Organizational resilience of NGOs in Oman

Dr Basil John Thomas
Assistant Prof: in Business Administration, Sur University College, Oman

Abstract
The paper argues for nonprofit making corporations that strive to increase resilience against economic challenges through human resource development and strategic training by involving the management in various sections of the human resource management activities. Non-governmental organizations (NGOs) operating in an open environment, depend upon external sources for funds and resources to perform robustly. Changes in external environment and internal deficiencies lead to face adverse impacts and collapse of organizations. Very few organizations manage to recover from losses, take advantage from situations and evolve stronger than before. Resilience provides strength to NGOs and help obtain positive future prospects under crisis situations. The study aims to enhance understanding of dynamics and nature of resilience of NGOs. It empirically investigates the effect of factors including transformational leadership that promotes organizational learning, management development, ethics training, systems thinking and social capital and political instability as an external factor on resilience of NGOs. Data have been collected from sample of 200 managerial level employees working in NGOs of Muscat, Oman. The research findings conclude that transformational leadership has a significant positive effect on organizational resilience; whereas, the indirect effect of transformational leadership in the presence of organizational learning as mediator is insignificant, thus exhibits insignificant mediation.

Keywords: Organizational Resilience, Non Governmental Organizations(NGO), Transformational Leadership

Introduction
The increased business completion and use of technology has led to increased competitive advantage and the need to create organizational resilience based on the organizational resources. One of the resources includes the human resource department which forms part of the comprehensive organizational strategic management and resilience practices. Recognizing and bringing insights of continuously emerging trends seem like challenge for the leaders and managers that require collective approach for which all organizational members need to become adaptive and resourceful. Organizations’ commitment to resilience and adaptation for recovering from crucial circumstances and unavoidable errors that are an important aspect of the modern world are major elements in surviving in current conditions (Weick & Sutcliffe, 2001). Strategists and managers have agreed upon developing proactive and reactive adaptive capacity for building a resilient organization to remain effective during misfortunate events (McManus et al, 2008). Over the past few years the instability of natural, social, political and
economic systems have made harder for many organizations to cope up with the changing rate (McDonald & Robinson, 2009). Recently, keeping in view the current circumstances, the term resilience has been applied and theoretically researched at individual, group, organizational and community levels referring to the capability to withstand abrupt or transformational changes (The Reform Institute, 2008; World Economic Forum, 2008).

Organizational Resilience Model

The research aims to investigate how internal organizational factors enable organizations to cope with impact of crises and develop organizational resilience to ensure continuity of operations (Wildavsky, 1988 & Somers, 2009). One of the important aspect of developing resilience is ability of organizations to operate adaptively and develop a collective sense of an uncertain situation (Maitlis & Sonenshein, 2010). This study and the conceptual model is theoretically supported and inspired by Sense Making Theory (Weick, 1988). However, the concept of organizational resilience form its basis with High Reliability Organizations theory (Weick & Sutcliffe, 2007, Somers, 2007).

NGOs play a significant role in economic development and sustained growth and according to research conducted in Oman; they make up approximately 1 percent of the GDP of Oman’s economy which is greater that of Saudi Arabia, 0.6 percent (Kaplan S., 2012). Oman desert country does not have the most stable of neighbors. To its west lies Saudi Arabia, some of whose citizens have been major contributors to Islamist militant groups. To its southwest is Yemen, where Saudi Arabia as well as Iran are backing different sides of a civil war that has killed not less than 10,000 civilians and has consequently attracted both Al-Qaeda and the Islamic State militant groups. Oman thus has a long history of such misfortunes which have created challenge for non-profit organizations to become resilient and develop sustainable communities. The study aims to identify and analyze the factors that lead to the development of resilient NGOs within the context of Oman.

Although the study discusses major internal factors that affect organizational resilience but one of the major external factors is political instability. This is due to the reason that current political fluctuations and crisis have posed greatest challenges to NGOs among the external pressures, thereby, leading to cease the operations and funding of these organizations (Chakawarika B., 2011). Therefore, keeping in view the significance of political instability for NGOs, this study involves exploring the effect of this external factor on NGOs in Oman.

Literature Review

The rate of recurrence with which environmental uncertainties are occurring at global scale lead and systems to rethink and focus on how significant it is to strengthen and build up the resilience of organizations through improvement and achievement of robust systems. The losses faced by organizations and communities depend upon the susceptibility that is reduced by having an ability to recover from collapse thereby being resilient (Berkes, 2007). There are emerging discussions on resilience among organizational theorists, system scientists and world leaders with major appreciation on the fact that individuals and organizations operate in world of unpredictable and irregular situations which if not managed and responded appropriately lead to great misfortune.
According to Hamel and Valikangas (2003), resilience has become a “quest” for organizations to undergo big change without going into crisis. Resilience is thought to become a continuous practice rather than only realizing its significance at times of mishaps (Valikangas et al., 2012). Past crises provide opportunity to identify strengths and weaknesses and provide learning for transformations (Valikangas, 2010). In the face of numerous mishaps and shocks, building resilience is one of the most important contemporary challenges for organizations and communities operating in locations especially Asia and Pacific (Valikangas et al., 2012). Therefore organizational resilience has become an area of prime interest for the academicians. There is need to investigate how organizations manage crisis through the development of capabilities, what make organizations be able to adapt to changing circumstances and go beyond dealing effectively with calamities, and which variables of management principles these organizations develop that help them to build resilience (Burnard & Bhamra, 2011).

