mediates the relationship between delegation and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.
- H16: Organizational resilience mediates the relationship between the span of control and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.1 Work Specialization and Continuity of Performance

The concept of "specialized work" refers to the degree to which tasks are subdivided into smaller units, each managed by an individual (Belete, 2018; Chandra & Kumar, 2018; Shakerian et al., 2016). This entails the allocation of tasks where employees consistently carry out specific responsibilities (Batarlien et al., 2017; Pariav et al., 2018). Research on specialized work indicates its positive impact on maintaining performance continuity (Batarlien et al., 2017; Khan et al., 2019; Llave, 2018; Pariav et al., 2018; Petrova et al., 2020; Rouhani et al., 2018; Sen et al., 2019; Vallurupalli & Bose, 2018; Wazurkar et al., 2017). Specialized work optimizes tasks, enhances productivity, and consequently improves organizational performance continuity (Bombiak & Marciuk-Kluska, 2019; Gonzalez & de Melo, 2018; Ulus & Hatipoglu, 2016). Thus, it is expected that work specialization will significantly impact performance continuity within the General Directorate of Residency and Foreigners Affairs in Dubai, echoing similar findings from previous studies (Belete, 2018; Chandra & Kumar, 2018; Kalinina & Valebnikova, 2017; Mohamadali & Zahari, 2017; Nasar et al., 2020; Pariav et al., 2018; Shakerian et al., 2016; Tazakori et al., 2019).

H1: There is a positive relationship between work specialization and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.2 Authority and Continuity of Performance.

In the fields of sociology and political science, authority denotes the legitimate power wielded by individuals or groups over others (Belete, 2018; Mohamadali & Zahari, 2017; Nasar et al., 2020). In a civil society, governmental branches collaborate to establish authority (Chandra & Kumar, 2018; Kalinina & Valebnikova, 2017; Pariav

et al., 2018). Studies suggest that authority contributes to ongoing performance (Al-Zoubi, 2018; Ertas, 2019; Grafova et al., 2020; Khoshnevis & Tahmasebi, 2016; Muscalu & Ciocan, 2016; Zhaglovskaya, 2019; Zhenpo et al., 2017). El-Ghalayini (2017) posits that authority enhances work efficiency, thereby improving performance continuity. Consequently, authority is anticipated to significantly impact performance persistence within the General Directorate of Residency and Foreigners Affairs in Dubai, consistent with similar findings in other research (Abuhantash, 2018; Amarneh & Muthuveloo, 2020; Duchek, 2020; Grafova et al., 2020; Herbane, 2019; Hillmann & Guenther, 2020; Kahn et al., 2018; Ma et al., 2018; Patriarca et al., 2018; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018; Shahbakhsh et al., 2019; Swai, 2018; Terziev, 2018; Ymeri, 2019; Zhaglovskaya, 2019).

H2: There is a positive relationship between authority and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.3 Chain of Command and Continuity of Performance.

As per Herbane (2019), Prayag and colleagues (2020), and Rodriguez-Sánchez et al. (2019), delegation entails authorising another individual to undertake specific tasks, a crucial aspect of managerial leadership (Bouaziz & Hachicha, 2018; Brown et al., 2017; Ishak & Williams, 2018). Studies suggest that the chain of command contributes to enhancing performance continuity (Herbane, 2019; Hillmann & Guenther, 2020; Kahn et al., 2018; Ma et al., 2018; Patriarca et al., 2018; Prayag et al., 2020; Rodríguez-Sánchez et al., 2019; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018), streamlining task completion and bolstering organizational performance (Ma et al., 2018; Prayag et al., 2018; Sahebjamnia et al., 2018). Therefore, it is anticipated that the chain of command will significantly impact performance continuity within GDRFA-Dubai,

aligning with research findings from other studies (Duchek et al., 2020; Fasey et al., 2020; Hillmann & Guenther, 2020; Kahn et al., 2018; McCarthy et al., 2017; Patriarca et al., 2018; Prayag et al., 2018; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018).

H3: There is a positive relationship between the chain of command and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.4 Delegation and Continuity of Performance.

Delegation involves assigning specific tasks to others, a fundamental aspect of managerial leadership (Herbane, 2019; Prayag et al., 2020; Bouaziz & Hachicha, 2018; Brown et al., 2017; Ishak & Williams, 2018). Studies suggest that delegation improves performance continuity (Andersson et al., 2019; Duchek, 2020; Duchek et al., 2020; Prayag et al., 2018; Swai, 2018; Terziev, 2018; Zhaglovskaya, 2019), streamlining task completion and enhancing organizational efficiency (Abuhantash, 2018; Swai, 2018; Terziev, 2018; Ymeri, 2019; Zhaglovskaya, 2019; Zhenpo et al., 2017). Consequently, delegation is anticipated to significantly influence performance consistency within GDRFA-Dubai, in line with findings from other studies (Abuhantash, 2018; Al-Zoubi, 2018; Amarneh & Muthuveloo, 2020; Grafova et al., 2020; Muscalu & Ciocan, 2016; Raudeliūnienė & Szarucki, 2019; Shahbakhsh et al., 2019; Shakerian et al., 2016).

H4: There is a positive relationship between delegation and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.5 Span of Control and Continuity of Performance.

In business administration, particularly in human resource management, the term "span of control," interchangeably known as "span of management," is utilised. It

pertains to the number of individuals supervised by a manager (Bombiak & Marciniuk-Kluska, 2019; Mohamadali & Zahari, 2017). When a manager, supervisor, or superior oversees a group of subordinates who report directly to them, they are said to have a management span (Băcilă, 2019; Gonzalez & de Melo, 2018; Terziev et al., 2018). Research indicates a positive correlation between the span of control and performance continuity. (Batarliene et al., 2017; El-Ghalayini, 2017; Kalinina & Valebnikova, 2017; Khoshnevis & Tahmasebi, 2016; Rouhani et al., 2018; Sen et al., 2019; Tazakori et al., 2019; Wazurkar et al., 2017). Streamlining employees' daily tasks within the management span framework enhances performance consistency across organizations (Anisimov et al., 2017; Dwitawati, 2017; Petrova et al., 2020). Consequently, Span of Control is expected to impact performance continuity significantly within the GDRFA - Dubai. This notion is corroborated by findings from other studies (Băcilă, 2019; Bombiak & Marciniuk-Kluska, 2019; Gonzalez & de Melo, 2018; Lee & Chui, 2019; Mohamadali & Zahari, 2017; Terziev et al., 2018; Ulus & Hatipoglu, 2016).

H5: There is a positive relationship between the span of control and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.6 Organizational Resilience and Continuity of Performance.

Organizational resilience denotes "the capacity of an organization to foresee, plan for, adapt to, and react to incremental changes and unexpected disruptions for survival and prosperity" (Khoshnevis & Tahmasebi, 2016; Tazakori et al., 2019)." It transcends mere threat management, embracing a broader perspective on business well-being and success (Al-Zoubi, 2018; Michael, 2019). However, for improved efficacy, it's preferable to maintain a continuous and adaptable system capable of evolving alongside the workforce (Ertas, 2019; Muscalu & Ciocan, 2016; Raudeliūnienė &

Szarucki, 2019). Integration into daily operations, rather than relegating to sporadic annual events, enhances the likelihood of performance enhancement and development (Raudeliūnienė & Szarucki, 2019; Shahbakhsh et al., 2019). Continuity stands as paramount (Grafova et al., 2020; Zhaglovskaya, 2019). Studies indicate that organizational resilience positively impacts performance continuity (Abuhantash, 2018; Amarneh & Muthuveloo, 2020; Grafova et al., 2020; Mayo et al., 2018; Swai, 2018; Ymeri, 2019; Zhaglovskaya, 2019; Zhenpo et al., 2017). It cultivates a robust organizational framework adept at confronting challenges and ensuring performance continuity (Andersson et al., 2019; Terziev, 2018). Consequently, the researcher foresees a substantial effect of organizational resilience on performance continuity within the GDRFA - Dubai. This proposition aligns with similar hypotheses posited in other investigations (Andersson et al., 2019; BĂCILĂ & Muscalu, 2018; Burnard et al., 2018; Duchek, 2020; Duchek et al., 2020; Fasey et al., 2020; McCarthy et al., 2017; Prayag et al., 2018; Terziev, 2018).

H6: There is a positive relationship between organizational resilience and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.7 Work Specialization and Organizational Resilience.

As has been defined, Work Specialization denotes the extent to which responsibilities are fragmented into smaller components, each managed by an individual (Belete, 2018; Chandra & Kumar, 2018; Shakerian et al., 2016). It encompasses the segmentation of work, wherein an individual repeatedly undertakes a specific task within the broader job scope (Batarliūnienė et al., 2017; Pariav et al., 2018). Several scholars have linked task specialization to augmented organizational resilience

(Anisimov et al., 2017; Băcilă, 2019; Bombiak & Marciniuk-Kluska, 2019; Llave, 2018; Rouhani et al., 2018; Sen et al., 2019; Terziev et al., 2018). Work specialization ensures appropriate role assignment, thereby reinforcing organizational resilience (Bombiak & Marciniuk-Kluska, 2019; Petrova et al., 2020). Hence, the researcher anticipates that work specialization will significantly impact organizational resilience within the GDRFA-Dubai. This assertion corresponds with analogous propositions advanced in other research (Băcilă, 2019; Bombiak & Marciniuk-Kluska, 2019; Gonzalez & de Melo, 2018; Lee & Chui, 2019; Terziev et al., 2018; Ulus & Hatipoglu, 2016).

H7: There is a positive relationship between work specialization and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.8 Authority and Organizational Resilience.

Authority denotes the lawful power held by individuals or collectives over others, as acknowledged within sociology and political science (Belete, 2018; Mohamadali & Zahari, 2017; Nasar et al., 2020). In civic governance, cooperation between the judiciary and executive branches is pivotal for establishing authority (Chandra & Kumar, 2018; Kalinina & Valebnikova, 2017; Pariav et al., 2018). Studies indicate that authority contributes positively to enhancing organizational resilience (Al-Zoubi, 2018; Batarliene et al., 2017; El-Ghalayini, 2017; Khoshnevis & Tahmasebi, 2016; Shakerian et al., 2016; Tazakori et al., 2019). Possessing authority streamlines task completion, thereby reinforcing organizational resilience (Michael, 2019; Muscalu & Ciocan, 2016). Consequently, the researcher anticipates a significant influence of authority on organizational resilience within the GDRFA-Dubai. This proposition aligns with comparable findings in other studies (Abuhantash, 2018; Amarneh &

Muthuveloo, 2020; Ertas, 2019; Grafova et al., 2020; Mayo et al., 2018; Raudeliūnienė & Szarucki, 2019; Shahbakhsh et al., 2019; Swai, 2018).

H8: There is a positive relationship between authority and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.9 Chain of Command and Organizational Resilience.

As previously mentioned, the chain of command illustrates the structured levels of authority within an organisation, depicting the flow of power from top to bottom (Herbane, 2019; Prayag et al., 2020). It establishes the formal channels of authority and communication, which are vital for efficient management (Bouaziz & Hachicha, 2018; Brown et al., 2017; Ishak & Williams, 2018). Studies have examined the chain of command and concluded its contribution to bolstering organizational resilience (Andersson et al., 2019; Burnard et al., 2018; Duchek, 2020; Fasey et al., 2020; Hillmann & Guenther, 2020; McCarthy et al., 2017; Prayag et al., 2018; Sahebjamnia et al., 2018). Streamlining the assignment and execution of hierarchical responsibilities is anticipated to enhance organizational resilience (Andersson et al., 2019; Duchek et al., 2020; Fasey et al., 2020). Consequently, the researcher foresees a significant impact of the chain of command on organizational resilience within the GDRFA-Dubai. This assertion aligns with comparable findings in other studies (Herbane, 2019; Hillmann & Guenther, 2020; Kahn et al., 2018; Ma et al., 2018; Patriarca et al., 2018; Prayag et al., 2018, 2020; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018).

H9: There is a positive relationship between the chain of command and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.10 Delegation and Organizational Resilience.

Delegation, as previously noted, involves authorising another individual to execute specific tasks (Herbane, 2019; Prayag et al., 2020). It encompasses assigning and entrusting responsibilities to someone else, a core aspect of managerial leadership (Bouaziz & Hachicha, 2018; Brown et al., 2017; Ishak & Williams, 2018). Researchers exploring delegation have observed its positive impact on bolstering organizational resilience (Annarelli & Nonino, 2016; Back et al., 2017; Darkow, 2019; De Carvalho et al., 2016; Kim, 2020; Tasic et al., 2020; Teo et al., 2017; Witmer, 2019). Delegating tasks facilitates their swifter completion, thereby enhancing organizational resilience (Falegnami et al., 2018; Werner et al., 2020; Witmer & Mellinger, 2016). Consequently, the researcher predicts that delegation will significantly influence organizational resilience in GDRFA-Dubai. This proposition resonates with analogous theories in other investigations (Al-Ayed, 2019; Drossel et al., 2020; Falegnami et al., 2018; Gilson et al., 2020; Giustiniano et al., 2018; Kim, 2020; Tasic et al., 2020; Witmer & Mellinger, 2016).

H10: There is a positive relationship between delegation and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.11 Span of Control and Organizational Resilience.

As mentioned previously, the term "span of control," also known as "span of management," is commonly used in business administration, particularly in the realm of personnel management, to denote the number of employees overseen by a manager (Bombiak & Marcinik-Kluska, 2019; Mohamadali & Zahari, 2017). A manager, supervisor, or superior who directly supervises a group of subordinates is said to have supervisory reach (Băcilă, 2019; Gonzalez & de Melo, 2018; Terziev et al., 2018).

Research on supervisory reach suggests its positive impact on bolstering organizational resilience (Belete, 2018; Chandra & Kumar, 2018; Kalinina & Valebnikova, 2017; Lee & Chui, 2019; Mohamadali & Zahari, 2017; Shakerian et al., 2016; Ulus & Hatipoglu, 2016). Additionally, it correlates with enhanced overall performance (Belete, 2018; Nasar et al., 2020; Pariav et al., 2018). The researcher foresees a significant influence of supervisory reach on the organizational resilience of GDRFA-Dubai, in line with similar findings from other studies (Batarliè et al., 2017; Chandra & Kumar, 2018; El-Ghalayini, 2017; Kalinina & Valebnikova, 2017; Khoshnevis & Tahmasebi, 2016; Shakerian et al., 2016; Tazakori et al., 2019).

H11: There is a positive relationship between the span of control and organizational resilience in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.3.12 Organizational Resilience as a Mediator.

As noted by Anderson et al. (2019), Fasey et al. (2020), and McCarthy et al. (2017), organizational resilience forms an interconnected network, reliant on the resilience of other organizations, individual resilience, industry, society, and, at the highest level, countries. An organization's resilience intertwines with that of its customers, suppliers, neighbours, governments, and competitors (Duchek et al., 2020; Herbane, 2019; Prayag et al., 2018). Concurrently, organizations reinforce and depend on the personal resilience of their personnel and communities (Hillmann & Guenther, 2020; Ma et al., 2018; Sahebjamnia et al., 2018).

Additionally, according to Kahn et al. (2018), Patriarca et al. (2018), and Ruiz-Martin et al. (2018), an organization's resilience intricately connects with that of its industry and, consequently, the nation. This cultivates robust internal and external collaboration

among enduring businesses (Herbane, 2019; Ma et al., 2018; Prayag et al., 2020). Through such collaborative endeavours, stakeholders adeptly adapt to disruptions (Al-Abrrow et al., 2019; Bouaziz & Hachicha, 2018; Brown et al., 2017; Ishak & Williams, 2018). Established corporations manage risks not solely within their organizational confines but also across their network of service providers (Clément & Rivera, 2017; Jung, 2017; Ortiz-de-Mandojana & Bansal, 2016).

