

THE ROLE OF ADAPTIVE RESILIENCE IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, AFFECTIVE COMMITMENT AND TURNOVER INTENTION IN THE POST COVID-19 ERA: A CASE OF VIETNAM

Minh Thi Phuong HA¹, Dung Tien HO^{2✉}, Long Ngoc NGUYEN³

^{1, 3}*Business Administration Faculty, Industrial University of Ho Chi Minh City, Ho Chi Minh City, Vietnam*

²*Business Administration Faculty, University of Economics Ho Chi Minh City, Ho Chi Minh City, Vietnam*

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Abstract. This study investigates the direct or indirect impact of transformational leadership and adaptive resilience on affective commitment and turnover intention. Qualitative research was conducted to validate the concepts and the research model and quantitative research was carried out to analyze data from 310 employees selected via convenient sampling in Vietnam. The results reveal that transformational leadership does not only directly affect adaptive resilience and turnover intention, but also indirectly and fully affects affective commitment via adaptive resilience, and indirectly and partially affects turnover intention via affective commitment and adaptive resilience. Furthermore, adaptive resilience significantly impacts turnover intention via affective commitment. There is no proof in the research that adaptive resilience directly affects turnover intention. This research has documented valuable experiences related to the adaptive resilience of organizations following social crises in the relationship between leadership and turnover for scholars and managers in the future.

Keywords: transformational leadership, adaptive resilience, affective commitment, turnover intention, COVID-19.

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✉Corresponding author. E-mail: hotiendzung89@gmail.com

1. Introduction

Although the Covid-19 pandemic is gradually dying down, the global economy has not fully recovered and has been coping with other local crises like the conflict between Russia and Ukraine, the earthquakes in Turkey, the extreme weather catastrophes like flooding storms in China or Libya, the forest fires in Hawaii, etc. The global economy would have been in more unstable and precarious conditions than ever before, making the task of adapting to the post-Covid-19 crisis more challenging. According to the International Labor Organization (ILO), 207 million people would be jobless globally in the post-Covid 19 period, up from 186 million in 2019, and this number would be higher than before the pandemic until at least 2023.

In the early years of the twenty-first century, the COVID-19 pandemic was considered an unexpected catastrophe for humanity. The majority of nations have gone through economic difficulty, with the tourist, food and beverage, transportation, lodging and entertainment,

and supply chain sectors all showing very little recovery. Vietnam is now no exception. Vietnam's labor market has been struggling with a number of interrelated issues. Business activities have decreased due to the global drop in aggregate demand, inflation, supply chain disruptions, etc. For Vietnamese organizations to recover, leaders have had to reorganize both their financial and human structures. The circumstance where employees quit their firms during the post-crisis adaptive recovery has led to higher unemployment rates in recent years. The General Statistics Office of Vietnam reports that the number of persons who are jobless and of working age remains high and tends to rise (in the second quarter of 2023 with 1.07 million people at a rate of 2.30% and an increase of 25.4 thousand people compared to the previous quarter at a rate of 0.05%). In June 2022, VietnamWorks, a top headhunter in Vietnam, surveyed more than 3,000 persons employed in a variety of occupations across several areas. According to the survey's findings, more than 40% of workers have quit their employment for a variety of reasons, including

company culture, career path changes, reduced pay and benefits, a drop in the number of employees, and others. For comparable reasons, such as seeking new chances during the organizational recovery time, uninteresting work, or a lack of flexibility in working hours, 60% of individuals keep their existing jobs but still think about looking for a new one. The Vietnamese Government has given a strategy to stabilize the labor market and encourage resilient firms through government resolutions in order to address the aforementioned concerns.

