The Influence Of The Resilience Of Executive Managers Operating In The Automotive Sector In Tangier On Their Performance: The Mediated Role Of Commitment To Work

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Abstract—The aim of this paper is to study the mediating role of work engagement between resilience and manager performance. For this purpose, a confirmatory survey was conducted among a sample of 96 employees occupying positions of responsibility within companies operating in the automobile sector in Tangier. A Structural equation analysis using the Partial Least Squares approach under SmartPLS was performed. For the analysis of mediation, we mobilized the method of Preacher and Hayes, (2008). The results of this research indicate, firstly, the resilience of the manager positively influences its commitment to work, which in turn influences his performance, and resilience has no influence on the performance of the manager. On the other hand, resilience can only influence the manager's performance through his commitment to work. The implications resulting from this research were also suggested.

Keywords—Resilience, manager performance, work engagement, SmartPLS, structural equation.

I. INTRODUCTION

In Morocco, the automotive sector has seen a remarkable expansion in recent years. Given its ever-increasing growth rate, its employees are increasingly confronted with stressful situations. Indeed, they are forced to deal with both the demands of customers who have become too demanding and continually adapt to potential vagaries of the market. From this perspective, the success of the company depends not only on the ability of its employees to be adaptive, but also on the ability of its managers to cope with adversity.

In this context, the resilience of managers is one of the key factors for the company's success in times of crisis [50]. It is defined as a trait of managers' personalities that enables them to overcome traumatic events by effectively using their psychological resources [42]. It reflects their ability to bounce back from turbulent and discontinuous events. In this sense, companies are then obliged to promote the resilience potential of their managers. This is the case of some large French companies like Renault, *EADS* and *L'Oreal* who have set an exchange network's painful experience between their employees so that they do not recur [21]. All of this aims to promote commitment [51]. And achieve a high level of performance for managers

[15]. This subsequently limits boom of the company [14], [50].

Indeed, the literature that highlights the relationship between resilience and commitment on the one hand and the commitment to work and the performance of the manager on the other hand is plentiful and significant [44], [54]. However, the relationship between resilience and performance remains mixed. Some researchers have found a weak relationship between these two variables [46]. While other researchers have proved the existence of a positive and significant relationship [14]. As a result, this relationship needs to be studied more, taking into account several variables.

[15] In their Meta-analysis demonstrated that this relationship is mediated by variables related to the mental health and well-being of the employee. In the same vein, [32] introduced job satisfaction and employee engagement as variables that mediate the relationship between resilience and job performance. However, these researchers found that satisfaction has no mediating role between resilience and employee performance, and that the totality of the indirect effect is supported by engagement, which has highlighted the role played by commitment.

However, taking into consideration only the mediating role of commitment in this relationship remains, to our knowledge, under-explored. As a result, the study of the causal links between the resilience of managers, their commitment and their performance at work represents a promising area of research and therefore requires particular attention, especially in the automotive sector in Morocco.

The objective of our research is therefore to propose a conceptual framework that connects these three concepts namely; resilience, commitment to work and the performance of the manager. Moreover, we will try to examine the causal links between the three concepts in order to know if they favor the performance of the manager in the automobile sector in Morocco.

The structure of this research is organized around three parts. We will begin with a review of the literature in order to highlight the main concepts mobilized and to give a theoretical underpinning to different formulated hypotheses. Subsequently, we will present the methodology of our research. This section will be followed by the main results obtained and the discussion of these results. Finally, we will conclude our study with a conclusion mentioning the main contributions of our study, its shortcomings and the future paths of research.

II. - REVIEW OF THE LITERATURE AND CONCEPTUAL FRAMEWORK:

A. Resilience

In the social sciences, the concept of resilience has been borrowed from the hard sciences. Its physiological significance has been paired with the psychological characteristics of the human being. If in the first case, it is the mean internal capacity of a material to recover its original shape after receiving a shock, in the second case, it goes beyond this purely static nature to integrate the psychological dimension of the individual. For this, [27] defined it as a biological, psycho-emotional, social and cultural process that allows for new development after physical trauma. However, this definition is purely related to the health context to which the individual may be subject to a physical accident.

