

The Mediating Effect of Employees' Resilience on the Relationship between Personality Traits and Organizational Resilience in the Egyptian Travel Agencies

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Abstract

This study examines the influence of personality traits on organizational resilience, and how employee resilience mediates the relation between personality traits and organizational resilience. The data were collected from 342 employees in travel agencies category (A) in greater Cairo. Consequently, a structured questionnaire was designed and answered to study the relationship between the independent, mediating and dependent variables. Data were statistically analysed using structural equation modelling (SEM) via LISREL 8 to test the relationships hypothesized in the model, correlation analyses were first performed, after which the parameter estimates of the hypothesized constructs were calculated. A confirmatory factor analysis (CFA) was undertaken on the data obtained from the sample of travel agencies employees to verify the unidimensionality and reliability of the constructs. The results indicated that employees' resilience is significantly and positively associated with personality traits and organizational resilience. This study proposed that managers should include the effect of employees' resilience on the relationship between personality traits and organizational resilience in the tourism industry. Therefore, managers can develop and improve their product and service by applying and selecting employees who have some personality traits, such as: extroversion, openness, agreeableness, and conscientiousness which affect the employee's resilience and consequently the resilience of the travel agency.

Key words: Personality Traits, Employees' resilience, Organizational Resilience, Travel Agencies, Structural Equation Model.

1. Introduction

The resilience concept has been explained in different research fields, and this has led to increasing in conceptual and operational definitions (Herrman et al., 2011; Luthar, Cicchetti, & Becker, 2000). Early resilience research concentrates on an individual level or trait-like resilience, so they define it as “a personality characteristic that mitigates the unfavorable effects of strain and raises adaption” (Wagnild & Young, 1993, p.165). Even though research related to psychology, keep to add to the personal qualities comprehensive list that related to resilience, such as cheerfulness (Peterson, 2000) and self-determination (Schwartz, 2000), researchers have confirmed the vital role of other forces such as family, heritage, culture, and society (Cicchetti, 2010). Bonanno and Mancini (2008), suggested that the combination of these social characteristics supports or impedes the resilience of individuals through the abundance or lack of resources.

Significantly, current research supposes that an organization's ability to create resilience, and certainly to effectively administer crisis and transition, is broadly focused on its capability to benefit from, and successfully integrate, core practices and methods with employee achievements (Lengnick-Hall, Beck, & Lengnick-Hall, 2011; Shin, Taylor, & Seo, 2012). In general, personality traits, practices and organizational resources are considered key factors for developing employees' resilience (Shin, Taylor, & Seo, 2012), which in turn identifies organizational ability to attain challenges and, successfully, to build a competitive advantage. Therefore, to achieve organizational resilience, the factors that help to develop this capability need to be understood, which in turn requires determining the factors that enhance the personality traits, the employee's resilience, and consequently the resilience of the organization. In the business environment, the organization has to be more resilient. The definition of organizational resilience is an operation of an organization's awareness, management of the crisis, and adaptive capacity in a compound, active, and unified environment (McManus, et al., 2008). This requires effective management capable of coping with crises and threats in an unusual environment to achieve organizational objectives (Seville, et al., 2006). Youssef & Luthans, (2007) recommended that organizational resilience allows the organization to override slightly at the time of instability and adversity in order to benefit from the change and thrive.

The purpose of this study was to investigate the relationship between the personality traits, employees' resilience and organizational resilience among travel agencies employees in Egypt. To attain the aim of the study the paper proposes a theoretical model of resilience that travel agencies can apply to deal with resilience levels between their staff, and recognize fields contributing to the employees' development and organizational resilience.

2- Literature Review

2.1 Personality traits

Personality determines the interaction made of individuals and the environment and directly drives their behavior (Day & Silverman, 1989). It can be defined as the performance of individual behavior, explained by factors such as the control of emotional and psychological feelings, besides social skills to interact with others (Chen et al., 2011). The organization behavior researchers developed a personality model that consists of five fundamental factors called the 'Big Five' or personality traits (Costa and McCrae, 1992; John and Srivastava, 1999). It is considered the most known models in modern psychology to determine personal features. The big five traits are identified by specific features (Costa and Widiger, 1994). De Raad (2000) confirmed that the Big Five Personality traits have obtained significant importance, the five traits related to the Big Five, are extroversion, neuroticism, agreeableness, conscientiousness, and openness to experience. In other words, individuals with different personality traits adapt with work-related circumstances in different ways which positively affects the working environment (Jafari et al., 2013).

The relationship between personality traits and resilience has been examined in university student's population, consequently, a significant correlation has been found between neuroticism, extroversion, conscientiousness, and resilience (Campbell-Sills et al., 2006). Then, it has been recommended that personality traits and resilience can take part in adapting to workplace difficulty (Froutan , et al., 2018).

