

Resource Loss and Resource Gain at Work During War: The Protective Roles of Organizational and Peer Support

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Abstract

Ongoing wars constitute extreme, prolonged stressors that spill over into the workplace, threatening employees' psychological resources, well-being, and attachment to their organizations. Drawing on Conservation of Resources (COR) theory and its extension, Conservation of Social Resources (COSR), this study examines how perceived organizational support (POS) and peer support function as critical resources that shape employee well-being, emotional exhaustion, and turnover intentions during wartime. We propose a dual-path model in which organizational and peer support influence employee outcomes through both reduced resource loss and enhanced affective organizational commitment. Using a two-wave survey design, data were collected from full-time employees in Israel (N = 493) and Ukraine (N = 505), two countries experiencing ongoing armed conflict. Structural equation modelling revealed that POS and peer support were negatively associated with perceived resource loss and positively related to affective commitment. In turn, lower resource loss and higher affective commitment were linked to higher well-being and lower emotional exhaustion and turnover intentions. Bootstrapping analyses confirmed significant indirect effects through both mediators. Multi-group analyses demonstrated measurement and structural invariance across the two national contexts, indicating robustness of the findings. Overall, the results highlight that organizations and peer relationships can serve as active reservoirs of resources, buffering against resource loss spirals and fostering employee resilience under extreme conditions. The study advances theory by integrating organizational and social resources within a unified COR-based framework and offers practical insights for sustaining employee well-being and retention during prolonged crises.

Keywords: Perceived organizational support; Peer support; War period; Employee well-being; Turnover intention; Conservation of Resources (COR) theory