

Role and Measurement of Employee Resilience in the Organisation: A Systematic Review on the Empirical Studies

by Dian Ekowati

Submission date: 12-Apr-2023 11:15PM (UTC+0800)

Submission ID: 2062584728

File name: Organisation_-_A_systematic_review_on_the_empirical_studies.pdf (448.45K)

Word count: 8100

Character count: 46387



1

International Journal of Innovation, Creativity and Change. www.ijicc.net
Volume 13, Issue 11, 2020

Role and Measurement of Employee Resilience in the Organisation: A Systematic Review on the Empirical Studies

Sri Suhandiah^a, Dian Ekowati^{b*}, Fendy Suhariadi^c, Praptini Yulianti^d,
Ratna Wardani^e, ^{a,b,c,d,e}Universitas Airlangga, ^aUniversitas Dinamika, ^cIIK
Strada Indonesia.

Email: ^asri.suhandiah-2018@feb.unair.ac.id, ^{b*}d.ekowati@feb.unair.ac.id,
^cfendy.suhariadi@psikologi.unair.ac.id, ^dpraptini-y@feb.unair.ac.id,
^eratna.wardani-2018@feb.unair.ac.id

Recent studies on resilience showed that organisational capacity to build resilience in facing the changes depends on an organisation's ability to integrate the cores practices and procedures through its employees' contribution. Employees' resilience becomes a very important matter because employees are the agents of change. This study is a literature review on employee resilience empirical research that discuss variables in the organisation related to employee resilience, roles and measurements used. There are 48 variables found in the literature which show how important the role of employee resilience is in the organisation. These variables are then mapped into 9 groups and their role in employee resilience. Further, the study indicates what variables have been rigorously investigated and which have not. Next, the concept of employee resilience is discussed, both as personal capacity and developed resources acting as antecedent, mediator, moderator and outcome. 14 scale measurements on employee resilience are also mapped with quantitative approaches conducted by the previous studies, in the context of work and non-work. Those measurements are then adopted in the context of working, be it as a whole, in part or in a shorter version than the previous ones. Finally, results of the study could be used as to rationalise and consider further studies related to employee resilience in the future.

Key words: *Employee resilience, resilience roles, measurement, systematic review.*



Introduction

An organisation operates in a competitive atmosphere indicated by tight global competition that requires organisational ability to be fast, innovative, and flexible (Zhang, Wan and Jia, 2008). The ability of how an organisation anticipates change is an important key for surviving and developing the organisation (Heuvel, Demerouti and Bakker, 2014). Employees play an important role in making their organisation agile through their attitudes and behaviours (Griffith and West, 2013), and resilient employees who are able to, positively and competently, respond to the changes are needed by the organisation for the survival and prosperity of the organisation's future (Wang, Cooke and Huang, 2014). Luthans, Vogelgesang and Lester (2006) even mentioned that to enable an organisation to face change, it has to invest in building employee resilience.

Numerous studies on resilience have been conducted by Waugh, Fredrickson and Taylor (2008) on personal resilience; by Maltby, Day and Hall (2015) on characteristics of resilience, and; by Fourie and Van Vuuren (1998) on carrier resilience. Ego resilience was studied by Farkas and Orosz (2015) and employee resilience by Kuntz, Näswall and Malinen (2016). Several other literature reviews on resilience studies of organisations were also conducted: Linnenluecke (2015) on bibliographic mapping that identifying five form of researches on resiliency; Williams et al. (2017) on organisational resiliency related to management crises; Britt et al. (2016) who observed various concepts on employee resilience and programs to build it; and Kuntz, et al (2017) who focused on how resilient employees could be developed into individual capability.

36
A review conducted by Britt et al. (2016) has proposed the conceptualisation on employee resilience, however it has not yet been discovered how the implications for the role of employee resilience are related to other variables in the organisation. Meanwhile Kuntz, et al (2017) who also focuses on employee resilience still does not convey how employee resilience is measured through the dimensions that have been done by previous researchers.

19
The main motivation of this study is to fill the research gap by doing a systematic review on the role and measurement of employee resilience. The objective of this article is to review empirical research on employee resilience, what variables in organisations relate to employee resilience and how the underlying concept of its role in developing other variables is related to the scope of individuals, the environment and organisational support. This can add opportunities and future research directions in practice in the organisations. In addition, a review of the measurements that have been used in the previous study can develop an understanding of the measurement context and the appropriateness of the measurements to be used in future research.



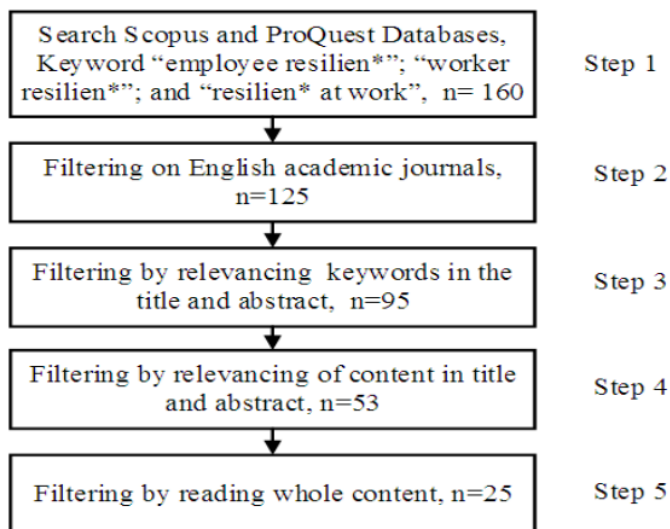
Empiric-quantitative approach of this study, therefore, is addressed into complimenting the previous studies on resilience. It will add more information in the development of more studies on employee resilience. It also expected to show that resilience is needed in more dynamic organisational environments and presents some consideration in doing more research on employee resilience in the future.

Protocols for Literature Reviews

The literature review done in this study follows the systematic reviews suggested by Newbert (2007). The review starts with database keywords in Scopus and ProQuest journals to identify articles on resiliency in the title and abstracts. Searching processes were conducted up to November 2019. Literatures that met the criteria and was published between 2004 to 2019 was then reviewed. Next, those articles were synthesized to find out how the role of resiliency was brought up and measured in any empirical study based on related variables on employee resilience in an organisation.

The keywords used were “employee resilien*”, “worker resilien*”, and “resilien* at work. Included in the process are titles, abstracts and article keywords. Searching protocols can be explained in the following graph below.

Figure 1. Protocol Diagram in Literature Searches



Out of 125 articles found in the 2nd step, from Scopus and ProQuest, a study on employee resilience and the resilience of social workers by Yin, published in 2004, was found. Searches in stage 3 produced findings that indicate 95 articles have similar results based on keywords as



well as abstracts. These findings were then mapped by year published and showed that studies on employee resilience increased sharply within the period of 2016-2019, as shown in Table 1. Further, after reading the abstract and its full content in stage 4, 53 articles came up. The other 42 articles were dropped since they do not meet the criteria of employee resilience in an organisation, nor one on quantitative method.

