Impact of Team Resilience on Organizational Citizenship Behaviors: A Multilevel Analysis

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ABSTRACT

Purpose: This multilevel study aims to find the direct impact of Team Resilience on Organizational Citizenship Behavior and also the indirect impacts of Team Resilience on Organizational Citizenship Behavior through Team Cohesion and Employee Resilience. Further it also aims to explore the moderating role of positive contextual factor- employees' perceptions of Transformational Leadership to determine the strength of the relationship between Employee Resilience and Organizational Citizenship Behavior

Methodology and Design Approach: Data was collected from a total sample of 483 employees nested in 74 teams working in firms from Banking and FMCG industries in Lahore, Karachi and Islamabad through self administered paper and pencil survey and Web survey. The collected data was analyzed by using "Multilevel SEM" in Mplus 7.11 (Muthen & Muthen, 1998–2015)

Results and Findings: Team Resilience has a significant positive relationship with Organizational Citizenship Behavior. Though Team Resilience has a positive effect on both Team Cohesion and Employee Resilience but only the indirect effect of Team Resilience on Organizational Citizenship Behavior through Employee Resilience is found to be significant. Perceptions of high levels of Transformational Leadership lead to a strong positive relationship between Employee Resilience and Organizational Citizenship Behavior while perceptions of low levels of Transformational Leadership result in a weak positive relationship between Employee Resilience and Organizational Citizenship Behavior

Research Contribution/Originality: The multilevel approach used to analyze the mechanisms through which Team Resilience indirectly affects Organizational Citizenship Behavior will elaborate on the extant body of literature on Organizational Citizenship Behavior and Team Resilience. Perceptions of Transformational Leadership analyzed as the antecedent of Employee Resilience in previous research has been analyzed with a new perspective and that is to determine the strength of the relationship between Employee Resilience and Organizational Citizenship Behavior

Managerial implications: Owing to the importance of Team Resilience to directly and indirectly affect Organizational Citizenship Behaviors through Employee Resilience, organizations and managers can look for ways to develop/enhance Resilience among teams which would not only help them to motivate employees to demonstrate Organizational Citizenship Behaviors but would also develop capacity of employees to effectively cope with adversity further inclining these employees to demonstrate Organizational Citizenship Behaviors. Further Organizations need to ensure that supervisors strongly hold the characteristics of transformational leaders so that resilient

employees could hold perceptions of high levels of transformational leadership which would result in increased tendency of these employees to demonstrate OCB.

Declaration

It is declared that the content of this thesis including the proposed idea, analysis of the data and the conclusion reported are exclusively, the researchers own effort, unless otherwise referenced and acknowledged. It is also declared that this study is original and has not been submitted prior for any degree award.

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CHAPTER I

INTRODUCTION

Globalization and technology advancements have brought new challenges for organizations due to which it has become imperative on the part of organizations to engage their employees in "extra-role behaviors" (Gong et al.,2018).In Organizational Behavior, "extra-role behaviors" are said to be Organizational citizenship behaviors (OCB) which include "Individual behavior that is discretionary, not directly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4).In prior research (e.g., Basu et al.,2017;Arain et al.,2022; Sumarsi & Rizal, 2022)the phenomenon of OCB has been investigated atindividual and team levels. While Employee OCB includes voluntary behaviors of individuals that are "not formally rewarded by the organization", Team OCB represents accumulated voluntary extra-role behaviors of all members in a team.

Barnard (1938) defined an organization as a cooperative system made up of various components and one of the essential requirement of this system is that its members should show "willingness to cooperate" in a way that these members are required to make voluntary contributions that go beyond their job responsibilities. Katz & Kahn (1966) emphasized that one of the important characteristic of an effective organization is that its employees must engage in extra role innovative behaviors besides the formal roles behaviors they are assigned to demonstrate.

In this era of intense competition, where organizations are striving hard to achieve their goals and get an advantage over their competitors, they expect their employees to perform their formal job duties and also demonstrate extra-role behaviors (Podsakoff et al., 2000). Since the inception of OCB, research scholars have shown keen interest in this concept (Dekas et al., 2013) because it is

linked with many positive individual, team and organizational outcomes(Podsakoff et al., 2009). Some of the positive individual outcomes of OCB identified by researchers include Job Satisfaction (Dash & Pradhan, 2014; Abdullah & Akhtar,2016;Purwanto et al., 2022), Job Performance (Seran et al., 2021;Sa'adah& Rijanti,2022; Purwanto et al., 2022), Organizational Commitment (Hasani et al.,2013;Al Saed & Hussein, 2019) and negative Turnover Intentions (Yin et al., 2018;Gunawan & Widodo, 2021).

While in positive Organizational outcomes of OCB, it has been found out that OCB enhances Organizational Effectiveness (Kumari& Thapliyal, 2017),Organizational Performance (Purnama, 2013;Alhashedi et al.,2021)and Customer Satisfaction (Podsakoff et al.,2014;Yildiz & Amin, 2020).Though OCB has many positive characteristics but it’s not always positive and its darker aspects cannot be ignored (Bolino et al.,2013). While analyzing the negative side of OCB, Vigoda-Gadot (2006) suggested that when extra-role behaviors are made compulsory for the employees then the important feature of OCB to let employees voluntarily demonstrate such behaviors for the good of the organization is violated leading to negative outcomes including job stress, work-family conflict, negligent behaviors, role overload and intentions to quit etc.

In addition to Vigoda-Gadot (2006), Hongbo et al. (2021) also analyzed the negative outcomes of OCB and identified Ego depletion as the personal cost of OCB. Employees engage in extra-role behaviors by performing greater regulatory activities, their limited resources(energy, self-regulation and willpower) get depleted and it gets really difficult for them to make the same efforts and show adequate performance in tasks later. Further Hongbo et al. (2021) also found that OCB leads to Service Sabotage since extra-role behaviors results in work overload for employees which

drain their energy and negatively affect their motivation to provide good quality service to their customers.

1.1 OCB as a Multidimensional Construct

The behavioral components of OCB have varied over time. Two important components of OCB which are“Altruism and Generalized Compliance” have been suggested by Smith et al.(1983). Altruism is represented by behaviors to help other members of the organization achieve organizational goals without being asked to do so for example providing help to colleagues having hectic workloads or helping adjust new employees to the environment of the organization. Generalized Compliance includes behaviors such as complying with norms of the organization that define a good worker for example not wasting time in unproductive activities in office, coming to work on time etc.

Later Organ (1988) suggested five dimensions of Organizational Citizenship Behavior and according to Tokay & Eyupoglu (2018), this five dimensional OCB construct by Organ(1988) has the greatest amount of empirical investigations. These dimensions include:

1) Civic Virtue- involves employees demonstrating behaviors such as attending meetings and freely expressing their ideas and opinions that could be beneficial for the organization, discussing the problems of the organization with co-workers and identifying how they can be solved etc. Similarly identifying threats and opportunities from organization’s external environment and communicating those to higher authorities so that correct, timely decisions could be taken.

2) Altruism- Voluntarily helping other employees of one's organization complete their tasks by solving their work-related problems. It triggers a feeling of concern for the members of the organization to work for their welfare with no expectations to get rewarded for such behaviors. For example helping co-workers on an assignment in which one is not directly involved or being asked to help (Organ et al., 2006).

3) Conscientiousness- includes behaviors such as innovative ways of doing things at work, working extra hours and avoiding long breaks etc. Conscientiousness makes employee realize that they are an important asset of the organization as a result of which highly conscientious employees are seen to be more disciplined(McCrae & Costa, 1987).

4)Sportsmanship- emphasizes on enduring the difficult situations at work without any complaints, grievances or protests. It ensures the willingness of employees to tolerate inconveniences at work with a positive approach that these are unavoidable part of almost every organization. This enhances the morale of employees at workplace which further help them to use their energies for accomplishment of tasks rather than wasting those energies in complaints and protests etc(Organ & Ryan, 1995, p.775-802).

5) Courtesy-includes such behaviors that could prevent interpersonal problems and maintain group harmony. For example taking consultation from one's co-workers before taking actions that could affect them negatively in one way or the other (Organ, 1990).Similarly Courtesy focuses on avoiding those activities that unnecessarily make the work of other members of the organization harder.

According to Williams & Anderson (1991), all OCBs can either be grouped into 1) OCBI include extra behaviors directed towards individuals and 2) OCBO include extra role behaviors to facilitate the organization. The dimensions of OCB- “Altruism” and “Courtesy” are a part of OCBI while “Sportsmanship”, “Conscientiousness” and “Civic virtue” are a part of OCBO (Coleman & Borman ,2000). Both categories of OCBs are driven by different motives: Individuals demonstrate OCBO out of organizational concern, since they believe that they owe to their organization and have to pay back by engaging in extra-role behaviors, while they demonstrate OCBI due to prosocial values- holding a desire to help others (Weikamp&Goritz, 2016).

Rioux & Penner (2001) considered the two value orientations underpinning OCB 1) Volunteerism- desire to be helpful to colleagues and to the organization 2) Utilitarianism- desire to be looked at positively by other members of the organization and sustains one’s positive impression that he is courteous and a responsible/active citizen of the organization. Organizational Citizenship Behaviors driven by impression management motives adversely affect Organizational Effectiveness then these behaviors triggered due to Utilitarianism value orientation because when employees demonstrate extra-role behaviors just to form their good image in the minds of their co-workers/supervisors etc, they dedicate less time and energy towards such behaviors which result in the failure of the organization to achieve its goals (Bolino, 1999, pp. 90-9l).

Among the antecedents of Employee OCB, Resilience at employee, team and organizational levels can be considered to see whether Resilience can become a motivational force to develop willingness among employees to demonstrate Organizational Citizenship behaviors.

1.2 Divergent conceptual approaches towards Resilience

Resilience, being an important dimension of Psychological capital (Cavus & Gokcen, 2015) ensures a positive adjustment of employees, teams and organizations to challenges (Sutcliffe &Vogus, 2003). There have been divergent conceptual approaches towards Resilience, some scholars(e.g.,Egeland et al., 1993; Galli &Vealey, 2008)have viewed it as a dynamic process of adapting to difficult situations. This perspective focuses on responding effectively to adverse situations not only after these situations take place but also before and during such situations(Williams et al., 2017).While Shin et al.(2012) considered resilience as an enduring personality trait implying that resilience is a human characteristic to cope with challenging situations.

Luthans(2002, p.702) characterized Resilience as“a positive psychological capacity” developed over time to adapt to adverse, uncertain, conflicting situations or to cope with positive events for example some promotion or new work responsibilities. Duchek(2019) combined the two perspectives of Resilience- the process approach and the capability approach together and emphasized that Resilience is a dynamic process in which capability to adapt to adverse situations is developed in different stages. For this study, the conceptual approach used towards Resilience is that of Luthans(2002, p.702) according to which Resilience is a positive psychological capacity built over time to cope with positive events and uncertain, adverse situations. These adverse events can be chronic-are long lasting whose effects though accumulate over time but are overall damaging or these events can be acute–have a short duration but are more severe than chronic events (Alliger et al.,2015). While adverse situations are inherent within most organizational contexts thus in these situations employee, team and organizational resilience are important to ensure that organizations achieve their goals (Chapman et al., 2020).

1.3 Employee Resilience

In the context of workplace resilient behaviors, Individual Resilience in organizational settings is said to be Employee Resilience (Naswall et al., 2015). Employee Resilience refers to the capacity that individuals can develop to cope with adverse, uncertain, conflicting situations or to cope with positive events(Luthans,2002, p.702).In an organization, adverse events that test Employee Resilience can be acute such as equipment malfunctioning at a crucial time, loss of resources or chronic such as workplace bullying. These events not only negatively affect employee performance but also result in serious physical and mental health problems for employees (Hartwig et al., 2020).

Individual resilience research has diversified from the field of clinical psychology to Organizational Behavior with the concept of resilience becoming a part of "Positive Organizational Behavior" (Luthans, 2002).Psychological capital is conceptualized as part of "Positive Organizational Behavior" having some dimensions to "determine an individual's positive psychological state of development characterized by the resources of efficacy, optimism, hope, and resilience" (Luthens et al.,2011).The reasons for having these four psychological resources or any psychological construct to become part of Psychological Capital are that it must 1) be theoretically driven/evidence based 2) have a positive orientation 3) be measurable 4) be open to change and development and can be developed through training and 5) be related to attitudes/behaviors (Luthans 2002a).

Some of the prominent personality traits of resilient employees are that these individuals have self-efficacy due to which they perceive adverse situations as challenges rather than as threats and with a strong trust in their abilities they show high perseverance when face difficult

situations(Luszczynska et al., 2005; Papaioannou, Papavassiliou-Alexiou & Moutiaga, 2022). Resilient employees are conscientious employees thus they are more hardworking and organized as a result of which they deal with challenges effectively (Wei & Taormina, 2014;Khosbayar, Andrade & Miller 2022).Further a resilient employee has an internal locus of control and strongly believes that he has a control over his work life thus over difficult situations at work which help him to easily cope with adverse situations (Stevenson et al.,2011;Slatinsky et al.,2022).Another important personality trait of resilient employees identified by Kinman & Grant (2010); Chikobvu & Harunavamwe (2022)is that these are the individuals with higher Emotional intelligence as a result of which their ability to effectively channelize their mood states to problem solving behaviors help them to cope well with the emotional demands of difficult situations.

Existing Literature has focused more on Employee Resilience with not much attention given to Team Resilience (Hartmann et al.,2020;Wei et al.,2022). A team's ability to sustain performance in all conditions is one of the important conditions for the longevity of organizational success (Shuffler et al.,2018) and Team Resilience is an important resource which focuses on the capacity of a team to adapt to challenging situations and sustain performance over time. Every kind of team in an organization should build the capacity to "bounce back" from adversity whether it is a functional team - with team members from same department or a cross-functional team- having team members from different departments or a project team- team members collectively working for common goals or any other type of team(Alliger et al.,2015). But considering how important Team Resilience is for organizations, it has not been investigated much in prior research on Resilience (Hartmann et al,2020; Talat & Riaz,2020;Wei et al.,2022).

1.4 Team Resilience

Team- a group of interdependent members who collaborate in their tasks to achieve common goals(Cooke & Rosen, 2008) is perceived as a dynamic system rooted in an organization (Ilgen, et al., 2005).A team directs a broader range of skills to complete multifaceted, complicated tasks thus facilitates an organization to achieve its goals(Mathieu et al., 2008)due to which there is an increased dependence of organizations across industries and countries on teams(Meneghel et al., 2016). Since teams arean essential part of organizations, thus it is important to thoroughly understand their attitudes, behaviors and capacities etc. Among team capacities, Team Resilience - "serves to provide teams with the capacity to bounce back from failure, setbacks, conflicts, or any other threat to well-being that a team may experience"(West et al., 2009) is important so that teams could positively respond to sudden, unexpected demands of these situations and the goals of the organization are not compromised. Chronic adverse situations that can test the resilience of a team include ambiguity of goals, constant pressure to complete assignments on time and insufficient team resources etc while acute adverse situations that demand team resilience include sudden loss of team resources or an unexpected increase in team workload etc(Alliger et al., 2015).

Stoverinketal.(2020) identified some traits of a resilient team which include: firstly it has resources (physical, cognitive etc) to use over team processes affected by adversity and hence able to deal with an adverse situation effectively. Secondly since team members communicate more freely with each other than with those outside their team thus they depend on each other to use their ability to "bounce back" from challenging situations so that the performance of the organization is not compromised. Thirdly it possesses team shared beliefs which motivate team members to achieve its goals. Fourthly a resilient team creates established set of norms and behaviors for itself to deal

with difficult situations. Lastly a resilient team shows high commitment towards team goals due to which it can effectively deal with challenging situations.

While analyzing the characteristics of a resilient team, Bowers et al.(2017) emphasized that it has better predictive abilities due to which it can see the unexpected faster and thus can either avoid threatening situations completely or minimize the intensity of the negative consequences of such situations. Further it develops the capability of Adaptation which enables its team members to adapt to critical situations, make important changes and also overcome resistance to change. According to Coutu(2002), Resilience at team level is not just a one-time effort to effectively deal with a challenging situation. It is about continuously anticipating challenges and effectively coping with these challenges which can include dealing with adverse and positive events both.

According to Alliger et al.(2015), traits of a resilient team that are important to continuously anticipate and adjust to challenges are that it pays attention to the factors that have put the team into stress in previous challenging situations and look into how to avoid these factors in future so that their probability of occurrence in future could be as low as possible. In addition to this, a resilient team prepares its team members not to dismiss the warnings of potential problems rather try to identify the early warning signs of a challenge that in order to anticipate and adapt to chronic/acute situations, a resilient team gains awareness of the situation as quickly as possible by figuring out what is going on currently and on the basis of that it forecasts what would happen next.Since a resilient team continuously engage in learning (anticipating past/present events) to adapt to adverse situations (Alliger et al.,2015) thus Brykman & Danielle (2021) emphasized that members of this resilient team actively communicate facts/ideas with each other to facilitate this learning. Members of a resilient team not only exchange information with each other (Brykman &

Danielle, 2021) but also provide assistance and support to one another in tasks/activities and also get help from others who are not member of the team but possess valuable knowledge and experience (Alliger et al.,2015).

1.5 Statement of the Problem

To adequately meet the challenges of today's competitive world, it becomes imperative on the part of an organization to engage its employees in Organizational Citizenship Behaviors (Gong et al.,2018). Thus organizations need to adequately analyze the interactive effects of factors at different levels that can affect OCB(Kao et al.,2022).But previous research has mostly analyzed the antecedents of OCB at single level of analysis(Li et al., 2017; Zhang et al., 2017) due to which researchers(e.g.,Tourigny et al.,2019; Tran & Choi, 2019; Kao et al.,2022) have laid great emphasis to identify multilevel determinants of OCB.

Today teams are important part of contemporary organizational structures where team members of teams are seen to collaborate with each other to achieve team goals(Kozlowski & Ilgen,2006)due to which it is important to conduct a study using a team context that could do a cross-level analysis between team and employee level factors to influence OCB. (Kao et al.,2022).

The importance of resilience at employee, team and organizational levels in building/enhancing positive attitudes and behaviors among employees has grown in recent years (Scheuch, 2021) but the role of this positive capacity to result in Organizational Citizenship Behaviors has not beengiven due attention by organizations and research scholars till now. This problem has been adequately addressed in this research as it tested not only the direct effect of Team Resilience on OCB but also investigatedthe indirect effect of Team Resilience on OCB through the intervening

mechanisms of 1)Team Cohesion 2) Employee Resilience. Besides the positive role of Team Resilience to result in OCB, the potential of Team Resilience to build Employee Resilience which could further result in OCB has not even grasped the attention of organizations and research scholars till now. This problem has also been adequately addressed in this research.

Further the ability of Transformational Leadership to strengthen the relationship between Employee Resilience and OCB has not gained the attention of organizations and research scholars till now while this problem has been addressed in this research as it seeks to explore the moderating role of Employees' Perceptions of Transformational Leadership to strengthen the relationship between Employee Resilience and OCB.

1.6 Significance of the Problem

This study will significantly contribute to existing knowledge on Organizational Citizenship Behavior, Employee Resilience, Team Resilience, Team Cohesion and Employees' perceptions of transformational leadership in following ways. Firstly it will help broaden researchers' understanding of the complex, multi-level (employee and team level) mechanisms through which Team resilience is linked to important employee level outcome- Organizational Citizenship Behaviors. Thus this multilevel approach would become a significant extension of prior work to help understand how integration of constructs at employee and team levels facilitate OCB.