However, in the context of the company where there is no such notion of physical trauma, the employee is exposed to disruptive events. It is testifying stressful work events. He should face situations of work overload, lack of resources and support, emotional and physical exhaustion and conflicts between work and his personal life. For this purpose, the employee who has the quality of the resilience will be able to cope with these challenges. This is also the case of the manager who manifests himself, given the nature of his position of high responsibility, and who is confronted with conditions in which he should rely more on his psychological resources than on external support for anticipate troubling events. As a result, some researchers have defined the manager's resilience as the manager's ability to bounce back from adversity, uncertainty, conflict, and failure [11], [36]. A resilient manager is capable to manage oneself, to manage one's energy, one's way of working, to be creative and to have a positive impact on others. In this sense, it can be considered as an important player that contributes to the success of the company in complex and delicate situations.

B. The effect of resilience on the manager's commitment to work

In recent years, the notion of the work commitment has aroused increasingly for researchers in the field of human resources [7]. Several studies have been done in this regard, explaining the implications of employee engagement and organizational health. For example, the study of [45]. Which have highlighted the positive influence of the commitment to work on the employee satisfaction, and studies [8], [37] that have proven that employees' commitment to work has positive effects on citizenship behavior and corporate performance.

Indeed, despite the many researchers developed with this in mind, researchers have not been able to come up with a single definition. Most of the definitions used in the literature are derived from the conceptualization of organizational commitment [24]. According to Organizational commitment is the degree of emotional attachment between the employee and the organization. Several researchers to emphasize the employee's commitment to work have broadened this

definition [55] commitment as the set of cognitive emotional and sentimental levels that help the employee carry out their work in the right way. In the same line of ideas, [29] focus on the emotional and cognitive effort that reflects commitment to work and contribution to organizational performance. In other words, the work commitment reflects the commitment and involvement of the employee in his work while demonstrating energy and enthusiasm, which affect positively the performance of the employee.

Indeed, in several academic works, resilience is considered as a predictor of work commitment [31], [32]. The resilient employees are often regarded as engaged employees [40], [56]. as they not only have to deal with the challenges and stresses that come with their work, but they also have additional skills that enable them to successfully adapt to all the challenging conditions in the workplace. According to [1], when a resilient vendor faces a difficult situation, he would be willing to invest more effort and energy to carry out work. This has been tested empirically in the work of [35]. These authors found a positive relationship and significant between the resilience of the employee and commitment at work in the pharmaceutical context in South Africa.

Starting from this, we can formulate our hypothesis as follows:

H1: Resilience positively and significantly influences commitment to work.

C. The effect of commitment to work on the manager's performance:

The concept of work performance was used in several disciplinary fields such as marketing, management, human resources management and industrial psychology. Its definition, then, differs from one field to another, but in a general way, the conceptualizations mobilized in the literature can be seen in two ways [49], [32]. A group of researchers interested in the process aspect of performance [47], [49]. This is the behavioral aspect of the performance. In this case, the light is put on the action itself, which is the only one that can be measured and evaluated. In this case, we talk about the performance of the action. However, another group of researchers treats it because of individual behavior [49]. These include quantifiable and quantified results.

For our research, we adhere to the conceptualization of work performance from the perspective of results. According to [32] work performance indicates the financial or non-financial performance of the employee that positively influences the performance of the organization and subsequently contributes to the success of the company.

Indeed, to strengthen the performance of employees at work, several studies have focused on the critical role of employee commitment [5], [17], [13] these studies have shown that the hired employee is willing to give more time and energy to work in comparison to another non-hired employee. This is the case, from the work of [4]. Who conducted an empirical study with a sample of 355 employees in the textile industry in China. They concluded that the more the employee is well engaged in his work the better he is mean while [35]. Showed that engaged

employees are more efficient because they feel motivated and satisfied and willing to work harder and longer for their organizations, which makes them more productive, more profitable and more efficient.

