

# Communal Orientation and Work Engagement Among Customer Service Providers: Role of Resilience and Interpersonal Conflict



By

Qurat-ul-ain Mazhar

*Dr. Muhammad Ajmal*

**NATIONAL INSTITUTE OF PSYCHOLOGY**

*Centre of Excellence*

**QUAID-I-AZAM UNIVERSITY**

Islamabad-Pakistan

**2023**

# **Communal Orientation and Work Engagement Among Customer Service Providers: Role of Resilience and Interpersonal Conflict**

**By**

**Qurat-ul-ain Mazhar**

A dissertation submitted in partial fulfillment for the Degree of  
**Masters of Philosophy in Psychology**

*Dr. Muhammad Ajmal*

**National Institute of Psychology**

*Centre of Excellence*

**Quaid-I-Azam University**

**Islamabad, Pakistan**

**2023**

## **Certificate**

It is certified that M.Phil. thesis titled "**Communal Orientation and Work Engagement Among Customer Service Providers: Role of Resilience and Interpersonal Conflict** : Role of Emotional Intelligence and Psychological Distress" prepared by **Qurat-ul-ain Mazhar** has been approved for submission to the National Institute of Psychology, Centre of Excellence, Quaid-i-Azam University, Islamabad.

---

**Dr. Irum Naqvi**

**(Supervisor)**

**Communal Orientation and Work Engagement Among  
Customer Service Providers: Role of Resilience and  
Interpersonal Conflict**

## TABLE OF CONTENT

<b>Abstract</b>	vii
<b>Chapter 1: Introduction</b>	1
Communal Orientation (CO)	3
Work Engagement	9
Resilience	13
Interpersonal Conflict at work (ICW)	17
Relationship between CO and Work Engagement	21
Relationship between Resilience and Work Engagement	23
Relationship between CO and Interpersonal Conflict at work	26
Relationship between Interpersonal Conflict and Work Engagement	28
Relationship between Communal Orientation and Resilience	30
Relationship between Resilience and Interpersonal Conflict	31
Mediating Role of Interpersonal Conflict	33
Moderating Role of Resilience	35
Communal Orientation, Work Engagement, resilience, Interpersonal Conflict at Work and Demographic Variables	36
Communal Orientation, Work Engagement, Resilience and Interpersonal Conflict in Pakistan	39
Proposed Model of the study	43
Rationale	45
<b>Chapter 2: Method</b>	48
Objectives	48
Hypothesis	49
Operational Definitions	49
Instruments	50
Communal Orientation Scale	50

Utrecht Work Engagement Scale	51
Brief Resilience Scale	51
Interpersonal Conflict at work Scale	51
Consent form	52
Sample	52
Procedure	52
<b>Study I: Try out</b>	54
Objectives	54
Sample	54
Demographic Sheet	55
Procedure	56
Result	57
Discussion	63
<b>Study II: Main Study</b>	66
Objectives	67
Hypothesis	67
Sample	67
Demographic Sheet	68
Procedure	69
<b>Chapter 3: Results</b>	70
<b>Chapter 4: Discussion</b>	87
<b>References</b>	97

### List of Tables

Table No.	Titles	Pg. No.
Table 1	Demographic Characteristics of Customer Service Providers (N=100)	55
Table 2	Alpha Reliabilities and Descriptive Statistics of Scales (N=100)	58
Table 3	Item Total Correlation of Communal Orientation Scale (N=100)	58
Table 4	Item Total Correlation of Utrech Work Engagement Scale (N=100)	59
Table 5	Item Total Correlation of Interpersonal Conflict Scale (N=100)	59
Table 6	Item Total Correlation of Brief Resilience Scale (N=100)	60
Table 7	Correlation Between Scales and Subscales (N=100)	62
Table 8	Demographic Characteristics of Customer Service Providers (N=400)	68
Table 9	Alpha Reliabilities and Descriptive Statistics of Scales (N=400)	71
Table 10	Correlation Between Scales and Subscales (N=400)	73
Table 11	Item-Total correlation of Communal Orientation Scale (N=400)	74
Table 12	Item-total Correlation of Utrech Work Engagement Scale-17 items (N = 400)	74
Table 13	Item-Total Correlation of Interpersonal Conflict at Work Scale-4 items (N=400)	75
Table 14	Item-Total Correlation of Brief Resilience Scale-6 items (N=400)	75
Table 15	Multiple linear Regression Analysis for the Effect of Demographics and study variables on Work Engagement among Customer Service Employees (N=400).	77
Table 16	Mediating Role of Interpersonal Conflict T work place between relationship of Communal Orientation and Work Engagement among customer service provider (N=400)	78
Table 17	Moderating Role of Resilience between relationship of Communal Orientation and Work Engagement among customer service provider (N=400)	79

Table 18	Moderating effect of resilience for relationship between communal orientation and interpersonal conflict at work (N=400)	81
Table 19	Moderating effect of resilience for relationship between communal orientation and interpersonal conflict at work (N=400)	82
Table 20	Independent Sample t-test to Check Gender Related Differences in Relation to Study Variable among Customer Service Providers (N=400)	83
Table 21	Independent Sample t-test to Check Family System Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)	84
Table 22	Independent Sample t-test to Check Education Related Differences in Relation to Study Variable among Customer Service Providers (N=400)	85
Table 23	Independent Sample t-test to Check Marital Status Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)	86



**List of Figure**

<b>Fig. No.</b>	<b>Titles</b>	<b>Pg. No.</b>
Figure 1	Proposed Model of the study	45
Figure 2	Mediating role of Resilience at work between communal orientation and work engagement	79
Figure 3	Graphical representation of moderating effect of resilience for communal orientation in predicting work engagement	80

## List of Appendices

<b>Sr. No.</b>	<b>Titles</b>
Appendix A	Informed Consent
Appendix B	Demographic Sheet
Appendix C	Communal Orientation Scale
Appendix D	Brief Resilience Scale
Appendix E	Utrecht Work Engagement Scale
Appendix F	Interpersonal Conflict at work Scale

### **Abstract**

Customer interactions have emerged as a significant cause of work stress for customer service providers. The high levels of burnout and turnover that characterize the customer service providers are closely associated with customer stressors. However, employees who adopt a communal approach to customer relationships and resilient employees may encounter fewer of these challenging situations. Communal orientation refers to a disposition where individuals care for others based on their needs and welfare, with less expectation of return. The present study provides answers to the question that do customer service providers with communal orientation and high resilience get benefit from caring of their customers and how it affect their work engagement, by exploring the relationship between communal orientation, resilience and work engagement among customer service providers and examining potential mediating mechanisms of interpersonal conflict at work in these relationships. The study surveyed 400 customer service providers from telecommunication centers of Islamabad and Rawalpindi, Pakistan. The participants' communal orientations, resilience, interpersonal conflict and work engagement were evaluated by using reliable measures. As predicted, higher levels of employee communal orientation and resilience were positively associated with higher work engagement and these associations were partially explained by interpersonal conflict at work among customer service providers. This study contributes to the existing literature on relationship orientation by emphasizing the importance of having a communal orientation and resilience in customer-contact service jobs. The findings also highlight the significance of understanding how individual differences in interpersonal conflict at work may impact the engagement of employees in their work with high communal orientations and resilience. By recognizing communal orientation and resilience as crucial resources that establish employee work engagement, managers can make better decisions and explore effective solutions in terms of customer service provider's recruitment, stress managing interventions, and investment in employee work engagement.

# **INTRODUCTION**

## Chapter I

### Introduction

Workplaces are sites where people inevitably develop friendship with some of their co-workers, supervisors, subordinates, and clients (Berman et al., 2002). Employees with a strong communal orientation tend to develop more mutual commitment with their workplace friends, trust on their friends, and to help each other accomplish their tasks. Positive Psychology movement shifts the focus of researches towards interpersonal relationships and their benefits in human's life. Communal orientation is a factor that affects the interactions an individual have with his community or communal relationships (Khayesi et al., 2011). According to the most of public relationship researchers positive relationships with the public results in on-going and long term relationships with organizational bodies. Public relations professionals emphasise that an organization should develop communal relationships with all individuals interacting with organization, not just those who provide the organization something in return. To add value to the society the socially responsible organizations improve and enhance their communal relationships and reduce the likelihood of negative outcomes (Kogan et al., 2010; Fu, 2023).

Communal relations play a pivotal role in enabling organizations to cultivate positive interactions, ultimately leading to cost savings by mitigating the adverse consequences of negative relationships (Hung, 2002). This includes minimizing expenses related to legal disputes, regulatory challenges, advocacy campaigns, boycotts, and revenue loss. Additionally, fostering communal relations contributes to enhancing the organization's rapport with crucial stakeholders such as customers, donors, and shareholders, who play instrumental roles in supporting organizational objectives. The positive impact of robust relationships extends to employees as well, augmenting job satisfaction and organizational loyalty. This, in turn, bolsters their engagement in their roles and reduces the likelihood of conflicts arising between them and the organization (Le et al., 2013). Beyond these advantages, other studies indicate that individuals with a communal orientation tend to forge more profound and gratifying connections with others, experiencing heightened contentment within their relationships. This propensity for care-giving enhances familiarity, openness, and

social support in their interactions with others (Canevello & Crocker, 2010; Le et al., 2013). Thus, those inclined towards communal orientation exhibit an array of attributes that contribute to fostering positive relationships, with their predisposition for providing care serving as a catalyst for improved interactions.

Researchers assert a strong correlation between positive relationships and overall happiness or life satisfaction (Caughlin & Huston, 2010). Their findings underscore that thriving social connections stand as major sources of happiness, emotional relief, and overall well-being. It is important to acknowledge that while the provider-customer dynamic is inherently non-reciprocal in nature, service providers may not necessarily feel a sense of imbalance. Some individuals might find the intrinsic rewards derived from their customer relationships to be sufficiently fulfilling, compensating for the absence of external rewards and associated stressors. When service providers perceive their interactions with customers as equitable, it has the potential to enhance their commitment to their work.

However, it's anticipated that symptoms of burnout are more likely to manifest in employees who exhibit a lower inclination towards communal orientation and simultaneously perceive their interactions with customers as predominantly unbalanced in terms of effort and outcomes (Fu, 2023). Resilience, a crucial factor in predicting work engagement, holds significant value as a lifelong trait, relevant both in educational contexts and professional environments. The profound impact of resilience on an individual's life positions it as a paramount variable, influencing achievements during academic years and later in the career sphere (Britt et al., 2016). This quality's significance is underscored by its instrumental role in fostering success, whether within the realm of schooling or in the subsequent stages of one's occupational journey.

Throughout the entire spectrum, from the initial recruitment of an employee to their day-to-day performance, and even extending to the culmination of their tenure, the importance of an employee's resilience remains pivotal. Its influence permeates various stages, from initial onboarding through the ongoing tasks, shaping an individual's capacity to overcome challenges and maintain high levels of engagement. As previously discussed, work engagement is significantly influenced by various

interpersonal factors, including negative ones such as employee conflicts. Conflict within an organization can arise from a range of sources, including the nature of the work, organizational policies, and interpersonal relationships (Mitrofan et al., 2013). These interpersonal dynamics encompass a variety of relationships involving individuals with different roles, such as leaders, subordinates, peers, and even external parties like customers in customer-facing roles (Rahim et al., 2001). While workplace conflicts are a common occurrence and may be challenging to completely eradicate, they remain a critical area of study due to their substantial potential for negative repercussions on employees.

These negative outcomes can include emotional distress, diminished self-esteem, and a decline in work engagement (Gigol, 2019). The impact of interpersonal conflict within the workplace extends to other adverse consequences like increased stress levels, burnout, and negative job attitudes (De Dreu et al., 2004). Further research on employees reinforces the notion that a positive atmosphere and harmonious relationships within the workplace are integral sources of job satisfaction and overall positive outcomes (Sypniewska, 2014). In contrast, interpersonal conflicts in the workplace exert profoundly detrimental effects on both employees and the organization as a whole. Consequently, these conflicts pose a considerable challenge for employees attempting to sustain their level of work engagement.

### **Communal Orientation**

Communal Orientation holds significant importance as a determining factor in an individual's social interactions within their immediate environment. Broadly, two types of relationships are commonly observed: exchange relationships and communal relationships (Clark & Mills, 2012). Those engaged in exchange relationships anticipate reciprocation equal to their own contributions to the relationship. In contrast, individuals embodying communal relationships prioritize the well-being of others and offer benefits without the expectation of personal gain or repayment. Communal Orientation encompasses the general disposition of individuals to empathetically care for and address the needs of others, without any ulterior motives for personal gain. This orientation is characterized by sensitivity, responsiveness, and a sense of responsibility towards the well-being of others (Clark & Finkel, 2005).

People with communal orientation are intrinsically motivated to make sacrifices for the betterment of others (Kogan et al., 2010). Their approach to relationships is rooted in an altruistic perspective; they extend help or accept assistance without a sense of obligation for reciprocation (Clark & Jordan, 2002). Their concern extends beyond individual welfare to encompass the collective welfare of society. Communally oriented individuals exhibit a pronounced inclination to foster harmonious connections with others. Their disposition towards caring for others enhances their capacity to establish positive rapport with a wide range of individuals.

Communal orientation plays a pivotal role in enabling individuals to maintain gratifying relationships, fostering improvements in mental well-being, identity establishment, and personality growth (Diehl et al., 2004). This orientation also correlates with enhanced psychological health and life satisfaction (Haga et al., 2009). Moreover, it exhibits a positive association with favorable personality traits like extraversion, agreeableness, and conscientiousness, which are linked to heightened workplace productivity. Individuals with communal orientation demonstrate superior interpersonal and intrapersonal qualities, such as high self-esteem, strong empathy, and overall life satisfaction, which collectively contribute to their psychological well-being (Le et al., 2013).

Communally oriented individuals extend their care beyond familiar faces to include even strangers and homeless individuals, reflecting a genuine concern and love for humanity as a whole (McFarland et al., 2012). Their altruism extends to financial aspects as well; when they spend money on others, it brings them more happiness compared to spending on themselves (Dunn et al., 2008). In organizational contexts, the role of communal orientation is pivotal in cultivating employee satisfaction with their relationships, work, and the organization overall. This underscores the significance of organizations paying attention to the social interactions of their employees. Chang and Kim (2022) emphasized that an employee's communal orientation can be regarded as a paramount factor significantly influencing the entire organization. Acknowledging the importance of employee communal orientation for organizational productivity, this study seeks to explore the link between an employee's communal orientation and their level of work engagement.



### ***Indicators of Communal Orientation***

A significant quantitative distinction evident within communal relationships is the varying extent of responsibility one feels for the well-being of their communal partner. In any individual's network of communal relationships, the degree to which they are motivated to respond unconditionally to their partners' needs varies across different partners. The concept of communal strength can be described through several perspectives. One such perspective is the assessment of the costs an individual is prepared to bear to benefit the other party. The intensity of communal strength towards another person is directly proportional to the costs or sacrifices an individual is willing to undertake to assist them when they are in need. This concept can be illustrated through scenarios like parents being willing to invest substantial sums of money to send their child to college, a commitment they might not extend to a friend (Kogan et al., 2010).

Notably, the magnitude of benefits provided typically correlates with the costs associated with those benefits. Therefore, individuals tend to offer more substantial benefits within relationships characterized by stronger communal ties. An alternative approach to conceptualizing communal strength involves gauging the level of distress a person would experience if they were unable to fulfil the needs of a communal partner, or the extent of guilt they would feel if they neglected those needs. The intensity of communal strength corresponds to the depth of distress or guilt that would be felt (Mills et al., 2004). As communal strength increases, so does the positive emotional response a person experiences when successfully assisting their communal partner or facilitating positive experiences for them.

Furthermore, communal strength can be depicted as a hierarchy of communal relationships. Individuals tend to have communal relationships with numerous people. Among these, a few stand out as exceptionally strong communal relationships, typically those involving spouses or romantic partners, children, parents, and occasionally siblings. In such relationships, significant non-contingent benefits are given. Additionally, there are a larger number of communal relationships, often involving casual acquaintances or even strangers. In these cases, weaker communal relationships entail non-contingent provision of very low-cost benefits to meet the

needs of others (Mills et al., 2004). For instance, most individuals would readily provide the time of day to a stranger without expecting any form of reciprocation.

### ***Theories of Communal Orientation***

Initially, Cropanzano and Mitchell (2005) introduced the Social Exchange Theory to elucidate interpersonal relationships between individuals. According to this theory, people tend to engage in relationships where the input or cost is minimal, yielding greater rewards or output. Subsequently, Bakker et al. (2000) proposed the concept of Equity Theory, highlighting the importance of balanced relationships where both parties contribute equitably; any form of imbalance can lead to discomfort. Unequal input creates feelings of guilt, whereas inadequate input relative to output can evoke emotions such as frustration, anger, and sadness. The Theory of Communal and Exchange Relationships, as put forth by Clark and Mills (2012), challenges the notion that all relationships are rooted in the assumption of equality. Instead, they argue that individuals establish two distinct relationship types, differing in their expectations of reciprocation.

In Exchange relationships, individuals provide care or assistance with the anticipation of receiving tangible benefits or payback in return. They are primarily concerned with the quantitative value of what they gain in exchange for their efforts. Such individuals tend to gravitate less towards forming personal or romantic connections, often engaging in transactional relationships focused on exchanges. Conversely, in Communal relationships, individuals extend care or benefits without a strong expectation of reciprocity. Their actions stem from genuine concern for others, and they provide assistance even when the possibility of receiving something in return is minimal (Clark & Mills, 2012). This perspective underscores that not all interactions are governed by a desire for immediate payback; some relationships are built on a foundation of selfless concern and genuine empathy.

An essential aspect illuminated by this theory is the distinction between benefits and rewards. In this context, the focus is on situations where benefits are provided without the expectation of immediate gain. However, this doesn't imply that individuals engaging in such actions do not receive rewards; instead, their rewards are derived from feelings of happiness, satisfaction, and fulfilment. Communal

Orientation spans across relationships with close family members to even strangers, with the strongest manifestation seen in close relationships and gradually diminishing as the relationship distance increases. Nonetheless, traces of communal orientation are present even in interactions with strangers (Fu, 2023). A classic example of communal orientation is offering directions to a stranger; this act is undertaken without the expectation of receiving anything in return.

Le et al. (2018) defined communal orientation as an individual characteristic, where individuals high in this trait tend to provide more help to others compared to those low in this trait. Researchers argue that cultivating communal relationships enhances employees' overall reputation. Individuals who extend benefits driven by genuine concern tend to receive greater support in the future and encounter less opposition when they themselves are in need (Le et al., 2013). As a result, researchers advocate that building and nurturing communal relationships contributes positively to the organization as a whole. The unique trait of communally oriented individuals, who are not preoccupied with the outcomes of the care they provide, underscores its significance as a factor influencing various aspects of an individual's life.

Communally oriented individuals confront challenges stemming from stressors and negative consequences associated with providing care that doesn't necessarily lead to tangible rewards. These challenges contribute to the development of psychological resilience in such individuals. Notably, highly communally oriented leaders and employees tend to experience less burnout compared to their less communally oriented counterparts. Moreover, when communally oriented individuals engage in caregiving for patients with severe disease, they exhibit lower levels of depression than individuals with lower communal orientation (Alzheimer's Association, 2016). This indicates that their communal orientation fosters resilience, serving as a protective factor against the adverse effects of providing care.

On the flip side, research indicates that communal orientation can enhance an individual's personal well-being, self-efficacy, and self-esteem (Crocker, 2008; Piferi & Lawler, 2006). Numerous qualities or factors contribute to the development of communal orientation, such as personal rewards derived from caregiving, elevated self-esteem, stronger social bonds, emotional expressiveness, cooperative tendencies

in relationships, and a propensity for sharing (Clark & Finkel, 2005). The resilience cultivated through communal orientation serves to shield individuals from negative outcomes while also enhancing their personal well-being by bolstering self-efficacy and self-esteem (Crocker & Canevello, 2008).

The multifaceted benefits stemming from an individual's communal orientation, particularly their concern for the greater society, position them as exceptionally positive and productive individuals. As employees, they prioritize not only their own advancement but also the betterment of their colleagues and the organization as a whole. Communally oriented individuals experience a surge in positive emotions as a result of the care they extend to others (Kogan et al., 2010), consequently reaping both personal and interpersonal rewards (Fredrickson, 2004). This orientation even equips them with resilience to counter the stressors they encounter due to their commitment to caring for others.

Further research findings affirm that communally oriented individuals tend to foster higher-quality bonds with others, experiencing heightened satisfaction within their close relationships when displaying a strong communal orientation (Fu, 2023). Beyond their capacity to provide care, communally oriented individuals possess a spectrum of traits that contribute to positive relationships. However, prior empirical work predominantly focused on analyzing the effects of the inclination to care in close relationships, such as those with family, friends, and romantic partners. Therefore, the present study delves into the impact of communal orientation in a work setting where individuals invest their utmost efforts to contribute effectively and productively.

A study comparing communally oriented employees with their counterparts revealed that these individuals experience lower levels of burnout in their professional roles (Mirivel, 2019; Socha & Beck, 2015), potentially heightening their engagement in their work. In socio-cultural contexts, an employee's communal orientation effectively elucidates how their social relations' resources mitigate demands, ultimately fostering positive effects and work engagement (Le et al., 2018). Moreover, the socio-cultural context illuminates that relationships between individuals are crucial in explaining the dynamics of variables within organizations (Liden & Antonakis, 2009). Within the work environment, employees often confront stressors when their

job resources fall short in comparison to the demands placed upon them (Schaufeli & Bakker, 2004).

### **Work Engagement**

Soh et al. (2016) introduce a well-being model that underscores the significance of meaningfulness in an employee's work life. A fundamental aspect of well-being involves cultivating high levels of work engagement, which stands in contrast to burnout (Maslach et al., 2001). Work engagement encompasses an employee's positive and fulfilling state of mind regarding their work. This state is characterized by three dimensions: vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor signifies elevated energy and mental resilience, dedication refers to a strong involvement in one's work with a sense of significance, enthusiasm, and pride, while absorption denotes a heightened level of concentration. Engaged employees collectively exhibit abundant energy, involvement, and commitment to their tasks (Bakker et al., 2008). In customer service scenarios, it's plausible that engaged frontline employees are deeply committed to delivering top-tier customer service, deriving satisfaction and purpose from their work even when confronted with demanding job requirements (Bakker et al., 2008).

Kahn's work (1990; as cited in Bakker et al., 2014) elaborates on the concept of work engagement, proposing that it encompasses a state of cognitive presence or absence. When an individual is engaged in their work, they exhibit a sense of connectedness with their tasks and the people around them. Kahn identifies three psychological conditions experienced by individuals in the workplace. Firstly, psychological meaningfulness is influenced by factors like autonomy, the significance of one's role, and positive interactions at work. Elevated levels of these factors contribute to increased feelings of meaningfulness. Secondly, psychological safety, rooted in trust, plays a crucial role. Trust extends to various dimensions, including trust in the organization, coworkers, and supervisors. Lastly, psychological availability, shaped by the resources available in the work environment, contributes to engagement. Greater resources translate to heightened availability at work, indicating increased engagement in tasks.

Schaufeli (2013) offers a definition of work engagement rooted in motivation. In this context, engaged employees are driven to pursue challenging goals, demonstrating a genuine desire for success. Work engagement extends beyond mere situational responses; employees embrace a personal commitment to achieving these goals. Moreover, work engagement is closely tied to the energy individuals invest in their work. Engaged employees possess the ability to channel their energy into their tasks with enthusiasm, foregoing any inclination to reserve their energy for more crucial matters. Their work is deserving of their energy on any given day.

### ***Types of Engagement***

The authors aim to address the intricate challenge of defining work engagement by introducing the concept of employee engagement as an encompassing term that encompasses various types of engagement. These types include trait engagement, state engagement, and behavioral engagement, each encompassing diverse conceptualizations. For instance, proactive personality represents trait engagement, involvement represents state engagement, and organizational citizenship behavior characterizes behavioral engagement. In contrast, they advocate for the application of engagement as a distinct, precisely defined psychological state that can be empirically studied and practically utilized (Macey and Schneider, 2008).

Furthermore, work engagement reflects an intense involvement in one's tasks. Engaged employees are meticulous, focusing on pertinent details while simultaneously grasping the crux of complex problems. They become engrossed in their work, experiencing a state of flow where time becomes irrelevant, and distractions recede into the background. Importantly, work engagement applies to diverse forms of challenging work. It encapsulates an employee's capacity to bring their full capabilities to bear on solving problems, building connections with colleagues, and devising innovative solutions (Schaufeli, 2017).

### ***Theories of Work Engagement***

Schaufeli's Job Demands-Resources model presents Work Engagement as a "positive and fulfilling work-related state of mind" characterized by three distinct components: Vigor, Dedication, and Absorption (Schaufeli & Bakker, 2004). Within

the context of work, Vigor refers to a heightened state of energy and mental resilience, while Dedication signifies a strong involvement in one's tasks, coupled with a sense of significance, enthusiasm, and challenge. Lastly, Absorption is described as complete concentration and joyful immersion in one's work, often accompanied by a distortion of time perception and a reluctance to detach from tasks. Engagement is marked by a sense of fulfilment, directly contrasting the concept of void or emptiness experienced in burnout (Bakker & Demerouti, 2008). Vigor and dedication stand in stark opposition to exhaustion and cynicism, which are the primary symptoms of burnout. In summation, work engagement is characterized by a high level of energy and a profound identification with one's work, whereas burnout manifests as a low level of energy and a weakened sense of connection to one's tasks (Bakker et al., 2014).

Schaufeli (2017) highlighted that work engagement is influenced by both personal and job-related resources. Job-related resources encompass the various aspects of a job that mitigate the demands placed on an individual during work. These resources often referred to as job resources, can encompass physical, social, and organizational elements of the job. Job resources such as constructive feedback, social support, and opportunities for growth can effectively alleviate job demands such as heavy workload and emotional strain. These resources facilitate the accomplishment of work-related objectives and contribute to personal development (Bakker & Demerouti, 2008).

Personal resources, on the other hand, are linked to an individual's personality, thoughts, and actions. Examples include positive self-evaluations, which enhance an individual's belief in their ability to effectively impact their environment (Bakker & Demerouti, 2008). While job resources encompass aspects like positive feedback, social support, and opportunities, personal resources include attributes like self-esteem, self-efficacy, resilience, and optimism. The combination of these resources collaboratively enhances an employee's overall productivity, work engagement, and both mental and physical well-being. Heightened work engagement is indicated by increased levels of vigor, dedication, and absorption in one's work.

Work engagement is influenced by two primary categories of factors. The first category involves situational factors, among which job resources play a pivotal role.

Notably, job resources like support from colleagues and supervisors, positive relationships, autonomy, and coaching through feedback are robust predictors of work engagement (Christian et al., 2011). These resources collectively work to not only assist in achieving work-related goals but also alleviate job demands, a key predictor of burnout, while simultaneously fostering personal growth (Bakker et al., 2014). Conversely, job demands such as physical stress, work conditions, and job complexity are inversely associated with work engagement (Bakker et al., 2014). Interestingly, research has indicated that job resources are particularly impactful in enhancing work engagement in situations with high job demands (Bakker et al., 2007).

The second category of factors influencing work engagement comprises individual attributes, including positive personality traits such as extraversion, conscientiousness, and emotional stability, along with self-efficacy, optimism, self-esteem, and proactive personality. Individuals who possess high levels of self-efficacy, optimism, and emotional stability interpret their surroundings positively, viewing failures and setbacks as components of a larger process rather than reflective of their entire personality (Baker et al., 2014). Baker et al. (2012) expound on the connection between proactive personality and work engagement. People with a proactive personality actively enhance their job resources by seeking feedback, creating opportunities, and embracing job challenges, resulting in heightened work engagement.

Another theory that delves into the concept of work engagement is Maslach and Leiter's work engagement theory (Maslach et al., 1997). In this theory, work engagement is illuminated through three dimensions: energy, involvement, and efficacy. These factors stand in direct contrast to the facets of burnout, which encompass exhaustion, cynicism, and a sense of ineffectiveness. The factors of vigor and dedication from the previous theory align with the energy and involvement components of this theory, while the third element, absorption, diverges from efficacy, which denotes an individual's capacity to adeptly handle demands and challenges (Maslach & Leiter, 1997; as cited in Schaufeli & Witte, 2017).

Work engagement also yields several advantageous outcomes for employees, such as improved health, the experience of positive emotions, heightened creativity,



and receptiveness to new experiences, active learning, and engagement in proactive behaviors (Baker et al., 2012). Individuals with high work engagement tend to exhibit more extra-role organizational behaviors compared to their counterparts, and they also demonstrate superior job performance (Demerouti et al., 2010). Work engagement is positively linked to energy and self-esteem among employees (Bakker et al., 2008). This enhanced positivity and energy contribute to favorable feedback, resulting in appreciation, recognition, and success (Bakker & Demerouti, 2008). When an individual is engaged in their work, they perceive their fatigue as an accomplishment rather than a burden and consequently find enjoyment in various aspects of their life, treating work as an activity of fun and fulfillment (Bakker & Demerouti, 2008).

