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- Social Resilience
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- Organization Resilience
- MNC Growth

**ABSTRACT**

**Purpose:** This research explores the impact of disaster resilience, social resilience, organizational resilience, and business resilience on the growth of multinational corporations (MNCs) in Australia. The research aims to investigate the influence of these resilience variables on MNC growth in Australia.

**Theoretical framework:** The theoretical framework is developed based on the concepts of disaster resilience, social resilience, business resilience, organizational resilience, and MNC growth.

**Design/methodology/approach:** A questionnaire was used as the research instrument to collect data, and the Structural Equation Model (SEM) was employed to determine the relationship between resilience variables and MNC growth in Australia.

**Findings:** The findings indicate that disaster resilience, social resilience, organizational resilience, and business resilience significantly influence the growth of MNCs in Australia. However, the impact of the epidemic was found to be the primary influencing factor, while disaster resilience and organizational resilience did not have a direct influence on MNC growth in Australia.

**Research, Practical & Social implications:** The study highlights the originality and value of MNCs contributing to resilience variables by implementing risk reduction measures, supporting community preparedness and response, and investing in sustainable and resilient infrastructure.

**Originality/value:** These findings provide insights for MNCs operating in Australia to enhance their resilience strategies and facilitate sustainable growth in the face of various challenges.

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**RESUMO**

**Objetivo:** Esta pesquisa explora o impacto da resiliência a desastres, resiliência social, resiliência organizacional e resiliência de negócios no crescimento de corporações multinacionais (MNCs) na Austrália. A pesquisa visa investigar a influência dessas variáveis de resiliência no crescimento da MNC na Austrália.

**Estrutura teórica:** A estrutura teórica é desenvolvida com base nos conceitos de resiliência a desastres, resiliência social, resiliência empresarial, resiliência organizacional e crescimento de MNC.

**Design/metodologia/abordagem:** Um questionário foi utilizado como instrumento de pesquisa para coletar dados, e o Modelo de Equação Estrutural (SEM) foi empregado para determinar a relação entre as variáveis de resiliência e o crescimento do MNC na Austrália.

**Constatações:** As constatações indicam que a resiliência a desastres, a resiliência social, a resiliência organizacional e a resiliência de negócios influenciam significativamente o crescimento das MNCs na Austrália.

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No entanto, o impacto da epidemia foi considerado o principal fator de influência, enquanto a resiliência a desastres e a resiliência organizacional não tiveram uma influência direta no crescimento do MNC na Austrália.

Investigación, implicaciones prácticas e sociales: O estudo destaca a originalidade e o valor das empresas multinacionais que contribuem para as variáveis de resiliência através da implementação de medidas de redução de risco, do apoio à preparação e resposta da comunidade e do investimento em infraestruturas sustentáveis e resilientes.

Originalidad/valor: estes resultados fornecem informações para as empresas multinacionais que operam na Austrália para melhorar suas estratégias de resiliência e facilitar o crescimento sustentável em face de vários desafios.

Palavras-chave: Resiliência a Desastres, Resiliência Social, Resiliência Empresarial, Resiliência Organizacional, Crescimento de MNC.

RESILIENCIA ANTE DESASTRES, RESILIENCIA SOCIAL, RESILIENCIA ORGANIZACIONAL Y RESILIENCIA EMPRESARIAL IMPACTAN EN EL CRECIMIENTO DE LAS MNCS EN AUSTRALIA

RESUMEN

Propósito: Esta investigación explora el impacto de la resiliencia ante desastres, la resiliencia social, la resiliencia organizacional y la resiliencia empresarial en el crecimiento de las corporaciones multinacionales (MNCs) en Australia. La investigación tiene como objetivo investigar la influencia de estas variables de resiliencia en el crecimiento de las MNC en Australia.

Marco teórico: El marco teórico se desarrolla sobre la base de los conceptos de resiliencia ante desastres, resiliencia social, resiliencia empresarial, resiliencia organizacional y crecimiento de las empresas multinacionales.