The notion of resilience involves a systems approach and a dynamic outlook (Nelson et al., 2007) explores how organizations as a whole recover from abrupt changes using model for resilience (Carpenter et al., 2001). The term resilience has been drawn from a Latin word “Resilio” which means to “bounce or jump back” (Thomalla, et al., 2003). According to Vogus and Sutcliffe (2007) and Sutcliffe and Vogus (2003), the idea of organizational resilience deals with the survival and competitiveness of the organizations when faced with critical conditions that occur due to major destructions. Resilient organization exhibit adaptive characteristics that enable them to thrive in extreme and challenging conditions (Dunphy et al., 2007; Benn et al., 2014). Within the context of Oman, nonprofit organizations are less aware of and are unable to anticipate the occurrence and consequences of a catastrophe and fail to respond and recover from calamity. Having consciousness of disaster risk reduction and scale of risk agencies and non-governmental organizations can pool their resources and capacities and communicate effectively to their partners so that that can also develop their adaptive capabilities (Masood et al., 2012). NGOs need be resourceful, responsive and competent to learn to encourage creativity and adaptability (Friend & MacClune, 2013).

Organizational resilience

Resilience is a complex and multidimensional idea (Ponomarov & Holcomb 2009), and has been used in a variety of studies i.e. in ecological, climatic, psychological, and organizational resilience. The notion of resilience can be better understood when change is viewed as an opportunity and then organizations or systems seek to achieve long-term sustainability and stability (Kasperson & Kasperson, 2005). Coutu (2002), described resilience as an ability to bounce back or rebound from an unusual situation. Organizational Resilience is the organizations’ competence to withstand and deal with trauma or critical event (Coutu, 2002). Organizational resilience has become dominant and has emerged as an important field of research (Sutcliffe & Vogus, 2003; Comfort et al., 2010). An organization continues to achieve high performance levels even during periods of higher volatilities only due to the presence of resilience capabilities, investment in capacity and capability development, is more effective strategically (Wildavsky, 1988). Despite of rising concern and focus on resilience, there is a lack of empirical researches and quantitative explorations. However, more literature is based on normative and inflexible qualitative studies that encourage people to become aware of the rising future misfortunes and appear out as more firm and adaptive after occurrence of a crisis (Weick & Sutcliffe, 2001; Hamel & Valikangas, 2003).
Oman has a long history of such misfortunes and had suffered such tragedies. Natural hazards include earthquakes, floods, landslides and droughts whereas; man-made calamities include fires, accidents, terrorist attacks, industrial and organizational mishaps, civil unrest etc. In context of Oman, people are more vulnerable to hazards due to inadequate or no health facilities and poor socio-economic statuses and lack of effective support from helping or relief organizations (Sattar, 2014). The susceptibility of people is greater due to prevailing poor living conditions and low incomes and due to these factors people are not able to withstand the effects of disasters and are left with only choice of migrating to different areas within the country (Sattar, 2014). There is lack of focus on disaster risk reduction and systematic actions to anticipate and mitigate threats. (Sadia et al). Absence of an accountable leadership, resources and capacities, poor governance structures, power differences and competition also lead to troubles (Sadia et al.). Poor quality of disaster management programs because of the incompetence of professional and technical processes and lack of management commitment and obsolete knowledge management systems are one of the major reasons of program failures (Sadia et al.). Therefore, organizations need to build formal resilient processes and capabilities (Combaz, 2013).

Resilience of Non-Governmental Organizations
Non-governmental organizations are comprised of exposed organizational arrangements and therefore, lack immunity or resistance towards external indeterminate events such as political instability, global economic crunch, social degradation, and changes in natural environments (Boris et al., 2010). Increasing limitations due to lower funding sources put greater pressure on NGOs to fulfill the rising demands of community members for merely necessary services. It is now a challenge for organizational leaders and planners to analyze and understand how resilient NGOs develop resiliency during times of disasters, emergencies and extreme external conditions while less resilient organizations hardly manage such criticalities. The goal of this study is to explore and analyze the factors, majorly including intrinsic organizational factors that are usually controllable and one external factor i.e. political instability being most influential external factor in context of non-profit organizations that are displayed by robust and resilient NGOs. This research intents to create understanding of how lessons learned through researches are practically implemented to ensure the development of a resilient NGO.