These corporations promptly respond to critical events, averting crises and restoring operations through emergency response teams (Jiang et al., 2019; Orchiston et al., 2016). This eases the burden on senior leaders, enabling them to address situations effectively (Ortiz-de-Mandojana & Bansal, 2016; Teo et al., 2017; Witmer, 2019). Organizational resilience presents various benefits, including an enhanced ability to anticipate and respond to opportunities and threats, proactively identifying and addressing vulnerabilities, and nurturing a culture of accountability (Back et al., 2017; Teo et al., 2017).

Furthermore, several researchers have explored the intermediary role of organizational resilience in various independent variables, including those in this study, and its association with performance continuity (Al-Ayed, 2019; Annarelli & Nonino, 2016; Bento et al., 2020; Darkow, 2019; De Carvalho et al., 2016; Falegnami et al., 2018; Giustiniano et al., 2018; Kim, 2020; Tasic et al., 2020; Xiao & Cao, 2017). They observed that organizational resilience crucially mediates the anticipation of performance continuity volatility (Drossel et al., 2020; Verreyenne et al., 2018; Werner et al., 2020). Hence, the researcher anticipates a significant positive mediating effect

of organizational resilience on the relationship between the independent variables in this study and performance continuity (Al-Ayed, 2019; Verreyenne et al., 2018; Werner et al., 2020). This concept aligns with and complements other hypotheses from prior studies (Al-Ayed, 2019; Bento et al., 2020; Drossel et al., 2020; Falegnami et al., 2018; Gilson et al., 2020; Morales et al., 2019; Verreyenne et al., 2018; Werner et al., 2020; Witmer & Mellinger, 2016).

H12: Organizational resilience mediates the relationship between work specialization and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

H13: Organizational resilience mediates the relationship between authority and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

H14: Organizational resilience mediates the relationship between the chain of command and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

H15: Organizational resilience mediates the relationship between delegation and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

H16: Organizational resilience mediates the relationship between the span of control and continuity of performance in the General Directorate of Residency and Foreigners Affairs in Dubai.

2.4 Chapter Summary

The HR setup within Dubai's national business framework incorporates techniques for dividing work, specialization, coordination, and the authoritative aspect of employee relations and HRM procedures. In this distinctive institutional environment, HRM primarily scrutinises national business systems to decipher work and employment dynamics, recognising the fundamental interaction mechanisms among institutional factors, employment relations, and HRM. Moreover, the General Directorate of Residency and Foreigners Affairs in Dubai strives to establish security and safety, aspiring to become a global hub for residency citizenship services while upholding core values such as excellence, leadership, institutional allegiance, customer satisfaction, innovation, creativity, development, teamwork, and sustainability.

Various theories, encompassing organization theory, administrative theory, and resource-based or contingency theories, present diverse viewpoints regarding the origins of performance continuity, drawing from historical knowledge and organizational assets such as processes and capabilities. The study advances a model whereby HR organizational elements forecast organizational resilience and continuity of performance amidst crises within the GDRFA Dubai framework. This model incorporates work specialization, authority, chain of command, delegation, and span of control as predictors of performance continuity, with organizational resilience functioning as an intermediary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

To anticipate organizational resilience and performance continuity within the GDRFA in Dubai, this investigation scrutinized the elements of human resource management. The techniques utilised to fulfil the study's aims are outlined, encompassing the unit of analysis, sampling strategy, data collection methods, questionnaire design, measurement instruments, pre-established data collection procedures, pilot study, and recommended approaches for data analysis. Research Design.

3.2 Research paradigm

According to Creswell (2009), positive research philosophy is based on interactions, logic, and constructive rationalisation. It can also be referred to as quantitative, objective, empirical, or traditional research philosophy. To establish knowledge, it is dependent on empirical data. According to positivism, there is a single, measurable, and knowable actuality, and human experiences can be used to understand both the independent reality and the purpose of human acts (Weber, 2004).

The primary objective of positivism is to identify, measure, and assess distinct phenomena in order to arrive at logical explanations for them. By establishing causal relationships and correlations between various components (or variables) within a

subject, this method aims to apply such relationships to certain ideas or practices. In order to confirm and assess accepted scientific hypotheses and advance our understanding, quantitative evidence is frequently used (Stiles, 2006).

To generalise survey results to a larger population, the positivist school of thinking depends on rigorous analysis employing quantitative measurements and statistical methods (Mitchell & Bernauer, 1998). It places emphasis on applying logical strategies to analyse a wide range of data and reach significant conclusions. The research is grounded on the belief that research concepts can be expressed and measured numerically, allowing for the evaluation of their relationships through numerical data. Thus, this research is based on the positivist philosophy.

3.3 Research design

A research design is a devised strategy based on the study's research inquiries to gather, evaluate, and analyse data. It outlines the data collection and analysis processes to achieve the research objectives (Sekaran & Bougie, 2016). This investigation adopts an analytical approach as its guiding framework, shaped by the analysis's methodologies and procedures. It delineates the data collection and analysis methods necessary to achieve the study's aims (Sekaran & Bougie, 2016). Despite being preliminary in nature and building on prior research, this study requires further preliminary exploration to address unresolved issues.

Research design is the procedural plan to conduct the research. The choice of research design depends on the methods and techniques used to conduct the research. It explains the data collection and analysis steps toward achieving the research goals (Sekaran &

Bougie, 2016). Research design refers to the overall framework aimed at integrating various elements, including the sample or groups, criteria, and allocation methods, to address the central research question (Trochim, 2006). For the proposed research, the chosen method involves conducting a survey on staff perception factors within the public sector in the UAE(GDRFA).

The research objectives will be assessed using quantitative methods to evaluate the proposed research hypotheses. Deductive academic studies often employ this approach to yield robust results for their hypotheses (Hair et al., 2019). This research also adopts the deductive method as it follows a scientific approach. The research design encompasses several aspects, including positivist philosophy, deductive method, survey strategy, quantitative methods, sectional time horizon, and the use of quota sampling technique.

The General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai employs this methodology to assess human resource organizational aspects as indicators of organizational resilience and performance continuity. The unit of analysis in survey research refers to the level of data aggregation. This study concentrated on the GDRFA - Dubai, a significant entity in upholding performance within the UAE's public sector.

The research design encompasses various elements such as sample characteristics, procedures, and allocation methods, aimed at addressing the central research question (Trochim, 2006). The proposed research method includes a survey on factors fostering employee creativity and engagement in training within the UAE public sector. Four

independent factors warrant investigation regarding their association with supporting business continuity.

- 1) The scientific approach, typically employed in quantitative research, involves several methodical stages, including hypothesis formulation, model design, data collection, and numerical-based analysis to validate or refute hypotheses (Creswell, 2014). This research follows the scientific method, initially presenting hypotheses and subsequently evaluating them. Although quantitative research predominates, various stages typify its ideal layout: Theory - The fact that quantitative research begins with theory exemplifies the broadly deductive approach to the union of theory and research in this legacy. The sociological theory most closely associated with this method is Functionalism, which is a development of sociology's positivist roots.
- 2) Hypothesis – It offers a synopsis of the primary phases in quantitative research, emphasising the derivation and validation of hypotheses. Nevertheless, it should be noted that numerous quantitative inquiries do not mandate the articulation of a hypothesis; instead, theory functions independently as a framework for data acquisition. Although hypotheses are prevalent in experimental inquiries, they are also evident in survey investigations, particularly those employing a cross-sectional framework.
- 3) Research design - the subsequent step involves choosing a study framework, which impacts various issues, including the external validity of findings and researchers' ability to attribute causation to their results.
- 4) Operationalizing ideas - It involves the researcher devising measures for the concepts they wish to explore. This often includes breaking down abstract

sociological concepts into more specific measures easily grasped by participants. For example, ‘social class’ could be translated into ‘occupation,’ and ‘strength of religious beliefs’ could be gauged through questions about ‘beliefs about God’ and ‘attendance at spiritual services’.

- 5) Selection of investigation study sites - In laboratory experiments, the site is predetermined; in field studies, it entails selecting a field site or sites, like a school or factory, while in survey research, site selection might be more varied. Practical and ethical concerns will restrict the choice of research sites.
- 6) Selection of respondents - Involves picking a sample of participants for the study—using various sampling methods, depending on the hypothesis and ethical and practical considerations. If the hypothesis involves comparing two different groups (e.g., males and females), then the sample should reflect this.
- 7) Data collection - Step seven involves gathering data. In experimental research, this may include pre-testing respondents, administering the independent variable for the experimental group, and then post-testing respondents. In cross-sectional research using surveys, it will involve questioning sample members via structured interviews or using a pre-coded questionnaire. For observational research, it entails observing individuals' settings and behaviours and then categorizing each aspect of behaviour.
- 8) Data processing - This step involves converting collected data into usable 'data.' Some data may already be numerical (e.g., age or income), while others may need to be coded—or converted into numbers for analysis.

Codes serve as labels applied to data about individuals, allowing the information to be processed by software.

- 9) Data analysis - At this stage, the researcher utilises diverse analytical methods to identify significant correlations among variables and ascertain the impact of one variable on another. Representing these correlations graphically through charts like graphs, pie charts, and bar charts offers an intuitive visual representation of notable associations. Employing established analytical techniques like the Chi-squared test is imperative to evaluate potential links between variables, ensuring the credibility of quantitative research..
- 10) Results and outcomes - The researcher must evaluate the findings of the analysis based on the data analysis. At this stage, findings emerge: if there is a hypothesis, is it supported? What are the implications of the findings for the academic theories that informed the research's background?
- 11) The research will be presented to either an academic or a client audience. Regardless, a summary must persuade the reader that the research process was thorough, the data is valid, reliable, and representative of the research objectives, and that the findings are significant in the context of existing research. The coexistence of deductivism and inductivism suggests that quantitative research has positivist origins.

For quantitative research to be taken seriously, it must integrate conventional analytical techniques such as the Chi-squared test to establish relationships between variables.

3.4 Data Collection

Kothari (2004) asserts that there are two main data categories: primary and secondary data. The primary data are those the researcher initiates and gathers for the first time with a specific goal in mind. Secondary data refers to information that has already been gathered and processed by someone else. Different approaches, such as questionnaires, observations, semi-structured interviews, in-depth interviews, and group interviews, can be utilised to gather primary data. Meanwhile, secondary data, comprising raw data and published reports, supplemented the primary data in this investigation (Saunders et al., 2009). The primary data predominantly stemmed from a questionnaire administered to the GDRFA staff.

3.4.1 Data Collection Techniques

The primary approach utilised to gather data in this research involved conducting a questionnaire survey. The researcher devised a structured questionnaire to collect information from the specified sample group. According to Malhotra & Peterson (2001), questionnaires are the optimal tool for amassing quantitative primary data. They offer numerous advantages, including consistency in data collection, as well as convenience, swiftness, and accuracy. Additionally, questionnaires streamline the process of data processing and analysis, facilitating straightforward comparison of results.

Research studies are commonly classified into two primary categories: cross-sectional studies and longitudinal studies. Cross-sectional studies capture data for a specific event at a particular moment in time, whereas longitudinal studies gather data over a

period or at various intervals. This study adopted a cross-sectional design, collecting information from GDRFA Staff concerning the study variables .

3.5 Sampling Design

3.5.1 Target Population

A research population consists of a predetermined group sharing similar characteristics. Typically, this group shares a common trait or feature within a specific community. Castillo (2009) differentiates between the target population and the accessible population within this context. The target population represents the entire set of individuals or entities to which researchers aim to generalize their findings, also known as the "theoretical population." Conversely, the accessible population refers to the subset of the research population, also referred to as the target population, to which researchers' results can be applied. Researchers draw samples from the general public to represent this accessible population. Recent employment data from GDRFA indicates that the total employee population in Dubai across all levels is 7,350.

3.5.2 Sample Size

Ensuring unbiased results and a representative sample of the total population requires sufficient sample size and appropriate selection methods. Roscoe (1975) suggests that for most inquiries, sample sizes exceeding 30 but less than 500 are adequate, while some statisticians (Hair et al., 2014) recommend a data range of 5–10 times the number of scale elements. Therefore, it is generally advised that the sample size or number of respondents be at least 10 times the instrument's item count, necessitating a minimum sample size of 60.

Cohen (1988) used Power analysis to categorize effect sizes as "small," "medium," and "big," emphasizing the need to balance effect size with sample size; a smaller effect size requires a larger sample. In this study, the effective sample size is determined using Cohen's (1988) guidelines in conjunction with the G * power analysis technique, with settings based on Dattalo (2008) but with power increased to 95% (alpha= 0.05 and beta=0.95). The settings used include the F-test, "direct a number of regression: mended design," and R^2 deviation from zero, resulting in an estimated effective size of 18.

Alternatively, the widely used Kerjcie and Morgan formula suggests a sample size of 364 based on a total population of 7350. Figure 3.3 illustrates the Morgan sample table, and the formula is presented in the text box below with a 95% confidence level and 5% margin of error.

Table 3. 1

Morgan's Sampling Table

Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size

Source: Krejcie & Morgan, 1970

The target sample is 364, which is suitable and meets the effective adequate sample size and minimum sample size.

3.5.3 Sampling Technique

The study focuses on employees who were categorized into three distinct groups. Due to challenges associated with random sampling, such as the absence of a comprehensive employee roster and uncertain sample availability during data collection, quota sampling is preferred over stratified random sampling. Quota sampling involves dividing the population into predetermined groups (quotas), with samples selected using convenience sampling within each subgroup (Hair et al., 2014). Subgroups, naturally occurring clusters of elements, may be based on factors such as organizational size, gender, or occupation.

Quota sampling, also referred to as categorical sampling, partitions the population into specified groups (quotas). In this study, with a total population of 7350, a sample size of 364 is evenly distributed across the three groups based on the population distribution rate. This method is deemed the most appropriate for data collection.

Previous studies have utilised quota sampling, as evidenced by works from Channa et al. (2019), Rehman et al. (2021), Lengnick-Hall et al. (2011), Ndege (2018), Duchek (2020), Engemann & Henderson (2014), Sawtelle (2016), Suryaningtyas et al. (2019), Lohmer et al. (2020), Al Balushi (2020), Coombs & Laufer (2018), and Amui et al. (2017).

The selection process involved quota sampling and encompassed the following characteristics:

- Utilisation of a non-probability sampling approach
- Deliberate selection of data collection sites

- Recruitment of participants through a convenience strategy, considering their availability and willingness to partake in the survey at each designated location.

3.6 Questionnaire Design

This research employs a questionnaire as its primary tool to collect data from employees at Dubai's GDRFA. The questionnaire was chosen for its capacity to amass extensive data, facilitating the assessment of various aspects of perception and performance (Hair et al., 2014). Furthermore, it enables reaching a large number of participants simultaneously, proving more cost-effective and time-efficient than interviews (Sekaran & Bougie, 2016).

In questionnaire surveys, participants can either self-administer the surveys or undergo an interview-led approach. In this study, electronic email questionnaires were utilised for self-administration, taking into account the widespread distribution of GDRFA Staff. Structured questionnaires, featuring pre-coded questions in a predetermined sequence, were adopted to efficiently collect quantitative data and ensure response consistency (Brace, 2008).

Closed-ended questions, where respondents select from predetermined options, were predominantly employed in the questionnaire to streamline response gathering and facilitate swift data analysis (Siniscalco & Auriat, 2005). A multi-page questionnaire, encompassing demographic and perceptual inquiries, was crafted and dispensed in hard copy to chosen respondents. Each query was rated on a five-point Likert scale,

from strongly disagree/extremely poor/very dissatisfied/not at all likely to strongly agree/extremely good/very satisfied/extremely probable.

The closed-ended queries were divided into four categories, each probing respondents' perspectives on the four concepts examined. Demographic questions encompassing gender, nationality, age, education, and income were also included. A comprehensive list of questionnaire items can be found in the Appendix.

3.6.1 Questionnaire Layout

The questionnaire is structured into four primary sections. The first section aims to gather demographic data on GDRFA Staff, covering aspects such as gender, education, age, experience, and job role. Participants are instructed to provide a single response for each of the five closed-ended questions.

Section 2 focuses on human resource management, assessing the satisfaction levels of GDRFA Staff with the HR services provided. It is subdivided into five parts, each exploring different facets of HR management, including work specialization, authority, chain of command, delegation, and span.