Diseño/metodología/enfoque: Se utilizó un cuestionario como instrumento de investigación para la recolección de datos, y se empleó el Modelo de Ecuaciones Estructurales (MEB) para determinar la relación entre las variables de resiliencia y el crecimiento de las MNC en Australia.

Hallazgos: Los hallazgos indican que la resiliencia ante desastres, la resiliencia social, la resiliencia organizacional y la resiliencia empresarial influyen significativamente en el crecimiento de las MNCs en Australia. Sin embargo, se determinó que el efecto de la epidemia era el principal factor de influencia, mientras que la resiliencia ante los desastres y la resiliencia institucional no influyen directamente en el crecimiento de las empresas multinacionales en Australia.

Investigación, implicaciones prácticas y sociales: El estudio destaca la originalidad y el valor de las empresas multinacionales que contribuyen a las variables de resiliencia implementando medidas de reducción de riesgos, apoyando la preparación y respuesta de la comunidad e invirtiendo en infraestructura sostenible y resiliente.

Originalidad/valor: Estas conclusiones proporcionan información a las empresas multinacionales que operan en Australia para mejorar sus estrategias de resiliencia y facilitar el crecimiento sostenible frente a diversos desafíos.

Palabras clave: Resiliencia Ante Desastres, Resiliencia Social, Resiliencia Empresarial, Resiliencia Organizacional, Crecimiento MNC.

INTRODUCTION

Australia is the world's sixth-largest country by total land area and is located in the Southern Hemisphere. It is also the world's fourteenth most populous country(Ville & Merrett, 2022a). According to official estimates, it is the world's largest provider of natural resources and a major producer of molybdenum. Approximately 500 multinational corporations (MNCs) are currently operating in Australia, with cumulative investments exceeding $1 trillion(Ville & Merrett, 2022a, 2022b). These multinational corporations have been critical in terms of job creation and economic development in the country(Fletcher & Crawford, 2016; Maitland et al.,
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2004). Furthermore, they have contributed to infrastructure development and provided access to new government projects, allowing multinational corporations to maximize their resources and skills (Fletcher & Crawford, 2016; “Global Talent Management and Staffing in MNC,” 2016; Maitland et al., 2004; McDonnell et al., 2016).

Multiple natural and man-made disasters can impair the operations and commercial resilience of multinational businesses (MNC) operating in Australia. To mitigate these risks, multinational enterprises in Australia must establish disaster resilience strategies that assist them in preparing for, responding to, and recovering from natural catastrophes (Fletcher & Crawford, 2016). Strategies for disaster resilience for multinational corporations operating in Australia may involve risk assessment and management (Chen, 2004). This involves detecting prospective disasters, assessing the risks they bring to the firm, and developing risk mitigation methods to mitigate their impact. Firm resilience is the creation of plans for how the business will continue to operate in the case of a disaster, including strategies for preserving vital operations, protecting people and assets, and communicating with stakeholders (Athukoralge, 2007; Ville & Merrett, 2022b).

In recent decades, the expansion of multinational corporations (MNCs) in Australia has been substantial. Several reasons, including access to a big market, business environment, natural resources, strategic position, and government backing, have contributed to its growth (Liu et al., 2020; Ville & Merrett, 2022b). Australia’s large population and robust economy make it an appealing market for multinational corporations (Athukoralge, 2007; Elliott, 1998; Safarian, 1993). Australia has a stable political and economic climate, a highly skilled labor force, and a well-developed infrastructure, making it an attractive location for MNC to invest and conduct business (Athukoralge, 2007; J. Y. Lee et al., 2022; Oecd & OECD, 2016). It is also rich in natural resources, such as minerals, coal, and natural gas, which are in high demand worldwide (Bayari, 2012; “Global Talent Management and Staffing in MNC,” 2016). This has encouraged mining and energy multinational corporations to invest in Australia (Dash & Ranjan, 2013). Australia is situated in the Asia-Pacific region (Athukoralge, 2007), one of the world’s fastest-growing regions. This strategic location makes it an attractive base for multinational corporations seeking access to the region’s expanding markets. The Australian government has adopted laws that attract multinational corporations to invest and conduct business in the country (Safarian, 1993). Overall, the emergence of multinational enterprises in Australia has had a positive effect on the economy by providing jobs, generating tax money, and fostering economic expansion (Athukoralge, 2007; Yi et al., 2022). Nonetheless,
the government must strike a balance between the benefits of foreign investment and the need to safeguard the interests of local businesses and workers. (Athukoralge, 2007; Elliott, 1998)

