

Exploring Resilience: Understanding Its Antecedents and Effects on Individuals and Organizations

Taruna Rana

Research scholar at Gurugram University
Email.: Tarunarana261@gmail.com

Prof. (Dr.) Amarjeet Kaur

Dean, Faculty Of Commerce And Management,
Gurugram University, Gurugram
Email.: dean.fcm.gu@gmail.com

Reena Yadav

Assistant Professor at Shyam Lal College, DU and Research scholar at Gurugram University
Email.: reena.yadav@shyamlal.du.ac.in

Dr. Monika Bhatia

Associate Professor at Gurugram University
Email: Monika.bh1@gmail.com

Abstract: Both people and companies can experience strain, setbacks, or screw-ups during their lifecycle cycles. However, people's reactions to failure range greatly. Some get better after a quick time, while others fall into depression. There is a growing interest in information on the elements that contribute to improving worker resilience. Interventions geared towards growing worker resilience tend to use strain and well-being as proxy indicators of resilience and often focus on individual rehabilitation or personal aid development. We offer an overview of empirical work on the antecedents and effects of resilience on the individual and organizational levels that have treated resilience as an independent variable. Employee resilience plays a positive role in employee development as well as organizational growth.

Keywords: Resilience, Employee Resilience, Organization Resilience

Introduction: In this paper, we will look at how resilient employees lead to growth in their careers and may help increase the organization's growth. This is an important subject since there has recently been a surge of interest in understanding the factors that contribute to improved worker resilience and how they affect organizational performance (Luthans & Youssef, 2007; Robertson, Cooper, Sarkar & Curran, 2015; Linnenluecke, 2015; Bustinza et al., 2016; Kossek & Perrigino, 2016). Resilience studies have their origins in developmental psychology and clinical psychology (Norman, Luthans, and Luthans, 2005), in which research has focused on children's ability to overcome traumatic experiences and sometimes thrive in response. This research found that resilience is a common phenomenon that results from normal or basic human adaptation processes (Masten, 2001). Two theoretical approaches underpin resilience research as it applies to individuals in the workplace: positive psychology and resource conservation theory. Employee resilience is the capacity of employees, supported and fostered by companies, to deal favourably with, adapt to, and even succeed in responding to dynamic and challenging environments (Nguyen et al., 2016; Kuntz et al., 2017; Prayag, 2018). It was defined by Luthans (2002, p. 702) as "the developable capacity to improve or combat returning from hardship, conflict, failure, or perhaps extraordinary occurrences, development, and increased responsibility." Resilience is defined in organizational and managerial studies as the capacity and capability to be strong in the face of extreme stress and change (Coutu, 2002). We describe resilience as the ability to bounce back from setbacks while also remaining calm in the face of adversity and growing because of the experience (Cooper, Flint Taylor, and Pearn, 2013). According to studies, resilient people with an abundance of good feelings and the ability to control bad sensations can find meaning and overcome painful experiences (Tugade and Fredrickson, 2004; Cooper, 2013). Furthermore, it has been established that, in addition to social and financial resources, resilience must be seen as a critical source of competitive advantage in businesses (Rego et al., 2016, 2017). Individual and organizational resilience has been proven to be a requirement for strategic flexibility and organizational ambidexterity (Junni et al., 2013), as well as a more efficient work process structure (Patel et al., 2013). Most of the existing resilience research focuses on an individual's or person's resilience (Cooper et al., 2013). HRM strategies can play a critical role in developing an organizational environment that encourages individuals to build resilience. For example, a high-engagement culture can foster employee resilience and the development of coping techniques (Bowles and Cooper, 2012; Truss, Shantz, Soane, Alfes, and Delbridge, 2013). The level of resilience can

differ from person to person as their internal genetic factors are different. Gender, age, work experience, work environment, the social groups they interact with, and their current mental status also vary from person to person (Sandhu et al. 2023). Empirical evidence suggests that resilience can be influenced by various factors such as genes, age, gender, work experience, and companies' HR practices. Staff resilience has been identified as a stable trait by the traditional view; however, the latest researchers have identified it because of the processes that occur when people respond to stressful situations. The success of organizations depends on how well their people work productively to achieve the defined goals and objectives.