Transformational Leadership and Organizational Resilience
Bass (1985) defined a transformational leader as an individual who retains certain attributes and characteristics, which are suggested to inspire and motivate subordinates to put their best efforts and to progress ahead of their personal interests and oblige themselves for accomplishing beyond anticipations, towards achieving organizational goals. The most appropriate leadership style for measuring leadership in crisis is transformational leadership (Drucker, 1994). Transformational leaders develop a flexible and creative organizational culture by guiding through new visions whose foundations lay on strong values, assumptions and norms of non-profit sector organizations (Shiva & Suar, 2012). They inspire followers, especially new employees to get oriented to the new flexible NGOs’ culture which emphasizes on their development and improvements in team work, problem solving, collaborative strategy formulation and decision making (Xenikou & Simosi, 2006).
**H1: Transformational leadership helps to adapt and manage environmental uncertainties to enhance organizational resilience**

**Organizational Learning and Organizational Resilience**

Learning Organizations comprise of people that continuously expand and improve their capabilities and capacities to obtain most desirable results and objectives (Senge, 1990). Organizational Learning refers to the process in which everyone in the organization through actions and mind is involved in developing and enhancing behaviors using understanding and knowledge (Fiol & Lyles, 1985). A review of previous studies, provides evidences that organizational learning plays an intervening role when leadership starts to effect on organizational learning. The leaders of an organization operating in turbulent environment have major responsibility of embedding learning within the organization in order to achieve greater adaptation and recovery response and allows risk taking. Organizational learning fostered through inspirational leadership contributes a lot towards developing organizational resilience, growth and effective performance during hard times (Sutcliffe & Vogus, 2003). The contribution of organizational learning is usually ignored by organizational and they put greater emphasis on influential aspects and advancement of new management functions but neglect the dynamics of how these aspects are recognized within the organization (Müller and Siebenhüner, 2007).

**H2: Transformational leadership enables the organizational members to learn, acquire, share and use knowledge, therefore develops resilience of an organization to combat uncertainties**

**Management Development and Organizational Resilience**

Human resource development is visualized as a process of upgraded transformations improvement in organizational and individuals’ knowledge, skills and experiences that proves to be beneficial in facilitating organizations to undergo radical changes without any trouble and expand their operations by utilizing their innovative capabilities (Malone, 2005). Formal process of developing managers and employees improve their competencies and capabilities, monitor them continuously and develop them into distinctive competencies in order to achieve sustainable competitive advantage (Brewster et al, 2004). Nonprofit organizations usually require highly competent and skilled senior managers as well as employees to lead organizational members and ensure organizational survival during periods of environmental uncertainties (Austin et al, 2011). NGOs have been found to have limited in-house service training opportunities for managers and employees and this becomes one of major factors of failure in responding to external situations and recover from losses (Austin et al, 2011). Non-profit organizations tend to design effective Managerial Leadership Development Training Program (MLDTP) to advance individuals’ capabilities to build capacity for stepping upward from practicing reactive crisis management approach to a proactive leadership adaptability approach thereby pursuing the vision of effective organizational change (Austin et al, 2011).

**H3 & H4: Managers are able to improve their capabilities and efficacies to environmental changes through effective management develop, thus leads to the development of organizational resilience**

**Systems Thinking and Organizational Resilience**

Oshry (2007) defines Systems thinking as the ability to understand, identify, and create networks, interactions and interdependencies collectively in a set of units, elements,
components or groups intended for accomplishing a specific mission. By effectively using systems thinking, a detailed analysis regarding the interactions between system components can be done, this systems approach provide appropriate framework for examining environmental complexities and adversities (Ozgur et al., 2010). The state’s attitude towards non-profit sector have been considered dichotomous i.e. state’s supportive attitude at policy level but non-supportive at operational level. NGOs ultimately have to focus on the concept of “self-help” so that they develop their own preparatory and protective mechanism to perform effectively during periods of environmental uncertainties (Pasha et al., 2002). They simultaneously cause severe damage to state’s legitimacy as well as sustainability of NGOs (Pasha et al., 2002). It has been suggested that for the purpose of ensuring growth and survival of NGOs, government must strengthen itself and avoid ideological contradictions as well as political assaults on community sector organizations (Maleeha, 1996).

\[ H_7: \text{Political instability inhibits strength of organizations in critical situations, therefore leads to deterioration of organizational resilience} \]

### Proposed Conceptual Model

After a comprehensive discussion on literature on resilience of NGOs, following model has been conceptualized. Figure 1 Shows the proposed conceptual model of the current study.

**Figure 1: Proposed Conceptual Model**

![Proposed Conceptual Model Diagram]

- **Transformational Leadership**
- **Management Development**
- **Ethics Training**
- **Systems Thinking**
- **Social Capital**
- **Political Instability**
- **Organizational Learning**
- **Organizational Resilience**

\[ H_1, H_2, H_3, H_4, H_5, H_6, H_7 \]
Source: Survey Data

Research Objectives
The major purpose of this study is to add up to the scarcity of the quantitative examination and provide greater understanding of the effect of leadership, management development, ethics training, systems thinking, social capital and political instability on organizational resilience of NGOs working in Oman. It aims to contribute to the limited study on NGOs and fulfill the gap by quantitatively exploring the relationships between the predictor variables and organizational resilience. This study is exploratory and descriptive co-relational study that is comprised of the determining the relationships between explanatory and response variables and involves an in-depth analysis. Moreover, it also aims to determine which important internal organizational factor lead to development of resilient NGOs and those that deteriorate competitiveness, adaptability and value of NGOs. Following are the research questions focused in this study:

1. Does transformational leadership help to adapt and manage environmental uncertainties to enhance organizational resilience?
2. Does transformational leadership enable the organizational members to learn, acquire, share and use knowledge, therefore develops resilience of an organization to combat uncertainties?
3. Are managers able to improve their capabilities to environmental changes through effective management development and become capable of developing organizational resilience?
4. Does ethics training help individuals to adhere to moral principles and enhances organizational resilience?
5. Does the attitude of organizational members to see organizations as a whole while identifying environmental factors and analyzing their effects of their organization though systems thinking leads to establishments of organizational resilience?
6. Does organizational social capital provide support and resources from network organizations to manage critical environmental changes and improve organizational resilience?
7. Does political instability inhibit strength of organizations in critical situations and result in deterioration of organizational resilience

Methodology
The purpose of this research study is to analyze the effects of leadership that promotes organizational learning, management development, ethics training, systems thinking social capital and inter-organizational relationships and political instability on organizational resilience of NGOs in Oman. The unit of analysis of the research study was managers and employees working in NGOs of Muscat in Oman. For the purpose of selecting the sample for study, the list consisting of addresses and contact details of all the non-governmental organizations working in Muscat, Oman was obtained from Oman’s NGOs Directory and Guide, Directory of Development Organizations and Yellow Pages of Oman, which are reliable and dependable sources. A total of 106 non-governmental organizations, focused on strengthening communities have been working in Muscat city of Oman. The sample size of
NGOs was determined on the basis of review of previous studies that had determined the sample size of organizations by taking a certain percentage proportion of the overall populations. The percentage values included 11%, 13%, 16%, 18%, 20% and 37% (Wolfe, 1991; Dwivedi & Clarke, 2012; Rosander, 1985; and Rehman, 2003). The average percentage value came out to be 19.08 percent. Hence 19 percent of the population of NGOs was randomly selected as sample, whereas, 19 percent of 106 non-governmental organizations led to obtain a sample of approximately 20 NGOs. A total of 200 respondents participated for survey.

The data analysis involves confirmatory factor analysis (CFA), model estimation, multiple and SEM. The results involving reliability and validity of the instruments obtained through pilot test have been discussed and interpreted in later section. 60.06% of the response rate suggested that the sample was representative of the overall population of Non-governmental Organizations working in Muscat, Oman. Managerial employees working in NGOs in Oman comprised of individuals working in different organizational units or departments, performing different role and functions in office or perform field work. It was important to obtain their demographic profile. The demographic items were measured on nominal scale.

**Results and Discussion**

The survey of the study was conducted from randomly selected respondents, from the entire sample of 20 NGOs in order to make generalizations of results for the entire population of 106 NGOs. For data analysis, confirmatory factor analysis (CFA) and regression analysis through SEM were applied for testing hypothesis and determining effects of predictor variables on organizational resilience, whereas further tests included reliability, validity, correlation analyses. The data collected from survey method determined the frequencies of nominal variables, reliability and validity of scale items of the instruments, correlations and multiple regression model for relationships and effects of explanatory variables on response variable, and tested mediation for the indirect path.

Descriptive statistics exhibits there were no missing values for the independent variables i.e. transformational leadership, organizational learning, management development, ethics training, systems thinking, social capital and political instability and dependent variable i.e. organizational resilience. Table 1. displays the descriptive statistics involving minimum, maximum, mean and standard deviation for the continuous variables.

**Table 1. Descriptive Statistics of the Variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>4</td>
<td>6</td>
<td>5.3007</td>
<td>.80165</td>
</tr>
<tr>
<td>OL</td>
<td>2</td>
<td>6</td>
<td>5.4779</td>
<td>.71147</td>
</tr>
<tr>
<td>MD</td>
<td>2</td>
<td>6</td>
<td>5.1969</td>
<td>.98397</td>
</tr>
<tr>
<td>ET</td>
<td>0</td>
<td>6</td>
<td>5.2562</td>
<td>1.01309</td>
</tr>
<tr>
<td>ST</td>
<td>3</td>
<td>6</td>
<td>5.2500</td>
<td>1.20997</td>
</tr>
<tr>
<td>SC</td>
<td>3</td>
<td>6</td>
<td>4.1050</td>
<td>1.82654</td>
</tr>
</tbody>
</table>
To evaluate internal consistency of items of an instrument, Cronbach’s Alpha reliability was used, ranging from 0 to 1. The Cronbach’s Alpha values for all instruments in this study were above 0.5 with significant p-values, therefore, the reliability of instruments was established (Doloi et al, 2011, Lee & Yu, 2012; Gaskin, 2013a). Factor analysis was used to identify interrelated set of variables. Validity was confirmed through higher values of KMO i.e. > 0.5 (Hair et al, 1998) and Chi-Square with significant p-values i.e. < 0.05 (Hair et al, 1998). The Cronbach’s Alpha, KMO and Chi-Square values of instruments are shown in Table 2.

