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The Impact of Hardiness on Organisational Outcomes: Investigating Appraisal and Coping Processes Through Alternative Transactional Models

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Abstract

This study tested the relationship of the personality variable of hardiness to the organisational outcomes of job satisfaction, performance and intention to turnover. These relationships were also tested via two alternative transactional models, with a sequential and simultaneous structure for the appraisal and coping processes. Employees ($N = 297$) from a range of large New Zealand organisations completed a questionnaire on hardiness, appraisal, coping, affect and the three distal outcomes. Bivariate correlations revealed significant positive relationships between hardiness and job satisfaction, hardiness and performance, and a significant negative relationship with intention to turnover. Structural equation modelling results revealed that the direct relationship between hardiness and job satisfaction was the strongest path, which indicates that the higher an employees level of hardiness the higher their likely level of job satisfaction. The simultaneous model provided best fit to the data, revealing a positive path from hardiness through challenge appraisals to positive affect, and a negative path through threat appraisal and emotion-focused coping. This study concludes that higher levels of hardiness are associated with more positive situational appraisals and more effective coping responses.
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# Table of Contents

Abstract ............................................................................................................. II  
Acknowledgements ..................................................................................... III  
Table of Contents ........................................................................................ IV  
List of Figures ................................................................................................ VI  
List of Tables ................................................................................................ VI  
Chapter 1: Introduction ............................................................................... 1  
Chapter 2: Hardiness ................................................................................ 4  
  Definition ....................................................................................................... 4  
  Problems with Hardiness Construct ........................................................ 8  
Chapter 3: Hardiness and Outcomes ....................................................... 17  
  Performance .................................................................................................. 17  
  Job Satisfaction ........................................................................................... 18  
  Intention to Turnover ..................................................................................... 20  
Chapter 4: Transactional Model of Stress ........................................... 23  
  Appraisal ....................................................................................................... 26  
  Coping ........................................................................................................... 30  
  Affect .............................................................................................................. 34  
Chapter 5: Sequential Model ................................................................. 36  
  Hardiness and Appraisal ............................................................................. 36  
  Appraisal and Coping ................................................................................ 37  
  Coping and Affect ....................................................................................... 40  
  Affect and Outcomes ................................................................................. 42  
  Sequential Model ....................................................................................... 44  
Chapter 6: Alternative Model ................................................................. 49  
  Simultaneous Model .................................................................................. 49  
  Hardiness and Coping ................................................................................. 52
List of Figures

Figure 1. Hierarchical model of hardiness with three underlying facets. ................................................................. 15

Figure 2. Proposed relationships between hardiness and appraisal... 37

Figure 3. Proposed relationships between appraisal and coping. ...... 40

Figure 4. Proposed relationships between coping and affect. .......... 42

Figure 5. Proposed relationships between affect and outcomes of job satisfaction and performance................................. 44

Figure 6. Author’s hypothesised sequential model, adapted from King and Gardner (2006). ..................................................... 47

Figure 7. Author’s hypothesised simultaneous model, adapted from Florian et al. (1995). ........................................................... 50

Figure 8. Proposed relationships between hardiness and coping ...... 54

Figure 9. Proposed relationships between appraisal and affect....... 55

Figure 10. Final simultaneous structural model of relationships among hardiness, appraisal, coping, affect, job satisfaction and intention to turnover. ......................................................... 78

List of Tables

Table 1. Fit indices for final measurement models ....................... 71
Table 2. Descriptive statistics and correlations for hardiness, appraisal, coping, affect and outcomes ............................... 72
Table 3. Fit indices for the sequential and simultaneous structural models........................................................................ 75