

Academic Human Capital and Organizational Resilience: The case of Tirana

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Abstract: *The purpose of this study is to explore the role and the skills that the academic human capital has on organizational resilience in a cohort of one hundred academic staff at the University of Tirana. This study employs a transversal research design utilizing non-random sampling nested within random sampling to investigate the staff's experiences and interactions of the target population. A questionnaire in was applied to a hundred study sample of academic staff contracted professors in three different branches in Albania during April 2024-May 2024. The results revealed that the organizational resilience factors of the academic staff were organizational support, positive values and social competences, and building a positive work culture. The overall organizational behavior was influenced by the positive attitudes of the staff, while the organizational support for the employees did not seem to have any significant impact on the staff's attitude.*

Keywords: organizational resilience, human capital, academic staff, positive attitudes, organizational support

INTRODUCTION

Resilience is the amalgamation of a variety of elements that interact with one another when confronting a vulnerable subject with minimal tolerance for failure, enabling them to progress, tackle the situation, and emerge stronger (Dong,2023; Hillman et al.,2020; Duchek,2019; Bui et al.,2019). It pertains to the way a collective of individuals or organizations respond to enduring challenging circumstances, whether they be of a natural or human-caused origin. According to Grotberg (1995), *resilience is defined as "the capacity of an individual to confront life's adversities."* From an organizational standpoint, resilient establishments are those that withstand crises, exhibit adaptability, and thrive (Grotberg,1995). On a corporate level, resilience is exemplified by firms adjusting to market fluctuations without jeopardizing their autonomy and fundamental nature. This concept hinges on the dynamic interplay between the entity and its surroundings. The notion of resilience is not absolute or entirely steadfast, as it showcases distinct traits and features that are contingent upon the unique contexts in which they are exhibited. Hence, it is imperative to not solely focus on the

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individual dimension but to also consider familial and communal variables. In his article, Dong (2023) provides a comprehensive overview of the various implications associated with organizational resilience. By delving into the factors that serve to bolster or diminish resilience, the author posits that imbuing a more pragmatic dimension to this concept, coupled with an expansion of its theoretical framework, the refinement of measurement tools tailored to diverse organizational structures, and an examination of the repercussions of globalization on resilience, as well as the incorporation of resilience practices across various industries and cultural contexts, could yield tangible benefits for both present-day business advancements and future scholarly investigations. This study aims to conduct a systematic literature review and ground research on how the academic staff attitudes impact the organizational resilience, with a focus on exploring its definitions, constituent elements, evaluation methods, influencing factors, and applications among a cohort of one hundred professors at the University of Tirana. The rationale behind of this study stems from the significance of organizational resilience in facilitating the ability of academic institutions to adjust to transformations and uphold a culture of ongoing innovation, thus contributing to sustainable prosperity within an emerging market economy like Albania. The methodology adopted in this paper entails a thorough review of existing literature on academic organizational resilience, with particular attention to its multilayered structure, foundational principles, managerial and behavioral strategies, and the various determinants that shape its enhancement. By fostering interdisciplinary collaboration, this research endeavor proposes to advance theoretical, methodological, and practical innovations that can offer robust backing for enhancing organizational resilience within academic settings. Collaborative interdisciplinary research endeavors have the potential to stimulate advancements in theory, methodology, and practical applications, thereby furnishing a more comprehensive and profound framework for bolstering organizational resilience (Dong,2023). Subsequent research efforts should concentrate on refining a precise definition of organizational resilience tailored to the academic domain, alongside the development of tools capable of portraying, diagnosing, and characterizing the distinctive features of coping mechanisms employed by academic institutions throughout the resilience-building process.

