MINISTRY OF INDUSTRY & TRADE
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DETERMINANTS OF TURNOVER INTENTION WITH THE MODERATING ROLE OF PERSONALITY: A CASE OF VIETNAM

Major: Business Administration
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SUMMARY OF DOCTORAL THESIS IN ECONOMICS

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CHAPTER 1 RESEARCH OVERVIEW

1.1 Reasons for conducting the thesis

1.1.1 Practical context

The COVID-19 pandemic was a global and comprehensive crisis - represents a VUCA world (Volatility, Uncertainty, Complexity, Ambiguity). Vietnam was one of the countries deeply affected by the COVID-19 pandemic. The crisis has caused serious damage to most organizations in different fields.

Vietnam's labor market after the COVID-19 pandemic with unemployment rate has always been at a high level. In fact, after the COVID-19 pandemic, most businesses have to enter the stage of recovering business activities after a period of stagnation and business leaders have to regulate business activities by many different measures including policies to retain employees after the COVID-19 pandemic. Ho Chi Minh City - a major center of economy, culture, education, training, science and technology - has strong attraction and influence in the region and the whole country where the COVID-19 pandemic has affected millions of workers. Data from the General Statistics Office on the labor and employment category shows that the unemployment rate among working-age people in Ho Chi Minh City has always been higher than the whole country and higher than before the COVID-19 pandemic.

1.1.2 Theoretical context

Contemporary human resource management considers employees not only as a workforce but also as a special form of organizational assets; therefore, retaining employees is an important issue for organizations. Intention to leave is an area that has received the attention of scholars for a long time. The rate of turnover is also one of the indicators measuring the health of a country's economy. Many studies related to intention to leave have been conducted. The overall results of the predictors related to voluntary turnover from the previous periods to 2020

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had the following characteristics: a) Organizational commitment had always been a factor that directly affects intention to leave in studies in this field over time; b) Transformational leadership was a factor that predicts intention to leave emerging in the period before 2020; and c) Personal psychological recovery was a factor noted to predict turnover intention in the period 2000 to 2020. In the period of the last 5 years, the thesis reviewed 140 independent turnover intention studies with about 278 antecedents. The results of the study mentioned psychological resilience, transformational leadership and organizational commitment affecting turnover intention received the attention of scholars in this period.

1.1.3 Gaps in Research on Turnover Intention

The practical context has shown many challenges that have emerged for countries during the COVID-19 pandemic. In an economy, the labor market is always a sensitive indicator to events. Only the adaptation of workers and the timely response of organizations during and after the crisis can maintain production and business activities and reduce unemployment rates. Currently, studies related to organizational recovery and workforce stabilization after the crisis are fragmented and fragmented; therefore, research on the role of transformational leadership, organizational resilience, affective commitment, and proactive work personality on turnover intention; in particular, the interaction between resilience levels and the impact of transformational leadership simultaneously on resilience levels are still lacking. Based on the practical context and the above-mentioned gaps, it is necessary to conduct a thesis to explore the factors that can reduce employees' turnover intention in Ho Chi Minh City in the post-crisis period due to the COVID-19 pandemic.

1.2 Research objectives

The general objective of the thesis is to explore the factors affecting turnover intention and establish a research model to measure the impact of these factors on employees' turnover intention in Ho Chi Minh City after the crisis caused by the

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COVID-19 pandemic. From there, propose policies to reduce the intention to leave the job to retain workers for future crises.

1.3 Survey subjects

The study aims to survey turnover intention with data collection subjects being employees working in organizations after the COVID-19 pandemic.

1.4 Scope of the study

The thesis collects data from organizations where employees are working, in different industries and types affected by the COVID-19 pandemic in Ho Chi Minh City - Vietnam.

1.5 Research methods

The thesis approaches mixed research methods, including qualitative research and quantitative research.

1.6 Novelty of the thesis

The thesis has discovered the characteristic factors that have the impact of reducing employees' turnover intention in the context of post-crisis. In which, transformational leadership has the ability to simultaneously activate three levels of recovery (individual, group and organization) and combine the momentum of three levels of reslience and proactive personality to affect affrctive commitment before reducing turnover intention. The thesis is a rare study in which the research context allows to investigate three levels of resilience (individual, group and organization).

