

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MSESI PROGRAMME

**THE EFFECT OF EMPLOYEE RESILIENCE, HIGH
PERFORMANCE WORK SYSTEMS, EMPLOYEE
AMBIDEXTERITY ON ORGANIZATIONAL RESILIENCE AND
EMPLOYEE WELL-BEING AT THUKHA MINGALAR
MEDICAL & DIAGNOSTIC CENTER**

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MSESI II-9

MSESI 1st BATCH

NOVEMBER, 2024

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This thesis is submitted to the Board of Examiners in partial fulfilment of the requirements for the degree of Master of Sustainable Entrepreneurship and Social Innovation (MSESI) degree.

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Employee Resilience, High Performance Work Systems, Employee Ambidexterity on Organizational Resilience and Employee Well-Being at Thukha Mingalar Medical & Diagnostic Center**” has been accepted by the Examination Board for awarding Master of Sustainable Entrepreneurship and Social Innovation (MSESI) degree.

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ABSTRACT

This study aims to examine the effect of employee resilience, high performance work systems, employee ambidexterity on organizational resilience and employee well-being at Thukha Mingalar Medical & Diagnostic Center. In this study, both primary and secondary data are used. Sample size is 73 out of 89 employees from Thukha Mingalar Medical & Diagnostic Center by using Raosoft sample size calculator. To select the respondents, simple random sampling method is used in the study. The questionnaire survey method is used to collect the primary data. Secondary data is collected from relevant textbooks, some previous research papers, and reports from Thukha Mingalar Medical & Diagnostic Center. For data analysis, both descriptive statistics and regression analysis are applied. Based on the regression analysis, employee resilience, motivation, opportunity, exploitation and exploration have positive and significant effect on organizational resilience. Organizational resilience has positive and significant effect on employee well-being. The study suggests that Thukha Mingalar Medical & Diagnostic Center should focus on strengthening these key factors employee resilience, motivation, opportunity, and ambidexterity (exploitation and exploration) to build a resilient organization that enhances employee well-being.

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CHAPTER 1

INTRODUCTION

Organizations face constant challenges and uncertainties from economic fluctuations to rapid technological changes. These challenges highlight the need for resilience at both individual and organizational levels. Resilience refers to the capability to bounce back from adversity and adapt to changing circumstances and setbacks (Näswall et al., 2019). Employee resilience, or the ability of employees to adapt and recover from difficulties, plays a crucial role in ensuring that organizations can survive and thrive in dynamic environments.

Employee resilience means that employees who can successfully adapt to challenging work demands and seek out opportunities for continual improvement (Caniels et al., 2022). According to Luthans (2002), employee resilience is an individual's ability to effectively deal with substantial changes, challenges, or potential risks. Employee resilience is gaining increasing attention because of the challenges associated with the modern workplace (Zhou et al., 2022). Based on these definitions, Employee resilience allows people to thrive both personally and professionally while adjusting to workplace adversities. This resilience is crucial for staying focused and enhancing an organization's long-term profitability and agility in the fast-paced, uncertain commercial world of today.

High performance work systems (HPWS) are a strategic approach that maximizes employee capabilities and promotes better organizational performance by integrating several human resource approaches. High performance work systems (HPWS) are defined as a set of distinct but interrelated human resource management practices that together select, develop, retain, and motivate a workforce to achieve superior performance (Takeuchi et al., 2007). According to Becker and Huselid (1998), HPWS refers to an integrated system of HR practices designed to enhance employee effectiveness and improve organizational outcomes by fostering commitment, collaboration, and innovation.

Shahzad (2019) argued high performance work systems (HPWS) within the framework of the Ability-Motivation-Opportunity (AMO) model. Rabl et al. (2014) defined HPWS as related HR practices designed to increase performance by enhancing employee ability, motivation, and opportunity. Ability refers to the enhancement of

employees' skills, knowledge, and competencies necessary to perform their jobs effectively (Jiang et al., 2012). Motivation has been defined as the willingness or the degree to which an individual is motivated to perform it (Elbaz et al., 2018). Opportunity refers to the conditions and practices that enable employees to engage in meaningful work, contribute ideas, and advance their careers (Takeuchi et al., 2007).

Employee ambidexterity refers to an individual's ability to balance exploration and exploitation activities, enabling them to innovate while also improving existing processes (O'Reilly & Tushman, 2004). This dual skill is crucial in dynamic workplaces because it enables workers to take advantage of new opportunities and adjust to change while still performing their jobs effectively.

Exploitation ambidexterity refers to the ability of employees to efficiently utilize existing resources and capabilities to improve current processes, products, or services (March, 1991). This form of ambidexterity focuses on refining and optimizing what the organization already does well, leading to short-term gains and increased efficiency. Exploration ambidexterity refers to the ability to innovate and experiment with novel ideas, processes, or technologies that can foster long-term growth and adaptability. This dimension focuses on actively seeking new opportunities, engaging in learning, and adjusting to environmental changes, often prioritizing these efforts over immediate returns.

Organizational resilience is defined as the ability of an organization to anticipate, prepare for, respond to, and recover from disruptive challenges while maintaining operational continuity and effectiveness (Mitroff et al., 2005). It involves a continuous process of adaptation and reliability that enhances performance in both routine and crisis situations. This concept emphasizes that organizational resilience is a continuous process that includes proactive planning and flexibility in response to shifting conditions rather than a fixed attribute. Organizations can retain their performance and prosper even in the midst of hardship if they are ready for interruptions and have the capacity to bounce back fast.

Employee well-being is defined as the overall quality of employee's experience and functioning at work (Warr, 1990). According to this definition, employee well-being includes not just the mental and emotional well-being of workers but also their general job satisfaction and productivity. By emphasizing employee well-being, companies can establish a supportive work environment that promotes individual and organizational

performance by taking into account a number of aspects, such as relationships, workplace circumstances, and personal development.

This thesis explores the combined effect of employee resilience, high performance work systems, and employee ambidexterity on organizational resilience and employee well-being at Thukha Mingalar Medical & Diagnostic Center. Thukha Mingalar Medical & Diagnostic Center is a prominent healthcare facility located in Yangon, Myanmar. Established in 2011, the center has been dedicated to providing comprehensive medical and diagnostic services to the local community. With a focus on patient care and innovation, Thukha Mingalar has gained a reputation for its quality healthcare offerings. The center boasts a team of experienced medical professionals and state-of-the-art equipment, ensuring accurate diagnosis and effective treatment. Their services encompass a wide range of medical specialties, including internal medicine, paediatrics, gynaecology, cardiology, and more. Additionally, Thukha Mingalar offers advanced diagnostic services such as laboratory testing, imaging studies (X-rays, ultrasounds, CT scans), and pathology. Therefore, this study explores how the employee resilience, high performance work systems and employee ambidexterity affect on organisational resilience and employee well-being.

1.1 Rationale of the Study

In today's dynamic and demanding healthcare landscape, organizations must possess a vital capacity to adapt and thrive amidst constant change. The healthcare sector, in particular, faces significant operational challenges, staff shortages, and evolving patient needs, creating a high-pressure environment. The healthcare industry, particularly in Myanmar, faces significant challenges such as rapid technological advancements, economic fluctuations, and increasing patient demands. These challenges necessitate organizations to be resilient, capable of adapting and thriving in dynamic environments. Understanding how employee resilience, high performance work systems, and employee ambidexterity contribute to organizational resilience and employee well-being is essential for ensuring the sustainability and effectiveness of healthcare facilities like Thukha Mingalar Medical & Diagnostic Center.

Employee resilience is a critical factor in organizational success. Employees who can effectively cope with challenges and bounce back from setbacks are more likely to contribute positively to the organization's performance. This study can provide valuable

insights into how organizations can foster a resilient workforce by investigating the relationship between employee resilience and organizational resilience.

High performance work systems have been shown to have a positive impact on employee outcomes and organizational performance. However, the effectiveness of these systems may depend on employees' ability to engage in ambidexterity, which involves balancing routine tasks with innovative activities. This study aims to explore how employee ambidexterity interacts with high-performance work systems to influence organizational resilience and employee well-being.

Employee well-being is increasingly recognized as a critical factor in organizational success. This study can help organizations develop strategies to improve the overall health and satisfaction of their workforce by examining the relationship between employee resilience, high performance work systems, and employee ambidexterity on employee well-being.

This study can contribute to the existing body of knowledge on organizational resilience, employee resilience, high performance work systems, and employee ambidexterity. The findings may have implications in the healthcare industry and beyond.

1.2 Objectives of the Study

There are two objectives in this study:

- 1) To examine the effect of employee resilience, high performance work systems and employee ambidexterity on organizational resilience at Thukha Mingalar Medical & Diagnostic Center and
- 2) To analyze the effect of organizational resilience on employee well-being at Thukha Mingalar Medical & Diagnostic Center.

1.3 Scope and method of the Study

This study focuses on employee resilience, high performance work systems, employee ambidexterity, organizational resilience and employee well-being at Thukha Mingalar Medical & Diagnostic Center. Total number of employees under Thukha Mingalar Medical & Diagnostic Center is 89 in 2024. By using Raosoft sample size calculator, the sample size is 73 with 5% margin of error, 95% confidence level and

response distribution 50%. The questionnaires are distributed to 73 employees out of 89 by using simple random sampling method. To collect the primary data, questionnaire survey method is applied. Secondary data is collected from previous research papers, websites and other related documents available for research purpose. For data analysis, both descriptive statistics and regression analysis methods are applied.

1.4 Organization of the Study

This study involves five chapters. Chapter one presents the introduction which includes rationale of the study, the objectives of the study, scope and method of the study and organization of the study. Chapter two involves the conceptual framework of the study including the concepts of employee resilience, high performance work systems, employee ambidexterity, organizational resilience employee wellbeing. Additionally, the previous studies of employee resilience, high performance work systems, employee ambidexterity, organizational resilience, employee wellbeing and conceptual framework are in this chapter. Chapter three entails the profile and high-performance work systems of Thukha Mingalar Medical & Diagnostic Center. Chapter four describes the analysis of employee resilience, high performance work systems, employee ambidexterity, organizational resilience and employee wellbeing in Thukha Mingalar Medical & Diagnostic Center. Chapter five concludes with the findings, discussions, suggestions, recommendations, and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of the research, focusing on the concepts of employee resilience, high performance work systems (HPWS), employee ambidexterity, organizational resilience, and employee well-being. Furthermore, it reviews prior research papers on employee resilience, high-performance work systems, employee ambidexterity, organizational resilience, and employee well-being, along with the conceptual framework of this thesis.

2.1 Employee Resilience

As defined by Cooper et al. (2014), employee resilience is the ability of a person to successfully adjust, bounce back, and prosper in the face of difficulties, stress, and misfortune at work. It is a dynamic, multifaceted construct that includes behavioural, psychological, and emotional elements that enable workers to remain productive and happy even in the face of obstacles. Resilient employees can not only endure challenging situations but also learn from them, strengthening their coping skills and increasing their capacity to handle future challenges (Cooper et al., 2014). Psychologically speaking, employee resilience is often understood as a confluence of character attributes that enable individuals to deal with stress and uncertainty, including optimism, self-efficacy, and emotional regulation. Along with hope, optimism, and confidence, resilience is a crucial component of psychological capital (Luthans et al., 2006). Together, these characteristics help workers remain focused and productive in the face of organizational changes, heavy workloads, or personal setbacks.

Resilience, in particular, functions as a protective mechanism in the workplace, decreasing the risk of burnout and encouraging ongoing engagement (Luthans et al., 2006). Adaptability, or the ability to transition to new tasks, responsibilities, or settings in response to external influences or changes in the workplace, is another crucial component of employee resilience. Coutu (2002) asserted that resilience in the workplace refers to the capacity not only to overcome adversity but also to change and adapt in the face of persistent difficulties. Therefore, resilient workers are better able to adapt to

organizational change such as reorganization or technological advancements without experiencing a significant drop in their productivity or overall well-being.

Moreover, both the work environment and individual characteristics affect employee resilience. According to Fletcher and Sarkar (2013), resilience is not just an innate trait but is also influenced by external variables such as supportive leadership, corporate culture, and access to resources like training and development initiatives. A supportive and growth-oriented work environment that promotes open communication can help equip workers with the knowledge and resources they require to overcome challenges and become more resilient. On the other hand, a hostile or unwelcoming work environment can weaken resilience and increase stress and burnout.

Resilient employees exhibit tenacity and dedication in the face of difficulty. Even in the presence of failures, they consistently deliver excellent work and actively seek ways to overcome challenges. According to Tugade and Fredrickson (2004), resilient individuals utilized their positive emotions to bounce back from adversity and continue to confront problems through problem-solving. By focusing on solutions rather than issues, resilient personnel can handle setbacks and maintain their high performance (Tugade & Fredrickson, 2004).

