



RESILIENCE AS THE ROYAL ROAD TO HAPPINESS AND WELLBEING AT WORK PLACE

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Abstract

The term resilience, happiness and wellbeing are interwoven. In modern perspective, the organizations aims to create a resilient workforce to meet the challenges; for this reason the wellbeing and happiness is of prime consideration. Wellbeing is multidimensional; it is the affective, Cognitive and behavioral aspect of human life in favorable direction. Happiness is the main purpose of every human action. 'Resilience' is the psychological construct which consists of behavior, thought, actions, attitudes and skills which lead to happiness. ' Allison L E , (2020) opines that "Resilience refers to positive adaptation after adversity." Resiliency helps in Cultivating positive emotions, optimism and hope which are linked to positive adaptation and psychological well being. This paper analyses, the effect of wellbeing, characteristics of resilient people, safety measure to maintain wellbeing and the interconnection between resilience, happiness and well being. According to Cooper B et al (2019) "Resilience has significant positive correlation with well being at work place". so it can be concluded that resilience shows the right path towards success, or it is that affective state which makes us stronger to handle the misfortunes properly by using them as challenges and scope for learning. This is the use of defense mechanism in its proper form. In case of resilient people stress will never be stressful.

Keywords:- Well-being, Resilience, Happiness, Workplace, Resilient workforce.

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1. Introduction

Resilience is a psychological construct that refers to that protective capability which helps not only for reactive recovery but also for proactive learning and growth by conquering challenges and threats of life. American Psychological Association (2014) defines resilience as “helps in adopting well in the face of trauma, tragedy, threats or other significant life stresses and strains”. Resilience is said to be the coherent sense of self which helps to maintain a balanced state in all the spheres of life. It can be regarded as positive adaptation or effective coping to all stressful events. According to Allison L E et al(2020) “Resilience helps to adapt positively and successfully after adversity”. In their study on ‘coping during Covid 19, effect of social distancing, stress, anxiety and psychological wellbeing’, concluded that resilience is an important factor for creating positive emotions, optimism and hope which may lead to positive adaptation and increased psychological wellbeing during the pandemic. Resilience may act as a buffer against all the negative effects of stress. Kevereski et al(2016) found out that people high in EI and stress resiliency are having more self discipline, less aggression and more self esteem which make them capable for protecting themselves from stressful situations. Frederikson(2004) also opined that “the positive emotional states leads to thought actions repertoires which results in an urge to think/act in a certain direction to reach the goal”. Resilient people are more problem focused, they analyze the situation objectively and due to their strong reasoning and problem-solving power they become able to solve the problem easily and successfully. Grych et al(2017) state that “Resilience is the ability to maintain a steady psychological state despite changing and stressful circumstances”. Commitment, control and challenge are three basic characteristics of resilient people which make them keep trying in spite of the dreadful challenges. Resilience is that affective state which makes us stronger than before to handle the calamities and misfortunes effectively by using them as scope for learning and growth. Heather Craig(2022) commented that resilience is the prime necessity to maintain wellbeing and happiness at work place. Luthans(2002) commented that workplace wellbeing is the result of job satisfaction, commitment, positive psychological capabilities and human strength or resilience. Farber(2014) states that “Resilience determines the perseverance of the employee. Resilient people recover better and faster from stressful challenges. Farkas et

al(2001) state that intrinsic factors play a key role in predicting actual job satisfaction than the extrinsic factors. The resilient employees have that inner strength, to handle not only the daily hassles but also the extreme stressful situations effectively. Bonnano(2004) defines resilience as “one’s ability to maintain a stable psychological equilibrium which is like a counterpart to psychological vulnerability”. Pipe et al(2012) also state that employee wellbeing as an outcome of resilience, leading to enhanced employee productivity which in turn improves organizational out-comes”.

All the above stated definitions suggest that resilience is the prime necessity to build a strong work force. A resilient work force will handle all challenges successfully to be more productive, competitive and stable. The resilience of the employees should be developed with prime consideration for the better growth and development of the organization as a whole. Resilience is the mental strength and employees should be equipped with such mental strength to tackle all the hardships faced by them in the workplace. Resilience is a dynamic process, which can be learned and developed. According to Rutter (2013) “As circumstances changes resilience alters”. That means resilience is a dynamic characteristic which changes from time to time. Luthans(2002) also states that resilience is a developable capability rather than a stable personality trait: hence all the organizations should focus on developing individual resilience which may result in organizational wellbeing.