## **Resilience**

Herman et al. (2011) define resilience as an individual's capacity to endure challenges and persevere despite them. Resilience is a multifaceted concept that presents some complexity in its definition. On one hand, it is viewed as a personal characteristic or attribute that may be inherent and influences various outcomes. On the other, it can be perceived as a mechanism or process that fluctuates in response to life events, and in some cases, it's seen as an outcome resulting from specific life experiences (Ayed et al., 2019; Zautra & Murray, 2008). Certain theorists define resilience as an intrinsic quality enabling individuals to withstand hardships and effectively cope with them (Connor & Davidson, 2003; Hu et al., 2015). Others assert that resilience embodies a dynamic process encompassing positive adaptation within the context of significant adversity. Combining both perspectives, resilience can be understood as a constantly evolving attribute that is context-specific and undergoes development throughout an individual's lifespan.

One of the most widely accepted definitions of resilience characterizes it as the ability to positively adapt and recover, achieving improved physical and mental well-being after experiencing challenges (Russo et al., 2012). In simpler terms, resilience doesn't solely denote the capability to effectively cope with difficulties; it also signifies resurgence with increased strength and skills in preparation for future stressors (Earvolino-Ramirez, 2007). Whether regarded as an inherent trait or a

dynamic process, resilience is undeniably a crucial factor that empowers individuals to confront life's challenges with a more positive mindset across various stages of life.

At the workplace, fostering resilience entails experiencing stressors, subsequently adopting positive means to emerge stronger from those experiences (Hartmann et al., 2020). Personal factors contributing to resilience include positive personality traits like extraversion, agreeableness, and openness; optimistic cognitive appraisals of stressors; internal locus of control; mastery; self-esteem; self-efficacy; and emotional regulation (Herrman et al., 2011; Joseph & Linley, 2006). Resilience is also linked to biological changes following stressful life events that enhance the brain's structure and function, reducing vulnerability to future adverse outcomes. Environmental factors encompass social support, relationships with family and coworkers, community services, opportunities, and reduced exposure to violence, all of which contribute to better psychological well-being and resilience (Herrman et al., 2011).

### ***Indicators of Resilience***

Indeed, the definitions of resilience can vary significantly, and these variations can lead to differences in how resilience is measured and assessed. When studying children and adolescents, researchers often focus on the evaluation of competence in various developmental domains, including behavioral, emotional, and educational aspects (Walsh-Dilley & Wolford, 2015). It's important to note that being competent in one domain does not necessarily indicate competence in another. Relying solely on one domain of competence can limit the overall assessment of resilience, while considering multiple domains can make the assessment more complex. To enable better comparisons between studies, researchers should provide clear information about the specific measurements or combinations of measurements they are employing (Walsh et al., 2010).

Resilient individuals often exhibit levels of functioning that are comparable to a control group or the average of the population in various domains, including academic performance, interpersonal relationships, behavioral issues, emotional regulation, and social competence. Indicators of resilience can encompass factors like educational achievements, symptoms of depression or anxiety, social abilities,

substance use patterns, and involvement in delinquent behavior. In the case of adults, measures of resilience often include factors such as employment status, instances of homelessness, substance misuse, and involvement in criminal activities, which are often combined to create composite measures of resilience (Walsh-Dilley et al., 2016).

Given the absence of universal competence across multiple domains, it's evident that services aimed at helping maltreated children and their families need to be comprehensive in nature. Additionally, researchers need to carefully consider how the operational definitions of resilience impact the way analytic variables are conceptualized and how findings are interpreted across various populations that may be defined by factors like gender, socioeconomic status, ethnicity, and culture (Ayed et al., 2019). The understanding of resilience can differ significantly based on these factors, which underscores the importance of accounting for them in research and analysis.

These measures might encompass domains that are conceptually and empirically linked to the specific adversity being studied, extending beyond the general population norms. Assessing resilience can be either self-identified by individuals or reported by external observers. Psychologists typically employ methods like cut-off scores or standard deviations on standardized assessment tools for conditions such as depression, anxiety, and post-traumatic stress disorder (Gillespie et al., 2009). In more recent times, researchers have developed dedicated scales to quantify resilience, like the Connor-Davidson Resilience Scale and the Resilience Scale for Adults (Friborg et al., 2003; Herrman et al., 2011). These specialized scales provide a more precise and tailored approach to measuring resilience, acknowledging its multidimensional nature.

### ***Dimensions of Resilience***

According to Välikangas and Romme (2012), the concept of resilience can be understood through two distinct dimensions: "operational resilience" and "strategic resilience". Operational resilience refers to an individual's ability to recover and bounce back after facing a crisis. On the other hand, strategic resilience takes the concept a step further; it involves not only recovering from setbacks but also transforming challenges into opportunities. Lengnick-Hall & Beck (2005), on the

other hand, proposed a different framework that includes three components of resilience: cognitive, behavioral, and contextual. Cognitive resilience pertains to an individual's capacity to develop responses that enhance their chances of survival. This involves increasing the acquisition and interpretation of information to make informed decisions.

Behavioral resilience involves adhering to value-driven behaviors. It is nurtured by maintaining a diverse range of actions and behaviors, as well as cultivating functional habits and routines. Lastly, contextual resilience integrates both cognitive and behavioral aspects and is influenced by factors such as social capital and a broad network of resources. This component highlights the importance of the environment and social connections in fostering resilience. These models offer varying perspectives on the dimensions and components of resilience, shedding light on how individuals navigate challenges and setbacks in different ways.

### ***Theories of Resilience***

Carver (1998; as cited in Holtge et al., 2018) proposed a stage theory of resilience, defining resilience as the capacity to rebound from stress. This process unfolds in three temporal stages: (1) facing the actual stressor, (2) directing attention towards positive future outcomes, and (3) engaging in active coping strategies. It's important to note that these stages aren't strictly linear and may not always follow this sequence. Nevertheless, they constitute a general path frequently followed by individuals to effectively navigate and recover from stressful events (Smith et al., 2010). The initial stage involves confronting the stressful event itself for effective resilience (Hayes & Buma, 2021). Contrarily, avoidance, which opposes confrontation, hinders progress by keeping individuals from taking proactive steps to address the situation, often manifesting as denial (Lanius et al., 2010). The second stage revolves around orienting attention towards positive outcomes even in the face of challenges. This phase is marked by optimism, purpose, and direction in life (Ho et al., 2010), indicating that focusing on positive potential outcomes is vital when dealing with stressors. The third stage requires active engagement in coping methods to manage the stressor. Both a proactive personal coping approach and social support contribute to resilience (Scheier & Carver, 2003; Iacoviello & Charney, 2014).

Resilience is conceptualized in various ways: some see it as an inherent trait, while others view it as a dynamic state that can be cultivated (Tugade & Fredrickson, 2004; King et al., 2016). This research leans towards the latter perspective, considering resilience a state that can be developed through positive experiences such as social support and positive emotions. The Job Demand-Resource theory by Demerouti and colleagues and Fredrickson's Broaden and Build theory elaborate on how resilience leads to positive outcomes in work settings (King et al., 2016).

For a productive and resilient organization there is a need of resilient employees. Resilient organizations contribute to creating resilient communities (Kendra & Wachtendorf, 2003; Lee et al., 2013) or societies (Beermann, 2011). When people interact with each other more often they start developing conflicting assumption and in return conflicts arises which effect these organizations and communities in a negative way. Conflicting employees in opposing to resilient employees got more involve in counterproductive behaviors lowering their engagement at work. So Resilience and interpersonal conflicts at workplace are very important factors to be studied with work engagement in context of social interactions, further communal orientation is also an important emerging variable in this aspect it interaction with interpersonal conflict should also be explored to clarify the interactional aspects of organizations.

### **Interpersonal Conflict at Work**

Interpersonal Conflict stands out as a prevalent source of workplace stress (Baka & Bazinska, 2016). In the professional setting, individuals with differing mindset frequently interact, creating an environment ripe for intense debates and, over time, more intense forms of aggression (De Dreu & Gelfand, 2008). The term refers to various forms of overt or covert aggression, such as hostility, verbal confrontations, and expressions of anger that individuals undergo. Fundamental causes of conflict often include genuine or perceived disagreements, conflicting interests or needs, and obstacles hindering goal achievement (Barki & Hartwick, 2004). Interpersonal conflict is exacerbated by contributing factors like aggression, jealousy, and ineffective communication (Ilies et al., 2011), leading to a range of detrimental

repercussions at work, including diminished well-being, physical and emotional exhaustion, reduced job satisfaction, and overall life dissatisfaction (Schaufeli, 2017).

Workplace interpersonal conflict pertains to an individual's ability to establish harmonious relationships with colleagues (e.g., frequency of rude behavior, verbal abuse) and is categorized as a social stressor (Spector & Jex, 1998; Baka & Bazinska, 2016). It denotes unfavourable interpersonal encounters marked by contentious exchanges, hostility, or aggression, which might manifest as sporadic incidents or persistent bullying behavior. Such conflicts span from minor differences between coworkers to instances of physical violence (Baka & Bazinska, 2016). These conflicts can take both overt forms (e.g., rudeness towards colleagues) and covert forms (e.g., spreading rumours about coworkers). Previous studies have indicated that workplace interpersonal conflicts correlate positively with employee frustration, anxiety, anger, emotional exhaustion, burnout, and depression. It's noteworthy that conflicts with peers lead more to personal challenges (such as lowered self-esteem and mood disturbances), whereas conflicts with supervisors tend to impact organizational outcomes (e.g., reduced motivation and organizational commitment) (Frone, 2000; as cited in Wright et al., 2017).

Interpersonal conflicts significantly impact employees' behaviors and performance across multiple dimensions, including job attitudes, overall performance, physical and mental health, and overall well-being (Bonaccio et al., 2019; Kuriakose et al., 2019; Notelaers et al., 2018). Such conflicts can also fuel negative workplace behaviors like deviance (Zhu et al., 2019), leading to downstream consequences such as frustration, job dissatisfaction, turnover intentions, and decreased performance (Wang et al., 2019). Additionally, interpersonal conflicts are positively linked to mental health issues (e.g., anxiety, depression), personal issues (e.g., lowered self-esteem, aggression, decreased motivation), and important organizational outcomes like reduced organizational commitment (Baka & Bazinska, 2016).

### ***Sources of Interpersonal Conflict at work***

Organizational conflicts stem from several primary sources, including competition for limited resources, the pursuit of autonomy, and disparities in the goals of different departments within a company. In some organizational structures, units

develop significant autonomy and establish their own objectives and conduct norms, occasionally leading to competition with other units. Workplace conflicts are increasingly triggered by the mounting pressure to implement changes and innovations, requiring employees to continually adapt while shouldering heavier workloads without guaranteed job security (De Dreu & Gelfand, 2008). Intergroup conflicts, rooted in human social nature, arise from the inherent inclination for social identity, driving people to favour their own groups and exhibit bias against others. This behavior aims to safeguard social hierarchies and individual positions within them (Gigol, 2019).

Crucial factors contributing to biases and the escalation of intergroup conflicts encompass the sense of group identity, group size and influence, perceptions of group threat, asymmetrical evaluations of positive traits within one's group and negative traits in outsiders, individual personality, and differences among group members (Hewstone et al., 2002). Conversely, sources of interpersonal conflict differ based on whether it falls under task or relationship conflict. Task conflict revolves around resource allocation, procedures, and differing opinions or interpretations of facts, rooted in disagreements regarding organizational management decisions and actions. In contrast, relationship conflict pertains to differences in values, perspectives, behavior, or preferences (De Dreu & Weingart, 2003). Typically accompanied by emotional strife, relationship conflicts give rise to tension, irritability, and resentment among group members. Task conflicts predominantly concern work-related matters, while relationship conflicts focus on various non-task-related issues (Jehn & Bendersky, 2003).

### ***Theories of Interpersonal Conflict at Work***

In the context of workplace interpersonal conflict, Spector and Jex (2020) have classified conflicts into two categories: organizational and personal. Both types of conflicts have been linked to negative outcomes like job dissatisfaction, burnout, depression, and somatic issues. However, this framework doesn't delve into the underlying processes of conflict emergence or how they impact an individual's overall performance within an organization. Hindess's Theory of Social Relations (2014) introduces four key elements that, when combined, provide a comprehensive

understanding of workplace relationships. This amalgamation of elements is referred to as a social model. The first element is "communal sharing," wherein employees perceive themselves as integral parts of the organization rather than isolated identities. They prioritize the collective betterment of the community, viewing each other as socially equal. Heightened conflict weakens this sense of shared identity, causing individuals to distance themselves from the larger community or organization.

The second element is "authority ranking," which operates on a hierarchical structure. Individuals acknowledge that higher authority corresponds to greater control, meaning lower-ranking members are subject to higher-ranking members. Consequently, conflicts within this hierarchical authority can significantly impact an individual's job attitude and position. The third element, "equity matching," bears similarities to an exchange relationship, where people expect a balance of investment from both sides. Imbalances in this exchange can lead to interpersonal conflict, subsequently affecting an individual's concentration and productivity at work. The fourth element, "market pricing," revolves around relationships based on tangible benefits obtained from others in return. Unlike equity matching, market pricing involves a calculation of benefits, often associated with interactions within the organization. Employees seek meaningful benefits from their organization, and greater perceived benefits result in satisfaction, whereas a perception of receiving fewer benefits increases conflicts with the organization (Gigol, 2019). In summary, these elements collectively elucidate the multifaceted dynamics of workplace relationships, helping to explain conflict origins and their implications for individual performance within an organization.

Van Beek et al. (2022) elucidate that conflict arises when an individual perceives interference in their goal achievement by another person or group. These conflicts stem from differing viewpoints, desires, and intentions during interactions. Conflicts also emerge from the interplay between individual choice and the pursuit of both collective and self-interest goals. A dynamic process, conflict arises when parties experience negative emotions like disagreements and goal obstruction during interaction (Barki & Hartwick, 2004). Various factors contribute to conflicts, such as incongruence with needs and interests, incompatible behavior, differing attitudes and values, preferential treatment in shared activities, competition for limited resources,



and interdependence in task performance (Rahim, 2002). Categorizing the antecedents of workplace interpersonal conflict, Jha and Jha (2010) identify four main types: individual differences, interpersonal issues, organizational factors, and external organizational matters.

From a sociological perspective, the study of interpersonal conflict in the workplace is crucial for several reasons. Firstly, the scarcity of social support in the workplace amplifies the negative impact of conflicts, exacerbating the situation (McGuire, 2007). Secondly, the detrimental consequences of conflicts, including incivility, bullying, and resistance, render the workplace an uncomfortable environment for affected individuals (Hodson et al., 2006). As one of the most prevalent workplace stressors, research establishes a link between conflict and a wide array of personal and organizational effects, encompassing lack of trust, anger, incivility, theft, violence, sabotage, absenteeism, turnover intentions, physical symptoms, counterproductive behaviors, diminished organizational commitment, and reduced productivity (Weakliem & Frenkel, 2006).

### **Relationship Between Communal Orientation and Work Engagement**

A substantial body of empirical evidence highlights that professionals who provide assistance and perceive an inequitable dynamic in their interactions with clients are more susceptible to burnout. However, within this context, the presence of communal orientation, denoting a willingness to provide benefits based on perceived needs, has been identified as a protective factor against burnout. Notably, individuals with high levels of communal orientation exhibit lower burnout levels even when faced with perceived inequity in relationships (Andela et al., 2018). For instance, nurses with limited communal orientation tend to experience more burnout due to their perception of unequal treatment in their patient relationships.

Given that work engagement and burnout are often considered polar opposites (Bakker et al., 2014) the impact of communal orientation on burnout has implications for work engagement. As communal orientation decreases burnout, it consequently leads to an increase in work engagement. This shift is attributed to the reduction in burnout symptoms, including exhaustion, cynicism, and inefficacy. Through this

decline in these symptoms, communal orientation effectively diminishes job demands, fostering a more engaged and positive approach to work.

Communally oriented individuals possess enhanced interpersonal and intrapersonal qualities, including high self-esteem, empathy, and life satisfaction, which contribute to their overall psychological well-being (Le et al., 2013). These qualities also correlate with improved psychological health, life satisfaction, and self-efficacy (Haga et al., 2009). These positive outcomes collectively contribute to the enrichment of job resources. Furthermore, communally oriented individuals exhibit concern for the general welfare beyond individual well-being. This holistic approach, coupled with the positive outcomes associated with communal orientation, fosters increased work engagement among such employees.

According to the Job Demands-Resources (JD-R) model, job demands exert a negative influence on work engagement, while job resources have a positive impact (Bakker & Demerouti, 2007). The causes of burnout can be categorized into three main groups: intra-individual factors (such as personality traits), interpersonal factors (including conflicts with clients), and organizational factors (like role conflicts, work ambiguity, and excessive workload). Schaufeli and Bakker (2004) emphasize that employee-client relationship characteristics play a pivotal role in burnout development. Professionals who consistently handle others' issues in direct face-to-face interactions often experience burnout due to the inherent stress. Research has shown that when professionals perceive inequity in their relationships with clients, burnout tends to ensue (Truchot & Deregard, 2001; Al-Ziadat & Al-Shraifin, 2023).

Interestingly, within scenarios of perceived inequity, communal orientation emerges as a potential mitigating factor against burnout. This individual trait may buffer the negative impact of perceived inequity. The aim of this study was to explore whether communal orientation retains its buffering effect on burnout, regardless of the specific helping model employed by professionals experiencing burnout. Extensive research focusing on the precursors of work engagement has emphasized the significance of accessing a variety of resources—both work-related and personal—in the development of engaged employees (Bakker, 2011). Work-related resources encompass elements such as coaching and training, social support, autonomy, and job

control, all of which contribute to fostering work engagement (Hakanen et al., 2006; Schaufeli et al., 2009; Hallberg et al., 2007; Slatten & Mehmetoglu, 2011; Parker et al., 2010; Weigl et al., 2010).

On the other hand, personal-related resources play an equally crucial role in influencing work engagement. These resources encompass self-efficacy, organizational-based self-esteem, self-esteem, and optimism, all of which contribute to shaping individuals' level of engagement (Luthans & Peterson, 2002; Xanthopoulou et al., 2009; Medlin & Green, 2009). In the realm of work-related resources, supervisor support has emerged as a particularly impactful determinant in enhancing work engagement among frontline employees (Halbesleben, 2010). The provision and effective utilization of supervisor support contribute significantly to boosting employees' level of engagement, underscoring the role that organizational relationships and support structures play in promoting a positive and engaged workforce.

### **Relationship Between Resilience and Work Engagement**

Personal resources like resilience, self-efficacy, and optimism have demonstrated crucial influences on employees' well-being and their capacity to manage work-related stressors. Bande et al. (2015) revealed that resilience can lead to a subjective sense of well-being, encompassing engagement. However, this prediction encompasses all dimensions of self-efficacy, optimism, hope, and resilience. Luthans et al. (2006) propose that resilient individuals may adopt a more pragmatic approach to stress compared to those with high levels of optimism or hope. Medhurst and Albrecht (2011) suggest that resilience positively impacts sales performance through heightened vigor and the investment of considerable energy when confronting challenges. Employee engagement, a positive organizational outcome, has also been linked to resilience (King et al., 2016; Mache et al., 2014).

Modern organizations necessitate both adaptive and generative skills, thus requiring a pool of resilient and engaged employees (Lee et al., 2013). Given the dynamic and intricate nature of work, resilience becomes valuable for swift adaptation to volatile expectations and effective performance during taxing and emotionally demanding situations (Fredrickson et al., 2003). Resilient employees not only endure

challenges but also exhibit confidence in their capabilities, ultimately enhancing work engagement (Cooke et al., 2016; Hodliffe, 2014). Consequently, employee resilience can be seen as a pivotal strategic resource for organizations to foster work engagement. Research underscores that higher resilience levels can prevent or mitigate stress-related outcomes such as burnout and attrition (Dunn et al., 2008).

Despite the growing literature highlighting its positive impact, Human Resource Management (HRM) practitioners have not consistently viewed resilience as a proactive developmental trait among employees (Robertson et al., 2015). Thus, understanding how learning organizations contribute to employee resilience and work engagement becomes crucial. The mechanism through which learning organizations facilitate these outcomes remains a critical area of exploration, considering their potential in bolstering employees' resilience and engagement while averting stress-related consequences.

The literature underscores that resilient employees go beyond mere coping with challenges; they possess additional skills to navigate workplace adversities effectively. Resilient individuals display numerous positive attributes, such as optimism, energy, curiosity, and openness to new experiences (Waugh et al., 2008). These qualities translate into a readiness to confront workplace challenges, reinforcing work engagement among energetic and confident employees. Furthermore, research demonstrates that resilient individuals are better equipped to cultivate quality relationships and garner social support within their work environments (Fredrickson et al., 2003). Consequently, resilient employees not only endure adversity but also foster meaningful work relationships and exhibit optimistic life perspectives that contribute to heightened levels of work engagement.

Specifically, energetic employees display profound involvement and wholehearted engagement in their work roles. Cooke et al. (2016) emphasize the role of employee resilience in enhancing work engagement within the Chinese banking industry. Building on the Conservation of Resources theory (Hobfoll, 2011) and Frederickson's Broaden-and-Build theory (2001; as cited in Conway et al., 2013), it is argued that employee resilience fosters work engagement by instilling confidence in

one's capabilities and fostering a perception of the workplace as innovative and promising, which ultimately bolsters work engagement (Xanthopoulou et al., 2007).

Scholars such as Hakanen et al. (2006) have demonstrated how resilience contributes to the motivational process and engenders engagement, as seen among school principals in primary education. Sweetman and Luthans (2010) reported that psychological capital generates work engagement through the cultivation of positive emotions. Investigating the relationship between resilience and work engagement among healthcare nurses, Waddell (2015) found that positive emotions and hope facilitate goal-directed behavior, influencing work engagement (Ouweneel et al., 2012). Similarly, Karatepe and Olugbade (2009) aligned their findings with the Conservation of Resources theory, highlighting that employees with a strong belief in their abilities become more deeply engrossed in their work, further underscoring the link between resilience and work engagement.

Resilience empowers employees to maintain a constructive response in the face of adversity, emphasizing the positive aspects of challenges while inhibiting negative reactions (Krush et al., 2013). In contrast, individuals with lower resilience tend to exhibit emotional instability, resistance to change, and a reduced openness to new experiences (Bande et al., 2015). Resilient individuals demonstrate a stronger work ethic and are more receptive to work-related motivation. Beyond navigating challenges, resilient employees also possess confidence in their abilities, contributing to heightened levels of work engagement (Cooke et al., 2019; Hodliffe, 2014). As such, employee resilience assumes a crucial role as a strategic resource for organizations aiming to foster work engagement.

The concept of resilience encompasses an adaptive process in the face of trauma, adversity, tragedy, and stressors, leading to personal strength development, positive psychological adaptation, and the maintenance of functional well-being (Campbell-Sills & Stein, 2007). Previous research has indicated that nurses with higher levels of resilience report greater job and compassion satisfaction (Hegney et al., 2015; Zheng et al., 2017). Resilient nurses also tend to report fewer severe depressive states and burnout symptoms (Guo et al., 2018; Hsieh et al., 2016). In the aftermath of an earthquake, resilience among healthcare providers in Japan

significantly and positively influenced work engagement (Nishi et al., 2016). Similarly, among hospital nurses in Malaysia, higher levels of resilience correlated with increased work engagement (Othman & Ghazali, 2017). These findings underline the integral role of resilience in shaping employees' engagement levels and their overall effectiveness in the workplace.

### **Relationship Between Communal Orientation and Interpersonal Conflicts at Work**

Existing research highlights that individual with communal orientation exhibit qualities that contribute to interpersonal rewards. These individuals possess a range of interpersonal attributes that foster stronger social bonds, such as emotional expressiveness within close relationships (Clark & Finkel, 2005), cooperative behavior, sharing with friends, and offering supportive attributions for a partner's successes and failures. Beyond these relationship-building dynamics, communal orientation has been linked to higher-quality bonds with others, leading to greater satisfaction within best friendships (Le et al., 2013).

In addition to these personal qualities that communally oriented individuals demonstrate to foster healthy relationships, research reveals that the act of giving care can also contribute to high-quality relationships by promoting interpersonal closeness, responsiveness, and social support within friendships (Canevello & Crocker, 2010; Crocker & Canevello, 2008). As a result, communally oriented individuals possess a diverse set of attributes that facilitate positive relationships, and their inclination to provide care can further enhance relationship quality, which in turn reduces conflicts within their relationships.

Baumeister and Leary (1995) examined evidence supporting the notion that people naturally form social bonds and are hesitant to sever them. Establishing social bonds engenders positive emotions, while rupturing these bonds leads to negative emotions. People devote considerable thought to current and potential relationship partners, and a lack of belongingness has been associated with both physical and mental health issues. These insights underscore the crucial role of belongingness as a core social motive, driving motives related to understanding, control, self-enhancement, and trust in others (Fiske, 2003).

While the importance of belongingness and social bonds is well-established, their practical implications within organizational settings and strategies for their maintenance warrant further exploration. Social support, a key element of belongingness, has been linked to both physical and psychological well-being (Uchino, 2004). Moreover, the perception of available and supportive others has been found to predict health and well-being more effectively than objective social support received from others. This underscores the need to recognize the significance of strong interpersonal relationships in organizational contexts and to explore how these relationships can be effectively harnessed and nurtured.

Supportive interactions involve three key components: the support provider, the support recipient, and the situational context, all of which contribute to the effectiveness of the support exchange. The characteristics of the support recipient, including factors like self-esteem, cognitive styles related to depression, and attachment styles, are linked to their perception of available social support and influence how they interpret and respond to supportive behaviors. Importantly, these characteristics align with the qualities of a communally oriented individual. Similarly, the agreeableness of the support provider impacts how their supportive actions are perceived, thereby influencing the likelihood of conflicts (Clark & Finkel, 2005). This context can reflect an expectation of equal reciprocation (lower communal orientation) or a genuine concern for the well-being of the recipient (higher communal orientation). Moreover, interactions between the characteristics of the provider, recipient, and situation can collectively influence judgments of support and the potential for conflict development.

Specifically, we propose that individuals are more inclined to openly express emotions that reflect their well-being when they perceive their partners to have a special responsibility for their welfare, compared to situations where partners do not hold such responsibility. Emotions encompass a range of signals that convey crucial information about an individual's needs or lack thereof. Expressing emotions serves as a means of conveying this information to others. When an individual believes that their partner is genuinely concerned about their well-being (an indicator of communal orientation), they are more likely to anticipate a responsive reaction to their expressed emotions (Canevello & Crocker, 2010). This responsiveness not only fosters

compassion but also mitigates negativity, reducing the likelihood of interpersonal conflicts.

For instance, an individual feeling fear in the presence of a caring partner should feel that expressing that fear will result in reassurance, comfort, and possibly assistance in alleviating the source of fear. Similarly, a person experiencing happiness in the company of a caring partner should believe that expressing that happiness will lead to a shared sense of joy and potentially even support in extending or recreating the source of happiness (Al-Ziadat & Al-Shraifin, 2023). In summary, care and genuine concern from a partner encourage individuals to freely express their emotions. This dynamic strengthens the emotional bond between individuals and reduces potential ambiguities that could otherwise escalate into conflicts if left unresolved. The presence of a supportive and caring partner facilitates open emotional expression, fostering a deeper connection and minimizing the likelihood of misunderstandings that often lead to conflicts.

### **Relationship Between Interpersonal Conflict at Work and Work Engagement**

Research conducted among Polish employees has highlighted the significance of a positive atmosphere and good relationships with colleagues as key determinants of job satisfaction (Sypniewska, 2014). Conversely, conflict has been shown to profoundly impact both the workplace ambiance and interpersonal relationships among coworkers. The attainment of work engagement also becomes challenging when unresolved conflicts persist. Individuals engaged in interpersonal conflicts often experience negative consequences, especially when they resort to less effective conflict resolution strategies. These consequences encompass stress, depression, diminished self-esteem, psychosomatic issues, and burnout (Asiedu et al., 2018). Earlier studies have identified several adverse outcomes associated with interpersonal conflicts at the workplace. Notably, workplace conflicts are linked to elevated levels of anxiety, depression, frustration, and intentions to leave the job (Spector & Fox, 2005), underscoring the substantial negative repercussions of interpersonal conflict for employees.

The stress-inducing nature of interpersonal conflicts has long been acknowledged (Ilies et al., 2011) influencing overall well-being at work and



correlating with detrimental behaviors such as counterproductive work behavior. These behaviors encompass intentional actions that harm the organization and its stakeholders, including clients, coworkers, customers, and supervisors (Spector & Fox, 2005). The costs of such behaviors can be economic (e.g., theft) or psychological and interpersonal (e.g., psychological withdrawal) (Weitz & Vardi, 2012). Given the various associated costs, comprehending how interpersonal stressors like conflicts directly or indirectly contribute to harmful workplace behaviors is essential. However, workplaces also possess various job-related resources that foster positive behaviors such as organizational citizenship behavior (OCB) (Chiu & Chen, 2005). OCBs encompass intentional discretionary employee actions that enhance organizational functioning, even though they may not be officially recognized or rewarded (e.g., going beyond role expectations in attendance, assisting others).