In summary, employee resilience is a complex and dynamic trait that enables individuals to adapt, recover, and thrive in response to workplace challenges. It is influenced by personal characteristics, such as optimism and self-efficacy, as well as external factors like organizational support. Resilient employees not only withstand stress and adversity but also use these experiences as opportunities for personal and professional growth, making them valuable assets to any organization.

2.2 High Performance Work Systems

High performance work systems (HPWS) vary in their definitions depending on the dimensions and perspectives considered. As defined by Appelbaum et al. (2000), the goal of HPWS, an integrated approach to human resource management, is to maximize employee capabilities, motivation, and commitment in order to improve organizational performance. These systems encompass a broad spectrum of interconnected procedures designed to create a fruitful workplace where staff members are empowered to support the strategic objectives of the company. To promote high levels of employee engagement

and productivity, the core elements of HPWS include selective hiring, in-depth training and development, performance-based rewards, employee involvement, and teamwork.

The resource-based perspective of the firm, which posits that a company's human resources are a crucial source of sustainable competitive advantage, is the central idea of HPWS (Barney, 1991). This viewpoint emphasizes the importance of aligning corporate strategy with HR practices to cultivate a knowledgeable and driven staff. Appelbaum et al. (2000) stated that HPWS is based on the AMO framework, which highlights three key elements: opportunities, motivation, and abilities. By implementing selective recruitment processes, organizations can attract and retain individuals who possess the skills and cultural fit required for success. Rigorous hiring procedures ensure the integration of bright, high-achieving individuals into the workforce.

Companies provide ongoing learning opportunities to their staff to enhance their skills and prepare them for new challenges. Training programs are designed not only to meet urgent job-related needs but also to develop leadership and problem-solving skills (Becker & Huselid, 1998). This commitment to employee development fosters an innovative and flexible organizational culture in addition to boosting individual competency.

When organizations tie salary and recognition to individual and team performance, employee incentives align with overarching strategic objectives. This approach enhances employee motivation and engagement, as workers can clearly understand how their contributions directly affect their compensation. According to Pfeffer's (1998) research, performance-based rewards promote employee satisfaction and commitment, which in turn improve organizational outcomes.

Employers encourage employee involvement in decision-making processes, which provides workers with a sense of empowerment and ownership over their jobs. Employees who feel valued and engaged are more likely to contribute innovative ideas and exhibit higher job satisfaction (Wood & de Menezes, 2011). HPWS fosters a collaborative culture that enables information exchange and group problem-solving, both of which are essential in today's fast-paced business environments.

Finally, cooperation and teamwork are essential to the success of HPWS. Organizations that promote a team-oriented strategy enable their employees to collaborate toward shared objectives, enhancing communication and cohesion. Cross-functional

teams improve organizational performance and agility by effectively responding to complex situations (Batt, 2002). A positive organizational culture is cultivated, which not only enhances individual performance but also creates a sense of community among employees by emphasizing teamwork,

In conclusion, high performance work systems represent a strategic approach to managing human resources that align the goals of the organization with the skills, motivation, and involvement of employees. HPWS can improve organizational outcomes, such as increased productivity, enhanced innovation, and greater employee well-being by fostering a high level of engagement and performance. Organizations that successfully implement HPWS will be better positioned to adapt to changing conditions and thrive in the long term.

2.2.1 Ability

Ability refers to the skills, knowledge, and competencies employees need to perform effectively and contribute to the organization's goals (Appelbaum et al., 2000). Comprehensive training and development programs enhance employees' skills. These programs aim to continuously improve employees' abilities, ensuring they remain up-to-date with changes in procedures, technologies, and industry standards. Since training directly enhances employees' technical, cognitive, and interpersonal abilities, it enables them to contribute more effectively to organizational performance (Huselid, 1995).

Batt (2002) suggested that the development of employee ability goes beyond simply providing training; it also involves creating opportunities for employees to apply their skills in meaningful ways, such as teamwork, problem-solving, and decision-making processes. Through regular assessments and feedback, employees can identify areas for skill enhancement, and employers can tailor development programs to address any skill gaps. This alignment between business needs and employee capabilities is essential for driving performance outcomes (Lepak & Snell, 1999).

In summary, ability refers to a worker's capacity to perform their tasks efficiently based on their knowledge, skills, and expertise (Smith, 2020). HPWS places significant importance on recruiting employees who have the required skills and continuously improving these skills through training and development.

2.2.2 Motivation

Motivation refers to the drive or willingness of employees to engage in productive behaviours that align with organizational goals (Jiang et al., 2012). HPWS is designed to enhance employee motivation by implementing practices that foster a supportive, engaging, and empowering work environment. These practices include employee participation, performance-based rewards, and opportunities for skill development. (Boxall & Macky, 2009).

Furthermore, workers receive just compensation for their contributions by promoting extrinsic motivation through performance-based awards (Peccei et al., 2013). These incentives can increase motivation when they are directly linked to performance outcomes by reiterating the connection between effort and reward,. Additionally, giving workers the tools and resources they need to do their jobs well increase motivation. Opportunities for training and development are essential because they help staff members feel capable and competent, which increases their drive to perform well (Takeuchi et al., 2007). This approach is supported and employee motivation and engagement are raised by fostering a culture of continuous improvement where employees are encouraged to advance in their roles.

2.2.3 Opportunity

Opportunity refers to the resources and conditions that enable employees to grow professionally, perform meaningful work, and contribute effectively to organizational goals (Boselie et al., 2005). Providing opportunities is to create an environment where employees can realize their full potential and enhance their overall performance. These opportunities can take various forms, such as career development pathways, collaborative work environments, and training and development initiatives.

One of the primary components of opportunity is training and development. Companies that prioritize employee development invest in ongoing training programs to equip their staff with the skills and knowledge necessary to perform their jobs efficiently. Boselie et al. (2005) asserted that continuous training not only enhances employees' technical skills but also fosters a culture of innovation and learning within the organization. Employers enable staff members to take charge of their careers and contribute to the success of the company by providing access to training and development

opportunities. Research suggested that employees who regularly receive training and development opportunities report higher levels of engagement, job satisfaction, and improved performance (Kirkpatrick, 2006).

Career advancement opportunities are also crucial. Employees are more likely to feel motivated and committed to their work when they see a clear path for growth and promotion within the organization. Organizations that provide career development programs foster employee loyalty and engagement, which in turn leads to higher retention rates and improved performance (Wright & Nishii, 2006). Employee morale is raised and personal aspirations are in line with company goals when skill development, mentoring, and advancement chances are provided.

Another significant aspect of opportunity is the promotion of collaborative work environments. Employees can exchange ideas, gain knowledge from one another, and resolve issues as a group when cooperation and collaboration are encouraged. According to Cohen and Bailey (1997), teamwork enhances creativity and productivity, as diverse perspectives contribute to more effective decision-making. Companies that foster a collaborative environment where employees feel connected and supported increase motivation and engagement among their workforce.

Additionally, workers' sense of accountability and ownership is increased when they are given the latitude to choose how to complete their job. Hackman and Oldham (1976) found that job autonomy is associated with higher levels of motivation and job satisfaction, as employees feel their contributions are valued. Employee initiative and creative problem-solving are fostered by encouraging them to apply their ingenuity and judgment, which eventually helps the company.

Employers enable people to flourish in their positions by identifying their specific abilities and matching them with organizational requirements. Buckingham and Coffman (1999) argued that companies that focus on employee strengths experience higher levels of engagement and performance. This strengths-based approach not only improves individual job satisfaction but also promotes overall organizational success.

Finally, the integration of resources and technology can significantly expand opportunities for employees. Companies that invest in cutting-edge tools and technologies enable their employees to work more efficiently and effectively. Technology can facilitate communication, streamline processes, and enhance collaboration, contributing to a more

productive workplace (Kooij et al., 2010). Organizations can further support and provide employees with the tools they need to succeed by leveraging technology.

In summary, opportunities encompass a range of elements that enable employees to advance their careers, actively engage in their work, and contribute to organizational success. Organizations can create a supportive environment that enhances employee performance and overall organizational effectiveness by investing in training and development, promoting career advancement, fostering collaboration, granting autonomy, recognizing employee strengths, and integrating technology. The focus on opportunities within HPWS underscores the importance of empowering employees to reach their full potential in alignment with company goals.

2.3 Employee Ambidexterity

Scholars have proposed and advocated for the development of ambidextrous human resource management systems to facilitate and enhance employee ambidexterity. Employee ambidexterity refers to the ability of individuals within an organization to successfully manage and balance two opposing behavioural styles exploration and exploitation (Patel et al., 2013). This concept has gained prominence in organizational theory and practice as businesses strive to maintain and improve their current operations while also innovating for the future. Ambidexterity acknowledges that for organizations to adapt and thrive in changing environments, they must not only capitalize on their existing resources and competencies but also explore new opportunities (Raiden et al., 2020). Exploration involves learning new things, experimenting with creative concepts, and developing innovative products or processes. It requires imagination, courage, and a willingness to embrace uncertainty. Employees exhibiting exploratory behaviours are often tasked with identifying new trends, generating novel ideas, and driving innovations that could lead to breakthrough developments. This trait of ambidexterity is especially critical in industries where customer preferences and technologies evolve rapidly. March (1991) asserted that exploration is vital for organizations to ensure long-term survival and adaptability, as it fosters learning and innovation.

On the other hand, exploitation focuses on enhancing efficiency, refining processes, and maximizing existing capabilities. It involves utilizing available resources and expertise to boost productivity, reduce costs, and deliver high-quality products and

services. Employees engaging in exploitative behaviours typically concentrate on meeting performance targets, maintaining quality control, and optimizing operations. March (1991) added that while exploitation is essential for achieving short-term performance goals, an overemphasis on it can stifle innovation and hinder an organization's ability to adapt to changing conditions. Employee ambidexterity refers to the ability of workers to transition between these two modes exploration and exploitation (Mom et al., 2009). This ability is increasingly recognized as critical for organizational success in competitive markets. According to O'Reilly and Tushman (2004), companies that cultivate ambidextrous skills in their employees are better equipped to respond to market changes, innovate effectively, and sustain long-term performance. Employee ambidexterity promotes a resilient and adaptable culture by empowering individuals to participate to both drastic and gradual changes.

Furthermore, the work environment, leadership support, and organizational culture significantly influence employee ambidexterity. A supportive culture that values experimentation, learning from failure, and collaboration can increase employees' willingness to engage in exploratory behaviours. Leaders play a crucial role in fostering ambidexterity by promoting a shared vision that prioritizes both innovation and operational efficiency (Gibson & Birkinshaw, 2004). Employers can further enhance employee ambidexterity by providing the tools, training, and opportunities to develop both exploration and exploitation skills.

The relationship between employee ambidexterity and organizational performance is well-documented. Research indicates that organizations that encourage ambidexterity among their employees typically experience higher levels of innovation and improved financial outcomes. Jansen et al. (2009) found that companies balancing exploration and exploitation activities achieve superior performance results. This balance allows organizations to maintain operational excellence while simultaneously responding effectively to emerging market opportunities.

Collaboration and teamwork also play a role in enhancing employee ambidexterity. When employees work in diverse teams, they can share knowledge, generate new ideas, and leverage each other's strengths. This collective ambidexterity, which promotes a culture of creativity and adaptability, enables organizations to respond more effectively to external opportunities and challenges (Duncan, 1976).

In summary, employee ambidexterity is the ability to effectively manage and balance both exploitation and exploration within a work environment (Raisch & Birkinshaw, 2008). Organizations can leverage the diverse capabilities of their workforce to achieve long-term success in dynamic environments by cultivating a culture that values both creative thinking and operational efficiency. Recognizing and supporting employee ambidexterity is essential for organizations seeking to remain competitive and thrive in an increasingly complex business landscape.

2.3.1 Exploitation

Exploitation refers to actions aimed at improving and enhancing current capabilities, procedures, and products to increase performance, productivity, and efficiency (Caniels & Veld, 2019). It is one of the two essential components of employee ambidexterity, along with exploration, and highlights the importance of refining existing processes and utilizing current knowledge for immediate success. Exploitation involves improving outputs and practices by using available resources and competencies, such as improving product quality and streamlining procedures (March, 1991). Focusing on incremental innovation—enhancing existing offerings—is crucial for maintaining customer satisfaction and market competitiveness (Tushman & O'Reilly, 1996). Organizations can optimize their returns on investment by concentrating on improving their current capabilities, resulting in cost savings and performance gains (Jansen et al., 2009).

