

# Bouncing Back from Adversity: Exploring an Organisational Resilience Psychological Climate in New Zealand

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# Acknowledgement

- Professor Jane Parker
- Professor Jim Arrowsmith
- Masters Student's: Christina Yang  
and Ruby Nguyen

Why Resilience?

TO DO











# 6 TIPS TO CONQUER FATIGUE AT WORK





**FATIGUE CITED AS CAUSE OF MANY WORKPLACE MISTAKES**

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## **Most Popular Ways to Boost Energy While at Work**

Caffeine: 66%

Taking a walk: 39%

Listening to music: 37%

**CIO**INSIGHT



# Fatigue Kills...

- Chernobyl
- Three Mile Island
- Bhopal
- Exxon Valdez
- Estonia Ferry
- BP *Deepwater Horizon* drilling rig
- Rena oil spill

Predominately, early morning accidents. In each case they were at least partially attributable to human fatigue...

# Why Resilience?

**Because life – especially work! –  
is highly demanding and  
stressful – and resilience is seen  
as some form of panacea! 😊**

# Resilience

## Four Types

# 4 Resilience Types:

1. Psychological
  2. Physiological
  3. Psychophysical
  4. Organisational
- This presentation focuses on the psychological resilience literature and how this ultimately shaped our organisational resilience climate study. It all began - The 30-year Kauai longitudinal study conducted by Werner and Smith (1982) – strong focus on children and adolescents
  - Today – growing focus on employees! [positive psychology links]



# Resilience

- Estimated that workplace stress accounts for 40% of US employee turnover, costs US\$50-150 billion per year
- This has led to resilience attention towards employees...
- The Positive Psychological Capital studies (Luthans and colleagues, 2000s...) have dominated the I/O Psych literature on resilience

# RESILIENCE.

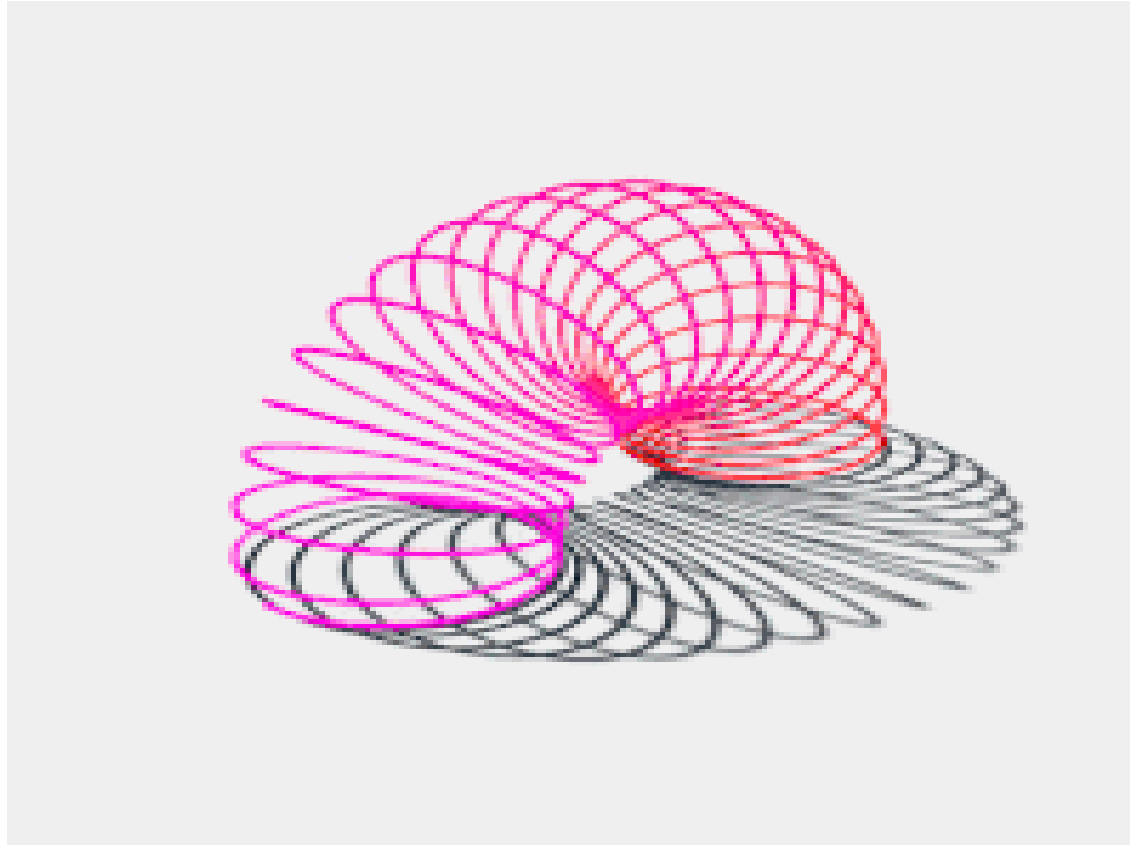
This, too,  
shall pass.