Top-down association between Team and Employee resilience which will make Employee resilience an intervening mechanism to facilitate relationship between Team resilience and OCB will provide a multilevel perspective to explore the determinants of OCB and outcomes of Resilience. Similarly the intervening mechanism- Team Cohesion to facilitate relationship

between Team resilience and OCB will be another important pathway to investigate multilevel determinants of OCB and outcomes of Resilience.

Secondly Employees' perceptions of transformational leadership was used as a determinant of Employee Resilience and OCB in prior literature (e.g., Harland et al., 2005; MacIntyre et al.,2013;Dewi, Supriadi, & Iswanto, 2022 and Aras & Jufri, 2022); is analyzed with a new perspective as a moderator in this study to determine the relationship between Employee Resilience and OCB.

1.7 Objectives of the study

This study aims to find if:

- Team Resilience affects OCB
- Team Resilience influences OCB through Employee Resilience and Team Cohesion
- Employees' perceptions of transformational leadership moderate the relationship between Employee Resilience and OCB.

1.8 Scope of the Study: Research Questions

The research questions proposed for this study include:

RQ1. What is the relationship of Team Resilience with Organizational Citizenship Behaviors?

RQ2. What is the relationship of Team Cohesion with Organizational Citizenship Behaviors?

RQ3. Whether the relationship between Team Resilience and Organizational Citizenship Behaviors is mediated by Team Cohesion?

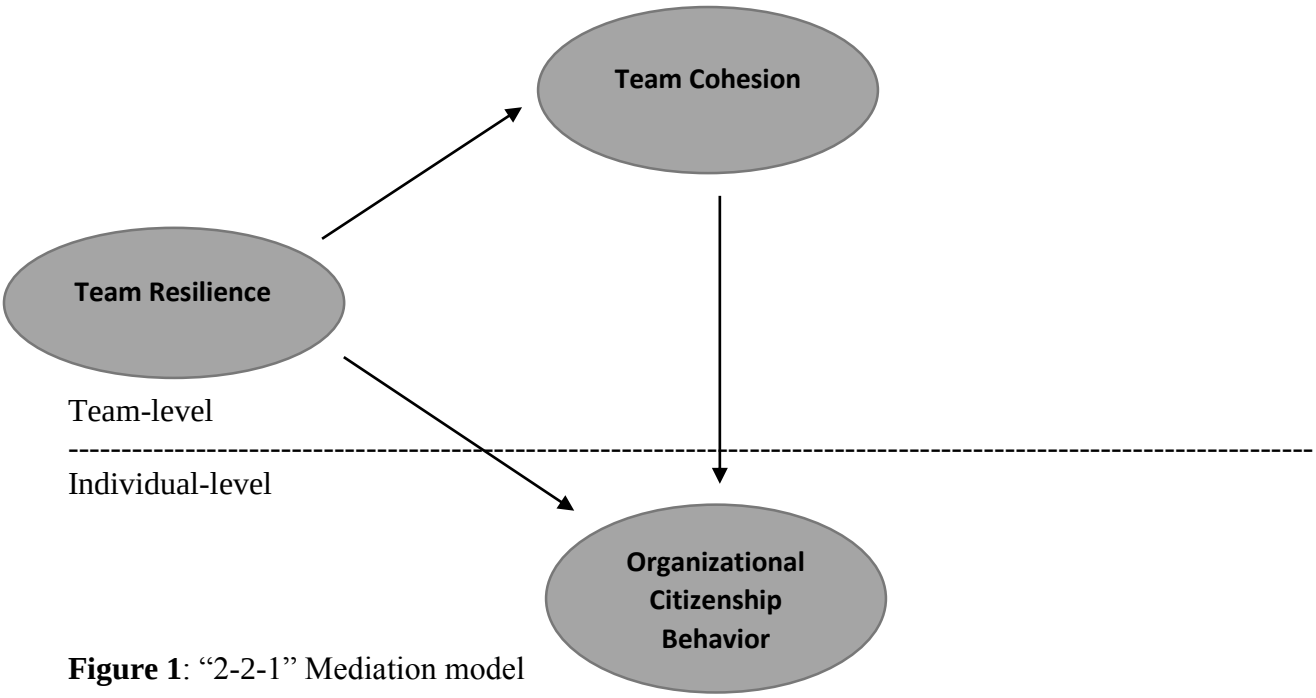
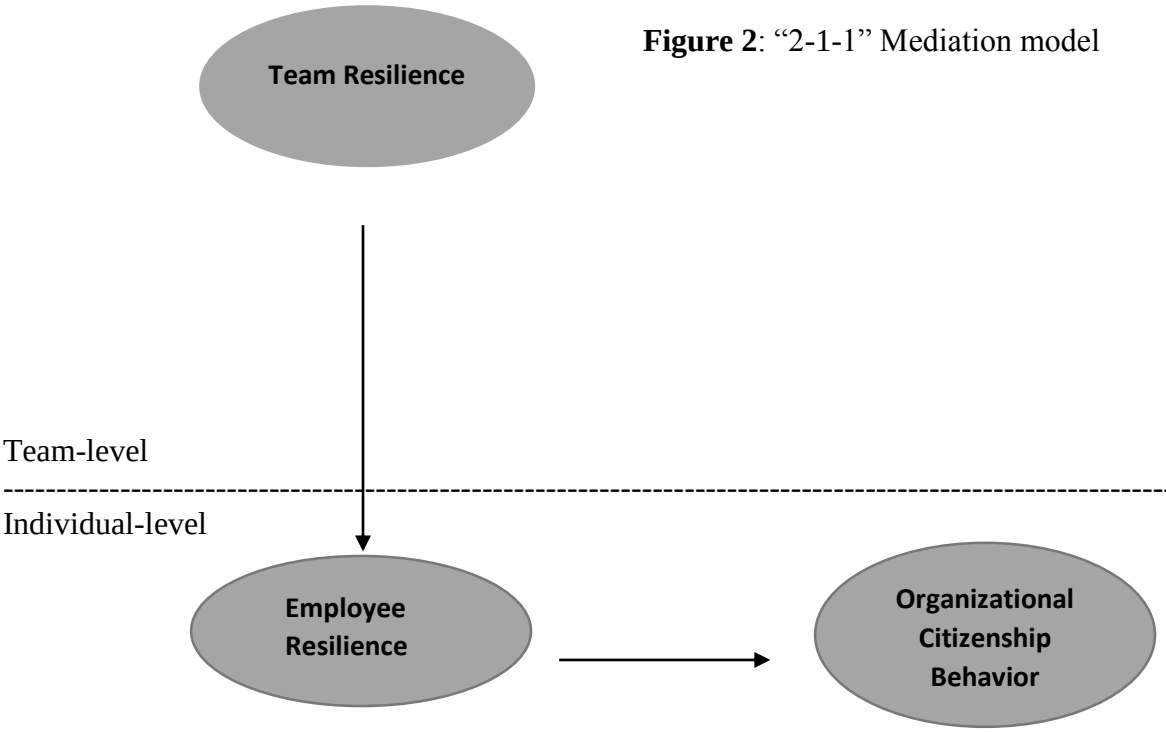


Figure 1: "2-2-1" Mediation model

RQ4. What is the relationship of Employee Resilience with Organizational Citizenship Behaviors?

RQ5. Whether the relationship between Team Resilience and Organizational Citizenship Behaviors is mediated by Employee Resilience?

Figure 2: "2-1-1" Mediation model



RQ 6. Whether the relationship between Employee Resilience and Organizational Citizenship Behaviors is moderated by Employees' perceptions of transformational leadership to the extent that the perceptions of transformational leadership among employees strengthen the relationship between Employee Resilience and Organizational Citizenship Behaviors?

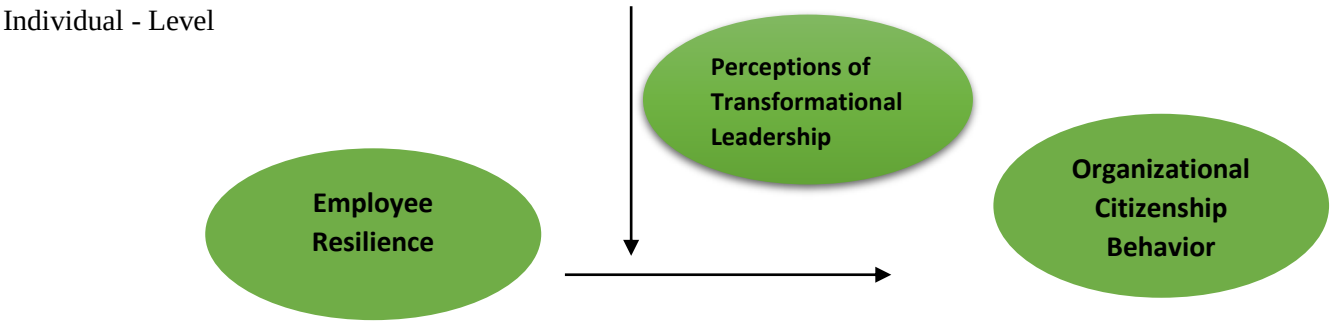


Figure3: Simple Moderation

1.9 Contribution of the current research

Previous researchers(e.g., Tourigny et al.,2019; Tran & Choi, 2019; Kao et al.,2022) have laid great emphasis to identify multilevel determinants and outcomes of Employee OCB. Similarly though the antecedents and outcomes of Resilience have been thoroughly tested at individual level but not much research has been conducted on Resilience at team level(Stoverink et al., 2020;Talat & Riaz, 2020;Wei et al.,2022). Prior research (e.g., Hartmann et al.,2020; Wei et al.,2022;Brykman& King, 2021) has greatly stressed on the need for studying multilevel predictors and outcomes of Team Resilience. Thus the multilevel approach used in this study to analyze the mechanisms through which Team Resilience affects OCB will help to investigate the multilevel

1) determinants of OCB and 2) outcomes of Team Resilience which will elaborate on the extant body of literature on OCB, Employee and Team Resilience

With the goal of Positive Organizational Behavior to develop positive capabilities at workplace which would result in positive behaviors(Youssef & Luthans, 2007), it is important to analyze that how positive psychological capacities such as Resilience at team level influence the behaviors of employees. Thus treating Team Cohesion and Employee Resilience as process variables to investigate the indirect effects of Team Resilience on Organizational Citizenship Behaviors would be significant contribution to existing knowledge on OCB, Resilience and Team dynamics.

As to my knowledge, the cascading effect of Team Resilience on Employee Resilience has not been empirically tested though it has been proposed by Hartwig et al.(2020),Weiss et al.(2020) and Hoegli & Hartmann(2021)that Team resilience leads to Individual Resilience. Thus this study will make a significant contribution by testing Employee Resilience as an intervening mechanism to determine the indirect effects of Team Resilience on OCB. Similarly the pathway of Team Cohesion through which Team Resilience affects OCB has not been empirically tested thus testing the mediating role of Team Cohesion to determine relationship between Team Resilience and OCB will greatly contribute in extending knowledge on multi-level determinants of OCB thus facilitating a comprehensive view of OCB.

This study analyzes the moderating role of Employees' perceptions of transformational leadership to determine the relationship between Employee Resilience and OCB. While in earlier studies(e.g.,MacIntyre et al.,2013;Dewi, Supriadi, & Iswanto, 2022 & Aras & Jufri, 2022), Perceptions of Transformational Leadership have been used as important antecedent of Employee Resilience and OCB. Thus investigating the ability of Employees' perceptions of transformational

leadership to moderate the relationship between Employee Resilience and OCB will significantly contribute in understanding the effect of Perceptions of Transformational Leadership on OCB with a new perspective.

1.10 Assumptions of the study

Firstly the respondents will give honest, genuine responses to the questions asked in the survey. Secondly they will have a good understanding of the constructs used in questions. Thirdly there won't be any problem of social desirability bias in a way that respondents will not give any biased answers and won't avoid giving such responses even which they believe would look unfavorable to others.

Table 1: Conceptual Definitions of Constructs

Construct	Definition	Author
OCB	"Individual behavior that is discretionary, not directly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization"	"Organ, 1988, p.4"
Team Resilience	"Serves to provide teams with the capacity to bounce back from failure, setbacks, conflicts, or any other threat to well-being that a team may experience"	"West et al., 2009"
Individual Resilience	"the developable capacity to rebound or bounce back from adversity, conflict, failure or even positive events, progress, and increased responsibility"	"Luthans, 2002, p.702"
Team Cohesion	"a dynamic process that is reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of member affective needs"	"Carron et al.,1998, p.213"
Transformational Leadership	"When leaders stimulate interest among followers view their work from new perspectives, generate awareness of the mission or vision of the team and organization, develop followers to higher levels of ability and potential and motivate them to look beyond their own interests toward those that will benefit the group"	"Bass &Avolio, 1994, p.2"

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

Both Employee and Team OCB are linked with positive outcomes at organizational levels (Yen & Niehoff, 2004), thus it is very important for an organization to engage its employees and teams in Organizational Citizenship Behaviors (Kumari & Thapliyal, 2017). Particularly, researchers and practitioners have been looking for ways to stimulate employee OCB (Paul, Bamel & Garg 2016).Though Employee Organizational Citizenship behaviors are seen as positive behaviors to bring positive outcomes to employees (Dash & Pradhan, 2014; Abdullah & Akhtar,2016; Ali & Ullah,2018;Purwanto,2022)and to organization (Kataria, Garg, & Rastogi, 2012; Kittilertpaisan et al.,2014;Alhashedi et al.,2021) but their antecedents are not fully explored and need further investigation (Claudia, 2018;Idrus, 2019; Kao et al.,2022).

Podsakoffet al.(2000, p. 527)grouped the antecedents of Employee OCB into following four categories 1) Task 2) Leadership 3) Organization 4) Individual. Characteristics related to employees' tasks motivate these employees to exhibit Organizational Citizenship Behaviors. Some of the important task properties identified by researchers that have a positive effect on OCB include Task autonomy (Todd, 2006; Zhang et al.,2021), Task interdependence (Chen et al., 2009), Task Variety (Todd & Kent, 2006;Maric et al.,2019) and Task Significance (Azar, 2018). Since Task Autonomy provides this facility to an employee to schedule work and use procedures to complete work according to his choice so this gives a sense of ownership to the employee due to which he feels inclined towards demonstrating OCB to accomplish his task as a result of which a positive effect of Task Autonomy on OCB has been observed by Cardona et al. (2004);Azar (2018) and Zhang et al.(2021).

Another important task property- Task Variety which “looks at the extent to which a job requires a variety of activities and skills to complete the work” is seen to motivate an employee towards OCB by enhancing his perceptions of the meaningfulness of his work (Todd & Kent, 2006).Similarly Task Significance-“the extent to which the job of an employee has an important impact on the lives or work of other employees” also builds the employee motivation to voluntarily demonstrate extra-role behaviors (Maric et al.,2019).

To find the effect of Leadership on OCB, researchers(e.g., Bottomley et al.,2016;Nohe & Hertel, 2017) have examined that what a leader can do to develop motivation among employees to demonstrate OCB. It is generally believed that a leader functions as a role model for his employees so by demonstrating Organizational Citizenship Behavior himself he motivates these employees to exhibit OCB. In addition to this, employees show more willingness to engage in extra-role behaviors if they like and trust their leader (MacKenzie et al., 2001). To develop and enhance employee OCB, leaders also try to shape the work environment by changing the a) conditions under which employees work b) structure of the tasks assigned to employees that could provide opportunities for OCB (Organ, et al., 2005, p. 94).

Among leadership styles, Majeed et al.(2017); Lee et al.(2018);Dewi, Supriadi, & Iswanto (2022)and Aras & Jufri (2022)found a positive impact Transformational leadership on OCB while Aboramadan et al.(2022) and Gnankob, Ansong & Issau (2022) observed a positive relationship between Servant Leadership and OCB. Similarly Meierhans et al. (2008); Shin et al.(2016) reported a positive impact of Supportive leadership on OCB. In addition to Transformational and Supportive leadership, Malik et al. (2016); Abdullah et al.(2020) observed a positive relationship between Democratic leadership and OCB.

The characteristics of an organization also influence attitudes and behaviors of its employees. Pohl et al.(2012) emphasized that positive beneficial actions of an organization directed at employees motivate these employees to reciprocate positively through extra-role behaviors. Some of the important positive organizational features identified in prior research as the predictors of OCB include Organizational Climate(Gholami et al., 2015; Subramani et al., 2016;Yusnita & Widodo,2022), Formalization (Fischer et al., 2019), Perceived Organizational Support(Nisar et al.,2014) and Collectivism/Individualism (Somech & Ron, 2007; Finkelstein, 2012;Lee, Liu & Kim, 2021)

Earlier researchers (e.g., Subramani et al., 2016; Randhawa & Kaur,2015;Yusnita& Widodo,2022) have investigated the role of positive Organizational Climate in enhancing OCB and concluded that the perceptions of a positive internal environment among employees develop their strong association with the organization which motivates these employees to voluntarily exhibit extra-role behaviors. Similarly Perceived Organizational Support- "employees' beliefs regarding how much their organization value their personal contribution and care for their well-being" is reportedto have a positive impact of Perceived Organizational Support on OCB (Pohl at al.,2012;Kapela& Pohl, 2020;Andrade & Neves, 2022).

A collectivistic orientation of an organization motivates employees to focus more on organizational goals which subsides self-interests and develop feelings of loyalty for the organization demonstrated through voluntary extra-role behaviors (Somech & Ron, 2007;Lee, Liu & Kim, 2021).While in case of an individualistic culture of an organization, employees focus on their personal goals and value competition which reduces their motivation to demonstrate Organizational citizenship behavior.

Among individual characteristics influencing OCB, employee job attitude- Job Satisfaction is seen to positively motivate employees to exhibit OCB(Zeinabadi, 2010;Alkhadher et al.,2020; Ghasemy & Elwood, 2022).Similarly employees with the personality characteristics ofExtraversion, Conscientiousness and Agreeableness have a greater tendency to demonstrate Organizational Citizenship Behaviors (Patki& Abhyankar, 2016). Different demographic characteristics of employees lead to different tendency among employees to demonstrate OCB as Mahnazetal (2013)identified that employees working at good positions, earning high salaries with more years of experience of working in the organization show more willingness to demonstrate OCB. Among employee personal capacities, Jung &Yoon(2015); Paul et al.(2016); Boakye et al.(2022) identified a positive effect of Employee Resilience on OCB.

Organ et al.(2006) focused on group/team characteristics as an important category of Organizational Citizenship behavior's antecedent. Among these characteristics, Group Cohesion is seen to be positively related to OCB as cohesive groups have a strongly identify with the organization due to which members of these cohesive groups show high motivation to demonstrate Organizational Citizenship behaviors (Ng & Van Dyne, 2005;Reizer, Oren, & Hornik, 2021). In addition to Group Cohesion, Group Potency-"the belief of the group that it can be effective" also develops the tendency among employees to demonstrate extra-role behaviors (Ahearne et al., 2004). Similarly Hartwig et al.(2020);Weiss et al.(2020) proposed that Team Resilience- the capacity of the team to adapt to challenging situations is more likely to motivate team members to demonstrate Organizational Citizenship behaviors.

2.2 Antecedents of OCB in the light of Positive Organizational Scholarship

OCB with its dimensions considerably fit within the Positive Organizational Scholarship framework (Bolino et al.,2013).Positive Organizational Scholarship (POS) is "the study of positive outcomes, processes, and attributes of organizations and their members" (Cameron et al., 2003, p. 4). According to Roberts et al.(2005), POS aims to identify the determinants of positive behavior in organizations so that positive outcomes at employee, team and organizational level can be achieved. It takes an organization as a context for study and analyzes its processes that bring positive outcomes to the organization with these processes analyzed at multiple levels. According to Cameron & Spreitzer(2011), POS is an umbrella concept which combines a number of constructs in organizational studies, and each one of these constructs are based on the concept of "the positive".