One effective approach for employees to mitigate the potential negative consequences of workplace stressors is to intentionally dedicate time for recovery outside of work hours. Specific recovery experiences have been identified as effective strategies for individuals to recuperate from work-related stress (Sonnetag & Fritz, 2015). By engaging in recovery activities, individuals can create a separation between themselves and the demands of their job, allowing them to return to work with a sense of renewal and revitalization. In the context of interpersonal conflicts in the workplace, engaging in recovery activities may help mitigate the potential adverse effects of such conflicts.

For instance, taking mental distance from work during nonwork hours can help individuals detach from the conflicts they encountered during the workday. Interpersonal conflicts at work can trigger emotions such as anger and frustration among employees who experience them. Consequently, individuals who encounter workplace conflicts may find it challenging to disengage from thoughts about the conflict, leading to rumination even after they've left the workplace for the day (Wilmot & Hocker, 2017). Additionally, they might experience reduced engagement in their work due to concerns about potential future conflicts. Over time, these persistent ruminations about the conflict can result in detrimental outcomes for employees, including heightened levels of anxiety, frustration, and burnout (De Dreu et al., 2004).

Intentional recovery practices can help employees create a cognitive and emotional separation from workplace conflicts, allowing them to recharge and regain a sense of well-being. By incorporating recovery experiences into their nonwork time, individuals can counteract the negative impact of conflicts, promote psychological detachment from work-related stressors, and cultivate a more positive work-life balance. This, in turn, can contribute to enhanced overall well-being and better coping with the challenges of the work environment (Van der Vliert, 2013).

### **Relationship Between Communal Orientation and Resilience**

Resilience is influenced by a multitude of factors, ranging from individual personality traits and environmental experiences to social relationships and available resources. Communal orientation which emphasizes a sense of unity and shared support within a social unit can play a crucial role in enhancing resilience among individuals. Communal orientation fosters a sense of collective responsibility and unity within a group, enabling its members to navigate life's stressors more effectively (Parker et al., 2010; Weigl et al., 2010). This collective mindset promotes cooperation, problem-solving, mutual support, and a strong sense of companionship among group members. By prioritizing the well-being and support of others, individuals with a communal orientation create an environment conducive to open communication and a shared understanding of each other's perspectives (Andela et al., 2018).

In workplace settings, where employees often face various stressors arising from the imbalance between job demands and resources, a positive work environment that encourages active participation and effective communication is crucial. Communally oriented individuals excel in such situations by using effective communication styles, which can help alleviate stress, foster resilience, and promote positive growth. This aligns with the concepts of the Broaden and Build Theory of Positive Emotions (Fredrickson, 2001; Conway et al., 2013), where positive emotions and social connections contribute to adaptive coping strategies and enhanced well-being. Communal orientation contributes to the creation of a supportive environment where individuals collectively address stressors and challenges, ultimately enhancing resilience, promoting positive growth, and improving overall well-being (Medlin & Green, 2009).

Communal orientation appears to offer a protective mechanism against burnout and negative outcomes that are often associated with providing care to others. Individuals who are inclined to care for others not only demonstrate better resilience in challenging caregiving situations but also experience personal benefits in terms of enhanced well-being, self-efficacy, and self-esteem (Xanthopoulou et al., 2009; Medlin & Green, 2009). The importance of relationships and social support in coping, adjustment, and resilience during times of stress is well-established. Our interactions with others and the quality of our relationships significantly influence how we manage stress and navigate health challenges. Social support from communal relationships can buffer the negative effects of stress and contribute to better psychological and physiological outcomes (Slatten & Mehmetoglu, 2011).

Additionally, considering communication within relationships is crucial for understanding how people cope with stress and its impacts on their overall well-being. Effective communication can facilitate the sharing of emotional experiences, provide comfort and understanding, and foster a sense of connection and support (Weigl et al., 2010). Strong communication skills can be particularly valuable in navigating challenges and building resilience, as well as addressing systemic issues within organizations that may contribute to stress and inequities. Communal orientation not only supports caregivers in managing stress and negative outcomes but also promotes personal well-being through enhanced self-efficacy and positive relationships (Luthans & Peterson, 2002). Effective communication within relationships plays a vital role in this process and contributes to individuals' ability to cope with stressors, foster resilience, and navigate health challenges.

### **Relationship Between Resilience and Interpersonal Conflict at Work**

The construction industry often involves working in groups under intense job demands, which can contribute to higher levels of stress and lead to interpersonal conflicts in the workplace. Interpersonal conflicts at work encompass a range of negative interactions, from minor disagreements to more serious confrontations, and they can have various negative outcomes, including workplace bullying, depressive symptoms, health issues, and counterproductive work behaviors (Wilmot & Hocker, 2017; Bao et al., 2016). In this context, resilience emerges as a crucial psychological

capacity that can play a role in mitigating the effects of job stress and interpersonal conflicts. Resilience is the ability of individuals to cope with adverse events and risks and is shaped by both personal characteristics and environmental factors. It's associated with higher coping abilities during organizational changes and can act as a secondary preventer of job stress (Ilies et al., 2011).

Furthermore, the concept of organizational resilience is relevant here. Organizational resilience refers to an organization's ability to respond positively and maintain its operations even in the face of stress and disruption. It's a critical capacity for ensuring both human and organizational functionality and viability during challenging times (Van der Vliert, 2013). A resilient organization is equipped to effectively navigate disturbances and maintain a high level of safety. Considering all these factors – individual resilience, interpersonal conflicts, and organizational resilience – can contribute to predicting or explaining various outcomes, including safety outcomes in the workplace (Mache et al., 2014). These concepts collectively shed light on how individuals and organizations can effectively manage stress, conflicts, and disturbances in a way that enhances well-being and overall functioning.

Resilience indeed involves the ability to adapt successfully in the face of adversity and to restore balance in one's life. It's characterized by emotional strength that enables individuals to cope with life's challenges and misfortunes, similar to how materials with elasticity can withstand stress without breaking. It's interesting to note that while early research on resilience often focused on extreme traumatic events, more recent understandings emphasize its relevance in dealing with everyday disruptions and stressors. Resilience is not just about overcoming major life crises but also about effectively managing smaller challenges that arise in daily life. The link between resilience and workplace morale, such as job satisfaction, is an important aspect to consider (Dunn et al., 2008). Resilience can play a role in mitigating the negative impact of stressors on employee well-being and health. Particularly in professions like nursing, where high levels of stress and burnout can be common, understanding and promoting resilience becomes even more crucial to retain skilled professionals in the field.

The process of adaptation to stressors involves a combination of cognitive, emotional, behavioral, and social skills. Cognitive skills like coping strategies, self-efficacy, and explanatory style help individuals approach challenges with a problem-solving mindset (Conway et al., 2013). Emotional skills, such as cultivating positive emotions and finding meaning in life, contribute to a more resilient outlook. Social skills, including seeking social support and effectively managing conflicts, aid in building a strong support network. Behavioral skills, like self-regulation and stress reduction activities, help manage the physiological response to stressors (King et al., 2016). Overall, fostering resilience among individuals in organizational settings can lead to better well-being, improved coping with stressors, and more effective management of interpersonal conflicts, ultimately contributing to a healthier and more productive work environment.

### **Mediating Role of Interpersonal Conflict**

Interpersonal strain, which stems from negative interactions and relational pressures, can indeed have significant implications for employees' well-being, behavior, and intentions within the organization. Interpersonal strain can lead to psychological distress and disengagement in relationships at work. This strain manifests as indifferent, harsh, or reserved behavior towards others, which can create a challenging work environment (Wilmot & Hocker, 2017). This kind of strain has been associated with various negative outcomes, such as increased absences, emotional dissonance, health symptoms, and even turnover intention. The mediation effect of interpersonal strain on the relationship between relationship conflict and turnover intention highlights its pivotal role in influencing employees' decisions to leave a company (Shaukat et al., 2017).

Interestingly, while work engagement has been extensively studied as a factor affecting turnover intention, the role of relational stressors, particularly interpersonal strain, in shaping turnover intention has received less attention. Interpersonal strain specifically highlights the discomfort and disengagement experienced in relationships at work due to relational pressures (Bao et al., 2016).. Unlike the original burnout syndrome's focus on the caregiver-receiver relationship, interpersonal strain encompasses all workplace relationships, including those with colleagues, supervisors,

and clients. Previous studies have established the connection between high levels of engagement and reduced turnover intention (De Simone et al., 2021). Understanding the complex interplay between interpersonal strain, work engagement, and turnover intention can offer valuable insights into enhancing workplace well-being, reducing turnover rates, and promoting healthier interactions among employees.

Interpersonal conflict can manifest in different forms, ranging from subtle incivility to more intense bullying, and each of these manifestations has been linked to detrimental effects on employee well-being and performance (Umbreit, 2006). Subtle manifestations of interpersonal conflict, such as incivility, have been connected to burnout, absenteeism, sales performance, and psychological well-being. More severe forms of conflict, like bullying, have been associated with stress, mental exhaustion, depression, and even physical health issues (Losada et al., 2020). The broader concept of interpersonal conflict itself has been linked to a range of negative outcomes, including poor physical health, burnout, decreased job performance, and reduced job satisfaction.

Sliter et al.'s (2014) study on diversity climate and workplace conflict in women employees highlights the importance of understanding the organizational context in which conflict arises. The study suggests that a stronger diversity climate could potentially lead to less conflict among employees. Moreover, the study examines how diversity climate might influence engagement and burnout in women employees. The finding that diversity climate has a direct effect on engagement aligns with the Job Demands-Resources model, indicating that a supportive diversity climate could provide additional resources and reduce demands, thus promoting engagement. They also underscore the importance of fostering positive organizational climates and addressing conflict management strategies to enhance employee experiences and outcomes within the workplace.

### **Moderating Role of Resilience**

Resilience serves as a process and an outcome variable, influencing psychosocial outcomes and promoting well-being. The concept of resilience has evolved over the years, integrating biological, emotional, and psychological processes, and it plays a crucial role in individuals' ability to navigate life's challenges.

Resilience is described as an individual's capacity to maintain, recover, or even improve their well-being in the face of adversity. This process involves experiencing disruptions caused by stressors or adverse situations and then leveraging one's personal strengths and resources to emerge stronger from these disruptions. The idea that cognitive transformation is indicative of resilience aligns with the cognitive-behavioral theory of psychological well-being, suggesting that adaptive cognitive processes contribute to enhanced adaptation to adversity (Dunn et al., 2008).

Researches highlighted the intricate connections between resilience and various outcomes. Negative associations between resilience and burnout indicate that individuals with higher resilience scores are less likely to experience burnout (Garcia-Izquierdo, 2018). Conversely, positive associations between resilience and psychological health suggest that resilient individuals tend to experience better psychological well-being. Resilience might function as a moderator, enabling professionals with higher resilience scores to respond more adaptively to challenges at work and to maintain better health compared to those with lower resilience scores. Positive psychological states, including individual resilience, have been shown to moderate the impact of job stress on negative behaviors like rudeness and disrespect in the workplace (Oosthuizen, 2021; Shi et al., 2016). The concept of resilience has practical implications, particularly in fields like healthcare, where professionals often face high levels of stress and adversity (Bande et al., 2015). Resilience appears to play a critical role in the development and maintenance of the health and well-being of these professionals. It can influence whether individuals choose to remain in their roles or pursue alternative paths, as well as contribute to their personal and professional growth.

In the study by Aburn et al. (2016), common themes within the resilience literature for workers were identified. These themes encompassed the concepts of adaptation, overcoming adversity, a dynamic ongoing process, recognition of ordinary yet impactful positive elements, and the significance of resilience as an indicator of mental well-being. Another perspective, the Broaden and Build theory introduced by Fredrickson (2001; as cited in Conway, 2013), has been applied to resilience research. This theory posits that individuals who exhibit resilience also experience positive emotional states that expand cognitive and attention capacities, fostering an upward

spiral towards improved emotional well-being (Fredrickson, 2004). This perspective suggests that resilient people leverage factors like positive emotions as resources to recover from setbacks and derive positive insights from stress-inducing circumstances (Tugade & Fredrickson, 2004).

Earlier investigations have underscored the capability of resilient individuals to effectively navigate unprecedented changes and adeptly adjust to challenging roles and situations (Shin et al., 2012). Resilience, as observed, assists employees in mitigating the impact of stress and in adapting to dynamic and demanding environments. Drawing from the Conservation of Resources theory (Hobfoll, 2011), studies have demonstrated that personal resources, including employee resilience, have a positive impact on work engagement (Karatepe & Olugbade, 2009; Paek et al., 2015). Notably, several inquiries have highlighted that employee engagement flourishes when organizational resources like supportive leadership, developmental feedback, autonomy, flexible work arrangements, and recognition systems are accessible (Aguinis et al., 2012; Rees et al., 2013). Additionally, reports indicate that sustained opportunities for growth and advancement within the organizational context result in heightened levels of work engagement among employees (Glen, 2006).

### **Communal Orientation, Work Engagement, resilience, Interpersonal Conflict at Work and Demographic Variables**

Relationship between the demographic variables incorporated in the study and study variables is discussed as below:

#### ***Age***

Conducting a recent study, Fu (2023) delved into the impact of communal orientation on the well-being of frontline employees. The research unveiled a noteworthy positive correlation between an employee's communal orientation and their age. Notably, older employees exhibited a greater inclination towards communal orientation compared to their younger counterparts. In a separate study carried out by Khayesi & George (2011), which focused on entrepreneurs in Africa, the aim was to scrutinize the influence of communal orientation on resource acquisition.



Interestingly, the study's findings revealed no discernible differences in communal orientation across various age groups among individuals.

Further insights emerge from investigations on older employees. These individuals tend to be more motivated due to factors such as enhanced flexibility, autonomy, and favorable interpersonal relationships. As a result of these factors, they experience heightened satisfaction with their work relationships and demonstrate reduced engagement in conflicts with colleagues (Schieman & Reid, 2008). Consequently, these demographics display positive outcomes in terms of productivity, well-being, work performance, and creativity. Synthesizing these findings, it becomes evident that age contributes to the improvement of employee relationships, consequently amplifying work engagement (Rožman et al., 2017). Moreover, research conducted by Cohen and Baziliansky (2014) as well as Afshari et al. (2021) underscores that higher age aligns with greater resilience due to the accumulation of experience in managing challenging life events, ultimately enhancing an individual's capacity to effectively cope with stress.

### ***Gender***

The findings of Siu et al.'s study (2010) point to gender disparities in work engagement among Chinese workers. The study indicates that work engagement tends to be lower in females compared to males due to factors like excessive commitment and extrinsic motivation in the former. In contrast, males exhibit higher levels of hope and optimism, which correlates with their elevated work engagement. Schieman and Reid (2008) shed light on older males experiencing fewer conflicts in the workplace, attributed to their perceived authority figure status. Conversely, younger males encounter more conflicts, lacking the advantage of their gender and experience that older male counterparts enjoy.

The examination of gender-based differences in resilience yields mixed outcomes. While some studies argue for females demonstrating higher resilience (Davidson et al., 2005; McGloin & Widom, 2001), others suggest that males report superior levels of resilience (Campbell-Sills et al., 2009). These divergent findings could signify the presence of additional contributing factors to resilience that warrants exploration. Notably, Fu's research (2023) finds no significant gender disparity in

employee communal orientation. However, the study by VanYperen and Buunk (1991) contradicts this, asserting that females tend to be more communally oriented compared to males.

### ***Education***

A robust link exists between higher levels of education and increased resilience, as highlighted in the research by Cohen and Baziliansky (2014). This study reveals that nurses with graduate and postgraduate degrees exhibit greater resilience compared to their counterparts possessing only nursing certificates. However, various studies present differing perspectives regarding the impact of educational qualifications on employee engagement. These might be due to difference in the work type and cultural differences of different countries. In present study we are going to explore these differences in our cultural context. Research by Chaudhary and Rangnekar (2017), Sharma and Rajput (2017), and Avery et al. (2007) demonstrate no discernible effect of educational qualifications on employee engagement levels.

In contrast, Garg's investigation (2014), encompassing diverse industries in India, indicates a negative correlation between educational qualifications and employee engagement. This negative difference is important in the respect that our culture is more related to Indian culture so we will further explore these differences in our culture. Studies do not mention the difference in interpersonal conflict at work and communal orientation due to different level of education (De Simone et al., 2021; Losada et al., 2020; Bibi & Nawaz, 2012) but there might be some difference exist in our culture as particularly in Pakistan education immensely effect behaviors and thought patterns of individuals.

### ***Job Experience***

Attridges' study (2009) further underscores the notion that senior executives exhibit higher levels of engagement compared to other groups within organizations. This elevated engagement could be attributed to senior executives' access to job-related resources like autonomy, challenging tasks, information accessibility, growth opportunities, and authoritative responsibilities. Coetzee and Villiers (2010), examining employees in South African financial institutions, discovered that those in

permanent employment possess higher engagement levels than their counterparts in temporary contract positions. This distinction is attributed to the greater job security, resources, and efficacy experienced by permanent employees in navigating workplace challenges.

A positive connection between an employee's job experience and their communal orientation is also evident in research (Fu, 2023). Less experienced employees were anticipated to perceive higher levels of mistreatment, possess less control over their tasks, maintain weaker relationships with superiors, and consequently make more errors while interpreting their superiors' behavior as uncivil and discriminatory. The hypothesis asserted that less experienced workers would encounter more conflicts with their superiors compared to their more experienced counterparts. This supposition stems from the idea that novice workers encounter more task-related difficulties and have limited interactions with superiors, resulting in heightened stress and subsequently contributing to conflicts with superiors (Bibi & Nawaz, 2012). Similarly, Gillespie et al.'s (2009) study aligns with the current investigation by establishing a connection between years of experience and resilience. Nurses with more experience demonstrated better coping mechanisms for workplace stress and greater adaptability in the face of changes.

### **Communal Orientation, Work Engagement, Resilience and Interpersonal Conflict in Pakistan**

In a recent investigation conducted by Athar et al. (2022), the focal point was the examination of the influence of Aspirational Leadership on Organizational Citizenship Behavior. The study also delved into the mediating role played by Leader-Member Exchange and Communal Orientation in the direct relationship between Aspirational Leadership and Organizational Citizenship Behavior. The primary objective of this research was to dissect how Leadership Aspiration impacts Leader-Member Exchange, which subsequently influences Communal Orientation, eventually linking to Organizational Citizenship Behavior. Importantly, the results reveal a notable sequential mediation, where Leader-Member Exchange and Communal Orientation play mediating roles. In conclusion, the study not only provides insights

but also underscores the managerial implications that underscore the practical implementation of Organizational Citizenship Behavior from a managerial standpoint.

The study conducted by Fahd and Hanif (2018) delves into the potential mediation of emotional expression in the connection between communal orientation and the psychological well-being of married individuals. Employing a cross-sectional research design, the study examines various dimensions of psychological flourishing (both individual and relational) alongside communal orientation and emotion expressivity. The findings underscore the significance of communal orientation in predicting psychological flourishing. Furthermore, positive expressivity, negative expressivity, and impulse strength were identified as significant mediators between communal orientation and psychological flourishing. These insights offer valuable inputs for constructing relationship measures that encompass all the constituents essential for optimal functioning within marital relationships.

The concept of work engagement has garnered significant attention due to its positive influence on job performance and its role in mitigating turnover and burnout. An examination conducted by Farid et al. (2019) proposes that employees' perceptions of Corporate Social Responsibility (CSR) serve as a positive predictor for both Organizational Citizenship Behavior (OCB) and work engagement, with work engagement demonstrating a positive correlation with OCB. This study also reveals that both distributive and procedural justice mediate the constructive effects of employees' CSR perceptions on OCB and work engagement. CSR, encompassing voluntary interactions between organizations and their societal stakeholders, is a driving force behind this phenomenon.

Expanding the focus, Malik et al. (2020) made a noteworthy discovery that the perceived risk of terrorism holds a positive predictive relationship with fear of terrorism, which, in turn, negatively impacts work engagement. However, this negative influence is tempered by the presence of trait resilience. Specifically, the study demonstrated that individuals possessing higher levels of trait resilience exhibited weaker negative effects of perceived terrorism risk and fear on work engagement compared to those with lower resilience levels. This contribution to the literature sheds light on how an individual's capacity to stay psychologically engaged

in their work can be hampered by perceptions of terrorism risk and fear, highlighting the moderating role of trait resilience.

Amid the pandemic, a distinct study unearthed that the mental health of elderly employees, even those devoid of medical complications, suffered, resulting in diminished work engagement. This research encompassed three countries: China, Pakistan, and the UK. This study aligns with prior literature, underlining that the challenges stemming from COVID-19 can substantially impact the mental well-being of aging employees. Notably, this study introduces a fresh perspective that addresses the gap in understanding the effects of COVID-19 on the well-being and work engagement of older yet healthy employees (Abbas & Zhiqiang, 2020).

Turning attention to another exploration by Sarwar et al. (2020), findings indicated the positive influence of ethical leadership and ethical culture on employee well-being, work engagement, and financial performance. Notably, ethical culture exhibited a relatively more robust impact on financial performance. Furthermore, the outcomes unveiled that the influence of ethical leadership on the well-being of Italian employees was stronger than that on Pakistani employees. Conversely, the connection between ethical leadership and work engagement emerged as stronger among Pakistani employees.

The exploration of factors contributing to employee resilience has gained traction, yet a gap exists in researching the role of HR practices in enhancing this resilience. Focusing on Pakistan's telecommunications sector and employing qualitative methodology, a study delves into the impact of HR practices on employee resilience. The study reveals that four core HR practice domains – job design, intra-organizational information sharing, employee benefits encompassing both monetary and non-monetary aspects, and opportunities for employee development – play a pivotal role in fostering employee resilience. Consequently, the effective implementation of HR practices within these domains emerges as the linchpin in nurturing employee resilience (Khan et al., 2019).

In Pakistan, female journalists face heightened vulnerability due to safety risks, sexual harassment, and gender-based discrimination. Over the past decade, incidents of attacks and harassment targeting female journalists have surged. Despite

these challenges, the resilience of Pakistani female journalists working within a hostile and prejudiced environment remains inadequately explored. Anchored in postcolonial feminist theory, this study undertakes an investigation into the lived experiences of Pakistani female journalists subjected to sexual harassment, threats, and discrimination. The research also delves into the repercussions of these experiences on the female journalists and their profession. To achieve these objectives, the study utilizes qualitative methods, employing in-depth interviews and focus group discussions, and subsequently conducts a thematic analysis of the qualitative data (Jamil, 2020).

The study conducted by Yasmeen et al. (2020) focuses on the relationship between structural empowerment and interpersonal conflict, investigating whether this relationship is influenced by cultural diversity. The authors posit that structural empowerment has a positive connection with interpersonal conflict, and this connection varies based on the level of cultural diversity. Using survey data from 351 employees of international NGOs in Pakistan, the results establish significant positive links between cultural diversity, structural empowerment, and interpersonal conflict. The study highlights that in organizations marked by high cultural diversity, the association between structural empowerment and interpersonal conflict is more pronounced, and vice versa. This research contributes by offering empirical evidence within the collectivist context of Pakistan and extending scholarly understanding through the introduction of cultural diversity as a contingency in the relationship between structural empowerment and interpersonal conflict.

The study conducted by Parach et al. (2017) delves into the intricate relationship between workplace bullying, interpersonal conflict, and deviant work behavior among nurses in the public sector of Pakistan. This inquiry involved data collection from 277 nurses employed in government hospitals through convenience sampling. The outcomes reveal a significant connection between workplace bullying and deviant work behavior among nurses. Moreover, this relationship is mediated by interpersonal conflict factors such as negative emotional reactions, perceived disagreements, and interference from and towards colleagues. The study concludes by discussing the implications of these findings for hospital administrators and also suggests potential avenues for future research in this domain.

In light of the limited attention South Asian organizations pay to workforce diversity's impact on public-sector performance, a research effort seeks to comprehend this relationship. Focusing on the role of interpersonal conflict as a mediator and supportive leadership as a moderator, this study aims to elucidate how workforce diversity influences contextual performance within collectivist, high power distance cultures. The findings highlight the partial mediation of interpersonal conflict between workforce diversity and contextual performance. Additionally, the moderating influence of supportive leadership in the presence of interpersonal conflict is established. This paper contributes to the South Asian region's understanding of social identity theory, reinforcing its relevance within the context of Pakistan (Paul et al., 2023).

### **Proposed Model of the study**

In the current study, the theoretical framework known as the Theory of Resilience and Relational Load (TRRL) serves as the foundation to establish the connections between the variables under investigation. Drawing inspiration from the theory of emotional capital (Feeney & Lemay, 2012), TRRL postulates that sustained investment in relationships over time through continuous relationship maintenance accumulates a reservoir of positive emotions that can be drawn upon during periods of stress (Afifi et al., 2016; Driver & Gottman, 2004). TRRL asserts that consistent validation of relational partners and family members leads to the accumulation of emotional capital, serving as a buffer for relationships. This theory extends the concept by proposing that individuals with a communal orientation towards stress and life in general are more inclined to invest in their relationships and foster emotional reserves through repeated communicative maintenance strategies (Afifi et al., 2016).

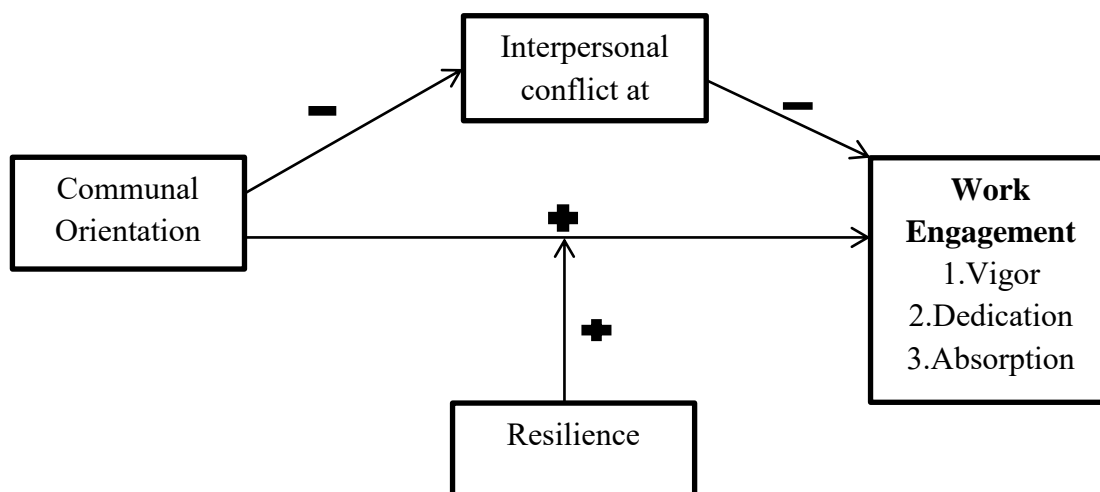
The possession of positive emotional reserves likely influences how individuals perceive relationally stressful situations, aligning with the Broaden and build theory (Fredrickson, 2013). This mindset encourages the use of communication patterns that uplift partners and sustain relationships. Such secure appraisals and behaviors amid stress are poised to cultivate resilience, potential growth, reduced perceived and physiological stress, and overall health. Anchored in prior research, the present study constructs a model that establishes the relationships between variables

including communal orientation, resilience, interpersonal conflict, and work engagement. Individuals with a communal orientation are expected to experience positive effects in the workplace due to secure appraisals, ultimately fostering increased work engagement.

Interpersonal conflict plays a role in diminishing the strength of the connections between communal orientation and work engagement. It achieves this by depleting the emotional reserves that are typically built through relationship maintenance efforts. Consequently, this depletion fosters a heightened sense of threat appraisals. These threatening appraisals then set the stage for communication patterns that further drain cognitive, emotional, and relational resources, ultimately intensifying stress levels. In essence, the presence of interpersonal conflict exacerbates the negative impact on the relationship between communal orientation and work engagement by disrupting the emotional resources accrued through relationship maintenance activities.

The Broaden and Build theory, initially introduced by Fredrickson (2013), proves insightful in the context of resilience. This theory proposes that individuals with high levels of resilience experience positive emotional states that broaden their cognitive focus and attention. These emotions set in motion an "upward spiral" towards greater emotional well-being. In alignment with this theory, resilient individuals leverage protective elements like positive emotions to rebound from challenges and derive positive meaning even from stressful situations, such as those encountered in the workplace (Tugade & Fredrickson, 2004).