2.1.1 Extroversion

Extroversion refers to the traits of being talkative, assertive, energetic sociable, confident, active, hopeful, merry, and optimistic (Barrick& Mount, 1991). Such kind of persons, prefers groups, revels excitement and encouragement and experience positive personal effects such as power, enthusiastic, and excitement (Costa and McCrae, 1992; John and Srivastava, 1999).

2.1.2 Agreeableness

Agreeableness is the trait that is most concerned with social relationships (De Raad, 2000) and refers to the kinds of interactions a person prefers (Costa & Widiger, 1994). Pawlik-Kienlen (2007) mentioned that people who are highly agreeable are happy and easily accessible to them where they meet the wishes and needs of others and have strong social relationships. Moreover, a person who is less agreeable will be selfish, uncooperative, rude, and tend to satisfy his own desires (Edwards, 1998).

2.1.3 Conscientiousness

Conscientiousness refers to the motive to achieve something. Familiar characteristics have positive levels of care, control of desire and guiding behavior toward goals (De Raad, 2000). Pawlik-Kienlen (2007) confirmed that conscientiousness person is prearranged, disciplined, devoted and faithful, especially at work. However, the characteristics of the lesser individuals are negligence, lack of purpose and lack of trust (Edwards, 1998). Individuals who are motivated and determined, have the trend to be committed, show self-restraining, and seeking to achieve their goals. Furthermore, conscientiousness refers to specific motive control that supports task- and goal-directed behavior, like mind realization, following principles and rules, and managing, planning, and prioritizing responsibilities within society (John and Srivastava, 1999).

2.1.4 Neuroticism

Neuroticism characterizes the continuous level of emotional compatibility and volatility (Costa & Widiger, 1994). In addition, neuroticism includes imaginary ideas and undue cravings (Costa & Widiger, 1994). Persons who have high neuroticism trait have a propensity to emotional confusion, nervousness, depression, and irritability (Pawlik-Kienlen, 2007). Edwards (1998) supposed that they have a tendency to be anxious, unstable and nervous. A person who has less score on neuroticism will be impassively relaxed, quiet and secure, to measure the relationship between emotional compatibility or stability and emotional imbalance or neuroticism (Costa and McCrae, 1992). The individual who has the propensity to fear, nervousness, unhappiness, stress, irritation and feeling guilty scores a high level on neuroticism. Peoples who are scoreless on neuroticism are characterized by emotional stability (Costa and McCrae, 1992; John and Srivastava, 1999).

2.1.5 Openness to experience

Openness to experience includes striving hard and appreciating the value of experiences (Costa & Widiger, 1994). Openness to experience is also indicated to fantasy, or intelligence (Goldberg et al., 2006). A person who has high openness to experience has a propensity to be inquisitive, tries new and unusual experiences, has wide interests and is easily bored (Edwards, 1998). Pawlik-Kienlen (2007) also stated that they are adventurous, imaginative, enjoy the insight, and do not fear the risks. However, a person with a less score may be fanatic, conservative, realistic, and familiar and tend to be more practical (Edwards, 1998). Moreover, openness to experience is the propensity of the individual to be creative, responsive, innovative, taking into account the feelings of others, art lover, intellectually inquisitive, and sensitive to beauty (Costa and McCrae, 1992). These individuals are interested in entertainment, new thoughts, and innovative values (John and Srivastava, 1999).

2.2 Employee Resilience

Employee resilience is described as the ability of employees, facilitated and provided by the organization, to use resources positively to comply and cope with different working conditions. This definition includes Luthans' (2002) resilience description as a "capacity development" rather than a stable personality feature as proposed in previous literature (Wagnild & Young, 1993). Though our concept is comprehensive and exceeds the resilience definition of Luthans, that proposes that it is the individual recovery process of the original balance state. This definition focus on the modern view of resilience as a process in which persons not only deal and manage with change successfully but also learn from it and adjust accordingly to flourish in the new environment (Lengnick-Hall et al., 2011; Richardson, 2002; Baird et al., 2013). The growth of this ability means that employees can use previous experiences with change and difficulty to be more flexible and adaptable in the future. In general, individual resilience is largely a variable responsible for eliminating negative psychological factors, which enables employees to restore balance after crises and shocks (Bonanno, 2004; Shin et al., 2012; King & Rothstein, 2010; McLarnon & Rothstein, 2013; Moenkemeyer, Hoegl, & Weiss, 2012; Pipe et al., 2012; Youssef & Luthans, 2007). Though recently the individual resilience study has developed its scope from theoretical studies to apply in professional fields (Avey, Luthans, & Jensen, 2009; King & Rothstein, 2010; Lee, Sudom, & McCreary, 2011; Lengnick-Hall & Beck, 2011; Luthans, 2002), the recent literature overview reveals different conceptual and operational perspectives of the resilience construct (Linnenluecke, 2015). The present individual resilience describes mainly the construct as a comparatively stable behavior, depends on the efficiency of the individual, control, and agreeability (Lee et al., 2011; Wagnild & Young, 1993). Recent works have suggested that resilience include a more productive construct in organizational research whether described as an individual capacity that can be grown through relations between individuals or employees and their environment (Fletcher & Sarkar, 2013; Lengnick-Hall et al., 2011; Luthans & Avolio, 2003).