1.7 Significance of the thesis

The thesis builds a theoretical framework related to employees' turnover intention after crisis including transformational leadership, resilient levels, affective commitment and proactive personality; fills the research gaps on the relationship between resilient levels; and strengthens the theories of coordination between related theories.

Leaders improve their leadership skills to guide the organization to adapt and

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respond; nurture emotions to reduce turnover intention. The thesis examines the experiences that managers need to apply to manage organizations to cope with and adapt to crises and establish policies to reduce the intention to quit in order to retain employees in the future.

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CHAPTER 2 THEORETICAL FRAMEWORK

2.1 Concepts

2.1.1 Transformational leadership

Transformational leadership is a process by which leaders motivate employees by moving toward higher ideals and moral values. Transformational leadership includes four leadership dimensions, which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

2.1.2 Psychological resilience

Psychological resilience is the ability to recover from adversity, uncertainty, conflict, failure; or even positive change, progress, and increased responsibility.

2.1.3 Employee resilience

Employee resilience is the behavioral capacity of individuals to respond better to adverse events at work.

2.1.4 Adaptive resilience

Organizational resilience is the ability of an organization to maintain its functions and recover quickly from adversity by mobilizing and accessing necessary resources. Adaptive resilience is the ability to address issues that are serious and urgent.

2.1.5 Affective commitment

Affective commitment is an individual's commitment to maintain an emotional attachment to the organization. This commitment represents a positive attitude of employees that is directly related to the personal values they bring to the organization.

2.1.6 Turnover intention

Turnover intention is the employee's willingness or attempt to leave the current workplace voluntarily or consciously and intentionally leave the organization.

2.1.7 Proactive personality

Proactive personality is the characteristic of a person who is not bound by external conditions (changes in the environment and the surrounding world) but

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is proactive in responding, seeking opportunities, promoting initiative, taking action and persistently achieving goals that bring about development.

2.1 Background Theory

2.2.1 Transformational leadership theory themes

The three core elements of transformational leadership theory are relationships, leader traits, and organizational environment. It is one of the effective leadership theories in today's changing environment because of its ability to change organizations while creating desired results.

2.2.2 Theory of adaptive organization

Organizational adaptation is the process by which organizations adapt to adverse changes to achieve an effective balance between the organization and the environment. Four strategic approaches to adapting to adverse environments include maintaining greater efficiency in current operations, taking advantage of environmental changes to seek new opportunities, striving to minimize losses while maximizing benefits, and adjusting to environments that are both contradictory and unstable. These adaptive strategies deal with adverse situations involving business issues, technical issues, and management issues.

2.2.3 An integrated model of organizational resilience

Organizational resilience is the ability to cope with crises in an environment of uncertainty and potential emergency for the organization. The overall resilience of an organization after a crisis is a dynamic interaction of resilience from three levels: individual, group, and organization. Organizational resilience is a multidimensional capability that includes cognitive resilience, work resilience, and contextual resilience.

2.2.4 Job demands - resources model (JD-R)

The Job Demands - Resources Model was developed by Bakker to understand individual job satisfaction and performance. Integrating leadership into the JD-R model is based on the theory that attractive, inspirational leaders increase employee engagement and strengthen employee connection.

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2.2.5 Conservation of resources theory (COR)

The basic principle of conservation of resources theory is that individuals, groups or organizations, in addition to trying to achieve, retain, nurture and protect important resources, also have resource interference. COR theory states four principles and three corollaries. Principles of conservation of resources theory including resource loss principle, resource investment principle, gain paradox principle, and despair principle. Consequences of conservation of resources theory including resource gain, resource loss cycles, and resource gain spirals.

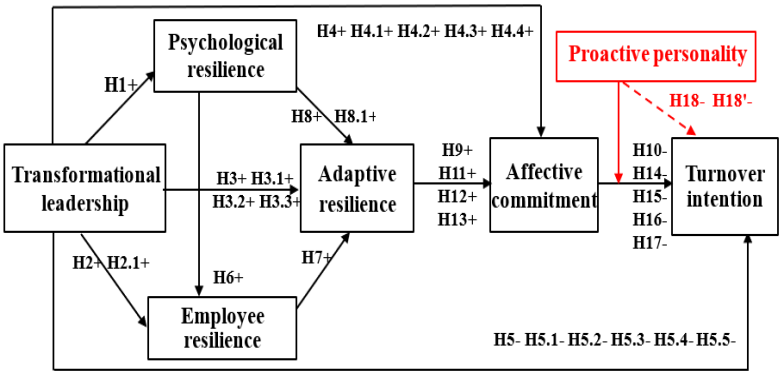
2.2.6 Trait factor analytic theory

Trait Factor Analytic Theory implies that human characteristics and behavior are influenced by human circumstances. Human personality is one of the underlying factors related to human beliefs that indirectly affect human intentions and behaviors. Changes in intentions depend on individual differences as factors that explain or regulate behavioral intentions.

