



IMPACT OF INDIVIDUAL FACTORS, SOCIAL FACTORS AND ORGANIZATIONAL FACTORS ON EMPLOYEES' RESILIENCE

Ravindra Dey¹, Dr. Sourbhi Chaturvedi²

Article History: Received: 27.05.2023

Revised: 10.06.2023

Accepted: 31.07.2023

Abstract

Resilience is a crucial aspect in today's workplace as it is linked to employee performance, loyalty, and job satisfaction. It's therefore important for organizations and individuals to study resilience. This study aimed to identify the individual, social, and organizational factors that influence resilience among employees. Resilience is crucial for organizations to cope with adversity and hardship, and individuals who lack resilience are more likely to feel overwhelmed and use harmful coping mechanisms. The study examined the impact of individual and social factors, as well as organizational culture and commitment, on employee resilience. The participants in this survey were working individuals from various sectors/industries and data was collected from a sample of 150 people comprising 79 females and 71 males. The data also contains responses from generations X, Y and generation Z. The research suggests that there is a moderate to a high degree of positive correlation between resilience and individual factors, social factors, organizational culture, and organizational commitment. Specifically, individual factors such as self-assurance, personal vision, flexibility, organization, problem-solving skills, and proactivity are positively correlated with resilience. Social factors such as interpersonal competence and social connectedness are also positively correlated with resilience. Additionally, organizational culture factors such as achievement and affiliation are positively correlated with resilience, while continuance commitment does not correlate with resilience. Employers and organizations can benefit from this knowledge by investing in programs and policies that promote the development of these factors in their employees, which can lead to increased resilience and better job performance. Additionally, identifying and addressing factors that may be hindering the development of these factors in employees can help create a more supportive and resilient work environment.

Keywords: Resilience, individual, social, organizational commitment, organizational culture

¹Research Scholar | Ganpat University

²Dean and Professor Faculty of Management Studies | Ganpat University

DOI: 10.31838/ecb/2023.12.s3.780

1. Introduction

The positive psychological power to rebound, and bounce back from adversity, uncertainty, conflict, failure, or even good change, progress and increasing responsibility have been termed organizational resilience. Personal resilience can therefore be described as an individual's ability to cope with adversity either by himself or with the help of society, even in the worst of circumstances.

Given that employees spend roughly one-third of their day at work, the importance of workplace resilience cannot be emphasized. Resilience is becoming a more important aspect in today's workplace because it is linked to an employee's dedication to the firm and its goals. A resilient workforce can increase employee performance and loyalty which in turn contributes to employee job satisfaction. It's therefore important for organizations and individuals to study resilience as it has an impact on the lives of employees while also ensuring that the organization has a positive outlook on the future to set clear goals and a strong desire to achieve them.

1.1 Problem Statement

Organizations function because of their workforce. Individuals are required to be resilient to be able to deal with changes and adversity. Various factors tend to affect resilience. Hence this study helps us understand the impact of those factors on employees. If employees as well as organizations can withstand the threats and challenges of the surrounding, they will successfully be able to survive the turbulence.

1.2 The objective of the Study

1. To understand the significance of resilient employees in an organization.

2. To understand the impact of individual factors on the resilience of employees.
3. To understand the impact of social factors on the resilience of employees.
4. To understand the impact of organizational culture on the resilience of employees.
5. To understand the impact of organizational commitment on the resilience of employees.

1.3 Purpose

The purpose of this study was to throw light on the various individual, social and organizational factors that impact resilience amongst employees at workplace positively or negatively.

Literature Review

Resilience

(Linda and Jeffrey Russell, 2006) state that resilience is "an attitude and more like a way of thinking." It is a dynamic quality that can be altered in response to the surrounding environment. A person's resilience may be evident at times and absent at others. This is due to the variable quality of an individual's inherent resilient capacities, as well as the intensity and degree of stress or change to which that individual is exposed. Because resilience is more of an attitude than a hereditary trait, it can be reinforced and cultivated.