LITERATURE REVIEW

Organizational resilience cannot be conceived as a static component of the company (Teennankoon et al.,2021; Xiao & Cao,2017). It represents the outcome of a dynamic and composite process, to the definition of which structural and managerial determinants contribute, together (Su & Junge,2023; Börekçi et al., 2018). The delineation of these factors is essential to identify the necessary ingredients in the recipe for strengthening organizational resilience. As pointed out several times above, however, such a recipe should not be understood as an effort to generalize the structural and managerial antecedents of organizational resilience (Hillman & Guenther,2020; Duchek,2019; Ishak et al.2018). Bringing the metaphor back to the medical rather than the culinary field, through the formalization of a recipe it is intended to identify the necessary prerequisites for the creation of an infrastructure conducive to the emergence of conditions of resilience in organizations, in the awareness that these prerequisites will have to be appropriately harmonized with the sectoral, structural and managerial specificities of the individual company under consideration. The scholarly and research literature are increasingly focusing on the exploration of the characteristics of a "resilient" organization (Dong,2023; Occhipinti,2023; Duchek,2019; Bui et al.,2019; Barasa et al.,2018). However, the diversity of analytical contexts and the variety of theoretical and methodological approaches utilized

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challenge to standardize the attributes associated with organizational resilience. Riquelme (2022) sought to integrate various conceptual frameworks concerning the concept of resilience in organizations by proposing a dual interpretation of the construct. From a static standpoint, organizational resilience is rooted in companies' capacity to implement suitable preventive measures, at a structural and managerial level, to mitigate risks arising from environmental unpredictability (Riquelme,2022). Conversely, through a dynamic lens, organizational resilience is attained when companies can proactively address unforeseen critical events that significantly impact their performance, thereby mitigating the consequences on established internal structural and managerial equilibriums. By combining these two interpretations, organizational resilience can be understood as a continual strategic focus on maintaining existing organizational and managerial equilibriums, involving initiative-taking efforts to transition towards a new state perceived as more suitable or preferable given the changes observed in the relevant environmental context (Riquelme,2022). Similarly, Limnios et al. (2014) employ a dual perspective, categorizing organizational resilience into four archetypes and depicting it as a proactive resistance by the organization against external disruptions, while also serving to adapt business frameworks and operations to the altered circumstances in the environment of reference. Nevertheless, resilience may not always yield a competitive edge for the organization; rather, it could function as a barrier, impeding the company's ability to swiftly respond to significant changes occurring beyond its organizational scope in the long term. To bridge these varied conceptual viewpoints, organizational resilience can be viewed as a comprehensive set of strategic and managerial reactions that the organization can utilize to absorb environmental uncertainties and prevent competitive threats from evolving into existential risks for the organization (McDonald,2017). These organizational responses are grounded on two fundamental capabilities, which should permeate the entire workforce of the organization: first, the aptitude to identify the indicators of environmental shifts and pinpoint their origins, thereby fostering a precise understanding of the forces influencing the changes in the external milieu and second, the capacity to mobilize the internal resources required to invigorate and support the transformation of existing organizational structures to react to environmental occurrences (McDonald,2017). Fundamentally, organizational resilience can be viewed as a dynamic competency that tends to be disseminated throughout the various components comprising the organizational framework. Organizational resilience is a clear manifestation of the company's capacity to comprehend the shifting demands of the external environment and proactively predict environmental changes, thereby fostering the organization's inclination to guide and influence the evolution of the external context, assuming a leadership role within its reference environment (Istiqaroh et al.,2022). Kantur and İşeri-Say,2012) outlined the four primary sources that provide enterprises with the necessary impetus to cultivate organizational resilience. Initially, it involves the perceptive acumen of the organization, focused on cultivating an understanding of environmental transformations, primarily situated within the boundary units of the organizational framework tasked with orchestrating interactions between the company and its external milieu, promptly assimilating alterations and evolutionary trends characterizing the environment. Secondly, achieving organizational resilience hinges on the integrity among various components of the organization, necessitating all company resources to possess the attributes, knowledge, and competencies deemed essential to facilitate the simultaneous and continual drive toward organizational transformation. Furthermore, it is imperative to offer unwavering support - both informational and managerial - to all organizational members to prevent them from perceiving change as a threat rather than an opportunity. Lastly, organizational resilience is underpinned by two strategic capabilities: strategic agility, characterized by the establishment of internal redundancy