# Defining Resilience

- Resilience is defined as toughness, the ability to be adaptable or adjust easily to adversity; to display hardiness and be stress resistant.
- A person's response to adversity or trauma & 'bouncing back' from difficult experiences.
- It involves behaviours, thoughts, and actions that can be learned and developed.
- Used when an individual is confronted with unanticipated situations/events and demonstrates the flexibility to cope







# Why Resilience?

- Resilience is special because it is a *developmental construct*. That is, we can train people to enhance their resilience
- For example, (a) reflection and (b) recasting experiences – *what did you learn? Did you change anything?* [thus, highlighting resilience and ‘bouncing back from adversity’]
- Empirical evidence that resilience can be enhanced and this change can hold over time! 😊

# Research Question

- Resilience is a *developmental construct*. Therefore...
- If we can teach and change an individual – can we not do this for an organisation?
- Could not organisations target resilience and thus benefit their employees?
- How might this look?

# Resilience and the Job

- Empirical evidence (including NZ) shows that resilience is an important component towards job outcomes
- Strong links to job outcomes including:
  - Positively related to job satisfaction, organizational commitment, citizenship behaviours, and job performance
  - Negatively related to: turnover intentions, deviant behaviours
- *Ergo*: from an **employer** perspective: employees with higher resilience will be superior employees! 😊

# Resilience and Wellbeing

- Empirical evidence (again, NZ! 😊) shows that resilience is an important component of a person's wellbeing
- Strong links to outcomes including:
  - Positively related to psychological well-being
  - Negatively related to: emotional exhaustion, cynicism, job stress, anxiety and depression
- *Ergo*: From an **employer** perspective: employees with higher resilience will have superior wellbeing! 😊
- Clearly a personal win for **employees** too! 😊

# Resilience and Work





GIMME  
GIMME  
GIMME

# Organisational Resilience

- This research: extending individual psychological resilience to the organisational level
- Suggesting organisations that ‘invest’ in their employees (Strategic HRM approach) might do so via an Organisational Resilience Climate
- Organisational culture that seeks to build employees resilience and the ability to bounce back from workplace stress and strain...
- *Organizational Resilience Climate* defined as “when an organization provides employees with an environment that supports them in managing their difficulties and stress, as well as helping to cultivate greater individual resilience”

# One bit of detail...

- Climate is a psychological state made up of a set of perceptions that workers have about the local work unit
- Organisational Climate are these perceptions but they are at the aggregate level
- Psychological Climate are the same perceptions – but at the individual level. Thus, they are not aggregated!
- Slight difference – wanted to be thorough! ;-)

# Organisational Resilience Psychological Climate

**ORP Climate for short! ;-)**

# ORP Climate Items

## **My organisation...**

1. Provides training around building staff ability to cope with work stress
2. Provides tools and assistance which help staff get through difficulties at work and outside of work
3. Helps staff to bounce back from small and big workplace changes through clearly explaining the reasoning behind them
4. Strives to provide job security for staff
5. Has managers who regularly monitor and adjust staff workloads to minimize job burnout
6. Cares about the wellbeing of staff