**Figure 1***Proposed Model of the study*

*Note.* The figure demonstrated the proposed conceptual model of the present study based on previous literature.

Communal Orientation is derived as predictor of work engagement on the basis of previous literature and a proposed model have been established to validate in present study. All the variables of the study will be measured through standardized tools.

### **Rationale of the Study**

The present study was structured within the framework of the Theory of Resilience and Relational Load (TRRL; Afifi et al., 2016). The primary objective of this study was to investigate the significance of relationships in aiding individuals' coping mechanisms when faced with workplace-related stressors. At the core of TRRL is the notion that relationships that consistently exhibit positive relational maintenance behaviors tend to demonstrate greater resilience when confronted with stressors (Afifi & Harrison, 2017; Afifi, 2018). In certain cases, service providers might even be considered stressors due to inadequate recognition and excessive workloads within organizations.

This study aimed to unravel the interplay among communal orientation, interpersonal conflict in the workplace, resilience, and work engagement for service providers within their respective organizations. This exploration holds the potential to unveil insights with important implications for theory, research, and practical applications. By implementing the TRRL framework within a workplace context, the study aimed to assess the influence of resilience and interpersonal conflict on the connection between communal orientation and work engagement. Enhancing employee work engagement can lead to improved individual productivity and, by extension, greater organizational performance. Thus, this study holds the potential to aid organizations in enhancing work performance by devising strategies that foster positive relationship orientations among employees.

A substantial and expanding body of research spanning various fields has unveiled the positive connections between work engagement and organizational outcomes. These outcomes encompass improved job performance, heightened productivity, enhanced service quality, increased job satisfaction, and a reduction in turnover intentions (Bakker et al., 2011; Wan et al., 2018). To pinpoint predictors of engagement, scholars have categorized them into three tiers: organizational, task-related, and individual (Bakker et al., 2014). Additionally, previous research has indicated that resilience can be nurtured through workplace support.

However, the intricate influence of individuals' relationships and their relational orientation on behavioral outcomes within the workplace has not received the attention it deserves. This gap in understanding paves the way for the current study, which seeks to address this void by delving into the relationship between communal orientation and work engagement. The Theory of Resilience and Relation Load posits that individuals with a communal orientation adeptly manage stressors through effective communication, subsequently bolstering their resilience (Afifi et al., 2016). This heightened resilience, in turn, aligns with positive health outcomes. Through this lens, the study strives to shed light on how communal orientation is linked to work engagement, enhancing our grasp of the intricate interplay between individual relationships, orientation, resilience, and work-related outcomes.

In the pursuit of achieving service excellence, organizations must ensure that the customer services rendered by their employees, particularly those on the frontline (referred to as customer-contact employees) effectively cater to clients' needs and expectations. Given that customer-contact employees represent the organization during service interactions, their attitudes and behaviors wield significant influence over customers' perceptions of service quality and subsequent satisfaction (Bettencourt et al., 2001). Customer-contact employees who are successful in elevating customer satisfaction levels often exhibit qualities of energy, dedication, and immersion in their work, which together manifest as a phenomenon termed work engagement (Salanova et al., 2005; Schaufeli and Bakker, 2004).

Our study is driven by two primary objectives. Firstly, we seek to contribute to a relatively less explored domain – the positive implications of communal orientation within organizational contexts. In response to the call for researchers to extend their focus beyond the examination of communal orientation solely in family systems, we aim to shed light on its constructive effects within organizations. Specifically, we investigate how communal orientation can yield positive contributions, specifically to the work engagement of service providers. Our interest lies not only in understanding the direct positive relationship between communal orientation and work engagement but also in comprehending how this connection is influenced by other factors, such as resilience and interpersonal conflict in the workplace.

We hold the belief that the socio-cultural contexts in which service providers operate play a pivotal role in shaping the dynamics between communal orientation and its outcomes. Consequently, we delve into the role of interpersonal conflict as a mediating factor that impacts the relationship between communal orientation and work engagement, as well as the connection between resilience and work engagement, within telecommunication centres in Pakistan. Nonetheless, empirical research on whether communal orientation among these individuals contributes to the resolution of interpersonal conflicts or enhances work engagement remains limited. Thus, the present study seeks to uncover whether individuals with communal orientation indeed foster more satisfying relationships across diverse interpersonal dynamics in their workplace.

# **METHOD**

## Chapter 2

### Method

The current study adopts a quantitative approach with the objective of investigating the interconnections among various variables concerning service providers in a workplace setting. The focal variables under scrutiny encompass communal orientation, work engagement, resilience, and interpersonal conflict at the workplace. The study is structured in two distinct phases. In Phase-I, termed as the "Try out" phase, the primary aim is to assess the psychometric properties of the instruments used in the study. This phase serves as a preparatory step to ensure the reliability and validity of the measurement tools. Phase-II involves the examination of relationships among the aforementioned study variables and is also recognized as the hypothesis testing phase. This phase employs a cross-sectional survey research design to scrutinize the proposed hypotheses.

Through this design, the study evaluates the anticipated relationships, explores mediation effects, and investigates moderation models. The ultimate goal is to validate or refute the hypotheses formulated. The findings of the study are subsequently presented and discussed, offering insights into the observed relationships among the variables. The discussion segment includes implications drawn from the findings and potential recommendations for practical applications. Additionally, the study contributes to the realm of research by suggesting potential avenues for future studies in this domain.

### Objectives

1. To determine psychometric properties of study instruments.
2. To see the relationship between communal orientation, resilience, work engagement and interpersonal conflict at work place among customer service providers.
3. To see the role of communal orientation, resilience and interpersonal conflict at work place in predicting work engagement among customer service providers.

4. To see mediating role of interpersonal conflict at work place for the relationship between communal orientation and work engagement among customer service providers.
5. To see moderating role of resilience for the relationship between communal orientation and work engagement among customer service providers.
6. To see demographic (gender, age, family system, education, job experience and monthly income) related differences on study variables among customer service providers.

### **Hypotheses**

1. Communal orientation and resilience are positively related with work engagement among customer service providers.
2. Communal orientation is negatively related with interpersonal conflict among customer service providers.
3. Resilience is negatively related with interpersonal conflict among customer service providers.
4. Interpersonal conflict is negatively related with work engagement among customer service providers.
5. Interpersonal conflict acts as mediator between communal orientation and work engagement among customer service providers.
6. Resilience acts as a moderator between communal orientation and work engagement among customer service providers.

### **Operational Definitions of Constructs**

#### ***Communal orientation***

Communal orientation refers to the predisposition to be sensitive to the problems of others and to help them predominantly in response to their needs and out of care of their wellbeing (Clark & Finkel, 2005). In this study communal orientation was assessed by Communal Orientation Scale (Mills et al, 2004). Total score on COS predicts Communal Orientation toward others. Higher Scores depict higher Communal Orientation.

### ***Work Engagement***

Work engagement is defined as a positive, fulfilling, work related state of mind this is characterized by vigor, dedication and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive effective cognitive state that is not focused on any particular object, event individual, or behavior (Schaufeli et al, 2002). Work engagement was measured by the scores obtained on Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2006). Higher score on scale indicated higher work engagement among service providers.

### ***Resilience***

Resilience is defined as the ability to bounce back, or the ability to adapt to stressful Circumstances (Smith et al., 2008). Resilience will be measured by using brief resilience scale in which higher scores depict higher resilience (Smith et al., 2008).

### ***Interpersonal Conflict at work***

Interpersonal conflict at workplace has shown to be one of job stressors. It explains how well the employee gets along with others at work, specifically getting into arguments with others and how often others act nasty to the respondent. This construct is measured by using Interpersonal conflict at workplace scale (ICAWS). Higher scores represent frequent conflicts with others (Spector & Jex, 1998).

## **Instruments**

### ***Communal Orientation Scale***

Communal orientation of participants was measured by the Communal Orientation Scale (COS; Mills et al, 2004). The 14-item scale evaluates an individual's inclination to be responsive and sharing with the partner and expects the same from the partner. Each item of the scale was rated on 5-point scale where 1= extremely uncharacteristic of me, 2= *uncharacteristic of me*, 3= *neutral*, 4 = *characteristic of me* and 5 = *extremely characteristic of me*. Scoring of the scale is done on continuous basis. Items 3, 4, 6, 9, 10, 12, and 13 measured the negative

scored items. Reliability of the scale measured with Cronbach's alpha reliability yielded satisfactory reliability ( $\alpha = .71$ ).

### ***Work Engagement***

To measure employee engagement, the Utrecht Work Engagement Scale (UWES) was used (Schaufeli et al., 2006). The UWES includes three dimensions of engagement—vigor (6 items), dedication (5 items), and absorption (6 items)—to comprise a 17-item measure. Examples include, “At my work, I feel bursting with energy” (vigor), “I find the work that I do full of meaning and purpose” (dedication), and “Time flies when I am working” (absorption). Responses were rated on a scale ranging from 1 (*never*) to 6 (*always, every day*). Higher aggregate scores indicate higher levels of engagement. The UWES has been shown to have internal consistencies ranging between .80 and .90.

### ***Resilience***

Service providers perceived resilience was assessed with the six items scale Brief Resilience Scale developed by Smith et al. (2008). The BRS (Smith et al., 2008) is a 6-item measure of resilience, focusing on the ability to recover from stress and adversity. Responses are rated on a 5-point Likert scale from *Strongly Disagree* (1) to *Strongly Agree* (5). The higher the mean BRS score the more resilient the respondent is. BRS is a single factor scale. Half of the items are reversed scored to avoid response bias (Cronbach, 1950). Smith et al. (2008) reported Cronbach's alpha from .80 - .91 over four samples. Items 2, 4, 6 were reversed in all analyses, as proposed by Smith et al. (2008) to avoid desirability response bias (Cronbach, 1950).

### ***Interpersonal Conflict***

Interpersonal conflict at work scale was measured using a four-item scale developed by Spector and Jex (1998) that probes the frequency of situations involving workplace conflict (ranging from 1 = “less than once per month” to 5 = “several times per day”). This scale captures hostile incidents with co-workers and includes, according to the definition of interpersonal conflict at work, two-way negative interactions (e.g. how often do you get into arguments with others at work?). The reliability of this scale was assessed by computing the coefficient alpha and analyzing



the item-to-item correlation. The estimated reliability was .73, suggesting internal consistency.

### ***Consent Form***

An elaborative consent form specifying an introductory note about the broader objectives of present study was designed to be presented in the beginning of the questionnaire booklet. As participants in social survey the consent form also educates the respondents about their ethical rights. It further addresses the ethical considerations related to informed consent and confidentiality which are essential to be shared with the respondents. At the end, researcher's contact details were also given for any query or concern to be shared by the respondents.

### **Sample**

The research population was focused on employees who currently working as customer service providers in two Pakistani cities (Islamabad and Rawalpindi). Sample size will be ( $n=400$ ) with (71.6%) men and (28.2%) women participants. Purposive convenience sampling technique will be used for data collection in this study, in which data will be collected from the service providers of telecommunication centres of Islamabad and Rawalpindi. The demographics used in this research are; gender, age, qualification, job experience, marital status, family system and monthly income. Inclusion criteria include employees who must be working from past 6 months. Sample details have been given in table 8.

### **Procedure**

The participants in this study were approached following the formal authorization granted by the respective organizational authority. Prior to their participation, individuals were invited to join the study on a voluntary basis. The survey instrument comprised various sections, including a demographic sheet, communal orientation scale, Utrecht work engagement scale, interpersonal conflict at work scale, and brief resilience scale. To commence the study, official permission was secured from the relevant telecommunication centres in Rawalpindi and Islamabad. The customer service workers were then selected through purposive sampling, targeting individuals with specific characteristics.

The study's purpose was communicated transparently to the potential participants. They were assured that all the information provided would remain strictly confidential and not be used against them in any manner. With the participants' willingness and understanding, written informed consent was obtained. Participants were made aware of their right to withdraw from the study at any point if they felt uneasy, although they were encouraged to participate willingly and enthusiastically. Subsequently, each participant received a copy of the booklet containing the demographic sheet and the various scales. Clear instructions and guidance were provided to address any inquiries. The questionnaires were designed for quantitative evaluation, and scores were computed based on the responses. Upon completion, participants were expressed gratitude for their time and valuable input.

## **RESULTS**

### **Phase I: Try out**

In the present study the constructs explored are communal orientation, work engagement, resilience and interpersonal conflict. The primary purpose of phase I which is pilot study and it was done to determine reliability and internal consistency of instruments.

#### **Objectives**

Main objectives of Pilot study are as follows:

1. To determine the psychometric properties including internal consistency and reliabilities of the instruments of the study.
2. To determine initial pattern of relationship among study variables, intra-scale correlation would be calculated.

#### **Sample**

The Sample of Pilot study is consisted of 100 Customer Service Providers of Telecommunication centres including Males (n = 63) and females (n = 37) with age more than 18 years. Sample was selected from telecom centres of Islamabad and Rawalpindi through purposive sampling. Sample was selected through certain criteria

#### ***Inclusion Criteria***

Customer service providers directly involved in customer dealing. At least six months of experience in current job.

#### ***Exclusion Criteria***

Customer service providers who have experience less than six months were not included in the study. Employees that works in administration, management or a very particular area with no direct interaction with customers were not included in the study.

### *Demographic Sheet*

All participants provided demographic information regarding age, gender, marital status, education, individual monthly income, family system, marital status, current job experience and overall work experience are given as follows:

**Table 1**

*Demographic Characteristics of Customer Service Providers (N = 100)*

Variables	<i>n</i>	%	Variables	<i>n</i>	%
Gender			Family System		
Men	63	63	Nuclear	37	37
Women	37	37	Joint	63	63
Marital Status			Education		
Married	28	28	Undergraduates	47	47
Unmarried	72	72	Graduates	53	53
Monthly Income			Work Experience		
(Range 25000-100000)	M(40584.1)	SD(22006.4)	1-5 years	70	70
Age in Years			6-10 years	20	20
(Range 18-41)	M(26.4)	SD(5.6)	>10 years	10	10

Table 1 demonstrate the distribution of all demographic characteristics in terms of frequencies and percentages. Out of the total sample ( $n=100$ ), there were 63 men customer service workers and 37 women customer service workers participated in the study. Age range was 18 to 41 years. Out of 100 participants the percentage of unmarried (72%) participants was greater than married (28%) participants. There were ( $n=47$ ) undergraduates and ( $n=53$ ) graduates in the study. Participants from joint families (63%) are more than participants from nuclear families (36%). Monthly income range from 25000 to 100000 and range of work experience is 1 to 20 years. Job experience of participants till 5 years is (70%), from 6 to 10 years is (20%) and more than 10 years is (10%).

## **Procedure**

The booklet utilized in this study encompassed several sections, namely a demographic sheet, the Communal Orientation scale, the Utrecht Work Engagement scale, the Interpersonal Conflict at Work scale, and the Brief Resilience scale. The study's initiation involved securing formal permissions from the relevant telecommunication centres located in Rawalpindi and Islamabad. Customer service workers were then selected for participation through purposive sampling. A clear elucidation of the study's objectives was provided to the chosen participants. Their confidentiality was assured; emphasizing that any information shared would remain confidential and not be exploited against them. With participants' willingness and understanding, written informed consent was collected.

It was explicitly communicated that participants held the right to withdraw their participation at any point if they felt uncomfortable. However, they were encouraged to engage wholeheartedly if they felt inclined to do so. Upon consenting, participants received a copy of the booklet, which comprised the demographic sheet along with the various scales. Adequate instructions were given to address any queries and concerns. The questionnaires were structured for quantitative assessment, with scores computed based on responses. Upon completion, participants were sincerely appreciated for their valuable time and contribution to the study.

## Results

A pilot study was conducted to assess the psychometric characteristics of the measurement instruments, and to confirm and validate the factor structure of the model, factor analysis was employed. Descriptive statistics were utilized to examine the data distribution. Additionally, the psychometric properties of the scales were evaluated, and the Cronbach's alpha reliabilities were computed to assess the internal consistency of the scales. The item total correlation was computed to gauge the coherence of individual items with the overall scale. In order to explore the relationships among the study variables, Pearson correlation analysis was employed. This analysis helped in assessing the strength and direction of associations between the variables under investigation. Through these methodological approaches, the study aimed to establish the reliability and validity of the measurement tools, verify the proposed model's structure, and uncover the connections among the variables of interest.

### Descriptive Analysis of Measures

Test of normality was applied to see normal spread of descriptive statistics on communal orientation, work engagement, resilience and interpersonal conflict at workplace by computing mean, standard deviation, Cronbach's alpha reliabilities, Skewness and kurtosis for sample of customer service providers ( $n=100$ ). Table 2 shows the descriptive statistics of all scales and their subscales.

Table 2 demonstrate the psychometric properties for the research instruments. It indicates the number of items belonging to each scale along with the mean, standard deviation, alpha reliability coefficient range of scores, comprising of both actual and potential ranges, Skewness and kurtosis. The finding provides evidence for significant higher reliabilities of research instruments except Communal Orientation Scale (.63) and Brief Resilience Scale (.61). According to Perry et al. (2004) reliability above .50 shows moderate reliability which is acceptable. The mean scores for the variables indicates that the score lie closer to the lower end of the curve; that is, the majority of the participants have lower score on communal Orientation, Interpersonal Conflict at work and Resilience while they have scored higher on Work Engagement. Table indicates that the values of Skewness and kurtosis are in desired range of +3 to -3.

**Table 2**

*Alpha Reliabilities and descriptive statistics of the scales of Communal Orientation scale, Utrecht Work Engagement scale, Interpersonal Conflict at Work scale and Brief Resilience Scale (N = 100)*

Scales	<i>k</i>	$\alpha$	<i>M</i>	<i>SD</i>	Kurt.	Skew.	Range	
							Potential	Actual
<b>COS</b>	14	.63	34.62	6.61	.42	.24	14-70	18-58
<b>UWES</b>	17	.74	73.29	13.48	-.42	-.53	17-102	37-102
Vigor	6	.62	26.29	5.40	-.06	-.65	6-36	10-36
Absorption	5	.63	21.97	4.46	-.41	-.57	5-30	5-30
Dedication	6	.68	24.82	5.59	-.08	-.48	6-36	6-36
<b>ICWS</b>	4	.86	28.29	6.31	-.69	-.74	4-20	7-20
<b>BRS</b>	6	.61	15.17	3.59	.40	.16	6-30	6-27

*Note.* *k*= No of Items, *M*= Mean, *SD*= Standard Deviation,  $\alpha$ = Alpha Reliabilities, COS= Communal Orientation Scale, UWES= Utrecht Work Engagement Scale, ICWS= Interpersonal Conflict at Work Scale and BRS= Brief Resilience scale.

### Item Total Correlation

Item total correlation is used to check the item consistency and reliabilities of all the scales and subscales used in this study.

**Table 3**

*Item-Total correlation of Communal Orientation Scale-14 items (N = 100)*

Item No.	<i>r</i>	Item No.	<i>R</i>
1.	.35**	2.	.39**
3.	.50**	4.	.43**
5.	.30**	6.	.52**
7.	.40**	8.	.43**
9.	.42**	10.	.40**
11.	.28**	12.	.37**
13.	.31**	14.	.44**

*Note.* \*\**p*<.01



Table 3 demonstrates the results of item-total correlation for 14 items of Communal Orientation Scale. Item total correlations were carried out on sample (N=100) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for COS have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 4**

*Item-total Correlation of Utrecht Work Engagement Scale-17 items (N = 100)*

Item No.	<i>r</i>	Item No.	<i>r</i>	Item No.	<i>R</i>
Vigor		Dedication		Absorption	
1.	.56**	2.	.41**	3.	.49**
4.	.66**	5.	.62**	6.	.56**
8.	.59**	7.	.64**	9.	.66**
12.	.51**	10.	.59**	11.	.65**
15.	.45**	13.	.35**	14.	.70**
17.	.47**			16.	.43**

Note. \*\*p<.01

Table 4 demonstrates the results of item-total correlation for 17 items of Utrecht Work Engagement Scale. Item total correlations were carried out on sample (N=100) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for WES have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 5**

*Item-Total Correlation of Interpersonal Conflict at Work Scale-4 items (N=100)*

Item No.	<i>R</i>
1.	.66**
2.	.70**
3.	.77**
4.	.83**

Note. \*\*p<.01

Table 5 demonstrates the results of item-total correlation for 4 items of Interpersonal Conflict at Work Scale. Item total correlations were carried out on sample (N=100) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for ICWS have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 6**

*Item-Total Correlation of Brief Resilience Scale-6 items (N=100)*

Item No.	R
1.	.46**
2.	.69**
3.	.61**
4.	.61**
5.	.05
6.	.60**

Note. \*\*p<.01

Table 6 demonstrates the results of item-total correlation for 6 items of Brief Resilience Scale. Item total correlations were carried out on sample (N=100) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for BRS have significant positive with total scores indicating a significant internal consistency of the entire scale. Item 5 has not shown any significant relationship with the scale. It may be because the participants have some problem in understanding the item. Item 5 is retained for the main study and to be tested for decision in main study before hypothesis testing.

### **Relationship Between Demographics and Study Variables**

The correlation between demographic variables (i.e. age, education, income and job experience) and study variables (i.e. communal orientation, work engagement, resilience and interpersonal conflict among customer service providers) was evaluated using product moment correlation.

Table 7 indicates inter-correlation of demographics and study variables and dimensions of correlation matrix is generated to determine the direction and strength of relationship across all the study variables. Age has significant positive correlation with all variables except interpersonal conflict at workplace and resilience. Education has significant positive correlation with income; job experience and resilience, while significant negative correlation with interpersonal conflict. Income also has significant positive correlation with job experience and work engagement. Findings also reveals that communal orientation is significantly positively correlated with work engagement and significantly negatively correlated with interpersonal conflict. Work engagement has significant positive correlation with communal orientation and resilience while significant negative correlation with interpersonal conflict at work place. Interpersonal conflict at work and resilience are also significantly negatively correlated with each other.

**Table 7**

*Correlation between scales and subscales of Communal Orientation Scale (COS), Utrecht Work Engagement Scale (UWES), Interpersonal Conflict at Work Scale (ICWS) and Brief Resilience Scale (BRS) Among customer Service Providers (N=100)*

No.	Scales	M	SD	1	2	3	4	5	6	7	8	9	10	11
1	Age	26.42	5.64	-										
2	Education	14.63	1.86	.37**	-									
3	Income	40584.11	22006.40	.46**	.17*	-								
4	Job experience	4.21	4.57	.80**	.23*	.57**	-							
5	<b>CO</b>	34.61	6.60	.16*	.01	.02	.06	-						
6	<b>WE</b>	73.28	13.4	.21**	.04	.14*	.26**	.20**	-					
7	Vigor	26.17	5.04	.23**	.05	.11	.25**	.18**	.87**	-				
8	Dedication	22.01	4.64	.20**	.03	.13*	.27**	.18**	.83**	.58**	-			
9	Absorption	24.75	5.48	.21**	.03	.13*	.23**	.17*	.89**	.66**	.60**	-		
10	<b>ICW</b>	13.28	6.31	-.06	-.21**	-.08	-.11	-.19**	-.46**	-.40**	-.42**	-.38**	-	
11	<b>Resilience</b>	15.17	3.58	.02	.15*	.01	.01	.06	.29**	.31**	.21**	.24**	-.36**	-

*Note.* M= Mean; SD= Standard Deviation; COS= Communal Orientation; UWE= Work Engagement; ICW=Interpersonal Conflict at work; \*p<.05; \*\*p<.01.

## Discussion

The primary aim of the pilot study was to establish the psychometric properties of the study instruments. During the pilot study, the finalized questionnaire booklet was administered to a sample of customer service providers from telecommunication centers. The trial results revealed that participants did not encounter any difficulties in comprehending the scales or encountering issues with specific items. Following this review, all research instruments utilized in the study were deemed comprehensive and suitable for further application. Data were collected from a sample of 100 customer service providers in person. Descriptive analysis was conducted to calculate various statistical measures, including means, standard deviations, ranges, skewness, and kurtosis. The calculated means and standard deviations indicated that deviations from the mean were within the expected range. Skewness and kurtosis values indicated that the data exhibited a normal distribution.

Furthermore, the study calculated reliability estimates to assess the consistency of the instruments employed. Alpha coefficients were computed for all scales, revealing acceptable levels of internal consistency. Although the alpha reliabilities were above .60, they did not demonstrate excellent internal consistency for the items. This could be attributed to the relatively small dataset used in the pilot study, and it is anticipated that the main study's larger dataset will yield improved reliabilities. As per Perry et al. (2004), reliability exceeding .50 indicates a moderate level of reliability, which is deemed acceptable. (Refer to Table 2 for details). The study also conducted item-total correlations for all scales and subscales, which provided further confirmation of the measures' reliability. This analysis aimed to assess the extent to which individual items in each scale correlated with the overall scale scores.

The results presented in Table 3 demonstrated that all items within the communal orientation scale exhibited significant and positive correlations with the total scale score. Similarly, as depicted in Table 4, all items within the Utrecht Work Engagement scale (including its subscales) displayed significant positive correlations with the total scale scores. Table 5 highlighted that all items within the Interpersonal Conflict at Work scale also exhibited significant positive correlations with the total scores, indicating a strong internal consistency of the scale. Lastly, Table 6 displayed

the item-total correlations for the Brief Resilience scale, revealing that most items were significantly and positively correlated, except for one item (Item no. 6) that displayed non-significant correlation. This particular item was retained for the main study pending a final decision. Through this comprehensive analysis of item-total correlations, the study established a consistent pattern of positive associations between individual items and their respective scales, further reinforcing the reliability and internal consistency of the measurement instruments.

Table 7 presents the correlation between demographic variables and the study variables. The results indicate several significant correlations that shed light on the relationships between these factors. Communal orientation and resilience are positively correlated with work engagement, while they show a negative correlation with interpersonal conflict at work. These findings can be logically explained by considering that individuals with a communal orientation tend to have better interpersonal qualities that foster positive social connections, and resilient individuals possess the ability to cope with challenges, thereby mitigating the negative impact of stress.

Furthermore, the results reveal that age has a significant positive correlation with communal orientation and work engagement. Education is positively correlated with resilience but negatively correlated with interpersonal conflict at work. Additionally, income and job experience are both significantly positively correlated with work engagement. These findings could potentially be explained by the fact that senior executives and individuals with higher income and more job experience often possess job-related resources that contribute to increased engagement, including autonomy, challenging tasks, access to information, growth opportunities, and authority. By analyzing the correlations between demographic and study variables, the study gains insights into the relationships between these factors, contributing to a more comprehensive understanding of the dynamics at play within the context of the research.

## **Conclusion**

The primary focus of the current study was to establish confidence in the measurement tools used, which included the Communal Orientation scale, Brief Resilience scale, Interpersonal Conflict at Work scale, and Utrecht Work Engagement scale. A pilot study was conducted to assess the psychometric properties of these scales,

and the results obtained were found to be satisfactory. Psychometric properties of the scales were thoroughly examined during the pilot study to ensure their reliability and validity. The obtained data was subjected to analysis, and the outcomes indicated that the scales utilized in the study demonstrated good reliability, indicating their suitability for use in the main study. To evaluate the reliability of the scales, item-total correlations were calculated, providing insight into the consistency of the items within each scale. Additionally, the study assessed the correlations between the study variables, which were found to align with the expected directions. This suggests that the study's measurement tools effectively captured the intended constructs. In summary, the pilot study verified the reliability and feasibility of the scales employed, and no significant issues were identified except for the item total correlation of one item within the Brief Resilience scale. This item is scheduled for further evaluation and decision-making before the commencement of hypotheses testing in the main study. The pilot study's positive outcomes contribute to building confidence in the research methodology and measurement instruments.

## **Phase II. Main Study: Relationship Between Communal Orientation, Work Engagement, Resilience and Interpersonal Conflict at Work Among Customer Service Providers**

Study II of the current research was designed to investigate the relationships among communal orientation, work engagement, resilience, and interpersonal conflict. The primary objective of this chapter was to conduct hypothesis testing and assess the influence of various demographic variables on these relationships. The analysis was conducted in a structured manner, as outlined below.

First, the psychometric properties of all five scales and their subscales were established through the computation of alpha reliability coefficients. This step aimed to ensure the reliability and consistency of the measurement tools used in the study. Following that, bivariate correlation analysis was performed to examine the relationships between the study variables. This analysis helped in understanding the interplay between communal orientation, work engagement, resilience, and interpersonal conflict among customer service providers. To further validate the reliability of the scales and subscales, item-total correlations were computed once again during the main study phase.

The predictability of the outcome variable was assessed through multiple linear regression analysis. This statistical technique enabled the study to determine how well the independent variables (communal orientation, resilience, and interpersonal conflict) predicted the dependent variable (work engagement). In order to explore potential mediation and moderation effects, the Hayes Process Macro (2013) was employed. This analytical tool allowed for the examination of whether certain variables played a mediating or moderating role in the relationships under study.

