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## A STUDY ON EFFECTIVENESS OF RESILIENCE AND WELL-BEING IN THE WORKPLACE

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### ABSTRACT

Resilience is the ability to bounce back after a stressful experience, to overcome adversity and even thrive under challenging conditions. Stress is general for every people in the world but it's heavy among employees. The organization has taken many steps to overcome from stress among employees and resilience is the one of the most powerful tool to manage stress. The objective of this study is to measure the resilience among employees. The data are collected through questionnaire from the employees of Sandhar Technologies Ltd. Hypothesis were framed to test these factors. Chi-square, ANOVA, Friedman Test, t-Test, Correlations are used to find out the how well the employee can solve the everyday pressure of the job. This study will help both the organization and employees in the future

**Keywords:** Stress, Employees, Resilience, Well-Being.

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## 1. INTRODUCTION

### Resilience in workplace

Today's workplace is fraught with immense challenges-organizational change and upheaval, increasing workloads, staff shortages and turnover, looming deadlines, long working hours, budget pressure, team rifts, demanding customers and the ever increasing use of technology. These daily challenges have been further impacted by the turbulence of recent times-the global financial crisis, as well as the recent spate of floods, bushfires and cyclones.

Resilience has been defined as an attitude that enables the individual to examine, enhance and utilize the strengths, characteristics and other resources available to him or her. Definitions of resilience include:

- Resilience is defined as the ability to bounce back after a stressful experience, to overcome adversity and even thrive under challenging conditions.”
- An individual's response and methods used to allow them to successfully navigate through or past an event perceived to be stressful.
- "The flexibility in response to changing situational demands, and the ability to bounce back from negative emotional experiences or a set of flexible cognitive, behavioural and emotional responses to acute or chronic adversities which can be unusual or common place.
- The capacity to mobilize personal features that enable individuals, groups and communities including controlled communities such as a workforce to prevent, tolerate, overcome and be enhanced by adverse events and experiences.

The term "bouncing back" is used to describe resilience, but this belies the struggles and adaptations that an individual has to make in order to emerge stronger from a stressful situation and the growth that is part of resilience.

Resilience is another term of psychological flexibility, the ability to maintain effective, goal-oriented behaviours in presence of uncomfortable experiences like stress and intense and uncomfortable feelings. Resilience is not about eliminating or minimizing stressors although that can be important part of managing chronic stress. Resilience is about functioning despite this stress, overcoming difficulties and bouncing back from crisis. Some people seem too built more resilient than others. But overall, human beings are highly resilient. Resilience has also been linked with a sense of humour, creative, flexible thinking and strong social supports-people around us who care but who will resist buying into our fears. Resilience building courses can



## International Journal of Engineering Researches and Management Studies

be a great way to develop this skill set enhancing individuals capacity to cope and maximizing organizational performances.

According to Chinese proverb Resilience is **“A gem is not polished without rubbing, nor a person perfected without trails”**.

Let's divide the term into four facts:

1. **The ability to “not sweat the small stuff”** – Resilient people is the opposite of Drama Queens. They don't get worked up over little things like whether there are no Doritos in the company vending machine or whether their stapler jams. They maintain their good cheer despite the frustrations and hassles that are part of everyday work life.
2. **The ability to perform well under pressure** – Resilient people handle pressure well. They don't become testy or sharp-tongued in difficult situations. They don't come unglued when confronted by difficult situations or high pressure. Resilient people are the ones you can count on to come through when the stakes are high.
3. **The ability respond flexibly and adapt to changing circumstances** – This is perhaps the most important reason to have a resilient workforce. Resilient people respond resourcefully to change. Rather than fight change and hang on to old, outdated ways, they respond to change with confidence and flexibility. In day to day life, if their current approach to a situation no longer works, they're able to quickly and gracefully adjust their plans and actions without getting upset.
4. **The ability to bounce back from defeat and disaster** – This is typically the quality of resilience people think of when they hear the term. The more resilient a person is, the more quickly they're able to recover from a setback, make the best of the new situation, and become a “new and improved” version of them because of it. In the workplace, resilient individuals don't dwell on failures, requests denied, or dark chapters in their employer's past.