According to Susan Kobasa, a famous psychologist, three factors are necessary for resilience:

Challenge: Adversity is viewed as a challenge by resilient organizations and individuals. They see their shortcomings and mistakes as opportunities for growth.

Commitment: Resilient employees in the organization dedicate their lives to the company, thus making the organization resilient as a whole.

Control: Even when an organization is facing tremendous pressure and employees are put on the spot, resilient organizations devote their time and energy to situations

they have some influence on. Resiliency has therefore been defined as the ability to successfully cope with adversity in the realm of human development (Werner; Smith, 2001) and can evolve throughout time as a result of one's growth and interactions with the environment (Kim-Cohen; Turkewitz, 2012).

Individual factors and Resilience

Individual (also known as personal) resilience refers to "a person's ability to cope with stress and adversity while continuing to function effectively in the face of setbacks, failures, and losses". This necessitates the development of appropriate coping mechanisms. People who can persevere and perform at a high level in the face of adversity have a strong belief in their potential to succeed and are optimistic. Resilient Individuals can look after themselves and are always optimistic and confident in their ability to overcome current and future challenges.

Resilient individuals possess the following key characteristics:

1. **Self-Assurance:** They have a strong belief in themselves and their abilities to handle challenges with real hope and optimism.
2. **Personal Vision:** They have a clear sense of their life purpose and mission, based on their abilities, interests, personality, values, objectives, skills, family, and life experiences.
3. **Flexible and Adaptable:** They are open to new experiences and can adjust to changing situations while staying true to their life purpose/vision.
4. **Organized:** They create structure and order to provide concentration and stability in the face of difficult times.
5. **Problem Solver:** They can identify the root cause of problems and come up with lasting solutions.
6. **Proactive:** They take control of their fate by actively participating in change

and striving to increase their influence over a situation.

7. **Determined:** They have a strong willpower and firmness of purpose to persevere and succeed despite challenges or obstacles.
8. **Enduring:** They have the ability to withstand physical discomfort and mental stress to achieve their goals.
9. **Recuperative:** They have resilience and can bounce back from setbacks or injuries to return to normal functioning.
10. **Self-Aware:** They understand their thoughts, feelings, and behaviors, and their impact on others.
11. **Self-Motivated:** They are internally motivated and passionate about achieving their goals, persisting in the face of challenges and setbacks.

Social factors and Resilience

The term "social resilience" refers to "the ability of members of a group to maintain their well-being in the face of adversity" (Hall & Lamont, 2013b, p. 13). Some studies describe social resilience as "people's, social units', and social systems' ability to cope with, tolerate, and/or recover from calamities" (Khalili et al. 2015), describes social resilience as, "a community's ability to endure external social shock with the goal of improving social capacity to bear disaster losses during disasters and regenerate after disasters." Socially Resilient Individuals possess the following characteristics: Interpersonal competence, and Socially Connected.

- **Interpersonal competence** is a term that is sometimes used similarly to "social skills" and "social competence." There is no universally acknowledged meaning of this phrase due to its pervasiveness. Because so much of professional life revolves around human relationships, Fontana (1990) defines

social skills as “the ability to handle professional relationships effectively”.

- **Socially Connected** refers to the strength and quality of a person's personal and professional relationships. Resilient individuals have a strong network of relationships that they can rely on for support, problem-solving, and encouragement during difficult times. Social connections and networks are essential for survival, as they provide a sense of belonging and understanding. The concept of connection is defined by experts such as Edward Hallowell, MD, and Jane E. Dutton, Ph.D., as feeling a part of something larger than oneself and having mutual knowledge and social interaction with others. Social support models include both a structural dimension, which includes network size and frequency of social interactions and a functional dimension, which includes emotional and instrumental components. While both dimensions are important, research suggests that the quality of relationships is a stronger predictor of good health than the number of interactions.