Vietnam is ranked as one of the seven nations most likely to experience a recession and significant levels of inflation following the pandemic (Sharma, 2023). Due to its extreme openness, alterations in the surrounding environment would have a significant effect on the advancement of both the social and economic spheres. Foreign direct investment, tourism, agriculture, and crude exports are the main drivers of Vietnam's economy (Nguyen et al., 2022). According to some assessments, Vietnam's economy is characterized by unsustainable development, inadequate infrastructure, a shortage of human resources, low budget income, a sluggish pace of investment disbursement, and a lot of unfavorable real estate market volatility (Thao, 2022). Additionally, according to the magazine's reviews cited above, economic experts acknowledged that the Covid-19 pandemic has left many Vietnamese small and medium-sized businesses at a lot of disadvantage. They confirmed that the important factor determining the adaptation, survival, and development of Vietnamese businesses is the role of administrators in creativity and leadership via specific development strategies. Theoretically, Vietnam has a collectivist culture, it means that emphasizes the interdependence between people and the uniqueness of the collective instead of the individual so administrators must find it hard to come up with both deep and broad measures while facing emergencies and unforced situations quickly such as the Covid-19 pandemic. Practically, the majority of Vietnamese businesses gradually recovered after the pandemic ended, but Vietnamese researchers have not investigated pieces of evidence related to the way that business administrators execute how to adapt their organizations in front of the pandemic. Besides, only a few studies on turnover intention have been mentioned during the Covid-19 outbreak in Vietnam (Giao et al., 2020; Kar & Phuong, 2022; Le et al., 2022; Wahyuni et al., 2023); nevertheless, none of them were engaged in adaptive resilience and transformational leadership. Fortunately, the qualitative research by Ngoc Su et al. (2021) confirmed that the capacity of Vietnamese tourist enterprises to recover was largely dependent on leadership, mission, and vision. This study stressed the importance of leaders with a transformational style in fostering organizations' adaptation, but it also called for leaders to boost staff commitment to recovery in addition to financial measures. Santoso et al. (2022) stated that leaders with a transformational style, who were oriented toward the goal and vision of their organizations, were crucial in crisis management because they inspired, encouraged, and motivated staff.

Numerous prior studies have examined the indirect impact of transformational leadership on turnover intention through a variety of mediators, but they have neglected to focus on a crucial stepping stone that includes both adaptive resilience and affective commitment while the organization is required to react to and adapt to challenging circumstances. This study is expected to fill the gap by investigating the mediating role of adaptive resilience and affective commitment in the relationships between transformational leadership, adaptive resilience, and employees' turnover intention in relation to the Covid-19 pandemic in Vietnam.

The remaining elements of this study include the theoretical framework and hypotheses, methodology for research, sample, measures and procedures, research results and discussions of findings, management implications, and research limitations.

2. Theoretical framework and hypotheses

Numerous studies have been conducted to investigate turnover intention during or after a crisis. Studies that looked at adaptive resilience as a mediating factor between transformational leadership and emotional commitment as well as between transformational leadership and turnover intention are, nevertheless, uncommon. Especially, the impact of adaptive resilience to turnover intention has never emerged after a previous considerable crisis.

Turnover, which is considered an "employee's permanent movement beyond the boundary of the organization" (Rahman & Nas, 2013, p. 568), includes voluntary turnover and involuntary turnover. Voluntary turnover occurs when an employee chooses to leave the company of their own free will as "avoidable" while involuntary turnover occurs when an organization terminates services with an employee and the employee leaves his or her position involuntarily as "unavoidable" (Griffeth & Hom, 2001; Price, 2001). The theory of planned behavior states that turnover intention is a source of turnover. It was a multi-stage process with three components psychological, cognitive, and behavioral characters (Takase, 2010). Reducing existing voluntary turnover rates proactively would help businesses to be better equipped to handle all upcoming problems (Dawley et al., 2010).

Affective commitment is one of three components of organizational commitment, which are acknowledged as negative indicators of turnover (Allen & Meyer, 1990). It is a partisan, emotive commitment to the organization's objectives and values, as well as to one's place in regard to those objectives and ideals (Buchanan II, 1972) or "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization" (Allen & Meyer, 1990). Affective commitment has mediated multiple relationships in which it did not rule out the association between any factor and turnover intentions (e.g. Galletta et al., 2011; Gim et al., 2015; Gyensare et al., 2016; Lee et al., 2021; To & Billy, 2023; Tumwesigye et al., 2020).