Table 1: Number of Employee Resilience Studies (step 3)

Year	Number of studies
2004	1
2005	1
2006	2
2008	1
2009	1
2011	1
2012	4
2013	1
2014	4
2015	3
2016	19
2017	10
2018	15
2019	32

Sources: Scopus and ProQuest, November 2019

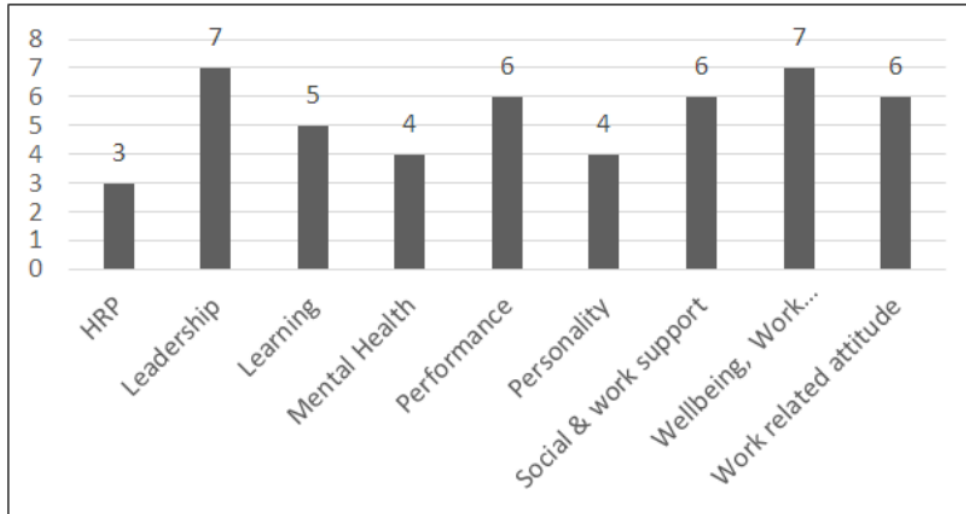
Based on the filtering process, 25 articles that emerged from stage 5 were reviewed. Results of the review are discussed in the next section. It presents the association between various variables in the organisation with employee resilience, the role of employee resilience and measurement applied in those studies.

Results and Discussion

In the last several years, studies on employee resilience have attracted the interest of many researchers and practitioners. Out of 25 studies that have been validated meeting the criteria, it was found that studies on employee resilience in an organisation involve 48 variables in the work place. These variables are then grouped into 9 groups (Figure 2).



Figure 2. Grouping of the variables related to employee resilience studies in organisations



Discussion related to the leadership variable is the most discussed topic in employee resilience research, which is 15%. These variables act as dependent variables that are directly or indirectly affected by employee resilience variables. Meanwhile, discussions on human resource practices were the smallest, at 6%. Furthermore, variables related to employee resilience used in the article being reviewed are shown in Table 2 below.

Table 2: Related Variables in Employee Resilience (ER) Studies

Group	Related Variables		Employee Resilience
	Name	Role	Role
HRP	High-intention work performance	antecedent	mediator
	High-performance work system	antecedent	mediator
	Well-being HRM	antecedent	mediator
Leadership	LMX	antecedent, moderator	outcome, antecedent
	Humble leadership	antecedent	outcome
	Paradoxical leadership	antecedent	outcome
	Empowering leadership	antecedent	outcome
	Supportive leadership	antecedent	outcome
	Leaders' behaviour	antecedent	outcome
	Contingent rewards leadership	antecedent	outcome



Group	Related Variables		Employee Resilience
	Name	Role	Role
Learning	Learning-oriented organisational climate	antecedent	mediator
	Learning culture	antecedent	mediator
	Inquiry and dialog;	antecedent	mediator
	Knowledge sharing structure	antecedent	mediator
	Learning organisation	antecedent	mediator
Mental health	Emotional exhaustion	mediator	moderator
	Employee shame	mediator	moderator
	Burnout	outcome	antecedent
	Employee self-criticism	outcome	moderator
Performance	Employee performance	outcome	mediator
	Extra-role performance	outcome	antecedent
	OCB	outcome	antecedent
	Supervisor reported service performance	outcome	moderator
	Self-capacity to satisfy customer	outcome	moderator
	Disruptive creative behaviour	outcome	antecedent
Personality	Regulatory focus	Mediator	outcome
	Work promoted focus	Mediator	outcome
	Proactive personality	mediator	outcome
	Optimism	mediator	outcome
Social & work support	Perceived org support	mediator	outcome
	Social climate	mediator	mediator
	TMX	mediator	antecedent
	Work resource (co-worker & Supervisor)	antecedent	outcome
	Abusive supervision	antecedent, mediator	mediator
	Co-worker support	antecedent	outcome
Wellbeing, work demand & safety	Perceived performance pressure	mediator	outcome
	Work overload	mediator	moderator
	Customer incivility	antecedent	moderator
	Intimidation	outcome	moderator
	Job insecurity	outcome	antecedent
	Employee wellbeing	antecedent	outcome
Work related attitude	Perceived insider identity	mediator	outcome
	Org commitment	mediator	antecedent
	Proactive behaviour	outcome	mediator



Group	Related Variables		Employee Resilience
	Name	Role	Role
	Employee engagement	mediator, outcome	mediator, antecedent,
	Retirement intention	outcome	mediator
	Affective commitment to change	outcome	mediator, antecedent,
	Intention to leave	outcome	antecedent

The many variables that have been found in research related to employee resilience show the important role of employee resilience in the organisation. For this reason, we will discuss the role of employee resilience variables in relation to the variables used in the literature reviewed both as an antecedent, mediator, moderator, and also as an outcome.

Employee Resilience as an Antecedent

Out of the 25 research articles that have been reviewed, seven articles put employee resilience as an antecedent. These variables are grouped into four groups, namely performance (Paul, Bamel and Garg, 2016; Gupta and Sharma, 2018; Clercq and Pereira, 2019), work-related attitude (Wang, Li and Li, 2016; Dai, Zhuang and Huan, 2019); mental health (Meng et al., 2017), and work safety (Tentama and Rosandy, 2019).

Regarding performance, Paul, Bamel and Garg, (2016) argue that employee resilience involves three things, namely (a) as a capacity that reflects behaviour; (b) related to change; and (c) related to efforts to deal with unwanted situations. Their results suggest that employee resilience as a relatively unique positive psychological capacity positively influences organisational citizenship behaviour (OCB). Resilient employees will find their lives meaningful, which will give them a sense of responsibility and ownership in whatever is done.

Clercq and Pereira (2019) use the definition of employee resilience as a personal resource and confirm a positive relationship between employee resilience and creative behaviour that disturbs them. These findings provide a more complete understanding of the organisation that when employees cannot handle their workloads, they will channel energy that comes from their resilience into activities that are considered disruptive to resolve difficulties at work.

Employee resilience also acts as an antecedent to work-related attitudes, such as employee engagement and organisational commitment. Gupta and Sharma (2018) show that employee resilience holds strong predictive value on employee engagement. Referring to the definition of resilience in the workplace from Luthans (2002) where resilience is a positive psychological capacity, Gupta and Sharma (2018) state that employees with high resilience tend to be more involved with the organisation because they have positive emotions that are developed during changes in workplace. Employee involvement in the organisation is considered a positive



experience related to work. In the same context, involvement in work is also positively related to employee resilience (Wang, Li and Li, 2016).

Meanwhile, in relation to organisational commitment, Paul, Bamel and Garg (2016) emphasise that employee resilience also influences organisational commitment. Organisational commitment built by employee resilience will have consequences in the behaviour of its commitment. Resilience as a capacity of resources allows one to avoid impulsive and reactive behaviour and resilience increases the affective attachment of individuals to the organisation and the people in the organisation. This is in line with Youssef and Luthans (2007), where in that situation employee resilience will return to the equilibrium and even provide opportunities for growth outside the equilibrium point.