Organizational Culture

According to Poskiene (2006: 47), organizational culture “refers to the complex set of ideologies, traditions, commitments, and values that are shared throughout the organization and that influence how the organization conducts its whole performance becoming a potential source of innovation, advance and advantage”. Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization. In this view, culture is about “the story” in which people in the organization are embedded. Organizational culture, according to Hofstede (1980), is “the collective programming of the mind that distinguishes members of one organization from those of another.” This

comprises shared ideas, beliefs, and practices that set one organization apart from another.

Adaptability, according to Schein (2010), is an organization's ability to recognize and respond to external stimuli. To solve external adaptation difficulties, a strong organizational culture necessitates a set of basic assumptions that are planned, disclosed, and developed by organizational members (Cian & Cervai, 2014).

David McClelland's motivation theory suggests that humans have three basic categories of emotional needs that they acquire throughout their lives. These needs can influence behavior and performance in the workplace. Different individuals may have different levels of these needs, and organizations may have a dominant culture that reflects the prevalent need. By understanding our own needs and those of others, we can improve our self-awareness, self-management, decision-making, and overall ability to work effectively with others.

McClelland's motivation theory suggests that individuals have three basic needs:

- **Achievement:** The need for achievement is defined as, “the desire to achieve greatness in one's accomplishments by one's own efforts” (McClelland et al. 1953). Individuals with a high need for achievement have a strong drive to perform better than their peers. People with a high need for achievement are also found to be more effective leaders and to be happier in occupations that are hard and need a high level of competence. When it comes to issue-solving, such people are known to be quite persistent.

- **Affiliation:** It is defined as a person's desire to engage in cooperative and participatory activities (McClelland, 1976). Those who score well on this dimension are likely to spend a lot of time

looking for opportunities to interact with others (McClelland & Koestner, 1992). The desire for connection manifests as an emotional yearning to be liked and accepted. Individuals with a high demand for connection seek out amicable and collaborative workplace relationships as well as a pleasant social environment.

- **Power:** The desire for power, according to McClelland, signifies an “individual's desire to be influential” and involves attempting to persuade others to behave in a way that one desire or that they would not otherwise. As per (Veroff, 1992) those with strong power requirements want to remain in status-driven and competitive environments, attempting to collect status symbols. Individuals who have a strong desire for power want to be respected and have authority over others. Those who score high on this dimension enjoy competitive and status-oriented circumstances. Understanding these three basic needs can help individuals better manage themselves and others in the workplace.

Organization commitment

The term commitment means “engagement or involvement that restricts freedom of action” (Oxford Dictionary). Initially, for an employee, commitment depends on his or her perspective or expectations. Later it depends on various other factors such as job satisfaction, salary, relation with co-workers, etc. As time passes by, organizational commitment tends to become stronger because individuals develop deeper bonds with the organization and their co-workers as they spend more time with them; seniority is often helpful and tends to bring more positive attitudes; and also opportunities in the job market may decrease with age, causing workers to become more strongly attached to their current job (Hellriegel, 2001). The three-component model developed by (Meyer and Allen, 1997)

arguably dominates organizational commitment research. The research on organizational commitment explains the behaviour of people concerning their commitment level to the organization Meyer et al, (2002). Some people do their job because they love them, and some do it because their goals are aligned with those of the organization. Some people stay because they fear what they might lose if they quit and some others stay because they feel there is a sense of obligation that they have to follow towards the organization. The research helps us identify 3 different types of commitment levels and those are:-

- **Affective commitment** refers to “the employee’s emotional behavior, identification, attachment and involvement with their organization.” (Meyer, J. P., & Allen, N. J., 1991). Employees that are emotionally dedicated to staying with the organization are doing so because of their working relationship, which is in line with the organization's values and principles (Beck, N. & Wilson, J., 2000). In general, affective organizational commitment is a one-of-a-kind system that determines the degree to which an organization is linked to a specific person (Allen N J and Meyer J P, 1990).

