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

A thesis presented in partial fulfilment of the requirements for the degree of

Master of Arts

in

Psychology

at Massey University, Auckland,

New Zealand

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2009

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.

Acknowledgements

Thank you to everyone that has helped me, directly and indirectly, to produce this document.

My supervisor, Dianne Gardner has been a great source of new directions and possibilities. This is something I will try to continue to do in the future. Thank you for your compassion and support.

Thank you to my husband, for keeping life happening while I have been studying and writing. Michael, your calm and wise words were such a god-send in those moments of madness. I promise, it will be over soon!

Thank you to my mum, for exploring mediation with me and being such a great sounding board. Nola, I would never have got to this point without your continuous support.

Jean and Georgia at QED, thank you. You were always willing to provide an empathetic ear to my trials and tribulations, and to help me see reality from madness.

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