Section 3, it delves into the Continuity of Performance, featuring five items related to this aspect. Lastly, Section 4 consists of four questions aimed at evaluating organizational resilience.

3.6.2 Variables Measurement

This section delineates the construct measures utilised in the investigation. Organizational resilience is identified as the mediating variable, while human resource management is designated as the independent variable, encompassing Work Specialisation, Authority, Chain of Command, Delegation, and Span of Control. Continuity of Performance is identified as an additional dependent variable. The elements in this analysis were evaluated using a five-point Likert scale, spanning from "1=strongly disagree" to "5=strongly agree.".

3.6.2.1 Human Resource Management

Human Resource Management is measured by a construct which involves 25 items proposed by (Petrova et al., 2020; Rouhani et al., 2018; Sen et al., 2019; Bombiak & Marciniuk-Kluska, 2019; Gonzalez & de Melo, Al-Zoubi, 2018; Ertas, 2019; Grafova et al., 2020; Michael, 2019; Batarliene et al., 2017; Kim, 2020, Herbane, 2019; Hillmann & Guenther, 2020; Ma et al., 2018; Patriarca et al., 2018; Prayag et al., 2020; Rodríguez-Sánchez et al., 2019; Meney & Pantelic, 2020, Andersson et al., 2019; Duchek, 2020; Duchek et al., 2020; Prayag et al., 2018; Swai, 2018; Terziev, 2018; Zhaglovskaya, 2019; Darkow, 2019; Kim, 2020; Tasic et al., 2020; Teo et al., 2017; Witmer, 2019, Kalinina & Valebnikova, 2017; Rouhani et al., 2018; Sen et al., 2019; Tazakori et al., 2019; Ashill et al., 2020). In this study, Human Resource Management is divided into Work Specialization, Authority, Chain of Command, Delegation, and Span of Control. Work specialization was evaluated through items 1–5, while the second dimension was assessed with items 6–10, the third with items 11–15, the fourth with items 16–20, and the fifth with items 21–25. The specifics of these measurement items are presented in Table 3.2.

Table 3. 2

The measurement items of Human Resource Management

Variables	Items	Sources
Work Specialization	Specialization enables every person to be a professional in what he does.	(Petrova et al., 2020; Rouhani et al., 2018; Sen et al., 2019;
	Work specialization has a positive impact on making a better continuity of performance.	Bombiak & Marciniuk-
	Work specialization facilitates smoother and more efficient task completion, leading to better performance continuity in the organization.	Kluska, 2019; Gonzalez & de Melo, 2022)
	Work specialization has a positive impact on making better organizational resilience.	
	Work specialization helps in putting the right person in the right place.	
Authority	The authority establishes chances to analyze and evaluate both short and long-term performance, as well as the enhancement of service and process continuity.	
	Authority facilitates more efficient employee performance and time utilization, thereby enhancing performance continuity within organizations.	(Al-Zoubi, 2018; Ertas, 2019; Grafova et al., 2020; Michael, 2019; Batarliene et al., 2017; Kim, 2020)
	Authority has a positive impact on ensuring better continuity of performance.	
	Authority streamlines task execution, which will lead to better organizational resilience in the organization.	
	Authority has a positive impact on making better organizational resilience.	
Chain of Command	Chain of command may demand the supply of new premises, alternative relationships, crucial infrastructure components, and important people resources.	(Herbane, 2019; Hillmann & Guenther, 2020; Ma et al., 2018;
	Chain of command has a positive impact on making better continuity of performance.	Patriarca et al., 2018; Prayag et

	Chain of command facilitates smoother and more efficient task allocation resulting in better performance continuity in the organizations.	al., 2020; Rodríguez-Sánchez et al., 2019; Meney & Pantelic, 2020)
	Chain of command streamlines task assignment and execution, leading to better organizational resilience in the organization.	
	Chain of command has a positive impact on making better organizational resilience.	
Delegation	Delegation to a virtual team will assist industry practitioners in better framing their strategy for managing distributed software teams by investigating the occurrence.	(Andersson et al., 2019; Duchek, 2020; Duchek et al., 2020; Prayag et al., 2018; Swai, 2018; Terziev, 2018; Zhaglovskaya, 2019)
	Delegation has a positive impact on ensuring better continuity of performance.	
	Delegation improves efficiency, making job execution easier and faster, which will lead to better performance continuity in the organization.	
	Delegation has a positive impact on making better organizational resilience.	Darkow, 2019; Kim, 2020; Tasic et al., 2020; Teo et al., 2017; Witmer, 2019
Span of Control	Delegation facilitates easier and faster completion, which will lead to better organizational resilience in the organization.	
	The span influences a variety of organizational variables, including enterprise size, organizational structure, organizational performance, and team performance in terms of individual performance .	Kalinina & Valebnikova, 2017; Rouhani et al., 2018; Sen et al., 2019; Tazakori et al., 2019; Ashill et al., 2020).
	Span of control has a positive impact on making better continuity of performance.	
	Span of control makes roles that ease the daily work of employees, leading to better performance continuity in the organization.	
	Span of control has a positive impact on making better organizational resilience.	
	Span of control helps on boosting the overall performance, leading to better organizational resilience in the organization.	

3.6.2.2 Continuity of Performance

This research employed the scale crafted by Lemken and Rowe (2020), Al Ameri and colleagues (2021), and Ravichandran (2018) to evaluate the Continuity of Performance. A scale consisting of five items was formulated for this evaluation. The components utilized to gauge the Continuity of Performance are delineated in Table 3.3.

Table 3. 3

The measurement items of Continuity of Performance

Continuity of Performance	Business Continuity Management plays an important role in preserving the competitive advantage of businesses and the economy as a whole.	(Lemken & Rowe, 2020; Al Ameri, M. A. S. S., & Musa, H. (2021; (Ravichandran, 2018)
	The objective of Business Continuity Management is to ensure the operational continuity of an organization.	
	The continuity of performance requires procedures in place that are "intended to enable the organization to satisfy current customer responsibilities.	
	Combining the forces of performance continuity and change ahead is performed in giving solutions for organizations in order to retain the fulfillment of comparable customer demands but in a different manner.	
	Organizations that incorporate continuity of performance management into their strategic management may gain a distinct competitive advantage in terms of operational resiliency.	

3.6.2.3 Organizational Resilience

Organizational Resilience is assessed using a 4-item scale drawn from various studies (Al-Ayed, 2019; Bento et al., 2020; Darkow, 2019; Falegnami et al., 2018; Giustiniano et al., 2018; Kim, 2020; Tasic et al., 2020). The items utilised to measure Organizational Resilience are delineated in Table (3.4)

Table 3. 4
The measurement items of Organizational Resilience

Organizational Resilience	Organizational resilience has a positive impact on making better continuity of performance.	(Al-Ayed, 2019; Bento et al., 2020; Darkow, 2019; Falegnami et al., 2018; Giustiniano et al., 2018; Kim, 2020; Tasic et al., 2020)
	Organizational resilience creates a better and stronger organizational system facing the problems and ensuring continuity of performance in the organizations.	
	Organization's resilience is intimately tied to the resilience of other companies, which rely on its consumers, suppliers, neighbors, governments, and rivals.	
	Organizational resilience has a very crucial mediating function in better anticipating the volatility of performance continuity.	

3.7 Data Analysis Procedure

The investigation employs the direct collection survey method of GDRFA in Dubai, ensuring comprehensive coverage of designated regions. Data gathering methods encompass direct, online, or email avenues. The research team visited selected areas of Dubai (GDRFA) to collect data from potential participants, facilitated by arrangements with airport management. Passengers were given sufficient time to complete surveys before the data collection, set around 10 to 15 minutes later, from 2022 to 2023.

For statistical analysis, two software were used. Initially, SPSS software was applied for initial data cleaning, frequency analysis, descriptive analysis, and pilot test reliability. The main outcomes were assessed using AMOS software methodology, in line with the approach outlined by Hair et al. (2014).

Structural Equation Modelling (SEM) plays a pivotal role in applied multivariate statistical analysis, widely utilised across diverse disciplines. SEM serves as a confirmatory approach for testing hypotheses concerning structural theories on specific phenomena (Byrne, 2013a). It is commonly viewed as a framework that offers insights into multiple variables through causal techniques, with structural equations elucidating causal processes while accounting for measurement error. Visual representations aid comprehension of the theory and hypotheses being investigated (Roldán & Sánchez-Franco, 2012; Wong, 2013).

3.8 Pilot study

Prior to the conclusive data gathering, a trial examination of the questionnaire proves vital, as suggested by Saunders et al. (2009). By administering the questionnaire to a subset of respondents, who are obligated to provide feedback in the final data collection phase, one can ascertain its practicality in real-world scenarios. This trial aids in verifying respondents' comprehension of the questionnaire items and their ability to offer lucid responses. Crucially, refining question clarity for improved respondent understanding may result from this trial. Additionally, it contributes to evaluating the questionnaire's reliability and validity, echoing the insights of Postlethwaite (2005).

3.8.1 Validity

to Bryant and Bell (2015), variable measurement accuracy determines study reliability, while validity, as defined by Heale and Twycross (2015), concerns whether a questionnaire captures intended information. Validity encompasses face, content, concept, and criterion-related aspects (Saunders et al., 2009).

Face validity gauges experts' perceptions of a questionnaire's representation of study subjects, influenced by factors like item transparency and clarity (Sangoseni et al., 2013). Expert review ensured accuracy and grammar following the questionnaire's translation into Arabic.

Content validity ensures items effectively measure aspects of a variable (Creswell, 2014). Therefore, the initial questionnaire review by academic specialists and doctoral students aimed to enhance content accuracy and clarity.

Translating questionnaires into respondents' language enhances content validity (Saunders et al., 2009). By utilising the back-translation method, the researcher ensured questionnaire accuracy and suitability.

Construct validity evaluates survey items' ability to measure intended constructs, with convergent and discriminant validity crucial (Peter, 1981). Convergent validity assesses the correlation between construct components using average variance extracted (AVE), while discriminant validity compares constructs' similarity using the square root of AVE (Hair et al., 2014).

3.8.2 Reliability

Reliability denotes the capacity of a questionnaire to generate consistent outcomes when administered under identical circumstances after a specified interval (Postlethwaite, 2005), indicating its overall consistency. The Cronbach's alpha coefficient serves as a standard metric for assessing reliability, with a value of 0.7 or higher signifying reliability (Hair et al., 2014). Equally crucial are corrected item-total correlations, which indicate the alignment of each scale item with others. A correlation score exceeding 0.3 suggests robust internal consistency, in line with the Cronbach reliability test (85). Table 3.5 demonstrates that all items achieve corrected item-total correlation values surpassing 0.3, indicating satisfactory internal consistency levels. The questionnaire was distributed to a cohort of 48 employees online via Google Forms to evaluate reliability and validity. Table 3.5 provides a summary of each construct's Cronbach's alpha and corrected item-total correlation findings.

Table 3. 5

Corrected Item-Total Correlation and Cronbach's Alpha for all variables

Dimensions	Measurement Item	corrected	Cronbach's	Reliability
		item-total	Alpha if	
		correlation	item deleted	
Work Specialization	Specialization enables every person to be a professional in what he does.	0.882	0.951	5 0.960
	Work specialization has a positive impact on making a better continuity of performance.	0.872	0.954	
	Work specialization facilitates smoother and more efficient task completion, leading to better performance continuity in the organization.	0.860	0.955	
	Work specialization has a positive impact on making a better organizational resilience.	0.930	0.943	
	Work specialization helps in putting the right person in the right place.	0.897	0.949	
Authority	The authority establishes chances to analyze and evaluate both short and long-term performance, as well as the enhancement of service and process continuity.	0.943	0.967	5 0.975
	Authority facilitates more efficient employee performance and time utilization, thereby enhancing performance continuity within organizations.	0.940	0.968	
		0.925	0.970	
	Authority has a positive impact on making a better continuity of performance.	0.928	0.970	
	Authority streamlines tasks execution, which will lead to better	0.907	0.973	

	organizational resilience in the organization.			
	Chain of command may demand the supply of new premises, alternative relationships, crucial infrastructure components, and important people resources.	0.925	0.979	
	Chain of command has a positive impact on making a better continuity of performance.	0.942	0.977	
	Chain of command facilitates smoother and more efficient task allocation, resulting in better performance continuity in the organizations.	0.959	0.974	5 0.981
	Chain of command streamlines task assignment and execution, leading to better organizational resilience in the organization.	0.924	0.979	
	Chain of command has a positive impact on making a better organizational resilience.	0.969	0.972	
	Delegation to a virtual team will assist industry practitioners in better framing their strategy for managing distributed software teams by investigating the occurrence.	0.925	0.976	
	Delegation has a positive impact on making a better continuity of performance.	0.932	0.975	
	Delegation improves efficiency, making job execution easier and faster, which will lead to better performance continuity in the organization.	0.960	0.970	5 0.979
	Delegation has a positive impact on making a better organizational resilience.	0.932	0.975	
	Delegation facilitates easier and faster completion, which will lead to	0.941	0.973	

	better organizational resilience in the organization.			
	The span influences a variety of organizational variables, including enterprise size, organizational structure, organizational performance, and team performance in terms of individual performance.	0.922	0.975	
	Span of control has a positive impact on making a better continuity of performance.	0.930	0.974	
Span of Control	Span of control makes roles that ease the daily work of employees, leading to better performance continuity in the organization	0.939	0.973	5 0.978
	Span of control has a positive impact on making a better organizational resilience	0.945	0.972	
	Span of control helps on boosting the overall performance, leading to better organizational resilience in the organization	0.945	0.972	
Independent Variable: Human Resource Management				25 0.994
	Business Continuity Management plays an important role in preserving the competitive advantage of businesses and the economy as a whole.	0.945	0.974	
	The objective of Business Continuity Management is to ensure the operational continuity of an organization.	0.947	0.974	5 0.980
Continuity of Performance	The continuity of performance requires procedures in place that are "intended to enable the organization to satisfy current customer responsibilities.	0.917	0.978	
	Combining the forces of performance continuity and change ahead is performed in giving	0.949	0.973	

Organization al Resilience	<p>solutions for organizations in order to retain the fulfilment of comparable customer demands but in a different manner.</p> <p>Organizations that incorporate continuity of performance management into their strategic management may gain a distinct competitive advantage in terms of operational resiliency.</p>	0.943	0.974
	Dependent Variable: Continuity of Performance	5	0.980
	<p>Organizational resilience has a positive impact on making a better continuity of performance.</p>	0.943	0.959
	<p>Organizational resilience creates a better and stronger organizational system facing the problems and ensuring continuity of performance in the organizations.</p>	0.896	0.972
	<p>Organization's resilience is intimately tied to the resilience of other companies, which rely on its consumers, suppliers, neighbors, governments, and rivals.</p>	0.949	0.957
<p>Organizational resilience has a very crucial mediating function in better anticipating the volatility of performance continuity.</p>		0.930	0.963
Mediator Variable: Organizational Resilience		4	0.972

Table (3.4) presents the subsequent findings for all variables:

- Table (3.4) presents the subsequent findings for all variables:
- The Independent Variable, Human Resource Management, illustrates a Cronbach's alpha of 0.994, signifying robust reliability. Each of its five dimensions—Work Specialization, Authority, Chain of Command,

Delegation, and Span of Control—also demonstrates high reliability, with Cronbach's alphas ranging from 0.960 to 0.978.

- The Dependent Variable, Continuity of Performance, exhibits a Cronbach's alpha of 0.980, indicating sound reliability.
- The Mediator Variable, Organizational Resilience, reveals a Cronbach's alpha of 0.972, indicating satisfactory reliability.
- Additionally, all items demonstrate corrected item-total correlations surpassing 0.3, signifying sturdy internal consistency.

3.9 Chapter Summary

Within this chapter, the methodology employed to fulfil the research objectives is elaborated. The study adopted the positivism philosophy and employed a deductive research approach to address the research questions. Furthermore, it utilises a quantitative method.