Objectives:

- i. To understand the conceptual knowledge of resilience in the context of employees and organizations.
- ii. To find the role of resilient employees in the organization's growth.
- iii. To determine the factor which affects employee resilience.

Theoretical Background

This review is based on descriptive and empirical research on resilience in the workplace. To accomplish this, we conducted a keyword search of Emerald, Scopus, Google Scholar, and related databases to identify peer-reviewed articles with resilience or related terms (i.e., resilient or resilience) in their titles, abstracts, or keywords that were published. We discovered additional articles through reverse and forward citation searches of the identified articles and a manual search of major management and organizational psychology journals. We identified and screened 183 publications based solely on their titles and abstracts. We excluded studies that were (1) focused on organizational resilience, (2) focused on individual resilience, or (3) examining the factors affecting resilience, as these topics had already been extensively researched. For studies that measured resilience as a sub-dimension of a psychologically accepted article, we only excluded those studies that reported empirical results for the resilience sub-dimension. To ensure the quality of the empirical research in the literature review, we also excluded literature that was not published in a peer-reviewed, ISI-listed journal. Based on these criteria, we identified 83 articles for full-text screening and excluded 100 articles. Figure 1 depicts a flowchart that illustrates our screening process. Our final sample consisted of 32 peer-reviewed articles.

Our work is structured in the following manner: Initially, we concentrate on resilience and examine it in the context of people and organizations. Subsequently, we shift our focus to individual-level analysis and explore the diverse conceptualizations of individual resilience. We also explore the various theoretical perspectives adopted in prior research and examine the conceptualizations, measurement methods, and empirical studies on workplace resilience. Lastly, we critically analyze and discuss the findings of our review, identify gaps in current knowledge, and create a comprehensive roadmap for future research.