2.3 Review of related studies

Review of related studies is according to the following topics: the impact between levels of recovery; leadership influences on psychological resilience, employee resilience, and organizational resilience; transformational leadership influences turnover intention with affective commitment as the mediator; transformational leadership influences commitment with resilience as the mediator; and moderation by personality traits.

2.4 Research model proposal



Theoretical model

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CHAPTER 3 RESEARCH METHODOLOGY

3.1 Qualitative research

3.1.1 Objectives of qualitative research

– The objective of qualitative research is to perfect the research model:

– Re-identify variables.

– Identify specific relationships between variables.

3.1.2 Implementation method

– Group discussion.

– Group of 8 respondents ensures that respondents do not know each other, have certain similarities in characteristics.

– Discussion content: Collect opinions based on the independent personal views of 8 respondents on feelings related to psychology, personal behavior, organizational health after the COVID-19 pandemic such as leadership style, resilience, proaction, affective attachment to the organization and intention to quit.

3.2 Preliminary research

3.2.1 Objectives of the preliminary research

Complete the most stable survey questionnaire possible before entering the official research.

3.2.2. Questionnaire

– Synthesize the observed variables of 7 scales to be included in the survey questionnaire design.

– Review the content of the observations to ensure the principles of questionnaire design.

– The result is 43 observed variables participating in the preliminary quantitative assessment.

3.2.3 Conduct preliminary research

– Preliminary determination of Cronbach alpha values to examine the consistency of variables in the same scale.

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– Conduct pairwise exploratory factor analysis to refine and evaluate the stability and improve the scale to complete the questionnaire with a sample size of 77.

3.3 Quantitative research

3.3.1 Sample, sample size and sampling method

– The sample includes employees working in organizations in many different fields and professions in Ho Chi Minh City.

– Sample size is larger than 5 x 43 observed variables.

– Convenience sampling method.

3.3.2 Preliminary assessment of scales (large sample)

– Assessment of scale reliability (Cronbach alpha)

– Exploratory factor analysis

– Check for common methods bias

3.3.3 Evaluation of measurement model

– Outer loading factor. The external loading factor must be greater than or equal to 0.708 for the observed variable to be of good quality.

– Scale reliability (Cronbach alpha) and composite reliability (CR). The reliabilities of the scale are greater than or equal to 0.7.

– Convergent Validity (CV). Convergent value can be measured by the average variance extracted (AVE).

– Discriminant Validity. Evaluate the discriminant value of the scale using the Heterotrait-Monotrait Ratio of Correlations (HTMT).

3.3.4 Evaluate the structural model

– Evaluate multicollinearity VIF (Variance Inflation Factor). Value thresholds in evaluating collinearity. VIF ≥ 5 means strong collinearity occurs in the model, $3 \leq$ VIF < 5 means there is a possibility of collinearity in the model and VIF < 3 means there is no collinearity.

– Path Coefficients. Path coefficients are used to test hypotheses and assess the level and direction of the effects.

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– The level of explanation of independent variables for the dependent variable R^2 (R-square and R-square adjusted).

– The effect size (f^2) is used to examine the importance of an independent variable on the dependent variable.

– Confidence Intervals (CI). If the indirect effect is statistically significant and the confidence interval does not include 0, the mediating effect is recognized.

3.3.5 VAF analysis

To estimate the magnitude of the mediation effect, the thesis uses the VAF (Variance Accounted For) value to describe the ratio of the mediation effect to the total effect (Iacobucci and Duhachek, 2003). Specifically:

If X is the independent variable, Y is the dependent variable and M is the mediator. Under the condition that the corresponding regression weights βx, βy and βm are statistically significant, the value of VAF is calculated as follows:

$$VAF= (\beta y * \beta m) /[\beta x + (\beta y * \beta m)]$$

The VAF of partial mediators is standardized in the range from 0% to 100%. Higher values indicate stronger partial mediators.

