A study of Double Mediation Effect of Organisational Response and Perceived Job Security Between the Relationship of Organisational Resilience and Organisational Commitment

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Abstract

The purpose of this study is to critically synthesize the relationship between organizational resilience and organizational commitment in the presence of double mediating effect of organizational response and perceived job security. Drawing upon focused on the Stacy McManus in (2008) Relative Overall Resilience (ROR) Model, and Social Exchange Theory. The quantitative approach used in this study. Data collected from employees of emergency services department (Rescue 1122), Punjab Pakistan and 323 out of which 169 (52.3%) were males and 154 (47.7%) were females participated in quantitative survey under convenience sampling technique. For the analysis of data SPSS and AMOS tools used for structural equational modeling. The findings are that if there will be less silo-mentality and more planning strategies and understand hazards and their consequences, the chances of employee's organizational commitment will be more in the mediation of organizational response and perceived job security. This study has been conducted in the emergency public services sector of Punjab, Pakistan. So, it is suggested that in future researchers to carry out this type of research in other sectors of the economy. The outcome of this study would be helpful for policy maker of emergency sector, how they should act in critical or handle crises situations to maintain the commitment of employees. The current study also contributed to literature by thoroughly examining current research framework on organizational resilience and proposes an integrated dynamic double mediation model to study the emerging organizational resilience and allied areas. Moreover, findings of the study contributed to the field and bridging gaps in existing research.

Keywords- Organizational Resilience, Organizational Response, Perceived Job security, and Organizational Commitment and Emergency Public Services,

Introduction

Economic instability, health crises, and quickly changing behaviors have presented the unheard-of difficulties in recent years. The significance of organizational resilience a quality that helps businesses to adjust to, bounce back from, and prosper in the face of disruptions is underscored by such unstable circumstances (Bhamra et al., 2011; Sutcliffe & Vogus, 2003). Organizations'

sustainability and long-term success are now significantly influenced by their capacity to endure and effectively handle crises. Employees' emotional attachment, participation, and loyalty to their company are specifically referred to as commitment, and these factors frequently affect their intents to stay with the company (Ashraf et al., 2023). Understanding hazards and consequences is the third dimension of organizational resilience, which means how an organization analyses and understands the upcoming or current hazards and their consequences (Mishra, Upadhyay, Chaudhary, & Singh, A. 2023). Ahmad Rasmi Al Battat says that the managers and other employees should be aware of the safety measures that the safety department has scheduled at the time of need (Jiang & Wen, 2020). In Punjab, Pakistan, the Emergency Services Department also referred to as Rescue 1122 is a vital public safety organization. The department, which was founded to provide prompt and effective emergency response, provides services such as community safety education, medical emergencies, firefighting, disaster management, and water rescue. Its dedication to preserving lives and reducing property damage in times of emergency serves as the foundation for its operations. Modern ambulances, fire trucks, and rescue vehicles with cutting-edge equipment and skilled personnel on call around-the-clock make up Rescue 1122's operational network (Ahmad et al., 2013). Organizational commitment (OC) is defined by Pool & Pool (2007) as it reflects how much an employee is committed to its goals. Lambert et al, (2013), says the commitment that employees made with their organization are known as OC. OC has a very significant role and importance in the public service, everything and everyone is inter-related to each other, so they all do their work with OC for the goodwill of their department, the other outcomes of the commitment. Organizational response and PJS taken as the mediating variables. Due to health emergencies, lockdowns, everyone faces crise, however, employees of emergency department respond wisely and started the online delivering of medicine and they take care of the health precautions (Mujajati et al., 2024). PJS was another mediating variable and refers to the state of mind of an employee in which he feels secure in an organization and enhance job satisfactions of employees (Ali &Ali 2014). During their employment in emergency department, the employees will always prefer to be the part of the organizations where they can see job stability and PJS. The study intends to shed light on how in emergency public services organizations might use resilience strategies to increase employee organisational commitment and, eventually, enhance organizational outcomes under trying circumstances by utilizing this suggested double mediation model (Mujajati, Ferreira & du Plessis, 2024).This study will make significant contributions to theory and practice by shedding light on the crucial roles that organizational resilience, PJS, and responsive organizational strategies play in promoting employee OC and stability, especially in light of the growing pressure on the hospitality industry to adjust to new norms and crises (Jones and Comfort, 2020;Zhang et al., 2023:Giousmpasoglou et al., 2021; Huang et al., 2020). The main objective of this study (1) to analyze the impact of organizational resilience on the organizational commitment. (2) to check the impact of different dimensions of organizational resilience on organizational commitment (3) to see the organizational response of hospitality sector & PJS as mediators between organizational resilience and organizational commitment. (4) to determine how in the emergency service department the different dimensions of organizational resilience impact organizational response and perceived job security and then their impact on organizational commitment in Pakistan. (5) to find the relationship between organizational response & perceived job security. Focus model of study will address the following questions to achieve the desired objectives of the study. 1) what is the impact of organizational resilience on the organizational commitment? (2) what is the relationship between organizational response & perceived job security? 3) what is the impact of different dimensions of organizational resilience on organizational commitment? 4) How does the organizational response of emergency service departments & PJS as mediators between organizational resilience and organizational

commitment? 5) How does in the emergency public services sector the different dimensions of organizational resilience impact organizational response and perceived job security and then their impact on organizational commitment in Pakistan? The scope of this study revolves around the hospitality industry of Pakistan. Emergency Department (Rescue 1122) is one of the wider public services in Punjab Pakistan and plays a significant part in the public service and economy of Pakistan, next in this paper, pertinent literature is reviewed, then sampling, data collection, data analysis and results will be discussed in the hospitality sector of Pakistan, and results will be concluded at the end.

Literature Review and Hypothesis Development
The focus study is to critically synthesize the relationship between organizational resilience and organizational commitment in the presence of mediating effect of organizational response and perceived job security. Theoretical underpinnings e.g., Relative Overall Resilience (ROR) Model, social exchange theory (SET) hat effectively support this proposed double mediation model.