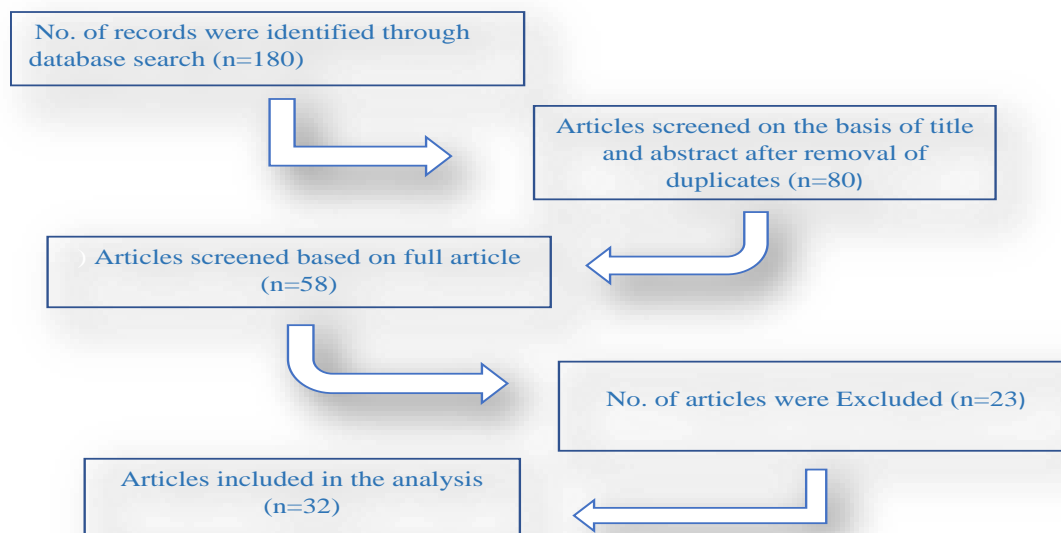


Figure: 1, Inclusion and Exclusion Criteria
source: Author

Resilience: Workplace resilience research builds on the ideas of Positive Psychology, which focus on positive human strengths (Luthans, 2002; Seligman & Csikszentmihalyi, 2000). In the context of the world of work, resilience has been studied in various industries and professions, such as general business associations (e.g., Shin, Taylor & Seo, 2012), healthcare (e.g., Gabriel, Diefendorff & Erickson, 2011), and the military (e.g., Lee, Sudom & Zamorski, 2013). In this manuscript, we define resilience as a “dynamic process that includes a positive adjustment in the context of significant adversity” (Luthar, Cicchetti, & Becker, 2000: p. 543). Resilience includes two defining elements (Masten, 2001): the first is the experience of adversity. Fischer et al. (in press) emphasize that workplace adversity takes the form of isolated and high-intensity circumstances (e.g., work stress). In both forms, the experience of adversity presents both a challenge and a threat to unit performance and well-being (Richardson, 2002). The second defining element of resilience is a positive adjustment (Masten, 2001) through which the individual returns to, or even surpasses, a stable state of well-being or achievement (Britt, Shen, Sinclair, Grossman, & Klieger, 2016; Luthar, Cicchetti & Becker, 2000).

Table:1 Definitions of Resilience

Author's name	Definition
Luthans, 2002; Seligman & Csikszentmihalyi, 2000	“Research on resilience in the workplace builds on the ideas of positive psychology, which focuses on positive human strengths.”
Robertson et al., 2015	“Resilience is commonly described as an individual characteristic that ensures adaptation to adversity and is measured using trait variables (e.g., optimism, hardiness) or health outcome indicators (e.g., wellbeing, mental health).”
Kuntz et al., 2016	“Employee resilience is defined here as a behavioural capability, supported by the organization, which reflects resource utilization and the ability to continually adapt at work.”
Luthans, 2002, 702	“Resilience is the ‘developable capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility.’”
Cooper, Flint-Taylor, & Pearn, 2013; Cooper, 2013	“Resilience is resilience as bouncing back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances and growing stronger in the process.”
Coutu, 2002	“resilience can be understood as the skill and the capacity to be robust under conditions of enormous stress and change.”
West et al., 2009, p. 253	“the capacity to bounce back from failure, setbacks, conflicts, or any other threat to well-being that they may experience.”

Resilience in the Context of HRM and Organization:

Resilience in organizational contexts spans more than one domain, so a multidisciplinary technique can assist offer differentiated expertise on resilience, well-being, and HRM in extraordinary organizational settings. A current evaluation highlighted the function of expert context and argued that paying near interest to expert context can extensively enhance theoretical tendencies in resilience studies (Kossek & Perrigino, 2016). In organizational and managerial research, resilience may be understood because of the cap potential to be resilient in situations of super pressure and change (Coutu, 2002). In enterprise administration, resilience is related to environmental and sustainability control within the face of drastic environmental events (Linnenlücke, 2017). Additionally, pupils have these days all started to hyperlink resilience to the warfare control studies move (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). In the sphere of strategic control, resilience applies to the improvement of suitable techniques for businesses to live to tell the tale and thrive in an aggressive environment (Carmeli & Markman, 2011). Most current resilience research stemming from high-quality psychology or high-quality organizational conduct tends to awareness at the man or woman stage. For example, in sports activities, gamers want to accurate errors and placed them aside, and get lower back on their toes quickly (Faiz et al. 2023). Faced with destructive situations, exceptional uncertainty, annoying events, and hard circumstances, marketers want resilience in pursuing entrepreneurial activities (Bullough, Renko, & Myatt, 2014; Liu, 2019). Increasingly, research has started to shift the extent of analysis, spotting the significance of crew resilience for athletic activities (Morgan, Fletcher, & Sarkar, 2013) and army training (Seligman, 2011). Moving to the organizational stage, preceding studies on organizational protection can also additionally shed a little light (Vogus, Rothman, Sutcliffe & Weick, 2014). For example, the studies move on to rather dependable businesses including the detail of resilience (Leveson, Dulac, Marais & Carroll, 2009). Recent studies have diagnosed the significance of resilience to community-stage phenomena consisting of the resilience of entrepreneurial ecosystems (Roundy, Brockman, & Bradshaw, 2017).