3.3.6 Moderation analysis

– Determine whether proactive personality has an effect on turnover intention.

– Determine the effect size (f^2) of a moderator variable.

– Construct a simple slope plot to visually examine the direction and magnitude of the moderating effect of proactive personality.

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CHAPTER 4 RESEARCH RESULTS AND DISCUSSION

4.1 Qualitative research results

Exploring the characteristic factors influencing the Intention to leave due to the COVID-19 pandemic including Transformational Leadership, Psychological resilience, Employee resilience, Organizational Adaptation resilience, Affective commitment, and Proactive personality.

4.2 Quantitative research results

4.2.1 Descriptive statistical results

Descriptive statistical results are presented in Table 4.1

Table 4.1 Descriptive statistics

Gender	**%**	**Career categories**	**%**
Female	56,8	Education	15,1
Male	43,2	Commercial Business	11,1
Age	**%**	Health Care	10,5
Below 30 years old	39,8	Transport/Logistics	9,3
Between 30 years old and 45 years old	49,1	Fiscal Monetary	8,6
Above 45 years old	11,1	Tourism/Restaurant/Hotel	7,7
Tenure	**%**	Production	6,5
Below 5 years	55,2	Information technology	6,2
Between 5 years and 15 years	26,9	Distributing/Retail	5,2
Between 15 years and 30 years	17,0	Advisory/Design/Building	4,9
Above 30 years	0,9	Services	3,7
Position occupied	**%**	Media/Marketing/Advertising	3,1
Employee	65,1	Real Estate	2,2
Group Leader	12,3	Entertainment	0,6
Departmental Leader	17.9	Sport	0,6
Organization Leader	4,6	Các lĩnh vực khác	4,6
Ownership			**%**
Private			67,9
Public			21,3
Foreign			10,8

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4.2.2 Measurement model evaluation results

(1) Scale reliability

Smart PLS 4 was applied to evaluate the proposed measurement model through the PLS algorithm and bootstrapping (5000 sub-samples). The internal consistency reliability of the constructs ranges from 0.874 to 0.920 as shown in Table 4.2.

Table 4.2 Reliability and convergent validity of the scale

Scales	Cronbach alpha	Composite reliability (rho_a)	Average variance extracted (AVE)	Composite reliability (CR)
AdaRes	0,884	0,898	0,637	0,912
AffCom	0,893	0,914	0,618	0,917
EmpRes	0,853	0,854	0,576	0,891
ProPer	0,874	0,929	0,636	0,897
PsyRes	0,920	0,921	0,714	0,937
TraLea	0,892	0,894	0,699	0,921
TurInt	0,919	0,933	0,860	0,948

(2) Convergent validity

All the average variance extracted (AVE) indices of the constructs are above the threshold of 0.5 (from 0.576 to 0.860), meeting the condition of convergent validity (Table 4.3).

(3) Discriminant validity

Compare the square root of each diagonal AVE with the correlation coefficients (below the diagonal - Table 4.3). The results show that the discriminant validity of the constructs satisfies the condition that all the correlations between the constructs are lower than the square root of the AVE (0.798, 0.786, 0.759, 0.797, 0.845, 0.836 and 0.927).

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Table 4.3 Discriminant values of the scales

Scale	AdaRes	AffCom	EmpRes	ProPer	PsyRes	TraLea	TurInt	ProPer x AffCom
AdaRes	**0,798**	0,471	0,558	0,482	0,461	**0,730**	0,276	0,048
AffCom	0,438	**0,786**	0,401	0,316	0,315	0,586	0,406	0,099
EmpRes	0,489	0,363	**0,759**	0,562	0,522	0,473	0,280	0,062
ProPer	0,409	0,301	0,490	**0,797**	0,436	0,373	0,082	0,241
PsyRes	0,415	0,294	0,466	0,398	**0,845**	0,396	0,253	0,025
TraLea	0,661	0,540	0,418	0,342	0,360	**0,836**	0,439	0,019
TurInt	-0,262	-0,379	-0,251	-0,103	-0,236	-0,404	**0,927**	0,158

4.3. Structural model evaluation results

(1) Coefficient of determination R-squared

R-squared (R2) represents the level of explanation of the independent variables on a dependent variable in the model. R2 fluctuates in the range from 0 to 1, approaching 1 means the level of explanation for the dependent variable is high and approaching 0 means the level of explanation for the dependent variable is low (Table 4.4).

