

# Building Employee Resilience Through Wellbeing in Organisations

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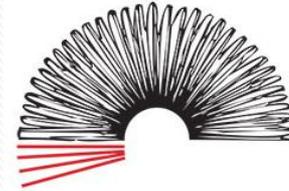
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# Why Study Resilience?

- A resilient organisation is made up of resilient employees (is it really?)
- How do trait, employee and organisational resilience interact, and how can they be influenced?
- What role does the workplace play in the resilience and wellbeing of its employees?

# Employee Resilience Research Group



EMPLOYEE  
RESILIENCE  
RESEARCH

- ERRG combines qualitative and quantitative methodologies to investigate and understand resilience from the standpoint of the employee, and of the organisation at large.
- Researchers and postgraduate students from Psychology and Management, Marketing and Entrepreneurship.
- We identify areas of intervention to address and facilitate employee resilience.
- The goal of our research and collaboration with practitioners is to contribute to resilient employees, who are healthy and active contributors in their organisation, as well as in their community.

# Primary Research Questions

## **Question 1**

- What is the relationship between trait, employee and organisational-level resilience?

## **Question 2**

- Would a wellbeing intervention, supported by the organisation, make a difference to trait, employee and organisational-level resilience?

**Participants:** 216 employees from 2 Organisations  
Government Department and Tertiary Education

**SURVEY** Employee Wellbeing



**PLAY** The Wellbeing Game



**SURVEY** Employee Wellbeing

# Trait Resilience

- a fixed trait *OR* a developable state?
- only ‘triggered’ by adversity *OR* can be fostered in stable situations?
- enables individuals to recover from setbacks *OR* not only thrive, but experience adversarial growth?

*‘resilience is a combination of assets and resources within the individual and their environment that facilitate the individual’s capacity to adapt in the face of adversity’* (Fletcher & Sarkar, 2013; Windle, 2011).

Scale: Connor-Davidson Resilience Scale (CD-RISC) (Connor & Davidson, 2003)

# Employee Resilience = Behaviours

*“employee capability, facilitated and supported by the organisation, to utilise resources to continually adapt and flourish at work, even if/when faced with challenging circumstances”*

- Employee Resilience contributes to key performance drivers, including *positive employee attitudes and behaviour*
- Perceived Organisational Support = strongest contributor to Employee Resilience (supportive leadership, supportive work environment and learning culture)

Scale: Employee Resilience Scale (EmpRes) (Näswall, Kuntz, Hodliffe, & Malinen, 2013) [http://www.resorgs.org.nz/images/stories/pdfs/EmpRes/Employee\\_Resilience\\_Scale.pdf](http://www.resorgs.org.nz/images/stories/pdfs/EmpRes/Employee_Resilience_Scale.pdf)

# Organisational Resilience

*“a function of an organisation’s overall situation awareness, management of keystone vulnerabilities, and adaptive capacity in a complex, dynamic, and interconnected environment”* (McManus, Seville, Vargo, & Brunson, 2008, p. 82).

- Organisational resilience can be a source of competitiveness and a driver of adaptive capacity

## 2 Factors

- Adaptive Capacity
- Planning

Scale: Resilient Organisations (ResOrg) Thumbprint tool (Lee et al., 2013) <http://www.resorgs.org.nz/Resources/resilience-thumbprint-tool.html>

# Wellbeing and Resilience

- Wellbeing “a combination of feeling good and functioning well” (Aked, Marks, Cordon, & Thompson, 2008)
- trait-like characteristics of individuals may be the source of their psychological resources BUT the individuals’ state positive affect converts those resources to change-related attitudes (Shin et al., 2012.).
- Positive thinking habits help to maintain a sense of wellbeing and strengthen resilience (Cooper et al., 2013).
- Would supporting employees’ wellbeing act as an organisational ‘enabler’ of employee resilience?

## *'The Wellbeing Game'*

- Online game run by the Mental Health Foundation of New Zealand
- Based on 'The Five Ways to Wellbeing'
- The equivalent of 'Five Fruits and Veges a Day' for mental wellbeing
- Encourages 'Mindfulness' – reflecting on what makes us feel good
- Scientifically shown to increase mental wellbeing
- Some preliminary evidence suggests playing 3 times a week is beneficial to wellbeing

# FIVE WAYS TO WELLBEING



TALK & LISTEN,  
BE THERE,  
FEEL CONNECTED



Your time,  
your words,  
your presence



REMEMBER  
THE SIMPLE  
THINGS THAT  
GIVE YOU JOY



EMBRACE NEW  
EXPERIENCES,  
SEE OPPORTUNITIES,  
SURPRISE YOURSELF



DO WHAT YOU CAN,  
ENJOY WHAT YOU DO,  
MOVE YOUR MOOD

INTRODUCE THESE FIVE SIMPLE STRATEGIES INTO  
YOUR LIFE AND YOU WILL FEEL THE BENEFITS.