### Table 2.: Cronbach’s Alpha, KMO, Chi-Square for Variables

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Number of Items</th>
<th>Cronbach’s Alpha</th>
<th>KMO Value</th>
<th>Chi-Square Value</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>20</td>
<td>0.767</td>
<td>0.887</td>
<td>784.541</td>
<td>0.000</td>
</tr>
<tr>
<td>OL</td>
<td>9</td>
<td>0.831</td>
<td>0.745</td>
<td>270.153</td>
<td>0.000</td>
</tr>
<tr>
<td>MD</td>
<td>9</td>
<td>0.896</td>
<td>0.763</td>
<td>587.416</td>
<td>0.000</td>
</tr>
<tr>
<td>ET</td>
<td>10</td>
<td>0.745</td>
<td>0.829</td>
<td>290.511</td>
<td>0.000</td>
</tr>
<tr>
<td>ST</td>
<td>10</td>
<td>0.729</td>
<td>0.713</td>
<td>279.639</td>
<td>0.000</td>
</tr>
<tr>
<td>SC</td>
<td>6</td>
<td>0.867</td>
<td>0.776</td>
<td>279.401</td>
<td>0.000</td>
</tr>
<tr>
<td>PI</td>
<td>12</td>
<td>0.811</td>
<td>0.896</td>
<td>397.541</td>
<td>0.000</td>
</tr>
<tr>
<td>OR</td>
<td>16</td>
<td>0.821</td>
<td>0.811</td>
<td>686.292</td>
<td>0.000</td>
</tr>
</tbody>
</table>

*Source: Survey Data*

### Measurement Model through Confirmatory Factor Analysis (CFA)

To assess the model fit, absolute fit and measures (Table 3) based on non-central Chi-Square distributions were compared with cut-off levels that need to be met in order to create an absolute model fit (Gaskin, 2013a). One of the absolute fit measures is CMIN/DF (Chi-Squared/ degrees of freedom) whose cut-off level is ≤ 3 (Yatim, 2008; Gaskin, 2013e). The results of CFA exhibited a CMIN/DF value of 2.561. The CMIN/DF measurement fit fulfilled the criteria. RMR (root mean square) is also an absolute fit measure whose cut-off level is ≤ 0.05 (Tabachnick & Fidell, 1996). The RMR value of model fit measure for the model was greater than 0.05 i.e. 0.095. The RMR value did not fulfill the criteria for absolute measure fit, therefore, it must be reduced. The third absolute fit measure is GFI (goodness-of-fit index). The cut-off level of GFI is ≥ 0.9 (Tabachnick & Fidell, 1996; Kim et al, 2009; Doloi et al, 2011). The GFI of the model fit obtained as a result of performing CFA in AMOS was 0.312 which is far less than 0.9, therefore it needed to be increased to meet the cut-off level. The
cut-off level of RMSEA is ≤ 0.1 (Gaskin, 2013e), the RMSEA value of result was 0.920, whereas the value of P-Close is insignificant i.e. p = 0.524, which must be > 0.05 (Gaskin, 2013e).

Table 3.: Absolute Fit Measures, Cut-Off Levels and CFA results for Initial Structure

<table>
<thead>
<tr>
<th>Model-Fit Measures</th>
<th>Cut-off levels</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Absolute Fit Measures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CMIN/DF (Chi-Squared/degree of freedom)</td>
<td>≤3</td>
<td>2.561</td>
</tr>
<tr>
<td>RMR (Root Mean Square Residual)</td>
<td>≤0.05</td>
<td>0.095</td>
</tr>
<tr>
<td>GFI (Goodness-of-fit Index)</td>
<td>≥ 0.9</td>
<td>0.312</td>
</tr>
<tr>
<td><strong>Fit Measures Based on non-central Chi-Square Distributions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RMSEA (Root Mean Square Error of Approximation)</td>
<td>≤ 0.1</td>
<td>0.920</td>
</tr>
<tr>
<td>P-CLOSE (RMSEA significance)</td>
<td>≥ 0.05</td>
<td>0.524</td>
</tr>
</tbody>
</table>

*Source: Survey Data*

The results of CFA indicated that the CMIN/DF, RMSEA and PCLOSE values met the cut-off levels, whereas, the values of RMR and GFI did not conform to the predetermined ranges. Therefore, initial model could not be accepted for further performing SEM (Gaskin, 2013a). Due to unacceptable outcomes, modification of the model was required in order to make sure that the values of fit measures lie within the range of predetermined cut-off levels. The modification of model was done in such a way that the observed variables with the least regression loads below 0.8 were eliminated (Gaskin, 2013e). The CMIN/DF measurement fit fulfilled the criteria of cut-off level of this absolute measure. The RMR value adhered to the criteria for RMR absolute measure fit cut-off level. All the value conformed to their respective cutoff levels. Table 4. shows the absolute fit measures, cut-off levels and CFA results.
Table 4: Absolute Fit Measures, Cut-Off Levels and CFA results after modification