Table 4.4 Level of explanation between independent variables and dependent variables

Scale	**R Square** (R^2)	**R Square - Adjusted** (R^2-adj)
AdaRes	0,504	0,499
AffCom	0,303	0,299
EmpRes	0,289	0,285
PsyRes	0,129	0,127
TurInt	0,229	0,219

(2) Impact coefficient f-squared

The f-squared value (f2) (Table 4.5) represents the contribution of the independent variables to the dependent variables.

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Table 4.5 Impact level between independent variables on dependent variables

Effects	**f square (f^2)**
TraLea -> AdaRes	0,444
PsyRes -> EmpRes	0,161
TraLea -> AffCom	0,159
TraLea -> PsyRes	0,148
TraLea -> EmpRes	0,102
TraLea -> TurInt	0,070
EmpRes -> AdaRes	0,062
AffCom -> TurInt	0,054
ProPer x AffCom -> TurInt	0,031
PsyRes -> AdaRes	0,025
AdaRes -> AffCom	0,017
ProPer -> TurInt	0,001

(3) Multicollinearity

Multicollinearity is the phenomenon in which variables affect a dependent variable through the VIF (Variance Inflation Factor). According to Table 4.6, all VIF values of all relationships considered for multicollinearity have values ranging from 1.000 to 1.776. Therefore, it is considered that there is no multicollinearity in the research model.

(4) Impact level

The direct and indirect impact levels between variables are presented in Table 4.6.

Table 4.6 Direct and indirect impact coefficients between variables

Hypotheses	**(**β)	**Intervel** (BcaCI)	p-Value	**Accepted**
H1: TraLea -> PsyRes	0,360	0,255 - 0,461	0,000	x
H2:TraLea -> EmpRes	0,288	0,195 - 0,385	0,000	x

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Table 4.6 Direct and indirect impact coefficients between variables

Hypotheses	**(**β)	**Intervel** (BcaCI)	p-Value	**Accepted**
H2.1: TraLea -> PsyRes -> EmpRes	0,130	0,082 - 0,189	0,000	x
H3: TraLea -> AdaRes	0,528	0,427 - 0,624	0,000	x
H3.1: TraLea -> PsyRes -> AdaRes	0,046	0,010 - 0,087	0,018	x
H3.2: TraLea -> EmpRes -> AdaRes	0,060	0,025 - 0,106	0,004	x
H3.3: TraLea -> PsyRes -> EmpRes -> AdaRes	0,027	0,011 - 0,047	0,003	x
H4: TraLea -> AffCom	0,444	0,327- 0,559	0,000	x
H4.1: TraLea -> AdaRes -> AffCom	0,077	0,016 - 0,144	0,017	x
H5: TraLea -> TurInt	-0,285	-0,385 - -0,155	0,000	x
H5.1: TraLea -> AffCom -> TurInt	-0,109	-0,182 - -0,043	0,002	x
H5.2: TraLea -> AdaRes -> AffCom -> TurInt	-0,019	-0,038 - -0,004	0,037	x
H6: PsyRes -> EmpRes	0,362	0,262 - 0,462	0,000	x
H7: EmpRes -> AdaRes	0,208	0,091 - 0,327	0,001	x
H8: PsyRes -> AdaRes	0,128	0,030 - 0,223	0,009	x
H8.1: PsyRes -> EmpRes -> AdaRes	0,075	0,034 - 0,122	0,001	x
H9: AdaRes -> AffCom	0,145	0,031 - 0,264	0,014	x
H14: AdaRes -> AffCom -> TurInt	-0,036	-0,072 - -0,007	0,034	x
H10: AffCom -> TurInt	-0,245	-0,374 - -0,103	0,000	x
H18: ProPer x AffCom -> TurInt	-0,139	-0,229 - 0,028	0,032	x

4.4 Discussion of research results

(1) Direct impact of transformational leadership on psychological resilience

The direct impact of transformational leadership on psychological resilience is a significant direct impact with a fairly large impact coefficient. This result is consistent with the results of previous studies.