A. Characteristics of resilient employees.

Davis Laak (2014) states that resilient employees are able to manage stress effectively so that it can not be overwhelming or detrimental. Some of the characteristics of resilient employees are given below.

- Resilient employees are characterized by effective and pleasant communicative skill.
- Resilient employees built positive relationship with others in the work place.
- Resilient people having social support and nurturing relationship are more capable and effective in handling stressful situations.
- Resilient employees are trust worthy which means others have faith and trust upon them.
- They are committed, controlled and courageous.

- Resilient employees show untired effort to pursue their long-term goals. (Davis Laak, 2014). Perseverance is one of the characteristic of resilient people.
- Resilient employees are dynamic, flexible and adopt to change easily.
- Resilient employees are problem focused.
- Resilient employees have good problem solving and decision making skill which means they can take right decision at right time and in a right way.
- They earn respect from others.
- Their self-confidence and hard work or persistence make them more adorable and successful.
- They perceive their work as meaningful.
- Their positive emotions make them stronger to fight with stressful life events.
- They have control over their emotions and behavior.
- Resilient employees are characterized by optimism, curiosity, higher energy level, strong and positive relationship and openness to experience.

The above characteristics of resilient employees help them to lead the organization in the way of success. Besides all other factors such as work environment, motivation etc. the development of resilient employees should be given prime importance because it is that weapon which is powerful enough to maintain psychological wellbeing of the employees in the workplace.

b) Improving resilience at workplace.

Curran (2015) states that resilience affects mental health and subjective wellbeing in a positive way. Research findings indicate that resilience training has an important role to play in improving public health and disease prevention. Pennsylvania Resilience Program (PRP) (2015) aims to develop protective factors that are associated with resilience in the workplace such as optimism, self-efficacy, problem solving, self-regulation, flexibility, emotional awareness, empathy and development of positive relationships, which are needed to make a more resilient work culture.

For the improvement of resilience at workplace the following strategies should be followed.

- Resilience training on mindfulness, which typically involves the teaching of cognitive strategies, provision of psycho-educational material and goal setting. (Joyce et al. 2018) This may be helpful in increasing employees' resilience level.

- Improving positivity may enhance the resilience level of the employee. Positivity includes love for work, adopting adversity easily, controlling one's thought and action, putting energy and motivation at work etc.
- By developing and strengthening emotional insight, employees' resilience could be improved. Emotional insight refers to both emotional awareness and emotional control.
- With the development of a healthy work-life balance, the employee could become more resilient. This can be achieved by giving employees some time to relax and unwind their stress and to recognize their work.
- Spirituality is linked to development of resilience. It helps the employee to view the stressful situation as having some positive aspects or purpose.
- Workplace training like PRP could help in improving resilience of the employees.
- Providing power, prestige and recognition to the employees will help to make them more resilient.
- By providing autonomy, scope for development and learning, people become more resilient.

Resilience is the critical life skill, or the ability to cope with stress effectively. Development of positive emotions like love, respect, cooperation etc. could act as a buffer against organizational stress. It will help to expand the activity level, range of possibilities, creative solutions and other positive workplace behavior.

c) Happiness.

Happiness is the alternative aim of every human life. Happiness is a positive emotional state characterized by feelings of joy, fulfillment, satisfaction and contentment. It can be spelled as subjective wellbeing, because it is an individual's personal interpretation about life. Two main components of subjective wellbeing are i) balance of emotions, ii) life satisfaction. If someone experiences more positive emotion and is satisfied in all the spheres of life like family, work, relationships, achievements etc., he/she might experience happiness. Happiness is solely dependant upon personal evaluation or interpretation of life which is the cognitive component of happiness. Greek philosopher, Aristotle described two types of happiness such as Hedonia and Eudaimonia. Hedonia, refers to personal pleasure which is associated with fulfilling the desire or needs, enjoying life events, self care

etc. Eudaimonia, refers to meaning and purpose of life. It is associated with fulfilling responsibilities, attaining human virtues and working for the welfare of others. Hedonia and Eudaimonia are commonly named as pleasure and meaning. Modern psychologists add a third component to happiness i.e engagement which refers to commitment and participation in different areas of life. 'The authentic happiness theory' of Martin Seligman(2002) also advocated three routes to happiness.