- **Continuance commitment** refers to “the employee’s commitment based on the value associated with their organization.” This is in contrast to affective commitment, in which people stay with a company because they want to and because they are familiar with the company's values. Continuance commitment can be viewed as an attachment to the organization, in which a person's affiliation with the organization is solely dependent on an appraisal of the financial benefits acquired. (Beck, N. & Wilson, J., 2000). Individuals stay with the organization because of additional investments such as pension plans, and retirement, plans (Allen N J and Meyer J

P, 1990). However, a few research concluded that Continuance Commitment did not appear to be related to employee retention and resilience in the organization.

- **Normative Commitment** refers to “the employee’s responsibility for the job and thus makes them stay with the same organization.” This can be described as a sense of obligation to continue working with a particular organization (Meyer J P and Allen N, 1997). People who consider the moral commitment to continue inside a given organization, regardless of how much improvement in the state of fulfillment the organization affords the individual through time, are considered as the normative element (March, R. & Mannari, H., 1997).

2. Research Methodology

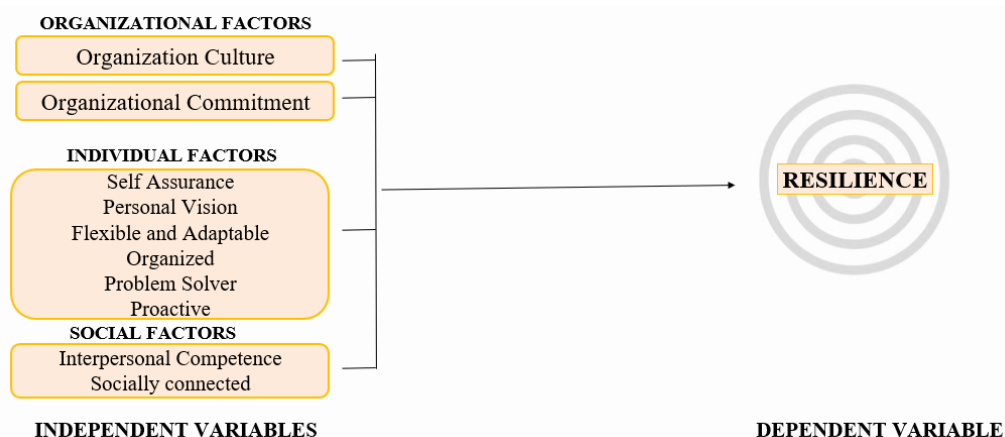
Research Design

Primary research was conducted through an online survey questionnaire. The questionnaire was circulated to working individuals to gauge their resilience level and understand the impact of self-assurance, personal vision, organization, problem solver, flexibility & adaptability, and proactiveness on their working in the organization. The questionnaire was

divided into 3 sections with 49 statements in total. The first section contained personal details like gender, age, and level of management. The second section comprised statements in regard to Brief Resilient Coping Scale (BRCS). The third section had statements on Individual factors.

Variables

In this research study, we aim to investigate the impact of various factors on the resilience of employees working in organizations. Specifically, we will examine the influence of individual, social, organizational culture, and organizational commitment factors on resilience. The independent variables in this study consist of individual factors such as self-assurance, personal vision, organization skills, problem-solving abilities, flexibility, adaptability, and proactiveness; social factors like interpersonal competence and social connections; organization culture factors such as achievement, affiliation, and power; and organizational commitment factors including affective commitment, continuance commitment, and normative commitment. These variables are expected to have a direct impact on the dependent variable, which is resilience.



It is important to note that the dependent variable, resilience, will vary depending on

the level of influence exerted by the independent variables. Thus, our study

aims to understand the relationship between the independent variables and resilience and to explore how these variables collectively shape an employee's ability to cope with challenges and setbacks in the workplace.

Hypotheses

The null hypotheses of this study are as follows:

Ho1: There is no significant relationship between individual factors and resilience.