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conditions to enhance organizational flexibility during unforeseen critical events, and strategic execution, denoting the capacity to concretely implement strategic directives (Kantor & İşeri-Say,2012). These directives should be guided by flexibility and adaptability to bolster the organization's ingenuity and responsiveness in addressing competitive challenges presented by the external milieu (Wilson & Jarzabkowski, 2004). The theoretical framework derived from the arguments put forth thus far provides the opportunity to establish a comprehensive definition of organizational resilience, forming the foundation of this study. Organizational resilience is not merely an inherent characteristic of the organization, but rather a holistic and dynamic concept enacted by the firm to enhance its capacity to adapt to external stimuli and develop a timely response to unforeseen events that may disrupt internal organizational equilibrium at both strategic and structural levels. Consequently, resilience enhances the organization's capability to assimilate external pressures adaptively or to proactively devise managerial solutions that enable the company to return to a state akin to or better than its pre-crisis condition (Duchek, 2019; Burnard et al.,2018; Bharma et al.,2015; Sutcliffe & Vogus, 2007; Barnett & Pratt, 2000).

The Structural Assumptions of Organizational Resilience

Pal and Tostensson (2012) underscored the significance of three key structural factors in fostering organizational resilience within small and medium-sized enterprises operating in the textile industry. These factors include resourcefulness, dynamic competitiveness, and a culture oriented towards learning. Organizational resilience hinges on the consistent availability of a diverse range of resources, spanning material, immaterial, relational, and social dimensions, that can be promptly mobilized to address unforeseen changes in the external environment (Shela et al.,2023). Resourcefulness, on the other hand, relies on the organization's dynamic capacity to sustain and revitalize its unique assets, emphasizing organizational flexibility, redundancy in sources of competitive advantage, and the cultivation of inter-organizational relationships to swiftly detect environmental shifts. Furthermore, cultivating an open and learning-focused culture is essential for providing the organization with the strategic and structural agility needed to adapt to external dynamics and drive proactive changes in prevailing organizational practices. Interestingly, the attributes of resilience in organizations appear to remain consistent across sectors, transitioning from the private to the public sector, despite potential limitations stemming from austerity measures linked to sovereign debt sustainability and the trend towards procedural administrative practice (Borgonovi et al., 2018; Dalgaard-Nielsen, 2017; van de Walle, 2014). Boin and van Eeten (2013) delineate five distinct characteristics of a resilient public organization, aligning with the tripartite framework:

- Enabling factors utilized across the organization to enhance its capacity to adapt continuously to external changes (Rochet et al., 2008).
- Understanding the nature and specificities of external events is crucial for corporate sustainability, requiring monitoring and prevention to safeguard the organization from disruptions that could impede its operations and stakeholder expectations (Park, 2013).
- Establishing a comprehensive, diverse, and dynamic set of formal practices and procedures to mitigate risks stemming from environmental uncertainties (Pfeffer,2010).
- Embracing a formalized framework of roles, responsibilities, and relationships that are structured yet flexible, guiding individual behaviors and team interactions during critical events (van der Voet, 2014).

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- The deposition of a culture focused on dependability and corporate uniformity, which influences the mindsets of all organization members and fosters dedication to organizational transformation (Perry, 2004).