Resilience in the Context of the Individual Level:

The overwhelming majority of research on resilience in the workplace focuses on the individual level of analysis (King et al., 2016). In this section, we briefly highlight how individual resilience has been conceptualized in previous work. For a further discussion on how to conceptualize resilience at the individual level, see Britt et al. (2016), Kossek and Perrigino (2016), and Vanhove, Herian, Harms, and Luthans (2015). In this overview, we conceptualize resilience as a process. This perspective allows us to consider temporal and developmental aspects important to the study of resilience (Fisher et al., in press). In addition, a process conception of resilience can take contingencies into account (Sutcliffe & Vogus, 2003) and therefore enables domain specificity, Workplace context specification. This is important because recent research suggests that resilience, like other psychological constructs, may be domain-specific (Harms, Vanhove, & Luthans, 2017; Kossek & Perrigino, 2016; Todt et al., 2017). Finally, this process view of resilience is consistent with recent theories (Fisher et al., in press; Kossek & Perrigino, 2016) which argue that a combination of actions, malleable skills, and stable, trait-like elements influence the outcome of the resilience process. Therefore, the process perspective offers a holistic and integrative approach to studying resilience. From a process perspective, resilience outcomes can be influenced by both resilience mechanisms and resilience-promoting factors. According to Fisher et al. (in press), mechanisms of resilience can best be understood as those experiences, responses, and behaviours that individuals employ in the face of adversity, such as certain coping strategies or emotional reactions (Channi et al. 2023). Resilience-enhancing factors refer to personal or environmental traits that are present regardless of a person's experience of adversity but may cushion the negative effects of adversity or promote mechanisms of resilience during adverse experiences. An example of a promoting factor is the hardiness trait (Fisher et al., in press).

POSITIVE PSYCHOLOGY: The concept of resilience and related stress and burnout research has been embedded in the field of positive psychology and positive organizational behaviour (Luthans 2002). Luthans (2002) defines positive organizational behaviour because the observation of an undoubtedly orientated team of workers' strengths and mental abilities that may be measured, developed, and controlled successfully for stepped-forward performance. Resilience is understood as a response to situations in which an individual has: 1) faced a subjectively significant threat, risk, or harm; 2) positively adapts; and 3) does not lose normal function (Bonanno 2004). According to Youssef and Luthans (2007), resilient individuals respond to adversity by recognizing and acknowledging the impact and investing the time, energy, and resources needed to "get back into balance". Furthermore, resilience enables individuals to use setbacks as 'steppingstones' (Youssef and Luthans 2007, 780) or as opportunities for growth. Similarly, Luthans et al. (2008) suggest that resilience plays a significant role in coping with "positive stress" and that resilience is seen as a response to coping with both negative and positive events, such as promotion or new work tasks, which can be characterized.

SOCIAL SUPPORT: Social support has been identified by COR theorists as playing an important role in expanding a person's pool of available resources and in replacing and strengthening other missing resources (Hobfoll 1989). Wilson and Ferch (2005) contend that caring relationships, defined as those that involve the dynamic interplay of self and others, play an important role in employee resilience. They suggest that resilience in the workplace can be enhanced through such relationships as they provide a vehicle to relate to others in a way that focuses on human development. Freeman and Carson (2006) found that a workplace intervention that used peers to help workers who had experienced trauma resulted in reduced absenteeism and increased the perceived credibility of returning to work as a health intervention (Kumar et al. 2015). Examples of organizational development approaches aimed at building caring, collaborative relationships between employees and managers include process-oriented interventions; Open systems approach or methods that involve collaborative research or appreciative research; and work teams.

EMPLOYEE ASSISTANCE PROGRAMS: Research on Employee Assistance Programs (EAPs) has shown that their use by organizations can lead to the development of resilient employees (e.g., Johnson 2008). In part, EAPs include counselling or counselling services that provide employees with coping strategies or training to facilitate the prevention or resolution of personal problems they may be experiencing personal or in the workplace (Kirk and Brown 2003). EAPs are used by employers to manage work or work-related stress and use many different interventions including stress debriefing of critical incidents, trauma debriefing, mediation, change management, individual counselling, and management coaching (Kirk and Brown 2003). Siebert (2006) discusses practical guidelines for building resilience in the workplace, including supporting employee health and well-being, increasing positive feelings, emphasizing problem-solving responses, encouraging self-motivated learning, and providing a balance between positivity and negativity (Narayan et al. 2023 a).