Exploitation also fosters operational efficiency, as organizations that prioritize exploitative behaviours often implement standardized procedures and best practices. This reduces waste and enhances performance metrics, contributing to overall profitability (Jansen et al., 2009). Exploitation encourages organizational learning by motivating employees to refine their skills and build on prior knowledge, promoting a culture of continuous improvement (Levinthal & March, 1993).

However, an excessive focus on exploitation can lead to organizational inertia, making companies resistant to change and less responsive to new opportunities (March, 1991). Therefore, balancing exploitation with exploration is essential for long-term adaptability and success.

In conclusion, exploitation plays a crucial role in employee ambidexterity by focusing on enhancing current capabilities and streamlining processes (March, 1991). While it drives short-term performance and operational success, it must be balanced with exploration to ensure long-term adaptability and growth.

2.3.2 Exploration

Exploration refers to the processes and actions that businesses and employees use to innovate, seek out new knowledge, and test new ideas, tools, and procedures (Rosing & Zacher, 2017). Exploration is one of the two essential elements of employee ambidexterity, along with exploitation, emphasizing the significance of grasping new chances and adjusting to shifting conditions. The ability to conduct successful exploration is becoming more and more important for long-term success and competitiveness as market dynamics and technology improvements pick up speed.

Exploration fundamentally involves seeking novel opportunities that can lead to groundbreaking discoveries and advancements. This includes research and development, testing new products and services, and exploring new markets or trends (March, 1991). Workers who exhibit exploratory behaviours are key to driving innovation and generating new ideas that can promote organizational growth and change.

Innovation is a core element of exploration. Companies that prioritize exploration encourage employees to think creatively, challenge the status quo, and envision new possibilities (O'Reilly & Tushman, 2004). This creative approach is essential to generating innovative solutions that address evolving customer needs.

Learning is another crucial aspect of exploration. Participating in exploratory activities allows employees to acquire new skills and knowledge. Organizations that foster exploration cultivate a learning-oriented culture, where employees are encouraged to seek new information, share experiences, and learn from failures (He & Wong, 2004). This continuous learning process not only enhances individual skills but also strengthens the organization's overall adaptability.

Moreover, exploration often requires collaboration and teamwork. When employees work together in diverse teams, they can exchange ideas, challenge each other's perspectives, and develop creative solutions (Gibson & Birkinshaw, 2004).

Collaborative environments foster creativity and exploratory behaviours, enabling organizations to harness collective intelligence and drive innovation.

However, there are risks associated with exploration, as it often involves uncertainties and the possibility of failure. Organizations must accept these risks and provide a safe environment where employees can experiment without fear of negative consequences (March, 1991). Although exploration is vital for long-term success, it is important to balance it with exploitation to avoid short-term performance losses and resource inefficiencies.

Organizations can implement various strategies to promote exploration. One approach is to allocate specific time and resources for employees to work on creative projects. Companies can establish innovation labs or specialized teams focused exclusively on exploration, allowing them to experiment with new ideas without being tied to day-to-day operations (Tushman & O'Reilly, 1996).

In conclusion, exploration is essential to employee ambidexterity as it enables individuals to innovate, seek new knowledge, and adapt to changing conditions. By emphasizing innovation, learning, and collaboration, exploration contributes to organizational resilience and growth. Organizations should foster a culture that supports both operational efficiency and innovation by rewarding both exploitative and exploratory behaviours (O'Reilly & Tushman, 2004).

2.4 Organizational Resilience

Lee et al. (2013) explained that organizational resilience is the ability of an organization to foresee, prepare for, respond to, and recover from unforeseen disruptions or changes while preserving critical operations and pursuing its objectives. This concept encompasses the ability to endure adverse conditions, adapt to changing environments, and thrive in the face of challenges. In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) world, organizational resilience has become vital for long-term success and competitiveness.

Organizational resilience is multifaceted, incorporating dimensions such as flexibility, adaptability, and robustness. Sutcliffe and Vogus (2003) argued that resilience is not just about overcoming adversity but also involves the capacity to grow, adapt, and

improve over time. This view highlights the proactive elements of resilience, stressing the importance of anticipating potential disruptions and preparing to mitigate their impacts.

One key trait of resilient organizations is flexibility. Flexible organizations can adjust their processes, strategies, and structures in response to changing conditions. During a crisis, a resilient organization might quickly reallocate resources, shift priorities, or adopt new technologies to adapt to the circumstances (Vogus & Sutcliffe, 2007). This flexibility enables organizations to effectively respond to disruptions and continue meeting the needs of their stakeholders.

One of the components of organizational resilience is adaptability. Adaptable organizations can revise their strategies and operations in response to new information and evolving conditions. This adaptability often involves fostering an innovative, learning-oriented culture where employees are encouraged to experiment, take risks, and share knowledge. Williams et al. (2017) suggested that organizations that prioritize adaptability are better equipped to handle uncertainty and seize new opportunities, which strengthens their resilience.

Robustness is also essential for organizational resilience. Robust organizations have strong foundations, such as clearly defined processes, systems, and structures, that allow them to withstand disruptions. Robustness often stems from a solid risk management framework that identifies potential threats and implements mitigation strategies. Rerup and Feldman (2011) emphasized that resilient organizations engage in scenario planning and risk assessments, which help them prepare for a range of unforeseen circumstances and ensure the continuity of operations during crises.

Strong leadership is crucial in building organizational resilience. Resilient leaders create a culture of collaboration, open communication, and trust. Horne and Orr (2001) stated that resilient leaders play a vital role in guiding their organizations through crises by providing a clear vision and direction. These leaders foster resilience by promoting a shared purpose and creating an environment where employees feel valued and empowered to contribute to the organization's success.

External networks and relationships also influence organizational resilience. An organization's capacity to adjust to disruptions can be improved by working together with external stakeholders, including suppliers, consumers, and community partners. Schoemaker et al. (2013) highlighted the importance of building strong networks and

relationships that facilitate information sharing and resource mobilization during emergencies.

Organizational resilience offers numerous benefits. Resilient organizations are better equipped to manage crises, adapt to changing market conditions, and maintain a competitive edge. They can minimize losses, recover more quickly, and continue operations during disruptions. Furthermore, stakeholders often view resilient organizations more favourably, which enhances their reputation and long-term sustainability (Bhamra et al., 2011).

In summary, organizational resilience involves the ability to foresee, prepare for, respond to, and recover from disruptions while maintaining critical operations. It is shaped by factors such as robustness, flexibility, adaptability, strong leadership, and resilient employees. By fostering a culture of resilience, organizations can better navigate uncertainty, capitalize on opportunities, and sustain long-term success in an increasingly dynamic business environment (Duchek, 2020).

2.5 Employee Well-Being

Employee well-being refers to the holistic state of an employee's mental, physical, and emotional health in the workplace (Warr, 2002). Juniper et al. (2011) explained that a person's physical, mental, and emotional well-being, job satisfaction, and general quality of life reflect the multifaceted concept of employee well-being, which encompasses both personal and professional lives. It is a key factor in determining employee engagement, retention, and organizational performance. The notion of well-being includes positive psychological states, life satisfaction, and the capacity to balance work and personal obligations, going beyond the mere absence of disease or stress. As businesses increasingly recognize the importance of supporting their workers' well-being, it becomes critical to understand its elements and implications for establishing a productive workplace.

Fundamentally, employee well-being consists of two main aspects: psychological and physical. Physical well-being refers to employees' general health, including fitness levels, diet, and absence of illness. Organizations can enhance employees' physical well-being by implementing wellness initiatives, providing health screenings, and promoting regular exercise (Kreitzer & Koithan, 2015). Characteristics of psychological well-being

include autonomy, purpose, positive relationships, and self-acceptance (Ryff, 1989). Workers with high psychological well-being are typically more engaged, motivated, and dedicated to their jobs. Hakanen et al. (2006) indicated that job resources like growth opportunities, supportive management, and recognition greatly enhance employees' psychological well-being, leading to improved job performance and reduced burnout.

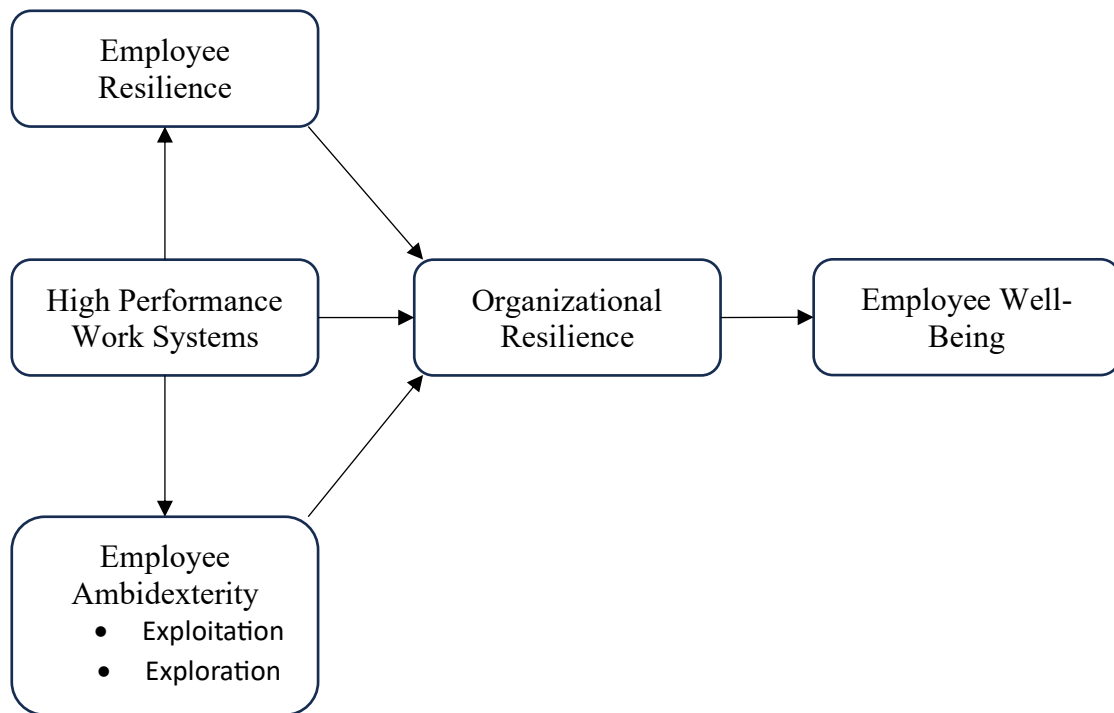
In summary, employee well-being is a multifaceted concept encompassing work-life balance, job satisfaction, and physical, mental, and emotional health (Grant et al., 2007). Organizations can enhance employee well-being and consequently organizational performance by cultivating a positive work environment, encouraging work-life balance, and fostering positive relationships. As the workforce continues to evolve, prioritizing employee well-being will be crucial for businesses aiming to attract and retain top talent while ensuring long-term success in a competitive market.

2.6 Previous Study

This section describes previous study on the dual role of employee resilience, high-performance work systems, and employee ambidexterity concerning organizational resilience and employee well-being. Human resource specialists and management professionals from various public and private organizations, as well as those in industrialized and emerging nations, will find this study beneficial. Furthermore, this field of study is noteworthy and could significantly impact business in the future.

Charles (2023) investigated the role of high performance work systems and resilience in employee well-being within the pharmaceutical industry in Ghana. The objective of this study was to examine the effects of high-performance work systems and resilience on employee well-being in the pharmaceutical industry, with 324 respondents participating. This research employs a causal approach. The conceptual framework of Charles (2023) is displayed in Figure (2.1).

