Stress & Resilience in the Workplace & Beyond

Articles about Workplace Resilience

ABOUT THIS RESOURCE LIST

The articles on this list are about resilience in workplace settings. While some are focused on individual characteristics that promote employee resilience, others take more of an organizational practices look at factors that promote individual and group resilience. Articles are categorized as either literature reviews and meta-analyses, or as studies from specific geographical regions (e.g., United States, Africa, Europe, Latin America, and the Middle East). This is a representative listing of publications since the year 2000 with an emphasis on publications from more recent years.

LITERATURE REVIEWS AND META-ANALYSES


Summary: This article describes a new workplace resilience intervention for palliative care nurses intended to stem high burnout rates documented in the literature. It reviews literature on burnout and the science of well-being as backing to description of the curriculum to be piloted.


Summary: This article reviews literature about resilience and implications and applications for human resource management (HRM). It discussed the theoretical underpinnings of resilience, human resource management practices for enhancing employee resilience, perceptions of HRM practices to enhance employee resilience, and the importance of developing effective measures for HRM practices intended to enhance employee resilience.
Citation: Brennan, E. J. (2017). Towards resilience and wellbeing in nurses. *British Journal of Nursing, 26*(1), 43-47.

Link: [http://eds.a.ebscohost.com/eds/detail/detail?vid=0&sid=9d13e61f-4b84-4b38-93ca-5885f997151c%40sessionmgr4010&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=120706777&db=keh](http://eds.a.ebscohost.com/eds/detail/detail?vid=0&sid=9d13e61f-4b84-4b38-93ca-5885f997151c%40sessionmgr4010&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=120706777&db=keh)

Summary: This article reviews literature focused on enhancing nurses’ resilience and wellbeing. Both individual (e.g., work-life balance, emotional intelligence) and organisational (e.g., role of managers, promotion of mindfulness) level factors are explored. Suggestions are made for further areas of research.


Summary: This article looks at the need to reduce disability and enhance mental wellbeing. It reviews literature from biological, psychological, social and spiritual domains in proposing a way to support mental well-being called “The happy life: voyages to well-being.”


Summary: This article reviews literature about resilience and sustainability in midwifery. The reviewed literature came from the United Kingdom and New Zealand. The authors look at similarities and differences between midwifery models in the two countries and crucial elements between them that sustain healthy midwifery practice.


Link: [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4866518/](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4866518/)

Summary: This article presents a research-based theoretical framework, Health Services Workplace Environmental Resilience Model (HSWERM) to explain factors in the environment that promote nurses’ resilience. Six key concepts emerged from the literature base–three of which related to staff development of nurses and three to support of nurses–and the theoretical model incorporates these in an effort to draw out practices with potential to increase both retention of nursing staff and the quality of care patients receive.


**Summary:** This article discusses the emergence of the concept of resilience in a psychological context where dysfunction has historically been the focus. It reviews literature about the roots and structure of well-being therapy and its ties to strengthening individuals’ resilience. An overview is provided of validation research for well-being therapy.


**Link:** [http://journals.lww.com/professionalcasemanagementjournal/Citation/2008/11000/Developing_a_Resilience_Accountability_Continuum_.9.aspx](http://journals.lww.com/professionalcasemanagementjournal/Citation/2008/11000/Developing_a_Resilience_Accountability_Continuum_.9.aspx)

**Summary:** This article looks at historical shifts in the healthcare field and medical workplaces that have had implications for professionals' burnout and resilience. It then outlines the framing and process taken to develop a tool for assessing workplace resilience. Though the intended audience is case managers, the article draws from literature in multiple fields.


**Link:** [http://journals.lww.com/professionalcasemanagementjournal/Citation/2008/05000/Part_I_Developing_a_Resilience_Accountability_.10.aspx](http://journals.lww.com/professionalcasemanagementjournal/Citation/2008/05000/Part_I_Developing_a_Resilience_Accountability_.10.aspx)

**Summary:** This article looks at conceptions of resilience and literature on workplace stress and burnout. It discusses a tool for “revisioning” case managers’ life priorities that includes a Resilience Accountability Continuum comprises of ‘Self-Resilience,’ ‘Workplace Resilience,’ and ‘Life Space Resilience.’ The author makes a case for professionals prioritizing their own resilience.


