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iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Organizational Resilience, Commitment and Good Governance Among Employees of Selected Embassies: Inputs to Diplomatic Efficiency

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Received: 18 January 2024

Revised: 12 July 2024

Accepted: 31 July 2024

Available Online: 02 August 2024

Volume III (2024), Issue 3, P-ISSN – 2984-7567; E-ISSN - 2945-3577

Abstract

Aim: The aim of this study is to explore organization resilience, commitment, and good governance among employees of selected embassies with the end goal of serving as inputs to diplomatic efficiency.

Methodology: Descriptive method of research was used to gather the needed information on the variables under study.

Results: Respondents agree on the dimensions of organizational resilience in terms of shared vision, commitment to resilience, network perspective, roles and responsibilities, willingness to learn, adaptation ability, cooperative awareness and work enthusiasm. Respondents agree on the dimensions of organizational commitment in terms of affective continuance and normative. They also agree on the dimensions of good governance in terms of equitable and inclusive, participatory, consensus-oriented, following the rule of law and effective and efficient. There is a significant difference on the following: (1) assessment in organizational resilience in terms of network perspective and willingness to learn and work enthusiasm when grouped to nationality, (2) assessment in organizational commitment in terms of affective commitment when grouped to age, (3) assessment in good governance in terms of equitable and inclusive and effective and efficient when grouped to age, and (4) dimensions of organizational resilience and organizational commitment in terms of affective commitment and continuance commitment in terms of shared vision and work enthusiasm. There is a significant relationship between assessment in the dimensions of organizational resilience and the dimensions of good governance. There is also significant relationship between assessment in organizational commitment in terms of affective, continuance and normative and good governance in terms of equitable and inclusive, participatory, consensus-oriented, following the rule of law and effective and efficient.

Conclusion: The embassies under study may review the level of resilience of its employees with special focus on cooperative awareness, commitment, and work enthusiasm. They may promote more consensus-oriented and participation to further promote good governance. They may also further promote a culture of normative commitment (sense of obligation to stay), continuance commitment (fear of loss) and affective commitment (affection for the job) with special focus on the different age brackets to increase their passion and commitment for their job. The management of the embassies under study may review equitable and inclusive, effective, and efficient in its efforts towards good governance with special emphasis on the age brackets, and reconsider the different dimensions of organizational resilience, commitment, and good governance to further boost its commitment to resilience and good governance.

Keywords: Organizational resilience, commitment, good governance, employees, embassies, diplomatic

INTRODUCTION

We cannot dispute that the current pandemic has created more political problems than only economic and social ones, as we are currently seeing between Russia and Ukraine and other regions of the world. To further ensure



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efficiency and effectiveness for both public and commercial organizations, there has been a growing desire for the public sector to adopt ethical and humane methods.

Due to the inevitable nature of these issues, according to Duchek (2020), enterprises should have a backup plan in place to enable them to handle any unforeseen situations. Resilience is therefore crucial in order to be ready for unforeseen events that could endanger the organization's existence. A company's organizational resilience increases and is improved when it demonstrates leadership qualities and consciously implements projects.

The organization can foster future success by having a plan. Due to the availability of an externally motivated perspective building organizational capabilities to foresee disruptive and other unanticipated difficulties, organizational resilience has become so important in strategic management (Valikangas et al., 2012).

There are various ways to characterize organizational resilience, such as a capability, capacity, characteristic, result, process, behavior, strategy or approach, kind of performance, or a combination of these. Resilience research is criticized by Lengnick-Hall et al. (2011) for being descriptive and outcome-focused, which limits its investigation to factors or sources that contribute to resilient outcomes. However, according to some studies (Akgün & Keskin 2014), organizational resilience is the basis for growth and a priori measurability.

Resilience is therefore crucial in order to be ready for unforeseen events that could endanger the organization's existence. Along with a generic description, organizational resilience also has specific characteristics that contribute to its effectiveness. According to studies, businesses that have successfully weathered difficult times and challenges exhibit certain traits and behaviors. A company's organizational resilience increases and is improved when it demonstrates leadership qualities and consciously implements projects. The Shared vision of Organizational Resilience, the first attribute, enters at this point. Researchers bemoan the concept's fuzziness and lack of a clear definition, which diminishes its importance for both practice and research (Linnenluecke 2017).