48
Resilience is the capacity to maintain the ability to deal with stressors, as well as the ability to endure, adapt to deal with and solve problems (Kaplan et al, 1996). Wang, Li and Li (2016) investigated the relationship between employee resilience and positive effects, and showed that resilience is a personal resource that promotes positive influence. Highly resilient employees will successfully deal with stress and negative events and therefore have a high level of positive influence. The concept of resilience as a personal resource is also closely related to the mental attitude of employees regarding their safety in the work place (Tentama and Rosandy, 2019).

Based on the articles reviewed, it can be seen that in their role as an antecedent, employee resilience is conceptualised as a personal capacity or personal resource that can help employees to get back on their feet as Luthans (2002) dan Luthans et al. (2007b). suggested. High resilience in employees will affect performance, work behaviour, and mental health and well-being.

Employee Resilience as a Mediator

6
The role of employee resilience as a mediator is used to mediate variables related to human resource practices (HRP) and work-related attitudes (Cooke et al., 2016; Salminen et al., 2019), learning and work-related attitude variables (Malik and Garg, 2017b, 2017a; Caniëls and Baaten, 2019), as well as variables related to social support and performance (Cooper et al., 2018).

Cooke et al. (2016) conceptualise resilience as a psychological resource that has the potential, when developed and managed effectively, to obtain positive individual and organisational outcomes. The results of the study reveal that employee resilience is a set of skills and attributes that can be developed through the use of effective high-performance work systems (HPWS) to benefit both individuals and organisations. Research on HRP was also carried out by Salminen et al. (2019). They examined the relationship between HRP and retirement intention mediated



by employee resilience. They suggested that HRP was positively related to employee resilience and influenced retirement intention. Using the theory of conservation of resources, the current findings indicate that HRP has the potential to increase employee resilience mainly through developing skills and formal employee support systems, and that it has a positive impact on the resilience of older employees, which in turn can affect retirement intention. Welfare-oriented HRP can affect employee resilience and have an impact on improving employee performance (Cooper et al., 2018).

60
Malik and Garg (2017a, 2017b) follow the definition of employee resilience as an ability that can be developed to recover from adversity, conflict, and failure or even positive events, progress, and increased responsibility (Luthans, 2002). In two of their studies using broaden-and-build theory research approaches and conservation of resource theory, they found that 1) employee resilience partially mediates the influence of learning organisations on work engagement, and 2) employee resilience partially mediates the relationship between learning culture, inquiry and dialogue, knowledge sharing structures and affective commitment to change. Employee resilience is considered able to develop through a culture of learning because employees continue to be motivated to face challenges and find sophisticated ways of dealing with change. Caniels and Baaten (2019) who conceptualise resilience as a trait variable used as a personal resource in supporting adaptation to better conditions, also conveyed that the nature of employee resilience is a good mediator. This is because employee resilience brings some adaptation actions in the face of severe circumstances, thereby promoting proactive work and proactive strategic behaviour.

3
In its role as a mediator, employee resilience is conceptualised as a personal capacity or personal resource that can be developed. Its development is assisted by a variety of human resource practices, learning, and social support or social support. This growing employee resilience will have an impact on work-related attitude (Cooke et al., 2016; Salminen et al., 2019; Malik and Garg, 2017b, 2017a; Caniels and Baaten, 2019), and performance (Cooper et al., 2018). Although employee resilience is conceptualised as personal capacity as its role as an antecedent variable, its role as moderator is emphasised more on how this resilience can be developed.

Employee Resilience as a Moderator

15
The role of employee resilience as a moderator variable is found in three articles. It was found that employee resilience moderates social support and mental health variables (Al-hawari, 2019; Fatima, Majeed and Jahanzeb, 2020), and it is also moderating variables on work overload and intimidation (Kimura, Bande and Fernandez-Ferrín, 2018).



Al-hawari (2019) stated that employee resilience can mitigate the relationship between abusive supervision, customer incivility and emotional exhaustion. This finding highlights the importance of managing employee resilience as a resource that can be depleted with constant exposure to stressors. A similar concept can also be seen from the research of Kimura, Bande and Fernandez-Ferrin (2018) who adopted the perspective of employee resilience as a capacity that can be developed. They mentioned that overwork has a positive relationship with bullying, and the direct effect of overwork on bullying depends on the level of employee resilience. Thus, in the face of an adverse work environment, individuals who believe that they are resilient will likely feel that they have adequate resources to overcome difficulties. On the other hand, individuals who consider themselves resilient tend to feel that they lack coping resources.

From the three studies, it can be seen that as a moderator, employee resilience can provide reinforcement for other variables, namely social support, mental health, and work overload on intimidation felt by employees.

Employee Resilience as an Outcome

In articles reviewed, ten articles were found to have placed employee resilience as an outcome variable from other variables such as leadership variables (i.e Zhu, Zhang and Shen, 2019), social support (i.e Kuntz et al., 2017), and well-being (Tonkin et al., 2018). Research related to leadership influencing both directly and indirectly employee resilience, has been conducted by several researchers. Nguyen et al., (2016) conducted research on employee resilience through empowering leadership and contingent reward leadership. They adopted the employee resilience approach from Näswall et al. (2013), namely a series of workplace behaviours that are oriented towards learning and building relationships, supported by organisations, which enhance organisational functions. Leader behaviour, both attractive behaviour and one-dimension behaviour, also has a significant direct effect on employee resilience while reverse behaviour has an indirect effect (Salehzadeh, 2019).

By using leader-member exchange (LMX) theory, Caniëls and Hatak (2019) and Kakkar (2019), also found that LMX can contribute optimally to employee resilience if it is dominated by its social component. Meanwhile according to Kakkar (2019) LMX affects employee resilience mediated by the promotion of regulatory focus. These findings reinforce employee resilience as a process of development, not just the nature or results. By developing and maintaining long-term relationships based on mutual trust with their followers, leaders can strengthen employee resilience. Humble leadership (Zhu, Zhang and Shen, 2019), paradoxical leadership (Franken, Plimmer and Malinen, 2019), and supportive leaders (Wang and Bartram, 2019), also have a stronger role in increasing employee resilience when perceived performance pressure is high. This study raises important implications for the theoretical development of



employee resilience and for management practices regarding efforts to encourage employee resilience in organisations.

Besides being influenced by leadership, employee resilience is also influenced by co-worker support and well-being. According to Cooke, Wang and Bartram (2019), colleague support is positively related to employee resilience. Tonkin et al. (2018) also suggest that organisational leaders must explicitly create a culture that supports employee well-being and employee resilience in order to build collective capacity for organisational resilience, and thus will help employees to adapt, revive and thrive in facing challenges.

Measurement

After discussing the roles of employee resilience variables, the discussion in this section will describe the measurement instruments used by researchers. Measurement instruments are important in quantitative research because information gathering about employee resilience is carried out directly by filling out measurement questionnaires that have been tested and validated. Of the 25 articles reviewed, all articles are known to use or adopt measurement scales that have been tested and validated by previous researchers. Dimensions and measurement items used are adopted in whole or in part.