In spite of this, the current resilience measures seem to lag behind the evolution of theories and fail to apply the dynamic capacity elements of the resilience construct (McLarnon & Rothstein, 2013). Kuntz, Naswall & Malinen (2016), confirmed that employee resilience is the ability of employees, which has been facilitated and provided by the organization, to use resources positively to comply and cope with different working conditions. Employee resilience focus on three basic assumptions: First of all, employee resilience is part of an individual's resilience but is operationally different from the dispositional factors that enhance individual resilience. Secondly, employee resilience depends on behavior and includes learning, adaptation, and network. Finally, resilient behaviors can be grown and sustained within suitable organizational systems.

2.3 Organizational resilience

Resilience is necessary for businesses to react to disturbance and positively adjust to cope with difficult circumstances, leveraging opportunities and delivering sustainable performance improvement. Simply put, managers need to both 'insure' against bad events (Stephenson, 2010). Based on the definitions of organizational resilience, the resilience measurements focus on applying individual resilience rather than on the resources provided by the organization. Furthermore, organizational resilience is totally different from adaptation, lightness, suppleness, resourcefulness, rapidity improvement, redundancy and hardiness. Resilience is the ability of the organization to recover and develop from uncertainty and emergencies (Näswall et al., 2013).

Therefore, travel agency resilience is considered vital within the construct of organizational resilience as it differs from other industries (Hall, Prayag, and Amore 2018). For example, the tourism industry is very sensitive and complex to world trends, mainly throughout unexpected disasters. As well as it contains small and medium-sized enterprises (Orchiston 2013). These external factors, besides the serious reliance on inbound visitors and destination marketing organizations, leads to increased sudden shocks to the tourism industry (Orchiston and Higham 2016). However, organizational resilience should not be explained partly from business performance since there are external factors that tourism organizations have little control over (Chowdhury et al., 2018). XIAO and CAO (2017) defined organizational resilience as the organization's talent to reinstate to a stable situation and even creates a new ability in disrupting conditions. Notably, organizational resilience has the following features (XIAO and CAO, 2017):

- 1) Resilience is ability under sporadic, emerging internal and external environment. Organizational resilience is a significant ability in the organization's operating activities. However, when the environment changes to unmanageable and uncontrollable, organizational resilience may achieve the organization advantage.
- 2) Resilience highlighting on continuation, adaptation, bounce back and growth under the unstable situation. Organizational resilience depends on recovery capability after devastation rather than impedance to an unforeseen event.

The organization scores high resilience can determine appropriate and accurate new capacity to challenge a diversity of influential changes.

3) Organizational resilience is the concept that has multiple levels and concerning organizational resources, procedures, and operation. Resilience is based on the relations between different levels such as individuals, groups, and organizations. Meantime, resilience is an approach influenced by resources and procedure of the organization.

3. Methodology

This study examines the influence of personality traits on organizational resilience, and how employee resilience mediates the relation between personality traits and organizational resilience. According to the previous studies showed in this article a conceptual model is presented as shown in Figure (1).

3.1 Conceptual Model

A conceptual model incorporating three constructs and their interrelationships was presented. It was hypothesized that:

(H1): There is significant relationship between personality traits and employees' resilience.

(H2): There is significant relationship between employees' resilience and organizational resilience.

(H3): There is significant relationship between personality traits and organizational resilience.

(H4): Employee resilience mediates the relationship between personality traits and organizational resilience.