### **Well – being in Workplace**

According to Naci and Ioannidis,

Wellness refers to diverse and interconnected dimensions of physical, mental, and social well-being that extend beyond the traditional definition of health. It includes choices and activities aimed at achieving physical vitality, mental alacrity, social satisfaction, a sense of accomplishment, and personal fulfilment.

### ***The concept of Well-Being: Five types of Well-Being***

We all strive for happiness and well-being. But what does well-being really mean? What are the aspects of well-being and do you have them all in your life?

Five different dimensions of the concept of “well-being” can be identified:

- Positive emotion
- Engagement
- Relationships
- Meaning
- Achievement.

## **2. REVIEW OF LITERATURE**

**Akshay Malik (2013)** have resulted that this study is mainly to attempt the positive organisational behaviour and role of self-efficacy, hope, optimism and resilience at workplace. This paper is mainly constructed to give practical suggestions to the employee at workplace like confident, hope, resilience and optimism. The researcher finally concluded that the resilience is ability to bounce back when the employee faces the difficulty. Resilience is nature one where some people experience resilience easily, while other think has difficult. So, the people interest is important to face the challenges and develop their own personal and professional.

**Kylie G. Oliver et al. (2006)** this paper is mainly used to study how to build resilience in young people through meaningful participation like decision making by young people which involves meaning, control and connectedness. Young participation occur mainly to prove the right's of the young people to take all the



## International Journal of Engineering Researches and Management Studies

decision which enhance their value, sense of connectedness and which have impact on their mental health and well-being. At last the researcher concluded using three elements of youth development programs like goals, atmosphere and activities to build resilience among young people. The program goals include developing interpersonal, communication, self-efficacy etc. The programs atmosphere is comprised of learning, supportive and recognition. The program activities includes opportunities to develop and apply new skills, challenges rewards etc. Together, these programs the youth foundation seeks to promote resilience and enable to develop positive mental health.

**Rod Warner et al. (2012)** this study helps to know the importance and benefits of resilience at workplace. Resilience is important for everyone in the organization to cope with daily challenges, stress and larger changes in the organization. The researcher undertaken this study to develop personal resilience which could help to develop the training and enhance the resilience of staff at work. Here the training conducted using models, elements and constructs. The constructs consists of “Grounding and connecting” and “understanding and accepting self”. Grounding and connecting is defined as that one’s life as meaning, purpose etc. This construct says the reason that individuals have to save their life when there is difficult and if they feel bad they have to give up. Finally, the researcher wants to do further study needs to understand related concepts such as hope, optimism, self-worthy etc.

**Paul T. Bartone (2006)** has explained that many people suffer physical and mental problems whereas some other people have high resilience and remain healthy in despite of stress. If the factors related to resilience are thought to everyone they can also live away from stress. One potential pathway to resilience is personality hardiness. Here, the researcher apply hardiness concept to the context of military operation stress and highly effective leader can experience hardiness. Many theory and reviews supports the hardiness of leadership. The researcher concluded this study by saying that the hardly leader provide their subordinates with stressful situation. So, that they learn and grow by experience the stress. In a work group like military organisation every individual experience as stress. So, that the influence leader will touch resilience to every individual.

**Susan Stuntzner et al. (2014)** this article is mainly developed for the individuals who have disabilities many individuals struggle due to disabilities. Counselling professionals help the disability individuals to cope with society. Counselling professionals use the method of intervention to develop resilience among individuals who suffer due to disability. Hence, the author concluded that the research support the individual to improve the psychological and social barriers associated with disabilities by counselling professionals.