<table>
<thead>
<tr>
<th>Model Fit Measures</th>
<th>Cut-off levels</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMIN/DF (Chi-Squared/degree of freedom)</td>
<td>≤5</td>
<td>1.880</td>
</tr>
<tr>
<td>RMR (Root Mean Square Residual)</td>
<td>≤0.05</td>
<td>0.045</td>
</tr>
<tr>
<td>G,,  (Goodness-of-fit Index)</td>
<td>≥ 0.9</td>
<td>0.967</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fit Measures Based on non-central Chi-Square Distributions</th>
<th>R MSEA (Root Mean Square Error of Approximation)</th>
<th>≤ 0.1</th>
<th>0.813</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-CLOSE (RMSEA significance)</td>
<td>≥ 0.05</td>
<td>0.592</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data

It was found that the correlation of transformational leadership with organizational learning was positive with value of 0.21; with management development it had positive correlation of 0.13; with ethics training the correlation was negative having value of -0.01; with systems thinking a negative correlation of -0.07 existed; with social capital a positive correlation of 0.12 was present; with political instability there existed a negative correlation of -0.06 and finally with organizational resilience there was positive correlation exhibiting a value of 0.28. The correlation among the variables have been given in Table 5.

Table 5.: Correlations among Latent Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>TL</th>
<th>OL</th>
<th>MD</th>
<th>ET</th>
<th>ST</th>
<th>SC</th>
<th>PI</th>
<th>OR</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OL</td>
<td>0.21**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MD</td>
<td>0.13**</td>
<td>0.18**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ET</td>
<td>-0.01</td>
<td>0.15</td>
<td>0.16**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ST</td>
<td>-0.07</td>
<td>0.05**</td>
<td>0.12</td>
<td>0.03**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>-0.12**</td>
<td>-0.13</td>
<td>-0.12</td>
<td>-0.08</td>
<td>0.18**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PI</td>
<td>-0.06</td>
<td>-0.09</td>
<td>0.15</td>
<td>0.06</td>
<td>-0.31</td>
<td>-0.03</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td>0.28**</td>
<td>-0.01</td>
<td>0.14**</td>
<td>-0.02</td>
<td>0.14**</td>
<td>0.21**</td>
<td>-0.06**</td>
<td>1</td>
</tr>
</tbody>
</table>
** denotes a significant p-value at the 0.05 level, p < 0.05

Source: Survey Data

Structural equation model (Fig 2) indicated variation in the values of the organizational resilience that was explained by variation in the values of independent variable (X) for given study (Mason et al, 1983). The outcomes of the SEM and the structural model are interpreted below. The values of the beta coefficients and values of significance level for relationship between an independent and dependent variables have been explained. Table 6, shows the results of SEM and exhibits beta coefficients, standard errors, p- values, confidence interval values and the results of the relationship between predictor and response variables obtained through multiple regression analysis.

Figure 2.: Structural Model and Model Path Diagram

Source: Survey Data
The results suggested that transformational leadership had positive relationship with organizational resilience ($\beta = 0.343$). The effect of transformational leadership on organizational resilience was found to be significant as $p$-value $= 0.000$ i.e. $p < 0.05$. For an increase in the value of transformational leadership by one unit, the organizational resilience increased by 0.343, keeping other factors constant. Since the $p$-value of the effect of transformational leadership on organizational resilience was less than 0.05 i.e. $p = 0.000$, therefore, the results rejected the null hypothesis and concluded that transformational leadership had a significant positive effect on organizational resilience of NGOs. The 95% confidence interval (C.I) had lower bound of 0.135 and upper bound of 0.546, which did not include zero. This indicated that transformational leadership was a significant factor for predicting resilience of NGOs.

SEM determined variation in organizational learning explained by its relationship with transformational leadership. The results of SEM suggested that transformational leadership had positive effect on organizational learning ($\beta = 0.273$) with significant $p$-value $= 0.000$ i.e. $p < 0.05$. For an increase in value of transformational leadership by one unit, the organizational learning increased by 0.273, keeping other factors constant. Since the $p$-value was less than 0.05 therefore the results lead to conclude that transformational leadership had a significant positive effect on organizational learning of non-governmental organizations. The 95% confidence interval (C.I) was between 0.082 and 0.334 and did not include zero which indicated that transformational leadership was a significant factor for predicting the learning workplace climate of NGOs.

The results analyzed variation in organizational resilience explained by its relationship with organizational learning. The outcomes suggested that organizational learning had negative effect on organizational resilience ($\beta = -0.086$) having an insignificant $p$-value $= 0.056$ i.e. $p < 0.05$. For an increase in value of organizational learning by one unit, the organizational resilience decreased by 0.086, keeping other factors constant. Results of multiple regression model exhibited an insignificant negative effect of organizational learning on organizational resilience. The 95% confidence interval (C.I) for effect of organizational learning on organizational resilience was between -0.187 and 0.061, including zero which indicated that organizational learning was an insignificant factor for predicting the NGOs’ resilience. The mediating variable i.e. organizational learning formed an indirect path in the relationship between transformational leadership i.e. independent variable and organizational resilience i.e. the dependent variable.