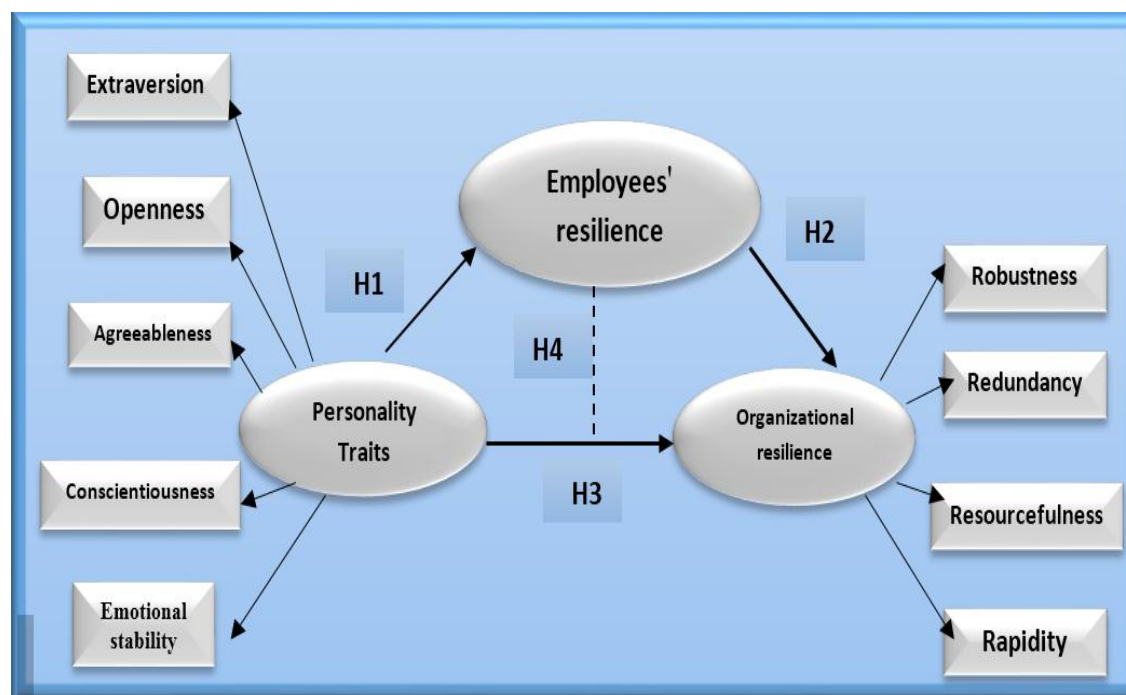


Figure (1): The study theoretical model

3.2 Sample and procedures

The data were collected from 342 employees in travel agencies category (A) in the greater Cairo, to study the relationship between the independent, mediating and dependent variables, a well-structured questionnaire was designed. This questionnaire is made up of four sections personal data, personality traits, employees' resilience and organizational resilience. To reduce possible desirability bias, we promised that we would keep all individual responses completely confidential and confirmed that our analyses would be restricted to an aggregate level that would prevent the identification of any organization (travel agency). The questionnaire items were written in clear language, and then a pre-test was performed on 12 members working at travel agencies, and four professors specializing in tourism. Following this pre-test, the wording of some items was refined for the subsequent formal survey.

3.3 Measurement

Scales are important in designing a survey instrument in management research. As no single measure can exactly capture behavior, researchers usually associate two or more measures into a scale to measure each variable. So, developing new scales is a complex task, wherever possible we used pretested scales from past empirical studies to ensure their validity and reliability. Respondents were asked to state their degree of agreement towards statement in the questionnaire using the 5-Point Likert scale (1 = strongly disagree to 5 = strongly agree). A confirmatory factor analysis (CFA) was undertaken on the data obtained from the sample of travel agencies employees to verify the unidimensionality and reliability of the constructs subscales and demonstrate convergent, discriminate, and predictive validity of measure for each construct. As in a CFA, various indices can be used to evaluate whether the model fits the data. Fit is conventionally evaluated for statistical significance, where a nonsignificant chi-square indicates a good fit.

The LISREL 8.80 program was used to test the theoretical model. Fig. 1 shows the basis of the model proposed, together with the hypotheses to be tested. We used Structural Equation Model (SEM). Through the flexible interplay between theory and data, this structural equation model approach bridges theoretical and empirical knowledge to allow a better understanding of the real world. Such analysis allows for modelling based on both latent and observed variables. Further, structural equation modelling considers errors in measurement, variables with multiple indicators, and multiple-group comparisons.

SEM is a multivariate statistical method that combines the techniques of factor analysis, path analysis, and econometric modelling originally developed by Jöreskog (1973). SEM can be regarded as an extension of CFA. In CFA, the interest is on the relationships between the measurement items and underlying factors (or dimensions) in a prespecified factor structure for the construct of interest. In SEM, the interest is in the relationships among several constructs, considering their prespecified measurement structure. It is therefore suggested that CFA should be conducted to determine the appropriateness of measurement models prior to SEM (Bollen, 1989).

SEM is a general data analysis technique that allows researchers to examine nomological networks among the constructs of interest while considering measurement errors (i.e., pure relationships among theoretical constructs). The following section outlines the measurement scales for each of the five constructs tested in this study.