In reviewing the articles, it is found that 14 initial measurement scales have been tested in previous research. There are three other measurement scales which are shorter versions and adopted from the previous measurement scales, namely

- 1) The 10-item Connor-Davidson Resilience Scale (CD-RISC 10) by Campbell-sills and Stein (2007) which is the short version of the CD-RISC - Connor and Davidson (2003),
- 2) The Resilience Scale (sub-scale of the PCQ 12 - Avey, Avolio and Luthans, 2011)) which is a short version of the Resilience Scale (sub-scale of the PCQ 24) by Luthans et al. (2007), and
- 3) The Resilience Scale RS-11 by von Eisenhart Rothe et al. (2013), a shorter version of the Resilience Scale RS-25 (German RS-25 scale) by (Schumacher et al., 2005).

The overall scale of measurement is presented in Table 3 and 4. In Table 3, we add information about the focus / concept of employee resilience that underlies the researcher using the no-work context measurement in their work context research .

The scale of resilience measurement made in the previous article appears to have a different context, that is, not made in a within and without a work context. The seven previous measurement scales that measure individual resilience not in a work context, namely ER 89, RQ test, CD RISC, Resilience Scale by Hardy, Concato and Gill (2004), German RS-25, The Brief Resilience Scale (BRS), dan The Resilience Scale (RS-14). It is said not in a work context



because the sample used in the study was not an individual worker and related to his condition at work, but rather the individual sample such as patients, students, and the adult-old community (age 53-95 years).

Table 3: Measurement Scales (no-work context)

No	Scale - Author	Measure Purpose (no-work context)	Dimension (Item)	Short – Development Version	Usage in articles reviewed – work context	Dimension (Item)	ER Focus /concept
1.	Ego-Resiliency Scale (ER 89) - Block and Kremen (1996)	<ul style="list-style-type: none"> To measure ability to change from and also return to the individual's characteristic level of ego-control after the temporary, accommodation - requiring stressing 	1 (14)	-	Dai, Zhuang and Huan (2019) Gupta and Sharma (2018)	1 (14)	Employees' capacity for recovering from negative emotions and adjusting to a constantly changing environment. Positive psychological capacity
2.	Resilience Quotient Test (RQ Test) –	<ul style="list-style-type: none"> To measure individual aspect in life 	7 (56)	-	Tentama and Rosandy (2019)	7 (56)	Resilience is an internal resource
3.	The Connor–Davidson Resilience Scale (CD-RISC) - Connor and Davidson (2003)	<ul style="list-style-type: none"> To measure stress and coping ability and used to evaluate change in response to a drug intervention 	5 (25)	CD-RISC 10, 5(10), by Campbell-Sills & Stein (2007), Chinese version by Wang, Shi, Zhang, & Zhang (2010)	Salehzadeh (2019) Meng <i>et al.</i> (2017) Tonkin <i>et al.</i> (2018)	5 (25), CD-RISC 5 (10) CD-RISC 10 Chinese version 5 (10) CD-RISC 10	Psychological capital Psychological capital Psychological capital
4.	Resilience Scale - Hardy, Concato and Gill (2004)	<ul style="list-style-type: none"> To assess resilience of community-dwelling older persons based on response to a stressful life event and to identify the demographic, clinical, functional, and psychosocial factors associated with high resilience. 	1 (9)	-	Salminen <i>et al.</i> (2019)	1 (9)	Positive psychological capacity
5.	German RS- 25 - Schumacher <i>et al.</i> (2005)	<ul style="list-style-type: none"> To measure what is going right versus what is going wrong in individual life. 	1 (11)	The Resilience Scale (RS-11) – von Eisenhart Rothe <i>et al.</i> (2013)	Caniëls and Baaten (2019)	1 (11)	Trait variable that has state-like characteristics
6.	The Brief Resilience Scale (BRS) - Smith <i>et al.</i> (2008)	<ul style="list-style-type: none"> To assess the individual's ability to bounce back or recover from stress. 	1 (6)	-	Fatima, Majeed and Jahanzeb (2020)	1 (6)	Resilience as an upward spiral effect in which a person bounces back with more strength after



No	Scale - Author	Measure Purpose (no-work context)	Dimension (Item)	Short – Development Version	Usage in articles reviewed – work context	Dimension (Item)	ER Focus /concept
							facing negative events.
					Kimura, Bande and Fernandez-Ferrin (2018)	1 (3)	Resilience as an individual capacity
7.	The Resilience Scale (RS-14) - Wagnild and Young (2009)	To identify the degree of individual resilience (personal competence and acceptance of self and life)	2 (25)	-	Paul, Bamel and Garg (2016)	1 (14)	Resilience is a capacity that reflects in behaviour, dealing with change and relates to overcoming unwanted situations

Table 4: Measurement Scales (work context)

No	Scale - Author	Dimension (Item)	Short – Development Version	Usage in research on articles reviewed	Dimension (Item)
1.	Resilience Scale [sub-scale of the PCQ 24 - Luthans <i>et.al.</i> (2007)	1 (6)	Resilience Scale (sub-scale of the PCQ 12) - Avey, Avolio and Luthans (2011)	Al-hawari (2019) Cooper <i>et al.</i> (2018)	1 (6) from PCQ 24 1 (3) from PCQ 12
2.	Resiliency scale - Siu <i>et al.</i> (2009)	1 (9)	-	Wang, Li and Li (2016)	1 (9)
3.	Resilience at Work (RAW) - Winwood <i>et al.</i> (2013)	7 (20)	-	Malik and Garg (2017a, 2017b)	7 (20)
4.	The Employee Resilience (EmpRes) - Näswall <i>et al.</i> (2013)	1 (12)	-	Nguyen <i>et al.</i> (2016) Kuntz <i>et al.</i> (2017) Tonkin <i>et al.</i> (2018) Franken, Plimmer and Malinen (2019) Kakkar (2019) Zhu, Zhang and Shen (2019)	1 (12) 1 (9) 1 (12) 1 (9) 1 (9) 1 (9)
5.	Resilience - Caza and Bagozzi. (2010)	1 (5)	-	Clercq and Pereira (2019)	1 (5)
6.	Resilience scale - Wang, Cooke and Huang (2014)	9 (36)	-	Cooke <i>et al.</i> (2016) Cooke, Wang and Bartram (2019)	9 (36) 9 (36)



No	Scale - Author	Dimension (Item)	Short – Development Version	Usage in research on articles reviewed	Dimension (Item)
7.	Employee Resilience work scale - (Meneghel <i>et al.</i> , 2016)	1 (9)	-	(Caniëls and Hatak, 2019)	1 (9)

The results of the review show that some subsequent studies used measurement scales that were not in the work context into research in the work context. Use in different contexts is done because measurements are considered to have been validated as general measurements (Connor and Davidson, 2003) and based on the concept of resilience taken in their research. For example, research conducted by Connor and Davidson (2003) using CD-RISC with adult patient samples, was developed for clinical practice aimed at measuring individual capacity through five factors (personal competence, trust, acceptance of change and safe relationships, control, and spiritual influence) in dealing with stress in response to drug intervention. Meanwhile, Meng *et al.* (2017) refer to employee resilience as psychological capital and used a short version of the CD-RISC with a sample of civil servants in order to examine the relationship between employee resilience and organisational commitment and burnout.

Discussion

The first objective of this review is to find variables in organisations related to employee resilience. It is identified that 48 variables had a direct or indirect relationship to resilience. The results show that most of the studies discuss work related attitude related variables, such as engagement (Cooke *et al.*, 2016; Wang, Li and Li, 2016; Malik and Garg, 2017a; Dai, Zhuang and Huan, 2019) and commitment (Malik and Garg, 2017b; Meng *et al.*, 2017). Both engagement and commitment are examined as an outcome of employee resilience.