Among the antecedents of Employee OCB, Resilience is included in both domains of "Positive Organizational Scholarship and Positive Organizational Behavior-POB". According to Cameron & Spreitzer (2011), POS provides a positive lens to view problems and challenges at workplace so within POS framework, Resilience is considered to be a buildable capacity to deal with adversity by using a proactive approach. Under this approach, resilience enables adverse situations to be perceived as opportunities which generates positive energy and results in positive outcomes. Thus resilience imparts a unique positive value to challenging situations that are considered as threats by "undoing" the destructive impact of negativity (Masten, 2001).

Besides Resilience being a part of POS, it is also included in POB framework because it can be measured (Block & Kremen, 1996) and this capacity can be build through extensive training (Bonanno,2005) and results in improved performance(Luthans et al., 2005; Luthans et al., 2006).

POB is conceptualized as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002b, p. 59). To better understand those human characteristics and behaviors that enable individuals to function more effectively, positive psychology movement was introduced in 1998 (Bolino et al., 2013) and later Luthans (2002a) applied this perspective to organizational settings by introducing the field of Positive Organizational Behavior.

Today the ever-challenging work environment has led organizations acknowledge the importance of positivity due to which now these organizations are focusing more on how to develop the strengths of their employees (Avey, et al., 2009). Since "Positive Organizational Behavior" is centered around the positive characteristics and strengths of employees and organizations thus Psychological Capital is considered to be one of its most important concept (Zehir & Narckara, 2016). Though Psychological Capital is represented by four "psychological resources- Hope, Efficacy, Resilience, and Optimism" (Avey et al.,2010) but for this study only one psychological resource-Resilience is analyzed to empirically investigate its effects on OCB. Similarly in organizational context while Resilience has been analyzed at the levels of employee(Kasparkova et al.,2018;Varshney,2022;Blaique, Ismail & Aldabbas, 2022), team(Meneghel et al.,2016a;Hartmann et al.,2021;Salas-Vallina et al .,2022) and organization(Ruiz-Martin, Lopez-Paredes & Wainer,2018;He et al.,2022; Heredia et al.,2022) but Resilience at employee and team levels will be examined in this study.

To have a thorough understanding of employees' attitudes and behaviors, it is important to focus on the context within which these employees work (West et al.,2009). Today teams are important

part of contemporary organizational structures where team members of teams are seen to collaborate with each other to achieve team goals. This hierarchical nesting of employees within teams put great emphasis on the use of multilevel lens to understand and investigate employee level phenomena (Kozlowski & Bell, 2012). Since in earlier studies(e.g.,McEwen& Boyd, 2018; Son & Ham, 2020; Fu et al.,2021; Peng et al.,2022;Hu, Dollard & Taris, 2022), the context of team is seen to be quite useful to analyze the role of team capabilities, states and processes in shaping employees' attitudes and behaviors, thus Team Resilience (a shared psychological resource) has been used in this study to examine its effect on Employee extra-role behaviors-OCB.

2.3 Team Resilience and OCB

In earlier literature (e.g., Heled et al., 2016; Waters et al., 2020;Geremias, Lopes & Soares, 2022),Team Resilience has been analyzed as part of Team Psychological Capital made up of a combination of team psychological resources including Efficacy, Hope, Optimism and Resilience. This new development in Human Resource Development in the form of Psychological Capital is a combination of both proactive and reactive psychological resources which enable a team to have a positive outlook towards the organization (Shukla & Rai, 2014). Resilience is considered to be both a reactive and proactive resource, reactive because it occurs after either a positive or negative situation takes place and proactive in a way that adverse events can be considered as new opportunities of growth or new beginning points (Youssef &Luthans, 2007).

In addition to being part of Team Psychological Capital, Team Resilience has also been studied in isolation as a separate positive team construct to examine its outcomes at employee, team and organizational level. Among team outcomes, Team Resilience is found to have a positive relationship with team performance (Meneghel et al.,2016; McEwen & Boyd, 2018), team learning

behavior(Rocha, 2018;Brykman & King, 2021) andteam creative efficacy(Fan, Cai, & Jiang,2021).In an analysis of the relationship between Team Resilience and Team behaviors, McEwen & Boyd (2018) studied the effect of Team Resilience on Team Performance on a sample of 344 employees from 31 teams working for different Public, Private and Non Profit organizations. It was found that Team Resilience enhances Team Performance because resilient teams are more flexible and use challenges as opportunities, adapt easily and quickly to adverse situations by using their resources effectively thus resulting in good performance of these teams.

These findings are consistent with those of Meneghel et al.(2016a) who examined the impact of Team Resilience on Team Performance found a positive relationship between Team Resilience and Team Performance. The results of Meneghel et al.(2016a); McEwen & Boyd (2018) empirically support the proposition of Sutcliffe &Vogus (2003) that Team Resilience being a shared psychological resource at the team level affects the team productivity.

Similarly Rocha (2018) in an attempt to study that how Team Resilience could stimulate Team Learning Behaviors, observed the positive impact of team resilience on team learning behaviors. Since a resilient team is open to innovation and willing to take risks thus it shows motivation to adopt learning behaviors and because of this motivation develops new abilities and enhances its knowledge base to adjust and adapt to new challenging situations. Brykman &King(2021) also studied the effect of Team Resilience on Team Learning behaviors by using a sample of 215 employees from 48 teams working in Canadian Technology firms. The results of this empirical study showed a positive relationship between Team Resilience and Team Learning behaviors which support the findings of Rocha (2018).

Among individual outcomes, Team Resilience is seen to positively affect Worker engagement (Ko et al.,2018) and Job Satisfaction (Son & Ham, 2020). McEwen & Boyd (2018) analyzed the effect of Team Resilience on Worker Engagement and Emotional Exhaustion on a sample of 344 employees from 31 teams and found out that Team Resilience play a positive role in enhancing an Employee's Engagement in his/her work. Since a direct, negative effect of Team Resilience on Emotional Exhaustion was not identified in the study thus McEwen & Boyd (2018) proposed that Team Resilience is more likely to have an indirect effect on Emotional Exhaustion through Employee Resilience.

Son & Ham (2020) found a positive effect of Team Resilience on Job Satisfaction by conducting a research on Korean nurses. Results showed that since the affective tone of the team becomes the context in which individual attitudes and behaviors develop, thus an individual team member in a resilient team with collective positive emotions will be more likely to show positive emotional state resulting in positive feelings towards one's job.

Due to the positive affective tone of Team Resilience, a resilient team shares a positive team affect generated through social interaction among team members(Algoe& Fredrickson, 2011).According to Barsade(2002), Positive Team affect includes positive emotions like shared enthusiasm and optimistic that emerge among team members during challenging situations. The resilient team's momentary experiences of positive emotions facilitate its cognitive processes resulting in 1) such thought patterns that are open to information 2) Enhancement of problem solving and coping skills (Isen, 2000). Thus positive team affect facilitating cognitive processes of a resilient team trigger gain spirals over time in the form of positive individual, team and organizational outcomes (Fredrickson & Joiner, 2018).

Positive team affect is considered to both intensify and regulate individual emotional responses (Parkinson et al.,2005). Positive individual emotional responses result in positive behaviors including loyalty and OCB (AL-Abrrow et al.,2020). Cicei (2012) found a positive relationship between positive affect, OCB-I and OCB which implies that the extra role, "above and beyond" nature of OCBs are more influenced by "positive affect and emotions rather than by obligations"(Ng & Feldman, 2011; Lee & Allen, 2002).Employees with positive emotions have a great potential to exhibit Organizational Citizenship behaviors such as helping other employees with their work without expecting any recognition or material rewards.

The possible linkage between Team resilience and OCB can be understood in the light of Broaden and Build theory (Fredrickson, 2000) according to which positive emotions evoked among employees due to positive capacities, behaviors or positive activities at workplace etc facilitate broader "thought-action repertoires" which prompt novel thoughts and actions among these employees and build their motivation to demonstrate extra-role behaviors such as looking for creative ways to help co-workers complete their tasks etc. Gaining the theoretical support from Broaden and Build theory, Koet al.(2018); Hartwig et al.(2020)suggested that Team Resilience can impact employees' OCB by translating positive team affect into positive emotional responses within individual team members.

Based on the above theoretical arguments, we propose that Team Resilience is more likely to result in Organizational Citizenship Behavior among employees leading to the following hypothesis:

H1: Team Resilience has a positive relationship with Organizational Citizenship Behavior

In addition to Team Resilience, another positive construct related to team dynamics- Team Cohesion - is seen to have significant, positive effects on not just team level attitude-Team Satisfaction (Fung, 2014) and behavior-Team Performance(Stashevsky, 2006) but also on team capacities such as Team Resilience (Meneghel et al., 2016a). Team Cohesion has also been observed to positively influence Employee attitudes including Job Satisfaction(Urien et al.,2017), Organizational Commitment(Njoki, 2018), Employee Engagement(Dato'Mansor & Hossan, 2021)and Employee behaviors including Performance(Luthens, 2002) and OCB (Njoki, 2018;Reizer, Oren & Hornik, 2021).

2.4 Team Resilience and Team Cohesion

Cohesiveness is an important characteristic of a work team(Hackman, 1992) and though it arises from individual team members' interpersonal and work related interactions but its conceptualized as a group or team level construct (Wech et al.,1998). Prior Research on Team Cohesion is based on two distinct views of Team Cohesion. One stream of literature on Team Cohesion (e.g., Seashore, 1954; Van Bergen & Koekebakker,1959) has focused on Team Cohesion as a unitary construct, for example according to Seashore(1954), Cohesion is “a member‘s attraction to the group or resistance to leave” (p. 11).

The other stream of literature on Team Cohesion has viewed Team Cohesion as a multi-dimensional construct. Festinger et al. (1950) were among the first researchers to propose that Team Cohesion is made up of many dimensions since it consists of “the total field of forces which act on members to remain in the group”. While Carron et al.(1998) considered Team Cohesion as “a dynamic process which enables members of a group/team to stick together to achieve group/team goals or/and satisfy their emotional/social needs”. Team Cohesion is dynamic in nature

because its strength and form change over time from the time a team is formed to when it is dismantled. The multi-dimensional view of Team Cohesion proposed by Carron et al.(1998) has been used for this study.

Team Cohesion has been investigated more in the context of Sports (i.e. athletes, sports teams) with less importance given to Team Cohesion in organizational settings (Bayraktar, 2017). Although sport team is a very relevant context to investigate Team Cohesion but it is important to expand our understanding of this construct in Organizational work settings to reach to conclusions easily that whether the findings of previous studies in sports context can be generalized and can be useful for other contexts or not.Thus this study analyzing the role of Team Cohesion in organizations will significantly contribute to existing knowledge on Team Cohesion in organizational context.

Team Cohesion has been considered a “double-edged sword” since it leads to both positive and negative outcomes for an organization(Kakar & Kumar, 2018).Some of the negative outcomes of Team Cohesion include pressure to conform, proliferation of groupthink and group polarization which result in low team’s performance (Rovio et al., 2009).In addition to the negative outcomes, some of the positive implications of Team Cohesion were evident from the reported positive relationship of Team Cohesion with Team Satisfaction (Fung, 2014), Team Performance(Stashevsky et al.,2006;Martins & Grahn,2021)and Team Resilience(West et al.2009) in prior research.

Fung (2014) investigated the effect of Team Cohesion on Team Satisfaction and Team Effectiveness on a sample of 420 project managers from Malaysia who completed the projects on

different industries with an average of 10 team members assigned to each project. Results of this study showed that high Cohesion in a project team results in high Team Satisfaction. Furthermore, even though the direct effect of Team Cohesion on Team Effectiveness is not found to be significant but the indirect effect of Team Cohesion on Team Effectiveness through Team Satisfaction is found to be significant. The useful insights gained from this study are that when a team is highly cohesive, it voluntarily conforms to established norms and behaviors of the team even if some norms or behaviors negatively impact Team Effectiveness. Thus high Team Cohesion enhances Team Effectiveness through Team Satisfaction due to the reason that a highly cohesive team will have high team satisfaction thus this team will be inclined to achieve team goals as a result of which Team Effectiveness will increase.

Apart from enhancing Team Satisfaction and Team Effectiveness, Team Cohesion also positively affects Team Performance. Martins & Grahn (2021)studied the relationship between Team Cohesion and Team Performance by taking a sample of 1000 employees working in teams from software company in Sweden. Results showed a positive effect of Team Cohesion on Team Performance because highly cohesive teams show strong motivation to achieve team goals and this motivation is manifested in the form of good team performance.

Team Cohesion also enhances a team's ability to "bounce back" from challenging situations (Pollock et al., 2009) with this proposition empirically tested by Meneghel et al.(2016a). Meneghel et al.(2016a) emphasized that Team Cohesion is an important resource to facilitate resilient team behavior since cohesion in a team develops good social ties that enhances the capability of a team to adapt easily and quickly during disruptions. Prior research(e.g.,Meneghel et al., 2016a;Wei et

al.,2022) has not only recognized Team Resilience as an outcome of Team Cohesion but also as an antecedent of Team Cohesion (e.g., West et al., 2009).

In an attempt to analyze the impact of Team Resilience (as part of Team Psychological Capital) on Team Cohesion, West et al.(2009) conducted a study on a sample of 308 students divided into 101 teams from a large Midwestern University. In this longitudinal study in which data was collected from teams at two points in time, varying levels of team tenure and amount of interaction among team members to determine relationships between Team Resilience and Team Cohesion led to different results. An increase in both team tenure and interaction between team members resulted in a significant positive impact of Team Resilience on Team Cohesion. Newly formed teams with no or less interaction between team members resulted in an insignificant relationship of Team Resilience with Team Cohesion. Thus the findings of this study implied that in the case of a long tenured team with more interaction between its team members, its capacity to bounce back from adverse situations help team members to feel tightly knit as a team, stay cohesive towards the assigned tasks and towards one another on an interpersonal level than the short tenured teams with less interaction between team members.

The positive link between Team Resilience and Team Cohesion is grounded in Social Identity Theory (Tajfel, 1978) according to which Team Resilience facilitates the development of shared identity among team members which fosters cohesion among team members. According to the Social Identity perspective, a team members' perceptions of oneness with the team predict team attitudes/ behaviors and prior literature on team processes (e.g., Hogg & Terry, 2000; Topa & Morales, 2006) has laid great emphasis on the role of team members' identification with the team in building team cohesion.

A resilient team assesses an adverse situation in a timely manner, implement or modify course of action when needed, make necessary changes in the tasks or roles of its team members to successfully and smoothly adapt to this adverse situation (Maynard et al., 2015). Thus the engagement of a resilient team in these team adaptive processes builds up cohesion among its team members (Shin et al., 2016). Team Resilience enables the team members to closely identify with the team resulting in strong social ties and unity to perform tasks together thus in Task and Social Cohesion (Dimas et al., 2018).

Based on the above arguments, we hypothesize:

H2: Team Resilience has a positive impact on Team Cohesion

There are various factors at team level that can mediate the effects of team inputs on individual level outcomes (Njoki, 2018). To analyze the effect of Team input- Resilience on individual level outcome- OCB, one such factor considered in this study is Team Cohesion.

2.5 Team Resilience, Team Cohesion and Organizational Citizenship Behavior

Prior Research has not only examined the team level outcomes of Team Cohesion but also its outcomes at individual level, some of which include Job Satisfaction(Urien et al.,2017), Organizational Commitment (Njoki, 2018), Employee Performance(Luthens, 2002) and OCB (Njoki, 2018;Reizer, Oren & Hornik, 2021).Urienet al.(2017) conducted a cross-cultural multi-level study to analyze the effect of Team Cohesion on Job Satisfaction on a sample of 537 blue-collars workers from different teams of the same organization working in Mexico and Spain. With

the use of Hierarchical Multiple Regression analysis, a positive relationship between Team Cohesion and Job Satisfaction has been observed in both countries. This positive correlation supports the findings of other researchers (e.g., Roulin et al., 2014 &Picazo et al., 2015)who identified a positiveeffect of Team Cohesion on Job Satisfaction.

Team Cohesion not only enhances Job Satisfaction but it also builds an employee's identification with the organization thus his/her commitment towards the organization. To explore the link between Team Cohesion and Organizational Commitment, Njoki (2018) conducted a study on 200 employees from Kenya's Financial Industry and found out that since Team Cohesion binds team members together thus this sense of togetherness builds the commitment of individual team member towards the organization.

Team Cohesion builds positive attitudes including Job Satisfaction(Urien et al.,2017), Organizational Commitment(Njoki, 2018)etc and leads to positive behaviors such as Performance(Wech et al., 1998) and OCB(Njoki, 2018;Reizer, Oren & Hornik, 2021) among employees. In an attempt to study how Team Cohesion determines Employee behaviors, Wech et al. (1998) found a positive relationship between Team Cohesion and Employee Performance. By analyzing the data collected from a sample of 471 Air Force and Civilian employees working in the US through Hierarchical Linear Modeling, Wech et al. (1998) concluded that Cohesiveness promote communication within team members and direct these members towards difficult team task goals. Thus these group process characteristics of cooperation, interpersonal attraction and motivation to achieve team goals associated with Cohesiveness develop positive affective tone among these members leading to high levels of individual performance.

To analyze the effects of Team Cohesion on Employee OCB, Kidwell et al.(1997) collected data from 260 employees categorized into 49 work groups from eight organizations from Service sector. Their results showed a positive relationship of Team Cohesion with OCB implying that highly cohesive groups form strong identities due to which their group members show strong inclination to voluntarily help each other to complete their assigned tasks. Furthermore, Team Cohesion working as a team social resource to lubricate social interactions instills such feelings of association with the team and thus with the organization that individual team members voluntarily demonstrate behaviors beyond the requirements of their jobs.

In an attempt to extend Kidwell et al.'s (1997) approach, Ng & Van Dyne (2005) empirically tested the effect of Team/group Cohesion on just one form of OCB- individual spontaneous helping behavior. Results showed that a highly cohesive group has a positive affective tone which fosters spontaneous helping behavior in a way that members of a cohesive group develop positive feelings for each other as a result of which they voluntarily help each other even if the group member doesn't ask for it. In addition to Kidwell et al. (1997), Njoki (2018) also found a positive effect of Team Cohesion on OCB showing that members in cohesive groups are more inclined towards Organizational Citizenship Behaviors because of high quality exchange relationships with each other.

Njoki (2018)identified a stronger positive influence of Team Cohesion on OCBI- Organizational Behavior directed towards individuals than the influence of Team Cohesion on OCBO- Organizational Behavior directed towards the organization as members of cohesive teams show high levels of motivation to put extra efforts in voluntarily helping team members. This positive

impact of Team Cohesion on OCB supports the findings of Kidwell et al.(1997); Ng & Van Dyne (2005).

Similarly Reizer, Oren & Hornik (2021) reported a positive effect of Team Cohesion on OCB by conducting an empirical study on a sample of 180 employees from a security organization of Israel. Social exchange theory provided the theoretical support of the positive relationship between Team Cohesion and OCB according to which members of cohesive teams believe that they have to demonstrate extra-role behaviors towards other team members/organization because of the benefits they are getting as part of the cohesive team/organization.