Essentially, to attain conditions of resilience, the organization must arm itself with structural tools that enable it to collectively acquire adaptive capacity toward competitive dynamics and foresight regarding the changes that might shape the surrounding environment (Burnard et al., 2018). This methodology results in a multi-faceted analysis of the structural precursors of organizational resilience (Gover & Duxbury, 2018). Such information serves as the vital essence that inspires structural interventions aimed at establishing an organizational environment receptive to change and furnished with the necessary adaptability for promptly reshaping the organizational practices and procedures within the company. Lastly, the innermost layer comprises implicit values and beliefs that – if embraced by all organization members – foster a sense of unity and stimulate the continuous adaptation of the company to the competitive trials posed by the external environment. The sedimentation of a culture focused on dependability and corporate uniformity influences the mindsets of all organization members and fosters a dedication to organizational transformation (Perry, 2004). To achieve resilience, organizations must acquire structural elements that enable them to collectively enhance their adaptive capacity towards competitive dynamics and predictive prowess concerning potential environmental changes (Burnard et al., 2018). This strategy results in a comprehensive analysis of the structural precursors to organizational resilience (Gover & Duxbury, 2018). This information serves as the foundation for structural adjustments aimed at establishing a work environment receptive to change, equipped with the necessary flexibility to promptly redefine organizational practices and processes within the company. Lastly, the innermost layer comprises implicit values and beliefs that, if shared among all organization members, foster a sense of unity and facilitate the company's ongoing adaptation to the competitive challenges posed by the external environment.

The Pillars of Organizational Resilience

Riquelme (2022) argues that the foundations of organizational resilience encompass collective self-esteem, cultural identity, morality or ethics, and social humor. These characteristics, when present, enhance an organization's or individual's ability to confront adversity, thus decreasing the likelihood of psychosocial maladjustment in the face of risk factors. These risk factors include but are not limited to:

- *Collective self-esteem* can be perceived as an affection towards what is intrinsic and the self-assessment of one's environment or place of residence. Riquelme (2022) characterizes it as the cornerstone of the other pillars as it impacts an individual's self-evaluation; it reflects an approving stance and signifies the degree to which an individual views themselves as competent, significant, successful, and valuable.
- *Cultural identity* represents a cluster of values that serve as components within a social cohort, fostering a sense of affiliation with a social group where cultural attributes like traditions, values, and convictions are shared. Identity is not a static concept but is reconstructed both individually and collectively, continually influenced by external forces. It is imperative to acknowledge that the origin and evolution of cultural identity have been shaped by multifaceted conditions, whereby a myriad of elements including economic, political, scientific-technical, social, and anthropological factors within a culture's comprehensive

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framework have prompted a reevaluation and redefinition across various epochs and historical junctures. This field is intricate and extensive, as identity is intricately intertwined with the concept of culture, which proves challenging to define definitively.

- *Morality or Ethics* denotes the capacity to adhere to principles and extend personal aspirations for well-being to the broader community. Morality is intertwined with a value system encompassing six virtues: truthfulness, incorruptibility, reverence, reliance, accountability, and a distinct essence. It is a discipline that scrutinizes phenomena based on their fundamental causes, focusing on the universal and indispensable aspects related to the examination of human deeds. However, ethical inquiry is reserved for actions stemming from an individual's volition and unrestricted liberty. Deeds lacking volition and autonomy fall outside the purview of ethical analysis.
- *Social Humor* concentrates on discerning humor within the very essence of tragedy.

Morell (2012) provides a definition that highlights the pedagogical value of humor in education. According to Morell (2012), humor enables students to cope with negative emotions temporarily and navigate challenging situations, serving as a protective factor for resilience. Similarly, Li et al. (2022) views social humor as a foundational element of resilience, closely linked to one's mindset and disposition. This perspective defines humor as a constructive approach to adversity, offering a fresh outlook on environmental realities and fostering innovative problem-solving skills, as well as enhancing the capacity for effective communication.