Starting from this observation, we can formulate our hypothesis as follows:

H2: employee commitment has a positive and significant effect on work performance.

D. The effect of resilience on employee performance

Several authors have suggested that the resilient employee is overly motivated to provide more time and energy for their work, which, in turn, contributes to their performance [25], [10]. More generally, companies that develop the resilience of their employees, participate automatically in the development of their performance and the performance of their employees [11]. This is all the more true, since the resilient employee possesses the ability to manage stressful and difficult situations and to bounce back from challenges, which allows him to reveal his talents and be stronger and more inventive. This has been empirically proven in the work of [10] developed in the context of China's banking sector, found a positive and meaningful relationship between employee resilience and performance, and the work of [12] found a positive relationship between the resilience of employees who were undergoing significant organizational change and performance.

Following these findings, we consider that resilience can have a positive and significant effect on the performance of the manager and we therefore propose the following hypothesis:

H3: manager's resilience positively and significantly influences his performance.

E. The mediating role of commitment to work

According to the literature review that was detailed, the resilient employee is too attached and involved in his work and willing to do his best to make it succeed. The commitment then results from the employee's ability to mobilize these psychological resources to achieve a high level of performance. According to [34], the psychological resources available to the employee participate in his performance through his commitment to work. In this sense, positive emotions and resilience allow the employee to focus on his work and push him to achieve a high level of performance. In other words, resilience positively influences engagement, which in turn contributes to employee performance. This has been tested empirically in the work [32]. These authors found that engagement mediates the relationship between resilience and work performance.

Starting from this reasoning, we can advance our mediation hypothesis as follows:

Hm: Resilience positively and significantly influences employee performance through engagement in the workplace.

From these different hypotheses formulated, we can about first conceptual model of our research (Figure 1);

Fig 1: Conceptual research Model

III. RESEARCH METHODOLOGY

This second part focuses on the choice and description of the sample studied the elaboration of the questionnaire and on the chosen statistical method.

A. Measurements of the constructs

The scale of measurement of the resilience variable was developed from the work of [19], [42]. It disdains the employee's ability to cope with adversity. This scale of measurement contains six items. Three items adapted from the Utrecht Work Engagement Scale version [53] measured the measurement scale of the commitment to work variable. This scale of measurement summarizes the three dimensions of commitment to work (vigour; dedication; absorption). It has been adapted and tested in five different countries [53] and gave his satisfaction. [18] Measured the span of the employee's performance with three items developed.

All items are rated on a Likert scale of 1 to 5 from «strongly agree» to strongly disagree. The questionnaire also contains a section for socio-demographic data. In addition, since the majority of scales of measurement mobilized come from Anglo-Saxon literature, it was also very important to translate them. For this, we opted for the method of «blind parallel» proposed by [32]. For this, two teachers have translated a separate way all items of English to French. Then, the different translations were compared to reach a consensual translation at the end. Then, we opted for a test of our questionnaire with a group of seven PhD students. Thanks to their comments, we were able to make improvements, simplifications and modifications to certain terms and questions that were difficult to understand. At the end, we could have the final version of our questionnaire.

TABLE I: SCALES OF MEASUREMENTS US

C. Definition of the statistical analysis method

For statistical analysis of our model, we opted for structural equation modeling (MES). For this, we chose the modeling approach Partial least squares (PLS). Because this method is more suitable in case of small sample and so, it is more suitable e development theories, to the prediction, the causal analysis predictive in complex situations and weak theoretical information [40].

D. Results and discussions

1-The exploratory factor analysis

Since all the measures mobilized in our questionnaire are from English-language writings, we consider it useful to use exploratory factor analysis to study the properties of each of the scales of measurement. For this purpose, we opted for principal component analysis (PCA). By this method we have tried to extract the main factorial axes and to retain only the variables that have a factorial contribution greater than 0.5. To assess the reliability of each construct, we mobilized the coefficient Cronbach's alpha. A value greater than 0.7 of this coefficient is acceptable according to [20]. However, before starting these steps it was necessary to ensure in the first place the factorability of the data, to do this, two statistical tests are possible: the test of Kaiser-Meyer-Olkin and sphericity of Bartlett. The first test must be greater than 0.6 and the second must tend to zero and the second must tend to zero.