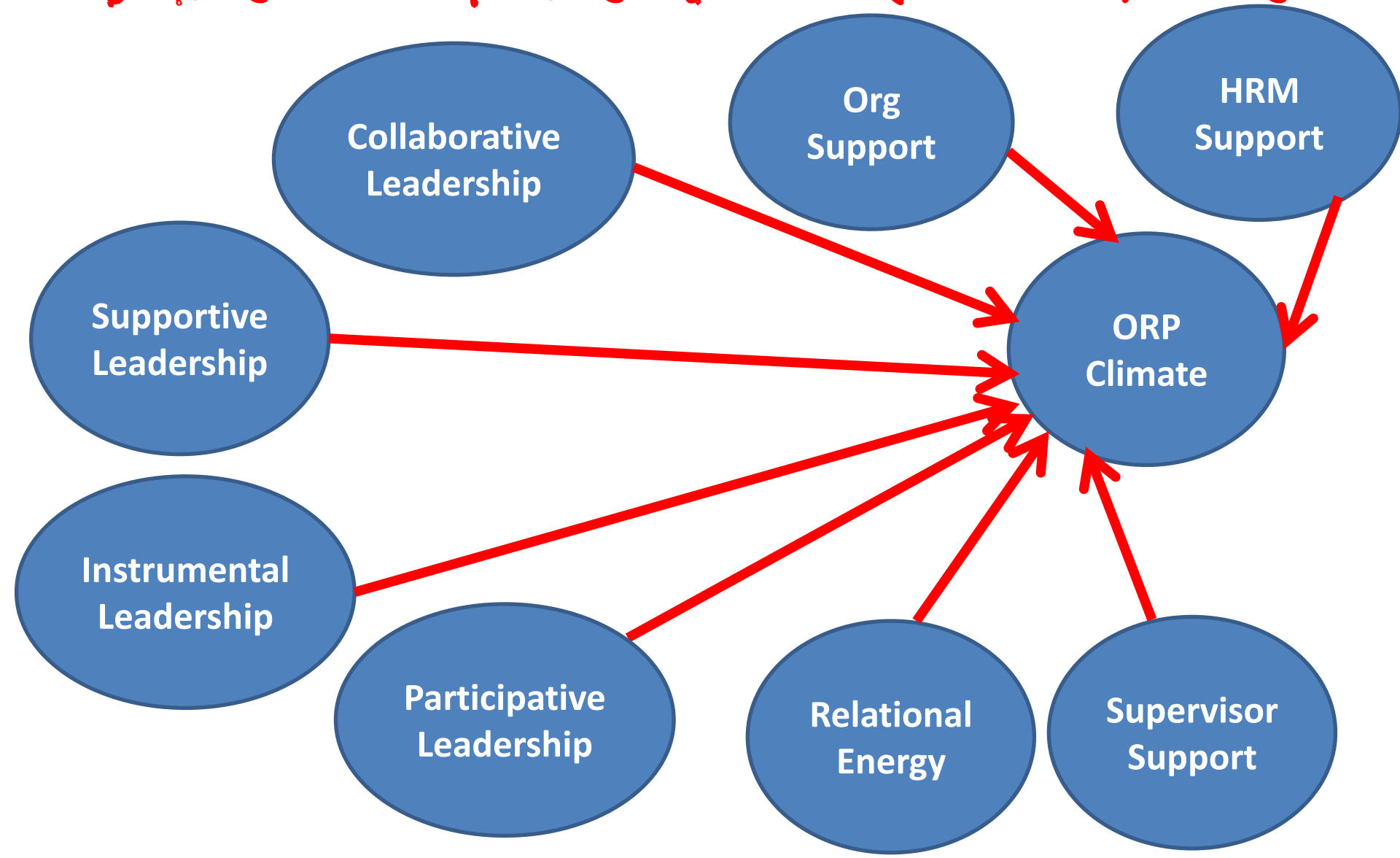
# ORP Climate Studies

- A number of studies to date:
  1. N=167 NZ nation-wide employees
  2. N=165 NZ nation-wide managers
  3. N=212 Auckland CBD employees
  4. N=106 NZ nation-wide employees
  5. N=505 NZ nation-wide employees
  6. N=506 Australian nation-wide employees
  7. N=505 USA nation-wide employees