3.3.1 Personality Traits

The used scale for measuring the personality traits was adapted from that developed by Barbaranelli et al. (2003), this scale based on the five major dimensions of personality traits (Costa & McCrae, 1992). One set of items assessed Energy/Extroversion which refers to aspects such as activity, enthusiasm, assertiveness, and self-confidence (e.g. “I like to joke”, “I easily make friends”). The second set of items assessed Agreeableness, or concern and sensitivity towards others and their needs (e.g. “If someone commits an injustice on me, I forgive her/him”, “I trust in others”). Conscientiousness items assessed dependability, orderliness, precision, and the fulfilling of commitments (e.g. “I like to keep all my things in a great order”). The fourth set of items assessed neuroticism, or feelings of anxiety, depression, discontent, and anger (e.g. “I easily get angry”, “I am sad”). Finally, Intellect/Openness items assessed fantasy/creativity, and interest in other people (e.g. “I am able to create new games and entertainments”, “I would like very much to travel and to know the habits of other countries”).

A confirmatory factor analysis was developed to validate our scales ($\chi^2 = .608$, normed fit index (NFI) = 0.94, goodness of fit index (GFI) = 0.93, comparative fit index (CFI) = 0.97, incremental fit index (IFI) = 0.95) and showed that the Likert-type 5-point scale (1) totally disagree” and 5 “totally agree”) of items shown in table (1) was unidimensional and had high reliability ($\alpha = 0.884$). Item loadings were as proposed and were significant ($p < 0.001$), showing evidence of convergent validity.

Table (1): Measurement of personality traits Construct

The Big Five Personality Traits	
1.Extroversion	1-I like to meet with other people;
	2-I like to compete with others;
	3-I like to move and to do a great deal of activity;
	4-I like to be with others;
	5-I can easily say to others what I think;
	6-I say what I think;
	7-I do something not to get bored;
	8-I like to talk with others;
	9-I am able to convince someone of what I think;
	10-When I speak, the others listen to me and do what I say;
	11-I like to joke;
	12-I easily make friends;
	13-I am happy and lively.

2.Agreeableness	1-I share my things with other people;
	2-I behave correctly and honestly with others;
	3-I understand when others need my help;
	4-I like to give gifts;
	5-If someone commits an injustice to me, I forgive her/him;
	6-I treat my peers with affection;
	7-I behave with others with great kindness;
	8-I trust in others;
	9-I treat kindly also persons who I dislike;
	10-I think other people are good and honest;
	11-I let other people use my things.
3.Conscientiousness	1-I do my job without carelessness and inattention;
	2-I work hard and with pleasure;
	3-I engage myself in the things I do;
	4-During work time I am concentrated on the things I do;
	5-I respect the rules and the order;
	6-When I start to do something, I have to finish it at all costs;
	7-I like to keep all my things in a great order;
	8-It is unlikely that I divert my attention;
	9-I do my own duty.
4.Emotional Instability	1-I get nervous for silly things;
	2-I am in a bad mood;
	3-I argue with others with excitement;
	4-I easily get angry;
	5-I quarrel with others;
	6-I easily get offended;
	7-I am sad;
	8-If I want to do something, I am not capable of waiting and I have to do it immediately;
	9-I am not patient;
	10-I easily lose my calm;
	11-I do things with agitation;
	12-I worry about silly things.
5.Intellect/ Openness	1-I know many things;
	2-I have a great deal of fantasy;
	3-I like to read books;
	4-I like scientific TV shows;
	5-I like to watch TV news, and to know what happens in the world;
	6-I am able to create new games and entertainments;
	7-I am able to solve mathematics problems;
	8-I like to know and to learn new things;
	9-I would like very much to travel and to know the habits of other countries;
	10-I understand immediately;

3.3.2 Employee's Resilience

The resilience Scale-Short Form developed by Wagnild (2009) was used to administer the travel agencies employee's resilience, the scale is consists of 14 items, an established scale measuring individual resilience capacity. The items in this short form scale were retained from the 25-item resilience scale that was developed by Wagnild and Young (1993). The items shown in table 2 were scored using a 5-point scale from strongly disagree to strongly agree.

Table (2): Measurement of travel agencies employees' resilience

Employee's Resilience
I usually manage one way or another.
I feel proud that I have accomplished things in life.
I usually take things in stride.
I am friends with myself.
I feel that I can handle many things at a time.
I am determined.
I can get through difficult times because I've experienced difficulty before.
I have self-discipline.
I keep interested in things.
I can usually find something to laugh about.
My belief in myself gets me through hard times.
In an emergency, I'm someone people can generally rely on.
My life has meaning.
When I'm in a difficult situation, I can usually find my way out of it

A confirmatory factor analysis was developed to validate our scales ($\chi^2 = .740$, normed fit index (NFI) = 0.95, goodness of fit index (GFI) = 0.92, comparative fit index (CFI) = 0.93, incremental fit index (IFI) = 0.93) and showed that the Likert-type 5-point scale 1 "totally disagree" and 5 "totally agree" of items shown in the table (4) was unidimensional and had high reliability ($\alpha = 0.891$). The reliability estimates can be considered acceptable according to Nunnally and Bernstein (1994). Item loadings were as proposed and were significant ($p < 0.001$), showing evidence of convergent validity.