The results obtained from the SPSS 21 software indicate that Bartlett's Sphericity test is significant for all the factors selected. In addition, the results show that the Kaiser-Meyer-Olkin index (KMO) has a value that varies between 0.7 and 0.8 which largely exceeds the acceptable level of 0.6. In addition, the results obtained indicate that all factors loading exceed 0.5 with the exception of item # 6, for the resilience variable. This item has been removed and the CPA was extended in an iterative fashion. Subsequently the Alpha Cronbach coefficient was calculated for each variable, indicating that all the proposed constructs have internal consistency and are therefore considered reliable. [26].

TABLE III: THE RESULTS OF THE EXPLORATORY FACTOR ANALYSIS:

Constructed	Items	Loading	CR	AVE
resilience	Res1	0787	0921	0.700
	Res2	0818		
	Res3	0906		
	Res4	0761		
	Res5	0899		
Commitment to work	Eng1	0875	0886	0722
	Eng2	0843		
	Eng3	0.830		
Employee performance	Per1	0872	0877	0705
	Per2	0882		
	Per3	0760		

Variable	authors	items
Resilience	Block and Kremen, (1996) and Niitsu <i>et al.</i> , (2017)	I always try to test new methods of work that I have never tested before.
		I am a very energetic person.
		I always use new methods to solve work problems.
		I am very curious about other employees of the company.
		I like doing new and different things.
Commitment to Work	Schaufeli <i>et al.</i> , (2002); Schaufeli <i>et al.</i> , (2017)	My daily life is full of things that interest me.
		At work, I feel full of energy.
		I am passionate about my work.
		I often feel that time flies when I work.
		I am more successful than my colleagues who have similar qualifications to mine.
Performance Of managers	Bishop (1987)	I am satisfied with my performance.
		My performance is better than that of other managers in other competing companies.

B. Choice of the sample

Our sample consists of managers operating in the automobile sector in Tangier. The questionnaire was administered online. This mode allowed us, then, to save time, the financial cost was almost zero, and a control of the values omitted. The number of answers received in the first place is 132 of which 96 are exploitable. This represents a response rate of 40 %, which is acceptable. A description of the characteristics of our respondents is presented in the following table:

TABLE II. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

Characteristics of the respondents	Number of respondents	Percentages 71
Kind		
• Man	71	0.74
• Women	25	0.26
Age		
• 25-4	24	0.25
• 41-60	53	0.55
• Over 60	19	0.20
Seniority		
• Less than a year		
• Between 1 and 5 years	17	0.18
• Between 5 and 10 years	38	0.39
• More than 10	26	0.27
• years	15	0.16
Occupied position		
• Operational Framework		
• Senior	35	0.37
	61	0.63

2-Confirmatory factor analysis

According to [47], in structural equation modeling, two stages are used for the test of the conceptual model: the test of the measurement model and the test of the structural model.

3-Measure model test

We will now analyze the validity and reliability of our reflexive latent variables. This step will consist in evaluating for each variable: the factorial contributions (loading) which must be greater than 0.708 [22], the reliability is evaluated by the composite reliability (CR), it must be greater than 0.7 [28], the validity convergent (the average variance extracted "AVE" proposed by [9] must be greater than 0.5 and for discriminant validity, the square root of the AVE should be greater at the highest existing correlation.

The Table 4 shows that the reliability and the convergent validity of the different constructs are confirmed.