The construct measurements utilised in this study are delineated, with human resource management constituting the independent variable, covering specific aspects, including Work Specialization, Authority, Chain of Command, Delegation, and Span of Control. Organizational resilience functions as the mediating variable, while continuity of performance represents another dependent variable. A five-point Likert scale ranging from "1=strongly disagree" to "5=strongly agree" was employed to gauge the study's components.

The validity and reliability of the survey were evaluated using internal consistency reliability (pilot study), face validity (focus group), and content validity (expert panel).

The population under consideration encompasses all GDRFA employees in Dubai, with a sample size of 364. Quota-convenience sampling was employed for data collection directly between 2022 and 2023 at various locations throughout Dubai. The forthcoming chapter (Chapter 4) delves into data analysis and hypothesis testing.



CHAPTER FOUR

RESULTS & DATA ANALYSIS

4.1 Introduction

This chapter presents the data analysis for investigating how Human Resource Management impacts the Continuity of Performance, mediated by Organizational Resilience. It starts by examining respondent traits, followed by discussions on the measurement and structural models. Finally, Structural Equation Modeling using AMOS is utilised to scrutinise the hypothesised causal relationships.

4.2 Description of the Sample

This section outlines the characteristics of the sample concerning the staff's job, experience, age, qualification, and gender. These characteristics are presented in Table (4.1):

Table 4. 1
Description of the sample (n=364)

	Demographic Characteristics	Frequency	Percentage	Cumulative Percentage
Gender	Male	302	82.97%	82.97%
	Female	62	17.03%	100.00%

	Bachelor	133	36.54%	36.54%
Qualification	Master	108	29.67%	66.21%
	PhD	60	16.48%	82.69%
	other	63	17.31%	100.00%
	25-35	97	26.65%	26.65%
Age	35-45	207	56.87%	83.52%
	over 45	60	16.48%	100.00%
	1-5 year	63	17.31%	17.31%
	5-10 years	103	28.30%	45.60%
Experience	10-15 year	120	32.97%	78.57%
	over 15 year	78	21.43%	100.00%
	supervisors	132	36.26%	36.26%
Job	departmental managers	138	37.91%	74.18%
	operational management	94	25.82%	100.00%

As per Table 4.1 data, 82.97% (302) were male respondents, with 17.03% (62) being female. Additionally, 36.54% (133) were classified as having Bachelor's degrees, 29.67% (108) as having Master's degrees, and 16.48% (60) as having PhDs. The remaining 17.31% (63) fell into alternative categories.



Figure 4. 1 Gender of Respondents

In terms of age, the majority, 56.87% (207), fell within the 35-45 years category, followed by 26.65% (97) aged 25-35 years, and 16.48% (60) were over 45 years old.

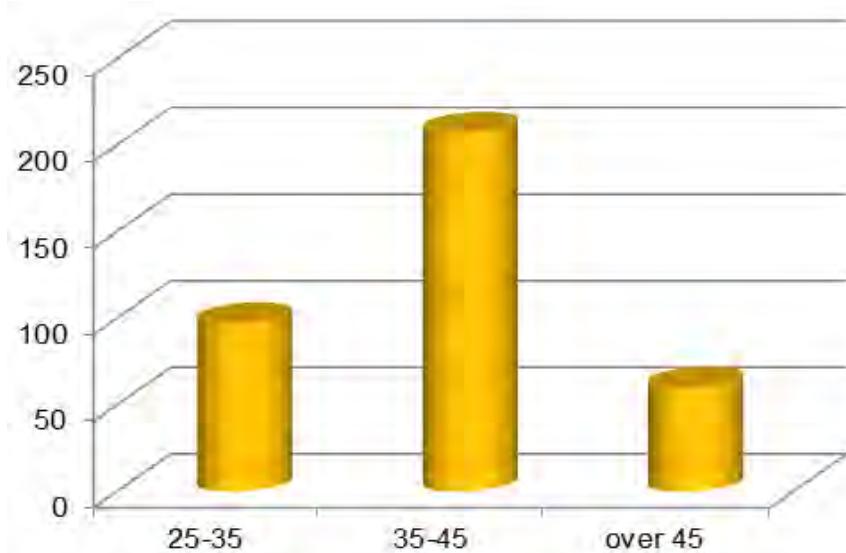


Figure 4. 2 Age of Respondents

In terms of experience and job role, the sample is evenly distributed. The highest proportion, 32.97% (120), had 10-15 years of experience, while the highest proportion, 37.91% (138), held departmental manager positions.

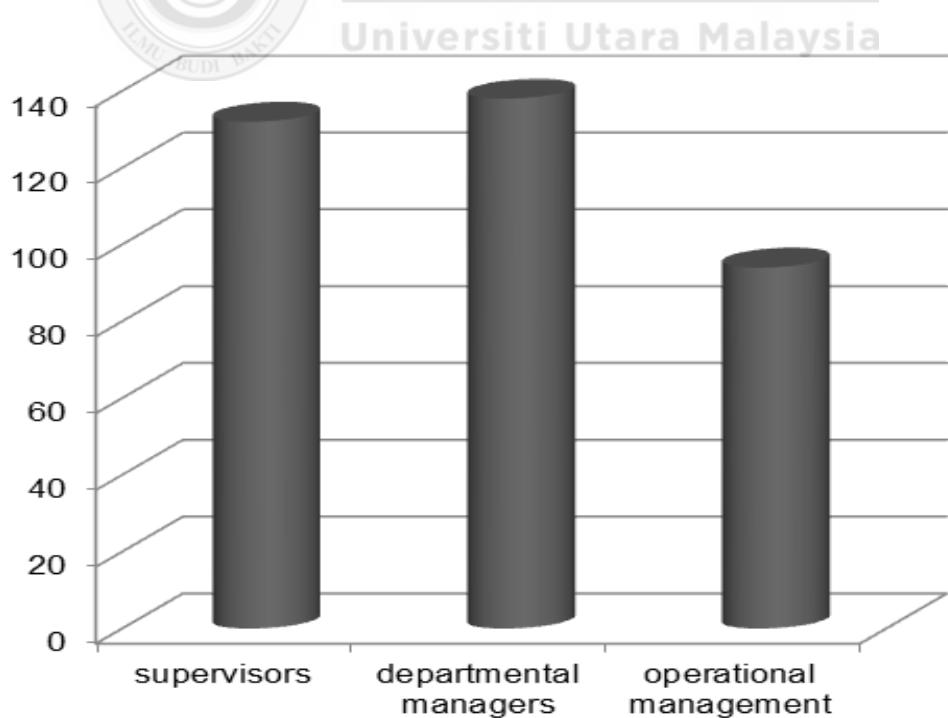


Figure 4. 3 Experience and job role

4.3 Descriptive analysis

Prior to the statistical analysis, the researcher undertook initial procedures to confirm the suitability of the statistical techniques to be applied. Byrne (2010) highlighted the importance of scrutinizing data before assessing the measurement model, particularly in the context of structural equation modelling. Skewness and kurtosis values serve as indicators of the normal distribution of data (Blanca et al., 2013). Table (4.2) presents the descriptive statistics for the study variables, including the mean, standard deviation, skewness, and kurtosis for each item used in variable measurement.:

Table 4. 2
Descriptive statistics (n=364)

Dimensions	Measurement Item	Mean	Std. deviation	Skewness	Kurtosis
	Specialization enables every person to be a professional in what he does.	4.836	0.630	-0.348	-2.277
Work	Work specialization has a positive impact on making a better continuity of performance.	4.839	0.645	0.215	4.728
Specialization	Work specialization facilitates smoother and more efficient task completion, leading to better performance continuity in the organization.	4.821	0.650	-0.038	-1.315
	Work specialization has a positive impact on making a better organizational resilience.	4.826	0.643	-1.602	4.067

	Work specialization helps in putting the right person in the right place.	4.836	0.630	-1.109	4.128
	The authority establishes chances to analyze and evaluate both short and long-term performance, as well as the enhancement of service and process continuity.	4.839	0.637	0.868	-2.368
	Authority facilitates more efficient employee performance and time utilization, thereby enhancing performance continuity within organizations.	4.847	0.602	-0.562	1.816
Authority	Authority has a positive impact on making a better continuity of performance.	4.844	0.617	1.911	-2.550
	Authority streamlines tasks execution, which will lead to better organizational resilience in the organization.	4.828	0.634	-1.706	1.412
	Authority has a positive impact on making a better organizational resilience.	4.839	0.637	-1.174	-1.299

Chain of Command	Chain of command may demand the supply of new premises, alternative relationships, crucial infrastructure components, and important people resources.	4.847	0.602	-0.846	2.704
	Chain of command has a positive impact on making a better continuity of performance.	4.839	0.589	-0.615	2.546
	Chain of command facilitates smoother and more efficient task allocation resulting in better performance continuity in the organizations.	4.828	0.617	0.399	-1.445
	Chain of command streamlines task assignment and execution, leading to better organizational resilience in the organization.	4.844	0.591	1.415	1.444
	Chain of command has a positive impact on making a better organizational resilience.	4.821	0.630	0.885	0.788
Delegation	Delegation to a virtual team will assist industry practitioners in better framing their strategy for managing distributed software	4.842	0.614	-1.547	3.285

	teams by investigating the occurrence.				
	Delegation has a positive impact on making a better continuity of performance.	4.858	0.573	1.851	0.516
	Delegation improves efficiency, making job execution easier and faster, , which will lead to better performance	4.860	0.572	-0.142	-1.609
	continuity in the organization.				
	Delegation has a positive impact on making a better organizational resilience.	4.852	0.599	0.542	-1.708
	Delegation facilitates easier and faster completion, which will lead to better organizational resilience in the organization.	4.844	0.586	0.914	3.986
	The span influences a variety of organizational variables, including enterprise size,				
Span of Control	organizational structure,	4.842	0.614	0.429	3.887
	organizational performance, and team performance in terms of individual performance.				

	Span of control has a positive impact on making a better continuity of performance.	4.831	0.628	0.389	4.406
	Span of control makes roles that ease the daily work of employees, leading to better performance continuity in the organization	4.850	0.622	1.178	-1.897
	Span of control has a positive impact on making a better organizational resilience	4.852	0.608	-0.022	3.348
	Span of control helps on boosting the overall performance, leading to better organizational resilience in the organization	4.863	0.570	0.444	3.410
Independent Variable:	Human Resource Management	4.841	0.590	-1.253	-0.354
Continuity of Performance	Business Continuity Management plays an important role in preserving the competitive advantage of businesses and the economy as a whole.	4.863	0.602	0.506	-1.482
	The objective of Business Continuity Management is to ensure the operational continuity of an organization.	4.881	0.590	-0.582	-1.227

	The continuity of performance requires procedures in place that are "intended to enable the organization to satisfy current customer responsibilities.	4.865	0.587	0.899	-2.839
	Combining the forces of performance continuity and change ahead is performed in giving solutions for organizations in order to retain the fulfillment of comparable customer demands but in a different manner.	4.855	0.619	-1.205	3.842
Dependent Variable: Continuity of Performance		4.865	0.576	-1.167	4.932
	Organizational resilience has a positive impact on making a better continuity of performance.	4.858	0.587	1.667	-2.231
Organizational Resilience	Organizational resilience creates a better and stronger organizational system facing the problems and ensuring continuity of performance in the organizations.	4.873	0.554	1.857	2.765
	Organization's resilience is intimately tied to the resilience of other	4.855	0.593	0.050	2.351

	companies, which relies on its consumers, suppliers, neighbors, governments, and rivals.					
	Organizational resilience has a very crucial mediating function in better anticipating the volatility of performance continuity.	4.858	0.592	-1.306	-2.178	
	Organizational resilience has a positive impact on making a better continuity of performance.	4.858	0.587	1.667	-2.231	
Mediator	Variable: Organizational Resilience	4.861	0.561	-0.814	-1.075	

According to Blanca et al. (2013), data conform to a normal distribution when skewness values range from -2.49 to 2.33, and kurtosis values range from -1.92 to 7.41. The data in Table (4.2) confirms that these criteria are met, indicating normal data distribution. Moreover, mean values exceeding 3 suggest a tendency towards agreement among respondents, predominantly selecting "Agree" or "Strongly Agree" responses. Consequently, no negative responses are recorded across all items from any respondents.

4.4 Structural Equation Modeling

Structural equation modelling (SEM) is a statistical methodology employed to analyze a structural theory based on some phenomena (Byrne, 2010). Additionally, this

technique uses a confirmatory approach that depends on factor analysis and implies hypothesis testing. Therefore, SEM entails two main steps: the measurement model and the structural model (Fornell & Lacker, 1981).

4.4.1 Assessing the Measurement Model:

Investigating the significance of the relationships in the structural model requires assessing the validity and reliability of the measurement model (Fornell & Lacker, 1981). In this context, validating the measurement model depends on two factors: the level of model goodness of fit and the construct validity (Blunch, 2012).

4.4.1.1 Exploratory factor analysis:

In multivariate statistics, exploratory factor analysis (EFA) is a statistical method used to reveal the underlying structure of a relatively large set of variables. It proves particularly beneficial in scale development, where researchers aim to unveil latent constructs behind a set of observed variables. EFA is the method of choice when researchers lack prior hypotheses about these constructs or patterns. Observed variables, also known as measured variables, encompass various attributes of individuals, such as height, weight, or pulse rate. Typically, researchers analyze numerous measured variables assumed to be linked to a smaller number of unobserved factors. The selection of measured variables is crucial for precise EFA outcomes, with multiple variables representing each factor enhancing accuracy (Taherdoost et al., 2014).

EFA operates within the framework of the common factor model, where observed variables are modelled as a function of common factors, unique factors, and measurement errors. Unique factors exclusively impact individual observed variables and do not account for correlations among them. Conversely, common factors influence multiple observed variables, and ‘factor loadings’ gauge the extent of influence a common factor exerts on an observed variable. Throughout the EFA process, the emphasis is on identifying common factors and their associated observed variables (Henson & Roberts, 2006).

EFA assumes that any indicator/measured variable may be associated with any factor. When developing a scale, researchers should use EFA first before moving on to Confirmatory Factor Analysis (CFA). EFA is essential to determine underlying factors/constructs for a set of measured variables, while CFA allows the researcher to test the hypothesis that has a relationship between the observed variables and their underlying latent factor(s)/construct(s). EFA requires the researcher to make a number of important decisions about how to conduct the analysis because there is no one set method. The study used EFA to conduct the Kaiser-Meyer-Olkin (KMO) scale, as shown in Table (4.3).

Table 4. 3
KMO & Bartlett's Test for all variables

Variables	Dimensions	Kaiser-Meyer-Olkin (KMO)	Bartlett's Test of Sphericity	
			Chi-Square	Sig.
Independent Variable:	Work Specialization	0.885	2953.778	0.000
Human Resource Management	Authority	0.919	3078.894	0.000
	Chain of Command	0.878	3196.989	0.000

Delegation	0.921	3080.458	0.000
Span of Control	0.897	3161.508	0.000
Independent Variable: Human Resource Management	0.959	20648.015	0.000
Dependent Variable: Continuity of Performance	0.904	3051.900	0.000
Mediator Variable: Organizational Resilience	0.871	2239.039	0.000

As illustrated in Table (4.3), the KMO scale surpasses 0.5 for all variables. Furthermore, Bartlett's Test shows significance across all variables, indicating the high quality and reliability of the data for SEM.

4.4.1.2 The Model Fit of the Measurement Model

Byrne (2010) stated that goodness of fit reflects the degree to which the measurement model corresponds with the sample data collected. The study employed common indices to assess the model's suitability, as presented in Table (4.4).

Table 4. 4
The indices of model fit for the measurement model

Measure	Estimate	Threshold	Interpretation
GFI	0.981	Closer to 1	Accepted
RMR	0.024	Closer to 0	Accepted
CFI	0.977	Closer to 1	Accepted
TLI	0.978	Closer to 1	Accepted
RMSEA	0.022	Less Than 0.08	Accepted

The Comparative Fit Index (CFI), a metric within structural equation modelling (SEM), scored 0.977, surpassing the acceptable threshold of 0.95. This indicator evaluates the specified model's adequacy compared to a baseline model. Furthermore, the Root Mean Square Residual (RMR) index, which signifies the average disparity between observed and predicted covariance matrices, recorded a value below 0.05, meeting the standard for model fitness. Similarly, the Root Mean Square Error of Approximation (RMSEA) measured at 0.022, falling beneath the recommended threshold of 0.08, in line with Byrne's (2010) reference. Additionally, the Goodness-of-Fit Index (GFI), gauging the extent to which the model accounts for variance in the observed data, was calculated at 0.981, exceeding the acceptable benchmark of 0.8 as outlined by Byrne (2010). As a result, the measurement model demonstrated satisfactory alignment with the data acquired from the GDRFA Staff.