With OCB being the outcome of Team Cohesion and Team Resilience its antecedent, Team Cohesion could act as an intervening mechanism to determine the relationship between Team Resilience and OCB. While Team Resilience fosters Team Cohesion (West et al.,2009;Shin et al., 2016; Dimas et al., 2018) and Team Cohesion builds OCB (Kidwell et al., 1997; Ng &Van Dyne, 2005; Njoki, 2018;Reizer, Oren & Hornik (2021)thus it could be concluded that a team's capacity to adapt to disruptions builds Cohesion among its team members and this Team Cohesion motivates team members to demonstrate OCB. In addition to the direct effect, Team Resilience can have indirect effect on OCB through Team Cohesion. Based on these findings with already established relationship between Team Resilience and Team Cohesion and between Team Cohesion and OCB, this study proposedthat Team Cohesion could serve as an important mechanism through which Team Resilience indirectly affects OCB thus leading to the following hypotheses:

H3: Team Cohesion has a positive relationship with Organizational Citizenship Behavior

H4: Team Cohesion mediates the relationship between Team Resilience and Organizational Citizenship Behavior

2.6 Team Resilience and Employee Resilience

Though both EmployeeResilienceand Team Resilience have some common functional aspects such as bouncing back from adversity, adversity management, formulation and execution of strategy to adapt positively to adversity but structurally they are different from each other (Stoverink et al.,2018) This structural difference is due to the difference in the concepts of individual and team behaviors since Employee Resilience focuses on individual capacity to "bounce back" from adversity(Luthans, 2002, p. 702) and it does not require resilient individuals to share decision making processes through coordination or collaboration with anyone. Whereas in the case of Team Resilience which looks into the overall "team's capacity to bounce back from adversity" (West et al., 2009), requires team members to make decisions collectively through coordination and integrating divergent perspectives.

"Positive emotional displays" is an important feature of a resilient team (Algoe& Fredrickson, 2011). A resilient team with its positive collective emotions intensifies positive emotions among individual team members and lead to resilient employees(Fredrickson, 2001). According to Bandura(2000); Galli (2016), Team Resilience enhances individual team members capacity to effectively cope with challenging events.

While Resilience has also been considered as a function of resources (physical, psychological etc) that can be capitalized in a challenging situation (Hobfoll, 2010), thus among the resources of Employee Resilience, it has been proposed by Hartwig et al.(2020);Hoegl & Hartmann (2021)that

a resilient team along with its positive characteristics could become an important resource for Individual Resilience. Team Resilience can become an important antecedent of Employee Resilience and there are several mechanisms that could provide theoretical support for the effect of Team Resilience on Employee Resilience. The direct effect of Team resilience on Employee Resilience can be explained through "Broaden and Build theory" (Fredrickson, 2000) which emphasizes that positive emotional responses of team members due to positive activities/aspects at workplace such as Team Resilience facilitate broader "thought-action repertoires" which build the psychological resource-Resilience of individual team members to "bounce back" from adversity. The results of the systematic review on Team Resilience suggested that Team Resilience leads to Individual Resilience with "Broaden and Build theory" (Fredrickson, 2000) providing the theoretical justification of this relationship between Team and Employee Resilience (Weiss et al., 2020).

A shared social identity can become an important reason for which a resilient team leads to resilient employees (Hartwig et al., 2020).According to "Social Identity theory" (Tajfel, 1978), team members of a resilient team tend to identify with the team/organization to enhance their self-worth and meet their need for self-enhancement. This development of shared identity among team members leads to positive outcomes at individual, team and organizational levels and at the individual level, it could build the capacity of individual team members to cope with adverse situations. Further a strong shared identity of a resilient team facilitate team members to emotionally support each other thus when an individual team member faces an adverse situation, such as workplace bullying, this emotional support helps in reducing the stress levels of that individual team member and builds his/her capacity to individually cope with adversity (Van Dick et al., 2018).Thus with the theoretical support of Social Identity theory (Tajfel, 1978), the team

members' perceptions of oneness with the team would enable Team Resilience to influence Employee Resilience.

Besides "Broaden and Build theory" (Fredrickson, 2000) and "Social Identity theory" (Tajfel, 1978) providing the theoretical underpinning of the top down process- the effect of Team Resilience on Employee Resilience, some multilevel theories on Organizational Behavior(Lozlowski & Klein, 2000) have emphasized that "top down processes play a more stronger role compared to bottom-up processes in organizations as a higher level phenomenon is more stable and difficult to modify than the same phenomenon at the lower level". Thus it is more likely that Resilience at higher (team) level will have an effect on Resilience at the employee (lower) level.

Based on the above theoretical arguments, we hypothesize:

H5: Team Resilience is positively related to Employee Resilience

With Team Resilience being the antecedent of Employee Resilience, it is important to identify that how OCB is an outcome of Employee Resilience to understand the mediating role of Employee Resilience to determine the relationship between Team Resilience and OCB.

2.7 Team Resilience, Employee Resilience and Organizational Citizenship Behavior

Prior Research on Employee Resilience(e.g.,McEwen& Boyd, 2018; De Clercq& Pereira, 2019;Amir & Mangundjaya, 2021;Varshney,2022)has identified that this personal resource results in positive outcomes at individual, team and organizational level. However this study has onlyfocused on the outcomes of Employee Resilience at the employee level. In an attempt to study

the impact of Employee Resilience on Job attitude measured by the variable of Job Satisfaction and also the impact of Employee Resilience on Employee behavior measured by the variable of Job Performance, Kasparkovaetal.(2018) collected data from 360 health professionals and health service workers from the Czech Republic. Results of this study showed that besides Employee Resilience having a direct, positive effect on both Job Satisfaction and Job Performance, Employee Resilience has an indirect impact on Job Performance through Work Engagement. The positive relationship between Employee Resilience and Job Satisfactionsupportsthe findings of Rahmawati (2013) and Meneghel et al.(2016c) that Job Satisfaction is an important outcome of Employee Resilience.

While Rahmawati (2013); Meneghel et al.(2016c) and Kasparkova etal.(2018) analyzed the link between Employee Resilience and Job attitude-Job Satisfaction, Paul et al.(2016) examined the relationship between Employee Resilience and Job attitude- Organizational Commitment. Paul et al.(2016) took a sample of 345 employees from the manufacturing industries of India and used Hierarchical Regression technique to statistically analyze the responses collected through self-administered questionnaires. It was found out that the capacity of employees to cope with adversity provides a positive energy to these employees which enhances their "Affective Commitment(emotional attachment of employees to organization),Normative Commitment(sense of responsibility, employees have towards the organization)" and Continuance Commitment (willingness of employees to continue working for the same organization).Vohra &Goel (2009) also studied the effect of Employee Resilience on Organizational Commitment and found that though Employee Resilience has a positive relationship with both Affective Commitment and Normative Commitment but has no relationship with Continuance Commitment.

Among Attitudinal outcomes of Employee Resilience, McEwen& Boyd (2018) observed that Employee Resilience has a positive relationship with Work Engagement and a negative relationship with Emotional Exhaustion. After analyzing data collected data from 344 employees working in different organizations, McEwen & Boyd (2018) found that the capacity of an employee to "bounce back" from adversity gives him a positive energy which enhances his emotional connection with his job/organization and doesn't let him feel emotionally exhausted.

To empirically investigate the behavioral outcomes of Employee Resilience, De Clercq& Pereira (2019) conducted a study on a sample of 440 employees from a large organization in distribution sector in Angola. Though a positive relationship between Employee Resilience and disruptive creative behavior has been reported by De Clercq& Pereira (2019) but this relationship gets stronger when employees have excessive workloads, perceive high levels of politics at workplace and there is inflexibility in organizational procedures for example the organization is not open to change. Thus employees are strongly motivated to use their personal capacity- Employee resilience to generate new ideas of improvement in the organization when 1) they are overburdened by unrealistic work deadlines 2) they perceive that there is a great usage of political tactics by other employees at work to meet their own self-interests and 3) there is rigidity in decision making processes and in other procedures of the organization.

Since good psychological health of employees is important to enhance their productivity and achieve goals of the organization (Burton et al., 2008), thus Employee resilience has been considered by researchers(e.g.,Meseguer-de-Pedro et al., 2019; Mealer et al., 2012)as an important personal resource which helps employees lower down their stress/anxiety levels and maintain good mental health.Meseguer-de-Pedro et al.(2019) empirically tested the relationship between

Employee Resilience and Psychological health by collecting data through self-administered questionnaires administered to 762 employees from companies representing different industries. Results showed that resilient employees experience positive emotions and perceive adverse/stressful situations as opportunities for personal growth which create greater resistance to stress and enhance their mental health.In addition to Meseguer-de-Pedro et al.(2019), Tulucu, Anasori & Kinali (2022) also found that during adverse situations such as pandemics, Employee Resilience alleviates psychological distress and become an important source of maintaining the good psychological health of employees.

Not only good mental health but also Organizational Citizenship Behaviors are instrumental in enhancing the ability of an organization to achieve its goals (Kumari & Thapliyal, 2017). Due to the wide range of benefits of OCB for organizations, researchers (e.g., Paul et al.,2016; Paul et al.,2019;Suratman et al.,2021; Mendiratta & Srivastava, 2021; Boakye et al.,2022)haveinvestigatedthe antecedents of OCB with Employee Resilience identified as one of its important antecedent. To investigate the impact of Employee Resilience on OCB,Mendiratta & Srivastava(2021)conducted a cross-sectional study on a sample of 240 employees from the hospitality industry of India. Results showed the positive effect of Employee Resilience on OCB which implies that resilient employees demonstrate Organizational Citizenship behaviors directed towards the organization by freely expressing opinions that could be beneficial for the organization and Organizational Citizenship behaviors directed towards other employees by using creative ways to help co-workers in their work-related problems which further facilitate building cooperative relationships.

Similarly Paul et al.(2019); Suratman et al.(2021) and Boakye et al.(2022)also reported a positive impact of Employee Resilience on OCB. The positive impact of Employee Resilience on OCB identified by Paul et al. (2019) and Suratman et al.(2021) is underpinned through the perspective offered by Broaden and Build theory(Fredrickson, 2000)according to which resilient employees experience positive emotions as a result of which they demonstrate Organizational Citizenship behaviors. Paul et al. (2019) identified both the direct, positive effect of Employee Resilience on OCB and the indirect effect of Employee Resilience on OCB through Organizational Commitment and Subjective well-being.

Multiplestudies(e.g.,Jung & Yoon, 2015;Aderibigbe&Mjoli, 2018;Alshebami, 2021;Saleem et al.,2022;Zahra et al.,2022) on the outcomes of Resilience have looked at this personal resource as part of the resource set ”Employee Psychological Capital” than analyzing it in isolation as a separate individual level construct.Jung & Yoon (2015) empirically investigated the effect of Resilience (as a dimension of Employee Psychological Capital) on OCB. By collecting data from 324 employees from Hospitality industry and analyzing their responses using SEM, theyfound out that among all four resources to build Psychological Capital of employees, only Hope and Resilience have significant, positive relationship with OCB. Thus not only the capacity of employees to cope well with adversity but also their ability to identify goals and pathways to achieve them motivate these employees towards extra-role behaviors. Likewise Nafei (2015) studied the impact of Resilience(as a component of Employee Psychological Capital) on OCB and found out that all dimensions of Employee Psychological Capital including Resilience are significant predictors of OCB.

The findings of the study conducted by Aderibigbe & Mjoli (2018) converge with those of Nafei (2015) showing that Employee Resilience and the other three components of Psychological Capital all have significant, positive relationship with OCB. In addition to the positive relationship between Employee Resilience and OCB, Aderibigbe & Mjoli (2018) also identified that among the dimensions of OCB, Employee Resilience is significantly related to Altruism and Conscientiousness. This implies that capacity of an employee to cope well with adversity enhances positivity within this employee to such an extent that he would demonstrate behaviors such as voluntarily helping other employees of one's organization complete their tasks, using innovative ways to do things at work and avoiding long breaks etc.

Cintantya &Salendu (2017) also studied the effect of Employee Resilience as part of Employee Psychological Capital on OCB by collecting data from 135 employees working for the banking industry of Indonesia. Results showed that all components of Employee Psychological Capital including Resilience have a positive impact on OCB. Similarly Zahra et al.(2022) analyzed the relationship of Employee Resilience(as part of Employee Psychological Capital) with OCB and found that all dimensions of Employee Psychological Capital are positively related to both OCB-I and OCB-O.

Thus whether Employee Resilience is analyzed as a separate construct or as part of "Employee Psychological Capital", it is seen to have a positive relationship with OCB showing that resilient employees are likely to be motivated to demonstrate extra-role behaviors.

While Team Resilience directly affect both Employee Resilience (Hartwig et al., 2020;Weiss et al., 2020&Hoegl & Hartmann, 2021) and OCB (Bowers et al.,2017; Ko et al.,2018) thus Employee Resilience could be analyzed as a mediating mechanism to understand the indirect effect of Team

Resilience on OCB. Team Resilience has a positive relationship with Employee Resilience (Hartwig et al., 2020;Weiss et al., 2020&Hoegl & Hartmann, 2021) and further Employee Resilience has a positive relationship with OCB (Paul et al.,2019; Suratman et al.,2021 & Boakye et al., 2022)so it is more likely that Team Resilience can affect OCB through Employee Resilience. The mediating role of Employee Resilience in determining the relationship between Team Resilience and OCB can be supported through "Broaden and Build theory"(Fredrickson, 2000), according to which a resilient team has the characteristic of positive team affect which generates positive emotions among individual team members and these positive emotions build the capacity of individual team members to adapt to adversity and the positive emotional displays of resilient employees incline them towards Organizational Citizenship Behaviors.

Thus the already well established relationship between Employee Resilience and OCB and theoretical arguments to support the mediating role of Employee Resilience to determine the relationship between Team Resilience and OCB would lead to the following hypotheses:

H6: Employee Resilience has a positive relationship with Organizational Citizenship Behavior

H7: Employee Resilience mediates the relationship between Team Resilience and Organizational Citizenship Behavior

In addition to TeamResilience and Employee Resilience being analyzed as the antecedents of OCB (Hartwig et al.,2020; Suratman et al.,2021 & Boakye et al., 2022),Transformational Leadership has also been studied in prior literature(e.g., Bottomley et al., 2016; Tian et al., 2020;Purwanto, 2022& Li et al.,2022)as an important antecedent of OCB.

2.8 Employee Resilience, Transformational Leadership and Organizational Citizenship Behavior

With Leadership being an important force to influence attitude/behavior of employees in an organization(Ganta & Manukonda, 2014), Transformational Leadership is seen to be highly effective to positively influence employee behavior by identifyingthe needs and demands of the employees which are achieved by these employees in the pursuit of the goals of the organization (Bass, 1985). According to Bass & Avolio (1990),Transformational leadership has four dimensions which include 1)Idealized Influence- expressed through charisma influencing followers by taking risks, following a core set of values and ethical principles which guide the actions of the transformational leader due to which he/she builds trust for himself/herself among the followers and further gain their confidence. 2) Inspirational Motivation- involves linking the values or beliefs of followers to organizational goals and motivating them to achieve organizational goals, in the pursuit of which these followers achieve their individual goals as well. 3) Intellectual Stimulation- involving followers in decision-making process and motivating them to creatively identify solutions to problems. 4) Individualized Consideration- recognizes the needs of followers for achievement and growth.

In an attempt to analyze the positive outcomes of Transformational Leadership at the employee level, Steinmann et al.(2018)conducted a study to find the influence of Transformational Leadership on Employees Job Satisfaction and Organizational Commitment. It was observed that transformational leaders transform and motivate their followers to achieve organizational and individual goals which enhance employee's job satisfaction and their organizational Commitment.

Likewise Alshehhi et al.(2019) also reported a positive relationship between transformational leadership and job satisfaction of employees by analyzing data collected from 462 employees working in public companies of UAE. In addition to the positive effect of Transformational Leadership on Job Satisfaction of employees, Alshehhi et al.(2019) also found a positive relationship between Transformational leadership and Employee performance. But not only the direct effect of Transformational Leadership on Employee performance is found to be significant but also the indirect impact of Transformational Leadership on Employee performance through Job Satisfaction is also found to be significant which implies that a transformational leader/supervisor builds positive attitude among his followers in the form of job satisfaction and this positive attitude further results in positive behavior in the form of positive employee performance.

In addition to Steinmann et al.(2018) & Alshehhi et al.(2019), Allozi et al. (2022) also examined the relationship between Transformational Leadership and Job Satisfaction by collecting data from a sample of 314 employees from the manufacturing companies of Jordan and UAE. Allozi (2022) identified the positive role of a transformational leader in facilitating job satisfaction among his/her followers which support the findings of Steinmann et al.(2018) & Alshehhi et al.(2019).

Among employee behaviors, Transformational leadership is also seen to motivate employees towards Citizenship Behaviors, infact it is considered to be the most effective leadership style to encourage extra-role behaviors from employees (MacKenzie et al., 2001). Bass (1990) suggested that transformational leadership creates committed employees which help employees to perform beyond their job responsibilities. To empirically test the effect of Transformational leadership on OCB, Bottomley et al.(2016) collected data from 1016 Mexican Public sector employees. Results showed that Transformational leadership has positive association with both dimensions of OCB-

OCBO and OCBI. Transformational leaders motivate employees towards Citizenship behaviors to facilitate both co-workers and the organization.

To determine the validity of the results of the primary study, Bottomley et al.(2016) conducted a follow-up study after two years by collecting data from 1220 Mexican Private sector employees. This follow-up study supported the findings of the primary study that Transformational leadership has a positive impact on both dimensions of OCB- OCBO and OCBI. This implies that transformational leaders/supervisors in both public or private sector recognize the needs of employees for achievement and motivate these employees to put in their best efforts to achieve goals of the organization in the pursuit of which they will achieve their personal goals which motivate these employees to "go the extra mile" (Bass, 1985) and demonstrate behaviors beyond their job responsibilities.

Furthermore, Nohe & Hertel (2017) examined the relationship between Transformational leadership and Employee OCB. Besides analyzing the direct impact of Transformational leadership on OCB, the indirect effects of Transformational leadership on OCB through Job Satisfaction, Affective Organizational Commitment and Leader-member exchange are also investigated. Results of this study revealed a direct, positive impact of Transformational leadership on OCB which showed that followers reciprocate their transformational leader's consideration for their individual needs, confidence in their abilities and his other leadership behaviors by engaging in OCB. Further Nohe & Hertel (2017) also identified leader-member exchange as the stronger mediating mechanism compared to Job Satisfaction and Affective Organizational Commitment to determine the effect of Transformational leadership on Organizational Citizenship Behavior.

Though Buil et al.(2019) observed an insignificant direct impact of Transformational leadership on OCB but the indirect effects of Transformational leadership on OCB through Work Engagement and Organizational Identification are found to be significant. This shows that a transformational leader not only motivates employees to identify with organizational goals due to which these employees demonstrate extra-role behaviors voluntarily but a transformational leader also builds positive work attitude in the form of work engagement among employees as a result of which these employees demonstrate Organizational Citizenship behaviors.

To examine the relationship between Transformational Leadership and OCB, Shofiyuddin et al.(2021) conducted a cross-sectional study on a sample of 220 teachers from Indonesian high schools. Results showed that a transformational leader motivate his/her followers to demonstrate Organizational Citizenship behaviors which support the findings of Bottomley et al.,(2016) and Nohe & Hertel (2017) that a transformational leader is a motivational force to develop willingness among employees to demonstrate OCB.

Besides influencing employee attitudes/behaviors, Transformational leadership also builds the capacity of employees to positively cope with adverse events. According to Bass (1990), transformational leaders make employees perceive adverse situations as “opportunities for growth” and motivate these employees to give creative solutions to effectively deal with these challenging situations. The study conducted by Harland et al.(2005)emphasized that Transformational leadership enhances Employee Resilience in a way that transformational leaders promote problem solving behaviors and instill confidence among their employees which reduce their feelings of helplessness during stressful situations thus directly augmenting the capacity of employees to effectively cope with adversity. Further evidence of positive relationship between Transformational leadership and Employee Resilience can be extrapolated from the findings

reported by Wasden (2014); Nastaca (2020) according to which a transformational leader shows confidence in employees' capacity to achieve results which builds the personal resource-Resilience among employees.