- i)The pleasant life.
- ii)The engaged life.
- iii)The meaningful life.

Pleasurable life refers to maximization of pleasure and minimization of pain. The engaged life is built up of 'flow' experience or here the individual's attention is focused on a particular activity and he is totally absorbed in that activity only. The meaningful life refers to the signature strengths or morally and positively valued traits, which is meant for the wellbeing of others. Ryff and Singer (2008) advocated that self-validation and self-actualization are related to Eudaimonic happiness.

According to Webster's Dictionary, "Happiness is a state of wellbeing with positive emotions, contentment, enjoyment, gratification, pleasure and satisfaction". Seligman(2012) defines "Happiness is a quality of individual's life ,emotional health, healthy work environment, physical health,positive behavior and basic access favorably." Happiness refers to pleasant moods and emotions.

d) Construct of happiness at work.

i) Job satisfaction. Job satisfaction is the most important construct that leads to happiness at workplace. Locke(1976) says "Job satisfaction as an affect is a pleasurable or positive emotional state, resulting from an appraisal of one's job or job-experiences".

ii) Organizational commitment. According to Meyer& Allen(1991),commitment is of three types and these are Affective, Continuance and Normative. Affective commitment refers to the emotional attachment. Continuance refers to the physical attachment and Normative refers to the obligation towards the organizational or psychological attachment. The all-round commitment towards the organization leads to happiness.

iii) Job-involvement. This is a state of involvement with one's job, viewing the job as

one's identity and self-esteem. In this case the individual's work with their physical cognitive and emotional self which leads the feeling of attentiveness , connection, integration and focus and at the end feeling happy and satisfied.

iv)Thriving and vigor-

Spreitzer opines that thriving at work combines the feeling of vitality and energy with belief, that one is learning, developing and making progress towards self-actualization, learning while working makes the employees motivated and leads to happiness.

v) Flow and intrinsic motivation.

Flow is a peak experience that provides a deep sense of enjoyment .Intrinsic motivation refers to the personal interest in a particular work. The combination of these two leads to happiness at workplace.

vi) Flexibility in time and work also leads to employee's happiness.

vii) Power, prestige and recognition also make the employees happy.

viii) A sense of belongingness make the employees engaged and involved in the work which leads to happiness.

ix) Fulfillment of financial and non financial needs also leads to hedonic happiness .

x) Good relationship, help and support of the manager also make employee happy. Trust on the leader makes the employees supported.

xi) Social support protects against the negative impact of stress . Social connection leads to job and life satisfaction.

xii) Working in a conducive and respectful environment is also another factor of employee happiness.

Besides these , employment status, personal characteristics , trust in the organization, physical and mental health etc. also affect the employees' happiness.

Happiness and wellbeing of workers lead to more productivity, less absenteeism, less burnout, more work motivation and organizational success. The organizations should give prime consideration to the wellbeing of the employees. Wellbeing is a multidimensional concept , it refers to affective , cognitive and behavioral components .Some

theories of wellbeing are advocated to safeguard the happiness and wellbeing of employees at workplace.

Self determination theory

S.D.T or self determination theory of Edaimonic wellbeing formulated by Ryan and Deci (2000) remarked that there are three basic psychological needs- such as ,autonomy, competence and relatedness etc, leads to wellbeing . When these needs are fulfilled, this leads to the wellbeing of the employees at workplace.

Six dimentional model of wellbeing

Ryff(1989) introduced the six dimensional model of wellbeing. According to this model the factors like self acceptance, environmental mastery, autonomy, positive relation with others, personal growth and purpose in life etc. influence employees' happiness.

C.Mihaly's concept of auto telic personality also explains about the term of Eudaimonic happiness. Autotelic individuals often engage in meaningful activities.