DIVERSITY MANAGEMENT: Depending on how it is implemented, diversity can promote or reduce the resilience of employees. If diversity is only about hiring a diverse workforce, conflicts can e.g., cultural differences and these conflicts can erode employee resilience. Employees can create strong ties with other employees, supervisors, and managers when diversity management is implemented in conjunction with inclusive, practices (Childs 2005), and these bonds can serve as a resource, encouraging resilience. Overall, identifying a set of resilience-enhancing HRM practices is an important first step in developing research to bring resilience to the field of HRM.

PERFORMANCE: Previous research has shown that an employee's resilience is positively related to individual job performance, both in self-assessment and in assessments by supervisors (Luthans, Avolio, Avey, & Norman, 2007 a; Luthans, Avolio, Walumbwa, & Li, 2005). Jung and Yoon (2015) also reported that resilient individuals are more likely to engage in organizational citizenship behaviour. Such work conceptualizes resilience as a trait or personal state-like ability that enables employees to maintain high levels of motivation and exert themselves more at work. Furthermore, resilience was found to be positively related to the evaluation of employees' career success (Wei & Taormina, 2014).

WORK-RELATED SETTINGS: There is growing evidence that resilience is positively related to employee satisfaction, both in their job (e.g., Badran & Youssef-Morgan, 2015; Youssef & Luthans, 2007) and in their career (e.g (Lounsbury et al., 2003; Lyons et al., 2015). In addition, resilience has been associated with increased job satisfaction (Youssef & Luthans, 2007) and reduced cynicism at work (Shoes et al., 2018). Researchers also found a positive association between resilience and desirable work-related attitudes from an employer and employee perspective. For example, Youssef and Luthans (2007) and Larson and Luthans (2006) showed a strong link between resilience and organizational engagement, and Mache et al. (2014) observed a positive association between resilience and work engagement. Finally, (Narayan et al. 2023 b) found that resilience is positively related to an employee's perception of his/her psychological contract with the employer. While employee resilience was positively related to their perceptions of relationship contracts, it was negatively related to their perceptions of transactional psychological contracts with their employers (Cho et al., 2017)