Figure (2.1) Conceptual Framework of Charles



Source: Charles, 2023

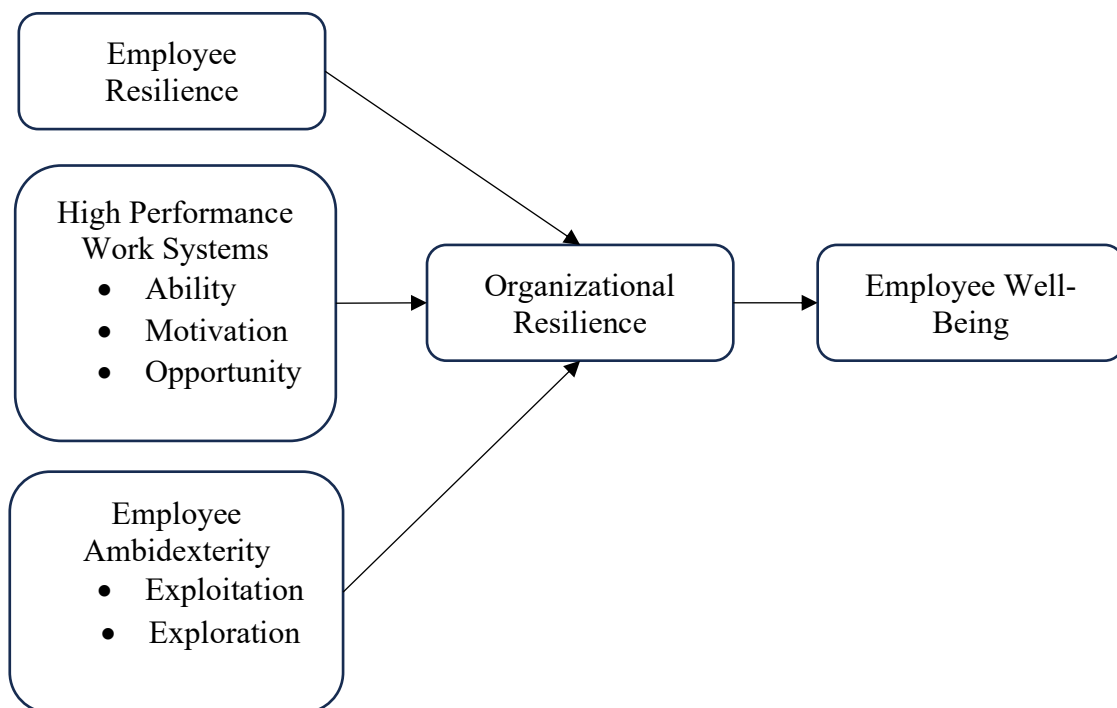
The findings of the study indicated that a high-performance work system (HPWS) had a positive and significant impact on both employee and organizational resilience, as well as on exploitation and exploration ambidexterity. HPWS, which includes practices like selective hiring, comprehensive training, and performance-based rewards, equipped employees with the skills and support needed to adapt to and recover from challenges, enhancing their personal resilience. At the organizational level, resilient employees contributed to a stronger, more adaptable company culture. Moreover, HPWS promoted ambidexterity by enabling organizations to efficiently exploit current resources while exploring new opportunities for innovation, thereby ensuring sustained competitiveness and growth in dynamic environments.

2.7 Conceptual Framework of the Study

The development of the conceptual framework of the study is based on previous studies and conceptual frameworks concerning the factors that affect employee resilience, high-performance work systems, and employee ambidexterity on organizational resilience and employee well-being at Thukha Mingalar Medical & Diagnostic Center.

The framework is drawn from Charles (2023), highlighting the relationships between high-performance work systems, employee resilience, employee ambidexterity, and employee well-being. These facets are important for employees at Thukha Mingalar Medical & Diagnostic Center as they engage with the relationships among high-performance work systems, employee resilience, employee ambidexterity, and employee well-being. The conceptual framework of the study is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of the Study



Source: Adapted from Charles, 2023

The framework is developed to analyse the relationship between dependent variables and independent variables. In the first part of the conceptual framework, the independent variables of employee resilience, high performance work systems including ability, motivation, opportunity and employee ambidexterity including exploitation and exploration and the dependent variables is organizational resilience. In the second part the conceptual framework, the independent variable is organizational resilience whereas the dependent variable is employee well-being.

CHAPTER 3

PROFILE, EMPLOYEE RESILIENCE, HIGH PERFORMANCE WORK SYSTEMS AND EMPLOYEE AMBIDEXTERITY OF THUKHA MINGALAR MEDICAL & DIAGNOSTIC CENTER

This chapter presents the profile information and high-performance work systems of Thukha Mingalar Medical & Diagnostic Center. And then, reliability test, demographic profiles of respondents are described in this chapter.

3.1 Profile of Thukha Mingalar Medical & Diagnostic Center

Thukha Mingalar Medical & Diagnostic Center (TMMDC) was founded and opened in Yangon, Myanmar, on January 9, 2011 with ISO 9001:2008 and ISO 9001:2015 approvals. Medical and diagnostic services are the current areas of expertise for TMMDC. Nowadays, the majority of our services are widely accepted by people in Yangon and throughout the country, including the Department of Marine Administration. supported by over eight years of experience in the provision of diagnostic and medical services. A well-known healthcare facility in Myanmar, TMMDC is dedicated to providing top-notch medical care and cutting-edge diagnostic tools. The history, mission, services, organizational structure, facilities, dedication to quality, community involvement, and future goals of TMMDC are all described in this profile.

In order to meet Myanmar's increasing need for high-quality healthcare services, TMMDC was founded. In a patient-centered setting, the founders envisioned a healthcare facility offering comprehensive medical care and cutting-edge diagnostic services. TMMDC was established to close the gap between conventional medical practices and contemporary developments after realizing the difficulties the healthcare system was facing. To accommodate the community's varied healthcare needs, TMMDC has greatly increased the scope of its offerings and facilities since its founding. Patients from different areas can easily access the center due to its strategic location in a busy urban area. TMMDC has gained the respect and trust of patients and their families by establishing a reputation for providing high-quality healthcare over the years.

The vision of TMMDC is to be a leading healthcare institution recognized for its commitment to quality, innovation, and excellence in patient care. The center aims to set the standard for healthcare delivery in Myanmar by incorporating the latest medical technologies, best practices, and evidence-based approaches. TMMDC seeks to empower patients with the knowledge and resources to make informed decisions about their health.

The goal of TMMDC is to offer patient-centered, cost-effective, and high-quality healthcare services. TMMDC is dedicated to enhancing community health outcomes through the provision of comprehensive medical care, cutting-edge diagnostic tools, and health education initiatives. The facility aims to establish a caring atmosphere where patients experience support, respect, and worth throughout their medical journey.

TMMDC has added general medicine, specialty clinics, diagnostic, surgical, and pharmacy services to its list of offerings over the years. Modern technology is used by highly skilled medical professionals to provide these services. Cardiology, obstetrics and gynaecology, orthopaedics, paediatrics, and other medical specialties are all represented in the specialized clinical departments, which guarantee that patients receive skilled care catered to their individual requirements. By providing laboratory testing, radiology, and imaging services, the diagnostic services department plays a critical role in enabling prompt and precise diagnoses that are necessary for efficient treatment planning.

The facility's modern infrastructure, which includes private patient rooms with the amenities needed for recovery, state-of-the-art operating rooms that meet international surgical standards, and a diagnostic imaging center with state-of-the-art equipment for accurate diagnoses, was carefully planned with patient comfort and safety in mind. In order to ensure that patients and their families have a positive experience at the center, comfortable waiting areas are also offered.

TMMDC's adherence to strict procedures and guidelines meant to guarantee patient safety and the best possible care demonstrates its dedication to quality assurance and accreditation. In order to improve the standard of care given, the center provides its employees with continual training and professional development opportunities, keeping them up to date on the most recent developments in medicine and industry best practices. TMMDC shows its commitment to upholding international standards and guaranteeing that its patients receive the best possible care by aggressively seeking accreditation from reputable healthcare organizations.

Given the important role healthcare organizations play in the larger community, TMMDC places a high value on social responsibility and community involvement. The center runs a number of outreach initiatives to increase access to healthcare services, disease prevention, and health awareness, especially for marginalized communities. In order to spread important health information and promote proactive health management among community members, TMMDC organizes health fairs, free medical examinations, and educational seminars in partnership with neighbourhood organizations, educational institutions, and community groups. This dedication to social responsibility is demonstrated by charitable endeavours that seek to ensure that everyone has access to the necessary medical services by offering high-quality healthcare to people of all income levels.

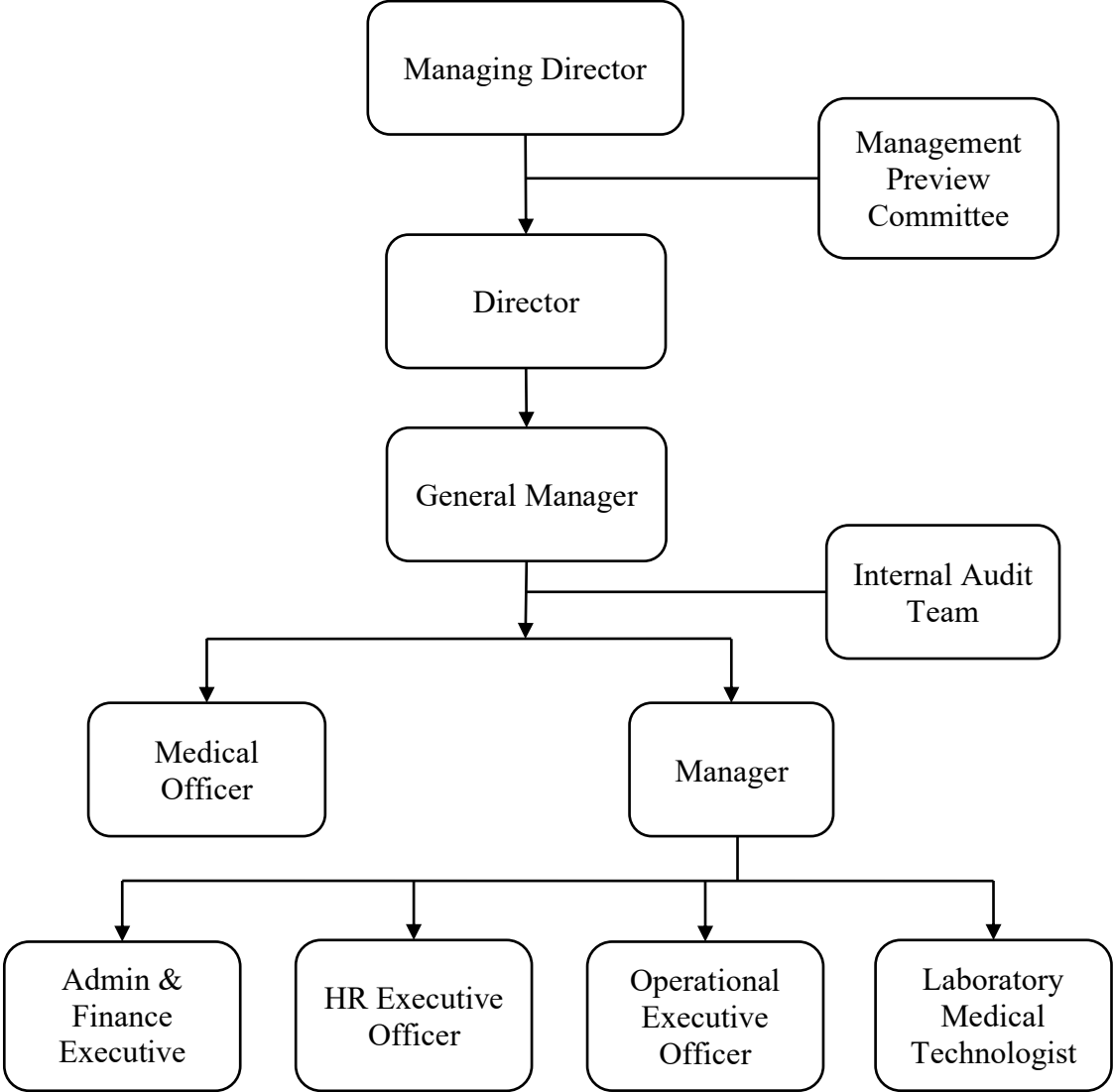
TMMDC has established itself as a reliable provider by taking a holistic approach to healthcare delivery, giving its patients and the community at large confidence. The center's steadfast dedication to quality, creativity, and volunteerism reflects its mission to enhance health outcomes and make a constructive contribution to society. The leadership of TMMDC is always looking for ways to improve, investigating novel medical technologies and therapeutic approaches to improve patient care and operational effectiveness. TMMDC is committed to growing its offerings, improving its facilities, and embracing innovations that will further enhance the patient experience as it looks to the future. TMMDC is well-positioned to play a significant role in determining the direction of healthcare in Myanmar through its dedication to high-quality treatment, patient-centered procedures, and community involvement. This will help to raise healthcare standards generally and encourage a healthier society.

3.2 Organizational Structure of Thukha Mingalar Medical & Diagnostic Center

The Thukha Mingalar Medical & Diagnostic Center has a hierarchical organizational structure. The managing director is responsible to the management review committee and oversees the center's general direction. The director is in charge of day-to-day operations and makes sure that every department works well together below this level. In addition to overseeing the internal audit team to guarantee compliance and operational effectiveness, the general manager supports the director by managing the essential administrative and medical tasks. Medical officers make up the medical team

and are in charge of patient care and medical judgment calls. Administration, finance, human resources, and general operations are just a few of the operational and support tasks that managers supervise. These positions are critical to the center's operation; the operations executive is in charge of logistical and operational duties, while the finance and HR executives concentrate on financial management and employee welfare. A laboratory technician also oversees the laboratory, making sure all diagnostic procedures adhere to the necessary guidelines. The organizational chart of Thukha Mingalar Medical & Diagnostic Center is indicated as Figure (3.1).