Lastly, the analysis extended to assessing demographic-related differences. This was achieved through t-tests and ANOVA (analysis of variance), which helped determine whether there were significant differences in the study variables based on demographic characteristics. By conducting a structured series of analyses as outlined above, Study II aimed to comprehensively explore and understand the complex relationships among communal orientation, work engagement, resilience, interpersonal conflict, and demographic factors among customer service providers.



## **Objectives**

1. To see the relationship between communal orientation, resilience, work engagement and interpersonal conflict among customer service providers.
2. To see the role of communal orientation, resilience and interpersonal conflict in predicting work engagement among customer service providers.
3. To see mediating role of interpersonal conflict for the relationship between communal orientation and work engagement among customer service providers.
4. To see moderating role of resilience for the relationship between communal orientation and work engagement among customer service providers.
5. To see demographic (gender, age, family system, education, job experience and monthly income) related differences on study variables among customer service providers.

## **Hypotheses**

1. Communal orientation and resilience are positively related with work engagement among customer service providers.
2. Communal orientation and resilience are negatively related with interpersonal conflict at work among customer service providers.
3. Interpersonal conflict at work is negatively related with work engagement among customer service providers.
4. Interpersonal conflict at work acts as mediator between relationship of communal orientation and work engagement among customer service providers.
5. Resilience acts as a moderator between relationship of communal orientation and work engagement among customer service providers.

## **Sample**

The Sample of Main study is consisted of 400 Customer Service Providers of Telecommunication centres including Males ( $n = 287$ ) and females ( $n = 114$ ) with age more than 18 years. Sample was selected from telecom centres of Islamabad and Rawalpindi through purposive sampling. Sample was selected through certain criteria

### ***Inclusion Criteria***

Customer service providers directly involved in customer dealing. At least six months of experience in current job.

### ***Exclusion Criteria***

Customer service providers who have experience less than six months were not included in the study. Customer service providers that works in administration, management or a very particular area with no direct interaction with customers were not included in the study.

### **Demographics**

All participants provided demographic information regarding age, gender, marital status, education, individual monthly income, family system, marital status, current job experience and overall work experience are given as follows:

**Table 8**

*Demographic Characteristics of Customer Service Providers (N = 400)*

Variables	<i>n</i>	%	Variables	<i>n</i>	%
Gender			Family System		
Men	287	71.6	Nuclear	172	42.9
Women	113	28.2	Joint	228	57.0
Marital Status			Education		
Married	109	27.2	Undergraduates	215	53.7
Unmarried	291	72.8	Graduates	185	46.3
Monthly Income			Work Experience		
(Range 25000-120000)	M(42264.34)	SD(37153.3)	1-5 years	285	71.4
Age in Years			6-10 years	84	21.1
(Range 18-43)	M(25.69)	SD(5.91)	>10 years	31	7.75

Table 8 shows the distribution of all demographic characteristics in term of frequencies and percentages. Out of total sample, there are ( $n = 287$ ) males and ( $n =$

113) females participants. Age of the participants according to the study is between 18 to 43 years and their monthly income ranges from 25000 to 120000. Members of joint family system ( $n = 228$ ) are more than the members of nuclear family system ( $n = 172$ ). Work Experience of the participants ranges from 1 to 5 years is ( $n = 285$ ), from 6 to 10 ( $n = 84$ ) and more than 10 years is ( $n = 31$ ). The finding shows that there are more unmarried ( $n = 291$ ) than married ( $n = 109$ ) participants. Similarly the undergraduates ( $n = 215$ ) are more than graduates ( $n = 185$ ).

### **Procedure**

Upon securing formal permission from the respective organizational authorities, participants were approached to partake in the study on a voluntary basis. The study package encompassed several components including a demographic sheet, a communal orientation scale, the Utrecht work engagement scale, the interpersonal conflict at work scale, and the brief resilience scale. To conduct this research, prior authorization was obtained from relevant telecommunication centres located in Rawalpindi and Islamabad. The selection of customer service workers was facilitated through purposive sampling. The research's intent was comprehensively communicated to the potential respondents. A paramount assurance of confidentiality was extended to all participants, underscoring that any provided information would remain undisclosed and not be employed against them.

With a strong emphasis on voluntarism, participants were solicited for their informed written consent, thereby ensuring their willingness to partake while retaining the freedom to withdraw from the study at any point if discomfort arose. Eligible participants were well-informed about their rights and encouraged to engage in the research with enthusiasm. They were furnished with a comprehensive booklet containing a demographic sheet and the various scales, and were provided with clear instructions and guidance to address any inquiries. The questionnaires were meticulously designed for quantitative assessment, leading to the accumulation of scores that subsequently underwent analysis. At the conclusion of their participation, participants were duly acknowledged for their valuable time and contributions.

## **RESULTS**

## Chapter 3

### Results

The analysis of the primary study encompassed various components aimed at comprehensively understanding the collected data. Descriptive analyses were employed to evaluate each scale and subscale, involving the calculation of reliabilities and Cronbach alpha coefficients to ensure measurement consistency. For the purpose of inferential analysis, the Pearson product-moment correlation was computed to uncover potential relationships among the study variables. To delve further into the data, item-total correlations for all scales and subscales were computed in the main study, providing insights into the individual items' alignment with the overall constructs. To gauge the predictability of work engagement, a multiple regression analysis was applied, offering a deeper understanding of the factors influencing this key variable.

For more intricate insights, the mediation analysis was conducted using the Process Macro, assessing the role of interpersonal conflict in mediating the relationship between communal orientation and work engagement. Additionally, the moderation analysis was performed using the same tool, exploring how resilience moderates the relationship between communal orientation and work engagement. To draw comparisons across various demographic variables, the independent t-test and ANOVA were employed, enabling the examination of mean differences. The findings derived from these analyses were structured and presented as follows:

#### **Descriptive Analysis of Measures**

Test of normality was applied to see normal spread of descriptive statistics on Work Engagement scale, Communal Orientation scale, Interpersonal Conflict scale and Brief Resilience scale by computing means, standard deviation, Cronbach's alpha reliabilities, Skewness and kurtosis for sample of customer service providers (N = 400). Table 9 shows descriptive statistics of all scales and subscales.

**Table 9**

*Alpha Reliabilities and descriptive statistics of the scales and subscales of Communal Orientation scale, Utrecht Work Engagement scale, Interpersonal Conflict at Work scale and Brief Resilience Scale (N = 400)*

Scales	<i>k</i>	<i>α</i>	<i>M</i>	<i>SD</i>	Kurt.	Skew.	Range	
							Potential	Actual
<b>COS</b>	14	.72	40.79	6.93	.65	.12	14-70	21-62
<b>UWES</b>	17	.83	73.09	13.31	-.41	-.42	17-102	37-102
Vigor	6	.72	26.29	5.40	-.06	-.65	6-36	10-36
Absorption	5	.70	21.97	4.46	-.41	-.57	5-30	5-30
Dedication	6	.74	24.82	5.59	-.08	-.48	6-36	6-36
<b>ICWS</b>	4	.86	27.77	6.54	-.69	-.68	4-20	4-20
<b>BRS</b>	6	.70	15.93	3.78	.56	-.13	6-30	6-29

*Note.* *k*= No of Items; *M*= Mean; *SD*= Standard Deviation; *α*= Alpha Reliabilities; COS= Communal Orientation Scale; UWES= Utrecht Work Engagement Scale; ICWS= Interpersonal Conflict at Work Scale and BRS= Brief Resilience scale.

Within Table 9, a comprehensive overview is presented regarding the composition of items within each scale and subscale. This includes the mean and standard deviation values, the alpha reliability coefficient signifying internal consistency, as well as the range of scores. Both the actual and potential score ranges are compared; shedding light on the data's spread. Additionally, the table showcases the Skewness and kurtosis values. Of particular significance is the observation that Skewness and kurtosis values fall within the range of -1 to +1 for all variables. This crucial detail underscores the normal distribution of the data, thereby indicating the feasibility of applying parametric tests to the scales and subscales. Notably, the presence of negative values for kurtosis signifies a flat and heavy-tailed distribution pattern, implying a diverse and adaptable sample composition among the group participants (Kim, 2013).

### **Relationship Between Study Variables Among Customer Service Providers**

Product moment correlation was computed to evaluate relationship between study variables. Findings demonstrates that age, education, income and job experience

have significant positive correlation with work engagement. All study variables are significantly correlated with each other.

Table 10 serves as a comprehensive depiction of the correlations among various variables under study. Notably, age displays a significant positive correlation with income, job experience, and work engagement. The educational level showcases noteworthy positive correlations with income, communal orientation, work engagement, and resilience. Moreover, a significant positive correlation is observed between income and job experience, whereas job experience demonstrates a significant positive correlation with work engagement, while maintaining a negative correlation with interpersonal conflict. The correlation analysis unveils a significant positive relationship between communal orientation and both work engagement and resilience, while also highlighting a significant negative correlation between communal orientation and interpersonal conflict. This substantiates the validity of hypotheses 1 and 2.

Furthermore, the correlation analysis underscores the significant positive correlation between work engagement and resilience, concurrently revealing a significant negative correlation between work engagement and interpersonal conflict, thereby confirming hypotheses 3 and 4. In alignment with hypothesis 5, a significant negative correlation is evident between interpersonal conflict and resilience. It's worth noting that a positive correlation exists between resilience, work engagement, and communal orientation. Conversely, a significant negative correlation is noted between resilience and interpersonal conflict. These correlations collectively offer a nuanced understanding of the intricate relationships between the variables under investigation.

**Table 10**

*Correlation between scales and subscales of Communal Orientation Scale (COS), Utrecht Work Engagement Scale (UWES), Interpersonal Conflict at Work Scale (ICWS) and Brief Resilience Scale (BRS) Among customer Service Providers (N=400)*

No.	Scales	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1	Age	25.69	5.91	-										
2	Education	14.08	2.06	.43**	-									
3	Income	42264.34	37153.39	.44**	.22**	-								
4	Job Experience	5.43	4.66	.79**	.31**	.55**	-							
5	<b>CO</b>	40.79	6.92	.05	.04	.06	.02	-						
6	<b>UWE</b>	73.08	13.31	.16**	.14**	.09	.20**	.14**	-					
7	Vigor	26.29	5.40	.09	.10*	.03	.16**	.24**	.87**	-				
8	Dedication	21.97	4.46	.14**	.12*	.05	.15**	.16**	.84**	.64**	-			
9	Absorption	24.82	5.58	.19**	.14**	.12*	.21**	.12**	.86**	.60**	.59**	-		
10	<b>ICW</b>	12.22	4.53	-.04	-.05	.07	-.10*	-.33**	-.48**	-.52**	-.39**	-.34**	-	
11	<b>Resilience</b>	15.93	3.76	.09	.16**	.03	.03	.32**	.25**	.36**	.17**	.13**	-.31**	-

*Note.* M= Mean; SD= Standard Deviation; CO= Communal Orientation; WE= Work Engagement and ICW= Interpersonal Conflict at Work; \*p<.05; \*\*p<.01



### Item Total Correlations

Item total correlation has been considered in main study to assess the item consistency and reliabilities of all scales and subscales used in present study.

**Table 11**

*Item-Total correlation of Communal Orientation Scale-14 items (N = 400)*

Item No.	<i>r</i>	Item No.	<i>R</i>
1.	.42**	2.	.23**
3.	.34**	4.	.40**
5.	.40**	6.	.25**
7.	.46**	8.	.32**
9.	.45**	10.	.39**
11.	.48**	12.	.52**
13.	.43**	14.	.47**

*Note.* \*\*p<0.01

Table 11 demonstrates the results of item-total correlation for 14 items of Communal Orientation Scale. Item total correlations were carried out on sample (N=400) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for Communal Orientation Scale have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 12**

*Item-total Correlation of Utrech Work Engagement Scale-17 items (N = 400)*

Item No.	<i>r</i>	Item No.	<i>r</i>	Item No.	<i>R</i>
Vigor		Dedication		Absorption	
1.	.54**	2.	.42**	3.	.51**
4.	.59**	5.	.53**	6.	.48**
8.	.61**	7.	.63**	9.	.57**
12.	.56**	10.	.48**	11.	.68**
15.	.36**	13.	.47**	14.	.58**
17.	.45**			16.	.43**

*Note.* \*\*p<0.01

Table 12 demonstrates the results of item-total correlation for 17 items of Utrecht Work Engagement Scale. Item total correlations were carried out on sample (N=400) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for Utrecht Work Engagement Scale have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 13**

*Item-Total Correlation of Interpersonal Conflict at Work Scale-4 items (N=400)*

Item No.	R
1.	.67**
2.	.75**
3.	.70**
4.	.76**

*Note.* \*\*p<0.01

Table 13 demonstrates the results of item-total correlation for 4 items of Interpersonal Conflict at Work Scale. Item total correlations were carried out on sample (N=400) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for Interpersonal Conflict at Work Scale have significant positive with total scores indicating a significant internal consistency of the entire scale.

**Table 14**

*Item-Total Correlation of Brief Resilience Scale-6 items (N=400)*

Item No.	R
1.	.28**
2.	.56**
3.	.29**
4.	.68**
5.	.44**
6.	.66**

*Note.* \*\*p<0.01

Table 14 demonstrates the results of item-total correlation for 6 items of Brief Resilience Scale. Item total correlations were carried out on sample (N=400) to determine internal consistency to establish construct validity of scale. It is clear from results that majority of the items show significant correlation which shows that the items for Brief Resilience Scale have significant positive with total scores indicating a significant internal consistency of the entire scale. Item 5 which had not shown significant relationship with the scale in pilot study here it was checked again and in main study its correlation improved to acceptable range. It may be because of increasing sample size in the main study.

### **Predictive Role of Demographic and Study Variables**

The impact of communal orientation, interpersonal conflict and resilience on work engagement is evaluated using multiple linear regressions. Demographics like age, gender, family system, education, job experience, marital status and income were added to control their effect on outcome variable.

Table 15 demonstrate that the demographic variables alone accounts for 6% of variance in work engagement among customer service providers (Model 1). Furthermore in Model 2 in which effect caused by study variables is indicated; communal orientation, interpersonal conflicts at workplace and resilience on the other hand the demographics variables are controlled. The result showed that the study variables together account for 25% of the total variance in the work engagement among customer service providers, where communal orientation, interpersonal conflict and resilience are considered as significant predictors (\*p <.05, \*\*p <.01). The beta values (standardized effect) for the variables possess negative sign (interpersonal conflict at work) which explain that the variables are negatively the work engagement and vice versa.

**Table 15**

*Multiple linear Regression Analysis for the Effect of Demographics and study variables on Work Engagement among Customer Service Employees (N=400).*

Predictors	Model 1			Model 2			95% CI	
	<i>B</i>	$\beta$	<i>SE</i>	<i>B</i>	$\beta$	<i>SE</i>	<i>LL</i>	<i>UL</i>
Constant	68.58**		3.19	81.38**			67.62	95.15
Age	-.23	-.19**	.11	-.15	-.13	.10	-.35	.04
Gender	-2.36	-.15**	.78	-1.28	-.08	.74	-2.74	.17
Education	.11	.03	.37	.71	.11	.31	-.10	1.33
Income	2.11	.11	.00	1.80	.09	.00	.00	.00
Marital Status	-3.27	-.11	1.83	-2.59	.08	1.58	-5.70	.51
Family System	.34	.01	1.33	2.07	.07	1.15	-.19	4.35
Job Experience	.06	.25**	.02	-.05	-.18**	.02	.00	.08
CO				.32	.16**	.12	.08	.55
ICW				-.88	-.43**	.09	-1.06	-.69
Resilience				.49	.15**	.15	.18	.81
R <sup>2</sup>		.06			.31			
$\Delta R$					.25			
F		3.75**			16.12**			
$\Delta F$					35.44**			

*Note:* CO=Communal Orientation; ICW=Interpersonal Conflict at work;  $\beta$  = standardized Beta co-efficient; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit; \*\*p<.01.

### **Mediating Role of Interpersonal Conflict at Work Between Communal Orientation and Work Engagement**

The mediation analysis was computed in order to identify the mechanism of how and why a relation exists between an independent and dependent variable (Hayes, 2013). The present study assesses the mediation effect of interpersonal conflict (M) between communal orientation (X) and work engagement (Y).

**Table 16**

*Role of interpersonal conflict at work between relationship of communal orientation and work engagement among customer service providers (N=400)*

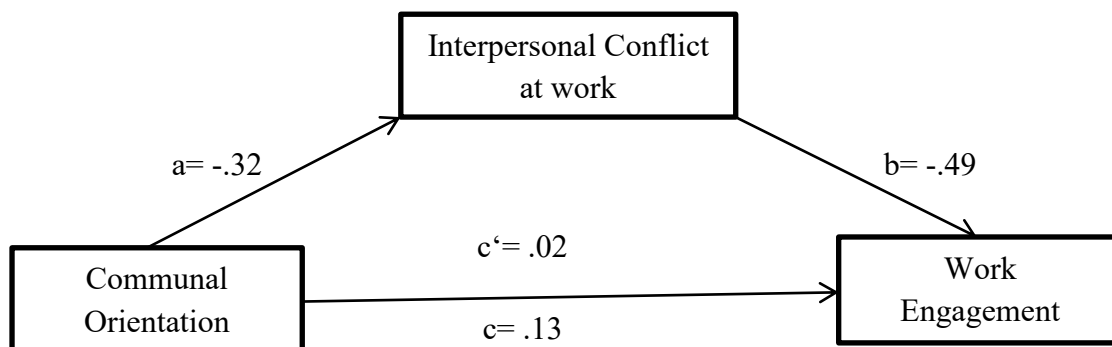
Model	$R^2$	$F$	$\beta$	95% CI		$p$
				LL	UL	
Model without Mediator						
Total effect – CO $\rightarrow$ WE (c)			.13	.07	.44	.00
	.01	7.38				
Model with Mediator						
CO $\rightarrow$ ICW (Med) (a)			-.32	-.39	-.21	.00
	.10	47.11				
ICW $\rightarrow$ WE (b)			-.49	-.68	-.31	.00
Direct Effect – CO $\rightarrow$ WE (c')			.02	-.22	.12	.58
	.23	61.27				
Indirect Effect ICW (a <b>x</b> b)c-c'			.16	.10	.21	.00

*Note.* CO = Communal Orientation (Predictor); WE = Work Engagement (outcome); ICW = Interpersonal Conflict at work (Mediator); Path a = effect of IV on Mediator; Path b = Effect of Mediator on DV; Path c = total effect without Mediator; Path c' = Direct effect including mediator; c-c' = Indirect effect; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit.

Table 16 illustrates that communal orientation predicts work engagement and the relationship is mediated by interpersonal conflict at work place. For current study these are interpreted as higher interpersonal conflict lower the communal orientation and work engagement. Mediating effect of interpersonal conflict at work is interpreted on the basis of total, direct and indirect effect. According to the results shown the mediating role of interpersonal conflict at work exist in the relationship of communal orientation and interpersonal conflict ( $\beta = .16$ ,  $p < .05$ ) while coefficient of direct effect ( $\beta = .02$ ) is less than total effect ( $\beta = .13$ ,  $p < .05$ ) and also all the effects are significant except the direct effect which means direct effect of communal orientation and work engagement reduces in the presence of mediator interpersonal conflict at work which justify role of interpersonal conflict at work as a mediator between communal orientation and work engagement.

**Figure 2**

*Mediating role of interpersonal conflict at work between communal orientation and work engagement*



*Figure.* Interpersonal conflict as mediator between communal orientation and work engagement among customer service providers

### **Moderating Role of Resilience Between Relationship of Communal Orientation and Work Engagement**

The moderation effect of resilience was determined for communal orientation in predicting work engagement. The findings obtained are mentioned as follows:

**Table 17**

*Moderating effect of resilience for relationship between communal orientation and work engagement (N=400)*

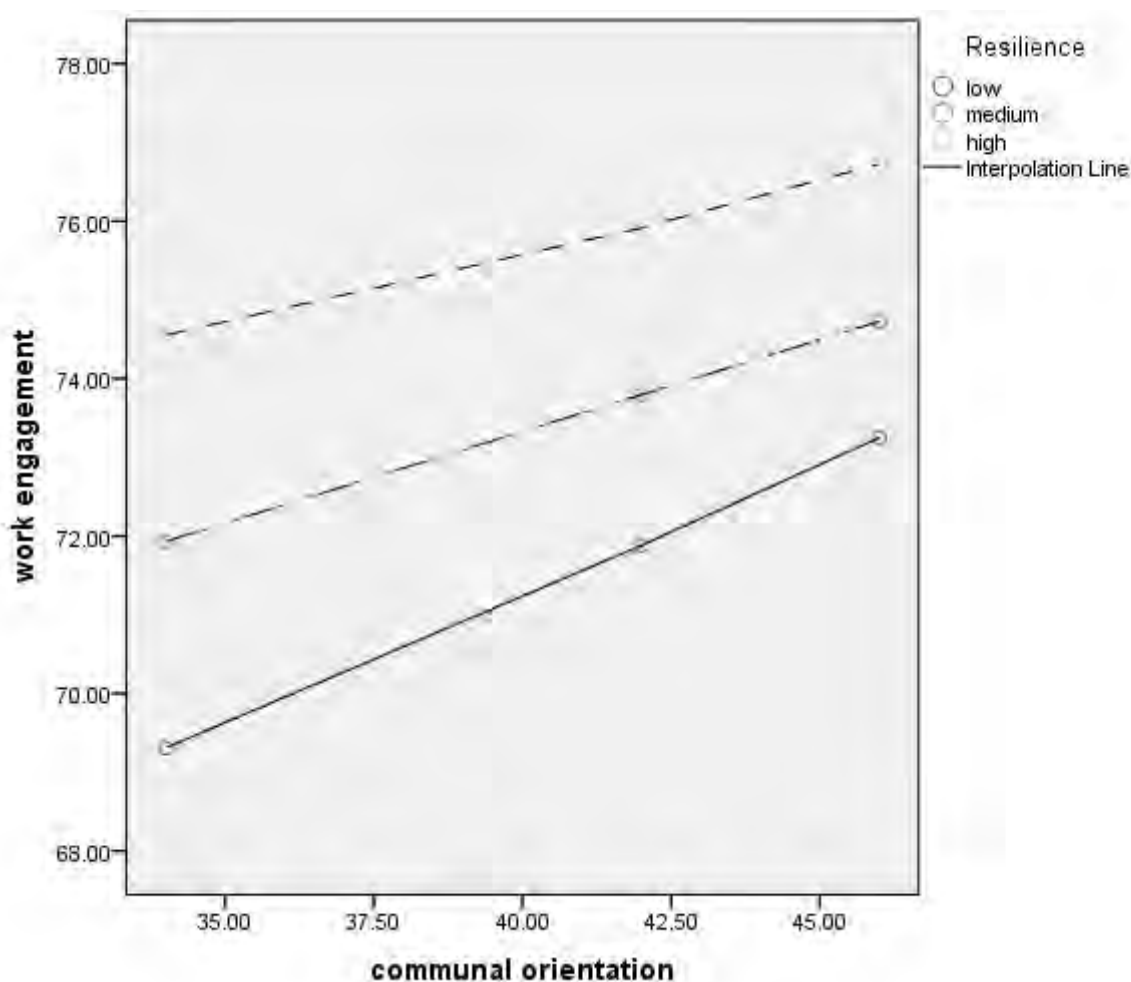
Predictors	$\beta$	$p$	Work Engagement 95% CI	
			LL	UL
Constant	110.04	.00	82.75	137.33
Resilience (Moderator)	2.75	.00	1.05	4.45
Communal Orientation (Predictor)	.57	.06	-1.19	.03
Resilience $\times$ Communal Orientation	.04*	.02	.00	.08
R <sup>2</sup>	.08			
$\Delta$ R <sup>2</sup>	.01			
F	12.12***			
$\Delta$ F	5.22			

*Note.* CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit; \*\*\* $p < .001$ ; \* $p < .05$ .

Table 17 illustrate the moderating effect of resilience on relationship of communal orientation and work engagement is significant. It shows significant interaction of ( $\beta=.04$ ;  $p<.05$ ) resilience and communal orientation. Thus resilience significantly moderate in the relationship between communal orientation and work engagement. Moderator shows 4% of variance in outcome variable through interaction term.

### Figure 3

*Graphical representation of moderating effect of resilience for communal orientation in predicting work engagement*



Graph Shows Significant interaction of resilience and communal orientation. Graph shows for two levels of resilience which means that individuals having high communal orientation have high level of work engagement especially for those service providers who have high resilience. Therefore in moderation analysis the interaction

term suggest that for same values of communal orientation of resilient employees show higher work engagement.

### **Moderating Role of Resilience Between Relationship of Communal Orientation and Interpersonal Conflict at Work**

The moderation effect of resilience was determined for communal orientation in predicting interpersonal conflict at work. The findings obtained are mentioned as follows:

**Table 18**

*Moderating effect of resilience for relationship between communal orientation and interpersonal conflict at work (N=400)*

Predictors	$\beta$	$p$	Interpersonal Conflict	
			95% CI	
			<i>LL</i>	<i>UL</i>
Constant	9.08	.16	-3.83	22.01
Resilience (Moderator)	-.98	.01	-1.79	-.17
Communal Orientation (Predictor)	-.02	.88	-.31	.27
Resilience $\times$ Communal Orientation	.01	.13	.00	.03
$R^2$	.15			
$\Delta R^2$	.00			
F	24.79***			
$\Delta F$	2.29			

*Note.* CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit; \*\*\* $p < .001$ ; \* $p < .05$ .

Table 18 illustrate the moderating effect of resilience on relationship of communal orientation and interpersonal conflict at work is non-significant. It shows non-significant interaction of ( $\beta = .01$ ;  $p > .05$ ) resilience and communal orientation. Thus resilience does not significantly moderate in the relationship between communal orientation and interpersonal conflict at work.



### Moderating Role of Resilience Between Relationship of Interpersonal Conflict at Work and Work Engagement

The moderation effect of resilience was determined for interpersonal conflict at work in predicting work engagement. The findings obtained are mentioned as follows:

**Table 19**

*Moderating effect of resilience for relationship between communal orientation and interpersonal conflict at work (N=400)*

Predictors	$\beta$	$p$	Work Engagement	
			95% CI	
			LL	UL
Constant	90.15	.00	79.15	101.16
Resilience (Moderator)	.29	.43	-1.01	.43
IPC (Predictor)	-.76	.05	-1.55	.01
Resilience $\times$ IPC	.01	.72	-.05	.03
R <sup>2</sup>	.24			
$\Delta R^2$	.00			
F	43.86***			
$\Delta F$	.12			

*Note.* IPC= Interpersonal Conflict at work; CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit; \*\*\* $p < .001$ ; \* $p < .05$ .

Table 17 illustrate the moderating effect of resilience on relationship of interpersonal conflict at work and work engagement at work is non-significant. It shows non-significant interaction of ( $\beta = .01$ ;  $p > .05$ ) resilience and communal orientation. Thus resilience does not significantly moderate in the relationship between interpersonal conflict at work and work engagement.

### Mean Differences Across Demographic Variables

Demographic variables including gender, family system, education and marital status were studied with the help of inferential statistics for communal orientation, work engagement, resilience and interpersonal conflict among customer service providers. Group differences among all study variables were measured. These differences were computed by using independent sample t-test.

## Comparison of Gender on Study Variables

The findings on the basis of dichotomous variable gender are discussed below:

**Table 20**

*Independent Sample t-test to Check Gender Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)*

Variables	Men (n=286)		Women (n=114)		t	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
	CO	44.35	7.01	39.38			6.54	2.67	
WE	73.62	13.01	71.74	13.98	1.23	.21	-1.12	4.86	-
Vigor	26.59	5.18	25.52	5.89	1.70	.09	-.17	2.32	-
Dedication	21.96	4.49	22.00	4.40	0.08	.93	-1.00	.92	-
Absorption	25.05	5.49	24.21	5.78	1.33	.17	-.40	2.08	-
Resilience	13.32	3.84	18.22	4.12	4.24	.00	-2.78	-1.01	.25
ICW	13.85	6.59	15.16	6.33	-1.84	.06	-2.70	.09	-

*Note.* CO= Communal Orientation; WE= Work Engagement; ICW= Interpersonal Conflict at work; M=Mean; SD= Standard Deviation; CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit

Table 20 demonstrate mean differences computed through t-test across all study variables for gender of the participants. Cohen's d is calculated to observe the effect size among these gender differences on study variables. Result shows that males mostly score higher on communal orientation while the value of Cohen's d show small size effect. On resilience female scores higher than males. Across other study variables the mean differences were non-significant.