Barasa et al. (2018) noted that resilience is a system's ability to continue to task and meet its objectives in front of disadvantages; and furthermore, resilience is "not just a system's capacity to withstand shocks, but also to adapt and transform.". Van Breda (2011) indicated that workplace resilience helped organizations to be resistant to disruption in the face of change and adaptive in the face of crisis situations. Thus, resilience was a positive capacity in organizational behavior (Luthan, 2002). Organizational resilience is divided into two dimensions including planned resilience and adaptive resilience (Gonçalves et al., 2019; Lee et al., 2013; Whitman et al., 2013). According to Barasa et al. (2018), planned resilience is plans pre-prepared by organizations to cope with the disadvantages of negative situations in the future. On the opposition, adaptive resilience is capacities of organizations that cope with events during a crisis to respond to emergent situations. Linnenluecke et al. (2012) stated that adaptive resilience is a process of organizational adaptation to adverse events that experienced five stages such as pre-adaptation, exposure, recovery and restoration, post-impact determination of the organization's overall resilience, and future adaptation. Adaptive resilience motivates individuals to perform tasks; reduces work difficulties and psychological trauma; and stimulates creativity and growth in times of crisis; in other words, adaptive resilience can be considered one of the job resources because it produces positive outcomes for individuals and it supports organizations to overcome adversity and achieve goals (Demerouti et al., 2001; Halbesleben et al., 2014). Llorens et al. (2006) based on the job demands-resources (JD-R) model confirm that job resources are positively related to organizational commitment through their impact on work engagement, thus adaptive resilience as a resource can influence organizational commitment. Azusa and Hiroyuki's (2013) study confirmed that organizational resilience positively impacted workers' affective commitment from the Great East Japan Earthquake in 2011. A majority of studies investigated turnover intention directly or indirectly related to the psychological and behavioral resilience to overcome a shock of frontline workers such as nurses, doctors, or hotel restaurant employees (Cao & Chen, 2021; Chen & Qi, 2022; Labrague & de Los Santos, 2021; Sun et al., 2023; Wibowo & Paramita, 2022; Yan et al., 2021).

According to Holmberg et al. (2016), strong leadership is a key component of a resilient organization. In addition to financial restrictions, organizational culture, and the organization's vision and goal, leadership is a business management aspect of organizational resilience regarding human resource practices (Ngoc Su et al., 2021). According to the theory of adaptive organization, administrators could make a balance effective between their organizations and environments by maintaining operational efficiency, using environmental shocks to seek new opportunities, trying to minimize harm to maximize benefits, and resolving disadvantages (Burgelman, 1991; Jennings & Seaman, 1994; Miles et al., 1978). These adaptable strategies, also known as adaptive resilience, assist companies in overcoming

challenging circumstances like the Covid-19 epidemic. However, since Valero et al. (2015)'s study in the field of emergency management established empirical evidence on the influence of a transformative leader on a resilient organization, only a few similar studies have been conducted (Abd-EL Aliem & Abou Hashish, 2021; Madi Odeh et al., 2023; Shuja & Abbasi, 2016); especially, Minh and Long (2023) provided empirical pieces of evidence linking transformational leadership with adaptive resilience in a post-crisis era in Vietnam. Numerous earlier studies on turnover have included affective commitment as a mediator (Astuty & Udin, 2020; Lee et al., 2021; Ribeiro et al., 2018); especially, its mediating role in the relationship between transformational leadership and turnover intention has been established (Gyensare et al., 2016; Samuel & Engelbrecht, 2021). Finally, transformative leadership was found by Park and Pierce (2020), Oh and Chhinzer (2021), and Yücel (2021) to have a direct impact on the intention to quit. The above pieces of evidence are enforced by the crossover model (Hobfoll et al., 2018) that the process of crossover exchanges between transformational leadership, adaptive resilience, affective commitment, and turnover intention in the resource caravan enhances and accumulates individuals' resource accumulation, creating and sustaining engaged and resilient teams and organizations. Thus, wise leadership should be to develop interventions to increase positive resource exchanges.

From the above literature review, the direct and indirect effects of transformational leadership, adaptive resilience, and affective commitment on turnover intention need to be proved by empirical pieces of evidence. Additionally, it must clarify how adaptive resilience buffered between the established relationships. Thus, the following hypotheses are proposed:

H1: Transformational leadership significantly and positively influences adaptive resilience.

H2: Adaptive resilience significantly and positively influences affective commitment.

H3: Affective commitment significantly and negatively influences turnover intention.

H4: Transformational leadership significantly and negatively influences turnover intention.

H5: Adaptive resilience significantly and negatively influences turnover intention.

H6: Adaptive resilience significantly and negatively influences turnover intention via affective commitment.

H7: Transformational leadership significantly and positively influences affective commitment via adaptive resilience.

H8: Transformational leadership significantly and negatively influences turnover intention via adaptive resilience.

H9: Transformational leadership significantly and negatively influences via turnover intention, adaptive resilience and affective commitment.