Depending upon the structural model of the current research study, a single mediation test was conducted; one that determined the mediating effect of organizational learning on the relationship between transformational leadership and organizational resilience. The result of mediation for current research revealed that meanwhile the direct effect of transformational leadership was significant on organizational resilience, the indirect effect of transformational leadership on organizational resilience in presence of organizational learning confirmed the insignificant mediation effect. The indirect effect of transformational leadership on organizational resilience in the presence of intervening variable of organizational learning have been exhibited in Table 6.
The results of SEM in AMOS suggested that transformational leadership was found to be significantly predictive of the hypothesized mediating variable i.e. organizational learning ($\beta = 0.273$) with p-value = 0.006 i.e. p < 0.05. Moreover, the analysis of direct effect of transformational leadership on organizational resilience controlling for organizational learning showed that transformational leadership had positive effect on organizational resilience ($\beta = 0.343$) with significant p-value i.e., p = 0.007 i.e. < 0.05. The outcomes determine the variation in organizational resilience explained by its relationship with other variables. The results suggested that management development had positive relationship with organizational resilience ($\beta = 0.232$). The effect of management development on organizational resilience was found to be significant as p-value = 0.023 i.e. p < 0.05. Since the p-value was greater than 0.05 therefore the results did not reject the null hypothesis and concluded that ethics training had an insignificant effect on organizational resilience of non-governmental organizations. The results rejected null hypothesis and concluded that systems thinking had a significant positive effect on organizational resilience of non-governmental organizations. Also the results rejected the null hypothesis and concluded that social capital had a significant positive effect on organizational resilience of non-governmental organizations. The effect of political instability on organizational resilience was found to be significant as p-value = 0.016 i.e. p < 0.05.

The squared multiple correlation suggests coefficient of determination “$R^2$” i.e. percentage of variation in dependent variable of organizational resilience that is explained by its relationship with predictor variables in the study. The results of SEM indicated value of $R^2 = .513$ which
shows that 51.3% variation in organizational resilience is explained by its relationship with transformational leadership, organizational learning, management development, ethics training, systems thinking, social capital and political instability.

Findings
Resilience is instrumental in ensuring survival of an organization in long-term during occurrence of uncertain situations and to compete in complex environments (Weick, 1999; Weick & Sutcliffe, 2007). There is extreme need to develop resilient organizations permit and enable organizations to become adaptive to changing environments (McManus et al, 2008). Relying on existing systems does not meet the changing demands of external environments (Vogus & Sutcliffe, 2007). A resilient organization demonstrates how organizations manage to face crisis situations (Hamel & Valikangas, 2003). Resilience provides strength to the organizations’ internal operations and characteristics that protect organizations from external disruptions (Wildavsky, 1988; Weik & Banade, 2009). Several organizational factors act as determinants that enable organizations to respond to and recover from disasters and sustain operational activities in long-term (McManus, 2007). The resilience of communities is dependent on resilience of organizations (Stephenson et al, 2010). The rationale of the study was to analyze organizational resilience that contribute to the resilience of communities. In context of Oman, people are more vulnerable to hazards due to inadequate facilities and lack of effective support from relief or non-governmental organizations (National Disaster Response Advisor, 2006; Masood et al, 2012; Combaz, 2013). Therefore, organizations need to build formal resilient processes and capabilities (Combaz E., 2013).

The results of the study have led to deduce that organizational resilience of NGOs is an outcome of several internal organizational and external environmental factors (Weick et al, 1999) and the concept is also consistent with the findings of Chakawarika (2011), Farwell (2012) and Fyffe (2014). The major factors that effect organizational resilience of NGOs involve transformational leadership (Valero et al, 2015), organizational learning (Harland et al, 2005; Sanne, 2012), management development (Lengnick-Hall et al, 2011; Mackenzie et al, 2012), ethics training (Sims, 2003; Ardichvili, 2011), systems thinking (Gold-Bernstein & Ruh 2004; Ignatiadis & Nandhakumar 2007), social capital (Browning et al, 2002; Ofori & Sackey, 2010) and political instability (Farwell, 2012; Seddighi et al, 2002; Pasha et al, 2002).