**Shueh–Yi Lian et al. (2014)** this study is mainly focused on working females and working mothers. Because working women experience more stress than male. In Malaysia, social policies that support working mother were not fully adopted by corporation. Here two strategies problem-focused and emotion-focused were inconsistent. The conclusion of this study shows that there is correlation between work stress and adopted strategy may vary depending on the problems between demand and employee. Moreover, the literature in this concept says that due to high resilience an individual’s adaptability and survives occur even in the presence of stress.

**Dr Maria Donald et al. (2007)** have investigated that the increasing rate of stress and depression has impact on well-being and productivity. The adult who experience resilient can able to manage stress and they adapt to the technological changes at workplace. Here, Promoting Adult Resilience (PAR) program was conducted to few adult workers and the pre and post test of the participants were noted to check the difference between the participants before and after the program. The result showed that the depression and stress levels are decreased among participant after the program.

### 3. COMPANY PROFILE

# SANDHAR

**Growth. Motivation. Better Life**

Sandhar Technologies Ltd is incorporated in the year 1995 at Oragadam; Chennai has been dealing in Motorcycle, Scooters two wheeler parts for past 20 years.



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The topic which the researcher has taken is important one because resilience helps to become strong or successful again after something bad happens among stressful employees. The organisation is fully depends on production based work so, the employees may leads to stress. Even though, the organisation is giving more benefits to the employee to overcome from stress. The resilience will help the organisation address change, build a corporate culture and deal more effectively with wins and losses.

### 4. OBJECTIVES OF THE STUDY

#### Primary objective

- To study the effectiveness of resilience and well-being in the workplace.

#### Secondary objectives:

1. To study how well the employee can solve the everyday pressure of the job.
2. To analyses whether the employee can cope with the changes in the work place.
3. To find whether the training opportunities improve the quality of work.
4. To investigate predictors of employee resilience.
5. To find the satisfaction level of employees in the workplace.
6. To suggest measures for improvement.

### 5. RESEARCH METHODOLOGY

Research design	Descriptive research
Sampling method	Probability – Simple Random Sampling
Sampling Area	Sandhar Technologies Ltd., Oragadam
Sampling size	192 respondents
Data collection	Survey – Questionnaire
Data analysis	Spss 17 version

### 6. DATA ANALYSIS AND INTERPRETATION

#### A. Demographic Profile

A description of an employee includes Gender, Marital status, Age, Experience, Designation, Departments etc.

*Table No. 1: Respondents Profile*

Demographic Profile		No. of respondents	Percentage
Marital status	Single	70	36.5
	Married	122	63.5
Gender	Male	153	79.7
	Female	39	20.3
Age	21-30	65	33.9
	31-40	79	41.1
	41-50	48	25.0



## International Journal of Engineering Researches and Management Studies

Shifts	Shift 1	100	52.1
	Shift 2	92	47.9
Designation	GET	8	4.2
	Design engineer	6	3.1
	Unit head	9	4.7
	Operator	9	4.7
	Electrician	6	3.1
	DET	9	4.7
	Manager	19	9.9
	Asst. manager	17	8.9
	Engg. QAD	6	3.1
	Supervisor	9	4.7
	Executive	3	1.6
	Worker	85	44.3
	Team lead	6	3.1
Experience	Less than 2 years	43	22.4
	2-4 years	75	39.1
	4-6 years	51	26.6
	Above 6 years	23	12

Source- Primary data

### Interpretation

From the above table it's depicted that 79.7% of the respondents are male and 63.5% of the employee are married that follows 41.1% of the respondents falls under age group 31-40 that follows 39.1% of the respondents falls under 2-4 years experience and 44.3% of the respondents are workers.

### B. Relationship With Boss

The boss and employee relationship is important to company productivity. A relationship that is built on trust and understanding can make the employee and boss more efficient.