3.3.3 Organizational Resilience

To accomplish the study aim, the organizational resilience was measured using four dimensions 21 items scale developed by Wicker and Cuskelly (2013). Items shown in Table 3 were generated based on the operational definition for each dimension provided by Bruneau et al. (2003). A total of five items were developed for robustness, redundancy, and rapidity, along with six items for resourcefulness. The items were measured on five-point Likert scales (from 1=not at all like our travel agency to 5=very much like our travel agency).

Table (3) Measurements of Organizational resilience construct

Organizational resilience	
Robustness	cope with the impact of unexpected incidents
	withstand external pressures
	cope with challenges
	withstand stress without losing focus
	continue to deliver its services during unexpected events
Redundancy	use other facilities when its own facilities cannot be used
	re-allocate resources within the club
	substitute volunteers across positions
	substitute equipment when its own equipment cannot be used
	employ alternative options to sustain operations during unexpected events
Resourcefulness	prioritize tasks during unexpected events
	generate revenue from multiple sources
	mobilize resources during unexpected events
	employ sufficient back up resources to sustain operations during unexpected events
	identify problems during unexpected events
	acquire support from other organizations when needed
Rapidity	achieve goals in a timely manner
	adapt quickly to changing circumstances
	meet priorities in a timely manner
	restore services quickly during unexpected events
	respond quickly to disruptive events

A confirmatory factor analysis was developed to validate our scales ($\chi^2 = .803$, normed fit index (NFI) = 0.94, goodness of fit index (GFI) = 0.93, comparative fit index (CFI) = 0.91, incremental fit index (IFI) = 0.91) and showed that the Likert-type 5-point scale (1) totally disagree” and 5 “totally agree”) of items shown in the table (5) was unidimensional and the reliability test revealed high-reliability scores for the overall resilience construct ($\alpha = .944$) and for the dimensions robustness ($\alpha = .868$) redundancy ($\alpha = .767$), resourcefulness ($\alpha = .803$) and rapidity ($\alpha = .860$). The reliability estimates can be considered acceptable given the suggested threshold of .7 (Nunnally & Bernstein, 1994). Item loadings were as proposed and were significant ($p < 0.001$), showing evidence of convergent validity.

4. Results and Discussion

A sample of (342) travel agencies employees was employed. The structure of the sample by gender was (61%) males and (39%) females, and by age, (35.3%) of the respondents were aged from 35 to 45; (52.8%) from 46 to 50, and (13.9%) above 50. The majority of participants (92%) have a college/university degree.

Table (4) Descriptive statistics and correlation

	Mean	Std. Deviation	1	1.1	1.2	1.3	1.4	1.5	2	3	3.1	3.2	3.3	3.4
1. Personality traits	3.58	.863	1											
1.1 Extroversion	3.6	.8155	0.43*	1										
1.2 Agreeableness	3.7	1.028	0.38*	0.75*	1									
1.3 Conscientiousness	4.5	.857	0.65*	0.86*	0.63*	1								
1.4 Neuroticism	2.3	.6917	0.39-*	0.33-*	0.34-*	0.08*	1							
1.5 Openness	4.1	.860	0.35*	0.43*	0.50*	0.40*	0.75*	1						
2. Employees' resilience	3.3	.675	0.53*	0.41*	0.61*	0.33*	0.31-*	0.56*	1					
3. Organizational resilience	4.0	.532	0.27*	0.18*	0.07	0.26*	0.16*	0.20*	0.38*	1				
3.1 Robustness	4.0	.875	0.38*	0.20*	0.13	0.07	0.07	0.11*	0.49*	0.52*	1			
3.2 Redundancy	4.3	.555	0.30*	0.06	.21*	0.08	0.19*	0.16*	0.25*	0.43*	0.32*	1		
3.3 Rapidity	3.7	.761	0.07	0.16*	0.31*	0.21*	0.12*	0.28*	0.31*	0.55*	0.43*	0.48*	1	
3.4 Resourcefulness	3.9	.860	0.46*	0.18*	0.22*	0.23*	0.22*	0.27*	0.23*	0.61*	0.39*	0.56*	0.76*	1

The scales used in this study have undergone several analyses before being used for model testing. This study first conducts description statistics and assesses the construct measures reliability. Regarding reliability, this study utilized the coefficient developed by L. J. Cronbach and following the determination norms addressed by Cronbach (1951). Values exceeding (0.70) indicate high credibility, those between (.35) and (.70) indicate middle credibility, and those lower than (.35) indicate low credibility. Table (4) lists description statistics and reliability for each measurement and correlations among measures