4.4.1.3 The Construct Validity of the Measurement Model:

To measure a construct validity, both convergent and discriminant validity should be evaluated. Convergent validity was first tested using the factor loadings in which the values of loadings can be considered significant if they are equal to or greater than 0.5 (Hair et al., 2010). Furthermore, convergent validity is also measured by Average Variance Extracted (AVE), in which the value can be accepted if it is higher than 0.5. The reliability of the measurement model was assessed using both Cronbach's alpha and Composite Reliability (CR). Table (4.5) summarizes all the factors used to assess the model validity.

Table 4. 5
The validity and reliability of the measurement model

Dimensions	Factor Loading and Reliability			Convergent Validity	
	Questions	Factor Loading	Cronbach's Alpha	AVE	CR
Work Specialization	Q1	0.954	0.976	0.943	0.973
	Q2	0.927			
	Q3	0.921			
	Q4	0.968			
	Q5	0.947			
	Q6	0.951			
	Q7	0.951			
Authority	Q8	0.954	0.980	0.954	0.979
Chain of Command	Q9	0.958	0.979	0.952	0.978
	Q10	0.956			
	Q11	0.944			
	Q12	0.933			
	Q13	0.960			
	Q14	0.946			
	Q15	0.977			
Delegation	Q16	0.960	0.980	0.953	0.978
	Q17	0.966			
	Q18	0.938			
	Q19	0.945			
	Q20	0.956			
	Q21	0.956			
	Q22	0.967			
Span of Control	Q23	0.957	0.981	0.954	0.979

	Q24	0.944			
	Q25	0.948			
	Q26	0.955			
	Q27	0.966			
Continuity of Performance	Q28	0.935	0.979	0.950	0.977
	Q29	0.940			
	Q30	0.955			
	Q31	0.965			
	Q32	0.954	0.975	0.953	0.973
	Q33	0.948			
	Q34	0.945			

According to Table (4.5), Cronbach's alpha values surpass the 0.6 threshold, indicating acceptability. Additionally, the AVE values exceed 0.5, and the composite reliability values for the seven dimensions (Work Specialization, Authority, Organizational Resilience, Chain of Command, Continuity of Performance, Span of Control, Delegation) surpass 0.6, meeting the criteria established by Fornell & Larcker (1981). Furthermore, Table (4.6) assesses discriminant validity, displaying correlations between factors and the square roots of AVEs. This confirms that the square root of AVE values exceeds the inter-construct correlations (Fornell & Larcker, 1981), thereby achieving discriminant validity. Ultimately, the measurement model satisfies all criteria for validity and reliability assessment.

Table 4. 6
Construct Correlations and Square Root of Average Variance Extracted

	Work Specialization	Authority	Chain of Command	Delegation	Span of Control	Continuity of Performance	Organizational Resilience
Work Specialization	0.971						
Authority	0.899	0.977					
Chain of Command	0.927	0.892	0.976				
Delegation	0.947	0.916	0.938	0.976			
Span of Control	0.928	0.895	0.936	0.902	0.977		
Continuity of Performance	0.946	0.905	0.914	0.900	0.942	0.975	
Organizational Resilience	0.940	0.887	0.945	0.931	0.940	0.885	0.976

Finally, after investigating the validity and reliability and the model fit of the measurement model, the measurement model was developed as illustrated in Figure (4.4). The measurement model contains seven primary constructs: Work Specialization, Authority, Chain of Command, Delegation, Span of Control, Continuity of Performance and Organizational Resilience.

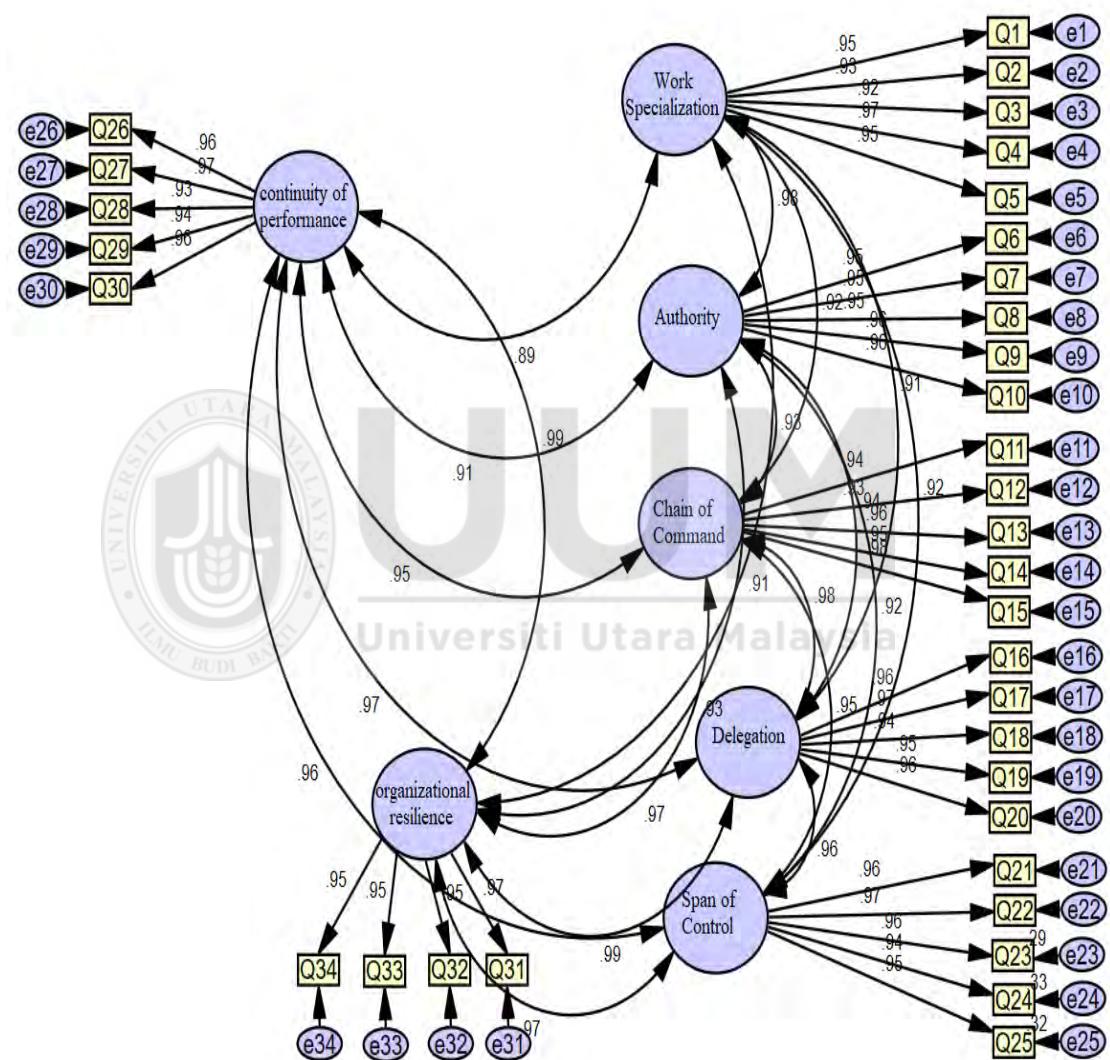


Figure 4.4 The measurement model

4.4.2 Assessing the correlation coefficients among variables' dimensions:

In statistics, the Pearson correlation coefficient (PCC), also referred to as Pearson's r , the Pearson product-moment correlation coefficient (PPMCC), or simply as the correlation coefficient, gauges the linear correlation between two datasets. It evaluates the degree and direction of the linear association between variables, ranging from -1 to 1. This coefficient is computed by dividing the covariance of two variables by the product of their standard deviations. However, it solely captures linear connections and disregards other forms of correlation. In this investigation, the Pearson's r correlation among the dimensions of variables will be depicted in Table (4.7).

The results presented in Table 4.7 ensure a positive significant relationship among all dimensions for each variable. Moreover, the results establish a significant positive association between different aspects of Human Resource Management (Work Specialization, Authority, Chain of Command, Delegation, and Span of Control) and the continuity of performance. Likewise, a positive correlation is shown between Organizational Resilience and performance continuity. Finally, there is a positive link between Human Resource Management factors (Work Specialization, Authority, Chain of Command, Delegation, and Span of Control) and Organizational Resilience.

Table 4. 7
Pearson correlation Matrix

	Work Specialization	Authority	Chain of Command	Delegation	Span of Control	Continuity of Performance	Organizational Resilience
Work Specialization	1						
Authority	.961**	1					
Chain of Command	.905**	.913**	1				
Delegation	.892**	.922**	.960**	1			
Span of Control	.899**	.905**	.940**	.942**	1		
Continuity of Performance	.869**	.887**	.941**	.950**	.941**	1	
Organizational Resilience	.890**	.909**	.953**	.968**	.944**	.969**	1

4.4.3 Assessing The Structural Model and Hypotheses Testing

The structural model is utilized to present the causal relationships between research constructs. It is also used to test the hypothesized research model (Byrne, 2010). Table (4.8) presents the indices used to test the fit structural model.

Table 4. 8
The indices of model fit for the structural model

Measure	Estimate	Threshold	Interpretation
GFI	0.981	Closer to 1	Accepted
RMR	0.014	Closer to 0	Accepted
CFI	0.983	Closer to 1	Accepted
TLI	0.979	Closer to 1	Accepted
RMSEA	0.022	Less Than 0.08	Accepted

The Comparative Fit Index (CFI) recorded a value of 0.983, surpassing the 0.95 threshold, indicating satisfactory fitness. Additionally, the Root Mean Square Residual (RMR) index falls below 0.05, meeting the criterion for adequacy. Similarly, the Root Mean Square Error of Approximation (RMSEA) is 0.022, below the recommended 0.08 threshold, as proposed by Byrne (2010). The Goodness-of-Fit Index (GFI) value of 0.981 exceeds the 0.8 threshold, demonstrating an acceptable fit. Hence, the measurement model fits the data from the GDRFA Staff. Based on these indicators, the structural model employed in this study shows an acceptable level of fit. The structural model is illustrated in Figure (4.5).

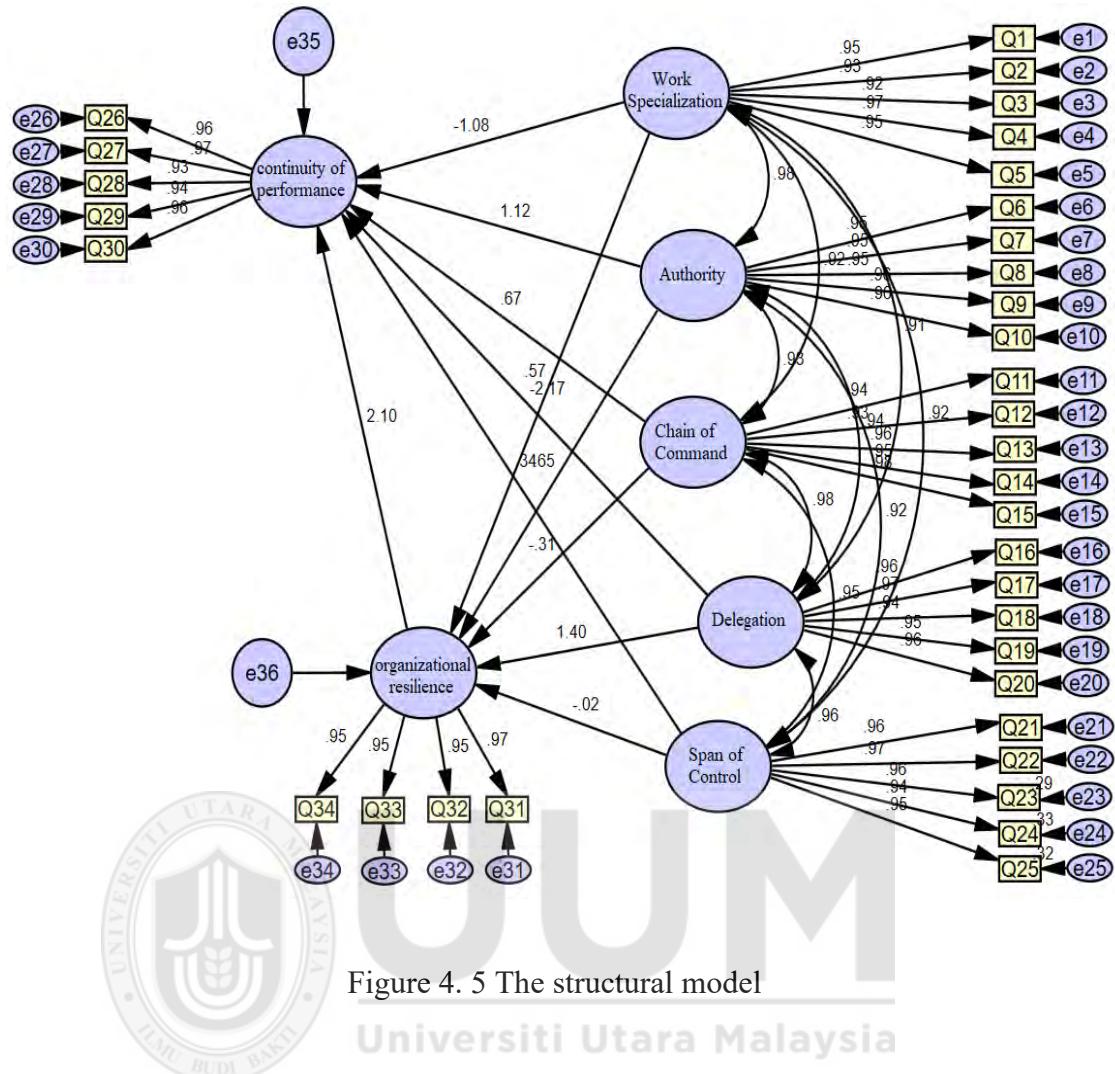


Figure 4.5 The structural model

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4.4.3.1 The Direct Relationships

In this section, findings from testing the research hypotheses across study constructs are presented. Utilizing SEM with AMOS, hypotheses were scrutinized. Hypotheses H1 to H5 posited that dimensions of Human Resource Management (Work Specialization, Authority, Chain of Command, Delegation, and Span of Control) exert a direct influence on Continuity of Performance, while H6 asserted that Organizational Resilience directly impacts Continuity of Performance. Lastly, H7 to H11 suggested that Human Resource Management dimensions (Work Specialization, Authority, Chain of Command, Delegation, and Span of Control) directly affect the Continuity of

Performance. Table (4.9) outlines the outcomes of testing these direct research hypotheses.

Table 4. 9
The results of testing direct relationships

		Hypothesis direction	Estimate (P value)	Sig.	Hypothesis result
H1	Work Specialization	continuity of performance	0.021	NS	rejected
H2	Authority	continuity of performance	0.091	NS	rejected
H3	Chain of Command	continuity of performance	0.398	***	accepted
H4	Delegation	continuity of performance	0.563	***	accepted
H5	Span of Control	continuity of performance	0.410	***	accepted
H6	organizational resilience	continuity of performance	0.258	***	accepted
H7	Work Specialization	organizational resilience	0.060	NS	rejected
H8	Authority	organizational resilience	0.013	NS	rejected
H9	Chain of Command	organizational resilience	0.113	***	accepted
H10	Delegation	organizational resilience	0.172	***	accepted
H11	Span of Control	organizational resilience	0.220	***	accepted

- Results of Testing H1 (the direct effect of Work Specialization on continuity of performance):**

According to Table (4.9), it appears that Work Specialization lacks a significant direct positive influence on the continuity of performance ($\beta = 0.021$; $\text{Sig.} > 0.05$). Consequently, Hypothesis H1, proposing a favourable association between work specialization and continuity of performance within GDRFA in Dubai, is rejected. Previous investigations have suggested that work specialization positively contributes to the continuity of performance by streamlining tasks, resulting in enhancing

organisational performance (Bombiak & Marciniuk-Kluska, 2019; Gonzalez & de Melo, 2018; Ulus & Hatipoglu, 2016). Hence, this outcome challenges prior research findings.