Figure (3.1) Organization Chart of Thukha Mingalar Medical & Diagnostic Center



Source: Thukha Mingalar Medical & Diagnostic Center, 2024

This organization chart represents the hierarchical structure of a medical and diagnostic center. At the top is the Managing Director, who oversees the entire

organization, followed by the Director and the General Manager, who manage day-to-day operations. The Management Preview Committee and the Internal Audit Team provide oversight and guidance. The structure branches into two key roles: Medical Officer and Manager, both of which oversee specific areas. Reporting to the Manager are several key operational roles, including the Admin & Finance Executive Officer, HR Executive Officer, Operational Executive Officer, and Laboratory Medical Technologist, ensuring the smooth functioning of administrative, human resources, operational, and laboratory services.

3.3 Employee Resilience at Thukha Mingalar Medical & Diagnostic Center

The development of employee resilience is essential to operational effectiveness at Thukha Mingalar Medical & Diagnostic Center (TMMDC). The facility employs a number of particular tactics to guarantee that employees are able to adjust to the ever-changing and frequently demanding healthcare setting. The detail categories are mentioned in Table (3.1).

Table (3.1) Employee Resilience Initiatives at TMMDC

Categories	Details
Regular Stress Resilience and Crisis Management Training Sessions	
Frequency	Monthly
Duration	2 hours per session
Content	- Techniques for stress management - Crisis communication skills - Decision-making under pressure - Teamwork and collaboration in emergencies - Role-playing emergency scenarios
Facilitators	Experienced trainers in healthcare management and psychology from: - University of Medicine 1, Yangon - Myanmar Psychological Society - Myanmar Medical Association
Target Audience	All employees

Source: Thukha Mingalar Medical & Diagnostic Center, 2024

Regular training sessions and workshops on stress resilience and crisis management are offered by TMMDC. These courses give staff members the tools they need to manage stressful circumstances, like unexpected patient surges or medical emergencies. Staff members can practice making decisions and working as a team under duress by participating in emergency scenario simulations.

3.4 High Performance Work Systems at Thukha Mingalar Medical & Diagnostic Center

At Thukha Mingalar Medical & Diagnostic Center (TMMDC), high performance work systems (HPWS) are organized according to the ability, motivation, and opportunities (AMO) tenets in order to improve worker productivity and the standard of healthcare provided to its 89 highly qualified staff members. Only exceptionally qualified candidates who have demonstrated their capacity to function in challenging healthcare tasks are chosen in TMMDC's hiring procedure. Motivation is increased once staff members are actively involved in decision-making processes, such as cross-functional projects and brainstorming sessions where they contribute ideas and solutions. In addition to rewarding exceptional work, recognition programs promote a sense of accountability and ownership. Investments in cutting-edge medical technology and electronic health records also offer chances for ongoing development, enabling staff members to increase their professional skills while providing effective, superior patient care.

3.4.1 Ability at Thukha Mingalar Medical & Diagnostic Center

The ability of the personnel of Thukha Mingalar Medical & Diagnostic Center (TMMDC) to provide excellent healthcare services depends on their proficiency in a variety of departments. In order to satisfy the demands of a changing healthcare environment, the center places a high priority on hiring experienced experts with the necessary medical skills and expertise. The educational level supports to employees' ability.

Table (3.2) Educational Level of Employees at TMMDC

Sr.No.	Educational Level	No. of Employee	Percentages
1	High School	6	6.7
2	High School	4	4.5
3	Undergraduate	6	6.7
4	Diploma In Nursing	7	7.9
5	Bachelor of Nursing	10	11.2
6	Bachelor in Administration	6	6.7
7	Bachelor of Art	15	16.9
8	Bachelor of Pharmacy	4	4.5
9	Bachelor of medicine, Bachelor of Surgery (MBBS)	5	5.6
10	Bachelor in Radiologic Technology	5	5.6
11	Bachelor of Medical Technology	3	3.4
12	Bachelor in Psychology	2	2.2
13	Master of Science in Nutrition	2	2.2
14	Master of Business Administration	5	5.6
15	Master of Finance	3	3.4
Total		89	100

Source: Thukha Mingalar Medical & Diagnostic Center, 2024

Table (3.2) presents the educational levels of employees at Thukha Mingalar Medical & Diagnostic Center (TMMDC). Thukha Mingalar Medical & Diagnostic Center (TMMDC) staffs have a diverse range of backgrounds and abilities, which reflects the facility's dedication to providing top-notch medical care and efficient organizational support. The employee ability table reveals that TMMDC employees have degrees ranging from high school to master's, including subjects like management, administration, and healthcare.

Most workers have bachelor's degrees, particularly in fields that are vital to the healthcare industry. Ten employees who hold a Bachelor of Nursing degree and five employees who hold a Bachelor of Medicine and Surgery (MBBS) degree work directly with patients, contributing vital nursing and medical evaluation abilities. Specialized assistance in diagnostic imaging and laboratory testing is provided by staffs holding degrees in medical technology and radiologic technology, which are essential to TMMDC's diagnostic services. Employees with Bachelor of Arts and Bachelor of Administration degrees are also well-represented in administrative positions, guaranteeing efficient assistance for day-to-day operations.

A number of employees with advanced degrees, including master's degrees in business administration, finance, and nutrition, are another asset to TMMDC. These staffs offer specific knowledge that supports tasks including financial management, strategic organizational planning, and patient dietary planning. People with a Master of Science in Nutrition are in a good position to support patient nutrition programs and dietary recommendations, while those with a Master of Business Administration and a Master of Finance are essential in supporting financial operations and management decision-making. The clinical support staff is strengthened by Diploma in Nursing holders, provide the skilled nursing care necessary for the provision of patient services.

3.4.2 Motivation at Thukha Mingalar Medical & Diagnostic Center

At Thukha Mingalar Medical & Diagnostic Center (TMMDC), performance and organizational success are significantly influenced by employee motivation. The facility creates a happy workplace where staff members are proud of what they do to help patients. A range of organized programs customized for every department are used to foster this motivation.

Table (3.3) Motivational Programs at TMMDC

Program	Description	Frequency	Target Group
Employee Recognition Program	Monthly Awards	Monthly	All employees
Professional Development Programs	Continuing Education Sponsorship	Ongoing	Medical Staffs
Feedback and Communication Channels	Employee Satisfaction Survey	Biannually	All employees
Incentive Programs	Performance Bonuses	Quarterly	All employees

Source: Thukha Mingalar Medical & Diagnostic Center, 2024

Table (3.3) outlines key motivational programs at Thukha Mingalar Medical & Diagnostic Center (TMMDC) to enhance employee engagement and performance. The employee recognition program includes monthly awards to recognize staff achievements across all departments. Professional development programs offer ongoing educational support, particularly for medical staff, to foster continuous learning. Feedback and communication channels ensure employee feedback is gathered biannually, promoting transparency and workplace improvement. Finally, Incentive programs like quarterly performance bonuses reward employees for exceptional contributions, aligning personal achievements with organizational goals. These initiatives collectively support a motivated, high-performing workforce at TMMDC.

3.4.3 Opportunity at Thukha Mingalar Medical & Diagnostic Center

Opportunities for professional development are essential to improving the standard of healthcare services and promoting staff advancement at Thukha Mingalar Medical & Diagnostic Center (TMMDC). The center offers a wide range of development programs designed to satisfy its staff members' changing demands.

Table (3.4) Opportunity Practices at TMMDC

Program	Description	Frequency	Target Group
Technological Training	Equipment and EHR Training	Regularly	All Medical Staff
Internal Promotion	Career Growth	Ongoing	All employees
Project Proposals	Idea Proposal System	Ongoing	All employees

Source: Thukha Mingalar Medical & Diagnostic Center, 2024

The Table (3.4) outlines opportunity practices provided by Thukha Mingalar Medical & Diagnostic Center (TMMDC) to support employee development and organizational growth. The technological training program, focused on equipment and Electronic Health Record (EHR) training, is offered regularly to all medical staff, ensuring they remain proficient in essential healthcare technologies. Internal promotion serves as a continuous initiative aimed at career growth for all employees, encouraging advancement within the organization. Additionally, project proposals allow employees across all roles to contribute innovative ideas through an ongoing proposal system, promoting a collaborative and creative workplace environment.

3.5 Employee Ambidexterity at Thukha Mingalar Medical & Diagnostic Center

Employee ambidexterity is actively promoted at Thukha Mingalar Medical & Diagnostic Center (TMMDC) through focused activities that strike a balance between traditional methods and cutting-edge approaches. The center often hosts training sessions where employees learn how to combine the newest developments in medical technology, such as telemedicine and artificial intelligence for diagnosis, with conventional therapy methods.

Nurses in the nursing department are encouraged to take part in pilot projects that investigate novel care models, like team-based methods and patient-centered care. A nurse team has put into place a novel triage system that enhances patient flow and treatment efficiency by fusing real-time data analysis with regular evaluation procedures.

By setting up multidisciplinary collaboration meetings where staff members from different departments exchange ideas and suggest improvements, TMMDC further fosters

an innovative culture. Laboratory technicians and radiologists recently worked together to expedite the patient referral process, cutting turnaround times without sacrificing quality standards.

By encouraging staff to leverage their existing skills while exploring new methods, TMMDC ensures that employees remain adaptable to the evolving healthcare landscape, leading to improved patient outcomes and operational effectiveness

3.5.1 Exploitation at Thukha Mingalar Medical & Diagnostic Center

At Thukha Mingalar Medical & Diagnostic Center (TMMDC), exploitation is the process of efficiently utilizing already-existing assets, abilities, and expertise to provide patients with top-notch care. The facility places a strong emphasis on following established medical procedures on a regular basis, such as standardized treatment plans for common ailments like diabetes and high blood pressure. TMMDC manages diabetic patients using a clinical pathway that has been shown to be effective. This pathway incorporates regular screenings and patient education, guaranteeing excellent results and consistency in care.

To improve operating efficiency, the center also uses cutting-edge diagnostic technologies such automated laboratory equipment and digital imaging. To guarantee that employees are proficient in using these technologies and can maximize their efficacy in day-to-day operations, regular training sessions are conducted.

By concentrating on exploitation, TMMDC improves its dependability in providing services, fosters patient trust by providing consistent care, and upholds a strong operational base that facilitates continuous advancements and advances in the medical field. This strategy guarantees that patients receive trustworthy and superior care while enabling the center to build on its strengths.

3.5.2 Exploration at Thukha Mingalar Medical & Diagnostic Center

At Thukha Mingalar Medical & Diagnostic Center (TMMDC), exploration involves actively seeking innovative methods and technologies to improve patient care. The center encourages staff to stay informed about the latest medical advancements by providing access to continuous education programs and attending relevant conferences.

Several physicians recently participated in a seminar on telehealth, leading to the implementation of virtual consultations that enhance patient access to care.

Additionally, TMMDC funds research projects that enable staff members to test out novel diagnostic and therapeutic approaches. In a recent pilot project, the radiology department used artificial intelligence to examine imaging results, which greatly improved diagnostic accuracy and decreased interpretation time.

Furthermore, the center promotes a culture of curiosity, by holding frequent innovation workshops where staff members can share ideas for new services or enhancements. Following a recent workshop, a holistic approach to patient care was adopted, combining traditional treatments with complementary therapies including acupuncture and dietary counselling.

TMMDC makes sure it stays at the forefront of medical innovation by implementing these exploration projects, which allow it to adjust to the changing healthcare environment and patient needs.

3.6 Demographic Profiles of Respondents

The 73 printed questionnaires are given out to the employees of Thukha Mingalar Medical & Diagnostic Center for this survey. The demographic attributes of respondents include such as gender, age, marital status, education, work experience at current job, position. Table (3.3) represent the demographic profile of respondents of this research.

Table (3.5) Demographic Profiles of Respondents

Sr.No.	Item	Category	No. of respondents	Percentage
Total			73	100.0
1	Gender	Male	27	37.0
		Female	46	63.0
2	Age (Years)	18-25	21	28.0
		26-35	40	55.0
		36-45	8	11.0
		46-55	4	6.0
3	Marital Status	Single	40	55.0
		Married	33	45.0
4	Education	Under graduate	13	18.0
		Graduated	50	68.0
		Post graduated	10	14.0
5	Working Experience at current job (years)	Below 2	12	16.4
		3-5	12	16.4
		4-7	44	60.3
		7 and above	5	6.8
6	Position	Managerial	23	31.5
		Non-Managerial	50	68.5

Source: Survey Data, 2024

As demonstrated in Table (3.5), the demographic profile of seventy-three respondents at TMMDC reveals a varied distribution across several key areas. Gender-wise, 37.0% of respondents are male, while 63.0% are female. In terms of age, the largest group (55.0%) falls between 26 and 35 years, followed by 28.0% between 18 and 25 years. A smaller percentage, 11.0%, are between 36 and 45 years, and 6.0% are between 46 and 55 years.