3. Method

Following the literature review, the conceptual model is proposed in Figure 1. Then, the focus group participants were selected from other sectors so that the sample was representative. The sample comprised a total of 3 females and 5 males. The purpose of the focus group discussion was to gather data about the participants' perceptions related to leadership, adaptation, commitment and turnover intention to confirm the concepts, and the relationships between them. Then, the quantitative research method was used to test the model.

4. Sample, measures and procedures

The first step was to run a pilot study to determine the most appropriate scale, verify that the language is unambiguous, that no emotional or leading questions were asked, and how long the questionnaire needed to take. The study removed three duplicate items after matching the Benchmark Resilience Tool-13B (BRT-13B) (Whitman et al., 2013) and the Global Transformational Leadership Scale (GTL) (Carless et al., 2000). Then, 380 questionnaires were distributed, of which 310 completed questionnaires were used for quantitative analysis via convenient sampling. Respondents belonged to different occupied positions, tenures, and different forms of ownership. All the respondents graduated from university. The Global Transformational Leadership Scale (GTL) measured transformational leadership with 7 items. The GTL had satisfactory reliability (Cronbach's value of 0.93) to measure a single leadership construct. A short-form version of the Benchmark Resilience Tool-53 (BRT-53) with 13 items, namely the BRT-13B, of which 8 items were adaptive resilience, was used to measure organizational resilience within the impacts and effects of diversity. Cronbach's value of this dimension was above 0.80. The Affective Commitment Scale (ACS) (Allen & Meyer, 1990) was used to measure affective commitment. Employees with affective attachment stay on the job because they want to, hence the ACS has proven an effective instrument for evaluating affective commitment. The ACS was a unitary construct with 8 items, of which five are positively phrased and four are negatively phrased. The reliability for ACS was 0.87. Three components from Donnelly Jr and Ivancevich's (1975) research were used to create a measure of the Employee Turnover Intention (ETI). This measure had been used in previous research (Carmeli & Freund, 2009; Haque et al., 2019; Jeswani & Dave, 2012; Singh et al., 1994). Consist-

ently, the survey used Likert-type scales with responses from 1 (strongly disagree) to 5 (strongly agree).

The second step is the preliminary assessment, which was conducted by SPSS 22 including Cronbach's values and exploration factor analysis 1 (EFA1) and exploration factor analysis 2 (EFA2). EFA 1 was to develop and refine scales (Reio Jr & Shuck, 2015). EFA 2 was to check common method bias (Podsakoff et al., 2003).

The third step is to assess the measurement model and the structural model proposed through the PLS algorithm and bootstrapping (5000 subsamples) (Hair et al., 2021) by Smart PLS4.

5. Result

Descriptive statistics (Table 1) indicate that most females had responded to the survey (73.9%). A high proportion of respondents were aged below 30 years old (77.1%). The percentage of positions occupied as an employee was 89.0%. Nearly 72% of respondents had tenure between 1 and 5 years. Significantly, 64.2% of respondents have been working in private organizations, and these percentages in public and foreign organizations were 14.8% and 21%, respectively. Similarly, the proportion of respondents working in the education, manufacturing, and commercial business sectors is 23.9%, 19.7%, and 14.8%, respectively, and the others account for 41.6%. These characteristics of the sample are representative and meet the research objectives.

Table 1. Characteristics of respondents

Categories	Percentage (%)
Gender	
Female	73.9
Male	26.1
Age	
Below 30 years old	77.1
Between 30 years old and 45 years old	22.6
Above 45 years old	0.3
Tenure	
Below 5 years	71.9
Between 5 years and 15 years	26.8
Between 15 years and 30 years	1.3
Above 30 years	0.0
Position occupied	
Employee	89.0