The managerial and behavioral assumptions of organizational resilience

Human resources are integral in the creation and maintenance of conditions that foster organizational resilience (Barasa et al., 2018; Bouaziz & Hachicha, 2018). It has been widely acknowledged in the academic literature that individuals within a company, both independently and as part of their respective teams, possess the cognitive and behavioral competencies essential for organizational resilience (Duchek, 2019; Suder, et al., 2017; Bhamra et al., 2015; Megele, 2014; Powley & Powley, 2012). Therefore, it is beneficial to implement human resource management strategies and frameworks that encourage a continual readiness for change and an inclination towards an organic approach to task division and coordination at both the individual and group levels within the organization (Duchek, 2019). Specifically, the literature argues that establishing resilience within work teams is crucial as a preliminary measure, ensuring that each team is equipped for flexible and adaptive company management (Stokes et al., 2018). This is essential before progressing to building systemic resilience, effectively managing the formal and informal interactions and interdependencies among different groups (Occhipinti et al., 2023). By embracing this perspective, the authors highlight the key factors that contribute to resilience within organizational work groups.

These factors encompass:

1. The dissemination of a *sense of collective efficacy*, defined as the self-awareness within the organization's members of the expertise, skills, and resources necessary to address environmental uncertainties. Self-awareness leads to self-efficacy, a vital aspect in enhancing the capacity – both at an individual and systemic level – to adapt dynamically to the external environment (Pollock et al., 2020; King et al., 2015).
2. The advocacy for a *transformational leadership approach*, seeks to diminish the perceived distance from authority and promote the establishment of strong interpersonal connections

among human resources (Eliot,2020; Dartey-Baah, 2015). This style of leadership fosters a focus on organizational learning, encouraging the organization's inclination towards change (Stewart & O'Donnell, 2007).

3. The *advancement of teamwork*, which should prioritize collective effort over individual contributions, thereby encouraging interactions within and across different groups in the organizational structure, fostering the creation of social capital (Kahn, et al., 2018). These characteristics cultivate the capacity to inspire engagement and commitment among organization members, crucial elements for propelling business agility. Simultaneously, they cultivate an atmosphere of receptiveness and preparedness for change, essential for building a resilient and enduring organization in the long run (Moran & Tame, 2012). The points raised by Zhang and Liu (2012) serve to encapsulate the aforementioned: a resilient organization is distinguished by a strong inclination towards organizational learning, occurring in a context marked by turbulence and uncertainty (Bui et al.,2019; Blanco,2018). Resilience shows itself through the simultaneous pursuit of flexibility and organizational evolution, facilitated by the widespread dissemination of valuable intellectual capital throughout the organization (Blanco,2018). This approach emphasizes the importance of experiential and relational knowledge, leading to opportunities for self-organization and proactive adaptation to the relevant environmental context (Duchek,2019; Lengnick-Hall et al., 2011).
4. The shared concern among all organization members regarding potential vulnerabilities to environmental uncertainties.
5. Recognition of the fallacy of oversimplified interpretations following instances of organizational failure to foresee and/or absorb environmental changes.
6. Heightened sensitivity to deviations in individual and group performance, facilitating prompt adjustments to organizational and managerial practices.
7. A constant drive to learn from past errors and effectively navigate environmental turbulence.
8. Seeking guidance and support from organization members with the most experience and expertise in managing environmental instability.

The current study

The purpose of the current study is to explore the role and manifestations of organizational behavior and coping strategies for organizational resilience in a cohort of 100 academic professors in Tirana.

To meet the main purpose of the study, the following hypotheses were set:

H₁ = Defining a comprehensive perspective of academic organizational resilience has a positive influence on the academic staff's attitudes to the resilience facilitator role.

H₂ = Gender differences have a significant impact on establishing the profile of their positive assets toward the resilience facilitator role.

Materials and Procedures

This study employs a transversal research design utilizing non-random sampling nested within random sampling to investigate the psychological experiences and interactions of the target population (Souza et al., 2007). The research methodology is characterized as mixed, encompassing the collection of quantitative data from initial testing and pilot testing phases, along with qualitative data derived from the study phase involving psychological micro-analysis of the quantitative data (Pita & Pértegas, 2002). After data collection, the information was inputted into the SPSS version 29 software for descriptive analysis. Quantitative data analysis was conducted utilizing the JASP STATS

software, while correlative and interpretive analyses were carried out using SPSS version 26. The creation of visual graphics was accomplished through SPSS version 29.