Regarding marital status, 55.0% of respondents are single, and 45.0% are married. Education levels show that 18.0% have completed undergraduate studies, 68.0% are graduates, and 14.0% have postgraduate degrees.

In terms of working experience at their current job, 60.3% have been in their role for four to seven years, 16.4% for below two years, and another 16.4% for three to five years. Only 6.8% have been in their current role for seven years or more. Finally, 68.5% of respondents occupy non-managerial roles, while 31.5% hold managerial positions.

In summary, the majority of respondents were female and between the ages of 26 and 35. Most respondents were single, had completed graduate studies, and had been in their current roles for four to seven years.

3.7 Reliability Test

Reliability analysis is a statistical approach used to assess the stability, consistency, and dependability of a system or measuring equipment. According to Hair et al. (2010), there are five distinct value levels for reliability. The level of Cronbach's alpha is shown in Table (3.6).

Table (3.6) Value Level of Reliability Cronbach's Alpha

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.0 – 0.20	Less Reliable
2	0.20 – 0.40	Rather Reliable
3	0.40 – 0.60	Quite Reliable
4	0.60 – 0.80	Reliable
5	0.80 – 1.00	Very Reliable

Source: Hair et al., 2010

As shown in Table (3.6), the reliability test was conducted to ensure the consistency of measurements across different statements in the questionnaire. Cronbach's alpha coefficients were employed to assess the internal consistency of the questionnaire items. The values of Cronbach's alpha can range from 0.01 to 1.00. A score between 0.0 and 0.20 indicates less reliability, while a score of 0.20 to 0.40 suggests a rather reliable measure. Scores from 0.40 to 0.60 reflect quite reliability, and scores above 0.60 indicate reliable, with values between 0.80 and 1.00 classified as very reliable (Hair et al., 2010).

Table (3.7) Reliability Test

Sr. No.	Description	No. of Items	Alpha Cronbach
1	Employee Resilience	5	.776
2	High Performance Work System (Ability)	5	.820
3	High Performance Work System (Motivation)	5	.831
4	High Performance Work System (Opportunity)	5	.820
5	Employee Ambidexterity (Exploitation)	5	.831
6	Employee Ambidexterity (Exploration)	5	.725
7	Organizational Resilience	5	.816
8	Employee Well-Being	5	.775

Source: Survey Data, 2024

According to Table (3.7), The Cronbach's Alpha values for the variables examined in this study range from 0.725 to 0.831, with most values exceeding 0.80. This indicates high reliability for the constructs of high performance work system (motivation), employee ambidexterity (exploitation), and organizational resilience. While employee ambidexterity (exploration) has a slightly lower value of 0.725, it still falls within the acceptable range. Overall, these results suggest that the findings of the study are valid and trustworthy, and the questions in the structured questionnaires exhibit a consistent measurement across the various constructs.

CHAPTER 4

ANALYSIS ON EMPLOYEE RESILIENCE, HIGH PERFORMANCE WORK SYSTEMS, EMPLOYEE AMBIDEXTERITY, ORGANIZATIONAL RESILIENCE AND EMPLOYEE WELL- BEING AT THUKHA MINGALAR MEDICAL & DIAGNOSTIC CENTER

This chapter presents two main parts. In the first part, analysis of the effect of employee resilience, high performance work systems and employee ambidexterity on organization resilience at Thukha Mingalar Medical & Diagnostic Center is presented. In the second part, analysis of the effect of organizational resilience on employee well-being at Thukha Mingalar Medical & Diagnostic Center is described. In this chapter, survey results are presented with mean scores based on the findings and regression analysis result.

Seventy-three staff of Thukha Mingalar Medical & Diagnostic Center completed a structured questionnaire. The study employed a five-point Likert scale to collect primary data and analyze the impact of employee resilience, high-performance work systems, and employee ambidexterity on organizational resilience as well as the relationship between organizational resilience and employee well-being. The questions were structured and the answers ranged from 1 to 5. Based on the Best (1977) mean rating scale, the mean rating scale is shown in Table (4.1).

Table (4.1) Mean Rating Scale

Sr. No.	Score Range	Mean Rating
1	1.00 – 1.80	Strongly Disagree
2	1.81 – 2.60	Disagree
3	2.61 – 3.40	Neutral
4	3.41 – 4.20	Agree
5	4.21 – 5.00	Strongly Agree

Source: Best, 1977

As shown in Table (4.1), Best (1997) classified five mean rating scales in order to interpret the survey data. Best (1997) stated five mean rating scales based on mean score range. In this study, the mean rating scale of Best (1997) is referred in understanding the mean.

4.1 Perception on Employee Resilience, High Performance Work Systems and Employee Ambidexterity on Organization Resilience and Employee Well-Being at Thukha Mingalar Medical & Diagnostic Center

To measure organizational resilience at Thukha Mingalar Medical & Diagnostic Center, this study makes use of employee resilience, high performance work systems that include ability, motivation and opportunity, and employee ambidexterity that includes exploitation and exploration. The company develops and estimates a regression model to assess organizational resilience. Organizational resilience in the corporation is represented by the mean and standard deviation values of employee resilience, high performance work systems, and employee ambidexterity.

4.1.1 Employee Resilience

Five items make up the employee resilience in this study. The resultant mean values and overall mean are shown in Table (4.2).

Table (4.2) Employee Resilience

Sr. No.	Description	Mean Score
1	Effective collaboration with others.	4.11
2	Successful management of a high workload for long periods.	3.60
3	Competent resolution of crises at work.	3.79
4	Approaching managers and colleagues for support.	3.92
5	Effective response to feedback, including criticism.	3.49
Overall Mean		3.78

Source: Survey Data, 2024

According to Table (4.2), the mean scores including overall mean are between 3.41 and 4.20 at agree level. Respondents generally agree with employee resilience at Thukha Mingalar Medical & Diagnostic Center. Respondents generally agree with effective collaboration with others, successful management of a high workload for long periods, competent resolution of crises at work, approaching managers and colleagues for support and effective response to feedback, including criticism.

4.1.2 Ability

Five items make up the HPWS (ability) in this study. The resultant mean values and overall mean are shown in Table (4.3).

Table (4.3) Ability

Sr. No.	Description	Mean Score
1	The hiring of only the best employees.	3.88
2	Trainings for the learning of new methods.	3.86
3	Training programs for the teaching of new employees.	3.74
4	Specific feedback for the improvement of performance.	3.62
5	The results of performance in the determination of training	3.70
Overall Mean		3.76

Source: Survey Data, 2024

According to Table (4.3), the mean scores including overall mean are between 3.41 and 4.20 at agree level. Respondents generally agree with ability at Thukha Mingalar Medical & Diagnostic Center. Respondents generally agree with the hiring of only the best employees, trainings for the learning of new methods, training programs for the teaching of new employees, specific feedback for the improvement of performance and the results of performance in the determination of training.

4.1.3 Motivation

Five items make up the motivation in this study. The resultant mean values and overall mean are shown in Table (4.4).

Table (4.4) Motivation

Sr. No.	Description	Mean Score
1	The pay level in this company exceeds the offerings of competitors.	2.45
2	The payment of bonuses is closely tied to individual or group performance.	3.58
3	The basis of performance appraisals is objective, quantifiable results.	3.41
4	Receiving a formal evaluation of performance.	3.64
5	Having an opportunity for the receipt of extra benefits, such as a meal allowance, provided by the company.	3.52
Overall Mean		3.32

Source: Survey Data, 2024

According to Table (4.4), the mean scores 3.58, 3.41, 3.64 and 3.52 falls between 3.41 and 4.20 at agree level. Respondents agree with the payment of bonus is closely tied to individual or group performance, the basis of performance appraisals is objective, qualifiable results, receiving a formal evaluation of performance and have an opportunity for the receipt of extra benefits, such as a meal allowance, provided by the company.

The overall mean falls between 2.61 and 3.40 at neutral level. The respondents neither agree nor disagree with motivation. The remaining mean value falls between 1.81 and 2.60 at disagrees level. The respondents disagree that the pay level in the company exceeds the offerings of competitors.

4.1.4 Opportunity

Five items make up the opportunity in this study. The resultant mean values and overall mean are shown in Table (4.5).

Table (4.5) Opportunity

Sr. No.	Description	Mean Score
1	The importance of company places on working in trams.	4.15
2	The reasonable and fair complaint process in company.	3.93
3	The information provided to understand the role in this company.	4.05
4	Awareness of the company's performance.	3.97
5	Opportunities for participation in the decision-making process.	3.70
Overall Mean		3.96

Source: Survey Data, 2024

According to Table (4.5), the mean scores including overall mean are between 3.41 and 4.20 at agree level. Respondents generally agree with opportunity at Thukha Mingalar Medical & Diagnostic Center. Respondents agree with the importance of company places on working in trams, the reasonable and fair complaint process, the information provided to understand the role, awareness of the company's performance and opportunities for participation in the decision-making process.

4.1.5 Exploitation

Five items make up the exploitation in this study. The resultant mean values and overall mean are shown in Table (4.6).

Table (4.6) Exploitation

Sr. No.	Description	Mean Score
1	A wealth of experience.	4.19
2	Engagement in serving existing (internal) customers with current services/products	3.95
3	Engagement that aligns with existing policy.	4.12
4	Engagement with a primary focus on achieving short-term goals.	3.56
5	Engagement in properly conducted using present knowledge.	4.11
Overall Mean		3.99

Source: Survey Data, 2024

According to Table (4.6), the mean scores including overall mean are between 3.41 and 4.20 at agree level. Respondents generally agree with exploitation at Thukha Mingalar Medical & Diagnostic Center. Respondents generally agree with a wealth of experience, engagement in serving existing (internal) customers with current services/products, engagement that aligns with existing policy, engagement with a primary focus on achieving short-term goals and engagement in properly conducted using present knowledge.

4.1.6 Exploration

Five items make up the exploration in this study. The resultant mean values and overall mean are shown in Table (4.7).

Table (4.7) Exploration

Sr. No.	Description	Mean Score
1	Engagement in the search for new possibilities regarding products, services, processes, or markets.	3.55
2	Engagement in the evaluation of diverse options concerning products, services, processes, or markets.	3.29
3	Engagement in a focus on the strong renewal of products, services or processes.	3.51
4	Engagement in adaptation to changing situations.	4.00
5	Engagement in the acquisition of new skills or knowledge.	4.27
Overall Mean		3.72

Source: Survey Data, 2024

According to Table (4.7), the mean scores including overall mean except 3.29 and 4.27 are between 3.41 and 4.20 at agree level. Respondents generally agree with exploration at Thukha Mingalar Medical & Diagnostic Center. The respondents generally agree with the engagement in the search for new possibilities regarding products, services, processes, or markets, Engagement in a focus on the strong renewal of products, services or processes, engagement in adaptation to changing situations.

Engagement in the acquisition of new skills or knowledge falls 4.21 and 5.00 at strongly agree level. The respondents strongly agree that engagement in the acquisition of new skills or knowledge. The remaining mean value falls 2.61 and 3.40 at neutral level. The respondents neither agree nor disagree that engagement in the evaluation of diverse options concerning products, services, processes, or markets.

4.1.7 Organizational Resilience

Five items make up the employee organizational resilience in this study. The resultant mean values and overall mean are shown in Table (4.8).

Table (4.8) Organizational Resilience

Sr. No.	Description	Mean Score
1	The effective performance of firm's leadership in the face of adversities	4.08
2	Proactive monitoring of the industry for early warnings of emerging issues.	4.07
3	The effective decision-making capability of organization in tough situations.	3.62
4	The sufficiency of personnel and resources in organization to cope with unexpected change.	3.27
5	Clear understanding of the organization's priorities in the event of a crisis.	3.71
Overall Mean		3.75

Source: Survey Data, 2024

According to Table (4.8), the mean scores including overall mean except 3.27 are between 3.41 and 4.20 at agree level. Respondents generally agree with organizational resilience at Thukha Mingalar Medical & Diagnostic Center. The respondents generally agree with the effective performance of firm's leadership in the face of adversities, proactive monitoring of the industry for early warning of emerging issues, the effective decision-making capability of organization in tough situations and clear understanding of the organization's priorities in the event of a crisis.