The researchers are interested in excellent governance, not just any form of governance. As a result, in the first place, a number of variables are necessary for strong governance, including the information system's transparency, the procedure for alerting the regulatory authorities of the specifics of transactions, and the decision-making processes themselves.

It is consequently important to undertake or investigate organizational resilience, commitment, and good governance given the political crisis and preparation for the election of a new government. Due to the current global volatility in governance, particularly in Russia and Ukraine, and the difficulties in maintaining a functional government, this is even more important. The reason for this is that an embassy's reputation is further impacted by the social, economic, and political climate of the nation.

The results of this study may inspire ambassadors and local staff to rebuild their nation's image by resiliency, dedication, and good governance, which are potent symbols of what an embassy symbolizes. Furthering good governance through employee engagement and resilience in the face of global uncertainties, future diplomats and students interested in the art of diplomacy may apply the findings.

Objectives

This study aimed to investigate organizational resilience, adherence, and good governance among staff members of particular embassies to serve as contributions to effective diplomacy.

Specifically, it sought answers to the following questions:

1. How may the demographic profiles of the respondents be described in terms of:
 - 1.1. age;
 - 1.2. gender;
 - 1.3. civil status;
 - 1.4. level of education;
 - 1.5. nationality;
 - 1.6. occupation;
 - 1.7. length of employment; and
 - 1.8. monthly income.
2. How may the organizational resilience of the respondents be described in terms of:
 - a. shared vision,
 - b. commitment to resilience,
 - c. network perspective,
 - d. roles and responsibilities,
 - e. willingness to learn,



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- f. adaptation ability,
 - g. comparative awareness, and
 - h. work enthusiasm?
3. How may the organizational commitment of the respondents be described in terms of:
 - a. affective commitment,
 - b. continuance commitment, and
 - c. normative commitment?
4. How may good governance be described in terms of:
 - a. equitable and inclusion,
 - b. participatory,
 - c. consensus-orineted,
 - d. following the rule of law, and
 - e. effective and efficient?
5. How may the relationship of organizational resilience, commitment, and good governance be described when combined into profile factors?
6. Is there a significant difference among organizational resilience, commitment, and sound governance?
7. Based on the results of the study, what inputs for improving diplomatic effectiveness can be proposed?

METHODS

Research Design

The required data on the variables under study were gathered using a descriptive research methodology. It is a type of research strategy that seeks for pertinent data regarding the issue being investigated. As it relates to the research problem, it is directly tied to providing answers to the questions of when, where, and what. According to Sirisilla (2023), it is a potent tool that accurately depicts the traits and habits of a specific subject or population.

Population and Sampling

Participants of the study were 100% of employees in the embassies under study including diplomats.

Instruments

Four data gathering instruments were utilized:

Part 1 was a self-made questionnaire on the profile of the respondents.

Part 2 was a standardized but modified questionnaire on organizational resilience patterned after a study conducted by Jiangxi (2019).

Part 3 was a standardized but modified questionnaire based on the Three-Component Model (TCM) Employee Commitment Survey from the study of Myer and Allen cited by Muda and Chan (2020).

Part 4 was a standardized but modified questionnaire on the principles of good governance by Pomeranz and Stedman (2020).

The researchers did a preliminary assessment to ascertain the dependability of the questionnaires, with the aid of a proficient statistician. The findings presented below indicate that the questionnaire demonstrates a high level of reliability, thereby affirming its suitability for utilization. The concept of reliability pertains to the degree of consistency exhibited by a given metric. While it is not feasible to provide an exact quantification of dependability, an approximation of reliability can be attained using several metrics (Twycross, 2015).

Data Collection

The researchers obtained consent from the Ambassadors to carry out the study within the designated embassies through Google Forms. The distribution and retrieval of the forms occurred within a two-week timeframe.

Data Analysis

The research was tabulated, analyzed, and encoded the data using the following tools: Frequency and percentage was used to describe the profile' distribution. Weighted mean and ranking were used to assess the organizational resilience, commitment, and good governance. Analysis of variance was used to test the differences in organizational resilience, commitment, and good governance when grouped to profile variables. Pearson's correlation was used to test the relationship between organizational resilience, commitment, and good governance.