### Mean Differences Across Family System

The findings on the basis of dichotomous variable family system are discussed below:

**Table 21**

*Independent Sample t-test to Check Family System Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)*

Variables	Joint (n= 229)		Nuclear (n= 171)		t	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
	CO	41.34	6.60	37.06			7.29	1.80	
WE	73.24	13.59	72.87	12.97	.28	.73	-2.24	3.00	-
Vigor	26.75	5.32	25.68	5.47	1.95	.49	-.01	2.13	-
Dedication	22.13	4.44	21.76	4.48	.82	.80	-.52	1.25	-
Absorption	24.37	6.01	25.42	4.92	1.88	.07	-2.13	.02	-
Resilience	14.63	4.05	15.18	3.95	1.35	.38	-1.34	.25	-
ICW	13.54	5.92	15.13	7.20	-2.4	.00	-2.92	-.26	.14

*Note.* CO= Communal Orientation; WE= Work Engagement; ICW= Interpersonal Conflict at work; M=Mean; SD= Standard Deviation; CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit

Table 21 demonstrate mean differences computed through t-test across all study variables for family system of the participants. Cohen's d is calculated to observe the effect size among these family system differences on study variables. Result shows that participant of combine family system score higher on communal orientation while the value of Cohen's d shows small size effect. Nuclear family system participant's scores higher among interpersonal conflict and absorption (subscale of work engagement). Across other study variables the mean differences were non-significant.

### Mean Differences Across Education Among Study Variables

The findings on the basis of dichotomous variable education are discussed below:

**Table 22**

*Independent Sample t-test to Check Education Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)*

Variables	Undergraduates (n= 216)		Graduates (n= 184)		t	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
	CO	37.46	7.44	42.15			6.29	.98	
WE	72.06	13.16	74.13	13.33	1.55	.99	-4.67	.55	-
Vigor	26.03	5.51	26.54	5.25	.94	.54	-1.57	2.13	-
Dedication	21.71	4.35	22.23	4.56	1.16	.89	-1.40	.35	-
Absorption	24.32	5.66	25.35	5.42	1.84	.61	-2.12	.06	-
Resilience	14.30	4.14	15.48	3.78	2.95	.17	-1.96	.39	-
ICW	14.17	6.76	14.27	6.31	.15	.30	-1.39	1.18	-

*Note.* CO= Communal Orientation; WE= Work Engagement; ICW= Interpersonal Conflict at work; M=Mean; SD= Standard Deviation; CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit

Table 22 demonstrate mean differences computed through t-test across all study variables for education of the participants. Cohen's d is calculated to observe the effect size among these family system differences on study variables. Result shows that participant of Graduates score higher on communal orientation while the value of Cohen's d shows small size effect. Across other study variables the mean differences were non-significant.

### Mean Differences Across Marital Status Among Study Variables

The findings on the basis of dichotomous variable marital status are discussed below:

**Table 23**

*Independent Sample t-test to Check Marital Status Related Differences in Relation to Study Variable among Customer Service Providers (N= 400)*

Variables	Unmarried (n= 292)		Married (n= 108)		t	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
	CO	40.78	6.72	40.76			7.55	.21	
WE	72.82	13.41	73.51	12.94	.46	.58	-3.66	2.26	-
Vigor	26.26	5.43	26.24	5.34	.03	.49	-1.18	1.22	-
Dedication	21.92	4.51	22.02	4.33	.20	.96	-1.09	.89	-
Absorption	24.63	5.65	25.24	5.34	.96	.62	-1.85	.63	-
Resilience	14.79	4.01	15.05	4.04	.56	.88	-1.15	.64	-
ICW	14.19	6.66	14.25	6.28	.93	.48	-1.52	1.40	-

*Note.* CO= Communal Orientation; WE= Work Engagement; ICW= Interpersonal Conflict at work; M=Mean; SD= Standard Deviation; CI= Confidence Interval; LL= Lower Limit; UL= Upper Limit

Table 23 demonstrate mean differences computed through t-test across all study variables for family system of the participants. Cohen's d is calculated to observe the effect size among these family system differences on study variables. Result shows that the mean differences among study variables for marital status were non-significant. There are no significant mean differences among study variables on marital status.

# **DISCUSSION**

## Chapter 4

### Discussion

The core objective of this inquiry was to delve into the intricate dynamics between communal orientation, resilience, interpersonal conflict at work, and their collective impact on work engagement within the context of customer service providers. The study sought to unravel the relationship between employees' communal orientation and their level of work engagement. Additionally, it aimed to offer a holistic insight into the mechanisms that contribute to the elevation of work engagement. This was accomplished by investigating both the potential mediating role of interpersonal conflict at work (ICW) and the moderating influence of resilience among employees.

This pursuit holds notable practical significance as it holds the potential to illuminate the underlying intricacies and processes that underpin employees' work engagement. Such insights are valuable for crafting interventions and strategies aimed at enriching work engagement within workplace settings. By comprehending the interplay between communal orientation, resilience, and interpersonal conflict, organizations can effectively design interventions tailored to foster a more engaged and motivated workforce. Ultimately, this study contributes to the broader goal of creating a positive work environment that promotes heightened levels of work engagement among customer service providers. To achieve the objectives outlined in the study, a comprehensive toolkit comprising the Communal Orientation Scale, Brief Resilience Scale, Interpersonal Conflict at Work Scale, and Utrecht Work Engagement Scale was employed. The research endeavour was structured into two distinct phases.

### Psychometric Properties of Research Instruments

During the initial Phase of study (Phase I) the focus remains on establishing the psychometric properties of the research instruments and unravelling the relationships among the study variables. The findings from this phase were instrumental in shaping subsequent steps. The outcomes from Phase I pointed towards the commendable reliability of all the utilized instruments, with internal consistencies falling within the acceptable range. Additionally, the inter-item correlations for most scales were found to be satisfactory. An exception emerged with regards to Item no. 5 within the Brief Resilience Scale, which was held for further evaluation in the main study to finalize its inclusion. In essence, these

outcomes collectively establish the reliability and internal consistency of the scales, signifying their appropriateness for employment in the study context. Furthermore, the application of product-moment correlation analysis to the study variables unveiled associations that aligns with expected trends. The observed relationships among variables were consistent with the anticipated directions, reinforcing the validity of the study's framework. This preliminary phase laid a solid foundation for the subsequent exploration of the study's core objectives.

Phase II the main phase of study is for hypothesis testing it involve the objectives to study the relationship between communal orientation, resilience, interpersonal conflict and work engagement among customer service providers and also to study the role of interpersonal conflict and resilience between the relationship of communal orientation and work engagement among customer service providers. Role of demographic variables (gender, age, family system, education, job experience and monthly income) related differences on the variables among customer service providers were also checked in this study. Item total correlation of Brief Resilience Scale (which showed less inter item correlation) was measured again in the main study and the results shows improved correlation of this item and it was also in the acceptable range.

### **Relationship Between Communal Orientation, Work Engagement, Resilience and Interpersonal Conflict Among Customer Service Providers**

Product moment correlation of study variables in the main study also showed expected directions of the relationships and all the associations are in the expected directions, which were positive significant relationship between communal orientation, resilience and work engagement while interpersonal conflict is negatively associated with communal orientation, resilience and work engagement. The descriptive account of information based on general demographic characteristics related to customer service providers was made which showed that sample was normally distributed.

The investigation was carried out among professionals in customer service roles located in Islamabad and Rawalpindi, Pakistan. As anticipated, the outcomes corroborated Hypotheses 1 and 3, demonstrating a significant and positive correlation between an employee's communal orientation and resilience, and their level of work engagement. Conversely, an inverse relationship was observed between an employee's communal orientation, resilience, and the occurrence of interpersonal conflicts within the workplace.



These findings are consistent with existing literature that emphasizes the favorable influence of communal orientation on an individual's overall well-being (Buunk & Schaufeli, 2018; Hepburn & Enns, 2013; Le et al., 2018). A heightened sense of communal orientation and resilience was discernibly associated with increased work engagement and a reduction in interpersonal conflicts at work. Conversely, diminished communal orientation and resilience were linked to decreased work engagement and an elevated frequency of interpersonal conflicts in the work environment.

The study further lends support to Hypotheses 2 and 4, underscoring the negative connection between communal orientation, resilience, and interpersonal conflict in the workplace. Additionally, the study finds that interpersonal conflict in the work environment serves as a mediating factor in the relationship between communal orientation and work engagement among professionals in customer service roles. These findings resonate with existing research indicating that individuals with a communal orientation tend to exhibit interpersonal qualities conducive to nurturing stronger social bonds, including emotional expressiveness within relationships (Clark & Finkel, 2005). Furthermore, the analysis involving moderation suggests a significant role of resilience in moderating the association between communal orientation and work engagement. This can be attributed to the ability of resilient individuals to adapt in challenging situations, restore equilibrium, and thereby mitigate the adverse impacts of stress (Tugade & Fredrickson, 2004).

The outcomes of the study unveil positive correlations among communal orientation, resilience, and work engagement. Specifically, the results highlight that approximately 25% of the variability in work engagement can be accounted for by communal orientation, resilience, and interpersonal conflict. Notably, employees with elevated levels of communal orientation and resilience showcase higher levels of enthusiasm, commitment, and absorption in their customer service tasks. Intriguingly, the findings indicate that this relationship between communal orientation, resilience, and work engagement is particularly pronounced among individuals with heightened self-efficacy. The study discovers that individuals with strong communal orientation and resilience tend to exhibit lower levels of inefficacy, aligning with prior research that underscores the positive impact of favorable personality traits on self-efficacy (Crocker & Canevello, 2008; Lawler-Row & Piferi, 2006).

This discovery implies that the deliberate selection of individuals with elevated communal orientation and resilience could potentially amplify their engagement by bolstering their self-efficacy, given that employees possessing a strong sense of self-efficacy tend to exhibit higher levels of engagement in their job roles (Xanthopoulou et al., 2007). Incorporating communal orientation and resilience as inherent characteristics within employee selection processes holds promise as a strategic approach for enhancing work engagement, particularly within the hospitality sector. However, it's essential to recognize that further longitudinal research is imperative to establish a definitive causal connection between communal orientation, resilience, and work engagement. Nonetheless, these findings provide a novel vantage point for augmenting employee engagement, especially within the domain of customer service provision.

The survey outcomes underscored a notable degree of work engagement among customer service employees, which exhibited a positive correlation with their communal orientations. The mediation analyses unveiled that this positive associations were channelled through the impact of interpersonal conflict within the workplace. To elaborate, individuals with stronger communal orientation displayed heightened levels of work engagement, with 16% of this elevation attributed to the mediation of interpersonal conflict in the work. This means individuals who have higher communal orientation they maintain positive emotional reserve which help them to maintain healthy relationships with other and reduce emergence of conflicts which in turn help them to behave positively and energetically toward their work and work place improving their engagement in work (Afifi et al., 2016; Driver & Gottman, 2004).

### **Moderating Role of resilience Between Relationship of Communal Orientation and Work Engagement among customer service providers**

Furthermore, the study aims to identify role of resilience as a moderator in the relationship between communal orientation, interpersonal conflict at work and work engagement among customer service providers. According to the results resilience significantly moderates the relationship of communal Orientation and work engagement. The graphical representation (Figure 3) indicated that individuals with greater communal orientation and higher resilience exhibited elevated work engagement, particularly when compared to counterparts with lower levels of resilience. In other words resilience

strengthens the relationship of communal orientation and work engagement. Employees who are communally oriented and resilient too, respond more effectively towards work than those who have high communal Orientation but less resilience. In alignment with Broaden and Built theory, resilient individuals leverage protective elements like positive emotions to rebound from challenges and derive positive meaning even from stressful situations, such as those encountered in the workplace (Tugade & Fredrickson, 2004). Moderating role of resilience was also checked in the paths between communal orientation and interpersonal conflict at work; and between interpersonal conflict at work and work engagement. These two results show non-significant findings for interaction of resilience. This means resilience has no impact on the relationships between communal orientation, interpersonal conflict at work and work engagement. This might be due to some cultural changes as Pakistan has collectivistic culture and people here are more dependent on relationships so conflict affect them more than it effect in individualistic culture.

### **Communal Orientation, Work engagement, Resilience, Interpersonal Conflict and Demographic Variables Among Customer Service Providers**

The influence of demographic variables was explored through t-test and ANOVA analyses. The t-test results revealed that male participants, those from joint family setups, and individuals with higher levels of education exhibited greater communal orientation compared to their counterparts—females, nuclear family members, and participants with lower educational backgrounds. Interestingly, the outcomes also indicated that females displayed higher levels of resilience in comparison to males, while members of joint family systems reported lower levels of interpersonal conflict at work than those from nuclear family systems. Furthermore, a positive correlation emerged between employees' age and work experience with heightened work engagement. Additionally, greater job experience was linked to decreased interpersonal conflict at work and higher resilience.

These findings align with existing literature, substantiating that older employees are generally less prone to interpersonal conflicts at work due to their heightened motivation stemming from factors such as autonomy, flexibility, and strong interpersonal relationships (Schieman & Reid, 2008). Older employees also tend to manifest positive outcomes in terms of productivity, well-being, work performance, and creativity, collectively enhancing their overall work engagement (Rožman et al., 2017). The observation that females exhibit higher

resilience corresponds with prior research as well (Davidson et al., 2008; McGloin & Widom, 2001). Furthermore, the tendency for more senior employees to be more engaged in their work is consistent with findings in the literature (Perrin, 2003).

The findings of the study underscored the inclination of customer service providers towards a sociable aspect within their service interactions (Manzo, 2015), and this inclination was positively linked to higher levels of individual communal orientation. Even amid time constraints and crowded environments, employees with elevated communal orientation tended to perceive their interactions with customers as more socially oriented. Notably, when the social orientation needs of communal-oriented employees were met through attentive client interactions, it appeared to contribute to a more motivated work experience. Additionally, the study revealed that higher levels of resilience correlated with heightened work engagement, indicating that effectively managing stress might be a defining characteristic of engaged employees within customer service settings. These findings hold significance, as the social dimensions of service interactions have not been extensively explored within the context of work engagement literature (Lee et al., 2013).

Furthermore, the outcomes indicated that individuals with a pronounced communal orientation tended to experience lower interpersonal conflicts and fostered better social relationships. This, in turn, contributed to heightened work engagement, a connection that was further reinforced by the presence of resilience. This dynamic underscores the paramount importance of positive relationships in influencing work engagement, particularly for employees who possess communal-oriented tendencies and resilience. This finding resonates with previous research (Schön Persson et al., 2018; Bruk-Lee & Spector, 2006), which underscores the role of a social personality as a valuable resource for employees to cultivate a sense of purpose and motivation in their work. In light of these findings, it is advisable for strategies that promote social interactions to be encouraged even within fast-paced, time-sensitive, and technologically driven service delivery scenarios, despite the growing shift away from traditional face-to-face interactions. In this context, the field of hospitality management could consider devising approaches that foster personalization and seamlessly integrate social components into the service landscape.

## **Limitations and Suggestions**

While this research has made a valuable contribution to the field of personal attributes and has provided valuable insights into the interplay between communal orientation, resilience, and work engagement, it is important to acknowledge certain limitations inherent in the study. A prominent limitation pertains to the focus on solely positive attributes, such as communal orientation, resilience, and work engagement, while neglecting their potential negative counterparts, such as exchange orientation, cynicism, and burnout. By considering only one facet of these relationships, the study presents a partial view, albeit with its own merits. To present a more comprehensive understanding of these dynamics, it would be prudent to incorporate these contrasting constructs into the analysis.

Another limitation is associated with the specificity of the sample under investigation. By concentrating exclusively on customer service providers within telecommunication centres, the study's findings are limited in their generalizability. The research could have enhanced its insights by encompassing a broader spectrum of customer service settings, allowing for a more nuanced comprehension of the relationships across diverse contexts. This expansion to different work settings would not only offer a more comprehensive perspective but also facilitate meaningful comparisons between various work environments, enriching the overall understanding of these intricate relationships.

Another noteworthy limitation revolves around the cross-sectional nature of the research design. By adopting a cross-sectional approach, the study failed to establish a definitive temporal sequence among the variables, which in turn introduced uncertainty regarding the direction of causal influence—a concern highlighted by Rosenthal and Jacobson (1968). The study's reliance on theoretical assumptions to infer the directions of the examined relationships constrained its ability to establish a concrete causal link between communal orientation, resilience, and work engagement. Furthermore, the study could have been augmented by the inclusion of additional workplace and cultural factors, which were not thoroughly explored. The absence of a more comprehensive examination of these contextual elements restricts the extent to which the findings can be generalized and applied to diverse settings.

Lastly, akin to the inherent limitations of all self-report scales, the measures utilized in this study are susceptible to potential biases, faking, and distortion. The likelihood of

underreporting or over reporting due to social desirability could influence the accuracy of the gathered data, adding a layer of complexity to the interpretation of results. To address the noted limitations and elevate the calibre and relevance of communal orientation, resilience, and well-being research, several targeted recommendations are proposed. Firstly, to offer a more comprehensive and balanced view of these relationships, it is advisable to include the negative counterparts of the constructs. This addition would provide a more holistic understanding of the intricate dynamics at play.

Secondly, the integration of a longitudinal dimension could significantly enhance the research. Incorporating personal codes within the survey could enable future follow-up or second-wave data collection, facilitating a more nuanced comprehension of the causal relationships among the variables studied. This temporal dimension would contribute to a more accurate depiction of the progression and interactions of these constructs over time. Moreover, the utilization of pragmatic research methods could further enhance the accuracy and dependability of the data collected. Techniques such as journaling, the critical incident technique, case studies, and embedded methods design could offer deeper insights into the interplay between communal orientation and employee well-being, enriching the overall quality of the study. Lastly, diversifying the scope of investigation by incorporating different work settings for customer service providers could amplify the depth of understanding concerning the relationships among the study variables. Such an approach would not only facilitate a more comprehensive exploration but also enable meaningful comparisons across varied work environments, shedding light on potential nuances and variations in these relationships.

## **Implications**

The present study carries both theoretical and practical implications that contribute to the understanding of the relationship between communal orientation, resilience, and work engagement, considering the mediating role of interpersonal conflict at work. Theoretical implications stem from the study's exploration into this proposed relationship, offering insights into how these factors interplay and influence each other. This extends the existing body of knowledge on personal attributes in the workplace. From a practical standpoint, the study's findings offer actionable insights that can guide management interventions aimed at mitigating occupational stress and enhancing employee engagement within customer service settings. The recruitment process can be tailored based on the evidence suggesting the pivotal

role of communal orientation and resilience as personal resources associated with reduced interpersonal conflict at work and heightened work engagement. Organizations could prioritize the recruitment of individuals demonstrating favorable relationship orientations, leveraging these traits to foster positive interactions with customers.

Additionally, the study underscores the importance of considering demographic factors in mitigating the negative impact of customer interactions on the well-being of front-line employees. This could involve tailoring recruitment messages to resonate with specific applicant profiles, such as older individuals with more job experience, who were found to exhibit heightened levels of work engagement. In essence, the study's findings offer actionable insights that can inform human resource management strategies, allowing organizations to strategically target recruitment efforts and create environments conducive to elevated work engagement and reduced interpersonal conflicts among customer service providers.

A second practical recommendation involves placing a significant emphasis on designing services that cultivate intimate relationships. Promoting strong interpersonal connections between employees and customers can yield dual benefits: enhancing business performance, such as increased customer word-of-mouth behavior (Gremler et al., 2000; Rafaeli et al., 2017), and concurrently boosting work engagement among front-line employees. Managers should direct their efforts toward optimizing various elements, including physical proximity, timing, sequence, and communication scripts, to facilitate positive and meaningful interactions between employees and customers. By fostering a workplace culture that places value on pro-social dynamics and emotional closeness, both employee well-being and business outcomes can experience meaningful enhancement.

Furthermore, to address the challenge of interpersonal conflict within the workplace—a factor identified as undermining the positive impact of communal orientation and resilience—appropriate interventions should be devised. These interventions could encompass conflict resolution training, communication workshops, and fostering a supportive and collaborative work environment. By actively addressing and mitigating sources of interpersonal conflict, organizations can ensure that the benefits associated with communal orientation and resilience is not negated, fostering a more harmonious and productive work environment. In summary, by prioritizing service design that nurtures relationship intimacy

and implementing interventions to tackle interpersonal conflict, organizations can create a workplace environment that promotes positive interactions, employee engagement, and overall organizational success.

## **Conclusion**

The primary focus of the current study was to determine the role of communal orientation, resilience and interpersonal conflict in determining the work engagement of customer service providers. The study was conducted to assess the psychometric properties of these scales, and the results obtained were found to be satisfactory. Psychometric properties of the scales were thoroughly examined during the study to ensure their reliability and validity. The obtained data was subjected to analysis, and the outcomes indicated that the scales utilized in the study demonstrated good reliability, indicating their suitability for use in the main study. To evaluate the reliability of the scales, item-total correlations were calculated, providing insight into the consistency of the items within each scale. Additionally, the study assessed the correlations between the study variables, which were found to align with the expected directions. Another objective of the study was to find out the roles of resilience and interpersonal conflict at work between the relationship of communal orientation and work engagement, which was supported according to the results that resilience strengthens this relationship and interpersonal conflict at work significantly moderates this relationship. In summary, the pilot study verified the reliability and feasibility of the scales employed and no significant issues were identified except for the item-total correlation of one item within the Brief Resilience scale. This item is scheduled for further evaluation and decision-making before the commencement of hypotheses testing in the main study. The pilot study's positive outcomes contribute to building confidence in the research methodology and measurement instruments.



## **REFERENCES**

## References

- Abbas, S. M., & Zhiqiang, L. (2020). COVID19, mental wellbeing and work engagement: The psychological resilience of senescent workforce. *International Journal of Research in Business and Social Science (2147-4478)*, 9(4), 356-365. <https://doi.org/10.20525/ijrbs.v9i4.760>
- Aburn, G., Gott, M., & Hoare, K. (2016). What is resilience? An integrative review of the empirical literature. *Journal of Advanced Nursing*, 72(5), 980-1000. <https://doi.org/10.1111/jan.12888>
- Afifi, T. D. (2018). Individual/relational resilience. *Journal of Applied Communication Research*, 46(1), 5-9. <https://doi.org/10.1080/00909882.2018.1426707>
- Afifi, T. D., & Harrison, K. (2017). Theory of resilience and relational load (TRRL): Understanding families as systems of stress and calibration. In *Engaging theories in family communication* (pp. 324-336). Routledge.
- Afifi, T. D., Merrill, A. F., & Davis, S. (2016). The theory of resilience and relational load. *Personal Relationships*, 23(4), 663-683. <https://doi.org/10.1111/pere.12159>
- Afshari, D., Nourollahi-Darabad, M., & Chinisaz, N. (2021). Demographic predictors of resilience among nurses during the COVID-19 pandemic. *Work*, 68(2), 297-303. <Http://doi.org/10.3233/WOR-203376>
- Afzalur Rahim, M. (2002). Toward a theory of managing organizational conflict. *International Journal of Conflict Management*, 13(3), 206-235. <https://doi.org/10.1108/eb022874>
- Afzalur Rahim, M., Antonioni, D., & Psenicka, C. (2001). A structural equations model of leader power, subordinates' styles of handling conflict, and job performance. *International Journal of Conflict Management*, 12(3), 191-211. <https://doi.org/10.1108/eb022855>
- Aguinis, H., Gottfredson, R. K., & Joo, H. (2012). Delivering effective performance feedback: The strengths-based approach. *Business Horizons*, 55(2), 105-111. <https://doi.org/10.1016/j.bushor.2011.10.004>

- Alzheimer's Association. (2016). 2016 Alzheimer's disease facts and figures. *Alzheimer's & Dementia*, 12(4), 459-509. <https://doi.org/10.1016/j.jalz.2016.03.001>
- Al-Ziadat, M. A., & Al-Shraifin, A. (2023). Interpersonal goals and their relationships to relational interdependent self-construal and communal orientation among volunteer community service students. *Jordan Journal of Applied Science-Humanities Series*, 34(1), 37-48. <https://doi.org/10.35192/jjoas-h.v34i1.390>
- Andela, M., Truchot, D., & Huguenotte, V. (2018). Job demands, emotional dissonance and elderly abuse: The moderating role of organizational resources. *Journal of Elder Abuse & Neglect*, 30(5), 368-384. <https://doi.org/10.1080/08946566.2018.1514343>
- Asiedu, E. E. A., Annor, F., Amponsah-Tawiah, K., & Dartey-Baah, K. (2018). Juggling family and professional caring: Role demands, work–family conflict and burnout among registered nurses in Ghana. *Nursing Open*, 5(4), 611-620. <https://doi.org/10.1002/nop2.178>
- Athar, M. A., Abid, G., Rafiq, Z., & Sial, M. A. (2022). Impact of leadership aspiration on organizational citizenship behavior: sequential mediation of leader member exchange and communal orientation. *Bulletin of Business and Economics (BBE)*, 11(2), 292-301. <https://doi.org/10.5281/zenodo.6643220>
- Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383-398. <https://doi.org/10.1080/15555240903188398>
- Avery, D. R., McKay, P. F., & Wilson, D. C. (2007). Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement. *Journal of Applied Psychology*, 92(6), 1542-1544. <https://psycnet.apa.org/doi/10.1037/0021-9010.92.6.1542>
- Ayed, N., Toner, S., & Priebe, S. (2019). Conceptualizing resilience in adult mental health literature: A systematic review and narrative synthesis. *Psychology and Psychotherapy: Theory, Research and Practice*, 92(3), 299-341. <https://doi.org/10.1111/papt.12185>

- Baka, Ł., & Bazińska, R. (2016). Polish adaptation of three self-report measures of job stressors: The Interpersonal Conflict at Work Scale, the Quantitative Workload Inventory and the Organizational Constraints Scale. *International Journal of Occupational Safety and Ergonomics*, 22(1), 32-39. <https://doi.org/10.1080/10803548.2015.1116816>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European journal of work and organizational psychology*, 20(1), 4-28. <https://doi.org/10.1080/1359432X.2010.485352>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD–R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389-411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274-284. <https://psycnet.apa.org/doi/10.1037/0022-0663.99.2.274>
- Bakker, A. B., Schaufeli, W. B., Demerouti, E., Janssen, P. P., Van Der Hulst, R., & Brouwer, J. (2000). Using equity theory to examine the difference between burnout and depression. *Anxiety Stress and Coping*, 13(3) 247-268. <https://doi.org/10.1080/10615800008549265>
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187-200. <https://doi.org/10.1080/02678370802393649>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359-1378. <https://doi.org/10.1177/0018726712453471>
- Bande, B., Fernández-Ferrín, P., Varela, J. A., & Jaramillo, F. (2015). Emotions and salesperson propensity to leave: The effects of emotional intelligence and

- resilience. *Industrial Marketing Management*, 44, 142-153. <https://doi.org/10.1016/j.indmarman.2014.10.011>
- Bao, Y., Zhu, F., Hu, Y., & Cui, N. (2016). The research of interpersonal conflict and solution strategies. *Psychology*, 7(04), 541-565. <http://dx.doi.org/10.4236/psych.2016.74055>
- Barki, H., & Hartwick, J. (2004). Conceptualizing the construct of interpersonal conflict. *International Journal of Conflict Management*, 15(3), 216-244. <https://doi.org/10.1108/eb022913>
- Beermann, M. (2011). Linking corporate climate adaptation strategies with resilience thinking. *Journal of Cleaner Production*, 19(8), 836-842. <https://doi.org/10.1016/j.jclepro.2010.10.017>
- Berman, E. M., West, J. P., & Richter, Jr, M. N. (2002). Workplace relations: Friendship patterns and consequences (according to managers). *Public Administration Review*, 62(2), 217-230. <https://doi.org/10.1111/0033-3352.00172>
- Bettencourt, L. A., Gwinner, K. P., & Meuter, M. L. (2001). A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors. *Journal of Applied Psychology*, 86(1), 29-41. <https://psycnet.apa.org/doi/10.1037/0021-9010.86.1.29>
- Bibi, Z., & Nawaz, A. (2012). Demographic impacts on interpersonal conflict, mistreatment and Discrimination: A survey of labor in public sector of Balochistan, Pakistan. *African Journal of Business Management*, 6(35), 9823-9832. [10.5897/AJBM11.2007](https://doi.org/10.5897/AJBM11.2007)
- Bonaccio, S., Lapierre, L. M., & O'Reilly, J. (2019). Creating work climates that facilitate and maximize the benefits of disclosing mental health problems in the workplace. *Organizational Dynamics*, 48(3), 113-122. <https://doi.org/10.1016/j.orgdyn.2019.03.006>
- Britt, T. W., Shen, W., Sinclair, R. R., Grossman, M. R., & Klieger, D. M. (2016). How much do we really know about employee resilience?. *Industrial and Organizational Psychology*, 9(2), 378-404. <https://doi.org/10.1017/iop.2015.107>