Ho2: There is no significant relationship between social factors and resilience.

Ho3: There is no significant relationship between organizational culture and resilience.

Ho4: There is no significant relationship between organizational commitment and resilience.

Data collection

Primary (quantitative) and secondary (qualitative) data sources were used to obtain the data for this research. The primary source comprises direct information collected through the questionnaire. Secondary data sources include research papers and related publications available online. To collect primary data, a quantitative approach was adopted through a survey questionnaire comprising 49 statements which were converted into a Google form and circulated online through social media applications/ email and responses were recorded digitally. The sample size of the study was 150. The data was recorded using a 5-point Likert scale (1 being strongly disagreed to 5 being strongly agreed)

Instrument

- Brief Resilience Coping Scale (Sinclair, V. G., & Wallston, K.A., 2004), was used to measure the degree of resilience in individuals. It comprised 4 items. Responses were scored on a 5-point scale. Higher

scores indicated a greater resilience coping in the respondents.

- The resilience quotient (RQ) assessment tool (Designed by Jeffrey and Linda Russell 2006), was used to measure resilience with individual personality traits like self-assurance, personal vision, organization, flexibility, and adaptable, problem solver, proactive and social skills like interpersonal competence and socially connected. It comprised 24 items: 18 items for individual factors and 6 items for social factors. Responses were scored on a 5-point scale. Higher scores indicated a greater resilience coping in the respondents.
- Organizational culture (Designed by McClelland's theory, 1961) was used to measure organizational practices and values that impact the resilience of employees. It comprised 12 items, capturing 3 dimensions of Achievement, Affiliation, and Power. Responses were scored on a 5-point scale. Higher scores indicated a greater resilience coping in the respondents.
- Organizational commitment (Designed by Allen and Meyer, 1990) was used to measure 3 dimensions of Affective, Normative, and Continuance with the impact on the resilience of employees. It comprised 9 items. Responses were scored on a 5-point scale. Higher scores indicated a greater resilience coping in the respondents.

Sample/ Participants

The participants in this survey were working individuals from various sectors/ industries and data was collected from a sample of 150 people comprising 79 females and 71 males. The data also contains responses from generation X, Y, and generation Z which included employees of junior and middle-level management.

Sr. no	Demographic factor	Categories	Frequency	Percent
1	Gender	Male	71	47%
		Female	79	53%
2	Age	18-24	59	39%
		25-40	51	34%
		41-56	40	27%
3	Level of management	Junior level management	76	51%
		Middle level management	74	49%

3. Results and discussion/ Interpretations

Data analysis

The data was analyzed using Statistical Package for Social Sciences (SPSS). To ensure that the data was reliable, a reliability test was conducted. Cronbach's Alpha reliability index was used to evaluate the consistency of each construct. Statistical tests such as correlation analysis were conducted on this data.

Reliability analysis

The degree to which a scale produces consistent findings after multiple measurements are referred to as reliability. Reliability test analysis is used to check how reliable the data collected is. As a result, if the reliability analysis correlation is high, the scale delivers consistent results and is thus reliable. The reliability or internal consistency of the data was ensured using Cronbach's Alpha. As per the result shown in Table 01, the Cronbach's Alpha value obtained is 0.896 which indicates that the internal consistency is good and the data is highly reliable.

Correlation Analysis

Ho1: There is no significant relationship between individual factors and resilience

Data analysis gives a positive correlation between the independent variable

individual factors and dependent variable resilience of 0.723. To deduce the relationship between the two variables, individual factors and resilience, Karl Pearson's coefficient of correlation was calculated. The significance value is 0.000 which is lesser than 0.01, hence the null hypothesis is rejected. (Refer to Table 02)

The null hypothesis

Ho1 is therefore rejected in favour of the alternate hypothesis: There is a significant relationship between individual factors and resilience.