Martin Seligman's (2002)Authentic happiness model , distinguishes three types of life as i) engaged ii)meaningful and iii)pleasant life. In 2011, Seligman revised his model as PERMA,in which he advocated wellbeing is composed of five pillars like positive emotions, Engagement, Positive relationship, Meaning and Accomplishment.

Workplace happiness refers to the experience of employees who feel energized while working and motivated to complete their work ,have a specific goal and purpose, have good relationship with others at their work place and have commitment for their work. Workplace happiness is nothing but the employees' evaluation of their work life. Happiness at workplace is extremely beneficial for the organization. Happier individuals tend to have better physical and psychological health ,live longer, perform better, can cope better with stressful events and are more satisfied with their jobs. They possesses a stronger immune system, have fewer sleep problems, lower level of burn out, have greater self control and are engaged in more pro-social behavior. As happiness and wellbeing are the cause of all these behavioral outcomes so the organizations should take

adequate steps to protect ,maintain and develop the well-being of the workers for the betterment of the organization.

e) Safety measures to maintain the well-being and happiness at workplace.

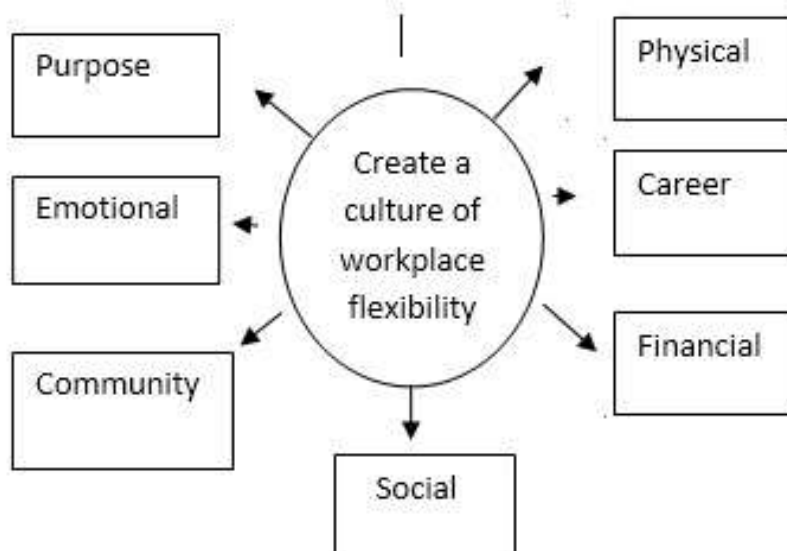
Research findings support that people become more creative, loyal,productive and provide better customer satisfaction with high standard of wellbeing at workplace.This makes the work more meaningful and less stressful, creates a comfortable working environment which have a positive impact on the employees and as a result their wellbeing can be enhanced. The safety measures to maintain wellbeing and happiness are-

- Recognition and appreciation to good work.
- Good communication system within the organization.
- Fulfilling the needs of the employees.
- Regular and timely feedback about performance or performance appraisal at time intervals.
- Showing sympathy to their problems or feeling their problems as your own.
- Health screening of the employees at the time of need.
- Providing health insurance to the employees .
- Mental wellbeing of the employees should be taken care of.
- Provision of counseling by experts at the time of need.
- Flexible work options should be made available.
- Financial benefits should be provided at the time of need.
- Working condition should be made conducive.
- Policies and procedures should be made in accordance with the employees' needs and capabilities.
- Adequate training to the employees also helps to increase happiness.
- Security is essential to maintain employees' wellbeing.

The above are some of the strategies that the organization should consider to maintain employees' wellbeing at workplace.

Jeanne Meister(2021) advocated seven pillars of holistic employees' wellbeing at work place .