Social Exchange Theory (SET)
According to Blau's 1964 introduction of the Social Exchange Theory (SET), relationships in the workplace are regulated by the reciprocal exchange of resources, including security, loyalty, and support. Employees are more likely to get committed to companies that show helpful responses and offer a safe atmosphere, according to SET. Employees return the favor by being devoted to their companies and exhibiting fortitude. SET supports the notion that employees PJS and organizational responses as indications of caring and support. Their devotion is strengthened by this perception since they feel compelled to return the favor. Employees who believe they work in a stable and secure environment are also more likely to be resilient because they believe that the organization appreciates their contributions and will help them in uncertain times.

Relative Overall Resilience (ROR) Model
Stacy McManus (2008) created the Relative Overall Resilience (ROR) Model as a framework for evaluating the resilience of organizations. It examines resilience through both adaptive capacity and situational awareness, concentrating on an organization's potential to react to and recover from disruptive events. According to McManus's model, resilience is a relative quality that varies depending on the particular environment, resources, and readiness level of an organization. The ability of an organization to adjust to change, difficulty, or disturbance is known as adaptive capacity. Adaptability is influenced by a number of important factors, such as leadership, inventiveness, resourcefulness, and a readiness to accept change. Businesses with a strong capacity for adaptation are better able to adapt to changing circumstances.

Relationship of Dimension of Organizational Reliance and Organizational Commitment
The present research is based on McManus's relative overall resilience model, McManus's (2008). She proposed the definition of resilience, and said that the relative over resilience (ROR) model contains three different factors i.e., situation awareness, management of keystone vulnerabilities and adaptive capacity. In literature, there are generally eight demission's of organizational reliance. However, this study focuses on three basic dimension of organizational reliance such as a) silo mentality affects organizational commitment negatively, b) understanding and analysis of hazards and consequences, c) planning strategies. Organisational resilience -Planning Strategies and Organizational Commitment
H1a: There is a positive relationship between planning strategies and organizational commitment.
  a) Organisational resilience-Understanding and Analysis of Hazards and Consequences and Organizational Commitment
Building organizational resilience, which can lead to greater organizational commitment, requires an understanding of and analysis of potential hazards and their effects (Lengnick-Hall et al., 2011).

Organizations show their priority to protecting their operations and workers' well-being by proactively evaluating risks and putting preventive measures in place. This can increase employee loyalty and dedication (Duchek, 2020). When public employees believe their company is proactive in anticipating and reducing hazards, they are more likely to feel safe and appreciated (Carmeli & Schaubroeck, 2008). Because it increases employees' trust in the organization's stability and care for their well-being, this sense of security is essential for fostering OC (Mishra et al. 2023). Thus, resilience-building activities that involve hazard identification and consequence analysis not only support organizational continuity but also contribute to an engaged (McManus's 2008). The Understanding and Analysis of Hazards and Consequences is the second dimension of organizational resilience model of McManus's (2008).

H1b: there is a positive relationship between understanding and analysis of hazards and consequences and organizational commitment**.**

b) Organisational resilience -Silo-Mentality and Organizational Commitment

The third dimension of Organizational resilience model of McManus's (2008) is Silo-Mentality. The employees are considered as an essential part of the organization. If proper information is given to them, they work with commitment and loyalty. Studies on organizational commitment and silo mentality are claimed by studies related to Exit-Voice-Loyalty (EVL) literature Donoghue et al., (2011) also studies this relationship. In this regard, Beer's (2009) silo mentality comes in the way of OC. OC and organisational resilience can be adversely affected by a silo culture, which is typified by segregated departments and little interdepartmental collaboration (Mujajati et al., 2024). The ability of the organization to successfully respond to crises is weakened when departments work independently because they frequently neglect to exchange important information or work together on resilience initiatives (Schiuma et al., 2012). Because workers may feel that the company is disjointed and unsupportive, this lack of cohesiveness might result in lower employee commitment (Santos et al., 2015). On the other hand, dismantling organizational silos through the encouragement of cross-functional cooperation and common objectives increases commitment and organizational resilience.

H1c: silo mentality affects organizational commitment negatively**.**

Relationship of Dimensions of Organizational Resilience and Organizational Response

a) Organizational Reliance -Understanding and Analysis of Hazards & Consequences and Organizational Response

The organizations understood and analyzed the threat and its long-term outcomes so they start fighting with it by developing different strategies and making their organization more resilient. Hong Chen (2020) has depicted in his study that if the organization views and understands the hazard, they will be more ready to respond. A crucial component of organizational resilience is creating an effective organizational response, which requires an understanding of and analysis of dangers and their possible effects. Organizations should create proactive reaction plans that minimize harm and facilitate quick recovery by carefully evaluating risks and their potential effects (Duchek, 2020). By using a risk-focused approach, companies can reduce disruptions, safeguard their assets and stakeholders, and be ready to handle emergencies (Bhamra et al., 2011). Furthermore, a well-informed organizational response that is based on hazard assessments promotes a preparation culture in which staff members are aware of their responsibilities in handling possible emergencies. This alignment and preparedness improve collective response efforts and strengthen the organization's overall resilience to unforeseen events (McManus et al., 2008).

H2a: Understanding and Analysis of Hazards & Consequences has a significant positive effect on Organizational response**.**

b) Organisational resilience - Planning Strategies & Organizational Response

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Many businesses have affected in many different ways and some of the organizations smartly find the solution to it, while those were unable to plan the strategy to fight against emergencies, and they suffered ultimately. Hong Chen (2020) says that the policymakers were responsible for coping them with emergencies, given its reliance on human mobility (Song et al., 2021). However, they still planned the strategies that suitable for the and hence showed the positive association between them (Khan, et al.,2020). In order to improve organizational resilience and facilitate a strong organizational response to crises, effective planning techniques are essential (Sheffi & Rice, 2005). By incorporating effective planning into the organization's structure, businesses not only strengthen their crisis response capabilities (Burnard & Bhamra, 2011).