- **Results of Testing H2 (the direct effect of Authority on continuity of performance):**

Researchers who have looked into the topic of authority claimed that it helps to improve the continuity of performance by fostering productivity and efficient time utilization among employees, which improves performance continuity within the organization (El-Ghalayini, 2017). The researcher anticipates that authority will significantly influence performance continuity within the GDRFA-Dubai. However, Table (4.9) indicates that Authority does not exert a significant direct positive impact on performance continuity ($\beta = 0.091$; $\text{Sig.} > 0.05$). Consequently, Hypothesis H2, proposing a positive relationship between Authority and performance continuity in GDRFA Dubai, is rejected. This finding contradicts prior research.

The rejection of a positive relationship between authority and performance continuity in Dubai's GDRFA, despite prior research suggesting such a link, can be attributed to several factors. Dubai's unique cultural and organizational environment, characterized by hierarchical structures and potential bureaucratic challenges, may lead to rigidity and inefficiencies. Leadership styles, employee perceptions, and the manner of implementing authority play crucial roles; if authority is perceived as oppressive or overly controlling, it can demotivate employees and hinder performance. Differences in organizational goals, external economic and political pressures, and variability in

research methodologies further contribute to this discrepancy, highlighting the importance of contextualizing management practices to specific environments.

- **Results of Testing H3 (the direct effect of Chain of Command on continuity of performance):**

Researchers who have examined the topic of chains of command have reported that they have discovered that chains of command contribute to improved performance continuity. Due to task allocation, the chain of command facilitates easier and faster job completion, improving performance continuity in the organisation (Ma et al., 2018; Prayag et al., 2018; Sahebjamnia et al., 2018). The researcher foresees a significant influence of the chain of command on the continuity of performance within GDRFA-Dubai. Table (4.9) reveals a clear, direct positive impact of the Chain of Command on performance continuity ($\beta = 0.398$; $\text{Sig.} < 0.05$). Consequently, H3 is supported, proposing a positive link between the Chain of Command and performance continuity in GDRFA Dubai.

Regarding H4 (the direct effect of Delegation on continuity of performance), prior investigations suggest that delegation enhances performance continuity by streamlining processes and expediting tasks (Abuhantash, 2018; Swai, 2018; Terziev, 2018; Ymeri, 2019; Zhaglovskaya, 2019; Zhenpo et al., 2017). Envisaging a significant impact, the researcher finds that Delegation has a substantial direct positive effect on performance continuity in GDRFA - Dubai, as indicated in Table (4.9) ($\beta = 0.563$; $\text{Sig.} < 0.05$). Therefore, H4, which represents a positive relationship between Delegation and continuity of performance in GDRFA in Dubai, can be accepted.

- **Results of Testing H5 (the direct effect of Span of Control on continuity of performance):**

According to Table (4.9), it is clear that the Span of Control has a significant direct positive impact on the continuity of performance where ($\beta = 0.410$; $\text{Sig.} < 0.05$). Therefore, H5, which represents a positive relationship between the Span of Control and continuity of performance in GDRFA in Dubai, can be accepted. Some researchers who have examined the topic of span of control have discovered that span of control contributes to improved performance continuity. Positions with a broad span of control streamline employees' tasks, thereby improving performance throughout the organization (Anisimov et al., 2017; Dwitawati, 2017; Petrova et al., 2020). The researcher foresees that the span of control will exert a significant influence on performance continuity within GDRFA-Dubai.

- **Results of Testing H6 (the direct effect of organizational resilience on continuity of performance):**

According to Table (4.9), it is clear that organizational resilience has a significant direct positive impact on the continuity of performance where ($\beta = 0.258$; $\text{Sig.} < 0.05$). Therefore, H6, which represents a positive relationship between organizational resilience and continuity of performance in GDRFA in Dubai, can be accepted. Scholars exploring organizational resilience have noted its role in enhancing performance continuity by directly addressing challenges and strengthening the organizational system (Andersson et al., 2019; Terziev, 2018). It is expected that organizational resilience will exert a significant influence on the performance continuity of GDRFA-Dubai.

- **Results of Testing H7 (the direct effect of Work Specialization on organizational resilience):**

According to Table (4.9), it is apparent that Work Specialization does not exhibit a noteworthy direct positive influence on organizational resilience ($\beta = 0.060$; $\text{Sig.} > 0.05$). Thus, hypothesis H7, which posits a positive relationship between work specialization and organizational resilience within GDRFA Dubai, is rejected.

- **Results of Testing H8 (the direct effect of Authority on organizational resilience):**

According to Table (4.9), it is clear that Authority has no significant direct positive impact on organizational resilience where ($\beta = 0.013$; $\text{Sig.} > 0.05$). Therefore, H8, which represents a positive relationship between Authority and organizational resilience in GDRFA in Dubai, is rejected.

- **Results of Testing H9 (the direct effect of Chain of Command on organizational resilience):**

According to Table (4.9), it is clear that Chain of Command has a significant direct positive impact on organizational resilience where ($\beta = 0.113$; $\text{Sig.} < 0.05$). Therefore, H9, which represents a positive relationship between the Chain of Command and organizational resilience in GDRFA in Dubai, is accepted.

- **Results of Testing H10 (the direct effect of Delegation on organizational resilience):**

According to Table (4.9), it is clear that Delegation has a significant direct positive impact on organizational resilience where ($\beta = 0.172$; $\text{Sig.} < 0.05$). Therefore, H10,

which represents a positive relationship between Delegation and organizational resilience in GDRFA in Dubai, is accepted.

- **Results of Testing H11 (the direct effect of Span of Control on organizational resilience):**

According to Table (4.9), it is clear that the Span of Control has a significant direct positive impact on organizational resilience where ($\beta = 0.220$; $\text{Sig.} < 0.05$). Therefore, H11, which represents a positive relationship between the Span of Control and organizational resilience in GDRFA in Dubai, is accepted.

An organization's resilience is intricately tied to its relationship with various stakeholders, including customers, suppliers, neighbours, governments, and competitors (Duchek et al., 2020; Herbane, 2019; Prayag et al., 2018). Conversely, organizations also rely on and contribute to the resilience of their workforce and the communities or societies they serve (Hillmann & Guenther, 2020; Ma et al., 2018; Sahebjamnia et al., 2018). This interconnectedness extends to the resilience of the industry and the nation as a whole. As a result, enduring businesses cultivate strong internal and external partnerships, enabling all stakeholders to effectively communicate and respond promptly to changing circumstances impacting the company.

4.4.3.2 The Indirect Relationships:

Table (4.10) shows the results of testing the mediating effect of organizational resilience in the relationship between Human Resource Management dimensions and continuity of performance.

Table 4. 10
The results of testing the indirect relationships

	Hypothesis direction			Indirect Effects	Total Effect	Significance	Hypothesis result	Mediation
	Independent	Mediator	Dependent					
H 12	Work Specialization	organization al resilience	continuity of performance	0.005	0.026	N S	rejected	
H 13	Authority	organization al resilience	continuity of performance	0.023	0.114	N S	rejected	
H 14	Chain of Command	organization al resilience	continuity of performance	0.103	0.501	** *	accepted	Partial Media tion
H 15	Delegation	organization al resilience	continuity of performance	0.145	0.708	** *	accepted	
H 16	Span of Control	organization al resilience	continuity of performance	0.106	0.516	** *	accepted	

As shown in Table (4.10), several results can be concluded :

- Work specialization facilitates the strategic assignment of individuals within organizations, enhancing their resilience (Bombiak & Marciniuk-Kluska, 2019; Petrova et al., 2020). The researcher anticipates a significant influence of work specialization on organizational resilience within GDRFA in Dubai. However, organizational resilience does not act as a mediator between work specialization and continuity of performance, as the indirect effects are insignificant. Hence, Hypothesis 12, representing the indirect impact of organizational resilience on the relationship between work specialization and continuity of performance, is rejected. This finding contrasts with prior research.

The rejection of the indirect impact of organizational resilience on the relationship between work specialization and performance continuity within the General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai, despite prior research suggesting otherwise, can be attributed to several factors. The unique operational context of GDRFA, including its specific regulatory and service-oriented functions, might limit the flexibility typically associated with work

specialization. Additionally, if the specialized roles within GDRFA do not foster cross-functional collaboration or adaptability, the expected enhancement of resilience might not materialize. The organizational culture and leadership within GDRFA may also influence how specialization impacts resilience, potentially leading to silos rather than integrated efforts. Furthermore, external factors such as policy changes, political pressures, and economic conditions unique to Dubai could also affect the dynamics between work specialization, resilience, and performance continuity.

- Several researchers investigating authority have found that it enhances organizational resilience by facilitating task completion (Michael, 2019; Muscalu & Ciocan, 2016). Consequently, it is anticipated that authority will exert a significant influence on organizational resilience at GDRFA-Dubai. However, organizational resilience does not mediate the connection between authority and continuity of performance, as the indirect effects are negligible. Thus, Hypothesis 13, positing the indirect influence of organizational resilience on the relationship between authority and continuity of performance, is rejected, contradicting previous research. The correlation between Chain of Command and performance continuity is influenced by organizational resilience, with noteworthy indirect impacts. Consequently, Hypothesis 14, addressing the indirect association of organizational resilience with the Chain of Command-performance continuity link, is affirmed. Several researchers have identified that an efficient chain of command enhances organizational resilience through expediting task completion (Andersson et al., 2019; Duchek et al., 2020; Fasey et al., 2020). Hence, it is envisaged that the Chain of Command will significantly impact the organizational resilience of GDRFA-Dubai.

- Organizational resilience mediates the relationship between Delegation and continuity of performance, where the indirect effects are significant. Therefore, H15, which represents the indirect effect of organizational resilience on the relationship between Delegation and continuity of performance, can be accepted. Several scholars investigating delegation have posited its role in bolstering organizational resilience. They argue that delegating tasks accelerates their completion, thus reinforcing the organization's resilience (Falegnami et al., 2018; Werner et al., 2020; Witmer & Mellinger, 2016).
- The involvement of organizational resilience in mediating the connection between Span of Control and continuity of performance holds significance. Consequently, H16, denoting the indirect influence of organizational resilience on the correlation between Span of Control and continuity of performance, is accepted. Studies conducted by Belete (2018), Nasar et al. (2020), and Pariav et al. (2018) provide evidence supporting the idea that the span of control enhances organizational resilience and overall effectiveness. Thus, it is expected that the Span of Control will exert a substantial impact on organizational resilience at GDRFA -Dubai.
- Finally, the present research concludes that organizational resilience plays a partial mediating role between Human Resource Management dimensions and continuity of performance.

4.4.4 Testing the differences between the views of GDRFA Staff:

To examine disparities among the viewpoints of GDRFA Staff, the researcher utilized non-parametric examinations such as the Kruskal-Wallis and Mann-Whitney tests. Furthermore, parametric analyses like Analysis of Variance (ANOVA) and

Multivariate Analysis of Variance (MANOVA) were employed to elucidate these assessments.

4.4.4.1 Non-parametric tests:

Firstly, the researcher utilized the Kruskal-Wallis test to discern disparities among the GDRFA Staff based on their job roles. Named after William Kruskal and W. Allen Wallis, this test is a non-parametric technique used to determine if samples derive from the same distribution. It enables the comparison of two or more independent samples of equal or different sizes, broadening the scope of the Mann-Whitney U test, which compares only two groups. The parametric counterpart to the Kruskal-Wallis test is the one-way analysis of variance (ANOVA).

- A significant finding from the Kruskal-Wallis test suggests that at least one sample demonstrates stochastic dominance over another. However, this test does not specify the locations of such stochastic dominance or the number of pairs of groups to which it applies. In this study, the outcomes of the Kruskal-Wallis test are delineated as follows:
- **The effect of Job as a demographic variable on the research variables**

Table 4. 11

Kruskal-Wallis test results indicating differences among GDRFA Staff regarding their job roles

Variables	Kruskal-Wallis		Result
	Chi-Square	Sig.	
Independent Variable:			
Work Specialization	3.961	0.138	insignificant
Authority	5.299	0.071	insignificant
Human Resource	6.709	0.035	significant
Management	6.773	0.034	significant
Span of Control	8.130	0.017	significant
Dependent Variable: continuity of performance	7.209	0.027	significant
Mediator Variable: organizational resilience	8.389	0.015	significant

According to Table (4.11), there are significant differences for all variables (Chain of Command, Delegation, Span of Control) except the Work Specialization and Authority. Thus, the researcher infers variations among GDRFA Staff concerning their job roles for all factors except work specialization and authority. Hence, the present study deduces that job distinctions may influence the research variables and their interrelations.

- **The effect of Experience as a demographic variable on the research variables:**

Table 4. 12
Kruskal-Wallis test results for variations among GDRFA Staff regarding Experience

Variables	Kruskal-Wallis		Result
	Chi-Square	Sig.	
Independent Variable:	Work Specialization	16.414	0.001 significant
	Authority	14.570	0.002 significant
	Chain of Command	20.631	0.000 significant
	Delegation	13.639	0.003 significant
	Span of Control	18.674	0.000 significant
	Dependent Variable: continuity of performance	16.793	0.001 significant
Mediator Variable: organizational resilience		17.221	0.001 significant

According to Table (4.12), there are significant statistical differences for all variables, indicating distinctions among GDRFA Staff concerning Experience across various research aspects. Consequently, the present study posits that variations in Experience can influence the research variables and their interrelationships, encompassing (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and continuity of performance), (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and organizational resilience).

- **The effect of Age as a demographic variable on the research variables:**

Table 4. 13

Kruskal-Wallis test results for differences among GDRFA Staff regarding Age

Variables	Kruskal-Wallis		Result
	Chi-Square	Sig.	
Work Specialization	2.557	0.278	insignificant
Independent Variable: Authority	0.977	0.614	insignificant
Human Resource Chain of Command	1.693	0.429	insignificant
Management Delegation	1.034	0.596	insignificant
Span of Control	5.137	0.077	insignificant
Dependent Variable: continuity of performance	2.644	0.267	insignificant
Mediator Variable: organizational resilience	4.803	0.091	insignificant

According to Table (4.13), there are insignificant statistical differences for all variables. Thus, the researcher concludes that there are no distinctions among GDRFA Staff regarding Age across the various research aspects. Consequently, the present study implies that Age disparities do not influence the research variables or their interconnections, including (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and continuity of performance), (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and organizational resilience).

- **The effect of Qualification as a demographic variable on the research variables:**

Table 4. 14

Kruskal-Wallis test results for differences among GDRFA Staff about Qualification

Variables	Kruskal-Wallis		Result
	Chi-Square	Sig.	
Independent Variable: Human Resource Management	Work Specialization	9.642	0.022 significant
	Authority	11.559	0.009 significant
	Chain of Command	8.450	0.038 significant
	Delegation	12.273	0.007 significant
	Span of Control	10.092	0.018 significant
Dependent Variable: continuity of performance		9.254	0.026 significant
Mediator Variable: organizational resilience		9.773	0.021 significant

As per Table (4.14), notable statistical disparities are evident across all variables. Hence, the researcher infers variations among GDRFA Staff concerning Qualification across the entirety of the research. Consequently, the current study suggests that differences in Qualification can impact the research variables and their interrelationships: (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and continuity of performance), (Work Specialization, Authority, Chain of Command, Delegation, Span of Control and organizational resilience).