Seven Pillars of Holistic Employees' Wellbeing Jeanne Meister [2021\]



Physical wellbeing can be improved by regular exercise, adequate sleep, overall life style and food habits. Career wellbeing can be enhanced by increased compensation, improving work-life balance, enhanced learning and developmental programs in the organization, on line coaching and resilience training etc. These can help the employee to work without disruptions, work stress and cope with advanced technology. For financial wellbeing all the financial needs of the employee should be managed sympathetically and effectively, an emergency saving account to be opened, social wellbeing or having meaningful friendship in both personal and professional life, is one of the key factor of long term happiness. By offering scope to take part in the local community, is the way to maintaining employees' wellbeing. Emotional wellbeing also should be taken care of. Purpose driven wellbeing is the relationship between the job and the capabilities of the employees.

All the above types of wellbeing are interlinked and are solely dependent upon individual's valuation, interpretation and resilience level.

f) Effect of wellbeing and happiness at work

- Happiness increases life satisfaction as well as job satisfaction.
- Happier employees are more motivated, energetic and productive.
- Work-stress has no negative impact on the employees experiencing happiness .
- Positive emotions increase resilience which helps people to manage stress properly and bounce back easily from difficult situations.

- Happiness and wellbeing are the key to physical and mental health of the employees.
- Happiness makes one pro-social to build positive relationship with others.
- Happier employees are more creative, good problem solvers and can take right decision at right time.
- Happier mental state is linked with increased immunity and so the absenteeism seen with the employees can be avoided.
- Stronger and effective coping skills are the result of happiness.
- Happiness leads resilience which is the core of success.
- Wellbeing and happiness have some good impact on the performance, physical and mental health of the employees. So for the smooth running of the organization as well as the all round success, it is important to maintain the wellbeing of the employees.

g) Resilience as the predictor of wellbeing and happiness.

As discussed earlier, resilience is the core of happiness and wellbeing. Resilience, happiness and wellbeing are interrelated. Researchers indicate that higher level of wellbeing is the predictor of resilience and vice versa. There are extensive research works which indicates that positive emotions can promote greater resilience as they promote flexible thinking, facilitate adaptive coping (Folkman et al, 2000) and proper maintenance of social relationships (Keltner & Bonanno 1997). According to Davis Laak (2014) "Resilient employees are able to manage stress effectively so it is not overwhelming and

detrimental. Resilient employees possess effective communication skills and good leadership qualities. Resilience is that mental strength that helps to step out all the obstacles in the way of progress. Due to globalization and rapid development in technology, job perspectives create a deliberate work pressure and make the work environment stressful. Resilience is associated with optimism, curiosity, energy and openness to experience. It expands the activity level, range of possibilities, creative solutions and other creative workplace behavior. Researchers suggest that by promoting resilience, the wellbeing and happiness of the employees can be improved which can lead to better productivity and other good outcomes. Cooper, B et al (2019) state that resilience is an important predictor of employees' wellbeing, happiness and job satisfaction. Positive individuals are resilient and due to their optimistic attitude they always expect better outcomes which make them happy. Lower E (2014) studied in the relationship between resilience and happiness and found out a positive correlation between happiness and resilience.

Resilience not only affects our health positively, but also it has some direct impact on wellbeing and happiness. Fergus et al. (2005) 'Resilience is the key to happiness'. Jennifer L Smith in a study on savoring resilience and psychological wellbeing in older adults, concluded that positive experience and higher resilience predicted greater life satisfaction or greater psychological wellbeing. Neha Sharma (2019) studied on the relationship among mental health, resilience and happiness and concluded that the above three variables are significantly and positively correlated to each other. The person having good mental health will have a good resilience level and will adapt to environmental adversities effectively; so a person having better resilience will be happier as well. These three variables are interdependent, if one increases, the other increases with it. Cooper B et al [2019] also found out the significant effect of social climate and resilience on wellbeing. Gander et al [2016] supports that integrity, commitment and innovative behavior at work which is associated with resilience are related to happiness.

Review of related literature

This paper aims at investigating resilience as an important predictor of wellbeing and happiness at workplace. Since we spend a lot of time at workplace, happiness at workplace determines our happiness in life to a great extent. The following related literature in this field is collected to boost the result.

Kevereskia et al (2016) found that emotionally intelligent people are more self-disciplined, less aggressive, more self-esteemed which make them

capable to protect themselves from stressful situations.