The remaining mean value falls 2.61 and 3.40 at neutral level. The respondents neither agree nor disagree that the sufficiency of personnel and resources in organization to cope with unexpected change.

4.1.8 Employee Well-Being

Five items make up the employee well-being in this study. The resultant mean values and overall mean are shown in Table (4.9).

Table (4.9) Employee Well-Being

Sr. No.	Description	Mean Score
1	Work life is filled with purpose and meaning.	3.73
2	Social relationships at and through work provide support and rewards.	4.10
3	Engagement and interest in daily work activities.	4.05
4	Contributing to the happiness and well-being of others through work.	3.93
5	Being a good employee and having a good work-life balance.	3.93
Overall Mean		3.95

Source: Survey Data, 2024

According to Table (4.9), the mean scores including overall mean are between 3.41 and 4.20 at agree level. Respondents generally agree with employee well-being at Thukha Mingalar Medical & Diagnostic Center. The respondents generally agree with work life is filled with purpose and meaning, social relationships at and through work provide support and rewards, engagement and interest in daily work activities, contributing to the happiness and well-being of others through work, and being a good employee and having a good work-life balance.

4.2 Analysis of the Factors Influencing the Organizational Resilience

This section examines organizational resilience-influencing aspects using the conceptual framework as a guide. Utilizing SPSS, a multiple regression model is employed to examine the impact of survey responses on organizational resilience at Thukha Mingalar Medical & Diagnostic Center. The output of the multiple regression model is shown in Table (4.10).

Table (4.10) Factors Influencing Organizational Resilience

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.833	.459		3.994	.000
Employee Resilience	.190*	.107	.186	1.780	.080
Ability	.124	.092	.151	1.350	.181
Motivation	.211***	.058	.352	3.669	.000
Opportunity	.381***	.095	.443	4.019	.000
Exploitation	.490***	.044	.461	4.147	.000
Exploration	.244***	.071	.313	3.450	.001
R	.832				
R Square	.692				
Adjusted R Square	.664				
F Value	24.695***				

Source: Survey Data, 2024

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10%

The model presented in Table (4.10) provides some insight into the range of factors that influence organizational resilience. The dependent and independent variables are related, as indicated by the R value of 0.832a. This model can account for 66.4% of the variance in both independent and dependent variables, according to the adjusted R Square value. This shows that the independent and dependent variables have a considerable relationship. Regression study indicates that employee resilience, motivation, and opportunity, exploitation, exploration significantly and favourably effect on organizational resilience.

Employee resilience has positive and significant effect on organizational resilience at 10% significant level. Employees with resilience are better able to manage difficulties and adjust to changes, which are frequent in the healthcare industry. Employees who are able to successfully handle stress and bounce back from setbacks

help create a more stable and resilient work environment. This flexibility is crucial to TMMDC because it guarantees patient care continuity, upholds high performance standards, and lessens the negative effects of interruptions on service quality. Employees with resilience are more likely to cultivate a culture of tenacity, which improves the organization's capacity to tolerate outside demands, adjust to changing medical procedures, and quickly attend to patients' requirements. As a result, TMMDC can maintain a supportive environment for patients and employees and attain greater operational stability, both of which enhance organizational resilience in general.

HPWS motivation has positive and significant effect on organizational resilience at 1% significant level. Motivation is essential because it encourages workers to stay proactive, engaged, and dedicated even under trying circumstances. In order for an organization to be resilient, motivated people are more likely to be able to adjust to crises, help solve problems, and continue to perform well under pressure. Through a variety of tactics, Thukha Mingalar Medical & Diagnostic Center cultivates this drive. Linking bonuses to both individual and group success is one of the most effective strategies for encouraging staff to stay involved and pursue excellence. Furthermore, the company offers measurable, objective performance reviews that guarantee justice and openness. This fosters loyalty among staff members and helps to establish trust. In order to improve employee happiness and motivate them to put more effort into their jobs, the center also provides possibilities for additional incentives, such meal allowances, and official appraisals. High levels of motivation are further influenced by a supportive work environment, which includes a focus on work-life balance and strong social ties at work. Together, these efforts produce a driven workforce that improves the organization's capacity for adaptation and problem-solving, so increasing its overall resilience.

Additionally, opportunity has positive and significant effect on organizational resilience at 1% significant level. Opportunity is essential because they give workers the tools, freedom, and involvement they need to successfully contribute to the flexibility and long-term stability of the company. Employees are better equipped to handle and adjust to unforeseen obstacles when they are given the chance to participate in decision-making processes, access pertinent information, and comprehend their tasks properly. Through a number of programs, including encouraging teamwork, guaranteeing a fair complaint procedure, and giving access to pertinent information about the business's activities, Thukha Mingalar Medical & Diagnostic Center promotes this. Additionally, workers are

given opportunities to participate in decision-making and are regularly updated on corporate performance, which promotes a sense of accountability and ownership. Employees are able to react more proactively to new problems thanks to these opportunities, which helps the company stay strong when faced with difficulties. The center improves its overall organizational resilience by fostering an atmosphere where staff members can participate fully and contribute significantly.

Moreover, employee ambidexterity in exploitation has positive and significant effect on organizational resilience at 1% significant level. This implies that a key factor in enhancing an organization's resilience is its workforce's capacity to make efficient use of existing knowledge, improve operational effectiveness, and streamline existing procedures. Employees can maximize the value of established resources and procedures through exploitation, which makes the company more resilient to interruptions and ensures smooth operations. Employees support the organization's stability and crisis management capabilities by concentrating on improving what already functions.

Employee ambidexterity in exploitation at Thukha Mingalar Medical & Diagnostic Center is probably encouraged by organized procedures, frequent training, and unambiguous rules that enable workers to complete their jobs effectively. The center probably offers information and tools that assist staff in honing their abilities in their current fields, strengthening the operational underpinnings of the company. This focus on exploitation guarantees that workers are skilled at seizing new opportunities, but they also keep a laser-like focus on quality in the organization's daily operations, which eventually builds resilience.

Furthermore, employee ambidexterity in exploration has positive and significant effect on organizational resilience at 1% significant level. This implies that workers who exhibit exploratory behaviours such as looking for new opportunities, trying out creative solutions, and adjusting to changing conditions are essential for improving an organization's capacity to tolerate and overcome setbacks. Exploration encourages creativity and adaptability, two qualities that are essential for organizational resilience because they allow the business to adjust to changing market conditions and unforeseen setbacks. Employee ambidexterity is probably supported by Thukha Mingalar Medical & Diagnostic Center by motivating staff members to learn new skills, adjust to shifting circumstances, and work on projects that call for innovative problem-solving techniques. The center strengthens its organizational resilience by fostering an atmosphere that

encourages learning and creativity, guaranteeing that it can manage emergencies and preserve stability over the long run.

4.3 Analysis on the Effect of Organizational Resilience on the Employee Well-Being

Finally, an examination of the impact of organizational resilience on employee well-being at Thukha Mingalar Medical & Diagnostic Center is conducted. The analysis is based on the responses of 73 employees of Thukha Mingalar Medical & Diagnostic Center and looks at the relationship between the independent variable, organizational resilience, and the dependent variable, employee well-being. Table (4.11) illustrates how organizational resilience affects employee well-being.

Table (4.11) Effect of Organizational Resilience on Employee Well-Being

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.501	.324		7.720	.000
Organizational Resilience	.386***	.086	.471	4.496	.000
R	.471				
R Square	.222				
Adjusted R Square	.211				
F Value	20.217***				

Source: Survey Data, 2024

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10%

According to Table (4.11), the results of regression analysis provide that there is a strong significant relationship between organizational resilience and employee well-being. The R square value is 0.222 with, adjusted R square value of 0.211. This indicates that the model explains 21.1% about the variance of independent variable (organizational resilience) and dependent variable (employee well-being). The F value of 20.217 further

confirms the overall significance of the model. The analysis revealed that organizational resilience influenced employee well-being at the 1% significant level.

The results of the investigation showed a robust and positive correlation between organizational resilience and employee well-being, with the former having a considerable impact on the latter at the 1% level. This research emphasizes how important a resilient organization is for creating a happy workplace and promoting the wellbeing of its employees. Employees work in a stable and encouraging atmosphere when a business exhibits resilience through proactive problem-solving, strong leadership, and the capacity to adapt to change. The organization can successfully handle challenges gives employees a sense of security and worth. The resiliency of Thukha Mingalar Medical & Diagnostic Center probably contributes to the general well-being of its employee by giving them a feeling of direction and community. The company is prepared to face challenges and defend their interests may make the workers feel more involved and supported at work. Given the link between organizational resilience and employee well-being, it stands to reason that resilient companies are better equipped to foster a happy, balanced, and rewarding workplace, which in turn improves worker satisfaction and mental health.

CHAPTER 5

CONCLUSION

This chapter presents the study result and categorizes three parts. The first part is findings and discussions from the previous section. The second part is suggestions and recommendations. The last part is the needs for further research.

5.1 Findings and Discussions

The purpose of the study is to examine the employee resilience, high performance work systems, and employee ambidexterity on organizational resilience and the effect of organizational resilience on employee well-being in Thukha Mingalar Medical & Diagnostic Center (TMMDC). The effects of the high performance of work systems are measured in term of ability, motivation, and opportunity. Furthermore, the effect of employee ambidexterity is measured with exploitation and exploration.

The findings reveal that the majority of respondents at TMMDC are female. Regarding with the age groups, twenty-six to thirty-five are the largest age group. Single group is the largest group in marital status. Most of the respondents are graduated. In the working experience group, most of the respondents have between four to seven working years' experience with managerial position.

With regarding to the perception on employee resilience, respondents generally agree with effective collaboration with others, successful management of a high workload for long periods, competent resolution of crises at work, approaching managers and colleagues for support and effective response to feedback, including criticism.

Concerning with the HPWS (ability), the findings describe that the employees of TMMDC generally agree with HPWS (ability). The respondents generally agree with the hiring of only the best employees, trainings for the learning of new methods, training programs for the teaching of new employees, specific feedback for the improvement of performance and the results of performance in the determination of training.

Related to the HPWS (motivation), the staffs of TMMDC agree with the payment of bonus is closely tied to individual or group performance, the basis of performance appraisals is objective, qualifiable results, receiving a formal evaluation of performance

and have an opportunity for the receipt of extra benefits, such as a meal allowance, provided by the company. However, the respondents generally neither agree nor disagree about motivation. There are also the respondents who disagree with the pay level in the company exceeds the offerings of competitors.

Pertaining to employee ambidexterity (exploitation), the participants of TMMDC generally agree with employee ambidexterity (exploitation). Respondents generally agree with a wealth of experience, engagement in serving existing (internal) customers with current services/products, engagement that aligns with existing policy, engagement with a primary focus on achieving short-term goals and engagement in properly conducted using present knowledge.

In connection with employee ambidexterity (exploration), the participants of TMMDC generally agree with employee ambidexterity (exploration). The respondents of TMMDC agree with the engagement in the search for new possibilities regarding products, services, processes, or markets, Engagement in a focus on the strong renewal of products, services or processes, engagement in adaptation to changing situations. The employees strongly agree that engagement in the acquisition of new skills or knowledge. However, the participants neither agree nor disagree that engagement in the evaluation of diverse options concerning products, services, processes, or markets.

With respect to organizational resilience, the respondents generally agree with the effective performance of firm's leadership in the face of adversities, proactive monitoring of the industry for early warning of emerging issues, the effective decision-making capability of organization in tough situations and clear understanding of the organization's priorities in the event of a crisis. The respondents neither agree nor disagree that the sufficiency of personnel and resources in organization to cope with unexpected change.

Regarding to employee well-being, the participants generally agree with work life is filled with purpose and meaning, social relationships at and through work provide support and rewards, engagement and interest in daily work activities, contributing to the happiness and well-being of others through work, and being a good employee and having a good work-life balance.

For the first objective, the employee resilience, high performance work systems, and employee ambidexterity on organizational resilience at TMMDC is analysed.

Employee resilience, motivation, opportunity, exploitation and exploration have positive and significant effect on organizational resilience. This analysis highlights how essential each of these factors is in fostering a resilient organizational. TMMDC withstands challenges by strengthening resilience, motivation, and adaptive capacities among employees.

For the second objective, the organizational resilience on employee well-being is examined. The organizational resilience has positive and significant effect on employee well-being. The findings reveal that when an organization is resilient, it provides stability and support that positively influences employee morale and mental health. This relationship underscores the importance of resilience-building strategies to improve overall quality of life for employees.

In conclusion, the importance of resilience which includes teamwork, task management, and crisis management is widely acknowledged by employees. Organizational resilience is greatly increased by employee resilience, HPWS elements including opportunity and motivation as well as ambidexterity in exploitation and exploration. Employee well-being is subsequently enhanced by this resilience, which also creates a positive work atmosphere that boosts morale and stability.