**Summary:** Drawing from existing literature, this article proposes broad guidelines for enhancing nurses’ resilience. The guidelines focus on strengthening support systems, reducing risk factors (e.g., addressing staffing shortages, providing appropriate recognition), making the environment more protective, enhancing spiritual connections, building knowledge and skills, and enhancing social, emotional, and physical competencies.


**Summary:** This article reviews literature on the nature of resilience, characteristics of resilient individuals, contextualized resilience, how resilience can be learned, and resilience specific to healthcare contexts. The authors make three recommendations related to building health workers’ resilience through professional training programs and workplace learning.

**Citation:** McEwen, K. (2013). Building personal resilience as a geoscientist. *Applied Earth Science, 121*(4), 155-162.

**Link:** [http://www.tandfonline.com/doi/abs/10.1179/1743275813Y.0000000026](http://www.tandfonline.com/doi/abs/10.1179/1743275813Y.0000000026)

**Summary:** This article talks about the importance of resilience in the geoscientist work environment. The seven-factor Resilience at Work (RAW) scale is discussed. Practical strategies are presented for those working in the cyclical resource sector.


**Link:** [http://journals.sagepub.com/doi/pdf/10.1177/0004867417726174](http://journals.sagepub.com/doi/pdf/10.1177/0004867417726174)

**Summary:** This article presents a framework for creating a mentally healthy workplace that has five key features: designing work to minimize harm; building organizational resilience through good management; enhancing personal (employee) resilience; promoting and facilitating early help-seeking; and, supporting recovery and return to work. Literature is reviewed that address these five areas, with notes on the strength of evidence of each piece.


**Summary:** This article reviews literature on occupational stress, burnout, and resilience. The authors then propose a model of individual workforce resilience that includes components such as neuroticism, mindfulness, self-efficacy, and coping.

**Citation:** Rice, V., & Baoxia, L. (2016). Personal resilience and coping with implications for work. Part 1: A review. *Work, 54*(2), 325-333.

**Link:** [http://content.iospress.com/articles/work/wor2300](http://content.iospress.com/articles/work/wor2300)

**Summary:** This article, coming out of the U.S. Army Research Laboratory, reviews literature related to the concepts of resiliency and coping. Definitions, characteristics, and essential components are explored. The authors conclude that resiliency and coping are related, though separate, constructs that should not be used interchangeably and the authors make recommendations for further research on the concepts in relation to each other as well as within a military context.

Link: [http://bjgp.org/content/66/647/e423.short](http://bjgp.org/content/66/647/e423.short)

Summary: This article reviews literature review looked at measures, definitions, and components of professional resilience within primary care settings. Commonalities are noted in definitions of resilience and correlations between different sets of traits are outlined.


Summary: This article reviews literature on the impact of workplace resilience training on employee performance and well-being. The authors found in the review that resilience training can develop employees' subjective well-being, mental health, and personal resilience. Wider benefits associated with resilience training included employees' improved performance and better psychosocial functioning.


Summary: This article reviews literature on teacher, team, and school resilience. It begins with the educational context of the Netherlands but then expands more broadly to other educational contexts in looking at the way resilience could impact current educational challenges and ways to support resilience in school contacts. The authors point to four resiliency theories (Resilience Engineering, organizational mindfulness, resilience as a social system, and a human resource management perspective on resilience) as multi-level approaches to resilience that may be applicable to school contexts.


Summary: This article reviews literature related to organizational interventions seeking to improve the mental health of employees. The authors describe the interventions highlighted in 14 papers and discuss the mechanisms likely responsible for their success or failure. Individual interventions, employee assistance programs, and organization-focused interventions are represented among those reviewed.
Link: http://www.tandfonline.com/doi/abs/10.1080/23303131.2015.1093571
Summary: This article reviews the concept of resilience and state of its conceptualization as applied to human service organizations. The author proposes a “three-legged” (supportive social networks, collaborative problem solving, harmony between work and personal life) conceptual model for building resilience in human service organizations.

Summary: This article conceptualizes workplaces as a social system, reviewing literature from other social systems in discussion of things that should be accounted for in resilient workplace settings. It reviews the history of resilience theory and proposes a new model of workplace resilience based on the existing literature base and the author's own research with military families.