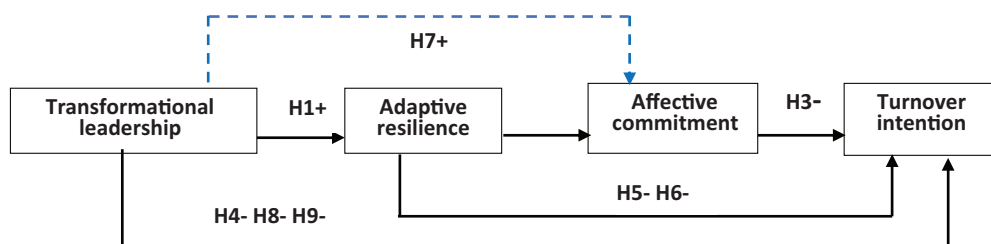


Figure 1. Conceptual model and hypotheses

End of Table 1

Categories	Percentage (%)
Group Leader	7.4
Departmental Leader	3.2
Organization Leader	0.3
Ownership	
Private	64.2
Public	14.8
Foreign	21.0
Career categories	
Education	23.9
Production	19.7
Commercial Business	14.8
Fiscal Monetary	8.4
Transport/Logistics	3.9
Advisory/Design/Building	2.9
Health Care	5.5
Real Estate	3.5
Services	7.1
Tourism/Restaurant/Hotel	2.6
Media/Marketing/Advertising	2.6
Technology/Engineering	1.6
Law	2.3
Others	1.3

The result of EFA1 was that the ACS with 8 items had two excluded items (i.e., one item with corrected item-total correlation 0.268 and the other one with 0.301). The BRT-13B consisted of 6 items (i.e., one excluded item and one item adding to the GTL). The GTL was included 7 items (i.e., 3 excluded items by duplicated with the BRT-13B, 2 items from the ACS and 1 other item from the BRT-13B1) and 4 items of the ACS. The EFA2 was undertaken on 20 representative items of the study, with the results indicating that the single factor explained only 45.173% of the total variance, which is below the threshold of 50% (Podsakoff et al., 2003).

The reliability and validity scores of the constructs are revealed in Table 2. The value of Cronbach's Alpha and factor loadings for all constructs were higher than 0.7, exception for factor loadings of two items of adaptive resilience and one item of transformational leadership. However, all AVE values of the constructs were above the 0.50 threshold (from 0.611 to 0.854), and the CR of measures ranged from 0.915 to 0.946, thus not removing any of the items. Furthermore, the rho-a values also ranged from 0.888 to 0.929, so all constructs are internally consistent and fulfill the condition of convergent validity (Fornell & Larcker, 1981; Hair Jr et al., 2021).

The discriminant validity was considered by comparing the square root of each AVE in the diagonal with the correlation coefficients (off-diagonal) for each construct in the relevant rows and columns. Table 3 indicated that the discriminant validity of constructs satisfied the conditions that all the inter-correlations between the constructs were lower than the square root of AVE. Besides, the values of

Table 2. Construct reliability and validity

Items	Loading	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (CR)	Average variance extracted (AVE)
Transformational leadership (TraLea)					
		0.893	0.898	0.916	0.611
AC128	0.717				
AC229	0.677				
AR823	0.759				
TL124	0.802				
TL225	0.839				
TL326	0.832				
TL427	0.830				
Adaptive resilience (AdaRes)					
		0.888	0.908	0.915	0.645
AR116	0.679				
AR217	0.691				
AR318	0.876				
AR419	0.869				
AR520	0.840				
AR621	0.837				
Affective commitment (AffCom)					
		0.887	0.891	0.923	0.752
AC431	0.734				
AC633	0.914				
AC734	0.916				
AC835	0.891				
Turnover intention (TurInt)					
		0.915	0.930	0.946	0.854
TI141	0.922				
TI242	0.949				
TI343	0.905				

HTMT ratios for all the constructs are below 0.9, implying no multicollinearity among the latent constructs. Table 3 shows that the highest value of the HTMT ratio did not embrace the 0.85 threshold (i.e., 0.770 is the highest), so the study's discriminant validity has been established (Fornell & Larcker, 1981; Hair Jr et al., 2021).

The R-square values showed that transformational leadership explained 43.6% of the variance in adaptive resilience. Transformational leadership and adaptive resilience explained 23.8% of the variance in affective commitment, while transformational leadership and affective commitment explained 24.6% of the variance in turnover intention. The path coefficients in Table 4 showed that transformational leadership resilience has a significant and positive relationship with adaptive resilience (H1, $\beta = 0.662$, $p = 0.000$), adaptive resilience significantly and positively impacts to affective commitment (H2, $\beta = 0.491$, $p = 0.000$), affective commitment also has a significant