Luthans (2002), who thinks that resilience is based on the theory of positive organisational behaviour, states that resilience as positive psychology capacity is important in order to recover from any changes in the organisation. For organisations, having strong and adaptable employees will increase the success rate of implementing change and minimise the potential negative workforce impact of absenteeism, employee turnover and reduced involvement.

The second objective of this review is to determine the role of employee resilience in research in an organisations. It is known that previous researchers have thoroughly studied how employee resilience acts as an antecedent, mediator, moderator, and outcome in research in the workplace. From this review it can be shown that employee resilience has a causal relationship that can increase, weaken, or strengthen 48 other variables in the organisation. In its role as an



3 antecedent, employee resilience is conceptualised as a personal capacity or personal resource that can help employees to get up and provide motivation to become better. High employee resilience will affect performance, work behaviour, and mental health and well-being. Sustainable organisational change requires adaptive and resilient employees who are able to maintain a level of performance and well-being in the face of an often challenging organisational change environment (Robertson et al., 2015).

2 Resilience studies in organisations also show that an organisation's capacity to build resilience, and to successfully manage crises and transitions, depends to a large extent on its ability to utilise and integrate core practices and procedures with employee contributions (Lengnick-hall, Beck and Lengnick-hall, 2011; Shin, Taylor and Seo, 2012). As a mediator and outcome variable, research on employee resilience is more emphasised on how it can be influenced and developed, and managed effectively, to obtain positive individual and organisational outcomes. Luthans, Vogelgesang and Lester (2006) suggested that resilience can be developed through good organisational and management practices. Social support and organisational relationships have been found to greatly affect employee resilience. Support from supervisors and constructive feedback has also been found to affect resilience (Bardoel et al, 2014; Kuntz et al., 2017). Shin, Taylor and Seo (2012) view organisational resources and practices as enabling conditions for the development of a resilient workforce, which will determine the organisation's capacity to overcome challenges and create competitive advantage. Employee resilience will also strengthen other aspects of the organisation such as social support and workload on mental health and perceived employees.

The third objective is to see how the context of measurement was made and used by previous researchers. A review of the 14 initial measurement scales and 3 measurement scales which are shorter versions of the previous one, show that the measurements were carried out in different contexts. The 7 initial research scales and the 2 shorter versions are measurements of individual resilience used in contexts not in the workplace. Resilience in the measurement is described as nature (i.e Block and Kremen, 1996) and as individual capacities (i.e Connor and Davidson, 2003).

Seville (2018) said that hiring more people who have good levels of resilience is not a guarantee that people will be tough when needed and cannot be automatically translated into having a strong organisation or team, even though the two are related. Tonkin et al. (2018) who investigate the effects of welfare interventions on two forms of resilience, namely the ability to cope with employee stress (individual resilience) and behaviour at workplace that is resilient (employee resilience), show that individual and employee resilience are related, but are two different constructs. The use of measurements with a different context from the initial one can be done if the scale has been validated as a generally accepted measurement.



1

In addition, the results of the review show that some studies in work contexts that have used measurement scales that are not in the work context of previous researchers are based on the concept of resilience taken in his research. For example, Dai, Zhuang and Huan (2019) use the ER -89 measurement scale, based on its definition of resilience as the capacity for recovering from negative emotions and adjusting to a constantly changing environment. This definition fits the ER-89 measurement context which measures the individual's characteristic level of ego-control. Likewise, Salminen et al. (2019), uses a resilience scale by Hardy because the measurement of employee resilience focuses on the most stressful forms of adversity.

19

Limitations and Recommendations for Future Research

The literature review presented here certainly has some limitations. First, the review only focuses on results of the studies that have been published in the form of journals in the Scopus and Proquest journal databases published until November 2019. A review of research on employee resilience in a more diverse form and from other sources will provide a more comprehensive understanding of the role of employee resilience and its development in the organisation. Second, the review is limited to empirical quantitative research, excluding empirical qualitative research. By looking at qualitative research it is possible to obtain deeper results regarding the role of employee resilience both as a personal capacity and as a resource that can be developed. Future research can also use two empirical qualitative studies or mixed quantitative and qualitative research models to get more optimal results on employee resilience. In addition, the present study only discusses the resilience of employees as individuals in the organisation. Team resilience in the organisation has not been discussed yet. Future research can enrich the discussion of resilience in organisations from the point of view of developing team resilience. As stated by Losada and Heaphy (2004) a high level of individual positive emotions is related to the size of social resources as measured by the level of relationship between team members. Furthermore, multilevel research from employees as individuals and team resilience will also be necessary in the development of resilience in the organisation.

Conclusion

Employee resilience has an important role in the organisation. Several studies reviewed in this article, have examined employee resilience as antecedents (7 articles), mediators (5 articles), moderators (3 articles), and outcomes (10 articles). As an antecedent, resilience is a resource that will improve work attitude and employee performance. As an outcome, the development of employee resilience is strongly influenced by leadership and social support. Meanwhile, there has not been much discussion about the role of employee resilience as a mediator and moderator.



1

In terms of variables in the workplace, human resource practices, mental health, personality, and learning, have not been discussed intensely. It can be used as the basis for the organisation to increase the important variables needed by the organisation, as well as the organisation's efforts to increase the capacity of employee resilience and efforts to develop it.

Measurement with work context that can still be developed and become an opportunity for further research, and it can also be considered to use other measurements that adjust to the work environment, which can be different whether influenced by the nature of the organisation and/or cultural conditions.



1

REFERENCES

- Al-Hawari, M. A., Bani-Melhem, S., Quratulain, S. (2019). Do frontline employees cope effectively with abusive supervision and ... *Journal of Business and Psychology*, 33(3), 345-364.
- Avey, J. B., Avolio, B. J. and Luthans, F. (2011). Experimentally analyzing the impact of leader positivity on follower positivity and performance. *Leadership Quarterly*. Elsevier B.V., 22(2), pp. 282–294. doi: 10.1016/j.leaqua.2011.02.004.
- Bardoel, E. A., Michelle, T. and Monash, P. (2014). Employee resilience: An emerging challenge for HRM. *Asia Pacific Journal of Human Resources*, 52(January), pp. 279–297. doi: 10.1111/1744-7941.12033.
- Block, J. and Kremen, A. M. (1996). IQ and ego-resiliency: Conceptual and empirical connections and separateness. *Journal of Personality and Social Psychology*, 70(2), pp. 349–361.
- Britt, T. W. et al. (2016). How much do we really know about employee resilience? *Industrial and Organisational Psychology*, 9(2), pp. 378–404. doi: 10.1017/iop.2016.30.
- Campbell-sills, L. and Stein, M. B. (2007). Psychometric analysis and refinement of the Connor – Davidson Resilience Scale (CD-RISC): Validation of a 10-item measure of resilience. *Journal of Traumatic Stress*, 20(6), pp. 1019–1028. doi: 10.1002/jts.
- Caniëls, M. C. J. and Baaten, S. M. J. (2019). How a learning - oriented organisational climate is linked to different proactive behaviours: The role of employee. *Social Indicators Research*. Springer Netherlands, 143(2), pp. 561–577. doi: 10.1007/s11205-018-1996-y.
- Caniëls, M. C. J. and Hatak, I. (2019). Employee resilience: considering both the social side and the economic side of leader-follower exchanges in conjunction with the dark side of followers' personality. *The International Journal of Human Resource Management*. Routledge, 0(0), pp. 1–32. doi: 10.1080/09585192.2019.1695648.
- Clercq, D. De and Pereira, R. (2019). Resilient employees are creative employees, when the workplace forces them to be. *Creativity and Innovation Management*, 28(3), pp. 329–342. doi: 10.1111/caim.12328.
- Connor, K. M. and Davidson, J. R. T. (2003). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety*, 18(April), pp. 76–82. doi: 10.1002/da.10113.
- Cooke, F. L. et al. (2016). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The*