H2b: planning strategies and organizational response are positively related to each other**.**

c) Organisational resilience -Silo-Mentality & Organizational Response

Most of the organization's information must deliver to all stakeholders to collectively fight against the disease. The workers cannot do work effectively if they have not enough information regarding their roles and responsibilities (Jiang and Wen, 2020). Ileana Gloria Pérez Vergara et al., (2020) have mentioned in their study that responding must involve all the stakeholders in the decision-making process; otherwise, more silos and less will be the response of the organization. A coordinated organizational response to crises depends on teamwork and the open flow of information, both of which are hampered by silos (Schiuma et al., 2012). Organisational Response efforts become fragmented when departments do not share resources and knowledge, which slows down decision-making and decreases overall responsiveness to unforeseen issues (Kumar et al., 2020). Fostering departmental cooperation creates a resilient culture where workers strive toward shared objectives, enhancing the organization's capacity to handle and recover from emergencies (Santos et al., 2015).

H2c: The Silo Mentality and Organizational Response are negatively related to each other**.**

Relationship of Dimension of Organizational Resilience and Perceived Job Security

a) Organizational Resilience -Understanding & Analysis of Hazards and Consequences and Perceived Job Security (PJS)

Improving PJS among employees requires an understanding of and analysis of dangers and their effects. Organizations can put preventive measures in place that reassure staff members of the organization's stability and dedication to their safety when they proactively identify and evaluate possible hazards (Duchek, 2020). Employees' PJS is positively impacted by this proactive strategy, which also increases organizational resilience (Bhamra et al., 2011). Employees have faith in the company's ability to keep them safe even during difficult times, employees who feel comfortable are more likely to be engaged and dedicated (McManus et al., 2008). There are two different cases of whether the organization understands the hazards and their consequences or not, in both cases, the perceived level of job security of the employee changes.

H3a: understanding and analysis of hazardous and consequences have a positive relation with perceived job security.

b) Organizational Resilience -Planning Strategies and Perceived Job Security

Planning strategy is essential for improving employees' PJS and building organizational resilience. Organizations can reassure employees about the stability of their positions by demonstrating to them that they are prepared for future uncertainty through the implementation of crisis response training programs, diversification of resources, and contingency plans (Lengnick-Hall et al., 2011). In addition to increasing organizational resilience, this proactive approach gives workers a sense of security since they have greater faith in the company's capacity to overcome obstacles (McManus et al., 2008). According to studies, workers who believe that their jobs are well-planned are more likely to feel safe in their positions because they believe that the company will continue to operate and safeguard jobs even in difficult circumstances (Akgun & Keskin). PJS of the

strategies formed by authority, is friendly they will do their work with OC(Lai and Wong, 2020). The business and job security strategies are positively related to each other (Feng-Hui Lee, 2010). In the crisis the hospitals of the USA have well supported their doctors and health workers, which results in an increased perception of their job security said by (Cheng, 2020).

H3b: The planning strategies increase the perceived job security and vice versa**.**

c) Organizational Resilience -Silo-Mentality & Perceived Job Security

A silo-mentality, in which teams or departments function independently with little cooperation or communication, can erode organizational resilience and employees' sense of job security. Because information on organizational preparedness or crisis response does not freely flow across departments, employees may be concerned about the stability of the company when silos are present (Schiuma et al., 2012;Santos et al., 2015). Employees' PJS can be increased by dismantling these silos through the promotion of cross-departmental communication and common objectives. This causes a disconnection, which ends up with misunderstandings, problems, and employee turnover. Silos split the organizations and relationships and impact negatively on the thoughts of the employees and they feel insecure because they have a fear of being the victim of anyone by anytime (SA. Jind, 2012). According to another study, the employees of silo culture-based organizations have a fear of their job loss (Campbell & Huffington, 2008).

H3c: Silo Mentality and Perceived Job Security have negatively related to each other**.**

Relationship between Organizational Response and Organizational Commitment

Since the pandemic compelled firms to quickly adjust to unanticipated problems, the relationship between OC and responsiveness has grown in importance. Research indicates that companies that responded to the crisis in a straightforward, open, and encouraging manner increased employee organizational engagement (Bakker et al., 2020). Employees indicated higher emotional and psychological ties to their companies when they believed that the companies were taking proactive steps to protect their well-being, safety, and job security (Crawford et al., 2021). Furthermore, the implementation of flexible working arrangements, supportive leadership, and good communication were crucial in preserving commitment during the pandemic because they enabled staff members to deal with uncertainty while feeling appreciated and supported (Zhou & Lee, 2021). OC of employees matters to the organization, but their commitment depends on how the organization is responding to customers because ultimately the survival of the organizations means the survival of the employees when they know that organization is responding effectively to pandemic (Yacoub and ElHajjar, 2021). V. Filimonau et al., (2020) says that the good response of organizations in emergencies increased employees' commitment. It is considered that the measure is taken to cope with the pandemic effects on the commitment of the employee for the organization (Belen Derqu, 2020).

H4: there is a positive significant response between organizational response and Organizational Commitment**.**

Mediating relationship of Organizational Response between Dimension of Organizational Reliance and Organizational Commitment

a) Mediating Effect of Organizational Response between Silo-Mentality and Organizational Commitment

The silo mentality has adverse effects on employee's commitment within the organization. In the time of crisis, the impact of silos will be worst because the different division/ section of the organizations will not connect and they have no one solution for the problem because everyone hides things from other and hence the organization left with nothing. The idea of silo mentality, which describes the absence of cooperation and communication across departments within a company, can have a detrimental effect on organizational commitment by encouraging inefficiency and lowering morale. In order to mitigate these consequences, organizational

responsiveness is an essential mediating factor. It has been demonstrated that effective organizational solutions, such as developing a collaborative culture, putting in place cross-functional knowledge-sharing platforms, and encouraging leadership-driven collaboration, lessen the negative effects of silo mindset. These reactions have the potential to strengthen workers' emotional ties and dedication to the company.