Table 3. Fornell-Larcker criterion and HTMT ratios

	(1)	(2)	(3)	(4)
(1) Affective commitment (<i>AffCom</i>)	0.867	0.543	0.491	0.770
(2) Adaptive resilience (<i>AdaRes</i>)	0.491	0.803	0.298	0.725
(3) Turnover intention (<i>TurInt</i>)	-0.447	-0.282	0.924	0.515
(4) Transformational leadership (<i>TraLea</i>)	0.680	0.662	-0.460	0.782

and negatively relationship with turnover intention (H3, $\beta = -0.224$, $p = 0.001$) and transformational leadership also has a significant and positive influence on turnover intention (H4, $\beta = -0.339$, $p = 0.000$). On the contrary, the influence of adaptive resilience on turnover intention is not significant (H5, $\beta = 0.069$, $p = 0.354$). Thus, four of four hypotheses are supported.

According to Cohen (2013), the f^2 values indicated the contribution of predictor variables toward dependent variables. The effect sizes (f^2) of H1, H2, H3 và H4 are positive. Transformational leadership ($f^2 = 0.780$) has the largest, strong effect size on adaptive resilience. Adaptive resilience has a medium effect ($f^2 = 0.317$) on predicting affective commitment, and transformational leadership and adaptive resilience have the very small effects on turnover intention ($f^2 = 0.065$ and $f^2 = 0.043$).

According to Zhao et al. (2010), if the bootstrapped indirect effect is significant and the confidence interval does not include zero, a mediator is supported. An examination of the specific indirect effects revealed that affective commitment partially mediates the relationship between adaptive resilience and turnover intention (H6, $\beta = -0.120$, $p = 0.001$; BcaCI: $-0.197 - -0.050$) and adaptive resilience has a partial mediating effect between transformational leadership and affective commitment (H7, $\beta = 0.325$, $p = 0.000$; BcaCI: $0.239 - 0.404$) and adaptive resilience and affective commitment are the full mediators between

transformational leadership and turnover intention (H9, $\beta = -0.079$, $p = 0,002$; BcaCI: $-0.135 - -0.032$). In contrast, adaptive resilience is not a role of mediating between transformational leadership and turnover intention (H8, $\beta = 0.046$, $p = 0.362$; BcaCI: $-0.050 - 0.145$). However, if it examines total indirect effects from transformational leadership to turnover intention, this relation is insignificant (H8&H9, $\beta = -0.034$, $p = 0.542$; BcaCI: $-0.143 - 0.076$).

6. Discussion

This study was taken to determine how adaptive resilience influences on affective commitment and turnover intention, how transformational leadership influences on adaptive resilience, affective commitment and turnover intention, and how affective commitment influences on turnover intention.

The strongest direct impact on adaptive resilience of organizations belongs to transformational leadership (H1, $\beta = 0.662$, $p = 0.000$). The evidence proves that the role of leaders and the way that leaders can operate their organizations are extremely important, determining the success of organizational recovery processes after the pandemic in Vietnam. However, this is a repeat of many prior works in countries (Abd-EL Aliem & Abou Hashish, 2021; Madi Odeh et al., 2023; Minh & Long, 2023; Shuja & Abbasi, 2016).

Table 4. Structural path results

Hypotheses	Path coefficients	BCa intervals	p -value	f^2	Supported
Direct effects					
H1: <i>TraLea</i> -> <i>AdaRes</i>	0.662	0.585–0.721	0.000	0.780	Yes
H2: <i>AdaRes</i> -> <i>AffCom</i>	0.491	0.390–0.574	0.000	0.317	Yes
H3: <i>AffCom</i> -> <i>TurInt</i>	-0.244	-0.37 –(-0.097)	0.001	0.043	Yes
H4: <i>TraLea</i> -> <i>TurInt</i>	-0.349	-0.504–(-0.189)	0.000	0.065	Yes
H5: <i>AdaRes</i> -> <i>TurInt</i>	0.069	-0.076–0.214	0.354	0.004	No
Specific indirect effects					
H6: <i>AdaRes</i> -> <i>AffCom</i> -> <i>TurInt</i>	-0.120	-0.197–(-0.050)	0.001		Yes
H7: <i>TraLea</i> -> <i>AdaRes</i> -> <i>AffCom</i>	0.325	0.239–0.404	0.000		Yes
H8: <i>TraLea</i> -> <i>AdaRes</i> -> <i>TurInt</i>	0.046	-0.050–0.145	0.362		No
H9: <i>TraLea</i> -> <i>AdaRes</i> -> <i>AffCom</i> -> <i>TurInt</i>	-0.079	-0.135–(-0.032)	0.002		Yes
Total indirect effects					
H6: <i>AdaRes</i> -> <i>TurInt</i>	-0.120	-0.197–(-0.050)	0.001		Yes
H7: <i>TraLea</i> -> <i>AffCom</i>	0.325	0.239–0.404	0.000		Yes
H8, H9: <i>TraLea</i> -> <i>TurInt</i>	-0.034	-0.143–0.076	0.542		No