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Structural equation modeling (SEM) was used to measure and analyze the relationships of observed and latent variables. Similar but more powerful than regression analyses, it examines linear causal relationships among variables, while simultaneously accounting for measurement error.

Ethical Considerations

Ethical considerations have significant importance for both respondents and the company being studied in order to prevent deception. Therefore, prior to commencing the research, the researchers obtained informed consent from the respondents and obtained approval from the designated embassies.

RESULTS and DISCUSSION

This section presents the interpretation of data obtained from the participants of the study. The information is presented in themes with interpretation and implication. The presentation is organized based on the order of the problems in the statement of the problem.

Table 1
Summary Table for Organizational Resilience

Indicators	Composite Mean	VI	Rank
1. Shared vision	3.37	Agree	1
2. Commitment to resilience	3.14	Agree	7
3. Network perspective	3.31	Agree	2
4. Roles and responsibilities	3.28	Agree	3
5. Willingness to learn	3.15	Agree	5
6. Adaption Ability	3.19	Agree	4
7. Cooperative awareness	3.14	Agree	6
8. Work enthusiasm	3.10	Agree	8
Over-all Mean	3.21	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 1 presents the summary on organizational resilience. All the indicators of resilience show that respondents agree with an overall mean of 3.21 and a verbal interpretation of agree. Ranked 1 “shared vision with a composite mean of 3.37 and a verbal interpretation of agree. Ranked 2 “Network perspective” with a composite mean of 3.31 with a verbal interpretation of agree. Ranked 4 “Adaption Ability” with a composite mean of 3.19 and a verbal interpretation of agree. Ranked 5 “Willingness to learn” with a composite mean of 3. 15 and a verbal interpretation of agree. Ranked 6 “Cooperative awareness” with a composite mean of 3.14 and a verbal interpretation of agree. Ranked 7 “Commitment to resilience” with a composite mean of 3.14 and a verbal interpretation of agree. Ranked 8 “Work enthusiasm” with a composite mean of 3.10 and verbal interpretation of agree.

The above result is not surprising for an organization like an embassy. Shared vision is very important because of the unique nation of what an embassy stands for. More so a shared vision is made clear to employees which creates a sense of identity. This in turn, brings about a better working culture that leads to a successful organization. This is important because every employee feels a sense of teamwork, unity, and the need to follow laid down rules and regulations that aids effective functioning of the overall activities of the embassy and what it stands for.

A shared vision for the future provides a cohesive sense of direction to all members of an organization, as they collectively adhere to a specific ideology and work in harmony to achieve the company’s objectives. Organizations derive numerous benefits from having a well-defined trajectory, including the facilitation of decision-making, the promotion of proactive behavior, and the efficient completion of assigned responsibilities. The concept of a shared vision is closely linked to the relational climate inside the workplace (Boyatzis & Rochford, 2020) and is considered essential for effective team functioning (Marlow et al., 2018). The values held by this particular organization serve as a source of inspiration, motivating its members to engage in collaborative efforts aimed at achieving a shared objective (Lord, 2015).



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The concept of shared vision is a fundamental element within the distinctive organizational culture of family enterprises. This particular aspect has been found to exert a notable and favorable influence on business performance, as it serves as a catalyst for attaining the envisioned future of the organization (Neff, 2015).

According to Bettinelli et al. (2017), the cultivation of a collective vision has the potential to foster heightened enthusiasm among future generations, hence increasing their dedication to engaging in entrepreneurial endeavors. According to Overbeke et al. (2015), the likelihood of a daughter being chosen as a successor can be anticipated when there is a shared vision for the future of the firm between the parents and the individual in question.

Table 2
Summary Table for Organizational Commitment

Indicators	Composite Mean	VI	Rank
1. Affective Commitment (affection for the job)	3.28	Agree	1
2. Continuance Commitment (fear of loss)	2.96	Agree	2
3. Normative Commitment (sense of obligation to stay)	2.89	Agree	3
Over-all Mean	3.04	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 2 presents the summary of organizational commitment. Employees agree with an over-all mean of 3.04. Ranked 1 "Affective Commitment Scale (affection for the job)" with a composite mean of 3.28 and a verbal interpretation of agree. Ranked 2 "Continuance Commitment Scale (fear of loss)" with a composite mean of 2.96 and a verbal interpretation of agree. Ranked 3 "Normative Commitment Scale (sense of obligation to stay)" with a composite mean of 2.89 and a verbal interpretation of agree.