H5a: The organization commitment reduces with the silo mentality and in the mediating role of the organizational response**.**

b) Mediating Effect of Organizational Response Between Planning Strategies and OC. By converting strategic plans into concrete actions that promote employee trust and commitment, the organizational response acts as a crucial mediator between planning strategies and OC (Duchek, 2020). An organization's crisis response, when carried out successfully, shows the organization's dedication to stability and employee well-being. This can be achieved by implementing effective planning strategies that set clear objectives and prepare for a variety of contingencies (Bowers et al., 2017). Employees' job security and belonging is strengthened when they observe their company taking proactive steps to respond to their concerns in line with well-considered plans, such as strict safety regulations, flexible work schedules, or open communication (Duchek, 2020). The link between crisis management and OC has also been reviewed by Mitroff (2005) who claims that good organizations planned equally in good and bad times. Thus, their strategies enhance the employee's commitment. So, there is a significant relationship between the planning strategies and the organizational commitment in the mediating effect of organizational response.

H5b: the commitment of the employees enhances when they form effective strategies in the mediating effect of organizational response**.**

c) Mediation Effect of Organizational Response Between Understanding and Analysis of Hazards and Consequences and Organizational Commitment Fostering organizational commitment among employees and comprehending and evaluating risks and consequences are mediated by the organizational response. Employee trust and commitment are strengthened when firms properly evaluate possible risks and their effects in order to develop solutions that put operational resilience and worker safety first (Bowers et al., 2017). Organizations show a proactive approach that reassures workers of their worth and security by observably acting on the insights gained from hazard analyses by putting safety procedures into place, offering resources for risk management, and keeping lines of communication open (Duchek, 2020). Because employees believe the company is trustworthy and looks out for their welfare, this proactive approach can help close the gap between merely being aware of hazards and developing organizational commitment (Vogus & Sutcliffe, 2007).

H5c: there is a positive mediating role of organizational response on the relationship between understanding and analysis of hazards and consequences and Organizational Commitment**.**

Relationship between Perceived Job Security and Organizational Commitment

Employees who feel safe in their positions are more likely to form deep emotional and psychological ties to the company, according to research on the well-established link between perceived job security and organizational commitment. Because they feel their employment is stable and their long-term well-being is supported, employees who experience high job security typically show higher levels of organizational commitment (Meyer et al., 2002). More trust in the company is fostered by this sense of stability, which raises motivation, job satisfaction, and decreases inclinations to leave (Allen & Meyer, 1996). On the other hand, workers who believe their jobs are not secure are more likely to feel anxious and disengaged, which might make them less loyal to the company and lead them to look for work elsewhere (De Witte, 2005). PJS is directly related to organizational commitment. According to manufacturing and administrative

psychologists, security of the job creates satisfaction and commitment to a job (Thomas et al., 2006). The research by Al-Najjar found a significant and constructive relationship between organizational commitment and job satisfaction.

H6: There is a significant positive relationship between perceived job security and organizational commitment**.**

2.10. Mediating relationship of Perceived Job Security between Dimension of Organizational Reliance and Organizational Commitment

a) Mediating Effect of Perceived Job Security between Silo-Mentality and Organizational Commitment

As already discussed, there is a negative relation between the silo mentality and the employee's PJS. When the employees have no confidence that their job will sustain, they will show less commitment with their work and with the organization. Employee trust in the stability of the company and their future positions within it may be weakened in a compartmentalized environment due to irregular information flow and uncertainty caused by a lack of departmental coordination and communication (Schiuma et al., 2012).

H7a: their perceived job security has a mediating role between silo mentality and organizational commitment.

b) Mediating Effect of Perceived Job Security Between Planning Strategies and Organizational Commitment

When organizations planned their strategies effectively, they grow and then they need their biggest assets i.e. their employees, so the employees in this way feel no fear regarding their job loss and they then do their work with commitment (Liu et al., 2021, Huang et al., 2020), so the good strategies lead to perceived job security that eventually ends up with the commitment and loyalty of the employees. Elman and O' Rand (2002), staffs who find themselves in circumstances where they not only sense insecurity about the altering priorities of an organization and the chances of job loss but also losing valued job structures, means the organization is not planning effectively hence it increases the job insecurity and decreases the job commitment.

H7b: There is a significant positive relationship between Planning strategies and Organizational Commitment in the Mediating role of Perceived Job Security**.**

c) Mediating Effect of perceived Job Security between Understanding and Analysis of hazards and consequences and organizational commitment

The commitment of employees is an essential asset for an organization. It increases when employees know that organization is taking all the measures for the growth and survival of the organization, as healthy org gives better perceived job security to employees, Mitroff (2005). The study done by Michel et al., (2013), hypothesized that perceived job security is positively related to employee commitment. Employee organizational commitment and an organization's comprehension and analysis of risks and consequences are significantly mediated by PJS. Employees believe that their safety and continuity are valued when companies show a deep comprehension and proactive investigation of potential hazards, which increases their sense of PJS (Duchek, 2020). Employee organisational commitment is strengthened as a result of this sense of security, which also lessens the anxiety that is frequently connected to organizational weaknesses (Probst et al., 2007). Employees are more likely to feel that their positions are stable when they think their company is ready to handle risks, which encourages them to return the favor with greater dedication and devotion (Sverke et al., 2002).

H7c: Perceived job security has a positive mediation between understanding and analysis of hazards and consequences and organizational commitment.

Relationship between organizational response and Perceived Job Security

Employee attitudes and behaviors are greatly influenced by the relationship between PJS and organizational reaction to crises, particularly in times of emergencies. Employees feel more confident at work when organizations handle crises well by communicating clearly, putting supporting policies in place, and looking out for their health and safety (Kim & Park, 2020). Employees have a stronger sense of PJS when an organization responds in a well-organized manner that puts their well-being first, provides employment protection measures, and shows a dedication to long-term stability (De Witte, 2005). On the other hand, unclear or ineffectual answers can increase feelings of distrust and insecurity, which lowers organizational commitment and job satisfaction (Sverke et al., 2002). Viachaslau Filimonau (2020) has argued in his study that there is a positive relationship between the organizational response to the covid-19 and the perceived job security. It is confirmed in the study by Mao et al. (2020), who established the positive influence of org. Response to COVID-19 and job satisfaction. Hence, we would say that better the response of org. Towards covid-19, greater the perceived job security will be.