(2) Direct and indirect impacts of transformational leadership on employee resilience

The impact of transformational leadership on employee resilience follows both

direct and indirect pathways (transformational leadership has a positive significant impact on employee resilience through the partially mediated variable of psychological resilience). The results are similar to previous studies that transformational leadership is one of the leadership styles that has the ability to have a direct positive impact on employee resilience; and identify psychological recovery as a buffer in this relationship in the context of the COVID-19 pandemic.

(3) Direct and indirect impacts of transformational leadership on adaptive resilience

Transformational leadership impacts the adaptive resilience of the organization after the pandemic not only directly, but also indirectly. The direct impact of transformational leadership on the adaptive resilience of the organization after the pandemic is up to 50%, surpassing other indirect relationships. This proves that transformational leadership plays a decisive role in the adaptive resilience process of the organization after the crisis under the additional momentum of psychological resilience and employee resilience. The above research results are similar to some previous studies; however, the thesis has obtained positive signals that psychological resilience and employee resilience play a mediating role in the impact of transformational leadership on different levels of recovery in the context of the COVID-19 pandemic.

(4) Direct and indirect effects of transformational leadership on affective commitment

The direct effect of transformational leadership has a significant positive effect on affective commitment with the second largest effect size in the research model (44%). In addition, the indirect effect of transformational leadership on affective commitment through organizational resilience is considered one of the rare evidences of a partial mediating role in the relationship between transformational leadership and affective commitment.

(5) Direct and indirect effects of transformational leadership on turnover intention

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This thesis has determined that transformational leadership has a significant negative direct effect on turnover intention with an impact size of up to nearly 30%. Regarding the indirect effect of transformational leadership on turnover intention, if the mediating role of affective commitment is ignored, the mediating role of the adaptive resilience and affective commitment pair is considered a rare finding. This may demonstrate that the COVID-19 pandemic is a favorable context to test the hypothesis regarding the mediating role of organizational resilience in the relationship between transformational leadership and turnover intention.

(6) Impact between levels of resilience

This is one of the rare studies that simultaneously investigated and recorded the impact between three levels of psychological resilience, employee resilience and adaptive resilience in the same study; in which, the impact of psychological resilience on park resilience was the highest. Some rare studies show interactions between levels of resilience but most of them are individual such as between psychological capital and organizational resilience, the direct and indirect interactions between psychological resilience and employee job resilience or the full mediating role of job resilience between psychological resilience and organizational resilience.

(7) Indirect effects of adaptive resilience on turnover intention

Adaptive resilience has a significant positive effect on affective commitment; subsequently, affective commitment has a negative effect on turnover intention. This results in the indirect effect of organizational adaptive resilience on turnover intention through affective commitment. These effects appear in previous studies as individual-level resilience. This can be considered a gap in empirical evidence related to crises.

(8) Moderating effects of proactive personality

The moderation analysis results show that proactive personality acts as a pure moderator variable in the relationship between affective commitment and turnover intention.

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CHAPTER 5 CONCLUSION AND IMPLICATIONS

5.1 Conclusion

5.1.1 The thesis's contribution to social practice

The thesis is a summary that provides in-depth theory and supports managers to have an overall view in the process of organizational resilience and employee retention during the crisis.

(1) Understanding organizational resilience and workforce stabilization to cope with a volatile, uncertain, complex and ambiguous (VUCA) world.

(2) Using endogenous factors to recover the organization and stabilize the workforce to cope with crises in a VUCA world.

(3) The importance of transformational leadership - determining psychological resilience, group resilience, organizational adaptive resilience, thereby enhancing affective commitment to reduce employee turnover intention due to the crisis.

(4) Organizational resilience due to crisis must be a synthesis of resources from both individual psychological resilience and group resilience.

(5) The importance of work proactive personality in crisis context.

5.1.2 Academic contributions of the thesis

The research results of the thesis have answered the research questions and met the objectives of the thesis.

(1) The method of discovering endogenous factors to build a research model on turnover intention reflects the research context

(2) The key role of transformational leadership in activating resilience levels, enhancing affective commitment and preventing turnover intention extends the perspective of JD-R theory.

(3) Reinforcing the perspective of resilience theory is that there is an interaction between resilience levels in the context of crisis.