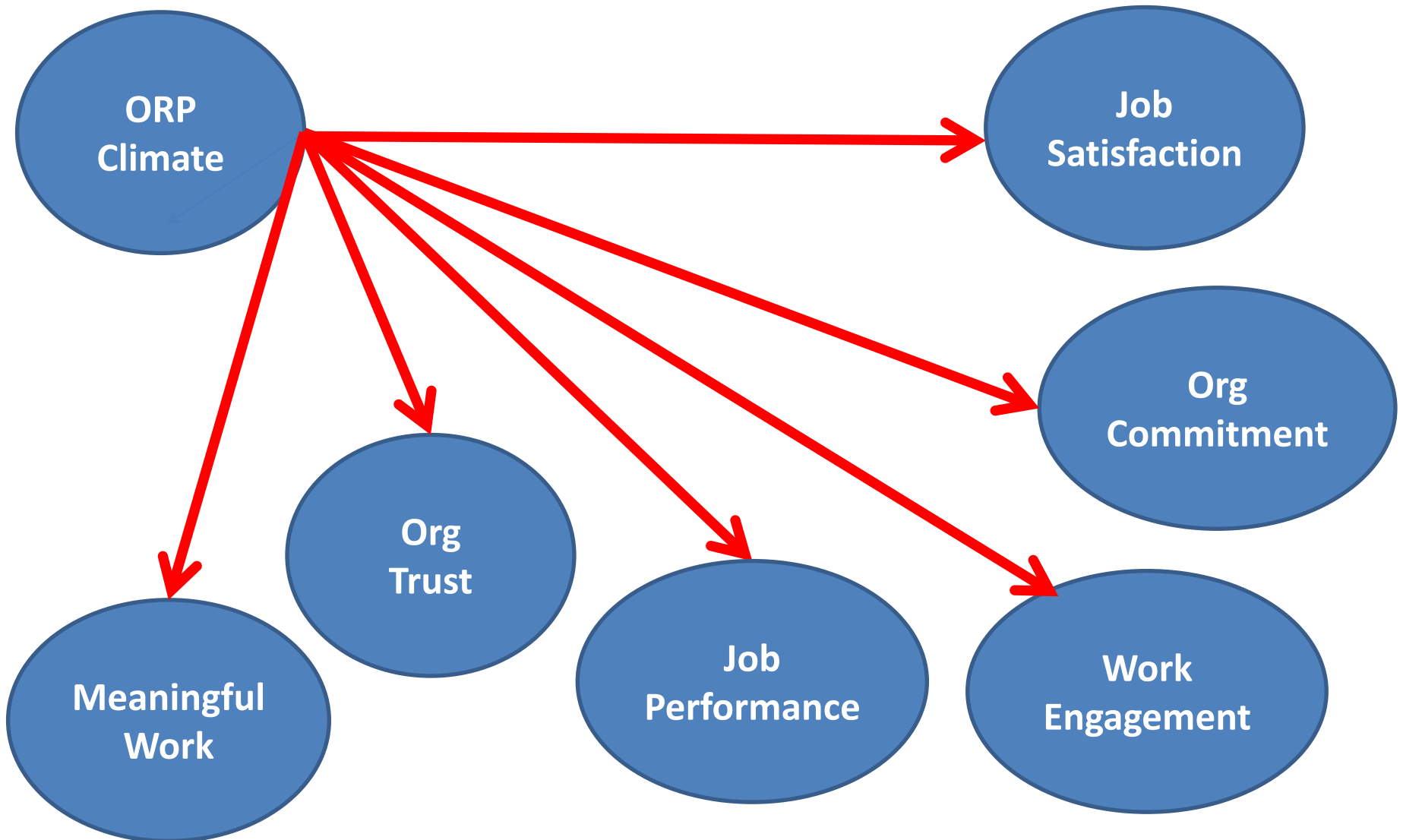
# ORP Climate Construct

- Across, all the samples, the Organisational Resilience Psychological Climate has solid psychometric properties – EFA, CFA, Factor Loading scores, reliability analysis...
- Convergent validity tests (amongst other climate constructs) are supported 😊
- Evidence that ORP Climate is a better predictor than other climate constructs
- Discriminant validity tests (unrelated constructs) also supported 😊