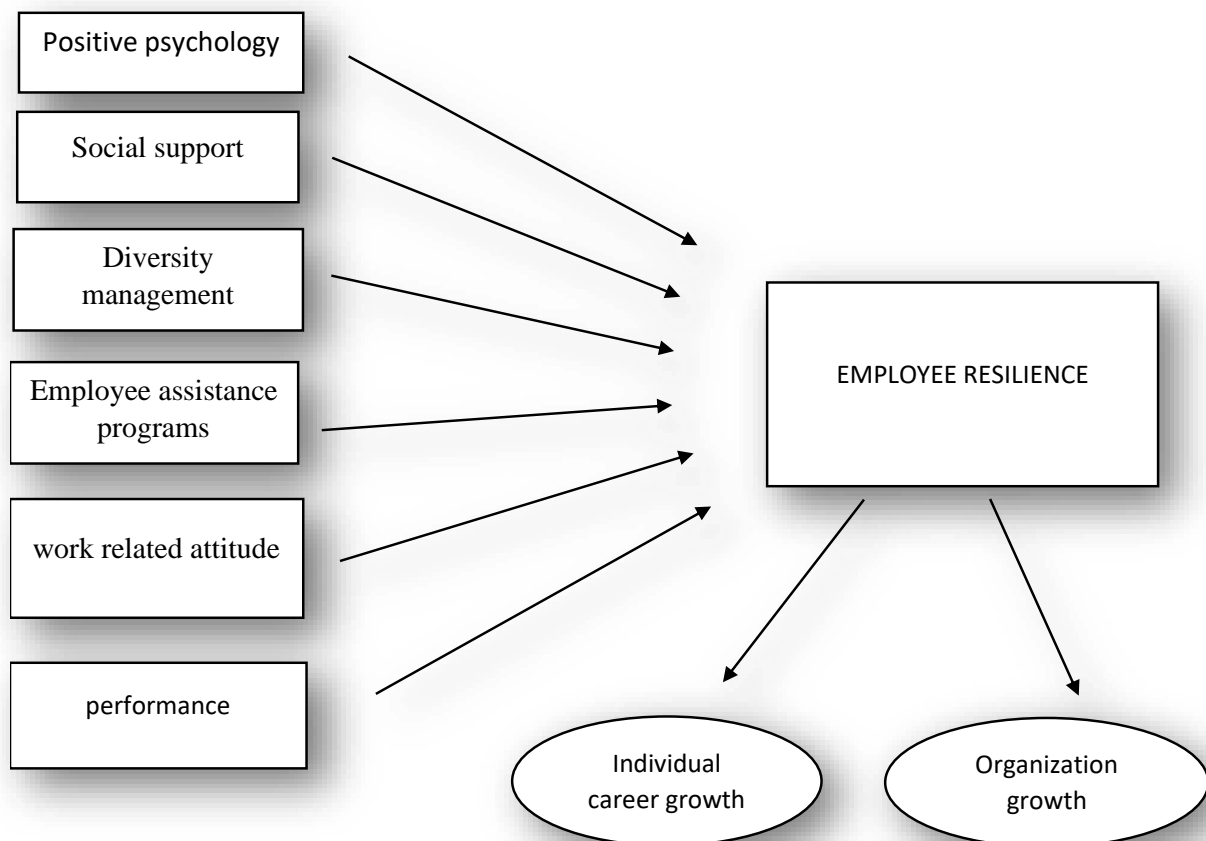


Figure 2, Source: Author Compilation

FINDINGS: After studying the various paper made a table related to items in the research methodology section. The brief details are given below in the table.

Table 2, Studies Related to Resilience

AUTHOR-NAME	YEAR	VARIABLE	RESEARCH TECHNIQUE	SAMPLE SIZE	RESEARCH TOOL	FINDING
Dirk De Clercq, Renato Pereira	2019	Resilience, work overload, Organizational rigidity, Organizational politics, Disruptive creative behaviour	Descriptive research	440 employees, Portuguese	Correlation and regression	Employee resilience can fuel disruptive creativity, especially when employees face significant adversity in the organizational environment due to excessive workload or negative decision dynamics.
Gabriele Santoro & Antonio Messeni-Petruzzelli & Manlio Del Giudice	2020	Dependent variable: perceived performance and Independent variables: cognitive, behavioural, and Moderating variables: entrepreneur resilience and contextual dimensions of employee-level resilience	Descriptive research	195 employees	Exploratory factor analysis	The study suggests that only the behavioural dimension of employee-level resilience is related to performance, whereas the cognitive and contextual dimensions do not improve the perceived performance of small firms.
Mohd Ahmad Al-Hawari & Shaker Bani-Melhem & Samina Quratulain	2019	Abusive Supervision, Customer Incivility, Emotional Exhaustion, Self-reported Capacity to Satisfy Customers, Supervisor-Reported Service Performance, and Moderating Role of Employee Resilience	Descriptive research	CFA	210, UAE	The study suggests that controlling rudeness from supervisors and customers is necessary as it impacts service performance and employee ability to provide customer satisfaction.

Katharina Näswall, Sanna Malinen, Joana Kuntz, and Morgana Hodliffe	2019	Employee Resilience and Personal Resilience	Descriptive research	268 employees, New Zealand	EFA and CFA	Evaluations of workplace resilience initiatives suggest that their success depends on effective monitoring of not only individual levels of resilience but also important organizational ones, including traits that support resilience development, such as supportive leadership.
Zaheer Khan, Rekha Rao-Nicholson, et.al.	2017	Job design, Information flow within the organization, Employee Benefits, Employee Development, and employee resilience.	Empirical research	23	Correlation, multiple hierarchical regression analysis	The study findings suggest that work design and diversified teamwork are significant components of HRP that lead to employee resilience development.
Joana Kuntz, Philippa Connell, Katharina Näswall	2017	Social Support, Performance feedback, Regulatory focus, Employee resilience	Empirical research	283, New Zealand	Multiple regression analysis	Promotion focus was positively associated with employee resilience, and both regulatory focuses cushioned the negative effects of scarce resources. The resilience of funding is low. Prevention subjects were receptive to feedback availability.
Ridhi Arora and Santosh Rangnekar	2014	Psychosocial Mentoring and Career Mentoring, Career Resilience, Control Variables	Descriptive research	205, India	Correlation, multiple hierarchical regression analysis	Psychosocial mentoring acts as a significant predictor of occupational resilience; however, career mentoring did not significantly impact career resilience.
Diep Ngoc Su, Diep Luc Tra, Hanh My Thi Huynh, Hai Hong Thi Nguyen & Barry O'Mahony	2021	Covid-19 pandemic; organizational resilience; human resource practices; lockdown; crisis management	Exploratory research and Qualitative research	20 companies	EFA	The study aimed to provide insights into the strategies used to develop organizational resilience through the lens of strategic human resources practices in a developing country.
Reza Salehzadeh	2019	Must-be behaviours,	descriptive research	468, Iran	correlation, EFA	Based on the results of the interviews, 46