Disaster resilience refers to the ability of individuals, communities, and systems to prepare for, withstand, and recover from natural or man-made disasters (“Introduction: Local Disaster Resilience,” 2013). It involves actions to reduce risk and vulnerability, enhance coping capacities, and promote effective response and resilience (Pescaroli et al., 2022). Social resilience is the ability of individuals, groups, and societies to adapt and recover from adverse events, shocks, and stresses while maintaining social cohesion, well-being, and equity. It involves building strong social networks, fostering trust and collaboration, and promoting inclusive and participatory decision-making (Uekusa, 2017). Business resilience is the ability of organizations to adapt to changing circumstances, recover from disruptions, and maintain continuity of operations (Nowak, 2021). It involves developing robust risk management strategies, ensuring business continuity plans, and building agile and adaptive organizational cultures (Marirajan Murugan, & Natarajan, P. M., 2022). Organizational resilience refers to the ability of complex systems, such as critical infrastructure, supply chains, or ecosystems, to withstand and recover from disruptive events while maintaining essential functions and services. It involves building redundancy, flexibility, and adaptability into systems and processes, as well as promoting effective communication and collaboration across stakeholders (Li, 2021). This research will be implemented so that Australian multinational enterprises may strengthen their disaster resilience and protect their company operations from the effects of disasters (Galderisi et al., 2022; Hollnagel, 2015; Uekusa, 2017).

This study aims to dissect the intertwined impacts of disaster resilience, social resilience, organizational resilience, and business resilience on the expansion of MNCs in Australia. By delving into these dimensions of resilience, the research seeks to unravel their collective influence on MNC growth within the Australian context. Ultimately, the study strives to equip Australian MNCs with insights to fortify their disaster resilience strategies and bolster their operational steadfastness in the face of potential disruptions.

THEORETICAL REFERENTIAL

Disaster resilience refers to the ability to get back to regular life after a catastrophic event has occurred. The ability of a person to bounce back after an adverse event is what is meant by the term "MNC." The capacity to recover from setbacks is the defining characteristic of MNC. MNC are essential to the resiliency of communities, businesses, and even whole
organizations in the face of natural and man-made disasters (Bohland & Lawrence, 2020; Brenner et al., 2022; Haase, n.d.). The ability of an individual or group to tolerate the effects of, respond to, and recover from disasters is referred to as disaster resilience (Pescaroli et al., 2022). Social resilience may be defined as the capacity of a person or group to keep their social networks intact in the presence of challenging circumstances. Resilience in business refers to an organization's capacity to endure and prosper over time, in spite of disturbances and shifts imposed from the outside environment (Pescaroli et al., 2022).

In addition, multinational corporations (MNCs) need to develop plans to lessen the effect that natural catastrophes have on their operations and organization. Among these options are the formation of emergency response teams, the formulation of emergency action plans, and the acquisition of disaster-proofing technologies. When thinking about the connection between multinational corporations and societal resilience, it is essential to keep in mind that multinational corporations need to cultivate a culture of trust and communication inside their own companies. Because of the trust that is fostered and the open lines of communication that are maintained, employees are able to feel at ease while exchanging ideas, discussing subjects, and having meaningful dialogues (Pescaroli et al., 2022). It is also quite important for multinational corporations to make certain that their employees are aware of the significance of their position within the organization and how they may contribute to the overall success of the business. Because of this, it is necessary for MNC to provide employees with chances for training and development so that they may acquire the information and skills necessary for success. In addition, multinational corporations (MNC) are required to have procedures in place to safeguard employees from being harassed or discriminated against while at work. When it comes to being resilient to disasters, multinational corporations (MNC) need to be able to plan for a broad variety of catastrophes, such as natural disasters, pandemics, and counterattacks.