5.2 Suggestions and Recommendations

The study identified factors influencing organizational resilience and employee well-being in Thukha Mingalar Medical & Diagnostic Center (TMMDC) and provides relevant suggestions and recommendations to enhance these factors, aiming to achieve organizational resilience and employee well-being.

Based on the findings, TMMDC should think about putting specific tactics into place that promote a flexible and encouraging work environment in order to increase employee resilience. Frequent resilience training courses that emphasize problem-solving, flexibility, and stress management ought to be offered. It is possible to guarantee that these sessions are pertinent to the particular difficulties faced by the medical industry by facilitating them with skilled instructors in psychology and healthcare administration. Furthermore, TMMDC should set up strong support networks through peer-support and mentorship programs, which would enable seasoned personnel to help less experienced workers navigate challenging circumstances while encouraging a strong sense of

collaboration. Policies that promote flexible schedule, enough sleep, and appropriate leave alternatives should be given priority in order to preserve a healthy work-life balance and avoid burnout.

Based on the research, TMMDC prioritize motivation within its high performance work systems (HPWS) as a key driver of organizational resilience. TMMDC should incorporate ongoing training and development initiatives designed to elevate employee enthusiasm, building a strong foundation for resilience. Creating a favourable work environment through regular feedback, recognition, and celebrating achievements should be a priority, as these efforts promote employee loyalty and continuous engagement. Additionally, aligning performance incentives with the center's strategic goals can further motivate employees to actively contribute to TMMDC's resilience and overall success. Through these actions, TMMDC can cultivate a resilient workforce that is committed to the center's objectives and able to navigate industry challenges effectively.

Based on the findings, TMMDC should actively promote opportunities for staff involvement in decision-making processes, fostering a sense of ownership and alignment with organizational goals. Implementing initiatives that support continuous skill development and career advancement will equip employees with the tools they need to make effective contributions to the center's success. Additionally, TMMDC should cultivate an inclusive and open environment that encourages staff to share creative ideas, as this can strengthen resilience at both individual and organizational levels. Through these efforts, TMMDC can create a more engaged, empowered, and resilient workforce.

According to the findings, TMMDC should encourage staff members to make the most of their current knowledge and abilities in their day-to-day work to maintain high performance and efficiency. The facility should put in place organized procedures and policies so that staff members can concentrate on improving and streamlining existing procedures. TMMDC should also periodically review and reaffirm successful practices so that employees can improve their core skills and make valuable contributions to organizational resilience.

Based on the findings, TMMDC should encourage staff to seek out innovative ideas and creative solutions to bolster organizational resilience through employee ambidexterity (exploration). By providing opportunities for continuous learning and experimentation, TMMDC can empower employees to explore diverse problem-solving

methods. Cultivating a culture that values adaptability and innovation will further inspire employees to step beyond standard protocols, actively contributing to the center's growth and resilience. These efforts will enable TMMDC to remain flexible and responsive to new challenges, enhancing its overall organizational resilience.

According to the findings, TMMDC should prioritize creating a stable and supportive work environment concerning with organizational resilience. The center should implement transparent policies and maintain open communication channels, helping employees feel secure and trusted key factors for their overall well-being. TMMDC should also invest in work-life balance initiatives, such as wellness programs and flexible scheduling, to boost morale and reduce stress. Additionally, the center should offer regular feedback sessions and provide access to mental health resources to ensure staff feel heard and supported. By concentrating on these elements, TMMDC should be able to develop a resilient organization with motivated, healthy, and long-term success-oriented employees.

Pursuant to the research, TMMDC should keep offering opportunities for skill development through workshops, training courses, and mentorship that meet the needs of the company. In addition to improving job happiness, investing in employees' professional development also gets them ready for future changes and obstacles in the business. TMMDC should concentrate on particular skill sets that promote operational effectiveness and superior customer service, both of which tangentially advance corporate objectives. Even if this has no direct bearing on resilience, the center may guarantee that workers carry out their responsibilities well by developing a highly competent workforce.

5.3 Needs for Further Research

This study investigated the effect of employee resilience, high performance work systems, employee ambidexterity on organizational resilience and employee well-being. Future research should explore additional factors influencing employee well-being and organizational resilience, extending beyond healthcare to other industries that utilize the AMO (ability, motivation, opportunity) model within high performance work systems. While this study has highlighted the significance of high performance work systems' elements, future studies could investigate how aspects such as team dynamics, organizational culture, and leadership styles impact resilience across diverse

organizational contexts. Additionally, examining the moderating effects of factors like organizational size, resource availability, and external economic conditions would provide a deeper understanding of the resilience-building process. Longitudinal studies would be especially valuable for observing how resilience and well-being develop over time and adapt to ongoing workplace changes. Insights from such research would benefit not only healthcare organizations but also other industries aiming to strengthen resilience and well-being through effective use of the AMO model.

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APPENDIX I

QUESTIONNAIRE

Part I: General Information

(1) Gender

☐ Male ☐ Female

(2) Age (Years)

☐ 18-25 yrs ☐ 26-35 yrs ☐ 36-45 yrs
☐ 46-55 yrs ☐ Above 55 yrs

(3) Marital Status

☐ Married ☐ Single

(4) Education

☐ High ☐ Undergraduat
☐ Graduated ☐ Post Graduated

(5) Working Experience at current job

☐ Below 2 yrs ☐ 3-5 yrs ☐ 4-7 yrs ☐ 7 yrs & Above

(6) Position

☐ Managerial ☐ Non-Managerial

HIGH-PERFORMANCE WORK SYSTEMS

Please indicate your level of agreement or not with each of the following statements, where 1 = strongly disagree; 2 = disagree; 3=neither agree nor disagree; 4 = agree; 5 = strongly agree

No	Statement	1	2	3	4	5
Employee Resilience						
1	I effectively collaborate with others to handle challenges at work.					
2	I successfully manage a high workload for long periods.					
3	I am able to resolve crises competently at work.					
4	I approach my managers and colleagues when I need their support.					
5	I effectively respond to feedback, even criticism.					
Ability						
1	Only the best employees are hired in my company.					
2	This company provides training for me to learn new ways to do my job.					
3	There are formal training programs to teach new employees the skills they need to perform their job.					
4	Performance appraisals provide specific feedback concerning how my performance can be improved.					
5	The results of performance appraisals are used to determine my training needs.					
Motivation						
1	The pay level in this company is higher than what competitors offers.					
2	When bonuses are paid, they are closely tied to individual or group performance.					
3	Performance appraisals are based on objective quantifiable results.					
4	At least once a year, I received a formal evaluation of my performance.					
5	I have the opportunity to receive extra benefits such as meal allowance provided by the company.					

Please indicate your level of agreement or not with each of the following statements, where 1 = strongly disagree; 2 = disagree; 3=neither agree nor disagree; 4 = agree; 5 = strongly agree

No	Statement	1	2	3	4	5
Opportunity						
1	My company places a great deal of importance on working in teams.					
2	There is a reasonable and fair complaint process in my Company.					
3	I am given enough information to understand my role in this Company.					
4	I am well-informed about how well the company is performing.					
5	I have opportunities to participate in the decision-making process.					
Exploitation (Since last year, I have engaged in work-related activities ...)						
1	In which I have accumulated a lot of experience.					
2	That serve existing (internal) customers with existing services/ products.					
3	That fit into existing company policy.					
4	That primarily focused on achieving short-term goals.					
5	I properly conducted by using my present knowledge.					
Exploration (Since last year, I have engaged in work-related activities ...)						
1	That involved searching for new possibilities concerning products, services, processes, or markets.					
2	That involved evaluating diverse options concerning products, services, processes, or markets.					
3	That involved focusing on the strong renewal of products/ services or processes.					
4	That required that I adapt to changing situations.					
5	That required you to learn new skills or knowledge.					

ORGANIZATIONAL RESILIENCE

Please indicate your level of agreement or not with each of the following statements, where 1 = strongly disagree; 2 = disagree; 3=neither agree nor disagree; 4 = agree; 5 = strongly agree

No	Statement	1	2	3	4	5
1	The leadership of my firm performs well in the face of adversities.					
2	We proactively monitor our industry to have an early warning of emerging issues.					
3	Our organization can make tough decisions effectively.					
4	Our organization maintains sufficient people and resources to cope with unexpected change.					
5	I have a clear understanding of my organization's priorities if a crisis should occur.					
Employee Wellbeing						
1	My work life is purposeful and meaningful.					
2	My social relationships at and through work are supportive and rewarding.					
3	I am engaged and interested in my daily work activities.					
4	I actively contribute to the happiness and well-being of others through my work.					
5	I am a good employee and have a good work-life					

Effect of Employee Resilience, High Performance Work Systems and Employee Ambidexterity on Organizational Resilience

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.832 ^a	.692	.664	.2540460 14954937	.692	24.695	6	66	.000	1.996

a. Predictors: (Constant), EPI , AB, MV, EPR, ER, OP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.563	6	1.594	24.695	.000 ^b
	Residual	4.260	66	.065		
	Total	13.822	72			

a. Dependent Variable: OR mean

b. Predictors: (Constant), EPI, AB, MV, EPR, ER, OP

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.833	.459		3.994	.000					
ER	.190	.107	.186	1.780	.080	.393	.214	.122	.426	2.349
AB	.124	.092	.151	1.350	.181	.631	.164	.092	.372	2.690
MV	.211	.058	.352	3.669	.000	.567	.412	.251	.507	1.974
OP	.381	.095	.443	4.019	.000	.635	.443	.275	.385	2.596
EPR	.244	.071	.313	3.450	.001	.505	.391	.236	.567	1.763
EPI	.490	.044	.461	4.147	.000	.251	.455	.283	.378	2.646

a. Dependent Variable: Organizational Resilience

Effect of Organizational Resilience on Employee Well-Being

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.471 ^a	.222	.211	.3189974 16600474	.222	20.217	1	71	.000	2.025
a. Predictors: (Constant), OR										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.057	1	2.057	20.217	.000 ^b
	Residual	7.225	71	.102		
	Total	9.282	72			
a. Dependent Variable: EW						
b. Predictors: (Constant), OR						

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.501	.324		7.720	.000					
	OR	.386	.086	.471	4.496	.000	.471	.471	.471	1.000	1.000

a. Dependent Variable: Employee Well-Being

Relationship Between Employee Resilience, High Performance Work Systems and Employee Ambidexterity and Organizational Resilience

Correlations								
		ER	AB	MV	OP	EPR	EPI	OR
ER	Pearson Correlation	1	.019	.508**	.477**	.373**	.657**	.393**
	Sig. (2-tailed)		.875	.000	.000	.001	.000	.001
	N	73	73	73	73	73	73	73
AB	Pearson Correlation	.019	1	.423**	.549**	.427**	.108	.631**
	Sig. (2-tailed)	.875		.000	.000	.000	.363	.000
	N	73	73	73	73	73	73	73
MV	Pearson Correlation	.508**	.423**	1	.428**	.274*	.476**	.567**
	Sig. (2-tailed)	.000	.000		.000	.019	.000	.000
	N	73	73	73	73	73	73	73
OP	Pearson Correlation	.477**	.549**	.428**	1	.423**	.570**	.635**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	73	73	73	73	73	73	73
EPR	Pearson Correlation	.373**	.427**	.274*	.423**	1	.490**	.505**
	Sig. (2-tailed)	.001	.000	.019	.000		.000	.000
	N	73	73	73	73	73	73	73
EPI	Pearson Correlation	.657**	.108	.476**	.570**	.490**	1	.251*
	Sig. (2-tailed)	.000	.363	.000	.000	.000		.032
	N	73	73	73	73	73	73	73
OR	Pearson Correlation	.393**	.631**	.567**	.635**	.505**	.251*	1
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.032	
	N	73	73	73	73	73	73	73
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Relationship Between Organizational Resilience and Employee Well-Being

Correlations			
		OR	EW
OR	Pearson Correlation	1	.471**
	Sig. (2-tailed)		.000
	N	73	73
EW	Pearson Correlation	.471**	1
	Sig. (2-tailed)	.000	
	N	73	73
**. Correlation is significant at the 0.01 level (2-tailed).			

Overall Mean value of Independent and Dependent Variables

Descriptive Statistics			
	N	Mean	Std. Deviation
ER	73	3.783	.430
AB	73	3.758	.533
MV	73	3.320	.730
OP	73	3.961	.508
EPR	73	3.723	.562
EPI	73	3.986	.337
OR	73	3.750	.438
EW	73	3.947	.359
Valid N (listwise)	73		