An analysis between self-assurance and resilience gives a positive correlation with an r-value of 0.613. An analysis between personal vision and resilience gives a positive correlation with an r-value of 0.553. An analysis between flexibility and adaptability and resilience gives a positive correlation with an r-value of 0.573. An analysis between organized and resilience gives a positive correlation with an r-value of 0.569. An analysis between a problem solver and resilience gives a positive correlation with an r-value of 0.515. An analysis between proactive and resilience gives a positive correlation with an r-value of 0.455. (Refer to Table 02)

Ho2: There is no significant relationship between social factors and resilience

Data analysis gives a positive correlation between the independent variable social factors and the dependent variable resilience of 0.412. To deduce the

relationship between the two variables, social factors and resilience, Karl Pearson's coefficient of correlation was calculated. The significance value is 0.000 which is lesser than 0.01, hence the null hypothesis is rejected. (Refer to Table 03)

The null hypothesis

Ho2 is therefore rejected in favour of the alternate hypothesis: There is a significant relationship between social factors and resilience.

An analysis between achievement and resilience gives a positive correlation with an r-value of 0.404. An analysis between affiliation and resilience gives a positive correlation with an r-value of 0.230. An analysis between power and resilience gives a positive correlation with an r-value of 0.196. (Refer to Table 03)

Ho3: There is no significant relationship between organizational culture and resilience

Data analysis gives a positive correlation between the independent variable organization culture and dependent variable resilience of 0.372. To deduce the relationship between the two variables, organization culture and resilience, Karl Pearson's coefficient of correlation was calculated. The significance value is 0.000 which is lesser than 0.01, hence the null hypothesis is rejected. (Refer to Table 04)

The null hypothesis

Ho3 is therefore rejected in favour of the alternate hypothesis: There is a significant relationship between organizational culture and resilience.

An analysis between achievement and resilience gives a positive correlation with an r-value of 0.404. An analysis between affiliation and resilience gives a positive correlation with an r-value of 0.230. An analysis between power and resilience gives a positive correlation with an r-value of 0.196. (Refer to Table 04)

Ho4: There is no significant relationship between organizational commitment and resilience

Data analysis gives a positive correlation between the independent variable organizational commitment and dependent variable resilience of 0.254. To deduce the relationship between the two variables, organizational commitment and resilience, Karl Pearson's coefficient of correlation was calculated. The significance value is 0.002 which is lesser than 0.01, hence the null hypothesis is rejected. (Refer to Table 05)

The null hypothesis

Ho4 is therefore rejected in favour of the alternate hypothesis: There is a significant relationship between organizational commitment and resilience.

An analysis between affective commitment and resilience gives a positive correlation with an r-value of 0.285. An analysis between normative commitment and resilience gives a positive correlation with an r-value of 0.368. An analysis between continuance commitment and resilience gives no correlation with an r-value of -0.004. (Refer to Table 05)

Limitations

The sample size for the study is only 150, hence the statistical tests may not have been able to identify the accurate significant relationships between the different variables which further reduces the scope of the study. A larger sample size would provide a more accurate data analysis. This research paper focuses on a few individuals, social, organizational culture, and organizational commitment factors that influence the resilience of employees. However, several factors have not been taken into consideration but have an impact on the resilience of employees in an organization. In terms of demographics, the study focuses solely on management level, age, and gender; and could have further explored additional

demographic characteristics such as work experience and growing environment, both of which play a key role resilience of employees. Due to limited responses from top-level management and individuals in the age group 57 and above, the data was omitted in this study to ensure that the currently collected data gives accurate data analysis.

4. Recommendations and Conclusion

The study recommends conducting more extensive research that includes a larger sample size of professionals from various sectors and years of experience to determine if specific sectors or employee experience levels have a stronger correlation to resilience. Employers should be aware of the factors that promote employee resilience and use that knowledge to retain highly resilient employees. In conclusion, the study suggests that to be resilient, employees need to have confidence in their abilities, organize their behavior to achieve their goals and approach problems positively. Organizations should recognize the importance of employee resilience in achieving organizational outcomes and invest in programs and policies that develop individual and social resilience, organizational culture, and organizational commitment. Identifying and addressing factors that hinder the development of these factors in employees can help create a more supportive and resilient work environment.