While there is enough empirical evidence to support the positive outcomes of Transformational leadership thus the moderating role of Transformational leadership can be analyzed to determine the relationship between Employee Resilience and OCB. To analyze this moderating role of Transformational leadership, the interactionist perspective of OCB which considers contextual and social factors that interact with an individual to either facilitate or inhibit his/her Organizational Citizenship Behaviors (Oren et al.,2013) can be taken into account. Since Transformational leadership is an important contextual factor at workplace (Nielsen et al., 2008) thus according to the interactionist perspective used for this study, Employee Resilience(an important personal resource of an employee) may interact with transformational leadership to affect OCB.

"Social Identity theory" (Tajfel, 1978) also provides a useful conceptual frame to understand how Transformational leadership can determine the relationship between Employee Resilience and OCB. This theory emphasizes that a transformational leader is instrumental in making employees identify with the organization to an extent that they feel that their norms and goals align with the norms/goals of the organization. Organizational Identification gives employees a feeling of oneness with the organization (Van Knippenberg, 2000) and a transformational leader plays an instrumental role in building cognitive and emotional identification of the employees with the organization (Bass, 1988).

Since transformational leadership shifts employees' conceptions of their identity (Lord & Brown, 2004) so this type of leadership ultimately leads to results beyond expectations. Employees who

perceive high levels of transformational leadership at workplace show high levels of Organizational Identification (Hobman et al., 2011; Xenikou, 2017; Liu et al.,2021)which results in a strong motivation to demonstrate Organizational Citizenship Behaviors(Van Dick et al., 2006; Shim &Faerman, 2017;Sidorenkov, Borokhovski & Vorontsov, 2022).Those employees holding perceptions of high levels of transformational leadership at workplace are likely to strongly identify with their organization with their sense of self defined in terms of their organization's identity (Xenikou, 2017). Other members of the organization play an important role in an employee's definition of self thus holding a strong motivation to help them complete their tasks or through other acts of citizenship behavior effectively contribute to helping oneself (Van Dick et al.,2006). Thus under perceptions of high levels of transformational leadership, resilient employees will have high levels of Organizational Identification which will be demonstrated in the form of strong motivation to perform beyond expectations. Based on these theoretical arguments, we can suggest that as employees perceive high levels of transformational leadership at workplace, the positive relationship between Employee Resilience and OCB is more likely to be strong.

On the contrary, employees who perceive low levels of transformational leadership have doubts and confusion about their leader and the organization. Low-level transformational leadership makes employees unclear about the organization's vision and goals and their sense of identification and commitment for the organization decrease. Employees with perceptions of low levels of transformational leadership have low levels of Organizational Identification (Hobman et al., 2011; Xenikou, 2017; Liu et al.,2021) due to which they show low motivation to demonstrate Organizational Citizenship Behaviors (Van Dick et al., 2006; Shim & Faerman, 2017; Sidorenkov, Borokhovski & Vorontsov, 2022). Thus under perceptions of low levels of transformational leadership, resilient employees will have low levels of Organizational Identification which will be

demonstrated in the form of low motivation to perform beyond expectations. Therefore we suggest that as employees perceive low levels of transformational leadership, the positive relationship between Employee Resilience and OCB is more likely to be weak. Accordingly we hypothesize:

H8a:Employees' perceptions of transformational leadership moderate the positive relationship between Employee Resilience and OCB in such a way that under perceptions of high levels of transformational leadership, the positive relationship between Employee Resilience and OCB is strong while under perceptions of low levels of transformational leadership, the positive relationship between Employee Resilience and OCB is weak

2.9 Theoretical Framework

2.9.1 Underpinning theories

The research uses "Broaden and Build theory" (Fredrickson, 2000) to explain the direct and indirect effects of Team Resilience on OCB. According to this theory since a resilient team has a positive team affect(Algoe & Fredrickson, 2011) so it regulates positive emotions among individual team members and these positive emotions facilitate thought processes of these individual team members and result in many positive outcomes at individual(Carmona-Halty,2021; Wang, 2022), team(Rhee,2006)and organizational(Supramaniam & Singaravelloo, 2021)levels.The direct effect of Team Resilience on OCB is explained by this theory as positive emotions triggered among employees due to positive team affect of a resilient team and these positive emotions facilitate novel thoughts and actions among these employees and build their motivation to demonstrate extra-role behaviors. Besides the direct effect,"Broaden and Build theory" (Fredrickson, 2000) also provides the theoretical support for the indirect effect of Team Resilience on OCB through 1) Team Cohesion and 2)Employee Resilience.

The positive link between Team Resilience and Team Cohesion is explained by Social Identity Theory (Tajfel, 1978) according to which Team Resilience facilitates the development of shared identity among team members which fosters cohesion among team members. A team member's perceptions of oneness with the team predict team attitudes/ behaviors and prior literature on team processes (e.g., Hogg & Terry, 2000; Topa & Morales, 2006) has laid great emphasis on the role of team members' identification with the team in building cohesion among team members .

While the positive link between Team Resilience and Employee Resilience has the theoretical support of both "Broaden and Build theory" (Fredrickson, 2000) and "Social Identity theory" (Tajfel, 1978). Positive emotions triggered among individual team members due to positive emotional state of a resilient team facilitate broader "thought-action repertoires" of these individual team members which build the psychological resource-Resilience of individual team members to "bounce back" from adversity. Under the Social Identity perspective, a strong shared identity of a resilient team facilitate team members to emotionally support each other thus when an individual team member faces an adverse situation, so this emotional support from the other team members enhance the capacity of this individual team member to "bounce back" from adversity.

Social Identity theory (Tajfel, 1978) also provides a theoretical support to understand the moderating role of Employees' perceptions of Transformational leadership to determine the relationship between Employee Resilience and OCB. According to this theory, a transformational leader is considered to be instrumental in making employees identify with the organization to an

extent that they feel that their norms and goals align with the norms/goals of the organization and this organizational identification further leads to positive outcomes at individual(Ma, Yang,& Shen, 2022; Kelebek & Alniacik, 2022), team(Porck et al.,2020)and organizational (Reina, Zhang & Peterson, 2014)levels.

Figure 4) displays the theoretical model depicting the relationships that are hypothesized (see Table 2). This model shows that Team Resilience directly affects OCB and indirectly affects OCB through Team Cohesion and Employee Resilience. Further employees' perceptions of transformational leadership moderates the relationship of Employee Resilience with OCB. All formulated hypotheses are shown in Table 2.

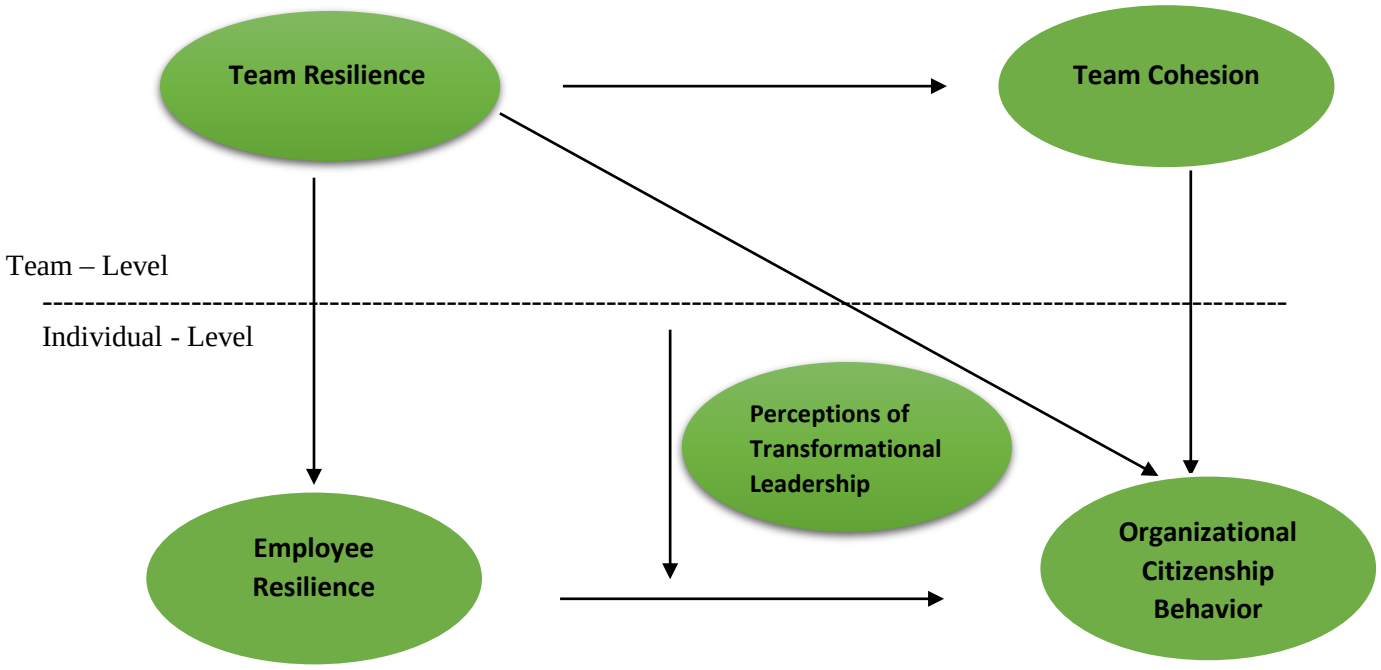


Figure 4: Theoretical Framework

Figure: 5 Theoretical Model with first and second order constructs

Table 2: Summary of hypotheses

Sr. No	Hypotheses
1	H1: Team Resilience has a positive relationship with Organizational Citizenship Behavior
2	H2:Team Resilience has a positive impact on Team Cohesion
3	H3:Team Cohesion has a positive relationship with Organizational Citizenship Behavior
4	H4:Team Cohesion mediates the relationship between Team Resilience and Organizational Citizenship Behavior
5	H5:Team Resilience is positively related to Employee Resilience
6	H6:Employee Resilience has a positive relationship with Organizational Citizenship Behavior
7	H7:Employee Resilience mediates the relationship between Team Resilience and Organizational Citizenship Behavior
8	H8:Employees' perceptions of transformational leadership moderate the positive relationship between Employee Resilience and OCB in such a way that under perceptions of high levels of transformational leadership, the positive relationship between Employee Resilience and OCB is strong while under perceptions of low levels of transformational leadership, the positive relationship between Employee Resilience and OCB is weak

Table 3: Summary of the literature reviewed for this study:

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent variable	Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
1	McEwen & Boyd, 2018 Australia	Industry	Team Performance	Team Resilience	----------	Positive	SEM and Multilevel analysis	Random
			Emotional Exhaustion			Negative		
			Worker Engagement			Positive		
			Emotional Exhaustion	Employee Resilience	----------	Negative		
			Worker Engagement			Positive		
2	Meneghelet al.,2016a Spain	Service, Construction and Agriculture	Team Performance	Team Resilience	----------	Positive	Multilevel Structural Equation Modeling	Convenience
			Team Performance	Job Resources	Team Resilience	Positive Partial Mediation		
3	Rocha, 2018 Portugal	Industry and services	Team Learning behaviors	Team Resilience	----------	Positive	Hierarchical Regression Analysis and SEM	Convenience
			Team Effectiveness		Team Learning Behaviors	Positive Partial Mediation		

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable		Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
4	West et al.,2009 USA	Educational services	Team Cooperation	Team Resilience		----------	Positive	Hierarchical Regression Analysis	Random
			Team Cohesion				Positive		
5	Son & Ham, 2020 South Korea	Medical services	Job Satisfaction	Team Resilience		----------	Positive	Multilevel analysis	Convenience
6	Deng et al., 2020 China	Hotel Industry	Team collective job satisfaction	Team Psychological Capital	Hope	----------	Positive	SEM	Random
					Resilience		Positive		
					Efficacy		Positive		
			Team Work Input	Team Psychological Capital	Resilience		Positive		
					Optimism		Positive		
7	Fung, 2014 Malaysia	Service	Team Satisfaction	Team Cohesion		----------	Positive	SEM	Random

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable	Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
8	Lee &Ko, 2019 China	Environmental service	Team Performance	Team Cohesion	----------	Positive	Regression Analysis	Random
9	Urien et al.,2017 Mexico & Spain	Manufacturing Industry	Job Satisfaction	Group Cohesion	----------	Positive	Hierarchical Regression Analysis	Random
10	Kidwell et al.,1997 USA	Service	Employee OCB	Group Cohesion	----------	Positive	Hierarchical Regression Analysis	Random
				Job Satisfaction	Group Cohesion	Group Cohesion significantly moderates the relationship to the extent that the relationship will be stronger in case of high cohesive groups		
11	Ng & Van Dyne, 2005 USA	Educational services	OCB(I)	Group Cohesion	----------	Positive	Hierarchical Regression Analysis	Random

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable	Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
12	Njoki, 2018 Kenya	Financial services	OCB	Team Cohesion	----------	Positive	Multiple Regression Analysis	Random
13	Kasparkova et al.,2018 Czech Republic	Medical services	Job Satisfaction	Employee Resilience	----------	Positive	SEM	Random
			Work Engagement		----------	Positive		
			Job Performance		Work Engagement	Positive Partial Mediation		
14	Paul et al., 2016 India	Manufacturing industry	OCB	Employee Resilience	----------	Positive	Hierarchical Regression Analysis, Bootstrapping	Systematic random
			Organizational Commitment		----------	Positive		
			OCB		Organizational Commitment	Positive Partial Mediation		
			OCB		Subjective Well-being	Positive Partial Mediation		

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable		Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
15	Meseguer-de-Pedro et al., 2019 Spain	Manufacturing and service	Mental Health	Employee Resilience		----------	Positive	Bootstrapping	Convenience
				Workplace Bullying		Employee Resilience	Positive Partial Mediation		
16	De Clercq& Pereira ,2019 Angola	Distribution industry	Disruptive Creative Behavior	Employee Resilience		----------	Positive	Hierarchical Regression Analysis	Random
						Organizational Politics	Organizational Politics significantly moderates the relationship to the extent that the relationship will be stronger in case of high Organizational Politics		
17	Jung &Yoon, 2015 Korea	Hotel industry	OCB	Employee Psychological Capital	Hope	----------	Positive	SEM	Random
					Resilience		Positive		
18	Nafei, 2015 Egypt	Educational services	OCB	Employee Psychological Capital	Hope	----------	Positive	Multiple Regression Analysis	Random
					Resilience		Positive		
					Optimism		Positive		
					Self-Efficacy		Positive		

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable		Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
19	Aderibigbe&Mjoli, 2018 Nigeria	Manufacturing and services	OCB	Employee Psychological Capital	Hope	----------	Positive	Pearson Correlation Analysis	Convenience
					Resilience		Positive		
					Optimism		Positive		
					Self-Efficacy		Positive		
20	Cintantya&Salendu ,2017 Indonesia	Banking industry	OCB	Employee Psychological Capital	Hope	----------	Positive	Pearson Correlation Analysis	Convenience
					Resilience		Positive		
					Optimism		Positive		
					Self-Efficacy		Positive		
21	Steinmannet al., 2018 Germany	Industry and services	Job Satisfaction	Transformational leadership		----------	Positive	Bootstrapping	Random
			Organizational Commitment				Positive		
			Proactive Behavior				Positive		
22	Bottomley et al.,2016 Mexico	Service	OCB	Transformational leadership		----------	Positive	SEM	Random

Sr. No	Author, year and Country	Sectors from which sample is drawn	Dependent Variable	Independent Variable	Mediator/ Moderator	Proposed Relationship	Methodology	Sampling Technique
23	Alshehhi et al., 2019 UAE	Service	Job Satisfaction	Transformational leadership	----------	Positive	SEM	Random
			Employee Performance			Positive		
			Employee Performance		Job Satisfaction	Positive Partial Mediation		
24	Buil et al.,2019 Spain	Hotel Industry	OCB	Transformational leadership	Organizational Identification	Full Mediation	PLS Regression, Bootstrapping	Quota
					Work Engagement	Full Mediation		
25	Harland et al.,2005 USA	Educational services	Employee Resilience	Transformational leadership	----------	Positive	Zero-order Correlation	Random
26	Wasden, 2014 USA	Educational services	Employee Resilience	Transformational leadership	----------	Positive	Multiple Regression	Random
27	Nastaca, 2020 Romania	Service	Employee Resilience	Transformational leadership	----------	Positive	Multiple Regression	Random

CHAPTER III

METHODOLOGY

3.1 Introduction

This section has focused on the research approach and design that will be used to empirically test the theoretical model proposed for this study. While Research approach section will explain which paradigm this study would be following, research design section will discuss the methodological aspects of this study including (a) which instruments will be used to collect data for constructs empirically investigated for this study (b) sample size determination (c) which method will be used to collect data from the sample and (d) how the collected data will be statistically analyzed.

The purpose of this study is to find the direct and indirect effects of Team Resilience on OCB. To particularly analyze the indirect effects of Team Resilience on OCB,2 cross-level pathways are used. One of the pathways include ”Upper level mediation”(Bauer et al.,2006)classified as “2-2-1 mediation model” through which the indirect effect of Team Resilience (level 2 variable) on OCB (level 1 variable) through Team Cohesion (level 2 variable) is identified. The 2nd pathway through which Team Resilience could affect OCB includes “Lower level mediation of an upper effect” ”(Bauer et al.,2006) classified as ”2-1-1 mediation model” which is used to examine the indirect effect of Team Resilience (level 2 variable) on OCB (level 1 variable) through Employee Resilience (level 1 variable). The moderating role of Employees’ perceptions of transformational leadership in determining the relationship between Employee Resilience and OCB is explored.

Employees working in teams were asked to fill the questionnaire on both individual level variables- Employee Resilience, Employees' perceptions of transformational leadership and OCB and team level variables- Team Resilience, Team Cohesion. To explain the characteristics of individual and team level constructs, functions of descriptive statistics were used in SPSS version 23 while to statistically analyze the hypothesized multilevel relationships, Multilevel Structural Equation Modeling was used in Mplus.

3.2 Research Approach

Quantitative Research strategy was used for this study to collect and analyze data. Under this strategy, deductive approach was used to test hypotheses formulated after reviewing existing literature. Further after collecting data and statistically analyzing it, the rejection/acceptance of formulated hypotheses led to revisions in existing theory. Other important components of this strategy were its epistemological orientation of Positivism and ontological position of Objectivism.

To guide the research methods and analysis for this study, the "philosophical research paradigm" used include Positivism and Objectivism. Paradigm is "the basic belief system or worldview that guides the investigator, not only in choice of methods but also in ontologically and epistemologically fundamental ways" (Egeland et al., 1993; Galli &Vealey, 2008).Positivism is the epistemological position that has influenced this study on social reality by using the methods of natural sciences. It incorporates the principles of both deductivism-"generating hypotheses from prior research" and inductivism-"implications of the findings of this study inferred for theory".

Since Positivism uses quantifiable observations which are analyzed through statistical functions (Holden & Lynch, 2004), thus the concepts used for this study are operationalized so that they can

be measured. Objectivism is the ontological position which has influenced this study in a way that it has helped in analyzing the beliefs/perceptions of teams/employees working in the manufacturing/service companies of Lahore by ensuring that these companies have a social reality independent of individuals who are members of these companies.

3.3 Research Design

Under Quantitative Research strategy, Cross Sectional research design was used. In this research design, data on constructs of interest was collected from a large sample at one single point in time to answer questions such as: 1) what is the relationship between Team Resilience and OCB 2) Is there an indirect relationship between Team Resilience and OCB through Team Cohesion 3)Is there an indirect relationship between Team Resilience and OCB through Employee Resilience 4) what is the relationship between Employee Resilience and OCB. Since Bryman (2006) suggested that cross-sectional survey design is effective in predicting possible relationships between the variables, thus this design has proved to be really useful to meet the objectives of this study.