It can also be one rare study that confirms a full buffer of organizational adaptive resilience of between transformational leadership and affective commitment (H7, $\beta = 0.325$, $p = 0.000$) based on job demand – resource model with adaptive organizational resilience as job resource (Llorens et al., 2006).

In particular, it is not significant if only adaptive resilience mediates between transformational leadership and turnover intention (H8, $\beta = 0.046$, $p = 0.362$), but if existing the resource caravan from adaptive organizational resilience to affective commitment partially between transformational leadership and turnover intention, the relationship is supported (H9, $\beta = -0.079$, $p = 0.002$). In contrast to the resource caravan, transformational leadership direct negatively and significantly influences on turnover intention (H4, $\beta = -0.349$, $p = 0.000$). Thus, adaptive organizational resilience and affective commitment have a partial mediating role. However, the magnitude of the indirect effect of the resource caravan is not strong ($\beta = -0.079$) and the other specific indirect effect is not accepted (H8, $\beta = 0.046$, $p = 0.362$), so the total indirect effect becomes insignificant (H8, H9, $\beta = -0.034$, $p = 0.542 > 0.05$). Anyway, this evidence is still one of rather fresh discoveries about organizational adaptive resilience as a mediating variable because of only a few previous studies mentioning the mediating role of resilience of individuals in the relationship between leadership and turnover intention (Amunkete & Rothmann, 2015; Dutta & Khatri, 2017).

Besides, adaptive resilience of organizations has a direct impact on individuals' affective commitment (H2, $\beta = 0.491$, $p = 0.000$) and affective commitment plays a full mediating role between adaptive resilience and turnover intention (H6, $\beta = -0.120$, $p = 0.001$), while this issues appeared in prior works as individual resilience (Akcin, 2023; Tait, 2008; Yan et al., 2021). It can be considered a niche for which there has not been much empirical evidence relating to the post-crisis, except for Azusa and Hiroyuki (2013)'s research during the East Japan Earthquake Crisis in 2011.

Finally, the direct relation has been recognized similar to previous studies as affective commitment to turnover intention (H3, $\beta = -0.244$, $p = 0.000$). Nevertheless, the impact of adaptive resilience to turnover intention is denied (H5, $\beta = 0.069$, $p = 0.354$).

7. Conclusions

This study provides evidence of the indirect or direct role of adaptive resilience on the turnover intention framework, which is quite rare in many previous studies involving human resource management after the crises; i.e., its full mediating role on the relationship between transformational leadership and affective commitment and its partial mediating role linked affective commitment on the relationship between transformational leadership and turnover intention as well as its indirect and full activation on turnover intention via affective commitment in the post-Covid-19 in Vietnam.

The study used the convenience sampling method so the representativeness and credibility of the findings would decrease. Choosing a stratified or random sampling approach is the method that will increase the level of representativeness and credibility in future studies. Besides, the study was to be conducted with the sample collected from many industries so the results cannot be consistent when applied to a specific industry. Future research needs to concentrate on solving the related issue of the specific career, which is seriously affected by the crisis. Despite no evidence has yet confirmed that adaptive organizational resilience directly impacts turnover intention, the findings clarify the theory of adaption resilience in organizational behavior research and enforce more insights from the previous works. Adaptive resilience influences turnover intention or other behavioral variables which are still considered a gap that should be attended to much more in academics.

The Covid-19 pandemic is a rare practice to help Vietnamese administrators absorb a lot of experience, overcome cultural rules, to cope with similar events in the future when the world becomes more and more uncertain called adaption. This research offers additional insight into managers' awareness that leadership does not depend on culture but also on each situation. Motivational and inspirational leadership always plays an important role in the process of leading an organization to cope, adapt, and overcome adversities, thereby nurturing employees' emotional attachment to their organization in all situations. The study also brings practice values to human resource management about fostering and retaining employees during the post-crisis.

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