H8: Greater the response of the organization towards, the greater the perceived job security
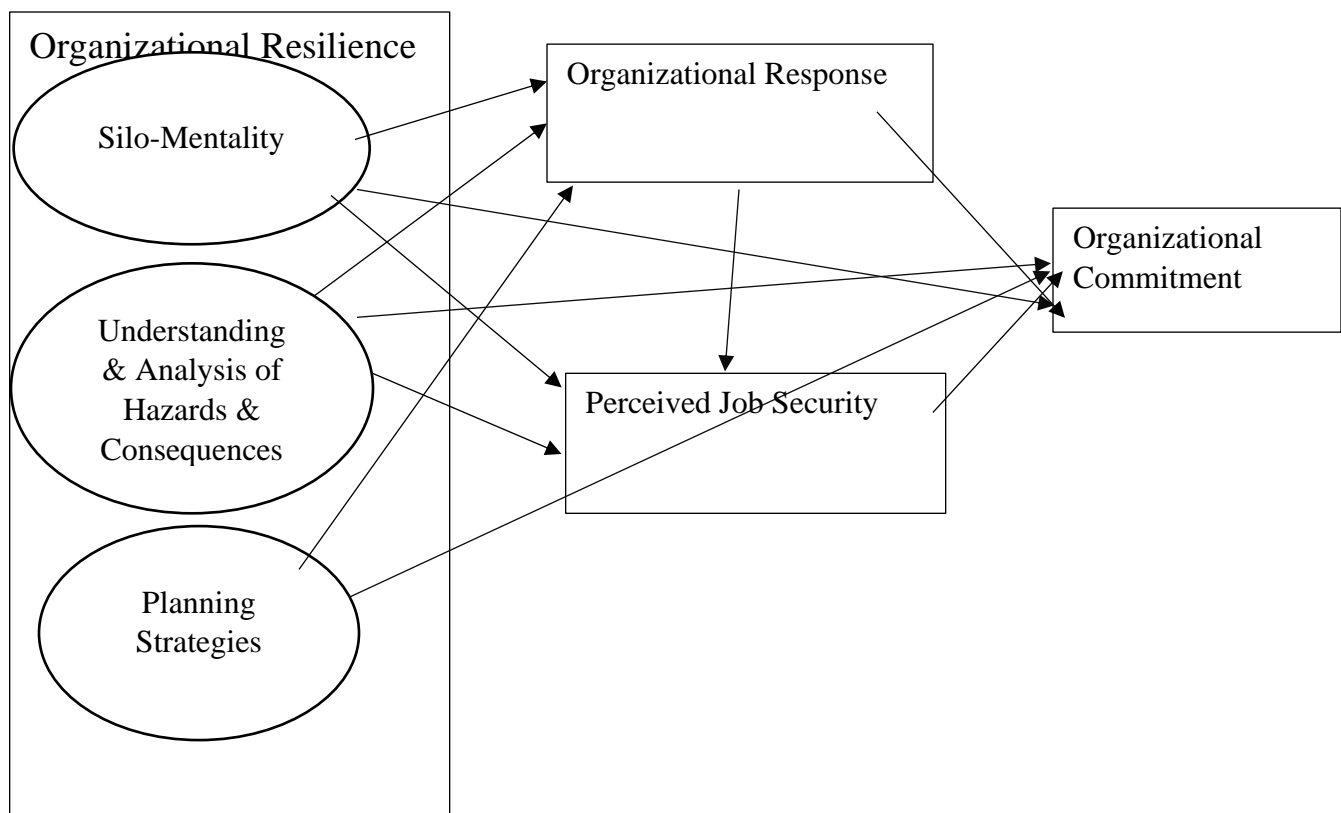
Research Model

Figure: 1

Research Design / Data Collection/Methodology

As for as concern of research design, Explanatory research design was selected, as in the base paper V. Filimonau et al., (2020). A Survey as a research strategy adopted because the data collected from various respondents via online structured questionnaires. Data was collected from the employees of emergency department (Rescue1122) Punjab Province, Pakistan. This study uses the purposive sampling technique to develop the sample for the research taken under consideration. the respondents are selected based on their knowledge, expertise, and relationship in the respective field. The sample size of the study was selected by following the Joseph (2010) rule, which he

suggests that if the sample size exceeds 300 the data will go towards normality and the skewness has been achieved. The minimum sample size needed to the researcher on per Kline (2015) rule must be 490 i.e. 490 (49*10). The method of the structured questionnaire was chosen to collect the data from the respondents.

3.1 Instrumentations and Measures

The questionnaire was divided in to major two parts, Part 1 contained demographic information. Part II of the questionnaire consist of 4 sections.

a) Organizational Resilience (Silo-Mentality, planning strategies, Understanding & Analysis of Hazards & Consequences): The scale to measure organizational resilience consists of 17 items that have been adopted by the study of V. Filimonau et al, (2020) & E. Seville et al., (2013), who have also used this scale given by the author Lee et al.'s (2013). The sample items of the scales are "Our organization fully understands the impact that this risk would have on us. (understanding and analysis of hazards and consequences), Given our level of importance to our stakeholders, I believe that the way we plan for the unexpected is appropriate (planning strategies), there is an excellent sense of teamwork and camaraderie in our organization (silo-mentality)". The Cronbach was calculated for these variables to check the reliability of the scale, that items in the scales accurately measured the variable, the values of Cronbach's of silo-mentality 0.761, planning strategies 0.777, organizational resilience 0.72, understanding and analysis of hazards and consequences 0.79 by (V. Filimonau et al, 2020, E. Seville et al., 2013). The 5-point Likert scale was used, which contains Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