While data collection and analysis raise concerns about confidentiality but Cross Sectional research design helps to ensure the anonymity of respondents as a result of which the chances of receiving accurate responses under this research design are much higher than other research designs (Lelkes, et al., 2012). Further the cover letter of the questionnaire used for this study besides explaining the reasons for conducting the research also provided guarantees of confidentiality to the respondents which also reduced the chances of socially desirable responses.

Cross Sectional design has augmented the “External Validity” of this study as the findings of this study can easily be applied to different settings, individuals and teams etc. In addition to

augmenting External Validity, Cross Sectional design has also enhanced the replicability of this study as specifying the procedures of data collection and analyses in detail in this section will facilitate other researchers to use the same procedures for their own research. Under Cross Sectional design, both methods of Self-administered - paper and pencil survey and Web based Survey-google form were used to collect data. Though Self-administered- paper and pencil survey helped to reduce the level of non-response bias but Web based Survey-google form was also used to increase response rate considering the time constraints.

3.3.1 Self-administered-Paper and Pencil Survey

The purpose of the survey was explained to HR departments of private banks and FMCG firms based in Lahore, Karachi and Islamabad and were requested to fix meetings with teams working in different departments/units in Lahore so that getting the questionnaires filled from all members of teams could be facilitated. These HR departments informed teams about the purpose of the meetings and requested these teams to genuinely provide their responses to survey questions.

3.3.2 Web Based Survey

The HR departments of banks/FMCG firms were also emailed the link of the questionnaire uploaded as google form and were requested to forward the link to the bank/firm's employees working in teams in different departments/units in Lahore, Karachi and Islamabad and request all members of teams to submit their complete responses to questions asked in the survey. These HR departments were also asked to specify in their emails that those teams from Lahore who had already submitted their responses through Self-administered-Paper and Pencil Survey method were not required to submit their responses again through Web Survey.

3.4 Sample Size Determination

According to the review of 68 studies on multi-level antecedents of OCB, Spoelma (2018) identified that sample used for these studies was drawn from manufacturing and service industries thus for this study sample was drawn from organizations working for 1) consumer goods manufacturing and 2) banking industry. Since existing Multilevel literature (e.g.,McGonagle et al.,2010; Zhou et al.,2012; Lee et al.,2018) has used a sample size between 400 to 700 participants so a sample of 650 employees was used for this study.

To determine the number of groups for two-level multilevel analysis, some researchers(e.g,Westman et al.,2011; Qamar et al., 2019; Junker et al,2021) have used groups between 70 and 100 with 50 groups being a frequently occurring number in Multilevel organizational research (Maas & Hox, 2005) so a sample of 100 teams was used for this study.

Earlier Researchers (e.g.,de Jong et al.,2014; Zhou et al.,2012; Nohe et al.,2013) have used unequal cluster sizes in multilevel analysis. de Jong et al.(2014) used team size which ranged from 3 to 13 team members with an average team size of 4.6 while Zhou et al.(2012) took team size which ranged between 3 to 14 members per team with an average team size of 5. Thus the team size between 3 to 14 was used for this study. Responses of a team having less than 3 members were excluded from the analysis since earlier studies (e.g., Henderson et al.,2008; Charbonnier-Voirin et al.,2010; Shin et al.,2016) has excluded teams with less than 3 individuals from their analyses so that multilevel hypotheses can be adequately tested. Overall the sample used for this study was 650 employees working in 100 teams with team size ranging between 3 to 14 members.

3.5 Sampling Method

Private banks/FMCG firms and their teams based in Lahore, Karachi and Islamabad were selected using "Convenience sampling method". This non-probability sampling method is cost, time effective and provides an easy access to data (Henry, 1990).

3.6 Measurement and scales

1) Organizational Citizenship Behavior

OCB was measured by a 24-item scale developed by Podsakoff et al. (1990) having 5 dimensions including Civic virtue (4 items), Altruism (5 items), Sportsmanship (5 items) Conscientiousness (5 items) and Courtesy (5 items) will be used. The items of the dimension- Sportsmanship were reversed scored due to which lower scores indicate that participants engage in more sportsmanship behaviors. Sample items include i)"I help others who have heavy workloads" ii)"I attend meetings that are not mandatory, but are considered important" iii) "I do not take extra breaks".

2) Team Resilience

The 6- item Resilience Scale (sub-scale of the Psychological Capital questionnaire) developed by Luthans et al. (2007) was used. Sample items include i)"My team usually manages difficulties one way or another at work"ii) "My team can get through difficult times at work because it has experienced difficulty before" iii) "When my team has a setback at work, it has trouble recovering from it, moving on". (R)

3) Employee Resilience

To measure Employee Resilience, a 4-item Brief Resilient coping scale was adopted from Sinclair & Wallston (2004). Sample items include i)"I look for creative ways to alter difficult situations"

ii) “I can grow in positive ways by dealing with difficult situations” iii) “I actively look for ways to overcome the challenges I encounter”

4) Team Cohesion

The two dimensions of Team Cohesion -Task Cohesion and Social Cohesion were measured by using 4 items for Task Cohesion and 4 items for Social Cohesion from 10-item work-adapted version of the Group Environment Questionnaire (Carless & De Paola, 2000). Sample items include i) “My team is united in trying to reach its goals for performance” ii) “My team would like to spend time together outside of work hours”.

5)Perceptions of Transformational Leadership

Perceptions of Transformational Leadership were measured using 15 item Transformational Leadership scale(Rafferty & Griffin, 2004). It includes 5 dimensions of i) Vision (3 items) ii) Inspirational Communication (3 items) iii) Intellectual Stimulation (3 items) iv) Supportive Leadership (3 items) v) Personal Recognition. Sample items include: i) “My supervisor has a clear understanding of where we are going”. ii) “My supervisor has a clear sense of where he/she wants our unit to be in 5 years” iii)”My supervisor has no idea where the organization is going”.

Responses to items of all constructs- Organizational Citizenship Behavior, Team Resilience, Team Cohesion, Employee Resilience and Perceptions of Transformational Leadership were recorded on a 7-point Likert scale ranging from “strongly disagree”to “strongly agree”.

6) Individual-level Control variables: gender, organizational tenure and team tenure

Some important variables that might bias the findings of this study were treated as control variables for this study. Firstly Gender was used as a control variable since according to Kidder(2002); Lin

(2008) and Zhang (2014), female employees have a greater inclination to exhibit Organizational Citizenship Behaviors compared to male employees. Gender is also seen to affect the team level variable- Team Cohesion (Sanchez &Yurrebaso, 2009). Similarly an employee's tenure of working in a team determines his/her tendency to demonstrate OCB as identified by Foote & Tang (2008); Nielsen(2012) due to which Team tenure was treated as second control variable. Thirdly Organizational tenure was used as a control variable as previous research(e.g., Ng & Feldman, 2010; Darmanto 2015; Mitonga-Monga, 2017) has emphasized that organizational tenure determines the motivation of an employee to exhibit OCB. Organizational tenure has also been observed to affect the team level variable- Team Cohesion (Sanchez &Yurrebaso, 2009).

7) Demographic Variables

Besides the three variables of Gender, Organizational tenure and Team tenure treated as control variables, the other demographic variables used for this study include Monthly Income and Age.

The complete data collection instrument is attached in the Appendix .

Table: 4 Instrument Details

Instrument	Author & Year	No of items
Organizational Citizenship Behavior	Podsakoff et al.(1990)	24
Team Resilience- Resilience Scale (sub-scale of Psychological Capital instrument)	Luthans et al. (2007)	6
Employee Resilience - Brief Resilient Coping scale	Sinclair &Wallston (2004)	4
Team Cohesion	Carless & De Paola (2000)	8
Transformational Leadership	Rafferty & Griffin (2004)	15

3.7 Data Analysis

SPSS was used to analyze the characteristics of study constructs through Descriptive Statistics functions. "Multilevel Structural Equation Modeling" (Preacher et al.,2010) was used to test our hypothesized relationships. MSEM was used in Mplus 7.11 (Muthen & Muthen, 1998–2015), using "maximum likelihood estimator with robust standard error" to consider the "non-normality of data and missing data". Team membership became the cluster variable. The multilevel measurement model was tested with items for Team Resilience, Team Cohesion, Employee Resilience, Employees' perceptions of Transformational leadership and Organizational Citizenship Behavior.

Multilevel linear model- Random Intercept (Finch &Bolin, 2017 p.33) was used to examine 2-1-1 and 2-2-1 Mediation models. The procedure proposed by Preacher et al.(2011) was used to test 2-

2-1 and 2-1-1 Mediation. For Simple Moderation, the method proposed by Preacher et al. (2007) was used to find the significance of the interaction effect of Employee Resilience and Employees' perceptions of transformational leadership in predicting OCB.

CHAPTER IV
DATA ANALYSIS AND RESULTS

4.1 Pilot Test

Prior to administering questionnaires, a pilot test was conducted to examine the reliability and validity of scales and also to find out if questions could be easily understood or some refinements were needed. A sample of 37 employees nested in 4 teams working in a private bank of Lahore was selected. Though respondents clearly understood the questions but they suggested some simple synonyms to be used for 2-3 words in given questions since these difficult words took them bit more time to understand what was asked. Based on these suggestions, changes were made to those difficult words in questions to ensure the clarity of these questions.

4.2 Reliability and Validity Analysis

According to Field(2013), Reliability checks "the ability of the measure to produce the same results under same conditions". Table 5 is showing Reliability estimates- Cronbach Alpha and Composite Reliability of all latent constructs used in this study. Since both Cronbach Alpha and Composite Reliability values for all the latent constructs exceed the recommended level of 0.7, thus the survey questionnaire was reliable.

Validity is "the ability of a scale to measure what it is intended to measure" (Zikmund et al .,2013). "Average Variance Extracted" was used to measure "Convergent Validity" and as Table 1 is showing "Average Variance Extracted" of all latent variables to be above 0.5 thus "Convergent Validity" was established. Discriminant Validity is used "to find the extent to which constructs are different from each other" (John & Reve, 1982).

Table 5: Reliability Estimates

CONSTRUCTS	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Citizenship Behavior	0.83	0.80	0.67
Employee Resilience	0.81	0.87	0.80
Transformational Leadership	0.83	0.90	0.74
Team Resilience	0.86	0.85	0.97
Team Cohesion	0.89	0.87	0.95

Fornell-Larcker criterion was used to test discriminant validity of constructs. Table 6 reports the square root of AVE on the diagonal while the values below the diagonal are showing correlation between constructs. Since the values oft he square root of the Average Variance Extracted of latent constructs on the diagonal are greater than the values of correlations below the diagonal, thus Discriminant Validity was established.

Table 6:Fornell-Larcker criterion

	TR	TC	OCB	ER	TL
TR	0.98				
TC	0.17	0.97			
OCB	0.17	0.07	0.82		
ER	0.36	0.12	0.54	0.89	
TL	0.27	0.03	0.49	0.08	0.86

4.3 Data Collection

A total of 650 employees nested in 100 teams were approached. After eliminating incomplete responses and data from those teams which had less than 3 respondents, the final sample was comprised of 483 employees nested in 74 teams. Table 7 reports the distribution of the final sample of 483 respondents nested in 74 teams according to which 243 employees working in 41 teams were from Banking industry and 240 employees working in 33 teams were from FMCG industry.

Table 7: Final Sample Distribution

Industry	No of teams	No of employees
Banking	41	243
FMCG	33	240
Total	**74**	**483**

As shown in table 8, out of 700 questionnaires administered to 100 teams, 483 questionaires from 74 teams were usable with the response rate of 74% of both employees and teams.

Table 8: Response rate details

	Employees	Teams
Questionaires Administered	650	100
Usable Questionaires	483	74
Response rate	74%	74%

4.4 Descriptive Analysis

The characteristics of the respondents are given in Table 9. The table shows that 57% of the final sample of 483 were Males and 43% were Females.178 employees constituting 37% of the final sample of 483 employees had Monthly Income of below 73000 with 46% respondents earning a Monthly Income between 70000-150000 and 17% respondents had a Monthly Income above 150000. By analyzing the age distribution of respondents, it was observed that 7% respondents were below 25 years of age while 40% respondents were between 25 to 35, with 41% respondents between 36-45 and 12% above 45 years of age.

While analyzing the organizational tenure of final sample, it was observed that 7% of the final sample of 483 had less than 2 years of experience of working in the same organization, 60% respondents with the organizational tenure between 2-6 and 33% had experience of above 6 years of working in the same organization. Looking at the team tenure of respondents, it was found out that 63 employees almost 13% of the final sample of 483 had below 2 years of working in the same team while 63% respondents had team tenure between 2 – 6 and 24% had team tenure of above 6 years.

Table 9: Characteristics of Respondents

Your Gender?		**Your Monthly Income?**	
Male	57%		
Female	43%	Below 70000	37%
		70000 – 150000	46%
		Above 150000	17%
Total	100%	Total	100%
Your Age?		**Your Organizational tenure (in yrs)**	
Below 25	7%		
25 - 35	40%		
36-45	41%	Below 2	7%
Above 45	12%	2 – 6	60%
		Above 6	33%
Total	100%	Total	100%
Your Team tenure(in yrs)			
Below 2	13%		
2 – 6	63%		
Above 6	24%		
Total	100%		

Descriptive Statistics showing characteristics of Latent constructs are given in Table 10. Under Descriptive Statistics, Mean used as a function of Central Tendency, Standard Deviation as function of Dispersion with Skewness and Kurtosis as functions of Shape. Mean values showed that respondents were not just somewhat inclined towards demonstrating Organizational Citizenship Behaviors but also had this tendency to adapt to challenging situations and perceived their supervisors as transformational leaders. Respondents also identified that Cohesion did exist in their teams. Among all latent constructs, Team Resilience had the lowest mean of 3.00 showing low tendency of teams to adapt to challenging situations. Standard deviation of Employee Resilience was the highest showing more deviation of individual Employee Resilience responses

from the mean value of Employee Resilience. The values of Skewness and Kurtosis are within the range of -2 to 2(George & Mallery, 2010) than this confirms univariate normal distribution thus all latent constructs used in this study were normally distributed

Table 10: Descriptive statistics for constructs

Latent Construct	Mean	SD	Skewness	Kurtosis
OCB	4.50	1.82	0.21	-1.17
ER	4.73	1.86	-0.23	1.24
TL	5.00	1.43	-0.32	-0.53
TR	3.00	1.75	0.61	-0.70
TC	4.24	1.56	0.68	0.18

OCB = Organizational Citizenship Behavior, TR= Team Resilience, ER=Employee Resilience, TC=Team Cohesion, TL=Transformational Leadership

4.5 Testing assumptions of Multilevel Analysis

4.5.1 Multivariate Normality

According to Finch (2017), Multivariate Normality needs to be checked before running ML-SEM analysis. Though Table 10 confirmed univariate normality distribution of all latent constructs but multivariate normality was assessed by using Multivariate normality tests in the MVN package in R(Korkmaz et al., 2014).These Multivariate normality tests include simultaneous testing of multivariate skewness and kurtosis through Mardia test(Mardia,1970), measuring the distance between two distribution functions through Henze-Zirkler's test(Henze-Wagner, 1997)and Royston's test (Royston,1983) based on the Shapiro-Wilk statistic.

Table 11 reports results of the tests used to check Multivariate Normality. Since both Mardiamultivariate Skewness and Kurtosis were not in the range from -2 to 2 and p value <.001 thus data was not multivariate normal. The violation of Multivariate normality assumption was further supported by both Henze-Zirkler's statistic (HZ = 1.02, p < .001) as well as Royston's test (H = 1119.52, p < .001).

Table 11: Tests for Multivariate Normality

Test	Statistic	P value
Mardia Skewness	2341.9	9.351456e-59
Mardia Kurtosis	4.021	5.798043e-05
Henze-Zirkler	1.02	0.00
Royston	1119.54	3.097358e-226

Since the data was not multivariate normal, so in Mplus, the estimator- "Maximum likelihood estimator with robust standard error"(MLR) instead of "Maximum likelihood estimator"was usedto consider the "non-normality of data " to test both measurement and structural models.

4.5.2 Multicollinearity

Multicollinearity represents significant correlations between independent variables resulting in biased regression coefficients and standard errors. Thus it is necessary to avoid multicollinearityfor which statisticians have suggested different tests. Among those the simplest one is checking bivariate correlation matrix to ensure that correlation coefficient showing relationship between 2 independent variables should not exceed the value of 0.7 (Dormann et al.,2013)

Table 12 presents Correlation Matrix and since all correlation coefficients showing relationship between any 2 predictor variables are less than 0.7 thus there is no problem of Multicollinearity.

Table 12: Correlation Matrix

		1	2	3	4	5	6	7
1	Gender	1.00						
2	Otenure	-0.08						
3	Ttenure	0.07	0.62**					
4	OCB	-0.05	0.44*	0.36*				
5	ER	-0.04	0.02	-0.26	0.66**			
6	TL	-0.04	0.04	-0.22	0.58**	0.65**		
7	TR	0.07*	-0.54*	0.29	0.25*	0.42**	0.24**	
8	TC	0.01	-0.31	0.01	0.21*	0.14	0.08	0.49**

Notes: ** $p < 0.01$, * $p < 0.05$.OCB = Organizational Citizenship Behavior, TR= Team Resilience, ER=Employee Resilience, TC=Team Cohesion, TL=Transformational Leadership.

4.5.3 Intraclass Correlation Coefficient

When individuals are clustered within an upper level unit such as teams, organizations etc then it is important to estimate correlation among responses of these individuals within this clustered structure using Intraclass Correlation coefficient. According to Finch (2017), it is a "measure of the proportion of variation in the outcome variable that occurs between groups versus the total variation present". Since the value of ICC ranges from 0 to 1 so if it is zero or closer to zero, this implies that

change in outcome variable is not due to clustered structure and multilevel analysis can't be used for this outcome variable (Robson & Pevalin, 2015).

Table 13 reports the Intraclass Correlation coefficient of 0.73 which implies that 73% variation in Organizational Citizenship behavior could be attributed to differences between teams thus multilevel analysis can be used for this outcome variable.

Table 13: Intraclass Correlation Coefficient(1CC) for Organizational Citizenship Behavior(OCB)

Dependent Variable	Within- level Variation	Between- level Variation	ICC
OCB	0.487	1.323	0.73

4.6 Multilevel Structural Equation Modeling

Multilevel Structural Equation Modeling involves testing measurement model first and once this model fits the data well, then structural model is tested.

4.6.1 Measurement Model

"Multilevel Confirmatory Factor Analysis" was used to determine whether the hypothesized "five factor model"(Organizational Citizenship Behavior, Employee Resilience, Perceptions of Transformational leadership, Team Resilience and Team Cohesion) model fits the data well or not. In the first step item parcels for Organizational Citizenship Behavior, Perceptions of Transformational Leadership and Team Cohesion were created to reduce the number of items for these constructs in the measurement model since the sample size at level 2(number of teams) were "less than the number of parameters to be estimated". Planned Partial Disaggregation(Hall et

al.,1999) was used to form parcels of items with these parcels based on some theoretical and empirical support. According to Rocha & Chelladurai (2012), Item parceling not only helps to deal with the problem of small sample size(units at level 2) to number of parameters to be estimated but it also helps to deal with non-normality of data.

Five item parcels for Organizational Citizenship Behavior were created based on the 5 dimensions of this construct. Podsokoff(1990) scale was used to collect data for Organizational Citizenship Behavior which is based on Organ's(1988) five dimensions of OCB- "Altruism", "Conscientiousness","Civic virtue", "Courtesy" and "Sportsmanship" and loading of items under these five dimensions have already been tested by researchers(e.g.,Lam et al.,1999; Singh & Singh 2009). Thus through theoretical and empirical support of forming the 5 item parcels, Planned Partial Disaggregation strategy helped to use five item parcel instead of 24 items and under each parcel, responses of items were aggregated.