- International Journal of Human Resource Management, 30(8), pp. 0–22. doi: 10.1080/09585192.2015.1137618.
- Cooke, F. L., Wang, J. and Bartram, T. (2019). Can a supportive workplace impact employee resilience under a high pressure performance environment? An investigation of the Chinese banking industry. *Applied Psychology*, 68(October), pp. 695–718. doi: 10.1111/apps.12184.
- Cooper, B. et al. (2018). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector : The role of social climate and resilience. *Human Resource Management*, 58(1), pp. 1–13. doi: 10.1002/hrm.21934.
- Dai, Y., Zhuang, W. and Huan, T. (2019). Engage or quit? The moderating role of abusive supervision between resilience , intention to leave and work engagement. *Tourism Management*. Elsevier, 70(May 2017), pp. 69–77. doi: 10.1016/j.tourman.2018.07.014.
- Farkas, D. and Orosz, G. (2015). Ego-resiliency reloaded: A three-component model of general resiliency. *PLOS ONE*, 10(3) : e0120883. doi: 10.1371/journal.pone.0.
- Fatima, T., Majeed, M. and Jahanzeb, S. (2020). Supervisor undermining and submissive behaviour : Shame Resilience Theory perspective. *European Management Journal*, 38(1), 191-203. Elsevier Ltd, (xxxx). doi: 10.1016/j.emj.2019.07.003.
- Fourie, C. and Van Vuuren, L. J. (1998). Defining and measuring career resilience. *Journal of Industrial Psychology*, 24(3), 52-59. doi: 10.4102/sajip.v24i3.662.
- Franken, E., Plimmer, G. and Malinen, S. (2019). Paradoxical leadership in public sector organisations : Its role in fostering employee resilience. *Aust J. Publ Admin*, (July), pp. 1–18. doi: 10.1111/1467-8500.12396.
- Griffith, J. and West, C. (2013). Master resilience training and its relationship to individual well-being and stress buffering among army national guard soldiers. *The Journal of Behavioural Health Services & Research*, 40(2), pp. 140–155. doi: 10.1007/s11414-013-9320-8.
- Gupta, N. and Sharma, V. (2018). Relationship between leader member exchange (LMX), high-involvement HRP and employee resilience on extra-role performance Mediating role of employee engagement. *Journal of Indian Business Research*, 10(2), pp. 126–150. doi: 10.1108/JIBR-09-2017-0147.
- Hardy, S. E., Concato, A. J. and Gill, T. M. (2004). Resilience of community-dwelling older persons. *J Am Geriatr Soc.*, 52(2) pp. 257–262.
- Heuvel, M. van den, Demerouti, E. and Bakker, A. B. (2014). How psychological resources facilitate adaptation to organisational change. *European Journal of Work and Organisational Psychology*, 23(6), pp. 847–858. doi: 10.1080/1359432X.2013.817057.



- Kakkar, S. (2019). Leader-member exchange and employee resilience : The mediating role of regulatory focus. *Management Research Review*, 42(9), 147-158. doi: 10.1108/MRR-03-2018-0116.
- Kaplan, C. P. et al. (1996). Promoting resilience strategies: A modified consultation model. *Children & Schools*, 18(3), pp. 158–168. doi: 10.1093/cs/18.3.158.
- Kimura, T., Bande, B. and Fernandez-Ferrín (2018). Work overload and intimidation : The moderating role of resilience. *European Management Journal*, 30, pp. 1–10. doi: 10.1016/j.emj.2018.03.002.
- Kuntz, J. et al. (2017). Workplace resources and employee resilience : The role of regulatory profiles. *Career Development International*, 22(4), pp. 419–435. doi: 10.1108/CDI-11-2016-0208.
- Kuntz, J., Malinen, S. and Näswall, K. (2017). Employee resilience: Directions for resilience development. *Consulting Psychology Journal Practice and Research*, 69(3), pp. 223–242. doi: 10.1037/cpb0000097.
- Kuntz, J., Näswall, K. and Malinen, S. (2016). Resilient employees in resilient organisations : Flourishing beyond adversity. *Industrial and Organisational Psychology*, 9(2), pp. 456–462. doi: 10.1017/iop.2016.39.
- Lengnick-hall, C. A., Beck, T. E. and Lengnick-hall, M. L. (2011). Developing a capacity for organisational resilience through strategic human resource management. *Human Resource Management Review*. Elsevier Inc., 21(3), pp. 243–255. doi: 10.1016/j.hrmr.2010.07.001.
- Linnenluecke, M. K. (2015). Resilience in business and management research : A review of influential publications and a research agenda. *International Journal of Management Reviews*, 00, pp. 1–27. doi: 10.1111/ijmr.12076.
- Losada, M. and Heaphy, E. (2004). The role of positivity and connectivity in the performance of business teams: A nonlinear dynamics model. *American Behavioural Scientist*, 47(6), pp. 740–765. doi: 10.1177/0002764203260208.
- Luthans, F. (2002). The need for and meaning of positive organisational behaviour. *Journal of Organisational Behaviour*, 706(23), pp. 695–706.
- Luthans, F. et al. (2007a). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), pp. 541–572. doi: 10.1111/j.1744-6570.2007.00083.x.
- Luthans, F. et al. (2007b). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, pp. 541–572.



- Luthans, F., Vogelgesang, G. R. and Lester, P. B. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review*, 5(1), pp. 25–44.
- Malik, P. and Garg, P. (2017a). Learning organisation and work engagement : The mediating role of employee resilience Learning organisation and work engagement. *The International Journal of Human Resource Management*. Routledge, 5192(October), pp. 1–24. doi: 10.1080/09585192.2017.1396549.
- Malik, P. and Garg, P. (2017b). The relationship between learning culture , inquiry and dialogue , knowledge sharing structure and affective commitment to change. *Journal of Organisational Change Management*, 30(4), pp. 610–631. doi: 10.1108/JOCM-09-2016-0176.
- Maltby, J., Day, L. and Hall, S. (2015). Refining trait resilience: Identifying engineering, ecological, and adaptive facets from extant measures of resilience. *PLOS ONE*, 10(7), e0131826. doi: 10.1371/journal.pone.0131826.
- Meneghel, I. (2016). From social context and resilience to performance through job satisfaction : A multilevel study over time Mariella Miraglia. *Human Relations*. doi: 10.1177/0018726716631808.
- Meng, H. et al. (2017). On the relationships of resilience with organisational commitment and burnout : a social exchange perspective. *The International Journal of Human Resource Management*. Routledge, 5192(October), pp. 1–20. doi: 10.1080/09585192.2017.1381136.
- Näswall, K. et al. (2013). Employee resilience scale (EmpRes): Technical Report. New Zealand.
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm : An assessment and suggestions for future research. *Strategic Management Journal*, 146(July 2006), pp. 121–146. doi: 10.1002/smj.
- Nguyen, Q. et al. (2016). Employee resilience and leadership styles : The moderating role of proactive personality and optimism. *New Zealand Journal of Psychology*, 45(2), pp. 13–21.
- Paul, H., Bamel, U. K. and Garg, P. (2016). Employee resilience and OCB: Mediating effects of organisational commitment. *The Journal for Decision Makers*, 41(4), pp. 308–324. doi: 10.1177/0256090916672765.
- Prayag, G. et al. (2019). Current issues in tourism psychological resilience , organisational resilience and life satisfaction in tourism firms : insights from the Canterbury earthquakes. *Current Issues in Tourism*. Taylor & Francis, 0(0), pp. 1–18. doi: 10.1080/13683500.2019.1607832.