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Annexure

Appendix 1: Questionnaire

Instructions: Read each of the following statements and, using the 5-point scale, indicate the extent to which you agree or disagree that each statement accurately describes how you perceive yourself and your organization.

1	2	3	4	5
Strongly	Disagree	Neutral	Agree	Strongly
Disagree				

Factor- Wise Bifurcation

BRCS	
1	I look for creative ways to alter difficult situations.
2	Regardless of what happens to me, I believe I can control my reaction to it.
3	I believe I can grow in positive ways by dealing with difficult situations.

4	I actively look for ways to replace the losses I encounter in life.
Individual Factors	
5	I believe that I have the knowledge, skills, and abilities to deal with almost anything that happens to me.
6	I think and speak positively about myself and my abilities when facing a challenge or stress.
7	When I face great challenges, I look within myself for the answers about what to do and how to respond to the challenge.
8	I know what's important to me in my life.
9	When I look back on my life, I see a clear pattern in the choices and decisions that I have made.
10	I know what I need to do to achieve my personal and professional goals.
11	I approach new situations with an open mind as to what needs to be done.
12	I am willing and able to make adjustments to my goals and plans when situations and expectations of me change.
13	I find that most of the time, I am able to find a way to meet both my needs and the needs of others in a changing environment or during a conflict.
14	When faced with a major change, I usually find a way to create systems or structures that give me a degree of control that I find useful and helpful.
15	I start each work day by thinking about what I need to accomplish during that day and I end each day reviewing what I need to accomplish the next day.
16	I usually maintain some sort of a "to-do" list to help me focus on what I need to work on.
17	When I have a problem to solve or a decision to make, I usually spend time defining the problem or decision.
18	I see the problems that I face in life and at work as challenges that I can solve.
19	When I solve problems or make decisions, I try to identify the relationships between the problem I am solving or the decision I am making with other issues, problems, and challenges.
20	I view change - even difficult and challenging change - as an opportunity for me to learn and grow.
21	When an unwelcome change is forced upon me, I can usually find a way to either influence the course of the change or find a way to make the change work for me on my terms.
22	Rather than focusing on what others are doing to me, I tend to focus my energy on how I can make the best of a situation.
Social Factors	

23	In social interactions at work and in my personal life, I am usually able to laugh at myself when appropriate.
24	In stressful or conflict situations I am usually able to maintain effective relationships with others.
25	I value the diverse beliefs, approaches, and methods that people bring to their work and their daily interactions with me.
26	I have a diverse group of people whom I consider good friends.
27	I find it easy to form lasting friendships.
28	I regularly participate in one or more non-work-related group activities with friends (e.g., church, sports, cultural, etc.) where I can let off steam, learn, grow, and have fun.
Organization Culture	
29	People in my organization are concerned about achieving goals and meeting standards of excellence in performance.
30	People in my organization interact with each other to improve their performance and achieve goals.
31	People in my organization challenge others' ideas or work to improve performance.
32	Good performance is recognized and encouraged in my organization.
33	There is warmth and friendliness in relationships between most people in my organization.
34	There is frequently informal and friendly interaction among people in my organization.
35	There is a lot of cooperation and helpfulness among people in my organization.
36	People in my organization are helpful to each other in times of difficulty.
37	People in my organization are very concerned about status, position and power.
38	There is a tendency for people in my organization to engage in one-upmanship with each other.
39	There is a tendency for people in my organization to get into competition and rivalry with others.
40	Informal cliques tend to develop to promote or protect the interests of a few in my organization.
Organization Commitment	
41	I am quite proud to be able to tell people who it is I work for.
42	I sometimes feel like leaving this employment for good (R).
43	I am not willing to put myself out just to help the organization (R).
44	Even if the firm were not doing too well financially, I would be reluctant to change to another employer.