TABLE IV RELIABILITY AND CONVERGENT VALIDITY

The constructs	items	Factorability test	Variance	loading	Cronbach's alpha
Resilience	Res1	KMO: ,		.693	.959
	Res2	881	86.3	.663	
	Res3	χ^2 : 604,0	32	.763	
	Res4	80		.665	
	Res5	df: 10		.746	
Commitment to work	Eng1	KMO: ,		.732	.825
	Eng2	814	7231	.744	
	Eng3	χ^2 : 164,2	1	.693	
		df: 10			
		p: 0.00			
Employee performance	Per1	KMO: ,		.827	.806
	Per2	712	71.7	.644	
	Per3	χ^2 : 92,29	38	.680	
		df: 3			
		p: 0.00			

The discriminate validity test is performed with reference to the [9]. discriminate validity is verified when the shared variances of each construct of the model and its indicators (measured by the square root of the average variance extracted) are greater than the variance shared between this construct and the other indicators (measured by the correlations between the constructs), which implies that the indicators have a stronger correlation with the latent variable they represent than with the other latent variables. The table 5 shows that the discriminate validity of the different constructs of our model is verified,

TABLE V: DISCRIMINANT VALIDITY

	Resilience	Commitment to work	Performance of employees
Resilience	0850		
Commitment to work	0311	0.840	
Performance of employees	0216	0127	0836

Fig 2: Measurement model test result

4-Test of hypotheses

The first step in the analysis of the structural model is the verification of the absence of multi-co linearity between the explanatory variables. For this, we will use the Variance Inflation Factor (VIF). According to [28], the absence of co linearity between the independent variables will be verified, if VIF is lower than the value 5. For our model the values of VIF obtained for attention / valuation, Understanding and responsibility are respectively: 1.054, 1.056, and 1.002. From this, we can conclude an absence of co linearity between the explanatory variables. Therefore, we can continue to examine our structural model. The next step concerns the evaluation of R^2 , this coefficient allowed us to know to what percentage the exogenous variables explain each endogenous variable in the model. According to [23], a value of R^2 greater than 0.1 means that the model is significant. For our case, $R^2 = 1.00$ which means that the explanatory variables strongly contribute to the formation of the dependent variable. In order to determine the predictive power of the model, we will use the coefficient of Q^2 of Stone-Geiseler [38]. The more the value of this indicator moves away from 0, the more the predictive reliability of the estimates of the construct is ensured. The value obtained from Q^2 by the Blindfolding procedure is 0.177, which indicates that our model has a high predictive power, according to [33].

For the test of our hypotheses, we followed the recommendations of [52] using the bootstrap procedure with 500 subsamples. This allowed us to calculate the value of t and p for all the structural coefficients (path coefficient). In this sense, the validation or rejection of a hypothesis will depend on the value and the significance of the student's T value. A structural coefficient (path coefficient) is

considered significant if the student T value is greater than 1.64 ($p < 10\%$),

TABLE VI: THE RESULTS OF HYPOTHESIS TESTS

No.	Hypotheses	Path β	T value	P-value	Decision
H1	Resilience $\rightarrow$ Commitment to work	0297	2532	0012	accepted
H2	Commitment to work $\rightarrow$ employee performance	0316	2038	0024	accepted
H3	Resilience $\rightarrow$ employee performance	0063	0393	0694	rejected

From the following table we can notice that hypothesis H1 indicating that resilience positively influences the manager's commitment to work is validated. For this purpose, the statistical results obtained inform us about this. This is the case of the value of the T of Student, which has a value of 2.532 and the value of the structural link, which is 0.297, as well as the value of P-value that is less than 5%. Therefore, we can confirm that there is a strong and positive relationship between the manager's resilience and his commitment to work. This aligns with several studies, for example; [6], [56] have empirically demonstrated that resilience is a predictor of engagement at work.

For hypothesis **H2**, stipulating that the commitment to work positively affect the performance of the manager has been validated. For this purpose, the statistical results obtained inform us about this. This is the case of the value of the Student's T, which has a value of 2.038 and the value of the structural link, which is 0.316, and the value of P-value that is less than 5%. Therefore, we can confirm that there is a strong and positive relationship between the manager's commitment to work and his performance. This result is consistent with the results of [5], [22], [32] which have been shown empirically that commitment to work engenders employee performance.