Similarly 15 item Transformational Leadership scale(Rafferty & Griffin, 2004) was reduced to 5 item parcels based on its 5 dimensions of "Vision", "Intellectual Stimulation", "Inspirational Communication", "Supportive Leadership" and "Personal Recognition". Under each of these 5 parcels, responses of items representing each dimension were aggregated resulting in 5 item parcels.2 item parcels of 8 item Team Cohesion Scale by Carless & De Paola (2000) were created based on the 2 dimensions of Team Cohesion- Task Cohesion and Social Cohesion. Responses under 4 items representing each dimension were aggregated to make 1 item parcel as a result of which 2 item parcels were created. Already theoretically defined and empirically tested dimensions of Transformational Leadership and Team Cohesion were used to form item parcels thus Planned Partial Disaggregation strategy helped to use less number of items for both constructs.

4.6.2 Model Fit Indices

After using Planned Partial Disaggregation, the fit of the hypothesized five factor model was tested using Absolute Fit Indices-Normed chi-square(χ^2/df), RMSEA, SRMR for within and between were used and Incremental Fit Indices- TLI and CFI. Results are reported in Table 14.

Some of the Absolute Fit Indices include 1)Normed Chisquare(χ^2/df) and Table 14 shows its value = 1.76 suggesting a good model fit.2)Root Mean Square Error of Approximation (RMSEA)- Browne & Cudeck (1993) suggested the value of RMSEA to be less than .05 to indicate a "good fit". Since the value of RMSEA obtained is 0.04 thus the model fits the data well.3) Standardized Root Mean Residual (SRMR), if the value of SRMR is equal to or less than 0.08 then this shows that model has a good fit(Hu & Bentler ,1998). Both SRMR for within and between are checked in a multilevel analysis and they both need to be less than 0.08 to suggest a good fit. As shown in Table 14, both SRMR for within = 0.06 and SRMR for between = 0.07 are less than 0.08, thus the model fits the data well.

Table 14: Model Fit Indices

Absolute Fit Indices	**Value**	**Cut-off Range**
Normed χ^2 (χ^2/df)	1.76	< 3
RMSEA	0.04	< 0.05
SRMR for Within SRMR for Between	0.06 0.07	< .08
Incremental Fit Indices		
TLI	0.92	> 0.9
CFI	0.91	> 0.9

Some of the Incremental Fit indices used for this study include1) Tucker Lewis Index (TFI), its value needs to be greater than 0.9 for a good model fit (Byrne, 1994). Table 14 reports the value of TLI = 0.92 thus suggesting a good model fit. 2) Comparative Fit Index(CFI)shows a good model fit if its value approaches 1 (Hair et al.,2010). Table 14 reports the value of CFI = 0.91 thus showing that model fits the data well. Overall all Absolute and Incremental Indices used provide enough evidence for a good model fit.

4.6.3 Comparison of Measurement Models

A comparison of hypothesized 5 factor model (Organizational Citizenship Behavior, Employee Resilience, Perceptions of Transformational Leadership, Team Resilience and Team Cohesion) was made with 3 other alternative measurement models. Results are reported in Table 15. As already discussed in section 4.6.2) overall all Absolute and Incremental Fit Indices used for the hypothesized 5 factor model show a good model fit. In a four-factor model in which the outcome

variable- Organizational Citizenship Behavior and moderator variable-Perceptions of Transformational Leadership are combined into a single factor shows a poor model fit as shown by the values of all Absolute and Incremental Indices obtained.

Similarly in a “three-factor model” in which two employee level variables- Organizational Citizenship Behavior and Employee Resilience are combined into one factor with team level variables- Team Resilience and Team Cohesion combined into second factor. As seen in Table 15, the values of Absolute and Incremental Fit Indices for this three-factor model also do not meet the criterion of good model fit.

Lastly the “Two-factor Model” in which all employee level variables- Organizational Citizenship Behavior, Employee Resilience and Perceptions of Transformational Leadership are combined into one factor while all team level variables- Team Resilience and Team Cohesion combined into second factor. The Absolute and Incremental Fit Indices obtained for this model also show a poor data fit thus leading to the conclusion that only the hypothesized 5 factor Model among all other measurement models fits well to data.

Table 15: Comparison of Measurement Models

Measurement Models	Absolute Fit Indices				Relative Fit Indices	
	Normed χ^2 (χ^2/df)	RMSEA	SRMR for Within	SRMR for Between	TLI	CFI
Hypothesized five- factor Model OCB, ER, TL, TC, TR	1.76	0.04	0.06	0.07	0.92	0.91
Four-factor Model (Combining OCB and TL into a single factor) OCB & TL, ER, TR, TC	3.73	0.08	0.09	0.22	0.65	0.68
Three-factor Model (Combining OCB and ER into a single factor) OCB & ER, TL, TR&TC	2.66	0.06	0.06	0.21	0.79	0.81
Two-factor Model (Combining OCB, ER & TL into one factor and TC and TR into one factor) OCB ER & TL, TR & TC	4.06	0.08	0.11	0.29	0.61	0.64

4.6.4 Aggregation Tests

Responses of Team Resilience and Team Cohesion were collected from individual team members thus these "responses were aggregated to the team level". "Referent shift consensus composition model for aggregation"(Chan, 1998) was used for this study due to the reason that for both constructs- Team Resilience and Team Cohesion the referent of employee responses used was Team as all 6 items of Team Resilience and all 8 items of Team Cohesion specified the words "My team" in their statements. This composition model involved 2 steps, in the 1st step, both Team Resilience and Team Cohesion were operationalized as the average of individual responses within a group. In the 2nd step, the conditions for summarizing employee responses to represent team constructs were specified and these conditions were assessing $R_{wg(J)}$, ICCI and ICC2.

$R_{wg(J)}$ an estimate of Interrater Agreement (IRA) is used for a latent construct to measure within-group agreement or the degree of agreement within a single unit (James et al.,1984).$R_{wg(J)}$must be greater than 0.7 to ensure that averaging individual responses led to a reliable and valid higher level construct. ICC1 and ICC2 give information about Interrater Reliability (IRR), with ICC1 measuring the extent to which individuals ratings of the higher level construct suppose team level construct is affected by their membership in the team whileICC2 measures how reliably the mean rating differ between groups (Bliese, 2000).Furthermore Bliese (2000) suggested that the values of ICC1 and ICC2 can range between -1 to 1.

Table 15 reports $R_{wg(J)}$values for Team Resilience = 0.76 and Team Cohesion = 0.71 and since $R_{wg(J)}$ values for both Team Resilience and Team Cohesion were greater than 0.7 so much within-group agreement was identified to support Aggregation. Furthermore ICC1 = 0.38 and ICC2 = 0.80for Team Resilience while for Team Cohesion ICC1 = 0.16 and ICC2 = 0.55 and since these ICC values lie between -1 to 1 (Bliese, 2000) thus additional support was provided for aggregating employee responses of Team Resilience and Team Cohesion to the team level.

Table 16: IRA and IRR Estimates

Construct	Mean $R_{wg(J)}$	ICC(1)	ICC(2)
Team Resilience	0.76	0.38	0.80
Team Cohesion	0.71	0.16	0.55

4.6.5 Structural Model and Hypothesis Testing

Path analysis was conducted to investigate the direct and indirect effects of Team Resilience on Organizational Citizenship Behaviors and also the interaction effect of Employee Resilience and Perceptions of Transformational Leadership on Organizational Citizenship Behaviors by using Robust Maximum Likelihood (MLR) estimator in MPlus. Random Intercept method was used to test both 2-2-1 and 2-1-1 Mediation models.

Table 17 shows unstandardized path coefficients and from the control variables Employee Gender has a significant positive impact on Organizational Citizenship Behavior (β =-9.11 , $p < 0.05$) and Organizational tenure has a significant positive impact on Organizational Citizenship Behavior(β = 0.45, $p< 0.05$).Team Resilience has a significant positive relationship with Organizational Citizenship Behaviors evident from $\beta = 0.58$, $p < 0.01$). Therefore Hypothesis 1 which posited a positive effect of Team Resilience on Organizational Citizenship Behavior is supported.

Table 17: Direct Effect of Team Resilience on Organizational Citizenship Behavior

OCB				
	Estimate (SE)	**P value**	**95% CI**	**Hypothesis Supported/Not supported**
Controls				
Gender	-9.11*(3.66)	0.02	(-16.29, -1.93)	
Otenure	0.45*(0.18)	0.03	(0.11, 0.79)	
Ttenure	0.10 (0.22)	0.64	(-0.33, 0.53)	
Main Effect				
TR	0.58**(0.16)	0.00	(0.27, 0.90)	H1 supported

Notes: SE = Standard Error, CI = confidence interval, ** $p < 0.01$, * $p < 0.05$. TR= Team Resilience, OCB= Organizational Citizenship Behavior

2-2-1 Mediation results are shown in Table 18. To test this model, the procedure suggested by Preacher et al.(2010) and Preacher et al.(2011) was used according to which the a-path(relationship between Team Resilience and Team Cohesion), `b-path(relationship between Team Cohesion and Organizational Citizenship Behavior) and lastly the indirect effect as the product of a and b paths was tested. While analyzing the effect of Team Resilience on Team Cohesion, it has been found out that Team Resilience has a significant positive effect on Team Cohesion apparent from $\beta = 0.25$, $p < 0.05$ as reported in Table 18. Since a-path is found to be significant so we can accept H2 which proposed that Team Resilience has a significant positive relationship with Team Cohesion. For the b-path, we hypothesize that there is a significant positive relationship between Team Cohesion and Organizational Citizenship behavior. Results showed that b-part is not significant as $\beta = 0.12$, $p > 0.05$ due to which H3 which suggested that there is a significant positive relationship between Team Cohesion and Organizational Citizenship Behavior is not accepted.

Table 18: 2-2-1 Mediation Results

Specific Indirect Effect	Estimate (SE)	P value	95% CI	Hypothesis Supported/Not supported
TR → TC → OCB (H4) (a-path *b-path)	0.03(0.03)	0.28	(-0.02, 0.08)	Not supported
Mediation Results				
TR → TC (H2)a-path	0.25*(0.11)	0.03	(0.04, 0.46)	Supported
TC → OCB (H3)b-path	0.12(0.09)	0.19	(-0.06, 0.29)	Not supported
TR → OCB (direct effect)	0.55**(0.16)	0.00	(0.25, 0.86)	
Total Effect = Direct Effect + Indirect Effect 0.58 = 0.55 + 0.03				

Direct – only Non Mediation

Notes: Unstandardized path coefficients. SE = Standard Error, CI = confidence interval, ** $p < 0.01$, * $p < 0.05$. TR= Resilience, TC=Team Cohesion, OCB= Organizational Citizenship Behavior

Since a-path(relationship between Team Resilience and Team Cohesion) is found to be significant and b-path(relationship between Team Cohesion and Organizational Citizenship Behavior to be insignificant so the indirect effect of Team Resilience on Organizational Citizenship Behavior through Team Cohesion is also found to be insignificant ($\beta = 0.03$, $p > 0.05$). 95% Confidence

Interval of the indirect effect also support the insignificant indirect effect as Confidence Interval include zero (-0.02, 0.08).Thus Hypothesis 4 which postulated a significant indirect impact of Team Resilience on Organizational Citizenship Behavior through Team Cohesion is not accepted. According to Zhao et al., (2010) if the indirect effect is insignificant and the direct effect of predictor variable on outcome variable is significant in the presence of Mediator then the Non-mediation type is Direct-only Non mediation. Since the indirect effect of Team Resilience on Organizational Citizenship Behavior through Team Cohesion is insignificant and in the presence of Team Cohesion, the direct effect of Team Resilience on Organizational Citizenship Behavior is significant ($\beta = 0.55$, $p < 0.01$) thus Direct- only Non Mediation exists.

Further analyzing 2-1-1 Mediation results which are given in Table 19. Hypothesis 5 for a-path asserts that there is a significant positive relationship between Team Resilience and Employee Resilience. Results showed that Team Resilience has a significant positive impact on Employee Resilience ($\beta = 0.21$, $p < 0.05$). Regression coefficient $\beta= 0.21$ shows that with 1 unit increase in Team Resilience, Employee Resilience increases by 0.21 units. Therefore we can accept H5.

According to Hypothesis 6 for b-path in 2-1-1 Mediation, there is a significant positive impact of Employee Resilience on Organizational Citizenship Behavior. Table 19 reports $\beta = 0.59$, $p <0.05$ which shows that there is a significant positive relationship between Employee Resilience and Organizational Citizenship Behavior.95% Confidence Interval of the direct effect of Employee Resilience on Organizational Citizenship Behavior also supports the significance of b-path as Confidence Interval does not include zero (0.03, 1.15).Hence H6 is supported.

Table 19: 2-1-1 Mediation Results

Specific Indirect Effect	Estimate (SE)	P value	95% CI	Hypothesis Supported/Not supported
TR → ER → OCB (H7)(a-path *b-path)	0.12**(0.04)	0.00	(0.03, 0.21)	Supported
Mediation Results				
TR → ER (H5) a-path	0.21*(0.10)	0.04	(0.00, 0.41)	Supported
ER → OCB (H6) b-path	0.59*(0.28)	0.04	(0.03, 1.15)	Supported
TR → OCB (direct effect)	0.46*(0.19)	0.03	(0.02, 0.76)	
Total Effect = Direct Effect + Indirect Effect 0.58 = 0.46 + 0.12				

Partial/ Complimentary Mediation

Unstandardized path coefficients. SE = Standard Error, CI = confidence interval, **p < 0.01, *p < 0.05. TR= Team Resilience, ER=Employee Resilience, OCB= Organizational Citizenship Behavior

Referring to the product of a and b paths Hypothesis 7 states that there is a significant indirect relationship of Team Resilience with Organizational Citizenship Behavior through Employee Resilience. Results show that Team Resilience demonstrated a significant indirect impact on Organizational Citizenship Behavior through the mediating role of Employee Resilience ($\beta = 0.46$, $p < 0.05$). Since both a and b paths are significant so the indirect effect as the product of a and b paths has also come out to be significant. Therefore we can accept H7.

After identifying the significant mediating role of Employee Resilience to determine the relationship between Team Resilience and Organizational Citizenship Behavior, it is important to

find the type of Mediation. If the direct effect of predictor variable on outcome variable turns out to be significant in the presence of Mediator then the Mediation type is Complimentary mediation (Zhao et al., 2010). Since in the presence of Employee Resilience the direct effect of Team Resilience on Organizational Citizenship Behavior is significant ($\beta = 0.37$, $p < 0.05$)thus Partial/Complimentary Mediation exists.

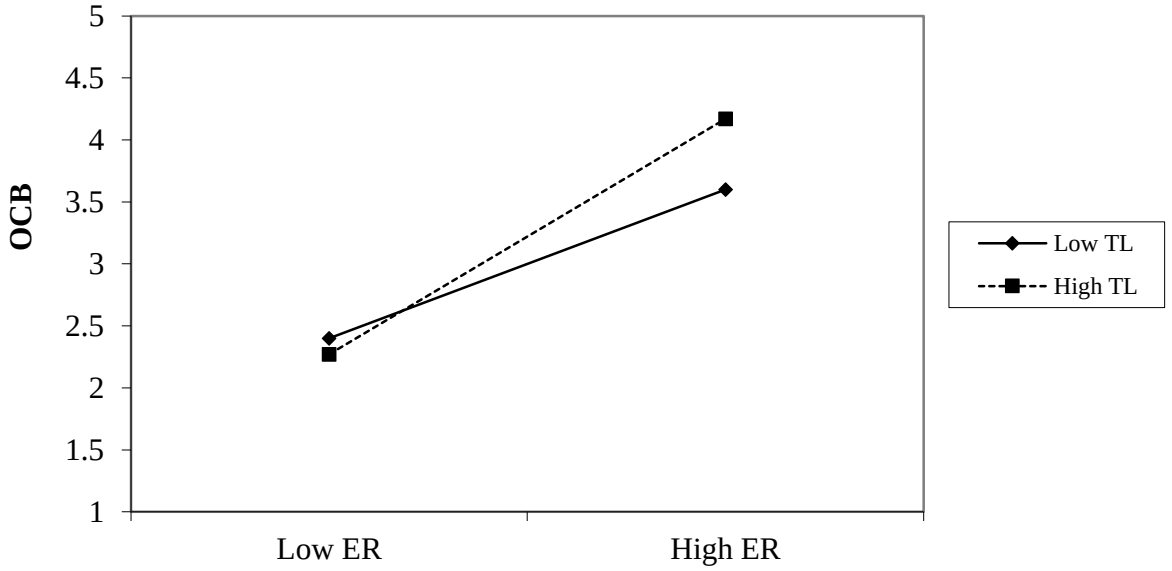
To test Hypothesis 8 which asserts that Perceptions of Transformational Leadership significantly moderates the positive relationship between Employee Resilience and Organizational Citizenship Behavior. Results are given in Table 20 thus as expected Perceptions of Transformational Leadership significantly moderates the positive relationship between Employee Resilience and Organizational Citizenship Behavior ($\beta = 0.22$ $p < 0.01$).This interaction was further probed by conducting a simple slopes analysis. As shown in Figure 6, for Perceptions of high levels of Transformational Leadership(+1 SD), the positive linkage between Employee Resilience and Organizational Citizenship Behavior is strong ($\beta = 0.83$, $p < 0.01$) but for Perceptions of low levels of Transformational leadership(-1 SD), this link is weak ($\beta = 0.39$, $p < .01$). Hence H8 is supported.

Table 20: Moderating effect of Perceptions of Transformational Leadership

Moderating Effects	Estimate (SE)	P value	95% CI	Hypothesis Supported/Not supported
ER* TL → OCB (H8)	0.22**(0.06)	0.00	(0.11, 0.33)	H8 Supported
-1SD above the mean (TL)	0.39**(0.18)	0.03	(0.03, 0.75)	
+1SD above the mean (TL)	0.84**(0.19)	0.00	(0.45, 1.23)	

Notes: CI = confidence interval, ** p < 0.01, * p < 0.05.OCB= Organizational Citizenship Behavior, TR= Team Resilience, ER=Employee Resilience, TL=Transformational Leadership

Figure:6 Moderating effect of Perceptions of Transformational Leadership



CHAPTER V
DISCUSSION OF RESULTS

5.1 Overview of the Study

In today's competitive world, where organizations are striving hard to achieve their goals, they expect that their employees in pursuit of the organizational goals not only perform their formal job duties but demonstrate Organizational Citizenship Behaviors as well (Podsakoff et al., 2000). Due to the positive organizational outcomes of Organizational Citizenship Behaviors such as increased Organizational Effectiveness (Kumari & Thapliyal, 2017) high levels of Organizational Performance (Purnama, 2013)and Customer Satisfaction (Podsakoff et al.,2009; Podsakoff et al.,2014)etc there has been a growing interest among researchers and practitioners to explore the antecedents of Organizational Citizenship Behaviors (Dekas et al., 2013). Previous researchers(e.g.., Tourigny et al.,2019; Tran & Choi, 2019) have also laid great emphasis to identify multilevel determinants of Organizational Citizenship Behaviors.