Frederikson (2004) also states that resilient people are more problem-focused, they analyze the situation objectively. They have strong reasoning and problem solving power which make them successful in all the spheres of life.

Heather Craing (2022) advocated that resilience is the prime necessity to maintain wellbeing and happiness at workplace.

Rutter (2013) states that resilience is a dynamic or developable capacity. It can be enhanced with proper training and counseling.

Luthans (2002) also supports that organizations should focus on developing individual's resilience which will lead to organizational wellbeing.

Curran (2015) states that resilience training has positive impact on mental health and subjective wellbeing.

Jeanne Meister (2021) advocated seven pillars of holistic employee wellbeing which clarify the factors affecting wellbeing at workplace.

According to Davis Lack (2014) resilient employees are able to manage stress efficiently and effectively. For this reason it is not overwhelming and detrimental.

The investigation of Cooper B et al also states that social, climate and resilience have significant impact on wellbeing.

Gander (2026) also supports that integrity, commitment or innovative behavior at work which is associated with resilience, are related to happiness.

The above cited few studies indicate that resilience is that inner strength of an individual which leads to happiness and wellbeing. This piece of work has been taken up basing upon the above cited literature.

Significance

Complexities and competition are two important challenges which the organizations confront in today's scenario. Organizational and occupational stress are important obstacles on the way of progress for the organization. So the organizations aim at maintaining a resilient work force to meet the challenges. Resilience is the strength and psychological capacity that leads to happiness and wellbeing of the employees. Resilience is the key factor that brings physical and psychological wellbeing, longevity, better performance, positive relationship, job satisfaction etc. which are the basic elements for the progress of the organization. This paper aims at studying resilience as the variable which determines our behavior towards success. It will be significant to improve the work-culture of the organization.

Statement of the problem.

Resilience is that character strength that helps for a happy, healthy and successful life. In spite of the technological development, the organizations now a days face enormous challenges and obstacles. Building a resilient workforce may solve the problems of the organization to some extent. So this paper aims at studying the influence of resilience on wellbeing, happiness, job satisfaction etc, to make the organization more strong, stable and successful.

Research gap.

Although many attempts have been made now a days to study the ways to improve the organizational work-culture, very few studies are there to investigate the effect of resilience at work place.

People spend most of their time at work place. This study will be helpful for the employers for improving the condition of their work place to achieve better target.

This study not only investigates the effect of resilience but also its relation to job satisfaction and wellbeing of the employees.

With provision of all the financial and nonfinancial support, the organization should aim at building the resilience level of its employees for organizational success.

Research objectives.

- To study the resilience level of the employees.
- To study the happiness level of the employees.
- To study the relationship between resilience, happiness and wellbeing.
- Occupational stress and resiliency.

Hypothesis.

- Considering the related literature it can be hypothesized that the resiliency can improve organizational success.
- Increasing resilience may lead to increase in happiness and wellbeing of the employees.
- Happiness, wellbeing and resilience will be significantly and positively correlated.
- The employees high in resilience will show greater job satisfaction.

2. Research methodology

i) Population:-

As this study aims at studying the relationship between resiliency, happiness and wellbeing at work place, the employees working in the private sector, are taken as the population.

ii) Sample-

The sample for this study consists of 40 subjects selected through random sampling procedure from IBM company at Bangalore.

IX. Tools of measurement.

1. Nicholason Mc Bride Resilience Questionnaire (NMRQ). These are 12 items and are related in 5 point Likert scale. A higher score indicates a higher level of resilience.

2. Oxford happiness questionnaire developed by Michel Arqyle. Peter Hills at Oxford University (2002). There are 29 items in the scale and are rated in a 6 point scale.