Summary: This meta-analysis reviewed literature about the effectiveness of resilience-building interventions in work settings. Results indicates that the most effective programs targeted those lacking core protective factors and at greatest risk of experiencing stress. More effective programs had one-on-one delivery or classroom-based delivery, while least effective programs used train-the-trainer models or computer-based delivery.

Summary: This article reviews literature focused on social stress models focused on the role of coping strategies in producing resilience or vulnerability to stress. Underlying neurobiological mechanisms are explored as they relate to resilience or vulnerability in the face of social stress. The authors' suggestion that resilience may be specific to stress contexts and that phenotypes of resilience may need fine-tuned to fit with shifting environments.
RESEARCH FROM THE UNITED STATES


**Summary:** This study looked at the correlations between the self-efficacy, personal resilience, psychological empowerment, and leadership style of managers in academic healthcare systems and the level of resilience in their organizations. The survey sample included 94 leaders who supervised licensed medical personnel in the Midwest. Results indicated three factors—intellectual stimulation, personal resilience, and self-efficacy—that had the highest correlation with organizational resilience.


**Link:** [http://repository.wcsu.edu/cgi/viewcontent.cgi?article=1014&context=jadara](http://repository.wcsu.edu/cgi/viewcontent.cgi?article=1014&context=jadara)

**Summary:** This study looked at risk and protective factors impacting Deaf people’s work-related resilience. The interview sample included 10 Deaf professionals working in varying fields. Analysis revealed four primary risk factors related to workplace inequities (audism and linguistism, challenges with networking, limitations in promotion, and needing to work harder than hearing peers). Protective factors related to involvement with the Deaf community.


**Summary:** This article talks about a pair of studies that looked at the efficacy of a survey designed to measure psychological capital (individuals’ hope, optimism, efficacy, and resilience) and its relationship to performance outcomes and job satisfaction. The sample for the first study included management students and the second sample included employees working in service and high-technology manufacturing fields. Results supported the efficacy of the instrument and found that the composite factor of all four measures of psychological capital was a better predictor of performance than the individual factors alone.


**Link:** [http://content.iospress.com/articles/work/wor2297](http://content.iospress.com/articles/work/wor2297)

**Summary:** This study looked at developing and testing of the Workplace Resiliency Instrument (WRI) for employees. The sample included 540 employees (nurses and administrators) working in hospital settings. Results indicated that the instrument had a good model fit and that the scores
were significantly positively correlated with the Brief Job Stress Questionnaire. Hospital administrators were found to have significantly higher WRI scores than nurses.


**Summary:** This study looked at the impact of a positive coping educational intervention on the stress levels within a healthcare setting. The pilot sample included 29 staff in an oncology unit and 15 healthcare leaders. Results indicated that the intervention was effective and feasible for encouraging well-being and positive coping strategies at both individual and organizational levels.

**Citation:** Shoss, M. K., Jiang, L., & Probst, T. M. (2016). *Bending without breaking: A two-study examination of employee resilience in the face of job insecurity*. *Journal of Occupational Health Psychology*.

**Link:** [https://www.ncbi.nlm.nih.gov/pubmed/27786505](https://www.ncbi.nlm.nih.gov/pubmed/27786505)

**Summary:** This article presents two studies that looked at the role of individual resilience (evidenced by dispositional tendencies and coping strategies) in mitigating several job insecurity-related consequences. One survey sample included 1,071 university employees in the northwestern U.S. and the other 335 employees demographically representative of the U.S. working population as a whole. Results indicated that resilience mitigated negative consequences of job insecurity, though with somewhat different patterning of mitigation.

**RESEARCH FROM AFRICA**


**Link:** [https://groups.psychology.org.au/Assets/Files/Koen%20et%20al%20ACP%202%202011.pdf](https://groups.psychology.org.au/Assets/Files/Koen%20et%20al%20ACP%202%202011.pdf)

**Summary:** This study looked at strengths, protective factors, and risks for professional nurses. The interview sample included 35 nurses identified as resilient and 10 nurses identified as lacking in resilience. Results indicated that

**Citation:** Kotze, M., & Lamb, S. (2012). *The influence of personality traits and resilience on burnout among customer service representatives in a call centre*. *Journal of Social Sciences*, 32(3), 295-309.


**Summary:** This study looked at resiliency factors and personality factors that could impact customer service representatives’ ability to manage burnout. The survey sample included 187
customer service representatives from a single call centre. Results indicated that resilience had a significant influence on two dimensions of burnout (professional efficacy and cynicism/depersonalisation) and that there was a significant linear relationship between the personality factors of agreeableness and conscientiousness and several dimensions of burnout.