- Bruk-Lee, V., & Spector, P. E. (2006). The social stressors-counterproductive work behaviors link: Are conflicts with supervisors and coworkers the same?. *Journal of Occupational Health Psychology, 11*(2), 145. <https://psycnet.apa.org/doi/10.1037/1076-8998.11.2.145>
- Buunk, B. P., & Schaufeli, W. B. (2018). Burnout: A perspective from social comparison theory. In *Professional burnout* (pp. 53-69). CRC Press.
- Campbell-Sills, L., & Stein, M. B. (2007). Psychometric analysis and refinement of the connor–davidson resilience scale (CD-RISC): Validation of a 10-item measure of resilience. *Journal of Traumatic Stress: Official Publication of The International Society for Traumatic Stress Studies, 20*(6), 1019-1028. <https://doi.org/10.1002/jts.20271>
- Campbell-Sills, L., Forde, D. R., & Stein, M. B. (2009). Demographic and childhood environmental predictors of resilience in a community sample. *Journal of Psychiatric Research, 43*(12), 1007-1012. <https://doi.org/10.1016/j.jpsychires.2009.01.013>
- Canevello, A., & Crocker, J. (2010). Creating good relationships: responsiveness, relationship quality, and interpersonal goals. *Journal of Personality and Social Psychology, 99*(1), 78. <https://psycnet.apa.org/doi/10.1037/a0018186>
- Carver, C. S. (1998). Resilience and thriving: Issues, models, and linkages. *Journal of Social Issues, 54*(2), 245-266. <https://doi.org/10.1111/j.1540-4560.1998.tb01217.x>
- Caughlin, J. P., & Huston, T. L. (2010). The flourishing literature on flourishing relationships. *Journal of Family Theory & Review, 2*(1), 25-35. <http://dx.doi.org/10.1111/j.1756-2589.2010.00034.x>
- Chang, W., & Kim, K. K. (2022). Appropriate service robots in exchange and communal relationships. *Journal of Business Research, 141*, 462-474. <https://doi.org/10.1016/j.jbusres.2021.11.044>
- Chaudhary, R., & Rangnekar, S. (2017). Socio-demographic factors, contextual factors, and work engagement: Evidence from India. *Emerging Economy Studies, 3*(1), 1-18. <https://doi.org/10.1177/2394901517696646>

- Chiu, S. F., & Chen, H. L. (2005). Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality: an International Journal*, 33(6), 523-540. <https://doi.org/10.2224/sbp.2005.33.6.523>
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>
- Clark, M. S., & Finkel, E. J. (2005). Willingness to express emotion: The impact of relationship type, communal orientation, and their interaction. *Personal Relationships*, 12(2), 169-180. <https://doi.org/10.1111/j.1350-4126.2005.00109.x>
- Clark, M. S., & Jordan, S. D. (2002). Adherence to communal norms: What it means, when it occurs, and some thoughts on how it develops. *New Directions for Child and Adolescent Development*, 2002(95), 3-26. <https://doi.org/10.1002/cd.34>
- Clark, M. S., & Mills, J. R. (2012). A theory of communal (and exchange) relationships. *Handbook of theories of social psychology*, (pp. 232-250). sage publication.
- Coetzee, M., & De Villiers, M. (2010). Sources of job stress, work engagement and career orientations of employees in a South African financial institution. *Southern African Business Review*, 14(1). <https://hdl.handle.net/10520/EJC92903>
- Cohen, M., Baziliansky, S., & Beny, A. (2014). The association of resilience and age in individuals with colorectal cancer: an exploratory cross-sectional study. *Journal of Geriatric Oncology*, 5(1), 33-39. <https://doi.org/10.1016/j.jgo.2013.07.009>
- Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson resilience scale (CD-RISC). *Depression and Anxiety*, 18(2), 76-82. <https://doi.org/10.1002/da.10113>
- Conway, A. M., Tugade, M. M., Catalino, L. I., & Fredrickson, B. L. (2013). The broaden-and-build theory of positive emotions: Form, function and mechanisms. *The Oxford handbook of happiness*, 17-34. Oxford University Press

- Cooke, B., West, S., & Boonstra, W. J. (2016). Dwelling in the biosphere: exploring an embodied human–environment connection in resilience thinking. *Sustainability Science, 11*, 831-843. <http://dx.doi.org/10.1007%2Fs11625-016-0367-3>
- Cooke, D. K., Brant, K. K., & Woods, J. M. (2019). The role of public service motivation in employee work engagement: A test of the job demands-resources model. *International Journal of Public Administration, 42*(9), 765-775. <https://doi.org/10.1080/01900692.2018.1517265>
- Crocker, J., & Canevello, A. (2008). Creating and undermining social support in communal relationships: the role of compassionate and self-image goals. *Journal of Personality and Social Psychology, 95*(3), 555-575. <https://psycnet.apa.org/doi/10.1037/0022-3514.95.3.555>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management, 31*(6), 874-900. <https://doi.org/10.1177/0149206305279602>
- Davidson, J. R., Payne, V. M., Connor, K. M., Foa, E. B., Rothbaum, B. O., Hertzberg, M. A., & Weisler, R. H. (2005). Trauma, resilience and saliostasis: effects of treatment in post-traumatic stress disorder. *International Clinical Psychopharmacology, 20*(1), 43-48. <https://doi.org/10.1097/00004850-200501000-00009>
- Davidson, J., Baldwin, D. S., Stein, D. J., Pedersen, R., Ahmed, S., Musgnung, J., ... & Rothbaum, B. O. (2008). Effects of venlafaxine extended release on resilience in posttraumatic stress disorder: an item analysis of the Connor–Davidson Resilience Scale. *International clinical psychopharmacology, 23*(5), 299-303. <http://dx.doi.org/10.1097/YIC.0b013e32830c202d>
- De Dreu, C. K., & Gelfand, M. J. (2008). Conflict in the workplace: Sources, functions, and dynamics across multiple levels of analysis. *The psychology of conflict and conflict management in organizations*, (pp. 3-54). Psychology Press
- De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of Applied Psychology, 88*(4), 741-749. <https://psycnet.apa.org/doi/10.1037/0021-9010.88.4.741>



- De Dreu, C. K., Van Dierendonck, D., & Dijkstra, M. T. (2004). Conflict at work and individual well-being. *International Journal of Conflict Management*, *15*(1), 6-26. <https://doi.org/10.1108/eb022905>
- Demerouti, E., Cropanzano, R., Bakker, A., & Leiter, M. (2010). From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, (pp. 147-163). Psychology Press
- Diehl, M., Owen, S., & Youngblade, L. (2004). Agency and communion attributes in adults' spontaneous self-representations. *International Journal of Behavioral Development*, *28*(1), 1-15. <https://doi.org/10.1080/01650250344000226>
- Driver, J. L., & Gottman, J. M. (2004). Daily marital interactions and positive affect during marital conflict among newlywed couples. *Family Process*, *43*(3), 301-314. <https://doi.org/10.1111/j.1545-5300.2004.00024.x>
- Dunn, E. W., Aknin, L. B., & Norton, M. I. (2008). Spending money on others promotes happiness. *Science*, *319*(5870), 1687-1688. <https://doi.org/10.1126/science.1150952>
- Dunn, L. B., Iglewicz, A., & Moutier, C. (2008). A conceptual model of medical student well-being: promoting resilience and preventing burnout. *Academic Psychiatry*, *1*(32), 44-53. <http://dx.doi.org/10.1176%2Fappi.ap.32.1.44>
- Earvolino-Ramirez, M. (2007, April). Resilience: A concept analysis. In *Nursing Forum* (pp. 73-82). Malden, USA: Blackwell Publishing Inc.
- Fahd, S., & Hanif, R. (2018). Communal Orientation Predicting Flourishing of Married Individuals: Mediation of Emotion Expressivity. *Journal of Relationships Research*, *9*, e17. <https://doi.org/10.1017/jrr.2018.16>
- Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice. *International Journal of Environmental Research and Public Health*, *16*(10), 1731. <https://doi.org/10.3390/ijerph16101731>

- Feeney, B. C., & Lemay Jr, E. P. (2012). Surviving relationship threats: The role of emotional capital. *Personality and Social Psychology Bulletin*, 38(8), 1004-1017. <https://doi.org/10.1177/0146167212442971>
- Fiske, A. P. (2004). Four modes of constituting relationships: Consubstantial assimilation; space, magnitude, time, and force; concrete procedures; abstract symbolism. In *Relational models theory* (pp. 77-162). Psychology Press.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218. <https://psycnet.apa.org/doi/10.1037/0003-066X.56.3.218>
- Fredrickson, B. L. (2004). The broaden–and–build theory of positive emotions. *Philosophical transactions of the royal society of London. Series B: Biological Sciences*, 359(1449), 1367-1377. <https://doi.org/10.1098/rstb.2004.1512>
- Fredrickson, B. L. (2013). Positive emotions broaden and build. In *Advances in experimental social psychology* (Vol. 47, pp. 1-53). Academic Press. <https://psycnet.apa.org/doi/10.1037/14042-010>
- Fredrickson, B. L., Tugade, M. M., Waugh, C. E., & Larkin, G. R. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001. *Journal of Personality and Social Psychology*, 84(2), 365. <https://psycnet.apa.org/doi/10.1037/0022-3514.84.2.365>
- Friborg, O., Hjemdal, O., Rosenvinge, J. H., & Martinussen, M. (2003). A new rating scale for adult resilience: what are the central protective resources behind healthy adjustment?. *International Journal of Methods in Psychiatric Research*, 12(2), 65-76. <https://doi.org/10.1002/mpr.143>
- Frone, M. R. (2000). Interpersonal conflict at work and psychological outcomes: testing a model among young workers. *Journal of Occupational Health Psychology*, 5(2), 246. <https://psycnet.apa.org/doi/10.1037/1076-8998.5.2.246>
- Fu, Y. (2023). Communal Orientation and Employee Well-Being: Examining the Mediating Roles of Positive Relational Communication and Perceptions of Customer

Interactions [Doctoral Dissertation], *University of Waterloo Library*.  
<http://hdl.handle.net/10012/19539>

- Gail Hepburn, C., & Enns, J. R. (2013). Social undermining and well-being: the role of communal orientation. *Journal of Managerial Psychology*, 28(4), 354-366. <https://doi.org/10.1108/JMP-01-2013-0011>
- García-Izquierdo, M., Meseguer de Pedro, M., Ríos-Risquez, M. I., & Sánchez, M. I. S. (2018). Resilience as a moderator of psychological health in situations of chronic stress (burnout) in a sample of hospital nurses. *Journal of Nursing Scholarship*, 50(2), 228-236. <https://doi.org/10.1111/jnu.12367>
- Garg, K., Dar, I. A., & Mishra, M. (2018). Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources*, 20(1), 58-71. <https://doi.org/10.1177/1523422317742987>
- Gigol, T. (2019). Approach to Interpersonal Conflicts in Workplace and Work Engagement. *Organizacja i Kierowanie*, 185(2), 25-41. <https://yadda.icm.edu.pl/yadda/element/bwmeta1.element.ekon-element-000171561509>
- Gillespie, B. M., Chaboyer, W., & Wallis, M. (2009). The influence of personal characteristics on the resilience of operating room nurses: A predictor study. *International Journal of Nursing Studies*, 46(7), 968-976. <https://doi.org/10.1016/j.ijnurstu.2007.08.006>
- Glen, C. (2006). Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and Commercial Training*, 38(1), 37-45. <https://doi.org/10.1108/00197850610646034>
- Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research*, 3(1), 82-104. <https://doi.org/10.1177/109467050031006>
- Guo, Y. F., Luo, Y. H., Lam, L., Cross, W., Plummer, V., & Zhang, J. P. (2018). Burnout and its association with resilience in nurses: A cross-sectional study. *Journal of Clinical Nursing*, 27(1-2), 441-449. <https://doi.org/10.1111/jocn.13952>

- Haga, S. M., Kraft, P., & Corby, E. K. (2009). Emotion regulation: Antecedents and well-being outcomes of cognitive reappraisal and expressive suppression in cross-cultural samples. *Journal of Happiness Studies, 10*(3), 271-291. <https://doi.org/10.1007/s10902-007-9080-3>
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology, 43*(6), 495-513. <https://doi.org/10.1016/j.jsp.2005.11.001>
- Halbesleben, J. R. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. *Work engagement: A handbook of essential theory and research*, (pp. 102-117). Psychology Press.
- Hallberg, U. E., Johansson, G., & Schaufeli, W. B. (2007). Type A behavior and work situation: Associations with burnout and work engagement. *Scandinavian Journal of Psychology, 48*(2), 135-142. <https://doi.org/10.1111/j.1467-9450.2007.00584.x>
- Hartmann, S., Weiss, M., Newman, A., & Hoegl, M. (2020). Resilience in the workplace: A multilevel review and synthesis. *Applied Psychology, 69*(3), 913-959. <https://doi.org/10.1111/apps.12191>
- Hayes, K., & Buma, B. (2021). Effects of short-interval disturbances continue to accumulate, overwhelming variability in local resilience. *Ecosphere, 12*(3), e03379. <https://doi.org/10.1002/ecs2.3379>
- Hegney, D. G., Rees, C. S., Eley, R., Osseiran-Moisson, R., & Francis, K. (2015). The contribution of individual psychological resilience in determining the professional quality of life of Australian nurses. *Frontiers in Psychology, 6*, 1613. <https://doi.org/10.3389/fpsyg.2015.01613>
- Herrman, H., Stewart, D. E., Diaz-Granados, N., Berger, E. L., Jackson, B., & Yuen, T. (2011). What is resilience?. *The Canadian Journal of Psychiatry, 56*(5), 258-265. <https://doi.org/10.1177/070674371105600504>
- Hewstone, M., Rubin, M., & Willis, H. (2002). Intergroup bias. *Annual Review of Psychology, 53*(1), 575-604. <https://psycnet.apa.org/doi/10.1146/annurev.psych.53.100901.135109>

- Hindess, B. (2014). Actors and social relations. In *Sociological Theory in Transition (RLE Social Theory)*, (pp. 113-126). Routledge.
- Ho, S. M., Ho, J. W., Bonanno, G. A., Chu, A. T., & Chan, E. (2010). Hopefulness predicts resilience after hereditary colorectal cancer genetic testing: a prospective outcome trajectories study. *BMC Cancer*, *10*(1), 1-10. <https://doi.org/10.1186/1471-2407-10-279>
- Hobfoll, S. E. (2011). Conservation of resources theory: Its implication for stress, health, and resilience. *The Oxford handbook of stress, health, and coping*, (pp. 127-147). Oxford University Press.
- Hodliffe, M. C. (2014). The development and validation of the employee resilience scale (EmpRes): The conceptualisation of a new model. <http://dx.doi.org/10.26021/3747>
- Hodson, R., Roscigno, V. J., & Lopez, S. H. (2006). Chaos and the abuse of power: Workplace bullying in organizational and interactional context. *Work and occupations*, *33*(4), 382-416. <https://doi.org/10.1177/0730888406292885>
- Höltge, J., Mc Gee, S. L., Maercker, A., & Thoma, M. V. (2018). A salutogenic perspective on adverse experiences. *European Journal of Health Psychology*, *25*(2), 53-69. <https://doi.org/10.1027/2512-8442/a000011>
- Hsieh, H. F., Hung, Y. T., Wang, H. H., Ma, S. C., & Chang, S. C. (2016). Factors of resilience in emergency department nurses who have experienced workplace violence in Taiwan. *Journal of nursing scholarship*, *48*(1), 23-30. <https://doi.org/10.1111/jnu.12177>
- Hu, T., Zhang, D., & Wang, J. (2015). A meta-analysis of the trait resilience and mental health. *Personality and Individual Differences*, *76*, 18-27. <https://doi.org/10.1016/j.paid.2014.11.039>
- Hung, C. J. F. (2002). *The interplays of relationship types, relationship cultivation, and relationship outcomes: How multinational and Taiwanese companies practice public relations and organization-public relationship management in China*, [Doctoral Dissertation] University of Maryland, College Park. <https://www.proquest.com/openview/0b44240d1f1a1fcee9543d148396b733/1>

- Iacoviello, B. M., & Charney, D. S. (2014). Psychosocial facets of resilience: implications for preventing posttrauma psychopathology, treating trauma survivors, and enhancing community resilience. *European Journal of Psychotraumatology*, *5*(1), 23970. <https://doi.org/10.3402/ejpt.v5.23970>
- Ilies, R., Johnson, M. D., Judge, T. A., & Keeney, J. (2011). A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators. *Journal of Organizational Behavior*, *32*(1), 44-64. <https://doi.org/10.1002/job.677>
- Jamil, S. (2020). Suffering in silence: The resilience of Pakistan's female journalists to combat sexual harassment, threats and discrimination. *Journalism Practice*, *14*(2), 150-170. <https://doi.org/10.1080/17512786.2020.1725599>
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in Organizational Behavior*, *25*, 187-242. [https://doi.org/10.1016/S0191-3085\(03\)25005-X](https://doi.org/10.1016/S0191-3085(03)25005-X)
- Jex, S. M., Spector, P. E., Gudanowski, D. M., & Newman, R. A. (2020). Relations between exercise and employee responses to work stressors: A summary of two studies. In *Occupational Stress* (pp. 283-301). CRC Press.
- Jha, S., & Jha, S. (2010). Antecedents of interpersonal conflicts at workplace. *Journal of Management & Public Policy*, *1*(2), 75-80. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2144789](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2144789)
- Joseph, S., & Linley, P. A. (2006). Growth following adversity: Theoretical perspectives and implications for clinical practice. *Clinical Psychology Review*, *26*(8), 1041-1053. <https://doi.org/10.1016/j.cpr.2005.12.006>
- Karatepe, O. M., & Olugbade, O. A. (2009). The effects of job and personal resources on hotel employees' work engagement. *International Journal of Hospitality Management*, *28*(4), 504-512. <https://doi.org/10.1016/j.ijhm.2009.02.003>
- Kendra, J. M., & Wachtendorf, T. (2003). Elements of resilience after the world trade center disaster: reconstituting New York City's Emergency Operations Centre. *Disasters*, *27*(1), 37-53. <https://doi.org/10.1111/1467-7717.00218>

- Khan, Z., Rao-Nicholson, R., Akhtar, P., Tarba, S. Y., Ahammad, M. F., & Vorley, T. (2019). The role of HR practices in developing employee resilience: A case study from the Pakistani telecommunications sector. *The International Journal of Human Resource Management*, 30(8), 1342-1369. <https://doi.org/10.1080/09585192.2017.1316759>
- Khayesi, J. N., & George, G. (2011). When does the socio-cultural context matter? Communal orientation and entrepreneurs' resource accumulation efforts in Africa. *Journal of Occupational and Organizational Psychology*, 84(3), 471-492. <https://doi.org/10.1111/j.2044-8325.2011.02029.x>
- King, D. D., Newman, A., & Luthans, F. (2016). Not if, but when we need resilience in the workplace. *Journal of Organizational Behavior*, 37(5), 782-786. <https://doi.org/10.1002/job.2063>
- Kogan, A., Impett, E. A., Oveis, C., Hui, B., Gordon, A. M., & Keltner, D. (2010). When giving feels good: The intrinsic benefits of sacrifice in romantic relationships for the communally motivated. *Psychological Science*, 21(12), 1918-1924. <https://doi.org/10.1177/0956797610388815>
- Krush, M. T., Agnihotri, R. A. J., Trainor, K. J., & Krishnakumar, S. (2013). The salesperson's ability to bounce back: Examining the moderating role of resiliency on forms of intrarole job conflict and job attitudes, behaviors and performance. *Marketing Management Journal*, 23(1), 42-56. [https://www.mma-global.org/\\_files/ugd/3968ca\\_8af8cadbe00d466aad461afcc9e6fa7](https://www.mma-global.org/_files/ugd/3968ca_8af8cadbe00d466aad461afcc9e6fa7).
- Kuriakose, V., Wilson, P. R., & MR, A. (2019). The differential association of workplace conflicts on employee well-being: The moderating role of perceived social support at work. *International Journal of Conflict Management*, 30(5), 680-705. <https://doi.org/10.1108/IJCMA-05-2018-0063>
- Lanius, R., Frewen, P., Vermetten, E., & Yehuda, R. (2010). Fear conditioning and early life vulnerabilities: two distinct pathways of emotional dysregulation and brain dysfunction in PTSD. *European Journal of Psychotraumatology*, 1(1), 5467. <https://doi.org/10.3402/ejpt.v1i0.5467>

- Lawler-Row, K. A., & Piferi, R. L. (2006). The forgiving personality: Describing a life well lived?. *Personality and Individual Differences, 41*(6), 1009-1020. <https://doi.org/10.1016/j.paid.2006.04.007>
- Le, B. M., Impett, E. A., Kogan, A., Webster, G. D., & Cheng, C. (2013). The personal and interpersonal rewards of communal orientation. *Journal of Social and Personal Relationships, 30*(6), 694-710. <https://doi.org/10.1177/0265407512466227>
- Le, B. M., Impett, E. A., Lemay Jr, E. P., Muise, A., & Tskhay, K. O. (2018). Communal motivation and well-being in interpersonal relationships: An integrative review and meta-analysis. *Psychological bulletin, 144*(1), 1. <https://psycnet.apa.org/doi/10.1037/bul0000133>
- Leary, M. R., & Baumeister, R. F. (1995). The need to belong. *Psychological Bulletin, 117*(3), 497-529. <https://doi.org/10.4324/9780367198459-REPRW57-1>
- Lee, A. V., Vargo, J., & Seville, E. (2013). Developing a tool to measure and compare organizations' resilience. *Natural Hazards Review, 14*(1), 29-41. [https://doi.org/10.1061/\(ASCE\)NH.1527-6996.0000075](https://doi.org/10.1061/(ASCE)NH.1527-6996.0000075)
- Lengnick-Hall, C. A., & Beck, T. E. (2005). Adaptive fit versus robust transformation: How organizations respond to environmental change. *Journal of management, 31*(5), 738-757. <https://doi.org/10.1177/0149206305279367>
- Liden, R. C., & Antonakis, J. (2009). Considering context in psychological leadership research. *Human relations, 62*(11), 1587-1605. <https://doi.org/10.1177/0018726709346374>
- Luthans, F., & Peterson, S. J. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development, 21*(5), 376-387. <https://doi.org/10.1108/02621710210426864>
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review, 5*(1), 25-44. <https://doi.org/10.1177/1534484305285335>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology, 1*(1), 3-30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>



- Mache, S., Vitzthum, K., Wanke, E., David, A., Klapp, B. F., & Danzer, G. (2014). Exploring the impact of resilience, self-efficacy, optimism and organizational resources on work engagement. *Work*, 47(4), 491-500. <https://content.iospress.com/articles/work/wor01617>
- Malik, P., & Garg, P. (2020). Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31(8), 1071-1094. <https://doi.org/10.1080/09585192.2017.1396549>
- Manzo, J. (2015). Third-wave” coffeehouses as venues for sociality: On encounters between employees and customers. *The Qualitative Report*, 20(6), 746-761. <https://doi.org/10.46743/2160-3715/2015.2141>
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1997). *Maslach burnout inventory*, (pp. 191-218) Scarecrow Education.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- McFarland, S., Webb, M., & Brown, D. (2012). All humanity is my ingroup: a measure and studies of identification with all humanity. *Journal of Personality and Social Psychology*, 103(5), 830. <https://psycnet.apa.org/doi/10.1037/a0028724>
- McGloin, J. M., & Widom, C. S. (2001). Resilience among abused and neglected children grown up. *Development and psychopathology*, 13(4), 1021-1038. <https://doi.org/10.1017/S095457940100414X>
- McGuire, D., Todnem By, R., & Hutchings, K. (2007). Towards a model of human resource solutions for achieving intergenerational interaction in organisations. *Journal of European Industrial Training*, 31(8), 592-608. <https://doi.org/10.1108/03090590710833651>
- Medhurst, A., & Albrecht, S. (2011). Salesperson engagement and performance: A theoretical model. *Journal of Management & Organization*, 17(3), 398-411. <https://doi.org/10.5172/jmo.2011.17.3.398>

- Medlin, B., & Green, K. W. (2009). Enhancing performance through goal setting, engagement, and optimism. *Industrial Management & Data Systems*, 109(7), 943-956. <https://doi.org/10.1108/02635570910982292>
- Mills, J., Clark, M. S., Ford, T. E., & Johnson, M. (2004). Measurement of communal strength. *Personal Relationships*, 11(2), 213-230. <https://doi.org/10.1111/j.1475-6811.2004.00079.x>
- Mirivel, J. C. (2019). Communication Behaviors That Make a Difference on Well-Being and Happiness. *The Routledge handbook of positive communication: Contributions of an emerging community of research on communication for happiness and social change*, 6. Routledge.
- Mitrofan, N., & Bulborea, A. (2013). The role of organizational communication in structuring interpersonal relationships. *Procedia-Social and Behavioral Sciences*, 76, 511-515. <https://doi.org/10.1016/j.sbspro.2013.04.155>
- Nishi, D., Kawashima, Y., Noguchi, H., Usuki, M., Yamashita, A., Koido, Y., & Matsuoka, Y. J. (2016). Resilience, post-traumatic growth, and work engagement among health care professionals after the Great East Japan Earthquake: A 4-year prospective follow-up study. *Journal of Occupational Health*, 58(4), 347-353. <https://doi.org/10.1539/joh.16-0002-OA>
- Notelaers, G., Van der Heijden, B., Guenter, H., Nielsen, M. B., & Einarsen, S. V. (2018). Do interpersonal conflict, aggression and bullying at the workplace overlap? A latent class modeling approach. *Frontiers in Psychology*, 9, 1743. <https://doi.org/10.3389/fpsyg.2018.01743>
- Oosthuizen, R. M. (2021). Resilience as Moderator between workplace humour and well-being, a positive psychology perspective. *The Palgrave Handbook of Humour Research*, 263-287. Springer
- Othman, Noraini and Ghazali, Zahiruddin (2017) *Nurse engagement: Examining the role of resilience*. In: 4th Conference on Business Management, 29 - 30 Oktober 2017, The Gurney Resprt Hotel & Recidences Penang, Malaysia. <https://repo.uum.edu.my/id/eprint/23796/>

- Ouweneel, E., Le Blanc, P. M., Schaufeli, W. B., & van Wijhe, C. I. (2012). Good morning, good day: A diary study on positive emotions, hope, and work engagement. *Human Relations, 65*(9), 1129-1154. <https://doi.org/10.1177/0018726711429382>
- Paek, S., Schuckert, M., Kim, T. T., & Lee, G. (2015). Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale. *International Journal of Hospitality Management, 50*, 9-26. <https://doi.org/10.1016/j.ijhm.2015.07.001>
- Parach, M. U., & Shahzad, K. (2017). Work place bullying on deviant work behavior among nurses in Pakistan: Mediating role of interpersonal conflict. *Pakistan Business Review, 18*(4), 887-903. <https://core.ac.uk/download/pdf/268591305.pdf>
- Parker, S. K., Bindl, U. K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management, 36*(4), 827-856. <https://doi.org/10.1177/0149206310363732>
- Paul, Z. I., Rathore, K., & Sial, M. A. (2023). Linking workforce diversity and contextual performance: The mediating role of interpersonal conflict and moderating role of supportive leadership. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 17*(1), 66-91. <https://www.econstor.eu/handle/10419/270920>
- Piferi, R. L., & Lawler, K. A. (2006). Social support and ambulatory blood pressure: An examination of both receiving and giving. *International Journal of Psychophysiology, 62*(2), 328-336. <https://doi.org/10.1016/j.ijpsycho.2006.06.002>
- Rafaeli, A., Altman, D., Gremler, D. D., Huang, M. H., Grewal, D., Iyer, B., ... & de Ruyter, K. (2017). The future of frontline research: Invited commentaries. *Journal of Service Research, 20*(1), 91-99. <https://doi.org/10.1177/1094670516679275>
- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management, 24*(14), 2780-2798. <https://doi.org/10.1080/09585192.2013.763843>
- Robertson, I. T., Cooper, C. L., Sarkar, M., & Curran, T. (2015). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of occupational and organizational psychology, 88*(3), 533-562. <https://doi.org/10.1111/joop.12120>

- Rožman, M., Treven, S., & Čančer, V. (2017). Motivation and satisfaction of employees in the workplace. *Business Systems Research: International journal of the Society for Advancing Innovation and Research in Economy*, 8(2), 14-25. <http://dx.doi.org/10.1515/bsrj-2017-0013>
- Russo, S. J., Murrough, J. W., Han, M. H., Charney, D. S., & Nestler, E. J. (2012). Neurobiology of resilience. *Nature Neuroscience*, 15(11), 1475-1484. <https://psycnet.apa.org/doi/10.1038/nn.3234>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied Psychology*, 90(6), 1217. <https://psycnet.apa.org/doi/10.1037/0021-9010.90.6.1217>
- Sarwar, H., Ishaq, M. I., Amin, A., & Ahmed, R. (2020). Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, 28(12), 2008-2026. <https://doi.org/10.1080/09669582.2020.1788039>
- Schaufeli, W. B. (2013). What is engagement. *Employee engagement in theory and practice*, (pp. 15-35), Routledge.
- Schaufeli, W. B. (2017). Applying the job demands-resources model. *Organizational Dynamics*, 2(46), 120-132. <https://psycnet.apa.org/doi/10.1016/j.orgdyn.2017.04.008>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315. <https://doi.org/10.1002/job.248>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational*

and *Organizational Psychology and Behavior*, 30(7), 893-917. <https://doi.org/10.1002/job.595>

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. <https://doi.org/10.1002/job.595>

Schaufeli, W., & De Witte, H. (2017). Work engagement: Real or redundant?. *Burnout Research*, 100(5), 1-2. <https://doi.org/10.3390/ijerph17249495>

Scheier, M. F., & Carver, C. S. (2003). Self-regulatory processes and responses to health threats: Effects of optimism on well-being. *Social psychological foundations of health and illness*, 395-428. Wiley Online Library

Schieman, S., & Reid, S. (2008). Job authority and interpersonal conflict in the workplace. *Work and Occupations*, 35(3), 296-326. <https://doi.org/10.1177/0730888408322448>

Schön Persson, S., Nilsson Lindström, P., Pettersson, P., Nilsson, M., & Blomqvist, K. (2018). Resources for work-related well-being: A qualitative study about healthcare employees' experiences of relationships at work. *Journal of Clinical Nursing*, 27(23-24), 4302-4310. <https://doi.org/10.1111/jocn.14543>

Sharma, U., & Rajput, B. (2017). Work engagement in India: Psychometric evaluation of utrecht work engagement scale. *MANTHAN: Journal of Commerce and Management*, 4(2), 54-64. <http://dx.doi.org/10.17492/manthan.v4i02.11461>

Shi, J., Chen, Z., Yin, F., Zhao, J., Zhao, X., & Yao, Y. (2016). Resilience as moderator of the relationship between left-behind experience and mental health of Chinese adolescents. *International Journal of Social Psychiatry*, 62(4), 386-393.