5.2 Managerial implications

(1) Building employee retention policies using endogenous factors

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Managers need to build employee retention policies using endogenous factors; that is, by creating resources from within the employees (psychological resilience and affective commitment), the leaders (transformational leadership) and the organization (employee resilience and adaptive resilience). If personal resilient resources, group resilience and organizational resilience are stimulated immediately when a crisis occurs, other endogenous factors such as transformational leadership and affective commitment are factors that need to be maintained and nurtured continuously before, during and after the crisis.

(2) Fostering knowledge and training transformational leadership skills

Transformational leadership is an effective leadership style in a changing environment thanks to the ability to change the organization through people to achieve expected results by influencing idealization, inspiring motivation, stimulating intelligence and considering individuals. Managers also need to equip themselves with knowledge and foster transformational leadership skills so that they can change their management awareness, improve organizational management effectiveness to cope with possible crises in the future. Establishing topics, organizing transformational leadership skills training courses need to be included in training systems and organizing transformational leadership training programs in organizations or widely deployed in education systems.

(3) Transformational leaders promote recovery resources

When organizations face crisis situations, first the leader, with flexibility, knowledge and experience, motivates and inspires employees; support employees to stabilize their psychology and work; encourage creativity and initiative in work; and build a spirit of cooperation to unite employees to respond to adverse situations to maintain production and business activities.

(4) Transformational leadership determines organizational resilience and reduces the intention to quit

Having established a policy to retain employees after a crisis, transformational leaders need to orient employees' thinking to overcome obstacles to complete

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tasks. Transformational leaders are initiators and pioneers in difficult situations; inspire employees by building positive images and behaviors; encourage employees with specific rewards and motivate employees to overcome obstacles; require employees to be more innovative, creative and proactive in their work, adapt and implement positive measures and enhance employee engagement through internal communication during the crisis.

(5) Creating and nurturing affective commitment of employees

Leaders create motivation, convey positive energy to connect and nurture the feelings between employees and the organization. This is a resource that needs to be nurtured to maintain the workforce and reduce the intention of job rotation after the crisis. This is also a process that requires employees and the organization to create and nurture mutual emotions for a long time in the past, present and future. Transformational leaders must find ways to build this potential resource anytime, anywhere.

(6) Transformational leadership empowers employees and employees need to increase their initiative at work.

To promote proactive personality at work after the pandemic, in addition to employees themselves adjusting, managers need to implement a higher empowerment mechanism at work so that employees can promote their strengths, be proactive and creative at work, be responsible and self-affirming at work. Most importantly, employees feel that the organization always appreciates and recognizes their value, thereby increasing their commitment to the organization.

(7) Proactive resilient planning

The world in the late 20th and early 21st centuries has many uncertainties in many aspects and humanity continues to face current threats. To enhance the capacity to cope and adapt to future crises, organizations need to proactively plan for anticipated responses such as establishing risk management measures, adjustment plans, setting up reserve funds, etc. to minimize the negative impacts of crises and ensure business continuity for rapid recovery of the organization.

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5.3 Some limitations and solutions

(1) Sampling method

The thesis samples from the crowd using the convenience sampling method, which can make the sample less representative. To overcome this sampling method, the research sample is selected from individuals working in different organizations in different industries. The statistical results of the sample show the generalizability of the sample compared to the research population (the labor force in Ho Chi Minh City). However, stratified or random sampling is a method that needs to be considered to increase the level of representation and reliability for similar studies in the future.

(2) Applicability

The research results of the thesis can only be a good lesson for similar crises that occur in the future. In order for the research results of the thesis to be reliable, it is necessary for similar studies to be repeated. The study was conducted on a sample from multiple industries, so the results may not be consistent when applied to a specific industry. Future research should narrow the scope of the study by focusing on issues related to specific industries

(3) Research results

The thesis did not establish and evaluate the direct relationship of adaptive recovery with turnover intention. This is a gap that needs to be identified in future research. The mediating role of psychological resilience and organizational resilience between the relationships of transformational leadership with organizational commitment or transformational leadership with turnover intention has not been proven. In the future, more in-depth exploration of these issues is needed. Future research should extend the moderating power of proactive personality on other relationships included in the research model. The philosophy of resilient leadership also needs to be considered in the context of organizational resilience and there are comparisons between resilient leadership and transformational leadership.

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