Working in an embassy is one pride and affection for the job. The embassy is not like any other organization. The presence of an embassy is the presence of a country in a country. As such all employees are treated with international standard. More so, the diplomats have special treatment which also increases their level of affection for the job. From the foregoing, it is clear that working in the embassy mean a lot to employees. They take pride in their work, they have a sense of attachment and they do not mind spending their whole career working in the embassy.

Affective commitment refers to the deep emotional attachment of employees to the organization, characterized by a strong desire to contribute towards the achievement of its goals and objectives. According to Anwar and Abdullah (2021), job satisfaction is positively correlated with reduced human turnover, increased willingness to exceed standard workloads, and the fulfillment of stakeholder expectations through personalized approaches. Affection, being the utmost degree of dedication, has a propensity to foster a favorable atmosphere that is advantageous to the organization. According to Xiu et al. (2019), a substantial proportion of prosperous organizations are comprised of individuals who exhibit a significant degree of affective commitment.

The advancement of organizations is typically preceded by the manifestation of high levels of affective commitment among personnel. According to Hakimian et al. (2016), there is a strong emphasis on the success of the organization, which is driving the generation of novel ideas and strategies to enhance performance. This statement demonstrates a commitment to enhancing the caliber of work, both at the individual level and within teams.

Table 3
Summary Table for Good Governance

Indicators	Composite Mean	VI	Rank
1. Equitable and Inclusive	3.16	Agree	3
2. Participatory	3.07	Agree	5
3. Consensus-Oriented	3.09	Agree	4
4. Following the Rule of Law	3.23	Agree	1
5. Effective and Efficient	3.17	Agree	2
Over-all Mean	3.14	Agree	



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Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 3 presents the summary on the dimensions of good governance. Respondents agree with an overall mean of 3.14 and a verbal interpretation of agree.

Ranked 1 "Following the rule of law" with a composite mean of 3.23 and a verbal interpretation of agree. The importance of law and more so rule of law cannot be overemphasized in a democratic system of government wherein all citizens are given equal say and freedom of expression. The embassies under study practice democracy. It is therefore expected that the embassy cannot fall short of the principles of democracy.

In order to enhance the implementation of the rule of law within the embassies being examined, the embassy carries out its operations in accordance with established standard operating procedures. Additionally, it upholds the principles of human rights by ensuring equitable treatment of all staff members, regardless of their social standing, political affiliations, ethnic background, or country of origin.

The observance of the rule of law strengthens the implementation of effective governance principles and functions as a vital component of democratic systems. The aforementioned statement posits that the primary objective of this system is to ensure the well-being and security of the community. It further emphasizes the importance of providing equal treatment to all individuals, with a particular focus on upholding human rights. Additionally, the system aims to facilitate impartial resolution of conflicts and protect residents from any form of oppressive behavior (Nwabuoku, 2020).

The absence of a governing legal framework would result in a state of disorder and anarchy, significantly compromising the overall well-being and standard of living of individuals within a society. Nevertheless, it is imperative to distinguish the concept of the rule of law from political influences. The rule of law serves as a mechanism that enables individuals to effectively engage in actions that promote the common welfare, leading to economic prosperity and safeguarding public safety (McDougall, 2021).

The aforementioned finding holds true for the embassies that were examined in this study. The inherent characteristics of embassies facilitate the enhancement of efficiency and effectiveness in the context of promoting good governance. The public sector, such as embassies, prioritizes the necessity of competency, transparency, and the efficient and effective distribution of public resources for the betterment of society. Hence, it is imperative to assign civil workers to specific administrative roles based on their competence rather than solely relying on familial or political connections, in order to sustain effective government. Undoubtedly, efficiency and effectiveness are recognized as fundamental attributes of sound government. Personnel play a crucial role in ensuring the effective utilization of resources for the benefit of the general public.