With Contemporary organizational structures being increasingly embedded with work teams, now there is an increased importance of team contexts to understand and investigate employee level phenomena (Kozlowski & Bell, 2012). Today teams are an important proximal context for employees who become part of these teams (Kozlowski & Bell, 2012) to determine the attitudes and behaviors of these employees (Mathieu et al., 2000). The context of team is seen to be quite useful to analyze the role of team capabilities, states and processes in shaping employees' attitudes and behaviors (Ko et al.,2018; Son & Ham, 2020) thus Team Resilience- a shared psychological resource has been used in this study to examine its direct and indirect effects on Organizational Citizenship Behaviors.

This research has analyzed multilevel mechanisms which could become motivational forces for individuals to demonstrate Organizational Citizenship Behaviors. Thus this multilevel study not only aims to find the direct impact of Team Resilience(Level 2) on Organizational Citizenship Behavior (Level 1), but also the indirect impacts of Team Resilience on Organizational Citizenship Behavior through Team Cohesion(Level 2) and also through Employee Resilience (Level 1). Further an attempt has also been made to explore that whether a positive contextual factor- employees' perceptions of Transformational Leadership could strengthen the positive relationship between Employee Resilience and Organizational Citizenship Behavior or not.

Since previous research has consistently supported positive outcomes of Transformational leadership not just for employees(Bottomley et al.,2016; Steinmann et al., 2018) but also for teams(Chou et al.,2013) and organizations (García-Morales et al.,2008; Orabi, 2016) thus the mix of this positive contextual factor with positive personal resource- Employee Resilience is bound to become a strong motivational force for employees to demonstrate Organizational Citizenship Behaviors to a great extent.

5.2 Comparison of the study's results with previous results

A comparison of this study's results with previous findings has been presented in Table 21. Most of the relationships analyzed in this study are not empirically tested earlier. As to my knowledge, the relationship between Team Resilience and Team Cohesion has only been empirically tested by West et al., (2009) while other researchers(e.g.,Meneghel et al.,2016a)have studied Team Cohesion as an antecedent rather than an outcome of Team Resilience. Our study found a significant positive relationship between Team Resilience and Team Cohesion which supports the finding of West et al., (2009) that there is a significant positive relationship between Team Resilience and Team Cohesion.

Our study found an insignificant relationship between Team Cohesion and Organizational Citizenship Behavior which contradicts the finding of Kidwell et al.(1997); Ng & Van Dyne (2005) and Njoki (2018) that there is a significant positive relationship between Team Cohesion and Organizational Citizenship Behavior. Similarly results showed a significant positive relationship between Employee Resilience and Organizational Citizenship Behavior and this finding is consistent with the finding of Jung & Yoon (2015);Nafei (2015); Paul et al.(2016); Cintantya & Salendu (2017) and Paul et al.(2019) since a significant positive relationship between Employee Resilience and Organizational Citizenship Behavior has been observed in these studies.

Table 21: Comparison of the study's results with previous findings

Hypothesized Relationships	Author & year of previous studies	Results of previous studies	Results of this study
Team Resilience → Organizational Citizenship Behavior	**NOT INVESTIGATED**		Supported
Team Resilience → Team Cohesion	West et al., (2009)	Supported	Supported
Team Cohesion → Organizational Citizenship Behavior	Ng & Van Dyne (2005);Njoki (2018)	Supported	Not Supported
Team Resilience → Employee Resilience	**NOT INVESTIGATED**		Supported
Employee Resilience → Organizational Citizenship Behavior	Jung & Yoon (2015);Nafei (2015); Paul et al.(2016); Cintantya&Salendu (2017); Paul et al.(2019)	Supported	Supported
Team Resilience → Team Cohesion → Organizational Citizenship Behavior	**NOT INVESTIGATED**		Not Supported
Team Resilience → Employee Resilience → Organizational Citizenship Behavior	**NOT INVESTIGATED**		Supported
Employee Resilience *Perceptions of Transformational Leadership → Organizational Citizenship Behavior	**NOT INVESTIGATED**		Supported

5.3 Insights gained from the study

Important insights gained from testing the hypothesized relationships of this study are given as follows:

5:3:1 Team Resilience and Organizational Citizenship Behavior

As to my knowledge, the direct relationship between Team Resilience and Organizational Citizenship behavior has not been empirically tested earlier but since through this study a significant positive relationship between Team Resilience and Organizational Citizenship Behavior has been explored so this positive link between Team Resilience and Organizational Citizenship behavior would add to the outcomes of Team Resilience at Employee level that have been empirically tested so far.

In this study, Team Resilience has been identified as an important antecedent of Organizational Citizenship behavior. Members of resilient teams are more inclined towards demonstrating extra role behaviors such as working extra hours, helping co-workers complete their assignments/tasks with no interest to gain recognition or material rewards etc. It is due to the reason that a resilient team has a positive team affect(Algoe& Fredrickson, 2011) which regulates and intensifies individual emotional responses (Parkinson et al.,2005), facilitate their broader "thought-action repertoires", generate novel thoughts among these employees and build their motivation to demonstrate extra-role behaviors. According to Ng & Feldman (2011); Lee & Allen (2002), the extra role, "above and beyond" nature of OCBs are more influenced by "positive affect and emotions rather than by obligations" as a result of which employees with positive emotions have a great potential to exhibit Organizational Citizenship behaviors.

Though the direct effect of Team Resilience on Organizational Citizenship Behavior is found to be significant but the indirect effect of Team Resilience on Organizational Citizenship Behavior through Team Cohesion comes out to be insignificant.

5:3:2 Team Resilience, Employee Resilience, Perceptions of Transformational Leadership and Organizational Citizenship Behavior

This study supports a significant positive relationship between Team Resilience and Employee Resilience which shows that a resilient team leads to resilient employees. The rationale for the positive relationship between Team and Employee Resilience is that the positive emotions experienced by a resilient team trigger positive emotions among individual team members which facilitate their thought processes, build/enhance their problem solving skills which further build the psychological resource-Resilience of these individual team members to "bounce back" from adversity. In addition to the role of positive team affect/emotions of a resilient team in building the capacity of individual team members to deal with adversity, shared social identity also facilitates Team Resilience to become an important resource for Employee Resilience. A resilient team has a strong shared identity due to which team members support each other which reduces individual team members stress levels during adverse events and enhances the capacity of these individual team members to individually cope with adversity (Van Dick et al., 2018).

Not only the relationship between Team Resilience and Employee Resilience is seen to be significant but the relationship between Employee Resilience and Organizational Citizenship Behavior is also found out to be significant. The relationship between Employee Resilience and Organizational Citizenship Behavior has already been investigated and there is enough empirical

evidence to support the positive relationship between the two. A significant positive impact of Team Resilience on Employee Resilience and of Employee Resilience on Organizational Citizenship Behavior further led to a significant mediating role of Employee Resilience to determine the relationship between Team Resilience and Organizational Citizenship Behavior.

Since there is already an empirically tested well defined positive relationship between Employee Resilience and Organizational Citizenship Behavior, Perceptions of Transformational Leadership as a positive contextual factor was used to strengthen the positive relationship between Employee Resilience and Organizational Citizenship Behavior. A significant moderating role of Perceptions of Transformational Leadership to determine the strength of the positive relationship between Employee Resilience and Organizational Citizenship Behavior has been observed. This implies that since a transformational become instrumental in making employees identify with the organization to an extent that they feel that their norms and goals align with the norms/goals of the organization so this ultimately leads to results beyond expectations. Therefore under perceptions of high levels of transformational leadership, resilient employees have high levels of Organizational Identification which is shown in the form of strong motivation to demonstrate Organizational Citizenship Behaviors. While under perceptions of low levels of transformational leadership, resilient employees have low levels of Organizational Identification which is seen in the form of low motivation to perform beyond expectations.

CHAPTER VI

CONCLUSION

6.1 Summary of findings

Due to the challenges from internal/external environments, the importance of "extra-role behaviors" for organizations to bridge the gaps between employee performance requirements and the ones demanded by the changing business environment is increasing (Gong et al.,2018). Previous researchers(e.g., Shin et al.,2016; Tourigny et al.,2019; Tran & Choi, 2019) have laid great emphasis to identify multilevel determinants and outcomes of Employee OCB**.** Thus our study has analyzed multilevel (employee and team level) mechanisms through which Team resilience is linked to important employee level outcome- Organizational Citizenship Behaviors. Both the direct and indirect effects of Team Resilience on Organizational Citizenship Behavior through the intervening mechanisms of 1)Team Cohesion 2) Employee Resilience have been investigated. Further the moderating role of Employees' Perceptions of Transformational Leadership to determine the strength of the link between Employee resilience and Organizational Citizenship Behavior has been analyzed.

"Convenience Sampling" helped to study the sample of 483 employees nested in 74 teams from firms working for Banking and FMCG industries. Data was collected through self-administered paper and pencil survey and web based survey. Multilevel Structural Equation Modeling(MSEM) was used in Mplus 7.11 (Muthen & Muthen, 1998–2015) to analyze data. A significant direct effect of Team Resilience on Organizational Citizenship Behavior was identified. Results of 2-2-1 Mediation showed that Team Cohesion is not a significant mediator to determine the indirect effect of Team Resilience on Organizational Citizenship Behavior while results of 2-1-1 highlighted

significant mediating role of Employee Resilience to determine the indirect impact of Team Resilience on Organizational Citizenship Behavior. Simple Moderation analysis also helped to find out the significant moderating role of Perceptions of Transformational Leadership to strengthen the positive relationship between Employee Resilience and Organizational Citizenship Behavior.

The already empirically tested well established positive relationship between Employee Resilience and Organizational Citizenship Behavior was supported in this study. Further the moderating role of Perceptions of Transformational Leadership to strengthen the positive relationship between Employee Resilience and Organizational Citizenship Behavior was found to be significant. This finding supported the idea that the amalgamation of positive individual psychological resource- Employee Resilience and positive contextual factor- Transformational Leadership could become a great motivational force for employees to demonstrate Organizational Citizenship behaviors to benefit individuals suppose helping co-workers complete their work etc and also those Organizational Citizenship Behaviors that benefit the organization suppose working extra hours, avoiding extra breaks etc.

6.2 Contribution of the research

Previous researchers(e.g., Shin et al.,2016; Tourigny et al.,2019;Hartmann et al.,2020; Talat & Riaz, 2020) have not only laid great emphasis to identify multilevel determinants and outcomes of Employee OCB but have also greatly stressed on the need for studying the antecedents and outcomes of Team Resilience at multiple levels. This study has made significant theoretical contribution by addressing these gaps well in such a way that multilevel antecedents of Organizational Citizenship Behavior and multilevel outcomes of Team Resilience have been

examined together. By taking Team Resilience as an antecedent of Organizational Citizenship Behavior not only its direct effect on Organizational Citizenship Behavior has been explored but also its indirect effects on Organizational Citizenship Behavior through the intervening mechanisms of Team Cohesion(team level construct) and Employee Resilience(Employee level construct) have been identified.

Further the already empirically well supported positive relationship between Employee Resilience and OCB has been analyzed with a new perspective by incorporating the moderating role of Perceptions of Transformational Leadership to infuse more energy into the existing relationship between Employee Resilience and OCB.

6.3 Theoretical Implications

The present study has significant implications for theory as it has contributed to the understanding of multilevel determinants of Organizational Citizenship Behavior and outcomes of Team Resilience. Both the direct and indirect effects of Team Resilience on Organizational Citizenship Behaviors through the intervening mechanisms of Team Cohesion(Team level construct) and Employee Resilience(Employee level construct) have broaden the understanding of both Organizational Citizenship Behavior and Team Resilience. Further Perceptions of Transformational Leadership analyzed as the antecedent of Employee Resilience in earlier research(e.g., Harland et al., 2005) has been analyzed with a new perspective and that is to determine the strength of the positive relationship between Employee Resilience and Organizational Citizenship Behavior.

6.4 Managerial Implications

Our study provides some useful suggestions for practice. Some suggestions to build/enhance Organizational Citizenship behavior among employees include: Firstly our study suggests that Team Resilience has a direct impact on OCB thus organizations can use ways to build/enhance Resilience among teams to develop motivation among employees to demonstrate extra role behaviors. Secondly our findings suggest that Team Resilience has an indirect effect on OCB through Employee Resilience thus organizations need to see that how Resilience among teams can be developed which would not only help them to motivate employees to demonstrate Organizational Citizenship Behaviors but would also develop capacity of employees to effectively cope with adversity further inclining these employees to demonstrate Organizational Citizenship Behaviors.

Thirdly our study suggests that the amalgamation of Employee Resilience and Perceptions of Transformational Leadership can make the positive effect of Employee Resilience on Organizational Citizenship Behavior more stronger. Thus organizations need to understand this role of Perceptions of Transformational Leadership to infuse new energy to the relationship between Employee Resilience and OCB. They need to ensure that supervisors have the characteristics of transformational leaders so that resilient employees could hold high levels of transformational leadership which would result in increased tendency of these employees to demonstrate Organizational Citizenship Behavior.

6.5 Future Directions

More multilevel studies need to be conducted to explore the multilevel antecedents of OCB and multilevel outcomes of Team Resilience. Further other employee and team level constructs can be used as intervening mechanisms to determine the indirect effect of Team Resilience on Organizational Citizenship Behavior. For example Team Trust and Team Identity can be used as other team level mediator variables to determine the indirect effects of Team Resilience and Organizational Citizenship Behavior. While among employee level variables, Organizational Identification and Organizational Commitment can be used as other employee level mediator variables to determine the indirect effects of Team Resilience and Organizational Citizenship Behavior.

Future researchers can use Moderated Mediation to explore the boundary conditions of the indirect effect of Team Resilience on Organizational Citizenship Behavior through Employee Resilience. Suppose employee Gender and employee team tenure can be used as moderator variables to not only determine the strength of the relationship between Employee Resilience and Organizational Citizenship Behavior but also to determine the strength of the indirect effect of Team Resilience on OCB through Employee Resilience.

6. 6 Limitations of the study

Some of the methodological limitations of the study include: firstly because of the "Cross Sectional" design of the study according to which data will be collected at "one point in time", the causal inference between the constructs will not be facilitated as a result of which this study will be limited in its ability to provide evidence of causal links between the study constructs. This limitation has been addressed by using theoretical backing for the causal link between study

constructs in Chapter II but future research could use a “Longitudinal” Design to establish more conclusive findings about the direction of causality. Secondly the collection of data in the collectivist culture of Pakistan may limit generalizability since whether the findings of this study could be applied to individualistic cultures would be questionable. Future studies may take a cross-cultural perspective in examining the direct/indirect effects of Team Resilience on OCB.

Thirdly the use of self-report data for this study may lead to “Common Method Bias” -variance in data caused due to the way in which a construct is measured (Podsakoff et al., 2003). “Common method bias” triggers due to the inclination of respondents towards giving socially desirable responses and their reluctance to share actual responses (Ardura & Artola, 2020).This problem inflates the observed relationships thus resulting in misleading conclusions. For this study, “Common Method Bias” is reduced by following the suggestion of Podsakoff et al.(2003) according to which this guarantee is given to the participants that their responses will be kept confidential.

Fourthly responses of team level constructs- Team Cohesion and Team Resilience were collected at employee level due to which employee responses of both Team Cohesion and Team Resilience were aggregated to the team level though data for these two constructs should have been collected from the supervisors of the teams studied. Thus future researchers must collect data of team level constructs from supervisors of teams rather than collecting data of these constructs from team members to avoid the process of conducting aggregation tests and further aggregating these responses to team level.

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APPENDIX

Survey Questionnaire

Dear Participant,

Thank you for being part of this survey. I am conducting this research as part of my thesis requirement for MPhil in Business Administration from Lahore School of Economics. Your information and all responses to the above statements will be kept confidential. Please select only one option that seems most appropriate to you out of the set of options given for the statements above. Your genuine responses will be highly appreciated

Demographic variables

1) Please specify your approximate age _____ (e.g. _____35_____ years)

2) Please select your gender: Male or Female

3) Can you please specify your approximate monthly income(e.g. 60,000)

4) Please tell us approximately for how many years you are working with the present employer _____ (e.g. 5yrs)

5) Can you please specify the duration of your membership in the team you currently working in _____ (e.g. 1yr)

Organizational Citizenship Behavior (Podsakoff et al.,1990) 24 items	**Strongly Disagree**	**Disagree**	**Somewhat Disagree**	**Neutral**	**Somewhat Agree**	**Agree**	**Strongly Agree**
Altruism							
1. I help other employees who have heavy workloads							
2. I help orient new employees even though it is not required			\				
3. I willingly help my colleagues who have work related problems							
4. I am always ready to lend a helping hand to those around me							
5. I help my colleagues who have been absent from work							
Conscientiousness							
1. My attendance at work is above the norm							
2. I obey my company's rules and regulations even when none is watching							
3. I do not take extra breaks							
4. I am one of the most conscientiousness employee in this organization							
5. I believe in giving an honest day's work for an honest day's pay							
Sportsmanship							
1. I consume a lot of time complaining about trivial matters							
2. I always focus on what is wrong rather than focusing on the positive side							
3. I tend to make "mountains out of molehills"							

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
4. I always find fault with what my organization is doing							
5. I am the classic "squeaky wheel" that always need greasing							
Courtesy							
1. I take steps to prevent problems with other employees							
2. I am mindful of how my behavior affects other employees' jobs							
3. I do not abuse the rights of others							
4. I try to avoid creating problems for co-workers							
5. I do consider the impact of my actions on my colleagues							
Civic Virtue							
1. I attend meetings that are not mandatory, but are considered important							
2. I attend functions that are not required, but help the company image							
3. I keep myself well-informed of changes in the organization							
4. I read and keep up with the organization announcements, memos and so on							
Team Resilience(Luthens et al.,2007) 6 items							
1. My team usually manages difficulties one way or another at work							

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
2. My team can get through difficult times at work because it has experienced difficulty before							
3. When my team has a setback at work, it has trouble recovering from it, moving on							
4.My team can be "on its own", so to speak at work if it has to							
5. My team usually deals with stressful things at work with energy and confidence							
6. I feel my team can handle many things at a time at work							
Employee Resilience (Sinclair &Wallston, 2004) 4 items							
1. I look for creative ways to overcome difficult situations at work							
2. I can grow in positive ways by dealing with challenging situations							
3. I actively look for ways to overcome the challenges I encounter							
4. Regardless of what happens, I can control my reaction to it							
Team Cohesion (Carless & De Paola, 2000) 8 items							
Task Cohesion							
1. My team is united in trying to reach its goals for performance							
2. I am unhappy with my team's level of commitment to the task							
3. My team members have conflicting aspirations for the team's performance							
4. My team does not give me enough opportunities to improve my personal performance							

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Social Cohesion							
1. My team would like to spend time together outside of work hours							
2. Members of my team do not stick together outside of work time							
3. Members of my team would rather go out on their own than get together as a team							
4. My team members rarely party together							
Employees' Perceptions of Transformational leadership **(Rafferty& Griffin) 15 items**							
Vision							
1. My supervisor has a clear understanding of where we are going							
2. My supervisor has a clear sense of where he/she wants our unit to be in 5 years							
3. My supervisor has no idea where the organization is going							
Inspirational Communication							
1. My supervisor says things that make employees proud to be a part of this organization							
2. My supervisor says positive things about the work unit							
3. My supervisor encourages people to see changing environments as situations full of opportunities							
Intellectual Stimulation							

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.My supervisor challenges me to think about old problems in new ways							
2. My supervisor has ideas that have forced me to rethink some things that I have never questioned before							
3. My supervisor has challenged me to rethink some of my basic assumptions about my work							
Supportive Leadership							
1. My supervisor considers my personal feelings before acting							
2. My supervisor behaves in a manner which is thoughtful of my personal needs							
3. My supervisor sees that the interests of employees are given due consideration							
Personal Recognition							
1. My supervisor commends me when I do a better than average job							
2. My supervisor acknowledges improvement in my quality of work							
3. My supervisor personally compliments me when I do outstanding work							