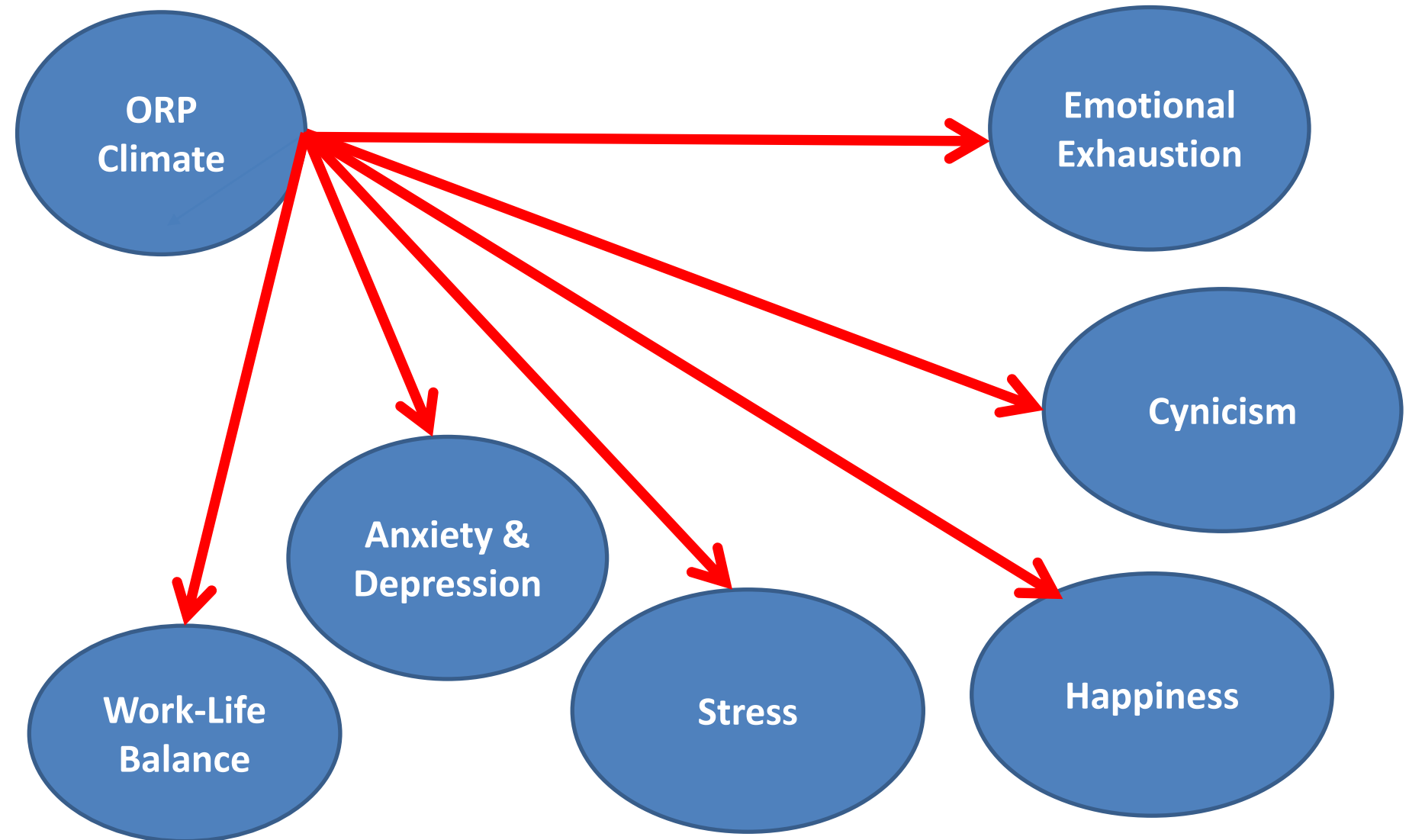
# Antecedents: ORP Climate



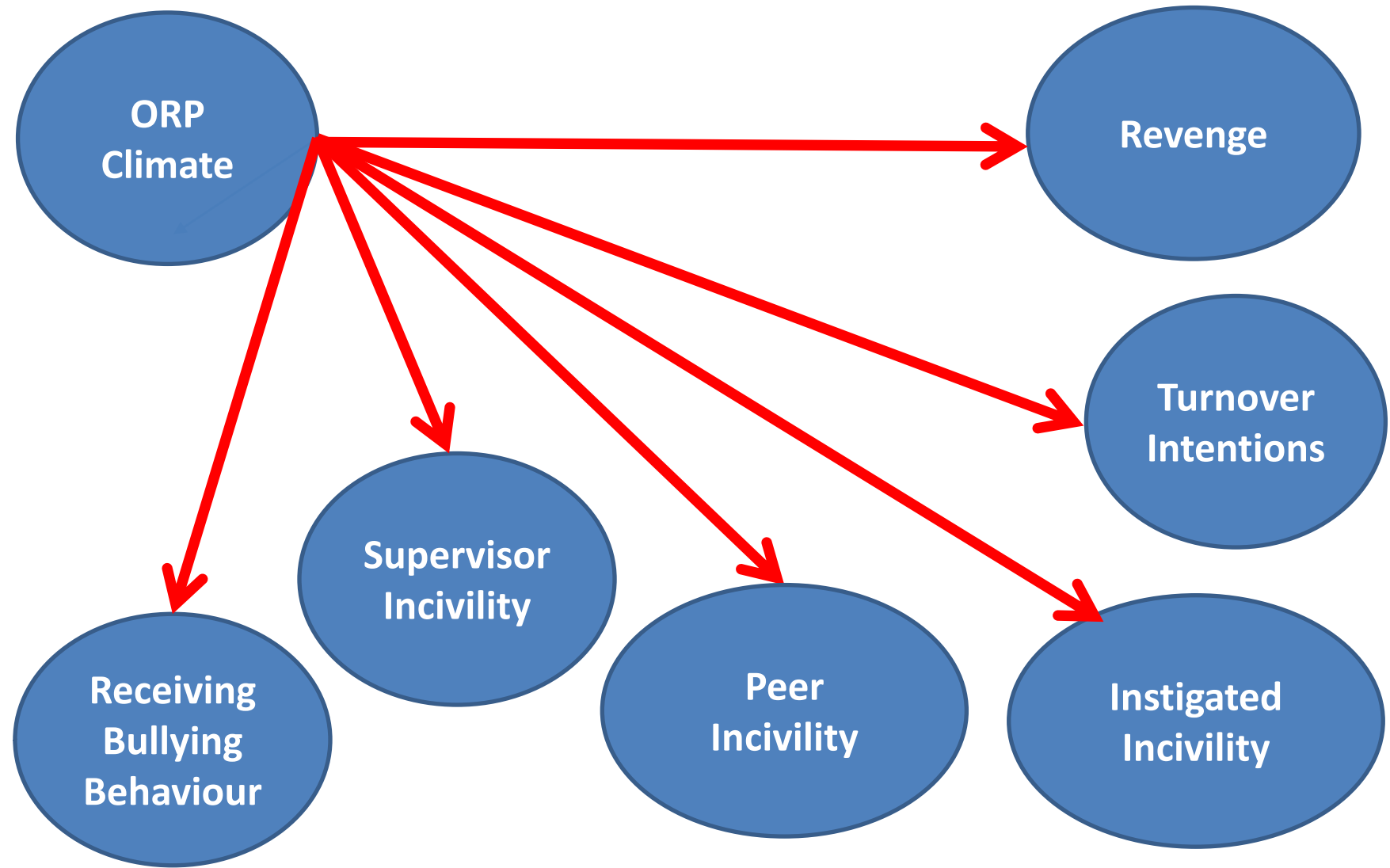
# ORP Climate: Job Outcomes



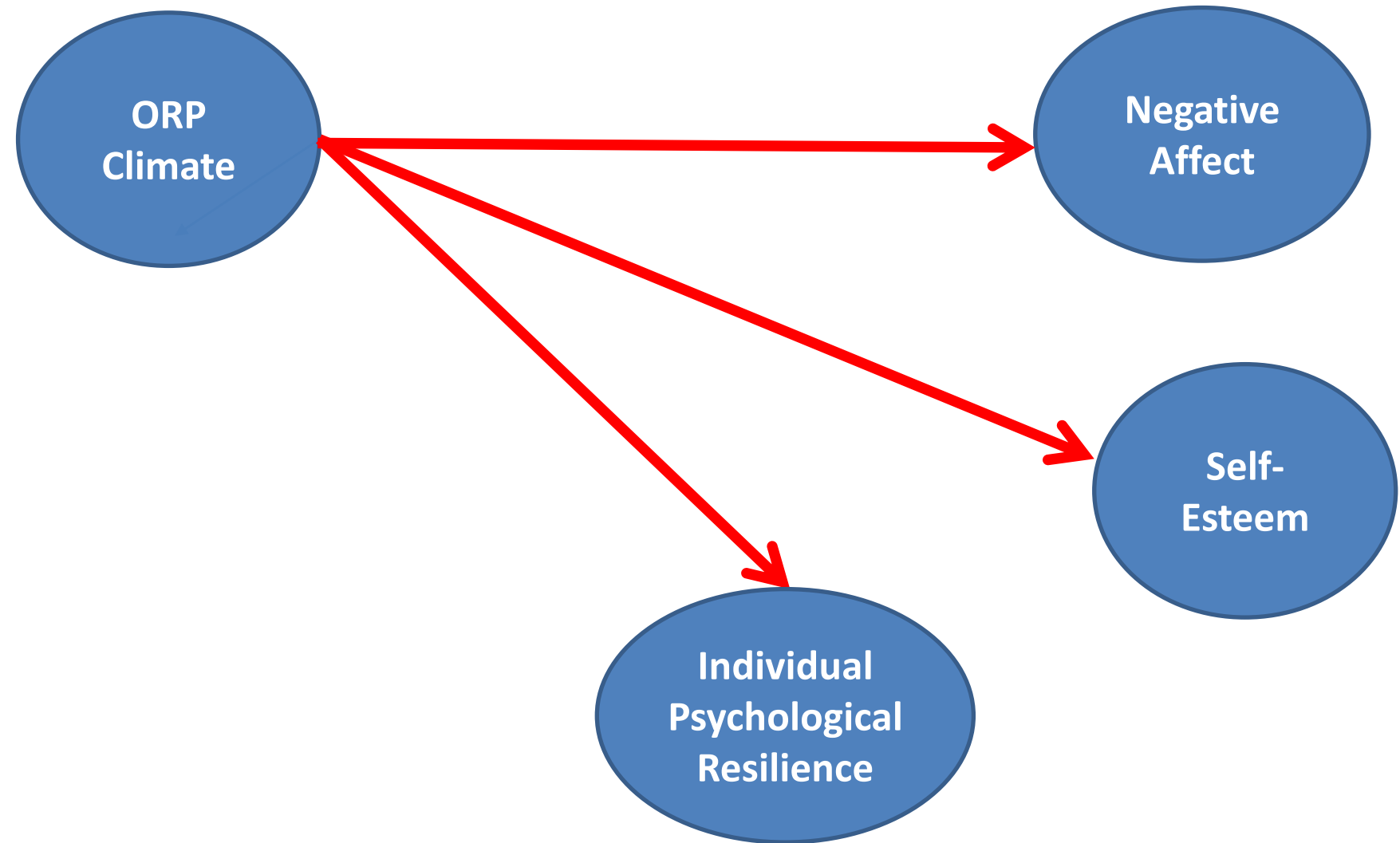
# ORP Climate: Wellbeing



# ORP Climate: Deviant Behaviours



# ORP Climate: Dispositional





# Discussion

- Across 7 samples of employees and managers (including 2 international) we find: employees rate their org resilience climate lower than managers. These differences might be real? Might be perspective?
- Importantly, overall the ORP Climate scores are modest ( $M=3.1$  to  $3.3$  on 1-5 scale)
- Thus, scope to improve! Scope for HR to develop...

# Discussion

- In summary, we find evidence to support our notion of organisations supporting employees resilience. In turn, this was distinct from other forms of organisational climates and was positively related to job outcomes and wellbeing
- Similarly beneficial towards dispositional factors
- Beneficial towards deviant behaviours too! 😊

# Discussion

- Perhaps best understood as a resilience climate builds individual psychological resilience which in turn influences outcomes
- Furthermore, leadership styles building on support and participation are positively related to building a resilient climate
- Provides an avenue for development within organizations

# Conclusion

- In conclusion, firms that invest in building the resilience of their staff may gain valuable attitudes and behaviours when compared to competitors (Strategic HRM Advantages)
- Training managers around enhancing and supporting a climate of resilience may be highly effective in building an organisational resilience climate
- How best to go forward? Get leadership buy-in...

# Organisational Resilience Psychological Climate

**Questions?**

**Keen to explore trying it?**

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