3. Warwick-Edinburgh Mental wellbeing scale (2006). There are 14 items and are rated in a 6 point likert scale.

3. Result table

RAW DATA TABLE
Score of 40 subjects are given below

Sl.No.	Resilience	Score of happiness	Score in wellbeing
1	30	88	40
2	32	110	45
3	28	101	40
4	21	80	32
5	20	70	30
6	25	72	30
7	27	85	35
8	30	90	45
9	32	95	50
10	45	142	60
11	47	151	62
12	28	75	32
13	20	70	40
14	22	95	40
15	29	110	50
16	40	130	50
17	45	148	52
18	47	145	55

19	46	150	56
20	41	130	52
21	35	114	45
22	37	120	36
23	45	135	60
24	46	140	58
25	44	138	58
26	48	139	60
27	50	151	65
28	35	116	50
29	32	112	48
30	20	110	30
31	20	109	25
32	22	108	40
33	28	107	25
34	22	106	38
35	38	109	32
36	37	105	40
37	35	108	45
38	34	104	40
39	33	102	37
40	40	120	50
Total	1356	4490	1642

Result Details & Calculation Pearson product moment coefficient of correlation , between Resilience [x] and happiness [y]

X Values

$$\sum = 1356$$

$$\text{Mean} = 33.9$$

$$\sum(X - M_x)^2 = SS_x = 3391.6$$

Y Values

$$\sum = 4490$$

$$\text{Mean} = 112.25$$

$$\sum(Y - M_y)^2 = SS_y = 21627.5$$

X and Y Combined

$$N = 40$$

$$\sum(X - M_x)(Y - M_y) = 7340$$

R Calculation

$$r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{((SS_x)(SS_y))}}$$

$$r = 7340 / \sqrt{((3391.6)(21627.5))} = 0.857$$

Meta Numerics (cross-check)

$$r = 0.857$$

The value of R is 0.857.

This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

Result Details & Calculation , Correlation between Resilience and wellbeing .

X Values

$$\sum = 1356$$

$$\text{Mean} = 33.9$$

$$\sum(X - M_x)^2 = SS_x = 3391.6$$

Y Values

$$\sum = 1778$$

$$\text{Mean} = 44.45$$

$$\sum(Y - M_y)^2 = SS_y = 4593.9$$

X and Y Combined

$$N = 40$$

$$\sum(X - M_x)(Y - M_y) = 3286.8$$

R Calculation

$$r = \frac{\sum((X - M_x)(Y - M_y))}{\sqrt{((SS_x)(SS_y))}}$$

$$r = 3286.8 / \sqrt{((3391.6)(4593.9))} = 0.8327$$

Meta Numerics (cross-check)

$$r = 0.8327$$

Key

X: X Values

Y: Y Values

M_x : Mean of X Values

M_y : Mean of Y Values

$X - M_x$ & $Y - M_y$: Deviation scores

$(X - M_x)^2$ & $(Y - M_y)^2$: Deviation Squared

$(X - M_x)(Y - M_y)$: Product of Deviation Scores

The value of R is 0.8327.

This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

Skewness:	0.0413195	-0.00473556	0.0530467
Excess kurtosis:	-1.18638	-0.766599	-0.944653
Normality	0.01523	0.0473	0.137
Outliers			
Mean	33.9	112.25	44.45
S	9.32545	23.54891	10.85322

ANOVA TABLE

Source	DF	Sum of Square	Mean Square	F Statistic	P-value
Groups (between groups)	2	144624.8667	72312.4333	285.7041	0
Error (within groups)	117	29613.0008	253.1026		
Total	119	174237.8674	1464.1838		

One Way ANOVA test, using F distribution df(2,117) (right tailed)

1. H₀ hypothesis

Since $p\text{-value} < \alpha$, H₀ is rejected.

Some of the groups' averages consider to be not equal.

In other words, the difference between the averages of some groups is big enough to be statistically significant.

2. P-value

p-value equals 0, [$p(x \leq F) = 1$]. It means that the chance of type1 error (rejecting a correct H₀) is small: 0 (0%)

The smaller the p-value the stronger it support H₁

3. The statistics

The test statistic F equals 285.704065, which is not in the 95% region of acceptance: $[-\infty : 3.0738]$

4. Effect size

The observed effect size f is large (2.21). That indicates that the magnitude of the difference between the averages is large.

The η^2 equals 0.83. It means that the **group** explains 83% of the variance from the average (similar to R² in the linear regression)

5. Tukey HSD / Tukey Kramer

The means of the following pairs are significantly different: **x1-x2, x1-x3, x2-x3**.