<table>
<thead>
<tr>
<th>Type of Resilience</th>
<th>Contributions of MNC</th>
<th>Literature References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster resilience</td>
<td>Implementing disaster risk reduction measures, supporting community preparedness and response, investing in sustainable and resilient infrastructure</td>
<td>Brenner et al., 2022; Coaffee, 2019; Cretney, 2018; Galderisi et al., 2022; Mallawaarachchi &amp; Rahut, 2023; Merkle et al., 2022; Paoloni &amp; Lombardi, 2022; Uzochukwu et al., 2023</td>
</tr>
<tr>
<td>Social resilience</td>
<td>Providing jobs, skills, and resources; supporting local development; promoting diversity and inclusion</td>
<td>Fiksel, 2015; Guan et al., 2022; Hollnagel, 2015; Hutchins, 2013; Li, 2021; Walugembe et al., 2022</td>
</tr>
<tr>
<td>Business resilience</td>
<td>Coping with disruptions, maintaining business continuity, promoting responsible practices, risk management, and innovation</td>
<td>Hutchins, 2013; Kimbu et al., 2023; Nowak, 2021; Seville, 2016</td>
</tr>
</tbody>
</table>
Disaster Resilience, Social Resilience, Organizational Resilience, and Business Resilience Impact Towards the Growth of MNCS in Australia

<table>
<thead>
<tr>
<th>Type of Resilience</th>
<th>Contributions of MNC</th>
<th>Literature References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational resilience</td>
<td>Investing in redundancy, diversity, and adaptability; promoting effective communication and collaboration</td>
<td>Engemann &amp; Henderson, 2014; Hutchins, 2013; Paoloni &amp; Lombardi, 2022; Williams &amp; You, 2021</td>
</tr>
</tbody>
</table>

Source: (Hasayotin, 2023)

### Table 2: Potential Risks and Challenges Faced by MNC in Resilience

<table>
<thead>
<tr>
<th>Type of Resilience</th>
<th>Potential Risks and Challenges Faced by MNC</th>
<th>Literature References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster resilience</td>
<td>Increased disaster risks through land-use changes, pollution, or hazardous waste disposal</td>
<td>Bürgel et al., 2023; Coaffee, 2019; Cretney, 2018; Galderisi et al., 2022</td>
</tr>
<tr>
<td>Social resilience</td>
<td>Social disruption, inequality, and cultural homogenization</td>
<td>Guan et al., 2022; Hollnagel, 2015; Sygit-Kowalkowska et al., 2022</td>
</tr>
<tr>
<td>Business resilience</td>
<td>Coordinating operations across different locations, managing supply chain risks, navigating complex regulatory environments</td>
<td>Hutchins, 2013; Nowak, 2021; Sygit-Kowalkowska et al., 2022</td>
</tr>
<tr>
<td>Organizational resilience</td>
<td>Systemic risks due to market power concentration, interconnections, and supply chain dependencies</td>
<td>Engemann &amp; Henderson, 2014; Hutchins, 2013; Williams &amp; You, 2021</td>
</tr>
</tbody>
</table>

Source: (Hasayotin, 2023)