Instrument

To create the validity and reliability of the instrument in the context of Albania, a questionnaire in the Google Forms platform was applied to a pilot test of 30 academic staff and subsequently to a 100-study sample in the University of Tirana. This questionnaire includes 12 statements (items) in which academic staff were assessed in their level of organizational behavior and resilience in four areas of organizational resilience that represent the variables of the present study. To evaluate the positive influence of the academic resilience definition, Cronbach alpha $\alpha = .84$ was calculated for the pilot stage and $\alpha = .91$ for the study. The 5-point Likert format with a scale of 0 (never) and 4 (always) was used to calculate the answers. For the administration of the questionnaire, an Informed Consent was distributed to all participants. The validation process of the instrument was carried out through an expert judgment technique. To determine the degree of reliability, a pilot test was applied to thirty (30) contracted professors and tenured professors at the Public and non-Public Universities that develop the faculties of Business Administration, Organizational Psychology and Public Administration, using Cronbach's Alpha coefficient which was used for being compatible for items of more than two (2) alternatives. According to the reliability calculations, it was shown that for the Organizational Resilience, Support, Positive values and Social Competences and Positive work culture variables obtained a value of 0.82 in the pilot stage, which means that the designed instrument is highly reliable, presenting a strong level of reliability. The test administration time was '40 min. The period of the current study included the academic year 2023-2024 and the data collected were divided into the pilot stage starting from December 2023-January 2024 and the study which included indices from April 2024-May 2024.

Variables of the study

1. *Organizational resilience*. This study defines organizational resilience as a set of attributes and qualities that afford an organization the capacity to forecast, make ready for, react to, and adjust to gradual shifts and unforeseen interruptions to endure and thrive (BSI Group,2018).
2. *Support*. This study defines support as an asset and a belief system held by employees, wherein the organization prioritizes their well-being, welfare, and acknowledges their contributions (Li et al.,2022).
3. *Positive values and Social competences*. The present study focuses on the efficiency of participating in social interactions with others, which falls within social competences. This definition is in line with Junge et al. (2020) definition of social competence.
4. *Building a positive work Culture*. This research defines a positive work culture as a set of leadership, managerial, and teamwork attributes that exert a beneficial influence on the attitudes, beliefs, and perceptions of employees within an organizational context (Bayot et al.,2024).

In the present work, all the abovementioned variables are examined in clusters according to their factorial weight significance <0.4.

Research hypothesis

This paper was written using primary data, specifically from 100 completed questionnaires that were sent via email to various academic staff in Albania during April 2024-May 2024.

The following are the specific hypotheses of this paper:

H₀: There is no impact on the Academic Staff Resilience capitals by the workplace climate.

H₁: Factors that enhance a positive attitude toward the workplace have a significant impact on the Academic Staff Resilience capitals.

Sample

The individuals who took part in this initial phase of the study were chosen based on criteria related to availability and convenience of in-person interaction, a selection method consistent with the approach in which the sample is drawn from the closest population or those easily reachable (Bhattacharjee, 2012). There were a total of 30 faculty members involved, with 10 from the Business and Administration program, 10 from Organizational Psychology, and 10 from Management. The pilot stage saw a majority of over 70% female participants (21), while male participants accounted for 30% (9); during the full study, females made up 77.03% (77) and males 22.97% (23).

Table 1 . Distribution of participants according to gender in the pilot and study stage

Gender	No. Pilot (in %)	No. Study (in %)
Female	70	77
Male	30	23

Source: Author elaboration

The research population was made up of one hundred and seventy-two (180) tenured professors belonging to the faculties of Business Administration, Organizational Psychology and Public Administration of the University of Tirana, distributed in the following table.