Siu, O. L., Lu, J. F., Brough, P., Lu, C. Q., Bakker, A. B., Kalliath, T., ... & Shi, K. (2010). Role resources and work-family enrichment: The role of work engagement. *Journal of Vocational Behavior*, 77(3), 470-480. <https://doi.org/10.1177/0020764016636910>

Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107. <https://doi.org/10.1108/09604521111100261>

- Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: assessing the ability to bounce back. *International Journal of Behavioral Medicine, 15*, 194-200. <https://psycnet.apa.org/doi/10.1080/10705500802222972>
- Smith, B. W., Tooley, E. M., Christopher, P. J., & Kay, V. S. (2010). Resilience as the ability to bounce back from stress: A neglected personal resource?. *The Journal of Positive Psychology, 5*(3), 166-176. <https://doi.org/10.1080/17439760.2010.482186>
- Socha, T. J., & Beck, G. A. (2015). Positive communication and human needs: A review and proposed organizing conceptual framework. *Review of Communication, 15*(3), 173-199. <https://doi.org/10.1080/15358593.2015.1080290>
- Soh, M., Zarola, A., Palaiou, K., & Furnham, A. (2016). Work-related well-being. *Health Psychology Open, 3*(1). <https://doi.org/10.1177/2055102916628380>
- Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of organizational behavior, 36*(S1), S72-S103. <https://doi.org/10.1002/job.1924>
- Spector, P. E., & Fox, S. (2005). The stressor-emotion model of counterproductive work behavior, *Counterproductive work behavior: Investigations of actors and targets* (pp. 151–174). American Psychological Association.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology, 3*(4), 356. <https://psycnet.apa.org/doi/10.1037/1076-8998.3.4.356>
- Sweetman, D., & Luthans, F. (2010). The power of positive psychology: Psychological capital and work engagement. *Work engagement: A handbook of essential theory and research*, (pp. 54-68). Psychology Press
- Sypniewska, B. (2014). Evaluation of factors influencing job satisfaction. *Contemporary Economics, 8*(1), 57-72. <https://doi.org/10.5709/ce.1897-9254.131>

- Truchot, D., & Deregard, M. (2001). Perceived inequity, communal orientation and burnout: The role of helping models. *Work & Stress, 15*(4), 347-356. <https://doi.org/10.1080/02678370110086380>
- Tugade, M. M., & Fredrickson, B. L. (2004). Resilient individuals use positive emotions to bounce back from negative emotional experiences. *Journal of Personality and Social psychology, 86*(2), 320. <https://psycnet.apa.org/doi/10.1037/0022-3514.86.2.320>
- Uchino, B. N. (2004). *Social support and physical health: Understanding the health consequences of relationships*. Yale university press.
- Umbreit, M. S. (2006). *Mediating interpersonal conflicts: Approaches to peacemaking for families, schools, workplaces, and communities*. Wipf and Stock Publishers.
- Välrikangas, L., & Romme, A. G. L. (2012). Building resilience capabilities at “Big Brown Box, Inc.”. *Strategy & Leadership, 40*(4), 43-45. <https://doi.org/10.1108/10878571211242948>
- van Beek, G., de Vogel, V., & van de Mheen, D. (2022). How to assist probationers with debt problems during supervision? A qualitative study into the experiences of both probation officers and clients. *Crime & Delinquency, 68*(6-7), 1069-1092. <https://doi.org/10.1177/0011128721999343>
- Van der Vliert, E. (2013). *Complex interpersonal conflict behaviour: Theoretical frontiers*. Psychology Press.
- VanYperen, N. W., & Buunk, B. P. (1991). Equity theory and exchange and communal orientation from a cross-national perspective. *The Journal of Social Psychology, 131*(1), 5-20. <https://doi.org/10.1080/00224545.1991.9713820>
- Waddell, W. J. (2015). *Resilience and engagement in mental health nurses* [Doctoral dissertation], Capella University.
- Walsh, W. A., Dawson, J., & Mattingly, M. J. (2010). How are we measuring resilience following childhood maltreatment? Is the research adequate and consistent? What is the impact on research, practice, and policy?. *Trauma, Violence, & Abuse, 11*(1), 27-41. <https://doi.org/10.1177/1524838009358892>

- Walsh-Dilley, M., & Wolford, W. (2015). (Un) Defining resilience: subjective understandings of 'resilience' from the field. *Resilience*, 3(3), 173-182. <https://doi.org/10.1080/21693293.2015.1072310>
- Walsh-Dilley, M., Wolford, W., & McCarthy, J. (2016). Rights for resilience: food sovereignty, power, and resilience in development practice. *Ecology and Society*, 21(1). <http://dx.doi.org/10.5751/ES-07981-210111>
- Wan, Q., Li, Z., Zhou, W., & Shang, S. (2018). Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement. *Journal of Advanced Nursing*, 74(6), 1332-1341. <https://doi.org/10.1111/jan.13528>
- Wang, W. T., Wang, Y. S., & Chang, W. T. (2019). Investigating the effects of psychological empowerment and interpersonal conflicts on employees' knowledge sharing intentions. *Journal of Knowledge Management*, 23(6), 1039-1076. <https://doi.org/10.1108/JKM-07-2018-0423>
- Waugh, C. E., Fredrickson, B. L., & Taylor, S. F. (2008). Adapting to life's slings and arrows: Individual differences in resilience when recovering from an anticipated threat. *Journal of Research in Personality*, 42(4), 1031-1046. <https://doi.org/10.1016/j.jrp.2008.02.005>
- Weakliem, D. L., & Frenkel, S. J. (2006). Morale and workplace performance. *Work and Occupations*, 33(3), 335-361. <https://doi.org/10.1177/0730888406290054>
- Weigl, M., Hornung, S., Parker, S. K., Petru, R., Glaser, J., & Angerer, P. (2010). Work engagement accumulation of task, social, personal resources: A three-wave structural equation model. *Journal of Vocational Behavior*, 77(1), 140-153. <https://doi.org/10.1016/j.jvb.2010.03.002>
- Weitz, E., Vardi, Y., & Setter, O. (2012). Spirituality and organizational misbehavior. *Journal of Management, Spirituality & Religion*, 9(3), 255-281. <https://doi.org/10.1080/14766086.2012.730782>
- Wilmot, W., & Hocker, J. L. (2017). *Interpersonal conflict* (p. 384). McGraw-Hill Education.



- Wright, R. R., Nixon, A. E., Peterson, Z. B., Thompson, S. V., Olson, R., Martin, S., & Marrott, D. (2017). The Workplace Interpersonal Conflict Scale: An Alternative in Conflict Assessment. *Psi Chi Journal of Psychological Research*, 22(3). <https://doi.org/10.1080/14766086.2012.730782>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational behavior*, 74(3), 235-244. <https://doi.org/10.1016/j.jvb.2008.11.003>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2), 121. <https://psycnet.apa.org/doi/10.1037/1072-5245.14.2.121>
- Yasmeen, A., Ahmad, M., Raziq, M. M., & Khan, M. L. (2020). Structural empowerment, cultural diversity, and interpersonal conflict: Evidence from international NGOs in Pakistan. *International Journal of Cross Cultural Management*, 20(2), 125-139. <https://doi.org/10.1177/1470595820904391>
- Zautra, A. J., Hall, J. S., Murray, K. E., & the Resilience Solutions Group 1. (2008). Resilience: a new integrative approach to health and mental health research. *Health Psychology Review*, 2(1), 41-64. <https://doi.org/10.1080/17437190802298568>
- Zheng, Z., Gangaram, P., Xie, H., Chua, S., Ong, S. B. C., & Koh, S. E. (2017). Job satisfaction and resilience in psychiatric nurses: A study at the Institute of Mental Health, Singapore. *International Journal of Mental Health Nursing*, 26(6), 612-619. <https://doi.org/10.1111/inm.12286>
- Zhu, H., Lyu, Y., & Ye, Y. (2019). Workplace sexual harassment, workplace deviance, and family undermining. *International Journal of Contemporary Hospitality Management*, 31(2), 594-614. <https://doi.org/10.1108/IJCHM-11-2017-0776>

# **APPENDICES**

**Informed Consent**

Dear Participant!

I am MPhil student at National Institute of Psychology, Quaid-i-Azam University, Islamabad. Your participation in this study will provide valuable information about the topic. You are being asked to take part in this research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please read the following information carefully and ask the researcher if there is anything that is not clear or if you need more information. The purpose of this study is to identify relationship between communal orientation, resilience and work engagement among customer service providers; role of interpersonal conflict at work. You will be provided with a questionnaire booklet which will take approximately 30 minutes to complete. Your responses to this [survey] will be anonymous. Please do not write any identifying information on your [survey]. Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk. If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the researcher whose contact information is provided at the end of the page. Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

Email: [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)

Quratulain Mazhar,

National Institute of Psychology, Quaid-i-Azam University, Islamabad.

## CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Researcher's signature \_\_\_\_\_ Date \_\_\_\_\_

**Demographic Sheet**

Age of the Participant (In years): \_\_\_\_\_

Gender: Male/Female

Marital Status: Unmarried/Married

Family System: Nuclear/Joint

Monthly Income of the participant: \_\_\_\_\_

Education: \_\_\_\_\_

Work Experience (In years): \_\_\_\_\_

**Communal Orientation Scale**

Please carefully read and respond to the appropriate option as 1= Extremely Uncharacteristic of me, 2= Uncharacteristic of me, 3= Neutral, 4= Characteristic of me and 5= Extremely Characteristic of me.

Sr. No.	Statements	1	2	3	4	5
1.	It bothers me when other people neglect my needs.					
2.	When making a decision, I take other people's needs and feelings into account.					
3.	I'm not especially sensitive to other people's feelings.					
4.	I don't consider myself to be a particularly helpful person.					
5.	I believe people should go out of their way to be helpful.					
6.	I don't especially enjoy giving others aid.					
7.	I expect people I know to be responsive to my needs and feelings					
8.	I often go out of my way to help another person.					
9.	I believe it's best not to get involved in taking care of other people's personal needs.					
10.	I'm not the sort of person who often comes to the aid of others.					
11.	When I have a need, I turn to others I know for help.					
12.	When people get emotionally upset, I tend to avoid them.					
13.	People should keep their troubles to themselves.					
14.	When I have a need that others ignore, I'm hurt.					

## Appendix D

### Brief Resilience Scale

Please carefully read and respond to the appropriate option as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree

Sr. No.	Items	1	2	3	4	5
1.	I tend to bounce back quickly after hard times					
2.	I have a hard time making it through stressful events.					
3.	It does not take me long to recover from a stressful event.					
4.	It is hard for me to snap back when something bad happens.					
5.	I usually come through difficult times with little trouble.					
6.	I tend to take a long time to get over setbacks in my life.					

## Appendix E

### Utrecht Work Engagement Scale

Please carefully read and respond to the appropriate option as 1= Never, 2= Rarely (Once a month or less), 3= Sometimes (A few times a month), 4=Often (Once a week), 5=Very often (A few times a week), 6= Always (Every day).

Sr. No.	Statements	1	2	3	4	5	6
1.	At my work, I feel bursting with energy.						
2.	I find the work that I do full of meaning and purpose.						
3.	Time flies when I'm working.						
4.	At my job, I feel strong and vigorous.						
5.	I am enthusiastic about my job.						
6.	When I am working, I forget everything else around me.						
7.	My job inspires me.						
8.	When I get up in the morning, I feel like going to work.						
9.	I feel happy when I am working intensely.						
10.	I am proud on the work that I do.						
11.	I am immersed in my work.						
12.	I can continue working for very long periods at a time.						
13.	To me, my job is challenging.						
14.	I get carried away when I'm working.						
15.	At my job, I am very resilient, mentally.						
16.	It is difficult to detach myself from my job.						
17.	At my work I always persevere, even when things do not go well.						



## Appendix D

### Interpersonal Conflict at work Scale

Please carefully read and respond to the appropriate option as 1= Less than once per month, 2= Once or twice per month, 3= Once or twice per week, 4= Once or twice per day and 5= Several times per day

<b>Sr. No.</b>	<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	How often do you get into arguments with others at work?					
2.	How often do other people yell at you at work?					
3.	How often are people rude to you at work?					
4.	How often do other people do nasty things to you at work?					



Quratulain Mazhar &lt;quratulainmazhar380@gmail.com&gt;

---

**South African Journal of Psychology SAP-23-0147**

1 message

**South African Journal of Psychology** <onbehalf@manuscriptcentral.com>

Thu, Aug 31, 2023 at 9:03 AM

Reply-To: richard.leslievan@gmail.com

To: quratulainmazhar380@gmail.com

31-Aug-2023

Dear Miss Mazhar:

Your manuscript entitled "Role of Resilience between Relationship of Communal Orientation and Work Engagement" has been successfully submitted online and is presently being given full consideration for publication in South African Journal of Psychology.

Your manuscript ID is SAP-23-0147.

You have listed the following individuals as authors of this manuscript:  
Mazhar, Qurat-ul-ain

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at <https://mc.manuscriptcentral.com/sap> and edit your user information as appropriate.

You can also view the status of your manuscript at any time by checking your Author Center after logging in to <https://mc.manuscriptcentral.com/sap>.

As part of our commitment to ensuring an ethical, transparent and fair peer review process Sage is a supporting member of ORCID, the Open Researcher and Contributor ID (<https://orcid.org/>). We encourage all authors and co-authors to use ORCID iDs during the peer review process. If you have not already logged in to your account on this journal's ScholarOne Manuscripts submission site in order to update your account information and provide your ORCID identifier, we recommend that you do so at this time by logging in and editing your account information. In the event that your manuscript is accepted, only ORCID iDs validated within your account prior to acceptance will be considered for publication alongside your name in the published paper as we cannot add ORCID iDs during the Production steps. If you do not already have an ORCID iD you may login to your ScholarOne account to create your unique identifier and automatically add it to your profile.

Thank you for submitting your manuscript to South African Journal of Psychology.

Sincerely,  
Richard van Rensburg  
South African Journal of Psychology  
[richard.leslievan@gmail.com](mailto:richard.leslievan@gmail.com)



Qurat-ul-Ain Mazhar &lt;qurat-ul-ain.f21@nip.edu.pk&gt;

---

## Permission letter for measurement

2 messages

---

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>  
To: "bws0513@gmail.com" <bws0513@gmail.com>

Sun, Dec 4, 2022 at 6:46 PM

Dear Bruce Smith

I hope you are well.

I am a student at National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan. I am working on a research project entitled "Communal orientation and work engagement at work setting: role of Resilience and Interpersonal Conflict". I want to use your measure entitled "Brief Resilience Scale". I was hoping if you gave me permission to use and translate your scale in my study, and later publish the finding from it as well.

Looking forward for your response!

Regards  
Quratulain Mazhar,  
Mphil Scholar,  
National Institute of Psychology,  
Quaid-i-Azam University,  
Islamabad, Pakistan.

Email: [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)

---

**Bruce Smith** <bws0513@gmail.com>  
To: Qurat-ul-Ain Mazhar <qurat-ul-ain.f21@nip.edu.pk>

Mon, Dec 12, 2022 at 3:11 AM

Hi,

Thanks for your interest in the *Brief Resilience Scale (BRS)*. As of December 1, 2022, the *BRS* has been cited over 4,400 times according to Google Scholar, used in over 40 countries, and translated in at least two dozen languages.

You are welcome to use the BRS free of charge and for as much as you like. I attached a brief user's guide with the items, instructions, and directions for scoring and interpretation. I also attached the original validation article in case you don't have it or it may be useful to you.

In addition, in case you may want to translate the BRS into another language, I attached a *Translation Guide for the Brief Resilience Scale* that includes some of the translations and an article on translating measures that actually used the *Brief Resilience Scale* as an example.

Finally, I attached a free positive psychology workbook that the Center for Applied Positive Psychology of Albuquerque, New Mexico, USA. and I recently created to foster resilience in coping with challenges during the pandemic and its aftermath. This workbook is based on a positive psychology course that was refined and tested over a 10 year period and has consistently been shown to increase resilience, happiness, and well-being and decrease anxiety, depression, and stress. Please feel free to pass on the following links to whoever you want.

Here are the links where you can download as many copies as you want and you can get can a printed copy at Amazon.com for the minimal no profit to us cost of \$5.92:

### 1. Link for Free PDF:

<https://drive.google.com/drive/folders/1eVPov4kbw-2WcYHU51Nbv8wi-aCC3y72?usp=sharing>

### 2. Link for Printed Hard Copy:

[https://www.amazon.com/Bruce-W.-Smith/e/B078T27V58?ref\\_=dbs\\_p\\_pbk\\_r00\\_abau\\_000000](https://www.amazon.com/Bruce-W.-Smith/e/B078T27V58?ref_=dbs_p_pbk_r00_abau_000000)

We wish you the best in your work!



Qurat-ul-Ain Mazhar &lt;qurat-ul-ain.f21@nip.edu.pk&gt;

---

## Permission letter

3 messages

---

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>  
To: "w.schaufeli@uu.nl" <w.schaufeli@uu.nl>

Sun, Dec 4, 2022 at 6:57 PM

Dear Schaufeli

I hope you are well.

I am a student at National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan. I am working on a research project entitled "Communal orientation and work engagement at work setting: role of Resilience and Interpersonal Conflict". I want to use your measure entitled "Utrecht Work Engagement Scale" (17 items). I was hoping if you gave me permission to use and translate your scale in my study, and later publish the finding from it as well.

Looking forward for your response!

Regards  
Quratulain Mazhar,  
Mphil Scholar,  
National Institute of Psychology,  
Quaid-i-Azam University,  
Islamabad, Pakistan.

Email: [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)

---

**Schaufeli, W.B. (Wilmar)** <w.schaufeli@uu.nl>  
To: Qurat-ul-Ain Mazhar <qurat-ul-ain.f21@nip.edu.pk>

Sun, Dec 11, 2022 at 7:39 PM

Dear Quratulain,

Thank you very much for your interest in my work.

You may use the UWES free of charge, but only for non-commercial, academic research. In case of commercial use, we should draft a contract.

Please visit my website (address below) from which the UWES can be downloaded, as well as all my publications on the subject.

Good luck with your research.

With kind regards,

**Wilmar Schaufeli** | **Wilmar B. Schaufeli, PhD** | Professor emeritus of Work and Organizational Psychology | *Social, Health & Organizational Psychology* | Utrecht University | P.O. Box 80.140, 3508 TC Utrecht, The Netherlands | P Phone: (31) 6514 75784 | Site: [www.wilmarschaufeli.nl](http://www.wilmarschaufeli.nl) | [citations](#) | [Clarivate highly cited](#)

Op 4 dec. 2022, om 14:57 heeft Qurat-ul-Ain Mazhar <[qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)> het volgende geschreven:

U ontvangt niet vaak e-mail van [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk). [Meer informatie over waarom dit belangrijk is](#)

[Quoted text hidden]

---

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>

Sun, Dec 11, 2022 at 10:21 PM



Qurat-ul-Ain Mazhar &lt;qurat-ul-ain.f21@nip.edu.pk&gt;

**(no subject)**

3 messages

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>  
To: "margaret.clark@yale.edu" <margaret.clark@yale.edu>

Thu, Dec 8, 2022 at 2:25 PM

Dear Margaret Clark

I hope you are well.

I am a student at National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan. I am working on a research project entitled "Communal orientation and work engagement at work setting: role of Resilience and Interpersonal Conflict". I want to use your measure entitled "Communal Orientation Scale". I was hoping if you gave me permission to use and translate your scale in my study, and later publish the finding from it as well.

Looking forward for your response!

Regards  
Quratulain Mazhar,  
Mphil Scholar,  
National Institute of Psychology,  
Quaid-i-Azam University,  
Islamabad, Pakistan.

Email: [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)

**Clark, Margaret** <margaret.clark@yale.edu>  
To: Qurat-ul-Ain Mazhar <qurat-ul-ain.f21@nip.edu.pk>

Thu, Dec 8, 2022 at 4:17 PM

Dear Qurat-ul-Ain,

I am happy to give you permission to use my communal orientation scale.

Best wishes on your research.

Margaret Clark  
John M. Musser Professor of Psychology  
Head, Trumbull College  
Dean of Academic Affairs  
Yale University

**From:** Qurat-ul-Ain Mazhar <[qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)>  
**Sent:** Thursday, December 8, 2022 4:25 AM  
**To:** Clark, Margaret <[margaret.clark@yale.edu](mailto:margaret.clark@yale.edu)>  
**Subject:**

[Quoted text hidden]

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>  
To: "Clark, Margaret" <margaret.clark@yale.edu>

Sun, Dec 11, 2022 at 10:20 PM

Thank you!

[Quoted text hidden]



Qurat-ul-Ain Mazhar &lt;qurat-ul-ain.f21@nip.edu.pk&gt;

---

## Permission letter

2 messages

---

**Qurat-ul-Ain Mazhar** <qurat-ul-ain.f21@nip.edu.pk>  
To: "pspector@usf.edu" <pspector@usf.edu>

Sun, Dec 4, 2022 at 7:42 PM

Dear Spector

I hope you are well.

I am a student at National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan. I am working on a research project entitled "Communal orientation and work engagement at work setting: role of Resilience and Interpersonal Conflict". I want to use your measure entitled "Interpersonal Conflict at work Scale". I was hoping if you gave me permission to use and translate your scale in my study, and later publish the finding from it as well.

Looking forward for your response!

Regards  
Quratulain Mazhar,  
Mphil Scholar,  
National Institute of Psychology,  
Quaid-i-Azam University,  
Islamabad, Pakistan.

Email: [qurat-ul-ain.f21@nip.edu.pk](mailto:qurat-ul-ain.f21@nip.edu.pk)

---

**Paul Spector** <pspector@usf.edu>  
To: Qurat-ul-Ain Mazhar <qurat-ul-ain.f21@nip.edu.pk>

Sun, Dec 4, 2022 at 9:33 PM

Dear Quratulain:

You have my permission for noncommercial research/teaching use of any of my scales that are in the [Paul's No Cost Assessments section](#) of my website [paulspector.com](http://paulspector.com), including the ICAWS. You can find copies of the scales in the original English and for some scales other languages, as well as details about the scale's development and norms on the website. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector, All rights reserved" with the appropriate year. Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the scales into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

For additional assessment resources including an archive of measures by other researchers, check out the assessment section of my website for organizational measures <https://paulspector.com/assessments/> and my companion site for general and mental health measures: <https://www.stevenericspector.com/mental-health-assessment-archive/>


Thank you for your interest in my scales, and good luck with your research.

Office of the Ethics Committee  
National Institute of Psychology  
Center of Excellence  
Quaid-e-Azam, University, Islamabad

**Certificate of Approval**

It is certified that the research project entitled “**Communal Orientation and Work Engagement Among Customer Service Provider; Role of Resilience and Interpersonal Conflict**” submitted by **Quratulain Mazhar** under the supervision of **Dr. Irum Naqvi** is approved from ethics committee dated on 6<sup>th</sup> October 2022.

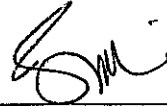
Chair: Ethics Committee

  
\_\_\_\_\_  
(Prof. Dr. Rubina Hanif)

Member: Ethics Committee  
(Dr. Sobia Masood)

  
\_\_\_\_\_

Member: Ethics Committee  
(Dr. Syed Muhammad Imran Bukhari)

  
\_\_\_\_\_

# Turnitin Originality Report

Processed on: 28-Aug-2023 09:49 PKT

ID: 2152537581

Word Count: 26969

Submitted: 1



Communal Orientation and Work Engagement  
Among Customer Service Providers: Role of  
Resilience and Interpersonal Conflict By  
Quratulain-Mazhar

Similarity Index

17%

Similarity by Source

Internet Sources: 12%  
Publications: 9%  
Student Papers: 7%

2% match (Internet from 31-Jul-2023)

[https://libuwspaceprd02.uwaterloo.ca/bitstream/handle/10012/19539/Ying\\_Fu.pdf?isAllowed=y&sequence=1](https://libuwspaceprd02.uwaterloo.ca/bitstream/handle/10012/19539/Ying_Fu.pdf?isAllowed=y&sequence=1)

1% match (student papers from 22-May-2018)

[Submitted to Higher Education Commission Pakistan on 2018-05-22](#)

1% match (Internet from 16-Oct-2020)

<https://www.tandfonline.com/doi/full/10.1080/09585192.2017.1396549>

< 1% match (student papers from 13-Mar-2019)

[Submitted to Higher Education Commission Pakistan on 2019-03-13](#)

< 1% match (student papers from 04-Aug-2014)

Class: M.Phil 2012-14

Assignment: M.Phil Dissertation

Paper ID: 442682104

< 1% match (student papers from 06-Oct-2017)

[Submitted to Higher Education Commission Pakistan on 2017-10-06](#)

< 1% match (student papers from 26-Jun-2016)

[Submitted to Higher Education Commission Pakistan on 2016-06-26](#)

< 1% match (student papers from 23-Nov-2022)

[Submitted to Higher Education Commission Pakistan on 2022-11-23](#)

< 1% match (student papers from 08-Oct-2021)

[Submitted to Higher Education Commission Pakistan on 2021-10-08](#)

< 1% match (student papers from 03-Jul-2013)

Class: M.Sc Jan. 2013

Assignment: M.Sc Thesis Jan. 2013

Paper ID: 339233340

< 1% match (student papers from 07-Jul-2014)

[Submitted to Higher Education Commission Pakistan on 2014-07-07](#)

< 1% match (student papers from 06-Oct-2015)

[Submitted to Higher Education Commission Pakistan on 2015-10-06](#)

< 1% match (student papers from 05-Mar-2021)

[Submitted to Higher Education Commission Pakistan on 2021-03-05](#)

< 1% match (student papers from 17-Sep-2016)

[Submitted to Higher Education Commission Pakistan on 2016-09-17](#)

< 1% match (student papers from 27-Sep-2021)

[Submitted to Higher Education Commission Pakistan on 2021-09-27](#)

< 1% match (student papers from 20-Jul-2012)

[Submitted to Higher Education Commission Pakistan on 2012-07-20](#)

< 1% match (Internet from 15-Mar-2020)

<https://www.tandfonline.com/doi/10.1080/13678868.2015.1067855>

< 1% match (Internet from 12-Sep-2019)

<https://www.tandfonline.com/doi/full/10.1080/00220973.2012.678409>

< 1% match (Internet from 19-Aug-2018)

<http://journals.sagepub.com/doi/full/10.1177/1548051813485437>

< 1% match (Internet from 12-May-2020)

<https://journals.sagepub.com/doi/10.1177/0765407512466227>

< 1% match (Internet from 06-Jan-2023)

[http://pr.hec.gov.pk/jspui/bitstream/123456789/11644/1/Aisha\\_Manzoor\\_%20psychology%202019%20qau%20isb%20pr.pdf](http://pr.hec.gov.pk/jspui/bitstream/123456789/11644/1/Aisha_Manzoor_%20psychology%202019%20qau%20isb%20pr.pdf)

< 1% match (Internet from 21-Sep-2022)

<http://pr.hec.gov.pk/jspui/bitstream/123456789/16639/1/samar%20fahd%20psychology%202020%20qau%20isb%20.pdf>

< 1% match (Internet from 18-Jan-2023)

<https://core.ac.uk/download/pdf/268591305.pdf>

< 1% match (Internet from 26-Dec-2022)