b) Organizational response: The scale to measure the organizational response consists of 11 items that have been adopted by the study of V. Filimonau et al., (2020), it was the scales established by the author by himself based on the data of interviews. He did this because the variable was novel and there was no valid scale available to measure the variable. The sample item of the scale is "New cleaning and disinfection protocols will be implemented, & Employees have been offered the opportunity to perform some more sporadic/temporary jobs". The Cronbach's a was calculated to check the reliability for the items of the scales. The 5-point Likert scale was used, which contains the options named Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

c) Perceived Job Security: The scale that the researcher used to measure the variable perceived job security contains 4 items that have been adopted by the study of V. Filimonau et al, (2020), who has also used this scale proposed by Mohsin et al. (2013). The sample item of this scale is "When the Covid19 crisis is over, my job will be secure". B. Derqui et al, (2020) has checked the reliability for the items of the scale that measure the variable perceived job security that is 0.923 which is more significant than 0.7 means the items of the scale were reliable. Maria L Kraime (2005) used this scale to measure the perceived job security. The 5-point Likert scale was used, which contains Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

d) Organizational commitment: For the measurement of organizational commitment, the scale that the researcher used consists of 7 items that have been adopted by the study of V. Filimonau et al, (2020), who has also used this scale proposed by Lee et al. (2001). The sample items of the scales are "I feel a strong sense of belonging to my organization, & Even if it were to my advantage, I do not feel it would be right to leave my organization now". B. Derqui et al, (2020) checked the reliability of the items of the scale that measured the organizational commitment and the value of Cronbach a was 0.730, which is greater than 0.7 that means the scale is reliable. The 5-point Likert scale was used which contains the options named as Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

Data Analysis

"CB-SEM was chosen for this study due to its strength in theory testing and its ability to evaluate model fit indices comprehensively (Hair et al., 2014). Given that our constructs were reflective and the study aimed to test theoretically grounded hypotheses, CB-SEM was deemed more suitable. While PLS-SEM excels in predictive modeling and handling complex models with smaller sample sizes, our data set sample size was sufficient for CB-SEM, and the research focus required rigorous model validation rather than prediction." Two software's were used to analyze the data and information i.e., SPSS & AMOS. SPSS: Demographic and Descriptive Analyses were done using SPSS".

Results and Analysis

41.Demographic results

In this study, the personal profiles of employees are taken from the hospitality sector of Pakistan, those who occupy different positions. The total sample number of the data was 323 out of which 169 (52.3%) were males and 154 (47.7%) were females.

Descriptive Statistics

The descriptive statistics of the data in which N shows the total no. of the sample size is 323. As researcher used a 5-point Likert scale which is also used by Bohlken et al. (2020) in his study in which 1 shows the minimum while 5 shows the maximum value. In this data, there is 1 outlier in the variable of perceived job security. The mean of the data revolves around 3.5, which means most of the respondents give neutral responses. All variables are skewed means normally distributed.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
UA Haz Con	323	1.00	5.00	3.4799	1.16093	-.656	.136
Plan Strat	323	1.00	5.00	3.5359	1.11033	-.810	.136
Silo Mental	323	1.00	5.00	3.5480	1.16453	-.759	.136
OR	323	1.00	5.00	3.4241	1.10240	-.548	.136
P J S	323	1.00	5.75	3.4311	1.06782	-.235	.136
O C	323	1.00	5.00	3.5993	1.01568	-.742	.136

Valid N (listwise)323

KMO and Bartlett's test suggested by Pallant, (2007) is run to check the sample adequacy of the data we can use for factor analysis. The value is 0.952 which confirms the sample is adequate. Rotated Component Matrix; the part of CFA. The threshold value of the rotated component matrix must be more than 0.7, the value of most of the components of factor loading is very close to 0.7 for example 0.673, which is considered accurate and confirms the accuracy and validity of data.

The validity is measure with discriminant and convergent validity. Values of convergent and discriminant validity as recommended by Hair et al. (2019), shown in the table. For convergent validity, the variables CR, AVE, and MSV were used as indicators. Discriminant validity shows that variables are more associated amongst themselves than on other factors, which confirms discriminant validity.

Table: 2

	CR	AVE	MSV	ORC	HC	PS	SM	PJS	OC
ORC	0.905	0.778	0.539	0.882					
HC	0.951	0.795	0.348	0.343	0.892				
PS	0.915	0.756	0.336	0.484	0.580	0.869			
SM	0.929	0.813	0.348	0.408	0.590	0.505	0.902		

PJS	0.904	0.702	0.539	0.734	0.345	0.565	0.402	0.838	
OC	0.921	0.631	0.320	0.399	0.566	0.542	0.410	0.474	0.794

Confirmatory factor analysis (CFA) was conducted by using Amos. It is a measurement model that finds fit of the hypotheses under study with underlying variables.

Table:3

Indicators	Threshold range	Current values
CMIN/DF	Less or equal 3	2.213
GFI	Equal or greater .80	.813
CFI	Equal or greater .90	.943
IFI	Equal or greater .90	.943
RMSEA	Less or equal .08	.063

The above table shows CMIN's value, which depicts chi-square, which means the minimum value of discrepancy. The df represents the value of the degree of freedom. The CMIN/DF value is normed chi-square, and our findings show that it is less than 3 which means it is a reasonable fit. IFI represents incremental fit indices and CFI represents comparative fit index. The values in the findings given in the above table is 0.943 and 0.943, respectively which are meeting the threshold value means acceptable. The GFI means Goodness to fit and the threshold value of GFI is equal to or greater than 0.80, the closer the value to 1, the better the fit (P. Kline, 2014). The value in findings of GFI is 0.813 which is in the range of threshold value that means the model has Goodness to fit. In the table given above the value of findings is 0.063 which is lower than 0.08 which means the study is significant. Therefore, after evaluating all constructs, the model is considered moderately fit.