The model presented in figure 1 is tested using structural equation modelling (SEM) via LISREL 8. To test the relationships hypothesized in the model, correlation analyses were first performed, after which the parameter estimates of the hypothesized constructs were calculated as shown in table (4). The correlation test supports the study hypotheses. Employees resilience is significantly and positively associated with personality traits ($r = .43, p < .01$) and organizational resilience ($r = .19, p < .05$). Fit indices provided by LISREL 8 indicate that the model had an acceptable fit. Chi-Square was 0.959 with 132degrees of freedom ($p < .001$). CFI = .921, IFI = .929, TLI = .920 and a root mean square error of approximation (RMSEA) = .063 Values of CFI, IFI, and TLI ranged from 0 to 1 with a value close to 1.00 indicating good fit (Byrne, 2010). RMSEA should be less than .10; however, ideally, it should be between .04 and .08

H1: posited that the variable of personality traits is related to employees' resilience in travel agencies, and the parameter estimate from personality traits to employees' resilience is statistically significant and positive ($\gamma = 0.53$, $t = 2.02$, $p < .05$). The analytical results reveal a positive association between all personality traits dimensions and employees resilience except the dimension of neuroticism that indicate a significant negative relationship with the employees resilience ($\gamma = 0.31$ -, $t = 3.02$, $p < .05$), this result give an implication for the travel agencies managers and owners in selecting employees with personality traits such as extroversion, openness, agreeableness and conscientiousness and avoid the persons with neuroticism. This result agrees with what was stated by Shin et al., (2012), as they confirmed that personality traits are considered key factors for developing employees' resilience.

H2: predicted that there is a significant relationship between employees' resilience and organizational resilience, and the parameter estimate from personal traits to innovation is statistically significant and positive ($\gamma = 0.38$, $t = 3.26$, $p < .01$). This result is consistent with what stated by Shin et al., (2012) who identify that the employee's resilience helps organizational ability to beat challenges successfully, and build the organization competitive advantage.

H3: predicts that there is a significant relationship between personality traits and organizational resilience and the parameter estimate from innovation to performances statistically significant and positive ($\gamma = .0.52$, $t = 6.74$, $p < .01$). For this practitioner-scholar, finding a set of specific personality traits that promise to contribute to the construction of the organizational resilience and producing a scale for their assessment has been extremely satisfying.

H4: posited that employee resilience mediates the relationship between personality traits and organizational resilience. This study estimates the mediating effects through SEM as suggested by Baron and Kenny (1986) and Williams et al. (2003), to respectively take competitive models to fulfil the following four conditions:

- (1) the First condition) The relationship between the independent variable (personality traits) and the mediating variables (employees resilience) needs to be significant;
- (2) Second condition the relationship between the independent variable (personality traits) and the dependent variable (organizational resilience) needs to be significant;
- (3) Third condition the relationship between the mediating variable (employees resilience) and the dependent variable (organizational resilience) needs to be significant;
- (4) Fourth condition simultaneously, the independent variable (Personality traits) with the mediating variable (employees resilience) to the dependent variable (organizational resilience) need to have significant relation, and the independent variable effect needs to be weaker than the second group. As shown in table (5) the employees' resilience is fully mediate the relationship between personality traits and organizational resilience.

Table (5) Standardized parameter estimates for structural model

Condition	Structure path	Direct relation	Indirect relation
First	personality → employee's resilience traits	0.46	
Second	employee's organizational resilience → resilience	0.61	
Third and fourth	Personality → organizational resilience traits	0.25	0.00