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Mental Health Foundation  
mauri tū, mauri ora OF NEW ZEALAND  
[www.mentalhealth.org.nz](http://www.mentalhealth.org.nz)

# Game Activities

Helped a colleague with a problem she had at work

**Chair races in the office** Played Connect 'Just

Dance' with my kids **Went for a run**

**Office Yoga** **Went out for a team lunch**

Did some gardening **Biked to work**

**Went for a walk at lunchtime**

**with a colleague Collaborated with another team on a work project**



NESS

CONNECT

GIVE

KEEP LEARNING

TAKE NOTICE

BE ACTIVE

G  
GRADUATION

R  
RECORDS

THE

E  
EXAMINATIONS

A  
AEGROTATS

T  
TRANSCRIPTS

TEAM  
THE EUDAIMONIA  
ACTION MONTH



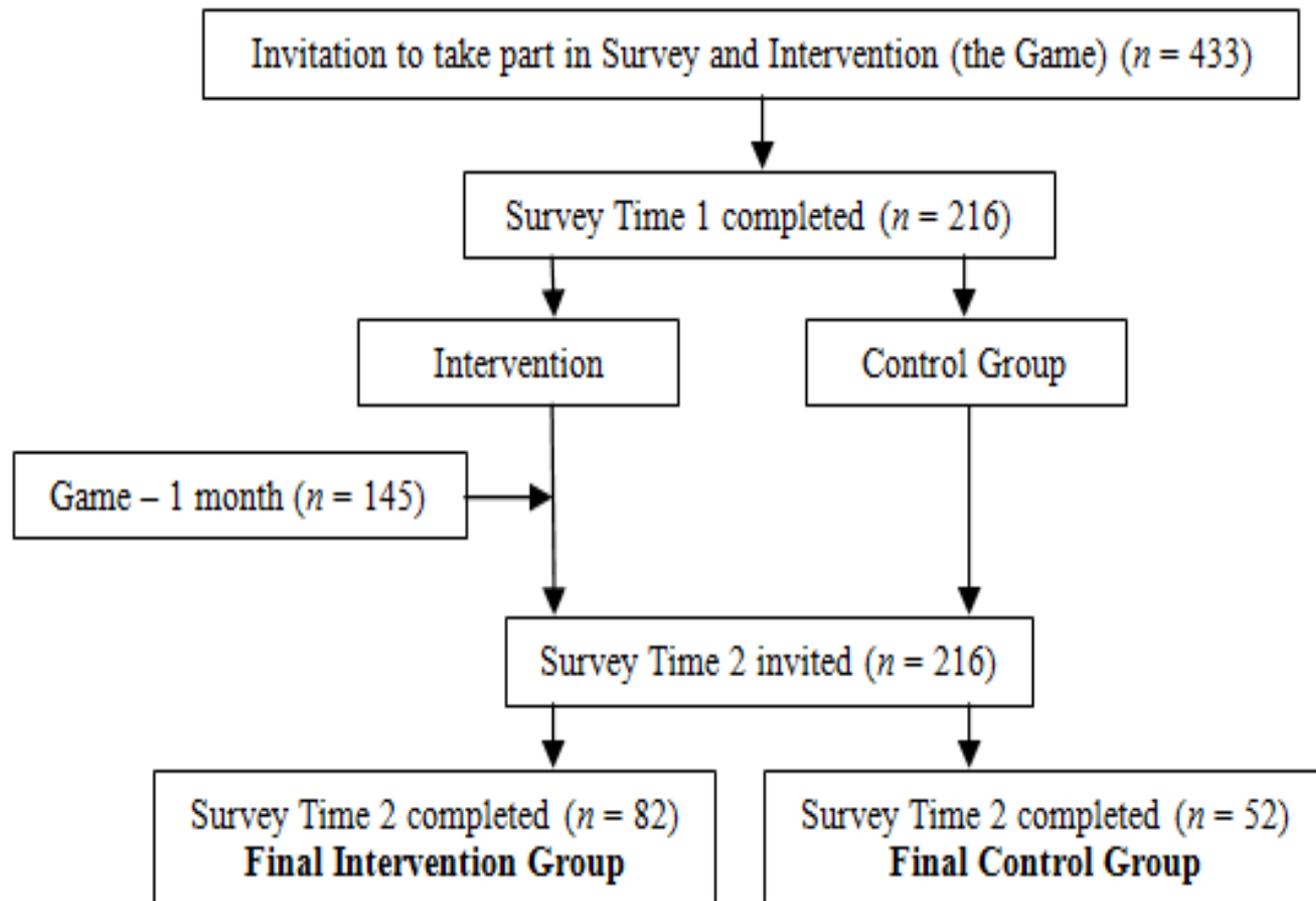


Figure 1. Participant Flow Chart

# Findings: Question 1

What is the relationship between Trait, Employee and Organisational-level resilience?

- positive relationships were found between all resilience variables at Time 1
- levels of Employee Resilience were significantly higher than for Trait Resilience

# Question 2: What Changed?

- Employee Resilience
- Team Commitment (if played Game in work team)
- Self-Rated Health (“How would you rate your health at the present time?” )

# Other Findings

- No significant change to Trait or Organisational Resilience
- Employee Resilience - significantly stronger relationship than Trait Resilience with organisation and team commitment, self-rated health, work-health, engagement, and job satisfaction
- Employee Resilience was more strongly related to organisational commitment than team commitment
- Team commitment – increase after playing Game in a work team - small decrease for playing as individuals

# Other Findings

- Employee resilience, not trait resilience, was positively related to an employee's intentions of leaving the organisation
- Even when organisational commitment was controlled for, employee resilience was a significant predictor of self-rated performance
- Perceived organisational support and team commitment are significant predictors of employee resilience for participants in this study

# Conclusion

- Employee and Trait Resilience share similarities BUT they are not the same psychological construct
- A resilient organisation is comprised of resilient employees
- Resilience is contextual
- Employee Resilience can be developed
- The more resilient an employee feels the more likely they are to feel supported, satisfied, engaged and commitment to their organisation
- The organisation (through supervisors) can provide the resources and support which enables employee resilience