Table :4 Structural Equation Modeling:

The table below shows the structural equation modeling (SEM) findings that are executed on SPSS Amos 21. It is a method that uses statistical computations and set of rules to analyze the presented hypothesis (R.B. Kline, 2011).

Total effect	SiloMental	PlanStrat	UAHazCon	PJS	OR
PJS	-.169*	.476**	.045	.000	.000
OR	-.210**	.365**	.007	.000	.000
OC	-.260**	.328**	.153**	.337**	.245**
Direct Effect	Silo Mental	Plan Strat	UAHaz Con	PJS	O R
PJS	-.169*	.476**	.045	.000	.000
OR	-.210**	.365**	.007	.000	.000
OC	-.152**	.078	.166*	.337**	.245**
Indirect Effect	SiloMental	PlanStrat	UAHazCon	PJS	OR
PJS	.000	.000	.000	.000	.000
OR	.000	.000	.000	.000	.000
OC	-.108**	.250**	.013	.000	.000

H1a is accepted with b= 0.078, H1b is accepted with b value 0.166* H1c is rejected with b= 0.152, H2a is rejected with the b= 0.007, H2b is accepted with the b=0.365**, H2c is rejected with b=0.210**, H3a is rejected with b=-0.045, H3b is accepted with b=0.476**, H3c is rejected with b=0.169*, H4 is accepted with b=0.245**, H5a & H7a is accepted with the b= 0.337** and 0.245** respectively, H5b & H7b is accepted with □□0.337** and 0.245** respectively, H5c &

H7c is accepted with b=0.337** and 0.245** respectively, H6 & H8 is also accepted with the b=0.337** and 0.000 respectively.

Discussion
This research is done to find the interplay of variables in the emergency public sector of Pakistan. This research was steered to fill the limitation in the study of V. Filimonau et al., (2020). The results that were analyzed in the previous chapter were taken from the electronic questionnaires. The results show both the rejection as well as acceptance of the hypothesis the research argued.

H1a: planning strategies and organizational commitment, the relationship of these two variables have also seemed positively significant in the study of Mowday and Super (Mowday et al., 1982; Super, 1957). from this result, it is shown that when organizations made good strategies, employees' commitment to the organization increases. H1b: this hypothesis gives the understanding and analysis of hazards and consequences and organizational commitment. The results show a significant positive relationship between these two variables, which has also been studied by (Saenz et al., 2017). When organizations understand and analyze the upcoming hazards and consequences, the employees will become loyal and committed to the organization. H1c: silo-mentality and organizational commitment. The results of this relationship come significant, which accepts our hypothesis. Beer (2009) says that silo-mentality comes in organizational commitment, which shows that the organizations in which silo-mentality prevails becomes a hurdle between the commitment and employees. In the light of organizational resilience theory, this support the argument that when even there will be blockage or deferral of the information in the organization, the organizational tendency to ensure the commitment of the employee weakens.

H2a: understanding and analysis of hazards & consequences and organizational response to, as per results it is seen that hypothesis was accepted. These relationships have been already studied before, and Hong Chen (2020) agrees with the researcher that when organizations understand the hazard, they will respond to it better. H2b: planning strategies & organizational response. The results concluded that there is a positive and significant relationship between these two variables that shows that hypothesis was accepted. Khan, N. et al. (2020) studied and concluded the positive relationship between the variables. When the organizations made plans and strategies to face the hard times, they will find the way. H2c: silo-mentality and organizational response. On the basis of the results, the hypothesis was accepted and supports the theory of organizational resilience (Duchek, 2020). Researchers claim that the organizations with silo-mentality will not facilitate dealing with the problem, especially with a pandemic. Kumar et al. (2020) also studied the relationship of these two variables and concluded the negative relation between them.

H3a: understanding & analysis of hazards and consequences and perceived job security after analyzing the data shows that the hypothesis was accepted. James C. Robinson, (1970) agrees and says that employees feel insecure in hazardous situations. Thus, having a better understanding of hazardous situations bring employees to feel more secure and predict their upcoming challenges where not knowing brings them down to insecurities. H3b: planning strategies and perceived job security According to the results it was concluded that the hypothesis was accepted. As when the organizations from the planning strategies prosper and grow, the organization's employees feel secure in the organization. Feng-Hui Lee (2010) also concluded the positive relationship between planning and job security. H3c: silo-mentality and perceived job security, this hypothesis was accepted. Researchers like S.A. Jind, also concluded the negative relationship between them (SA. Jind, 2012). This brings to the conclusion that the more silo mentality exists in the organization the less employee will feel secure about their job.

H4: organizational response to COVID-19 and organizational commitment, this hypothesis was accepted based on results. The organizations that responded to the pandemic in a good way their

employee have shown them the commitment and these organizations also get out of the pandemic because their employees were committed to the organization. V. Filimonau et al., (2020) concluded the results of his hypothesis's good response of organizations increased employees' commitment. H5a/H7a: silo-mentality & organizational commitment in the mediating role of organizational response to COVID-19, perceived job security, hypothesis indicated positive and significant and hence accepted in which the mediating role is checked. The term silo-mentality is used in the negative context, and negative things have adverse effects. In this case silo mentality affected employees' commitment via organizational response to & perceived job security. This mediation is checked by Imai et al., (2020) and Elman and O' Rand (2002), respectively. H5b/H7b: planning strategies and organizational commitment in the mediating role of organizational response & perceived job security. The hypothesis indicated positive and significance and hence accepted in which the mediating role is checked. The planning in everything is good, leading to success like organizational planning bringing the employees' commitment (Luthans & Jensen, 2005). Sometimes, this is caused by mediating variables like an organizational response to and perceived job security. The positive mediating is checked by (Abd-Al-razaq et al., 2020). H5c/H7c: understanding and analyzing hazards and consequences and organizational commitment in the mediating role of organizational response & perceived job security. The hypothesis was accepted based on results. The organization that understands and analyzes the upcoming hazards and their outcomes plan to overcome them. If they have successfully done this, they will achieve the commitment of their employees. (Emirates Group of Flight Catering 2020).