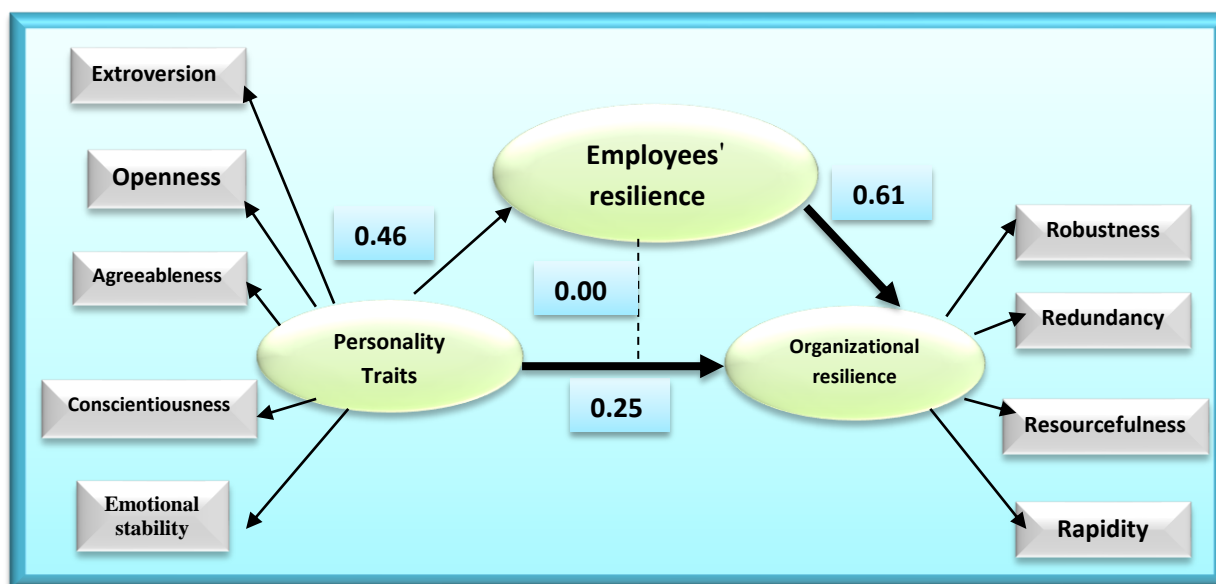


Figure (2): Structural Equation Model for the Study Variables

5. Conclusion

The aim of this study is to examine the effect of employees' resilience as a mediating variable between the personality traits, and organizational resilience among the Egyptian travel agencies employees. To accomplish this aim, the paper proposes a theoretical model.

A questionnaire survey was designed, and the model that illustrated the interrelationship between the study variables, (personality traits, employees' resilience, and organizational resilience), was tested to explain the relationships among these variables. A major implication of this work for practitioners and scholars is that organizational resilience is always not directly available to all organizations, but only to firms with the appropriate internal characteristics. The study findings suggest a positive association between employees' personality traits and their resilience. Results of this study suggest that specific personality traits such as (extroversion, openness, agreeableness, and conscientiousness) are strongly connected to the travel agencies employees' resilience and may construct it.

The results concluded that "Agreeableness", in personality traits, have the greatest relationship with employees. On the contrary, neuroticism has a negative relationship with employees' resilience. Moreover, the study confirmed that organizational resilience is a consequent of employees' resilience in travel agencies to agree with Shin et al., (2012) who stated that the expected output of the employees' resilience is an enhanced or improved organizational resilience. Supporting these in the context of the travel agencies the resilience of the employees is confirmed to increase a company's resilience as the travel agencies become ready for everyday change and unexpected adversity. Analytical results further reveal that the employees' resilience mediates the relationship between personality traits and organizational resilience. The study findings have several implications for travel agencies owners. Therefore, in order to attain organizational resilience, the main factors that assess to develop this ability need to be understood, then applying and selecting employees who have specific personality traits, such as (extroversion, openness, agreeableness, and conscientiousness) which, affect the employee's resilience and consequently the resilience of the travel agency.

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التأثير الوسيط لمرونة العاملين بشركات السياحة المصرية علي العلاقة بين سماتهم الشخصية والمرونة التنظيمية

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الملخص العربي

تعد المرونة التنظيمية لشركات السياحة عاملا هاما في صمود هذه الشركات أمام المتغيرات والتحديات التي تتسم بها بيئة العمل السياحي. تهدف الدراسة إلي تحديد أثر السمات الشخصية للعاملين بشركات السياحة المصرية علي المرونة التنظيمية لمؤسساتهم ويلي أي مدي تتوسط مرونة العاملين العلاقة بين سماتهم الشخصية والمرونة التنظيمية. ولهذا الغرض تم تصميم استبيان يحتوي علي المقاييس المختلفة لمتغيرات الدراسة، وقد تم جمع البيانات من ٣٤٢ موظف في وكالات السفر فئة (أ) في القاهرة الكبرى. وقد تم تحليل البيانات إحصائيا باستخدام نمذجة المعادلة الهيكلية (SEM) عبر برنامج ليزرل إصدار ٨ (LISREL 8) لاختبار العلاقات المفترضة في النموذج، وأجريت تحليلات الارتباط كما أجري اختبار التحليل العاملي التوكيدي (CFA) على البيانات التي تم الحصول عليها من عينة الدراسة للتحقق من موثوقية واعتمادية البيانات التي تم الحصول عليها. أشارت النتائج إلى أن مرونة الموظفين مرتبطة بشكل كبير وإيجابي بسماتهم الشخصية كما ترتبط أيضا بالمرونة التنظيمية. كما أكدت علي أن مرونة العاملين بشركات السياحة تتوسط العلاقة بين سماتهم الشخصية والمرونة التنظيمية لشركات السياحة توسط تام. كما اقترحت الدراسة أنه ينبغي علي المديرين إدراك تأثير بعض السمات الشخصية التي ترتبط ارتباطا مباشرا بمرونة العاملين مثل: الانبساط والانفتاح والموافقة والضمير علي المرونة التنظيمية في صناعة السياحة.

الكلمات الدالة: المرونة التنظيمية، السمات الشخصية، العاملين، شركات السياحة، مصر.