		One-dimensional behaviours, Attractive behaviours, Reverse behaviours, and Employees resilience.				managerial behaviours affecting employee satisfaction/dissatisfaction were identified, of which 10 behaviours were a must; 5 behaviours were one-dimensional, 18 behaviours were attractive, and 13 behaviours were of the opposite type. The results of the hypothesis tests also showed that attractive behaviours are more closely related to employee resilience than one-dimensional and mandatory behaviours; One-dimensional behaviours have a stronger relationship to employee resilience than must-be behaviours, and inverse behaviours indirectly affect employee resilience.
Andriyastuti Suratman, Suhartini Suhartini, Majang Palupi, Fereshti Nurdiana Dihan, Muhammad Bakr Muhlison	2021	Psychological Climate (PC), Organizational Citizenship Behaviour (OCB), Self-Resilience, Employee Performance, Job Stress	descriptive research and exploratory research	316, Indonesia	CFA	This study shows that companies expect a strategic approach to deal with the Covid-19 pandemic in various work patterns required to carry out routine office tasks from home, including managing stress is a quick adjustment for employees and organizations that have routine work-from-home jobs.

The table provides a summary of several research studies on employee resilience and related factors. The studies cover different variables such as work overload, organizational rigidity, disruptive creative behaviour, perceived performance, abusive supervision, psychosocial mentoring, and the COVID-19 pandemic. The research techniques used in the studies include descriptive, empirical, and exploratory research. The sample sizes vary from 20 to 468 employees from different countries such as Portugal, UAE, India, Indonesia, and New Zealand. The research tools used include correlation and regression analysis, exploratory factor analysis, multiple regression analysis, and CFA (Kumar et al. 2022). The findings suggest that employee resilience can fuel disruptive creativity and that only the behavioural dimension of employee-level resilience is related to performance. Additionally, controlling rudeness from supervisors and customers is necessary, work design and diversified teamwork lead to employee resilience development, and psychosocial mentoring acts as a significant predictor of occupational resilience (Deshwal et al. 2021). Finally, the studies highlight the importance of monitoring individual and organizational levels of resilience and the need for effective strategies to develop organizational resilience in the face of crises such as the COVID-19 pandemic (Narayan et al. 2023 c).

Conclusion: Resilience is particularly important in today's volatile business environment. This review has identified the concept of resilience, which has a greater impact on both employee and organizational growth. Positive psychology and positive workplace outcomes are related to organizational resilience, which in turn leads to organizational growth. On the other hand, employee resilience has a greater impact on individual and organizational growth. This paper examines several factors that affect employee resilience, such as positive psychology, social support, diversity management,

employee assistance programs, work-related attitudes, and performance. By understanding and implementing these factors, organizations can improve their overall resilience and achieve greater success in the long run.

Direction For Future Research:

As a result, the researchers were unable to identify the organizational factors that affect resilience. Further research could expand the interviews by selecting more representatives from each sector and including other sectors, such as transport and tourist attractions, to understand the different levels of resilience and how resilience HR practices work in different, but interconnected companies. Exploring resilience HR practices at a macro level, government policies could also provide a more holistic picture of organizational resilience across a broader business ecosystem. Many factors, such as optimism, social network, and sense of humour, are understudied and need to be identified and tested.

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