The existence of MNC is a prerequisite for all of these different kinds of resilience. In order to be resilient, individuals and organizations need to maintain an awareness of their surroundings, be able to foresee potential risks or dangers, and be able to adjust to those risks or threats (Engemann & Henderson, 2014; Paoloni & Lombardi, 2022). MNC are an essential component of both disaster preparedness and social resilience because of the role they play in assisting organizations in recognizing possible dangers and formulating plans and tactics to protect themselves from these threats. In the event that a natural disaster occurs, for instance, having a great awareness and understanding of the environment can aid an organization in predicting the repercussions of the disaster and planning appropriately for them. For instance, if a storm is expected to strike a region, multinational corporations (MNC) might be utilized to prepare evacuation routes and alternate housing, as well as collect critical supplies in advance, in order to secure the safety of their workers and the continuity of their operations. Additionally, MNC are essential to the robustness of both businesses and organizations (Engemann & Henderson, 2014; Paoloni & Lombardi, 2022). It is possible, for instance, to use it to describe how an individual deals with a natural calamity like an earthquake. It can also apply to a person's response to a catastrophe that was caused by humans, such as a war or an act of terrorism. MNC may also be used to refer to the process through which an individual recovers from a traumatic event that occurred in their life (Engemann & Henderson, 2014; Paoloni &
Lombardi, 2022). Resilience is a coping and resilience strategy that may be utilized by anybody who has experienced a traumatic event or a natural catastrophe.

Disaster resilience: MNC can contribute to disaster resilience by implementing disaster risk reduction measures, supporting community preparedness and response, and investing in sustainable and resilient infrastructure. However, their growth can also increase disaster risks in some cases, such as through land-use changes, pollution, or hazardous waste disposal (Brenner et al., 2022; Coaffee, 2019; Cretney, 2018; Galderisi et al., 2022).

Social resilience: MNC can have both positive and negative impacts on social resilience, depending on their actions and the context in which they operate. MNC can contribute to social resilience by providing jobs, skills, and resources, supporting local development, and promoting diversity and inclusion. However, their growth can also lead to social disruption, inequality, and cultural homogenization (Guan et al., 2022; Hollnagel, 2015; Li, 2021) ( Bürgel et al., 2023; Sygit-Kowalkowska et al., 2022).

Business resilience: MNC are often better equipped than smaller firms to cope with disruptions and maintain business continuity due to their size, resources, and global reach. They can also use their influence and expertise to promote responsible business practices, risk management, and innovation (Datti, L. C., & Kuppusamy, M., 2023). However, MNC can also face unique challenges in maintaining business resilience, such as coordinating operations across different locations, managing supply chain risks, and dealing with complex regulatory environments (Hollnagel, 2015; Hutchins, 2013; Nowak, 2021; Sygit-Kowalkowska et al., 2022).

Organizational resilience: MNC can contribute to organizational resilience by investing in redundancy, diversity, and adaptability in their operations and supply chains, and by promoting effective communication and collaboration across stakeholders. However, their growth can also increase systemic risks, such as through concentration of market power, interconnectedness, and supply chain dependencies (Paoloni & Lombardi, 2022; Williams & You, 2021).

Disaster resilience: MNC can help with disaster resilience by implementing disaster risk reduction measures, assisting with community preparedness and response, and investing in long-term and resilient infrastructure. However, in some cases, their expansion can increase disaster risks, such as through land-use changes, pollution, or hazardous waste disposal (Mallawaarachchi & Rahut, 2023; Merkle et al., 2022; Paoloni & Lombardi, 2022; Uzochukwu et al., 2023).
Social Resilience: Depending on their actions and the context in which they operate, MNC can have both positive and negative effects on social resilience. MNC can help build social resilience by creating jobs, skills, and resources, assisting with local development, and promoting diversity and inclusion. Their expansion, however, has the potential to cause social disruption, inequality, and cultural homogenization (Fiksel, 2015; Hutchins, 2013; Walugembe et al., 2022).

Due to their size, resources, and global reach, MNC are frequently better equipped than smaller firms to deal with disruptions and maintain business continuity. They can also use their power and knowledge to promote ethical business practices, risk management, and innovation. MNC, on the other hand, may face unique challenges in maintaining business resilience, such as coordinating operations across multiple locations, managing supply chain risks, and navigating complex regulatory environments (Kimbu et al., 2023; Seville, 2016).