For hypothesis, **H3**, which indicates that the resilience positively influenced the manager's performance, was rejected. For this purpose, the statistical results obtained inform us about this. This is the case of the value of Student's T, which has a value of 0.363, which is less than 1.64, and the value of P-value, which is greater than 5%. Therefore, we can argue that the relationship between the manager's resilience and his performance is not validated in the Moroccan context. The result is inconsistent with several studies that state that resilience positively affects employee performance [12]. This can be explained by the fact that this relationship must be moderate or mediated by other variables that will push resilient managers to become efficient,

5-Analysis of mediation

To analyze the mediating effect of the commitment to work variable, we will follow the recommendations of [30] for this, the analysis of the mediation will be done in two steps, in the first place we make sure that the indirect effect is significant, secondly we will check if the confidence

interval does not contain the value zero to ensure the existence of the mediation.

TABLE VII: RESULT OF INDIRECT TOTAL EFFECT

No	Hypotheses of mediation	Path β	T value	P-value	Decision
Hm	Resilience $\rightarrow$ commitment to work performance of the manager	0476	7945	0.000	Significant

From the chart, we can see that the indirect total effect is significant, and therefore we can argue that the relationship between the resilience of the manager and his performance through his commitment to work is significant. So the first condition has been verified.

TABLE VIII: THE CONFIDENCE INTERVAL

Path a	Path b	Indirect effect	STDEV	t-value	95% LL	95% UL
0297	0316	0094	0148	0.634	0196	0384

From the table, we can notice that the confidence interval does not contain the value zero; from this, we can deduce the existence of the mediation. As a result, we can argue that commitment to work mediates the relationship between resilience and manager performance. In other words, the assumption that resilience positively influences manager performance through commitment is validated in the Moroccan context. This result contradicts; then, the work of [3], which has been empirically proven that engagement at work, has no mediating effect between resilience and employee performance. Indeed, since the hypothesis **N°3** was rejected, we can advance, then, in the Moroccan context the resilience can affect the performance of the manager only through his commitment to work.

IV. CONCLUSION

The objective of our research work was to highlight the influence of the manager's resilience on his performance at work and more particularly, on the mediating role of the commitment to work between the manager's resilience and his performance. To do this, we have been interested in managers who practice in the automotive sector. This choice can be explained by the fact that the automotive sector in Morocco is a structured sector and its value chain contains large structures that are interested in the management of human resources according to international standards.

Based on the existing literature, we have developed a conceptual framework that schematizes the relationships between variables in our model. The aim was to test it empirically on a sample of 96 executives practicing in the automobile sector in Tangier. The objective was to validate our conceptual model and consequently to have results and contributions without setting aside the limits encountered and the prospects of our research.

Theoretically, our benefit is felt in the sense that we have greatly contributed to the existing literature by studying the causal links between resilience, commitment to work and the performance of the manager, as well as the study of the indirect effect of resilience on the manager's performance through his commitment to work, something that was not studied before.

Methodologically, we have translated and adapted scales of measurement that have been developed in a foreign context and have never been the subject of an empirical test in the Moroccan context. These scales have been the subject of a purification operation, in order to ensure their reliability, which subsequently makes them conform to should be interested in integrating resilient behavior as criterion in the process of selecting and recruiting new candidates, especially for positions of responsibility.

In another sense, our model is not complete; we could have integrated other moderating variables such as the culture of the company to know what environmental variables have an influence on the behavior of manager,

At the same time, our sample covers a small, well-defined geographical area, which has been a limit for our research since we cannot generalize the results obtained throughout the Moroccan territory. Then it will be relevant, in the future, to redo the same work by targeting a larger sample, which will allow us, afterwards, to mobilize other statistical algorithms, such as LISREL to model our conceptual model,

In general, research prospects are rich, and the subject of resilience in management science is still little explored, especially with regard to the positive impact of managers' resilience on the general health of the company the context of our study, and consequently they can be used in the future for works similar.

On the managerial level, our research work can reflect of recommendations that fall within the development of positive psychological resources managers who will then have a positive influence on the financial results of the company.

To conclude, the company should be involved in the training of these managers, it should develop training strategies based on the development of psychological resources including the resilience of the manager. In fact,

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