- **The effect of Gender as a demographic variable on the research variables:**

The researcher employed the Mann-Whitney test to discern disparities among GDRFA Staff concerning gender. In statistical analysis, the Mann-Whitney U test serves as a nonparametric assessment of the null hypothesis, positing that, for randomly selected values X and Y from two populations, the likelihood of X surpassing Y equals the likelihood of Y surpassing X. The findings of the Mann-Whitney test in this study are detailed in Table (4.15).

Table 4. 15

Mann-Whitney test results for differences between GDRFA Staff regarding gender

Variables	Mann-Whitney		Result
	Z-Value	Sig.	
Independent Variable:	Work Specialization	6838.500	0.000 significant
Human Resource Management	Authority	6728.000	0.000 significant
	Chain of Command	6720.000	0.000 significant
	Delegation	7013.000	0.000 significant
	Span of Control	7104.500	0.000 significant
Dependent Variable: continuity of performance		7664.000	0.000 significant
Mediator Variable: organizational resilience		7548.500	0.000 significant

According to Table (4-15), significant statistical differences exist for all variables, so the researcher concludes that there are differences among GDRFA Staff concerning gender across all variables in this study.

4.4.4.2 Parametric Test:

Multivariate statistics encompasses the simultaneous examination and interpretation of multiple outcome variables. It involves understanding the diverse aims and contexts of various forms of multivariate analysis and their interconnections. Practical application of multivariate statistics to a specific issue may entail employing both univariate and multivariate analyses to grasp the relationships between variables and their relevance to the problem under investigation. In this study, multivariate analysis is employed to discern differences among the perspectives of GDRFA Staff. Accordingly, Tables (4.16 and 4.17) present the outcomes of multivariate analysis concerning demographic variables related to GDRFA Staff and the core research

variables (Human Resource Management, continuity of performance, and organizational resilience).

Table 4. 16

ANOVA Results for the differences between GDRFA Staff regarding gender

		Sum of Squares	df	Mean Square	F	Sig.
Work Specialization	Between Groups	18.804	1	18.804	57.947	.000
	Within Groups	122.336	362	.324		
	Total	141.140	363			
Authority	Between Groups	16.620	1	16.620	51.994	.000
	Within Groups	120.507	362	.320		
	Total	137.126	363			
Chain of Command	Between Groups	13.600	1	13.600	44.759	.000
	Within Groups	114.552	362	.304		
	Total	128.152	363			
Delegation	Between Groups	12.201	1	12.201	42.045	.000
	Within Groups	109.406	362	.290		
	Total	121.607	363			
Span of Control	Between Groups	12.552	1	12.552	40.256	.000
	Within Groups	117.553	362	.312		
	Total	130.105	363			
continuity of performance	Between Groups	8.897	1	8.897	28.828	.000
	Within Groups	116.347	362	.309		
	Total	125.243	363			
organizational resilience	Between Groups	9.809	1	9.809	33.877	.000

Within Groups	109.162	362	.290
Total	118.971	363	

As per the findings outlined in Table (4.16), the F-value indicates significance across all demographic variables, implying distinctions among the viewpoints of GDRFA Staff. Thus, it can be deduced that notable variations exist in the perspectives of GDRFA Staff concerning the aspects of Human Resource Management, continuity of performance, and organizational resilience, as influenced by the demographic factor of Gender.

Table 4. 17

Multivariate analysis for the remaining demographic variables

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Job	Work Specialization	.233	2	.116	.384	.681
	Authority	.137	2	.068	.238	.789
	Chain of Command	.392	2	.196	.749	.474
	Delegation	.228	2	.114	.491	.613
	Span of Control	.149	2	.074	.304	.738
	continuity of performance	.105	2	.053	.220	.802
Experience	organizational resilience	.289	2	.144	.627	.535
	Work Specialization	6.816	3	2.272	7.500	.000
	Authority	7.789	3	2.596	9.018	.000
	Chain of Command	7.425	3	2.475	9.442	.000
	Delegation	7.398	3	2.466	10.603	.000
	Span of Control	9.948	3	3.316	13.575	.000
	continuity of performance	7.143	3	2.381	9.966	.000

	organizational resilience	6.923	3	2.308	10.031	.000
Age	Work Specialization	2.574	2	1.287	4.249	.015
	Authority	2.563	2	1.282	4.452	.012
	Chain of Command	1.921	2	.961	3.665	.027
	Delegation	2.281	2	1.140	4.904	.008
	Span of Control	2.725	2	1.362	5.577	.004
	continuity of performance	1.452	2	.726	3.040	.049
Qualification	organizational resilience	1.448	2	.724	3.148	.044
	Work Specialization	1.263	3	.421	1.390	.246
	Authority	3.381	3	1.127	3.915	.009
	Chain of Command	1.626	3	.542	2.068	.104
	Delegation	3.789	3	1.263	5.431	.001
	Span of Control	2.708	3	.903	3.696	.012
	continuity of performance	4.820	3	1.607	6.726	.000
	organizational resilience	2.939	3	.980	4.258	.006

As indicated by the data in Table (4.17), all demographic factors demonstrate notable F-values, except for Job, suggesting variations in viewpoints among GDRFA staff. Hence, it can be deduced that significant disparities exist in the perspectives of GDRFA Staff regarding Human Resource Management, continuity of performance, and organizational resilience, influenced by demographic factors such as Experience, Age, and Qualification.

4.5 Chapter Summary

This chapter aims to address research queries by statistically examining research hypotheses. It delineates the sample characteristics and evaluates the normal data

distribution using skewness and kurtosis tests. Additionally, it employs structural equation modeling to analyze the data, encompassing the measurement and structural models. The measurement model's validity, reliability, and goodness of fit are also assessed. Moreover, the structural model is constructed and tested for adequacy. Ultimately, research hypotheses are scrutinized, with partial acceptance of all direct relationships. The findings suggest that organizational resilience partially mediates the relationship between dimensions of Human Resource Management and continuity of performance.



CHAPTER FIVE

DISCUSSION RECOMMENDATION AND CONCLUSIONS

5.1 Introduction

The research focuses on the difficulties that the Human Resources Department encounters in achieving adaptability within the General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai, particularly during times of crisis. While there has been substantial investigation into how Human Resource Management (HRM) influences an organization's resilience and performance during crises, it remains uncertain which specific aspect of HRM significantly contributes to performance continuity. Our study is centred on the identification of HRM challenges and pinpointing the most critical HRM component that profoundly affects performance continuity during crises (Channa et al., 2019; Rehman et al., 2021; Lengnick-Hall et al., 2011; Ndege, 2018; Duchek, 2020; Engemann & Henderson, 2014; Sawtelle, 2016; Suryaningtyas et al., 2019; Lohmer et al., 2020; Al Balushi, 2020; Coombs & Laufer, 2018; Amui et al., 2017).

5.2 Discussions and Conclusions

The research comprises four distinct objectives. Upon its completion, a comprehensive analysis of the results will enable us to conduct the following comparisons with previous studies.

5.2.1 Discussions and Conclusions for The First Objective

Our primary aim is to assess how aspects of human resource management, including Work Specialization, Authority, Chain of Command, Delegation, and Span of Control, impact the GDRFA in Dubai's ability to maintain performance consistently over time.

The statistical results are as follows:

Based on our findings, it becomes clear from the H1 test results (investigating the direct influence of Work Specialisation on continuity of performance) that Work Specialisation does not significantly and positively affect continuity of performance ($p = 0.021$; $\text{Sig.} > 0.05$). In contrast to previous research, we can dismiss H1, which suggested a positive connection between Work Specialization and performance consistency in GDRFA in Dubai (Batarliè et al., 2017; Khan et al., 2019; Llave, 2018; Pariav et al., 2018; Petrova et al., 2020; Rouhani et al., 2018; Sen et al., 2019; Vallurupalli & Bose, 2018; Wazurkar et al., 2017). These studies propose that Work Specialization might streamline tasks, potentially enhancing organizational performance continuity.

As for the outcomes of Testing H2 (exploring the direct impact of Authority on continuity of performance), the results ($p = 0.091$; $\text{Sig.} > 0.05$) clearly suggest that Authority does not exert a significant direct positive influence on continuity of performance. Consequently, H2, which implied a beneficial connection between Authority and performance consistency in the GDRFA in Dubai, can be disregarded. In contrast to earlier research, some researchers examining the authority factor have found that it contributes to better performance continuity (Al-Zoubi, 2018; Ertas, 2019;

Grafova et al., 2020; Khoshnevis & Tahmasebi, 2016; Muscalu & Ciocan, 2016; Zhaglovskaya, 2019; Zhenpo et al., 2017).

The outcomes of the examination concerning H3 (The direct impact of Chain of Command on performance continuity) indicate clearly that Chain of Command has a substantial, positive effect on performance continuity, where ($p = 0.398$; $\text{Sig.} < 0.05$). Hence, we affirm H3, which establishes a favourable link between the chain of command and performance continuity within the GDRFA in Dubai. Several researchers have probed the concept of chain of command and found it to be advantageous for enhancing performance continuity (Herbane, 2019; Hillmann & Guenther, 2020; Kahn et al., 2018; Ma et al., 2018; Patriarca et al., 2018; Prayag et al., 2020; Rodríguez-Sánchez et al., 2019; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018).

The test results regarding hypothesis H4 (The direct effect of Delegation on performance continuity) unequivocally demonstrate that Delegation significantly enhances performance continuity ($p = 0.563$; $\text{Sig.} < 0.05$). Therefore, we validate H4, which establishes a positive association between delegation and sustained success in the GDRFA in Dubai. This finding is consistent with earlier research indicating that delegation contributes to the improvement of performance continuity (Andersson et al., 2019; Duchek, 2020; Duchek et al., 2020; Prayag et al., 2018; Swai, 2018; Terziev, 2018; Zhaglovskaya, 2019).

Span of Control has a substantial and positive influence on performance continuity, as evident in the test results for H5 (The direct effect of Span of Control on performance continuity), where ($p = 0.410$; $\text{Sig.} < 0.05$). Therefore, we validate H5, which suggests a favourable relationship between the span of control and performance continuity in the GDRFA in Dubai. This finding aligns with earlier studies exploring span of control and its positive impact on performance continuity (Batarliene et al., 2017; El-Ghalayini, 2017; Kalinina & Valebnikova, 2017; Khoshnevis & Tahmasebi, 2016; Rouhani et al., 2018; Sen et al., 2019; Tazakori et al., 2019; Wazurkar et al., 2017).

5.2.2 Discussions and Conclusions for the Second Objective

The second objective explores the influence of Organizational Resilience on the continuity of performance. The results of the statistical analysis are as follows:

It is apparent from the outcomes of the H6 test (assessing the direct impact of organizational resilience on performance continuity), where ($p = 0.258$; $\text{Sig.} < 0.05$), that organizational resilience has a significant and positive effect on performance continuity. Consequently, H6 is accepted, indicating a positive correlation between organizational resilience and performance continuity in the context of GDRFA in Dubai. This finding is consistent with previous research, which has shown that organizational resilience plays a vital role in improving performance continuity (Abuhantash, 2018; Amarneh & Muthuveloo, 2020; Grafova et al., 2020; Mayo et al., 2018; Swai, 2018; Ymeri, 2019; Zhaglovskaya, 2019; Zhenpo et al., 2017).

5.2.3 Discussions and Conclusions for the Third Research Objective

The third objective aims to scrutinize the influence of Human Resource Management (HRM) components, encompassing Work Specialization, Authority's impact on

Continuity, Chain of Command, Delegation's effect on Continuity, and Span of Control, on the resilience of the organization within the GDRFA in Dubai. The statistical analysis yields the following outcomes:

- i. -Work Specialization: Testing hypothesis H7 (The direct influence of Work Specialization on Organizational Resilience) reveals that Work Specialization does not exert a noticeable direct beneficial impact on Organizational Resilience ($p = 0.060$; $\text{Sig.} > 0.05$). Consequently, H7, suggesting a favourable connection between Work Specialization and Organizational Resilience, is not substantiated. This contradicts earlier research indicating Work Specialization's constructive effect on Organizational Resilience (Anisimov et al., 2017; Băcilă, 2019; Bombiak & Marciniuk-Kluska, 2019; Llave, 2018; Rouhani et al., 2018; Sen et al., 2019; Terziev et al., 2018).
- ii. Authority: The results from the examination of H8 (The direct impact of Authority on Organizational Resilience) demonstrate that Authority does not display a discernible direct positive influence on Organizational Resilience ($p = 0.013$; $\text{Sig.} > 0.05$). Therefore, H8, implying a positive correlation between Authority and Organizational Resilience, is not substantiated. This contradicts earlier research indicating Authority's positive role in enhancing Organizational Resilience (Al-Zoubi, 2018; Batarliènè et al., 2017; El-Ghalayini, 2017; Khoshnevis & Tahmasebi, 2016; Shakerian et al., 2016; Tazakori et al., 2019).
- iii. Chain of Command: The findings from the exploration of H9 (The direct impact of Chain of Command on Organizational Resilience) reveal that Chain of Command significantly and positively influences Organizational Resilience ($p = 0.113$; $\text{Sig.} < 0.05$). Consequently, H9, indicating a constructive link

between the Chain of Command and Organizational Resilience, is accepted. This aligns with earlier research highlighting Chain of Command's positive role in enhancing Organizational Resilience (Andersson et al., 2019; Burnard et al., 2018; Duchek, 2020; Duchek et al., 2020; Fasey et al., 2020; Hillmann & Guenther, 2020; McCarthy et al., 2017; Prayag et al., 2018; Sahebjamnia et al., 2018).

- iv. Delegation: The investigation of H10 (The direct influence of Delegation on Organizational Resilience) demonstrates that Delegation has a substantial direct positive impact on Organizational Resilience ($p = 0.172$; Sig. < 0.05). Hence, H10 is supported, indicating a positive association between Delegation and Organizational Resilience. This aligns with prior research emphasizing Delegation's positive role in improving Organizational Resilience (Annarelli & Nonino, 2016; Back et al., 2017; Darkow, 2019; De Carvalho et al., 2016; Kim, 2020; Tasic et al., 2020; Teo et al., 2017; Witmer, 2019).
- v. Span of Control: Span of Control conspicuously demonstrates a significant direct positive impact on Organizational Resilience ($p = 0.220$; Sig. < 0.05), as per the results of H11 (The direct impact of Span of Control on Organizational Resilience). Therefore, H11 is confirmed, indicating a positive link between Span of Control and Organizational Resilience. This aligns with previous research highlighting the Span of Control's constructive effect on improving Organizational Resilience (Belete, 2018; Chandra & Kumar, 2018; Kalinina & Valebnikova, 2017; Lee & Chui, 2019; Mohamadali & Zahari, 2017; Shakerian et al., 2016; Ulus & Hatipoglu, 2016).

5.2.4 Discussions and Conclusions for the Fourth Research Objective

The fourth objective seeks to explore how organizational resilience mediates the relationship between HR Management dimensions (Work Specialization, Authority, Chain of Command, Delegation, and Span of Control) and performance continuity within the context of GDRFA in Dubai. The statistical analysis reveals the following outcomes:

In cases where there are minimal indirect effects, the role of organizational resilience as a mediator between Work Specialization and performance continuity is negligible. As a result, H12, concerning the indirect influence of organizational resilience on the association between Work Specialization and performance continuity, is dismissed.

Likewise, when negligible indirect effects are observed, organizational resilience does not mediate the connection between Authority and performance continuity. Consequently, H13, which addresses the indirect impact of organizational resilience on the link between authority and performance continuity, is rejected.

On the contrary, the relationship between the Chain of Command and performance continuity is indeed mediated by organizational resilience, with substantial indirect effects. Thus, it is justified to support H14, signifying the indirect role of organizational resilience in the relationship between Chain of Command and Performance Continuity.

Similarly, when strong indirect effects are present, organizational resilience mediates the connection between Delegation and performance continuity. H15, which illustrates the indirect impact of organizational resilience on the relationship between delegation and performance continuity, is accepted.