Furthermore, the embassy being examined places emphasis on the recruitment and deployment of personnel who possess the appropriate qualifications and expertise. This is done to ensure that services are provided in a manner that optimizes the utilization of taxpayers' funds, thereby satisfying stakeholders. This commitment is upheld through a rigorous adherence to the principles of good governance.

There is significant difference in assessment in organizational commitment in terms of affective commitment (affection for the job) when grouped to the profile variable on age since the computed p value is less than 0.05 level of significance. Therefore, assessment in organizational commitment in terms of affective commitment differs when grouped to age. Respondents who are 50 years old and above have better assessment in organizational commitment in terms of affective commitment.

Table 4
Differences between Assessment in Organizational Commitment when grouped to Profile Variables

Profile	Affective Commitment (Affection for the job)				Continuance Commitment (Fear of loss)				Normative Commitment (Sense of obligation to stay)			
	F	P	I	D	F	p	I	D	F	P	I	D
Age	3.309	0.029	S	R	0.466	0.707	NS	FR	2.462	0.076	NS	FR
Gender	0.172	0.680	NS	FR	0.075	0.785	NS	FR	0.901	0.348	NS	FR



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Marital Status	3.457	0.041	NS	FR	1.459	0.244	NS	FR	2.074	0.138	NS	FR
Educational Attainment	0.084	0.969	NS	FR	2.358	0.086	NS	FR	1.985	0.131	NS	FR
Nationality	2.313	0.074	NS	FR	2.063	0.104	NS	FR	0.745	0.567	NS	FR
Job Title	0.179	0.948	NS	FR	0.726	0.580	NS	FR	1.050	0.393	NS	FR
Length of Service	1.312	0.279	NS	FR	0.597	0.703	NS	FR	0.597	0.703	NS	FR
Job Status	0.797	0.457	NS	FR	0.740	0.483	NS	FR	0.560	0.576	NS	FR
Monthly Income	1.608	0.191	NS	FR	0.100	0.982	NS	FR	0.673	0.615	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

Conclusions

1. Majority of the respondents are between 40-49years and 50 years above, male and female are of equal gender, married, college graduates, Nigerians, different job positions, length of service with 13 years and above, regular job status and a monthly income of 30,000 pesos and above.
2. Respondents agree on the dimensions of organizational resilience in terms of: shared vision, commitment to resilience, network perspective, roles and responsibilities, willingness to learn, adaptation ability, cooperative awareness and work enthusiasm.
3. Respondents agree on the dimensions of organizational commitment in terms of affective continuance and normative.
4. Respondents agree on the dimensions of good governance in terms of equitable and inclusive, participatory, consensus-oriented, following the rule of law and effective and efficient.
5. There is a significant difference in assessment in organizational resilience in terms of network perspective and willingness to learn and work enthusiasm when grouped to nationality. There is a significant difference in assessment in organizational commitment in terms of affective commitment when grouped to age. There is a significant difference in assessment in good governance in terms of equitable and inclusive and effective and efficient when grouped to age.
6. There is a significant relationship in the dimensions of organizational resilience and organizational commitment in terms of affective commitment and continuance commitment in terms of shared vision and work enthusiasm. There is a significant relationship between assessment in the dimensions of organizational resilience and the dimensions of good governance.
7. There is significant relationship between assessment in organizational commitment in terms of affective, continuance and normative and good governance in terms of equitable and inclusive, participatory, consensus-oriented, following the rule of law and effective and efficient.

Recommendations

1. The embassies under study may review the level of resilience of its employees with special focus on cooperative awareness, commitment, and work enthusiasm.
2. The embassies under study may promote more consensus-oriented and participation to further promote good governance.
3. The embassies under study may further promote a culture of normative commitment (sense of obligation to stay), continuance commitment (fear of loss) and affective commitment (affection for the job) with special focus on the different age brackets to increase their passion and commitment for their job.
4. The management of the embassies under study may review equitable and inclusive, effective, and efficient in its efforts towards good governance with special emphasis on the age brackets.
5. The management may reconsider the different dimensions of organizational resilience, commitment, and good governance to further boost its commitment to resilience and good governance.
6. Future researchers may study other variables not utilized in this study for more insights on diplomatic efficiency.



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