H6: perceived job security & organizational commitment. The hypothesis turned significant and positive as well, in the relationship between MV and DV was checked. It is true in the hospitality sector and in many other business sectors as job security is one of the main motives of employees (Sverke, et al., 2006). The relation of these two variables has also been checked by various researchers (Forsyth, 2014). H8: relation between organizational response and perceived job security. This hypothesis of the study was also accepted when the results were analyzed. There is a strong positive relationship between how organizations respond and eventually saved their employees' jobs (V. Filimonau et al., 2020). Researchers have studied the relationship between these two variables in previous studies and found a positive relationship between pandemics response and PJS (Mao et al., 2020).

Implications

From the results of this study, the base of theoretical study in public service emergency department (Rescue 1122) context has been formed to use the knowledge to gain and maintain their employee's loyalty and OC. The study of a double mediation model that emphasizes organizational commitment and organisational resilience, with perceived job security and organizational response serving as important mediators, is extremely pertinent to public services such as Punjab's Emergency Services Department (Rescue 1122). Organizational resilience, which is the capacity to adjust, recover, and carry on with operations under pressure, is essential in high-stress, high-stakes situations like emergency response. Rescue 1122's resilience guarantees that services continue to be dependable even in the event of major disasters, which eventually increases employee commitment by fostering a sense of security and readiness

Effective organizational response and PJS are essential for boosting dedication among Rescue 1122 employees, who work in difficult environments. Employees' OC increases when they feel safe and understand that their company is proactive and responsive in handling crises. By emphasizing the value of perseverance and dedication in maintaining a driven workforce that can provide the public with consistent, high-quality emergency services, this model supports Rescue 1122's purpose. This study adopted the new variable that is organizational response of which has a dearth of literature support in this context. This study tells us that the organizations need to

flexible themselves according to the unfortunate events and give them responses to keep the loyalty and commitment of their employees. This study also highlighted how the organizations need to react in the pandemic to increase the perceived job security of their employees.

As for the concern of the theoretical implications and implementation of organizational resilience model. This study will also tell us how the different dimensions of Organizational resilience theory have been applying to give an adequate response to the pandemic and gain the commitment of the employees of the hospitality industry i.e., hotels. In addition, the findings of this study could also be helped to explore in future research. As organizational resilience is an emerging and also widely advocated concept, has received growing attention in the field of crises management. It is expectant that the proposed research model takes an important step towards meaningful contributions to the growing organizational resilience and organizational responses.

It is our assertion that a variety of factors (e.g., the type of exigency, the relative adaptability of an organization's identity, and the frequency of opportunities to exercise resilience) will influence how an organization approaches resilience either as an opportunity to anchor organizational identity or as an opening to adapt and change their identity. From this study, we have found that employees of the Emergency services department show their loyalty and commitment to the organization if the organizations will become resilient and respond to the hazards and pandemic and give security to their employees.

Limitation and Future Directions

The difficulty in accessing the entire population or the need to focus on a specific group with unique characteristics relevant to your research objectives Purposive sampling was necessary to collect data. Minimize sampling bias, such as ensuring diversity in your sample or selecting participants based on well-defined inclusion criteria. Explicitly state that while generalizability may be limited, the findings provide valuable insights for similar contexts or populations. First, the main limitation of this study entitled that is the limited sample size due to restriction of movement. Secondly, variables were only studied in the public services in emergency. Third, the variables were researched, studied, analyzed, and discussed only in Punjab, Pakistan. Fourth, the different dimensions of organizational resilience i.e., silo-mentality, planning strategies, and understanding and analysis of hazards and consequences, were taken as independent variables in this research. In Future, researchers can take the larger sample size to study the relationship of variables. Future researches can be conducted in another province of Pakistan. Third, the researcher has done this study in Pakistan, whereas future researchers can study these variables in other countries of the world. Fourth, there are other dimensions of organizational resilience other than used in this research e.g., Robustness, Agility, & Integrity that can be used. A fifth, comparative study can also be done in the future. In the future, the data can be collected from the lower-level employees to check their feelings. At last, the PJS is studied, in future perceived job insecurity can also be researched to get it clarity in the model. Furthermore, more exhaustive data can be collected to expand the generalizability of the cross-sectional data further. Also, time laps study focusing on the employees with respect to pre and post Pandemic responses can be conducted qualitatively. PLS-SEM Limitations, its emphasis on predictive modeling rather than theory testing and sample size was adequate for CB-SEM but may not have been optimal for PLS-SEM.

Conclusion

The study concludes by highlighting the importance of organizational resilience, dedication, reaction, and perceived job security (PJS) in enabling high-stakes service organizations, such as Punjab's Emergency Services Department (Rescue 1122), to navigate crises and uncertainty. Working in a setting where pandemics, natural catastrophes, and other calamities are common, Rescue 1122 is a prime example of how resilience is necessary to adjust to setbacks, continue

providing services, and preserve public confidence. According to Buzzanell (2010), the company may improve its ability to bounce back and prosper under duress by cultivating strong identity management, efficient communication networks, and emotional support systems. The results provide a paradigm for improving organizational performance in emergency services and offer important insights into the interrelated linkages between resilience, commitment, response, and PJS. Regarding services emergency department Rescue 1122, this structure offers Rescue 1122 is a prime example of the necessity for resilience in order to adjust to interruptions, continue providing services, and preserve public confidence in an environment that is marked by pandemics, natural disasters, and other catastrophes. According to Buzzanell (2010), the company may improve its ability to bounce back and prosper under duress by cultivating strong identity management, efficient communication networks, and emotional support systems. The results provide a paradigm for improving organizational performance in emergency services and offer important insights into the interrelated linkages between resilience, commitment, response, and perceived job security. This framework offers practical ways for Rescue 1122 to guarantee staff commitment and operational continuity in times of emergency. Additionally, the study's focus on ongoing evaluation and modification of crisis management techniques is consistent with Rescue 1122's objective to provide dependable and prompt emergency services.

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