Table 2. Sample stratification for tenured University of Tirana professors

Faculties	Sample	Factor (FM=60%)
Administration and Management	65	60
Organizational Psychology	45	60
Public Administration	70	60
Total (N)	180	60

Source: Author elaboration

Inclusive criteria

To take part in this research, individuals were required to satisfy specific inclusive and exclusive conditions:

- Being employed as a permanent member of the faculty at a tertiary educational institution in Albania.
- Possessing a fundamental understanding of the regulations governing academic institutions.
- Occupying a position within the departments of Business Administration, Organizational Psychology, or Management.
- Providing consent after being adequately informed.

Exclusion criteria encompassed:

- Lacking familiarity with the academic regulations and laws of Albania.
- Having less than five years of professional experience in the same role.
- Being employed in departments outside of the specified fields.

Ethical issues

For conducting the current study with juvenile school subjects, the working group took care of the strict observance of ethical aspects such as:

- **Approved information and allowance of subjects.** Through the platform in which the questionnaires were completed, a detailed description was presented regarding the purpose, conditions, and method of the study that would be used, as well as where their assistance. Participants were made aware of the voluntary nature of participating in the study and the possibility of withdrawing from the study if they did not wish to participate.

RESULTS

The following table shows a summary of the descriptive statistics for the four clusters encompassing the questionnaire.

Table 3. Descriptive statistics of participants' responses to the questionnaire on the total sample (range of responses 1 to 4).

	Total sample (n=100)	
Organizational Resilience and Academic Staff Questionnaire	<i>Mean</i>	<i>SD</i>
<i>Organizational Resilience</i>		
Actively engage in solving challenges	1,819	,673
Organization issues promptly take answers	1,1351	,447
Positive organization climate	1,2073	,5804
Sensing and steering	4,27	,510
Organization culture	4,32	,551
Networking	4,72	,500
Organizational learning and training	4,31	,601
<i>Support</i>		
Family support	0,7234	,71329
Work setting support and Communication	2,2553	,82008
Other Adult Relationships	1,2979	,50712
Caring Colleagues	1,0851	,28206
Caring Work Climate	1,5319	,68687

<i>Positive values</i>		
Caring	2,4255	,68349
Equality and Social Justice	2,3191	,72551
Integrity	2,8723	,67942
Honesty	2,1064	,59833
Responsibility	2,3617	,56820
Restraint	2,6809	,95795
<i>Social competences</i>		
Planning and Decision Making	2,1702	,73186
Interpersonal Competence	2,2079	,54831
Cultural Competence	2,1915	,77005
Resistance Skills	2,2766	,77184
Peaceful Conflict Resolution	2,1915	,77005
<i>Building a Positive Staff Culture</i>		
Personal Power	1,7021	,62258
Self-Esteem	1,8298	,56411
Positive view of personal future within the organization	2,4255	,58504

Source: Author elaboration

As can be revealed by the above table, the ability to be engaged in networking (M=4,72; SD=,500) has the most significant value in the organizational resilience factors of the academic staff. Work setting support and communication (M=2,2553; SD=,82003), Integrity (M=2,8723; SD=,67942), Planning and Decision Making (M=2,1702; SD=,73186) and Positive View of personal future within the organization (M=2,4255; SD=,58504) have the most significant value on the organizational culture and staff empowerment. The validity test of the clusters of the items of questionnaire was done by combining different scores and total scores. A $p < 0.05$ significance statement is positively correlated with the total score indicates that the items can provide support for further elaboration.