- Robertson, I. T. et al. (2015). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of Occupational and Organisational Psychology*, 88(3), pp. 533–562. doi: 10.1111/joop.12120.
- Salehzadeh, R. (2019). The effects of leaders' behaviours on employees' resilience. *International Journal of Workplace Health Management*, 12(5), pp. 318–338. doi: 10.1108/IJWHM-02-2019-0016.
- Salminen, H., von Bonsdorff, M. and von Bonsdorff, M. (2019). Investigating the links between resilience, perceived HRM practices, and retirement intentions. *Evidence-based HRM*, Vol. 7 No. 1, pp. 75-92. <https://doi.org/10.1108/EBHRM-02-2018-0011>
- Schumacher, J. et al. (2005). Die Resilienzskala - Ein Fragebogen zur Erfassung der psychischen Widerstandsfähigkeit als Persönlichkeitsmerkmal. *Z Klin Psychol, Psychiatrie, Psychotherapie*, 53, pp. 16–39.
- Seville, E. (2018). Building resilience: How to have a positive impact at the organisational and individual employee level. *Development and Learning in Organisations*, 32(3), pp. 15–18. doi: 10.1108/DLO-09-2017-0076.
- Shin, J., Taylor, M. S. and Seo, M. (2012). Resources for change: The relationships of organisational inducements and psychological resilience to employees' attitudes and behaviours toward organisational change. *Academy of Management Journal*, 55(3), pp. 727–748.
- Siu, O. L. et al. (2009). A study of resiliency among Chinese Health Care workers: Capacity to cope with workplace stress. *Journal of Research in Personality*, 43(5), pp. 770–776. doi: 10.1016/j.jrp.2009.06.008.
- Tentama, F. and Rosandy, D. A. (2019). The role of self efficacy and resilience on the job insecurity of contract employees. *International Journal of Scientific & Technology Research*, 8(10), pp. 1887–1893.
- Tonkin, K. et al. (2018). Building employee resilience through wellbeing in organisations. *Human Resource Development Quarterly*, 29(1), pp. 1–18. doi: 10.1002/hrdq.21306.
- von Eisenhart Rothe, A. (2013). Validation and development of a shorter version of the resilience scale RS-11: Results from the population-based KORA-age study. *BMC Psychology*, 1(1), pp. 1–7. doi: 10.1186/2050-7283-1-25.
- Wang, J., Cooke, F. L. and Huang, W. (2014). How resilient is the (future) workforce in China? A study of the banking sector and implications for human resource development. *Asia Pacific Journal of Human Resources*, 52(2), pp. 132–154.



- Wang, Z., Li, C. and Li, X. (2016). Resilience , leadership and work engagement : The mediating role of positive affect. *Social Indicators Research*. Springer Netherlands. doi: 10.1007/s11205-016-1306-5.
- Waugh, C. E., Fredrickson, B. L. and Taylor, S. F. (2008). Adapting to life's slings and arrows: Individual differences in resilience when recovering from an anticipated threat. *Journal of Research in Personality*, 42(4), pp. 1031–1046. doi: 10.1016/j.jrp.2008.02.005.
- Williams, T. A. (2017). Organisational response to adversity: Fusing crisis management and resilience research streams. *Academy of Management Annals*, 11(2), pp. 733–769. doi: 10.5465/annals.2015.0134.
- Winwood, P. C. (2013). Practical measure of workplace resilience developing the resilience at work scale. *Journal of Occupational and Environmental Medicine*, 55(10) 1205–1212. doi: 10.1097/JOM.0b013e3182a2a60a.
- Youssef, C. M. and Luthans, F. (2007). Positive organisational behaviour in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), pp. 774–800. doi: 10.1177/0149206307305562.
- Zhang, Z., Wan, D. and Jia, M. (2008). Do high-performance human resource practices help corporate entrepreneurship? The mediating role of organisational citizenship behaviour. *The Journal of High Technology Management Research*, 19(2), pp. 128–138. doi: 10.1016/j.hitech.2008.10.005.
- Zhu, Y., Zhang, S. and Shen, Y. (2019). Humble leadership and employee resilience : Exploring the mediating mechanism of work-related promotion focus and perceived insider identity. *Front. Psychol.*, 10(April), pp. 1–9. doi: 10.3389/fpsyg.2019.00673.

Role and Measurement of Employee Resilience in the Organisation: A Systematic Review on the Empirical Studies

ORIGINALITY REPORT

20%

SIMILARITY INDEX

15%

INTERNET SOURCES

17%

PUBLICATIONS

0%

STUDENT PAPERS

PRIMARY SOURCES

1	library.oapen.org Internet Source	3%
2	ir.canterbury.ac.nz Internet Source	1%
3	iaap-journals.onlinelibrary.wiley.com Internet Source	1%
4	core.ac.uk Internet Source	1%
5	Takuma Kimura, Belén Bande, Pilar Fernández-Ferrín. "Work overload and intimidation: The moderating role of resilience", <i>European Management Journal</i> , 2018 Publication	1%
6	www.ieomsociety.org Internet Source	1%
7	Shiva Kakkar. "Leader-member exchange and employee resilience: the mediating role of	1%

regulatory focus", Management Research Review, 2019

Publication

8

You-De Dai, Wen-Long Zhuang, Tzung-Cheng Huan. "Engage or quit? The moderating role of abusive supervision between resilience, intention to leave and work engagement", Tourism Management, 2019

Publication

<1 %

9

journals.sagepub.com

Internet Source

<1 %

10

Teng Ma, Ya Liu, Min Han. "Visualization Analysis of Organizational Resilience Research based on CiteSpace from 1990-2022", IEEE Access, 2022

Publication

<1 %

11

link.springer.com

Internet Source

<1 %

12

www.tandfonline.com

Internet Source

<1 %

13

1library.net

Internet Source

<1 %

14

Marjolein C. J. Caniëls, Simone M. J. Baaten. "How a Learning-Oriented Organizational Climate is Linked to Different Proactive Behaviors: The Role of Employee Resilience", Social Indicators Research, 2018

<1 %

15

Parul Malik. "Measuring the impact of learning organization on proactive work behavior: mediating role of employee resilience", Asia-Pacific Journal of Business Administration, 2022

Publication

<1 %

16

purehost.bath.ac.uk

Internet Source

<1 %

17

John Maltby, Sophie S. Hall. "Less is more. Discovering the latent factors of trait resilience", Journal of Research in Personality, 2022