*Table No. 2: Relationship with boss*

Opinion	No. of the respondents	Percentage
Very high	44	22.9
High	86	44.8
Neutral	45	23.4
Low	12	6.3



## International Journal of Engineering Researches and Management Studies

Very low	5	2.6
<b>Total</b>	192	100.0

Source- Primary data

### Interpretation

From the table number 2, it is depicted that 44.8% of the respondents have high relationship with boss which is highest record. It follows 23.4% of the respondents have neutral relation with boss and 22.9% of the respondents have very high relation with boss and only 2.6% of the respondents have very low relation with boss.

### C. Facing New Challenges In Day To Day Job

Employees face many different challenges as part of their job, and must be able to adapt whenever new problems arises.

*Table No. 3: Facing new challenges in job*

Opinions	No. of the respondents	Percentage
Strongly Agree	40	20.8
Agree	40	20.8
Neutral	52	27.1
Disagree	34	17.7
Strongly Disagree	26	13.5
<b>Total</b>	192	100.0

Source- Primary data

### Interpretation

From the above table number 3, it's depicted that 27.1% of the respondents gave neutral for facing new challenges in day to day job, which is highest record. It follows 20.8% of the respondents strongly agree and 13.5% of the respondent strongly disagree, which is lowest record.

### D. Designation And Relationship With Subordinates

*Table No. 4.1 Designation of the respondents \* Relationship with subordinates Cross tabulation*

Designation of the respondents	Relationship with subordinates					Total
	Very high	High	Neutral	Low	Very low	
GET	4	2	0	1	1	8
DET	3	1	2	2	1	9
Manager	6	4	2	6	1	19



## International Journal of Engineering Researches and Management Studies

Asst. manager	6	3	4	3	1	17
Engg. QAD	4	0	1	1	0	6
Supervisor	2	1	0	2	4	9
Executive	0	2	0	0	1	3
Workers	19	17	25	22	2	85
Team lead	3	0	2	1	0	6
Design Engg.	1	3	2	0	0	6
Unit head	0	1	4	2	2	9
Operator	2	3	2	1	1	9
Electrician	2	2	2	0	0	6
<b>Total</b>	52	39	46	41	14	192

Source- Primary data

### Interpretation

From the above table it's depicted that 85 of the respondents are workers in which 25 of them have neutral relationship with subordinates, which is highest record and 2 of them have very low relation with subordinates, which is lowest record.

*Table No. 4.2 Chi-Square Tests*

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	65.647 <sup>a</sup>	48	<b>.046</b>
Likelihood Ratio	66.911	48	.037
Linear-by-Linear Association	.412	1	.521
N of Valid Cases	192		

Source- Primary data

H<sub>0</sub>- There is no association between Designation and Relationship with subordinates.

H<sub>1</sub>- There is an association between Designation and Relationship with subordinates.



## International Journal of Engineering Researches and Management Studies

From table number 4.2.1.b it is depicted the null hypothesis is rejected.

The null hypothesis is rejected because the chi-square value is 65.647. Significance value is .046 which is < .05, so null hypothesis is rejected. Therefore, there is an association between Designation and Relationship with subordinates.

### Interpretation

From the chi-square it's depicted that trust level varies between each one in the work place. Sometimes in organisation, employees who are in the higher designation may not have good relationship and rapport with subordinates.

### E. Gender And Main Factor For Stress

*Table No. 5 Chi-Square Tests*

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.705 <sup>a</sup>	4	<b>.008</b>
Likelihood Ratio	12.815	4	.012
Linear-by-Linear Association	1.970	1	.160
N of Valid Cases	192		

Source- Primary data

H<sub>0</sub>- There is no association between Gender and Main factor for stress.

H<sub>1</sub>- There is an association between Gender and Main factor for stress.

From table number 5 it is depicted the null hypothesis is rejected.

The null hypothesis is rejected because the chi-square value is 13.705. Significance value is .008 which is < .05, so null hypothesis is rejected. Therefore, there is an association between Gender and Main factor for stress.