Table 4. The validity test of the variables scores for organizational resilience

	Pearson rho	Sig	Remark
1. Organization resilience	.248	.0043	Valid
2. Support	.0014	.0145	Invalid
3. Positive values and social competences	.0871	.0008	Valid
4. Building a positive staff culture	.675	.014	Valid

Source: Author elaboration

As illustrated in the table above, the validity of the test results is demonstrated in the observation that, based on the existing significance levels of outcomes derived from a 4-cluster questionnaire, there exist three clusters for which the significance level falls below 0.05. These clusters encompass Organizational Resilience ($r = .0043$; $p < 0.05$); Positive values and social competences ($r = .0008$; $p < 0.05$) and Building a positive staff culture ($r = .675$; $p < 0.05$). The validity of the Support cluster is not established within the studied sample, suggesting that beyond external factors such as the work environment or institutional support, the attitudes, values, and professional development of Albanian academic personnel play a more significant role.

To assess the development of different Organizational Resilience dimensions we performed the Mann Whitey test. The indices, not shown here, indicate a higher degree of networking ($Z = 6.285$; $\text{Sig} = .833$), positive staff attitude ($Z = 3.01$; $\text{Sig} = .520$) ($M = .53$; $SD = .50$), and organizational learning and training ($Z = 4.801$; $\text{Sig} = .601$) ($M = 2.16$; $SD = .60$) have the most significant impact on the academic staff organizational resilience. On the whole, results revealed that social support, social competencies, and learning and training are the most valuable assets of organizational resilience.

CONCLUSIVE REMARKS

This paper aims to explore the impact of the attitudes of academic staff capital to the organizational resilience factors in the Universities of Tirana. What was revealed as a significant conclusion is that networking ($M = 4.72$; $SD = .500$) has the most significant value in the organizational resilience factors of the academic staff. Another interesting finding is that Organizational Resilience ($r = .0043$; $p < 0.05$); Positive values and social competences ($r = .0008$; $p < 0.05$) and Building a positive staff culture ($r = .675$; $p < 0.05$) really affects the positive attitudes of the academic staff in the overall organizational behavior but, the organizational support for the employees does not seem to have any significant impact on the staff's attitude. The Mann Whitey indices also confirmed these clusters as the most significant in the staff capital attitudes. The implications of this research have both theoretical and practical significance. From a theoretical perspective, organizational resilience involves a gradual improvement in dynamic capability, which refers to a company's ability to continuously adapt and refine its structures and processes in order to effectively respond to

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environmental instability. These organizational skills are crucial for acquiring and enhancing dynamic capability at a rapid pace. Firstly, organizations must develop performance skills that enable them to gather timely information and implement appropriate structural and managerial solutions to address unforeseen developments in technological, social, and institutional factors that shape the external environment. By consolidating flexibility and stability, organizational flexibility enables assimilation and anticipation, actively promoting environmental resilience. Future theoretical advancements should therefore focus on recognizing realistic adaptation as an integral component of organizational resilience especially in emerging markets as Albania. These approaches will require companies to anticipate external changes and guide their evolutionary path in a manner that is environmentally sustainable, while also maintaining a significant reserve of slack resources. In the case of Albania, this is especially true due to the new strategy of the country toward the empowerment of human capitals in organizations. The essential components derived from comprehensive organizational resilience strategies are undoubtedly important, but they alone are not enough. Alongside the reduction in critical resources, the dependability of practical management, and the adaptability of the organization, there are also softer interventions that encourage all members of the organization to confront the challenges posed by an increasingly unstable environment. One of these interventions is the cultivation of the organizational support effect, which plays a crucial role in creating a positive atmosphere that engages human resources by providing them with knowledge and information and foremost with an increased trust in the system. This is a fundamental requirement for enhancing the organization's resilience and ensuring its readiness to face any circumstances. Lastly, a combination of structural and operational interventions is necessary to fully harness the potential of a resilient organization. Structural interventions form the foundation of the organization's capacity by facilitating adaptation to the diverse characteristics of the environment and addressing any inefficiencies.

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Data protection statement

The protection of the confidentiality and anonymity of the subjects was carried out according to the ethical criteria of the Data Protection Law no.9887, amended in 2014 by the Republic of Albania, and the European Act on Protection of Privacy and Personal Data regarding data treatment for research purposes.

Conflicts of interest

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