MNC can help to build organizational resilience by investing in redundancy, diversity, and adaptability in their operations and supply chains, as well as promoting effective communication and collaboration among stakeholders (Engemann & Henderson, 2014; Paoloni & Lombardi, 2022). However, their expansion can exacerbate systemic risks by increasing market power concentration, interconnections, and supply chain dependencies (Engemann & Henderson, 2014; Hutchins, 2013; Williams & You, 2021).

In conclusion, disaster resilience refers to the ability of a person or community to withstand, respond and recover from disasters, while social resilience is the ability of an individual or group to maintain their social networks in times of adversity. Business resilience is an organization's ability to survive and thrive over time, while organizational resilience is the capacity of an organization to anticipate, respond to, and recover from the effects of various events. MNC must develop strategies and practices to reduce their vulnerability to and the likelihood of disaster, create an environment of trust and communication, provide training and development opportunities, protect employees from discrimination or abuse, and prepare for a variety of events such as natural disasters, pandemics, and cyber-attacks.
Conceptual Framework

Figure 1. Hypothesis Framework.


Figure 2. Conceptual Framework.

METHODOLOGY

The Structural Equation Model (SEM) used to determined the hypothesis of this paper. A questionnaire survey is developed in order to collect quantitative data. The questionnaire is divided into five sections. The first section gathers general characteristics of the respondents. The second section, by following Bontis (1999) suggested, collects MNC Australia resilience's under three traits: disaster resilience, social resilience, and business resilience and organization resilience. The third section, the growth of multinational corporations. To assess the quality of the questionnaire developed, the content validity has been undertaken. Item-Objective Congruence (IOC) scores are found to be more than 0.6 for all items. The questionnaire is also evaluated with 30 community business entrepreneurs who are not part of the study target group. The dependability rating is calculated using Cronbach's alpha to confirm that the items are internally consistent. Cronbach's alpha scores vary between 0.969 and 0.989 – all of which are considerably higher than 0.70 cutoff suggested by George & Mallery (2003). Eventually, two-step model-building technique suggested by Anderson and Gerbing (1988) are used to generate the structural equation model, with validation by a measurement model of latent variables followed by an analysis utilizing the structural equation model to evaluate the hypotheses in the proposed model. The structural equation modeling analysis program employs maximum likelihood estimation.

RESULTS AND DISCUSSION

The Results of a Causal Model Analysis of the Resilience Influencing the Growth of MNCs in Australia

The results of the analysis of the structural equation model based on the hypothesis found that the model The assumptions are not consistent with the empirical data. considering the value $R^2= 818.74$, df= 179, p-value = 0.00000; Relative 2= 4.57; GFI = 0.84; AGFI = 0.79; RMR =0.023; SRMR = 0.054; RMSEA = 0.095; that the harmony index Haven't passed all the criteria as specified. It indicates that the estimation of the influence coefficient in the model is still not reliable enough to be used in practice. In this regard, the researcher presented an illustration. The hypothesis model is inconsistent with the empirical data as shown in Figure 2.
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Figure 3. The results of the semi-structured model analysis according to the hypothesis are presented as standardized solution scores.

Table 3. Results of comparison of calculated statistics with benchmarks to check the consistency with the empirical data of the equation model hypothetical structure.