The results suggest that transformational leadership, management development, systems thinking and political instability have a significant direct effect on organizational resilience in non-profit organizations, except for mediational effect of organizational learning and for ethics training. The effect of transformational leadership on organizational resilience in the presence of organizational learning as mediator is insignificant i.e. learning developed as a result of motivational transformational leadership does not play a significant role in leading to building resilient NGOs. Likewise, ethics training also has no contribution in developing organizational resilience of NGOs. It has also been indicated that in the presence of strong internal organizational factors the external factor of political instability still has a negative impact on organizational resilience. This lead to deduce that the strength of internal organizational factors has no effect on reducing the effect of external environmental factor of political instability on development of organizational resilience.
Conclusion
The study concludes that the notion of organizational resilience has become a “quest” for non-profit organizations to avoid adverse consequences such as reduced funding, increased customer complaints or poor satisfaction and inability to meet set targets of efficient service delivery in a developing country such as Oman. NGOs have recognized the importance of rethinking management principles to cope with uncertainties considering the need to sustain in the era of 21st century, therefore, they need to focus on ensuring transformational leadership styles that encourage learning during crises, improving effectiveness of management development programs, delivering ethics training, embedding systems approach, enhancing organizations’ social ties within and across sector and ultimately reducing outcomes of political instability. The study concludes that NGOs have to adapt their current practices of organizing robust service mechanisms, sustaining operations under limited funding and bringing them in alignment with external challenges of environmental factors. It has been found that transformational leadership provides framework for followers to understand circumstances and develop responses for managing uncertainties. Using behaviors and traits, transformational leaders communicate organizational vision and emphasize the importance of having a collective sense of mission among followers to ensure sustainability of NGOs. They develop highly resilient NGOs ($\beta = 1.043$) by establishing norms of openness and adaption to change for accomplishment of goals under crucial conditions such as natural disasters. The study accomplishes that although transformational leaders provide support for developing resilience of non-profits in context of Oman, but do not promote organizational learning. In the non-profit sector, leaders fail to organize learning mechanisms and emphasize importance of knowledge sharing in organizations that limit the ability of NGOs to become resilient.

Oman is exposed to number of crisis situations, which ultimately lead to ruin the sense-making capability of managers and employees about understanding uncertain situations and of NGOs and reduce their task performance. However, the study concludes that effective development of managerial capabilities enable individuals to provide solutions to problems and overcome external challenges, thus, lead to build resilient non-profits. For employees in NGOs, the occupational surroundings are always stressful and comprise of series of challenges, however, effective development of skills and abilities enables them to battle against the negative impacts of environmental disruptions. The research suggests that lack of ethics training in NGOs results in decline in the development of ethical organizational members and thus fails to minimize consequences such as scandals, lawsuits or negative media attention. It has been found that absence or poor practices of ethics education in Omani NGOs, expose them to potential closures thus, inhibit development of organizational resilience.

Recommendations
1. Organizations need to evaluate, renew and update their resilient characteristics i.e. adaptation, competitiveness and value, so that all organizational components perform effectively to ensure organizations’ survival in the long-term.
2. Transformational leaders must develop adaptive behaviors and go beyond their self-interests for the good of organizations, thus, they need to play important role in developing highly resilient NGOs.
3. Leaders must emphasize learning approaches by communicating organizational activities that facilitate knowledge sharing and obtaining lessons from outcomes of decisions made by senior management.

4. Leaders need to improve learning capabilities of organizational members by encouraging participative decision making and allowing them to communicate new information or problems.

5. Within the context of Oman, the HR managers must improve effectiveness of management developmental programs and develop new training initiatives that help to managers understand complex situations.

6. Managers need to design effective ethics training programs for improving members’ ethical and moral behaviors.

7. Top management must control and direct ethical behaviors of subordinates by placing sanctions and punishing unethical behaviors, which can lead to increase organizations’ accountability and institutional legitimacy.

8. Systems thinking must be incorporate for making organizational components collectively responsive to disasters by streamlining internal systems with changes in external environment.

9. NGOs operating in Oman must establish strong social ties or relationships within and across different sectors, including institutions such as government, international non-profit agencies and financial institutions that will enable them to gain access to critical resources and information that are critical for dealing with disastrous conditions.

10. To minimize the threats of political uncertainty on NGOs, managers and employees must strengthen internal organizational factors that will undermine the effects of external factors such as terrorism, poor governance structure, changing governments etc.

11. NGOs must develop resilience by becoming robust service providers to facilitate communities and reduce their vulnerabilities during disastrous or crisis situations.

References
Austin, M.J., Regan, K., Samples, M.W., Schwartz, S.L., & Carnochan, S., (2011). Building managerial and organizational capacity in nonprofit human service organizations through a leadership development program, Administration in social work, 35(3), 258-281

Chakawarika, B. (2011). Challenges faced by NGOs in the political harsh climate of Zimbabwe: analyzing the effects on sustainability and promotion of human rights


Farwell, M.M., (2012). Nonprofit resiliency and access to services in King County, *Ph.D. Doctoral dissertation*, University of Washington


Jaaron, A., & Backhouse, C.J., Enhancing service organizations resilience through systems thinking

Lee, S.K., & Yu, J.H., (2012). Success model of project management information system in construction, Automation in Construction, 25, 82-93


Sattar, A., (2014). Climate change and migration: Exploring the linkage and what needs to be done in the context of Oman series on vulnerability and resilience, *Occasional paper, Series on Vulnerability and Resilience*, Lead Oman


Vogus, T.J., & Sutcliffe, K.M., (2007). The safety organizing scale: Development and validation of a behavioral measure of safety culture in hospital nursing units, Medical Care, 45(1), 46-54

Acknowledgment:- The author wishes to thank the management and staff of Sur University College for their full support and cooperation in getting this research work accomplished in time.