45	I feel myself to be part of the organization.
46	In my work, I like to feel I am making some effort, not just for myself but for the organization as well.
47	The offer of a bit more money with another employer would not seriously make me think of changing my job.
48	I would not recommend a close friend to join our staff (R).
49	To know that my own work had made a contribution to the good of the organization would please me.

Table 01 Reliability Analysis - Cronbach Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.896	49

Table 02: Co-relation Analysis Individual Factors

Correlations

		Individual factors Resilience Quotient
	BRCS	
BRCS	Pearson Correlation	.723**
	Sig. (2-tailed)	.000
	N	150

Correlations

		BRCS	Self Assurance	Personal Vision	Flexible and Adaptable	Organized	Problem Solver	Proactive
BRCS	Pearson Correlation	1	.613**	.553**	.573**	.569**	.515**	.455**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Self Assurance	Pearson Correlation	.613**	1	.676**	.555**	.540**	.555**	.467**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Personal Vision	Pearson Correlation	.553**	.676**	1	.406**	.603**	.540**	.322**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Flexible and Adaptable	Pearson Correlation	.573**	.555**	.406**	1	.469**	.445**	.423**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150
Organized	Pearson Correlation	.569**	.540**	.603**	.469**	1	.450**	.378**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150
Problem Solver	Pearson Correlation	.515**	.555**	.540**	.445**	.450**	1	.467**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150	150
Proactive	Pearson Correlation	.455**	.467**	.322**	.423**	.378**	.467**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150

Table 03 Co-relation Analysis - Social factors

Correlations

		BRCS	Social factors Resilience Quotient
BRCS	Pearson Correlation	1	.412**
	Sig. (2-tailed)		.000
	N	150	150

Correlations

		BRCS	Interpersonal Competence	Socially Connected
BRCS	Pearson Correlation	1	.286**	.369**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Interpersonal Competence	Pearson Correlation	.286**	1	.267**
	Sig. (2-tailed)	.000		.001
	N	150	150	150
Socially Connected	Pearson Correlation	.369**	.267**	1
	Sig. (2-tailed)	.000	.001	
	N	150	150	150

Table 04 Co-relation Analysis - Organization Culture

Correlations

		BRCS	Organization culture code
BRCS	Pearson Correlation	1	.372**
	Sig. (2-tailed)		.000
	N	150	150

		Correlations			
		BRCS	Achievement	Affiliation	Power
BRCS	Pearson Correlation	1	.404**	.230**	.196*
	Sig. (2-tailed)		.000	.005	.016
	N	150	150	150	150
Achievement	Pearson Correlation	.404**	1	.636**	.186*
	Sig. (2-tailed)	.000		.000	.022
	N	150	150	150	150
Affiliation	Pearson Correlation	.230**	.636**	1	.109
	Sig. (2-tailed)	.005	.000		.185
	N	150	150	150	150
Power	Pearson Correlation	.196*	.186*	.109	1
	Sig. (2-tailed)	.016	.022	.185	
	N	150	150	150	150

Table 05 Co-relation Analysis - Organizational commitment

		Correlations	
		BRCS	Organisational Commitment Code
BRCS	Pearson Correlation	1	.254**
	Sig. (2-tailed)		.002
	N	150	150
Organisational Commitment Code	Pearson Correlation	.254**	1
	Sig. (2-tailed)	.002	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlations

		BRCS	Continuance	Affective	Normative
BRCS	Pearson	1	-.004	.285**	.368**
	Correlation				
	Sig. (2-tailed)		.963	.000	.000
	N	150	150	150	150
Continuance	Pearson	-.004	1	.313**	.403**
	Correlation				
	Sig. (2-tailed)	.963		.000	.000
	N	150	150	150	150
Affective	Pearson	.285**	.313**	1	.369**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
Normative	Pearson	.368**	.403**	.369**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).