<table>
<thead>
<tr>
<th>List of criteria</th>
<th>Model statistics consideration (Joreskog &amp; Sorbom, 1996: 121-122)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood Ratio Chi-Square</td>
<td>P-value &gt; .05</td>
</tr>
<tr>
<td>Statistic ($z^2$)</td>
<td></td>
</tr>
<tr>
<td>Relative $z^2$ ($z^2$/df)</td>
<td>&lt; 2.00</td>
</tr>
<tr>
<td>Goodness of Fit Index (GFI)</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>Adjusted Goodness of Fit Index (AGFI)</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>Root Mean Squared Residuals (RMR)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Standardized Root Mean Squared Residual (SRMR)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Root Mean Squared Error of Approximation (RMSEA)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Normed Fit Index (NFI)</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>Incremental Fit Index (IFI)</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>Comparative Fit Index (CFI)</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>Critical N (CN)</td>
<td>&gt; 200.00</td>
</tr>
</tbody>
</table>

The results of the analysis of the modified and developed structural equation model (Adjust Model) resulted in the adjusted model (Adjust Model) being harmonious with the empirical data at an acceptable level. By considering from the statistics, \( \chi^2 = 123.98, \text{df} = 104, p\text{-value} = 0.08838; \) Relative \( \chi^2 = 1.19; \) GFI = 0.97; AGFI = 0.94; RMR = 0.009; SRMR = 0.022; RMSEA = 0.022; IFI = 1.00; CFI = 1.00; \( \text{CN} = 445.14 \) indicating that the concordance index has passed the specified criteria, which is an important result for the researcher to accept reliable estimation of the parameters of the influence coefficient from the revised model this time in the research. The image of the corrected equation model analyzed by LISREL shown in Figure 4.

Figure 4. Results of comparison of calculated statistics with benchmarks to verify the consistency with the empirical data of the equation model Adjustment structure (Adjust Model)

Table 4. Results of comparison of calculated statistics with benchmarks to verify the consistency with the empirical data of the equation model Adjustment structure (Adjust Model)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Model statistics consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood Ratio Chi-Square</td>
<td>P-value &gt;.05</td>
</tr>
<tr>
<td>Statistic (χ²)</td>
<td>123.98 (df=104, P=0.088)</td>
</tr>
<tr>
<td>Relative χ² (χ²/df)</td>
<td>1.19</td>
</tr>
<tr>
<td>Goodness of Fit Index (GFI)</td>
<td>0.97</td>
</tr>
<tr>
<td>Adjusted Goodness of Fit Index (AGFI)</td>
<td>0.94</td>
</tr>
<tr>
<td>Root Mean Squared Residuals (RMR)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Standardized Root Mean Squared Residual (SRMR)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Root Mean Squared Error of Approximation (RMSEA)</td>
<td>&lt; 0.05</td>
</tr>
<tr>
<td>Normed Fit Index (NFI)</td>
<td>0.99</td>
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<tr>
<td>Incremental Fit Index (IFI)</td>
<td>1.00</td>
</tr>
<tr>
<td>Comparative Fit Index (CFI)</td>
<td>1.00</td>
</tr>
<tr>
<td>Critical N (CN)</td>
<td>445.14</td>
</tr>
</tbody>
</table>


Table 5. Results of hypothesis testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Route</th>
<th>Influence</th>
<th>Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1 (H1): Disaster Resilience influences MNC growth in Australia.</td>
<td>DR → MNEGW</td>
<td>0.46*</td>
<td>support</td>
</tr>
<tr>
<td>Hypothesis 2 (H2): Social Resilience influences the growth of MNCs in Australia.</td>
<td>SR → MNEGW</td>
<td>0.15*</td>
<td>support</td>
</tr>
<tr>
<td>Hypothesis 3 (H3): Corporate Resilience influences the growth of MNCs in Australia.</td>
<td>OR → MNEGW</td>
<td>0.19*</td>
<td>support</td>
</tr>
<tr>
<td>Hypothesis 4 (H4): Business Resilience influences the growth of MNCs in Australia.</td>
<td>BR → MNEGW</td>
<td>0.38*</td>
<td>support</td>
</tr>
<tr>
<td>Hypothesis 5 (H5): Disaster Resilience influences MNC growth in Australia. The impact variable of the epidemic was a directing variable.</td>
<td>DR×IGP → MNEGW</td>
<td>0.04</td>
<td>not support</td>
</tr>
<tr>
<td>Hypothesis 6 (H6): Social Resilience influences the growth of MNCs in Australia. The impact variable of the epidemic was a directing variable.</td>
<td>SR×IGP → MNEGW</td>
<td>0.19*</td>
<td>support</td>
</tr>
<tr>
<td>Hypothesis 7 (H7): Corporate Resilience influences the growth of MNCs in Australia. The impact variable of the epidemic was a directing variable.</td>
<td>OR×IGP → MNEGW</td>
<td>0.01</td>
<td>not support</td>
</tr>
<tr>
<td>Hypothesis 8 (H8): Business Resilience influences MNC growth in Australia. The impact variable of the epidemic was a directing variable.</td>
<td>BR×IGP → MNEGW</td>
<td>0.25*</td>
<td>support</td>
</tr>
</tbody>
</table>