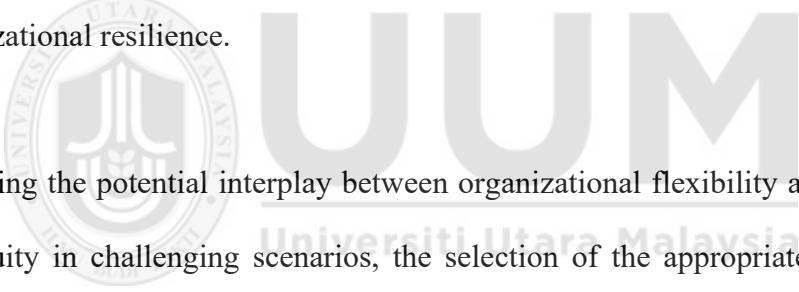
Moreover, in cases where the indirect effects are significant, organizational resilience is a mediator in the relationship between the Span of Control and performance continuity. Consequently, it is appropriate to endorse H16, indicating the indirect influence of organizational resilience on the relationship between the Span of Control and Performance Continuity.

Numerous researchers have delved into the mediating role of organizational resilience in various independent variables, including those examined in this study, in relation to performance continuity. Their findings consistently underscore the vital mediating function of organizational resilience in enhancing predictions of performance continuity's fluctuations (Al-Ayed 2019; Annarelli & Nonino, 2016; Bento et al., 2020; Darkow, 2019; De Carvalho et al., 2016; Falegnami et al., 2018; Giustiniano et al., 2018; Kim, 2020; Tasic et al., 2020; Xiao & Cao, 2017). Thus, the results of this study align with prior research and suggest a substantial positive mediating effect of organizational resilience on the relationship between the independent variables studied here and performance continuity (Al-Ayed, 2019; Verreyne et al., 2018; Werner et al., 2020).

In summary, the researcher asserts that organizational resilience partially mediates the relationship between the dimensions of Human Resource Management and performance continuity.

5.3 Potential Applications of the Research

The application of HRM methodologies seeks to establish flexibility as the fundamental cornerstone for organizational development, enduring success, and sustainability. HRM practitioners also consider the influence of cultural diversity when addressing external disruptions that may impact the organization, manifesting in attitudes, actions, and communication. These elements establish a vital nexus between organizational flexibility and the continuity of performance, a prerequisite for effective organizational resilience.



Exploring the potential interplay between organizational flexibility and performance continuity in challenging scenarios, the selection of the appropriate organizational flexibility approach during crises, and the management of human resources during such times are pivotal aspects.

The concept of resilience, rooted in diverse fields such as psychology and the sustained performance of organizations during crises, underscores the paramount importance of resilience in adapting to external challenges and dynamic environments. Understanding how organizations respond to external shocks and disruptions has become a central tenet of the resilience concept, permeating various domains, including organizational studies and problem-solving research, thereby elevating the significance of this study.

To comprehensively grasp the intricate relationships among HRM, organizational resilience, and performance continuity in crisis management, further research is imperative (Ndege, 2018). Nonetheless, owing to the relative scarcity of attention given to this direct linkage, empirical evidence concerning this connection within GDRFA-Dubai remains limited. Drawing upon the aforementioned research and the normal accident theory, the integration of HRM and crisis management is envisioned to bolster the capacity to preempt and mitigate crises adeptly, courtesy of accurately anticipated factors related to organizational resilience and performance continuity.

Performance continuity emerges as a pivotal factor in an organization's resilience against both internal and external pressures. Thus, it becomes imperative to decipher the manner in which HRM influences organizational resilience (Duchek, 2020). Additionally, proficient human resource management can enhance an organization's resilience in the face of mounting pressure.

This underscores the strategic importance of HRM as a prospective source of competitive advantage concerning organizational resilience and performance continuity, reaffirming its significance in organizational operations and management (Ndege, 2018). Furthermore, it appears that recent research has allocated limited attention to HRM as a predictor of organizational resilience and performance continuity (Duchek, 2020). The contribution of HRM to the maintenance of consistent performance significantly fortifies organizational resilience.

5.3.1 Theoretical Contribution of the Research

The study's significance is underscored by its expansion of previous HRM research, with a specific focus on its pivotal role in assessing organizational resilience, continuity, and performance metrics within the Directorate, especially during times of crisis. In addition, this study provides noteworthy contributions by highlighting the criticality of effective human resource management while mitigating neglect within the realm of administrative tasks.

Moreover, the research prioritizes essential components of HRM as predictors of organizational adaptability, achievements, and efficient oversight, all of which positively influence the processes of continuity and performance. This research adopts a structured, partnership-based technical framework, ensuring standardised data collection from service sectors is rooted in sound assumptions.

The utilization of a quantitative scientific approach bolsters the study's credibility and yields dependable findings, particularly beneficial for scholars interested in future assessments and evaluations of the impact of HRM on the continuity of performance, mediating effects, and organizational resilience.

Ultimately, this study provides a comprehensive blueprint to steer researchers in exploring the intricate relationship between human resource organizing and performance continuity.

5.3.2 Practical Contribution of the Research

The practical significance of this study derives from the pressing imperative to illustrate how Human Resource Management (HRM) ensures the resilience of organizations and the uninterrupted continuity of performance within the General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai. It stands as a valuable contribution to enhancing the Directorate's performance and serves as a resource for researchers, academics, decision-makers, and government institution employees engaged in the realms of performance continuity and human resource management.

Through the utilization of the mediating aspect of Organizational Resilience, this research substantially advances the formulation of a mediation model, elucidating the affirmative connection between HRM and Continuity of Performance within GDRFA-Dubai. It also throws light on the correlation between HRM, crisis management, and the influence of organizational adaptability, thus assisting in addressing research obstacles. Furthermore, the study endeavours to substantiate how HRM practices can enhance an organization's crisis management capabilities via the mediation of organizational resilience.

Given the distinct features of HRM and its influence on administrative operations, particularly as markers of organizational resilience and performance continuity during crises, the Directorate of General Residency and Foreigners Affairs in Dubai presents itself as a compelling subject for investigation. A comprehensive baseline evaluation of human resource performance, its sway on the perpetuity of performance, and HRM's

role as a predictor of organizational resilience becomes imperative, especially in light of variations in the implementation of HR plans.

This study assumes significance in examining how HRM attributes impact organizational resilience and performance continuity during crises within GDRFA in Dubai. The findings will be of considerable value to scholars spanning various sectors, exploring issues linked to GDRFA and its societal implications. Additionally, this research can serve as a guide for professionals and policymakers, offering insights into refining their approaches, strategies, and procedures to optimize the effectiveness of HRM performance.

5.4 Limitations of the Research

Each academic inquiry comes with its set of limitations pertaining to research design, encompassing aspects like the conceptual framework, research location, target population, data collection methods, and various design considerations.

This study is confined to the exploration of Human Resource Management and its connection to Performance Continuity, specifically delving into the context of GDRFA - Dubai. It lays the groundwork for presenting the study and offers the research backdrop.

The examination takes place within the significant organizational landscape of GDRFA - Dubai, a prominent entity entrusted with upholding performance standards within the UAE's public sector. The study's focus group comprises 364 distinguished

human resource managers selected at random from a research pool of 7,350 individuals within the Directorate.

5.5 Recommendations for Future Research

The anticipated connections explored in this study could hold relevance on a global scale, necessitating replication in diverse countries. Human Resource Management (HRM) could derive advantages from what is termed as organizational resilience, denoting an organization's ability to effectively assimilate, tailor responses to unique scenarios, and ultimately engage in transformative actions to harness unforeseen disruptions that may pose threats to its existence.

The strategic facets of organizational resilience, encompassing attributes such as robustness, redundancy, resourcefulness, and adaptability, are intricately linked with the behavioural and contextual facets of strategic HRM within the human resource system. These elements collectively delineate the organizational adaptability, HRM strategies, and employee contributions crucial for enhancing a business's resilience and survival during tumultuous times.

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APPENDICES

Appendix A

EXPERTS' VALIDATION OF ITEMS

Dear Prof/Assoc.Prof/Dr,

I am Mana Mohammed AlBannai, PhD student at the College of law, Government and International Studies, Universiti Utara Malaysia (UUM), as part of my PhD thesis, I conducting a study that will examine the impact of human resource management and continuity of performance: the mediating role of organizational resilience in general directorate of residency and foreign affairs – Dubai, under the supervision of Prof. Ahmad Martadha Mohamed and Dr. Abderrahmane Benlahcene. In order for this research to be conducted, the study requires the validation of experts for the items of the questionnaire which reflect the factors adapted from the literature. This step is important in any empirical research prior to the distribution of the questionnaire to the respondents of the study.

You have been selected as one of the experts to validate the attached list of items that are grouped according to their respective factors. Your kind cooperation is highly appreciated, and I assure you that your response will be kept confidential for this study.

Kindly refer to the attached file that is categorized into two sections, Section A is the general information of the expert, Section B is the factors that need to be confirmed, and Section C is the comments and advices of experts. In addition, the operational definitions of the factors are provided in case it is needed.

Thank You for your cooperation.

Best Regards,

Mana Mohammed AlBannai

College of law, Government and International Studies, Universiti Utara Malaysia (UUM)

Email:

Section A: Expert's Details

Please provide answers to the following as appropriate.

1	Name:
2	Position:
3	Organization:
4	Profession:

gender

	Male		Female
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Age

	Less and 30 years		31 – 40 years
	41 – 50 years		51 years and above

Qualification

	Ph.D.	Master	Degree
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Years of Experience

	1 – 5 years		6 – 10 years
	11 – 15 years		More than 15 years

Section B: The factors of the (HRM) on the CP with the mediating OR.

The following are the items with their factors: work specialization, authority, chain of command, delegation, and span of control, continuity of performance, while organizational resilience as the mediating variable. Respondents will be asked to indicate the extent to which they agree or disagree with each statement using 10 Likert scale, started from 1 (strongly disagree) to 10 (strongly agree).

The items below need to be rated for their relevancy and clarity from 1 to 3 rating scale based on the following descriptions:

1 = Not Relevant; 2 = Relevant but need revision; 3 = Very Relevant.

1 = Not Clear; 2 = Clear but need revision; 3 = Very Clear.

Please circle the rate as indicated.

No	FACTORS/ Variable	ITEMS	Relevancy			Clarity		
1	Work Specialization	Specialization enables every person to be a professional in what he does.	1	2	3	1	2	3
		Work specialization has a positive impact in making a better continuity of performance.	1	2	3	1	2	3
		Work specialization makes doing the jobs easier and faster which will lead to a better performance continuity in the organizations.	1	2	3	1	2	3
		Work specialization has a positive impact in making a better organizational resilience.	1	2	3	1	2	3
		Work specialization helps in putting the right person in the right place.	1	2	3	1	2	3
Comments:								
2	Authority	The authority establishes chances to analyze and evaluate both short and long-term performance during a crisis, as well as the enhancement of service and process continuity.	1	2	3	1	2	3
		Authority makes it easier for the employees to perform more efficient and utilized the time and this will lead to a better performance continuity in the organizations	1	2	3	1	2	3
		Authority has a positive impact in making a better continuity of performance.	1	2	3	1	2	3
		Authority makes it easier to do the assigned tasks which will lead to a better organizational resilience in the organizations.	1	2	3	1	2	3
		Authority has a positive impact in making a better organizational resilience.	1	2	3	1	2	3
Comments:								
3	Chain of Command	Chain of command may demand the supply of new premises, alternative relationships, crucial infrastructure components, and important people resources.	1	2	3	1	2	3

No	FACTORS/ Variable	ITEMS	Relevancy			Clarity		
		Chain of command has a positive impact in making a better continuity of performance.	1	2	3	1	2	3
		Chain of command makes doing the jobs easier and faster because of work allocation which will lead to a better performance continuity in the organizations.	1	2	3	1	2	3
		Chain of command tasks assigning and doing easier and faster which will lead to a better organizational resilience in the organizations.	1	2	3	1	2	3
		Chain of command has a positive impact in making a better organizational resilience.	1	2	3	1	2	3
Comments:								
4	Delegation	Delegation to a virtual team will assist industry practitioners in better framing their strategy for managing distributed software teams by investigating the occurrence.	1	2	3	1	2	3
		Delegation has a positive impact in making a better continuity of performance.	1	2	3	1	2	3
		Delegation makes doing the jobs easier and faster because of procedures efficacy which will lead to a better performance continuity in the organizations	1	2	3	1	2	3
		Delegation has a positive impact in making a better organizational resilience.	1	2	3	1	2	3
		Delegation of assigned tasks help in doing it easier and faster which will lead to a better organizational resilience in the organizations.	1	2	3	1	2	3
Comments:								
5	Span of Control	The span influences a variety of organizational variables, including enterprise size, organizational structure, organizational performance, and team performance in terms of individual performance .	1	2	3	1	2	3
		Span of control has a positive impact in making a better continuity of performance.	1	2	3	1	2	3

No	FACTORS/ Variable	ITEMS	Relevancy			Clarity		
		Span of control make roles that ease the daily work of employees which will lead to a better performance continuity in the organizations	1	2	3	1	2	3
		Span of control has a positive impact in making a better organizational resilience	1	2	3	1	2	3
		Span of control of helps on boosting the overall performance as well as will lead to a better organizational resilience in the organizations	1	2	3	1	2	3
Comments:								
6	Continuity of Performance	Business Continuity Management plays an important role in preserving the competitive advantage of businesses and the economy as a whole.	1	2	3	1	2	3
		The objective of Business Continuity Management is to assure the operational continuity of an organization.	1	2	3	1	2	3
		The continuity of performance requires procedures in place that are "intended to enable the organization to satisfy current customer responsibilities.	1	2	3	1	2	3
		Combining the forces of performance continuity and change ahead is performed in giving solutions for organizations in order to retain the fulfilment of comparable customer demands but in a different manner.	1	2	3	1	2	3
		Organizations that incorporate continuity of performance management into their strategic management may gain a distinct competitive advantage in terms of operational resiliency.	1	2	3	1	2	3
Comments:								
7	Organizational Resilience	Organizational resilience has a positive impact in making a better continuity of performance.	1	2	3	1	2	3
		Organizational resilience creates a better and stronger organizational system facing the problems and ensuring continuity of performance in the organizations.	1	2	3	1	2	3
		Organization's resilience is intimately tied to the resilience of other companies, which rely on its consumers, suppliers, neighbours, governments, and rivals.	1	2	3	1	2	3

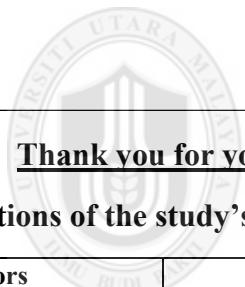
No	FACTORS/ Variable	ITEMS	Relevancy			Clarity		
		Organizational resilience has a very crucial mediating function in better anticipating the volatility of performance continuity.	1	2	3	1	2	3
Comments:								

Section C: Comments and Advices

Please, write any comments you wish to make.

Expert's Signature & Official Stamp

Date



Thank you for your time. Your cooperation is highly appreciated

Definitions of the study's variables

Factors	Definitions
Work Specialization	Work specialization, occasionally called a division of labor, refers to the level to which an organization splits individual jobs into different jobs, it enables the manager to take intricate tasks as well as damage them down right into smaller sized, a lot more accurate jobs that specific workers can complete.
Authority	Authority, control, impact denote a power or right to guide the activities or thoughts of others as well as authority is a power or right, generally due to rank or office, to issue commands as well as to punish for violations: to command over staff.
Chain of Command	The chain of command in an organization refers to the different levels of command within the organization, it begins with the top position such as CEO or the business proprietor, right down to the front-line workers.
Delegation	Delegation is the task of authority to another person (normally from a supervisor to a subordinate) to carry out specific tasks.
Span of Control	Span of control explains the variety of staffs a supervisor has, just a manager or a supervisor or a boss that has a team of subordinates that may directly report him or her is termed a span of management.

Continuity of Performance	The procedures in place those are "intended to enable the organization to satisfy current customer responsibilities and resolve existing relationships with other broker dealers.
Organizational Resilience	Organizational resilience is a multi-discipline and multi-dimensional concept that is relatively new in HRM science. It refers to an organization's ability to anticipate, prepare for, respond to, and adjust to ever-increasing changes caused by unexpected disruptions in order to survive and be good or prosperous.