### Interpretation

From chi-square test it is clear that stress factors affects both male and female. Here female workers affects highly by nature of work because in the organization production work is heavy which cannot be easily handled by females. For male technical pressure is heavy

### F. Predictors Of Resilience

*Table No. 6.1 Rank*

Predictors of resilience	Mean Rank	Ranks
Consistent leadership	3.05	Rank 3
Role clarity	3.25	Rank 1
Positive social relationship	2.67	Rank 5





## International Journal of Engineering Researches and Management Studies

Organisation care about well-being	2.89	Rank 4
Family support	3.14	Rank 2

Source- Primary data

### Interpretation

From the table number 6.1 it's depicted that the highest mean rank is 3.25, which is considered as Rank-1 for role clarity and the lowest mean rank is 2.67, which is considered as Rank-5 for positive social relationship.

*Table No. 6.2 Test Statistics  
Predictors of resilience*

N	192
Chi-Square	15.747
Df	4
Asymp. Sig.	<b>.003</b>

Source- Primary data

#### a. Friedman Test

$H_0$ : There is no significant difference in predictors of resilience.

$H_1$ : There is significant difference in predictors of resilience.

From table number 6.2 it's clear that null hypothesis is rejected.

The null hypothesis is rejected because the chi-square value is 15.747. Significance value is .003 which is < .05, so null hypothesis is rejected. Therefore, there is significant difference in predictors of resilience.

### Interpretation

From the Friedman test it's clear that there is difference in each predictors of resilience because each one of them doesn't feel the same.

## 7. FINDINGS

- 63.5% of the respondents are married which is the highest recorded percentage.
- 79.7% of the respondents are male, which is the highest recorded percentage.
- 41.1% of the respondents fall in the age group of 31 – 40 years this is the highest recorded percentage.
- 52.1% of the respondents are working in shift 1, which is the highest record.
- 52.6% of the respondents are Diploma holder, which is the highest recorded percentage.
- From the Chi-square Test it's depicted that, significance value is .046 which is < .05, so null hypothesis is rejected. Therefore, there is an association between Designation and Relationship with subordinates.
- From the Chi-square Test it's depicted that, significance value is .008 which is < .05, so null hypothesis is rejected. Therefore, there is an association between Gender and Main factor for stress.
- From the Friedman Test it's depicted that, significance value is .003 which is < .05, so null hypothesis is rejected. Therefore, there is significant difference in predictors of resilience.
- From the Kruskal Wallis Test it's depicted that, significance value (p value), which is .030 < .05.  $H_0$  is rejected. So, there is significant difference between Experience and Relation with boss. But p value for Relation with peers and subordinates are .761 and .326 which is > .05.  $H_0$  is accepted. So, there is no significant difference between Experience and Relation with peers and subordinates.



## International Journal of Engineering Researches and Management Studies

### 8. SUGGESTIONS

Now-a-days many of the employees are willing to work even in stress situation. But this is possible only when they have more resilient in them. Even the organisation must create better well-being for employees.

- Researcher suggests that the management must have relationship with the subordinates without considering their designation, and then only there will be healthy relationship in the organization.
- In the organization both male and female suffer with stress but the factors may vary between them. So, the management must consider the female employees situation and avoid giving additional works.
- Researcher suggests that the organization can give more training to the workers who have less experience because the training helps them to cope up with other employees.
- The organization can schedule the shift by considering the gender and marital status, because the female and married employees have to fulfill their household work also.
- Researcher suggests that in the organization every employees experience some level of stress, so the management must provide them with some predictors of resilience which helps them to overcome from stress.

### 9. CONCLUSION

The study made among employees of Sandhar technologies Ltd was a satisfactory one because the topic which the researcher have taken is important one because resilience helps to become strong or successful again after something bad happens among stressful employees. The organisations are giving many benefits to the employee to overcome from stress. The resilience will help the organisation address change, build a corporate culture and deal more effectively with wins and losses. The findings and suggestions given in this report of study will help the organisations to reduce the stress and increase resilient among employee. For this even the employees as to cooperate with the organisation. The respondents are so cooperative with the researcher in answering the questionnaire.

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