* It was statistically significant at the .05 level.

It was found that the disaster Resilience variables social Resilience variables organizational Resilience variables and business Resilience variables influence on the growth of multinational corporations in Australia (Hypothesis 1, 2, 3 and 4) and social Resilience variables and business Resilience variables. Influencing the growth of MNCs in Australia The epidemic impact variable was the directing variable (Hypothesis 6 and 8) and organizational Resilience variables No influence on the growth of MNCs in Australia with the impact variable of the epidemic as a directing variable (hypotheses 5 and 7).

CONCLUSION

The influence of resilience varies depending on the specific type of resilience in relation to the growth of multinational corporations (MNCs) in Australia. The expansion of MNCs in Australia can have both positive and negative effects on disaster resilience and social resilience. MNCs can contribute to disaster resilience by investing in sustainable and resilient infrastructure, supporting community preparedness and response, and participating in disaster relief efforts. However, their expansion can also lead to negative impacts such as changes in land use, pollution, and the dumping of hazardous waste. Similarly, the rise of MNCs can have both positive and negative influences on social resilience. They can foster diversity, provide job opportunities, and support local communities, but they can also contribute to social upheaval, inequality, and the loss of cultural traditions. On the other hand, MNCs can positively impact business resilience by leveraging their resources and global scale to effectively deal with disruptions and maintain business continuity. They can also promote socially responsible practices and risk management. However, the expansion of MNCs may also result in systemic vulnerabilities, such as concentration of market power and increased supply chain dependencies. The relationship between MNC expansion and organizational resilience is complex, as it can have both beneficial and adverse effects. MNCs can enhance organizational resilience by investing in redundancy, diversity, and adaptability, as well as fostering effective communication and collaboration among stakeholders. However, their growth can also lead to systemic vulnerabilities. Achieving a balance between the advantages of MNCs and the potential risks is crucial, and promoting responsible business practices that enhance resilience at all levels is essential.

The relationship between the growth of multinational corporations (MNCs) in Australia and resilience is a complex one, with various factors to consider. When it comes to disaster resilience, MNCs can play a positive role by implementing risk reduction measures, supporting community preparedness and response, and investing in sustainable infrastructure. However,
their growth can also increase disaster risks through land-use changes, pollution, or hazardous waste disposal. In terms of social resilience, MNCs can have both positive and negative impacts. On the one hand, they provide job opportunities, resources, and support local development. On the other hand, they may contribute to social disruption, inequality, and cultural homogenization. MNCs are often better equipped than smaller companies to maintain business continuity during times of crisis and can promote responsible business practices and innovation. However, they may face challenges in managing supply chain risks and navigating complex regulations. When it comes to organizational resilience, MNCs can enhance it by investing in adaptability and effective communication. But at the same time, their growth can lead to systemic risks and dependencies. Achieving a balance between the advantages of MNCs and potential risks is crucial for overall resilience. Promoting responsible business practices that enhance resilience at all levels is important for long-term success. By considering these factors carefully, we can work towards building a more resilient society that benefits everyone.

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