Publication

<1 %

18

file.scirp.org

Internet Source

<1 %

19

euromed2019.com

Internet Source

<1 %

20

Neha Gupta, Vandna Sharma. "Relationship between leader member exchange (LMX), high-involvement HRP and employee resilience on extra-role performance", Journal of Indian Business Research, 2018

Publication

<1 %

21

jyx.jyu.fi

Internet Source

<1 %

22	researchmap.jp Internet Source	<1 %
23	Tasneem Fatima, Mehwish Majeed, Sadia Jahanzeb. "Supervisor undermining and submissive behavior: Shame resilience theory perspective", European Management Journal, 2020 Publication	<1 %
24	krex.k-state.edu Internet Source	<1 %
25	scholar.sun.ac.za Internet Source	<1 %
26	docplayer.net Internet Source	<1 %
27	ir.lib.uwo.ca Internet Source	<1 %
28	essay.utwente.nl Internet Source	<1 %
29	Elisa Martinelli, Francesca De Canio, Giulia Tagliazucchi. "Bouncing back from a sudden-onset extreme event: exploring retail enterprises' resilience capacity", The International Review of Retail, Distribution and Consumer Research, 2019 Publication	<1 %

30 Sita Mishra, Yupal Shukla, Gunjan Malhotra, Maria Johann. "Interaction between psychological ownership and psychological resilience toward the destination", Journal of Vacation Marketing, 2022
Publication <1 %

31 Suthinee Rurkkhum. "A bundle of human resource practices and employee resilience: the role of employee well-being", Asia-Pacific Journal of Business Administration, 2023
Publication <1 %

32 apdmi.id
Internet Source <1 %

33 www.stephens.com
Internet Source <1 %

34 Dirk De Clercq, Renato Pereira. "Resilient employees are creative employees, when the workplace forces them to be", Creativity and Innovation Management, 2019
Publication <1 %

35 Khaliq Ur Rehman, Mário Nuno Mata, José Moleiro Martins, Sabita Mariam, João Xavier Rita, Anabela Batista Correia. "SHRM Practices Employee and Organizational Resilient Behavior: Implications for Open Innovation", Journal of Open Innovation: Technology, Market, and Complexity, 2021
Publication <1 %

36 Nicola McNeil, Timothy Bartram, Christina Cregan, Julie Ellis, Fang Lee Cooke. "Caring for aged people: The influence of personal resilience and workplace climate on 'doing good' and 'feeling good'", Journal of Advanced Nursing, 2019

Publication

<1 %

37 www.dovepress.com

Internet Source

<1 %

38 www.hal.inserm.fr

Internet Source

<1 %

39 www.majcafe.com

Internet Source

<1 %

40 www.scielo.cl

Internet Source

<1 %

41 Adrian D. van Breda. "Building Resilient Human Service Organizations", Human Service Organizations: Management, Leadership & Governance, 2015

Publication

<1 %

42 Dagnachew L. Senbeto, Alice H. Y. Hon. "Market turbulence and service innovation in hospitality: examining the underlying mechanisms of employee and organizational resilience", The Service Industries Journal, 2020

Publication

<1 %

43 James B. Avey, Fred Luthans, Ronda M. Smith, Noel F. Palmer. "Impact of positive psychological capital on employee well-being over time.", *Journal of Occupational Health Psychology*, 2010
Publication <1 %

44 Jeske Van Beurden, Karina Van De Voorde, Marc Van Veldhoven. "The employee perspective on HR practices: A systematic literature review, integration and outlook", *The International Journal of Human Resource Management*, 2020
Publication <1 %

45 Kamlesh Singh, Mohita Junnarkar, Jasleen Kaur. "Measures of Positive Psychology", Springer Science and Business Media LLC, 2016
Publication <1 %

46 Yariv Itzkovich, Sibylle Heilbrunn, Niva Dolev. "Drivers of intrapreneurship: an affective events theory viewpoint", *Personnel Review*, 2021
Publication <1 %

47 e-space.mmu.ac.uk
Internet Source <1 %

48 eprints.worc.ac.uk
Internet Source <1 %

49	espace.curtin.edu.au Internet Source	<1 %
50	http://ght.com/journals.htm?articleid=1593771&show=abstrajoeyclouvel.com/ Internet Source	<1 %
51	napier-repository.worktribe.com Internet Source	<1 %
52	researchcommons.waikato.ac.nz Internet Source	<1 %
53	www.congress.resilience.uvt.ro Internet Source	<1 %
54	www.reaser.eu Internet Source	<1 %
55	www.sbp-journal.com Internet Source	<1 %
56	"Agile Coping in the Digital Workplace", Springer Science and Business Media LLC, 2021 Publication	<1 %
57	"Cultivating Teacher Resilience", Springer Science and Business Media LLC, 2021 Publication	<1 %
58	Dirk De Clercq, Renato Pereira. "Knowledge-sharing efforts and employee creative behavior: the invigorating roles of passion for	<1 %

work, time sufficiency and procedural justice",
Journal of Knowledge Management, 2020

Publication

59

Joana S. P. Story, Carolyn M. Youssef, Fred Luthans, John E. Barbuto, James Bovaird. "Contagion effect of global leaders' positive psychological capital on followers: does distance and quality of relationship matter?", The International Journal of Human Resource Management, 2013

Publication

<1 %

60

Parul Malik, Pooja Garg. "Psychometric Testing of the Resilience at Work Scale Using Indian Sample", Vikalpa: The Journal for Decision Makers, 2018

Publication

<1 %

61

Xu Li, Jianyu Zhang. "Authentic leadership, perceived insider status, error management climate, and employee resilience: A cross-level study", Frontiers in Psychology, 2022

Publication

<1 %

62

Alexander von Eisenhart Rothe, Markus Zenger, Maria Elena Lacruz, Rebecca Emeny, Jens Baumert, Sibylle Haefner, Karl-Heinz Ladwig. "Validation and development of a shorter version of the resilience scale RS-11: results from the population-based KORA-age study", BMC Psychology, 2013

Publication

<1 %

63 F. Choisy, E. Fouquereau, S. Chevalier. "Le capital psychologique: un construit d'intérêt majeur pour les psychologues du travail", *Pratiques Psychologiques*, 2020

Publication

<1 %

64 Happy Paul, Umesh Kumar Bamel, Pooja Garg. "Employee Resilience and OCB: Mediating Effects of Organizational Commitment", *Vikalpa*, 2016

Publication

<1 %

65 Jianhong Tao, Zhiyan Yang, Yaya Liu. "Upstream, Fault Tolerance Innovative: Research on the Influence of Inclusive Leadership on Employee Innovative Behavior", *Open Journal of Leadership*, 2022

Publication

<1 %

66 *Resilience in Aging*, 2011.

Publication

<1 %

67 hdl.handle.net

Internet Source

<1 %

68 refubium.fu-berlin.de

Internet Source

<1 %

69 Rya-Daniela Kocalevent, Markus Zenger, Ines Heinen, Sarah Dwinger, Oliver Decker, Elmar Brhler. "Resilience in the General Population:

<1 %

Standardization of the Resilience Scale (RS-11)", PLOS ONE, 2015

Publication

Exclude quotes On

Exclude matches Off

Exclude bibliography On

Role and Measurement of Employee Resilience in the Organisation: A Systematic Review on the Empirical Studies

GRADEMARK REPORT

FINAL GRADE

/0

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17

PAGE 18

PAGE 19

PAGE 20

PAGE 21

PAGE 22

PAGE 23