4. Discussion.

Resilience is a psychological capability or character strength that widens, strengthens, modifies and makes us flexible to adopt with environmental adversities effectively and successfully.

The sample for this study consists of 40 subjects of IBM, Bangalore and it has been selected through random sampling method. The following scales are applied to the study of resilience, happiness and wellbeing of the employees.

i) Nicholson MC Bride resilience questionnaire (NMRQ).

ii) Oxford happiness questionnaire by Michel Argyle and Pitter Hills.

iii) War-Wick Edinburgh mental wellbeing scale.

The results obtained from the above study clearly supports the previous literature and indicate that resilience is an important predictor of wellbeing and success. The correlation between resilience and happiness for the scores obtained is 0.857 which indicate that there is significant positive correlation between resilience and happiness. The Pearson's 'r' calculated for resilience and mental wellbeing scores of 40 participants is 0.8327 which also indicate that there is a big positive and Significant correlation between resilience and mental wellbeing.

5. Conclusion

Resilience is that mental strength which determine our behavior and cognitive capabilities. Our interpretation of life experiences, solely depends upon resilience. optimistic attitude of the resilient people, helps them to treat obstacles as opportunities for learning, so it is not disturbing or harassing to them. Although the variables such as resilience, happiness and wellbeing are interlinked and interdependent, basing on the research findings it can be concluded that 'resilience' is the royal road to happiness and wellbeing or resilience is the independent variable that influence happiness and wellbeing. Social connection is the most important factor that leads to subjective wellbeing. Building meaningful relationship with co-workers, especially management is crucial to job and life satisfaction. Mostly negative impact on wellbeing stems from not the loss of job rather than the loss of social relation or ties. The resilient people having good communication skill, empathy and emotional intelligence, establish good social contact with other people which makes them happier than others. Employees working hard, meeting the deadlines and achieving success etc.

are not the only measures of their happiness. This may sometimes be stressful but resilience as an important character strength, navigate the stress and brings happiness to human life. From the above discussion it can be concluded that, resilience is a protective factor against stress and the most significant predictor of psychological wellbeing.

To create a healthy and happy workplace, the organization must focus on developing positive emotions, self-esteem, job engagement, job satisfaction, safety at work place, freedom valued social position, stress management and work family conciliation. The employers should give priority to health, happiness and wellbeing of the employees by giving good working environment which may help to build a more resilient work force to lead the organization towards success. The organization should try to develop good interpersonal relationship, positive work place, unity among employees, work motivation of the employees, improving the organizational culture, proper distribution of work, providing recognition, power and prestige to the employees, free flow of communication within the organization etc. will be helpful for promoting the happiness level of the employees.

Resilience is the inherent capability of the individual that enables him to wipe out all the obstacles in the way of success. Resilience is sought when stress is high. In organizational factors, such as long working hours, job strain, shift work, job insecurity, lack of control, peer conflict, lack of social support, stressed work environments can lead to negative mental and physical outcomes. All the above problems could be mitigated by developing or creating a resilient work force and it may lead to increased productivity, lower absenteeism, turnover and overall success of the organization. Organizational culture should be built on empowerment, purpose, trust and accountability, Support for employees, open and trusting management style and good employee-employer relationship is the key to good and resilient culture. Resilience can boost professional relationship and can build a sense of fulfillment that is the crux of happiness.

XIII. Future implications.

The objectives of this study are to understand the relationship between resilience and psychological wellbeing. The following future implications are drawn basing on results of the study.

- Resilience is an important predictor of wellbeing and happiness. So the employers should take adequate steps for the development of resilience of the employees.
- The factors affecting resilience should be taken care of.

- Priority should be given to the happiness and wellbeing of the employees which leads to organisational success.

a) Limitations of this study.

- This study is concluded on the employees of corporate sector only.
- It includes a sample of 40 subjects.
- The scales used here may not be sufficient.

c) Suggestions.

- This study can be conducted on other sectors to study the effect of resilience on wellbeing.
- It can be conducted on a large sample (more than forty) to have more scientific, reliable and valid results.
- There are so many standardized scales to measure resilience, wellbeing and happiness. So other scales and questionnaires may be used for the purpose.

6. References

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