**Link:** [http://www.tandfonline.com/doi/abs/10.1080/13678868.2015.1128677](http://www.tandfonline.com/doi/abs/10.1080/13678868.2015.1128677)

**Summary:** This study looked at determinants of personal resilience in nurses prescribing medications in Cameroon. The interview sample included 27 individuals occupying a variety of roles (e.g., nurses, nursing managers, medical practitioners). Analysis indicated that nurses face risk and vulnerability due to a lack of clear policies and procedures for prescribing medications, that a key to nurse resilience is ability to analyze their personal work context, and that relational competence is important for emotional resilience. The authors outline what they find to be the determinants of personal resilience and suggest that the information can inform human resource development (HRD) interventions at multiple systems levels.

**Citation:** Nnaemeka, L., & Olawale, K. (2017). Leadership styles and resilience as correlates of employee commitment among military health workers in Enugu and Onitsha, Southeast Nigeria. Social Scientia, 2(2), 69-81.

**Link:** [https://journals.aphriapub.com/index.php/SS/article/view/442](https://journals.aphriapub.com/index.php/SS/article/view/442)

**Summary:** This study looked at the relationship between leadership style, emotional resilience, and military health workers’ commitment to employment. The survey sample included 218 medical professionals (e.g., doctors, pharmacy assistants, dentists, physiotherapists) working in Nigeria. Results confirmed three hypotheses: a transformational leadership style was significantly positively related to work commitment; a transactional leadership style was positively related to work commitment; and, employee resilience was positively related to work commitment.


**Summary:** This study looked at whether resilience and trait hope moderate the relationship between work engagement and perceived high emotional job demands in Nigerian higher education contexts. The survey sample included 221 academic staff from two universities. Analysis indicated that emotional demands had a significant negative relationship with work engagement but was moderated by trait hope and that resilience had a significant positive relationship with work engagement.
RESEARCH FROM ASIA


Summary: This study looked at antecedents of employee resilience in the Chennai textile industry. The survey sample included 400 workers drawn through purposive sampling. Results of analysis indicated that factors such as social coherence, peer support, problem solving, excessive workload demand, and empathy were significant factors in employees' workplace resilience.


Summary: This study looked at the mediating impact of resilience in the relationship between high-performance work systems (HPWS) and employee engagement in the Chinese banking industry. The survey sample included 2040, including both senior management and lower level employees. Results indicated that there was a strong positive relationship between HPWS and resilience, that a positive relationship existed between resilience and employee engagement, and that HPWS had a direct impact on employee engagement even after controlling for resilience.


Link: [https://search.proquest.com/docview/1496695576/fulltextPDF/4676A1A0A66542A8PO/1?accountid=14586](https://search.proquest.com/docview/1496695576/fulltextPDF/4676A1A0A66542A8PO/1?accountid=14586)

Summary: This study looked at the relationships between emotional intelligence, caring behavior and resilience in male nursing students in Manila, Philippines. The sample included 186 male nursing students in their third and fourth year of study. Results indicated significant relationships between male nursing students' emotional intelligence and caring behavior, emotional intelligence and resilience, and caring behavior and resilience.


Summary: This study looked at the impact of Human Resource Practices (HRPs) on employee resilience within the Pakistani telecommunications sector. The interview sample included 23 respondents, including both senior level managers and lower-level employees. Analysis indicated that practices related to job design (e.g., gender neutral job design), employee benefits (e.g., mentoring and flexible work hours), employee development (e.g., training and development), and information flow within the organization (i.e., constructive information exchange and feedback mechanisms) have positive impacts on employee resilience.


Link: http://www.koreascience.or.kr/article/ArticleFullRecord.jsp?cn=KSONHT_2011_v20n1_14

Summary: This study looked at the resilience, occupational satisfaction, and occupational stress in a sample of clinical nurses. The survey sample included 433 nurses working in a clinical hospital. Results indicated that resilience was positively correlated with occupational satisfaction and a negative correlation with occupational stress. Resilience was found to have a significant difference depending on a variety of variables (e.g., age, religion, income, motivation for choosing nursing).


Link: http://journals.sagepub.com/doi/abs/10.1177/0256090916672765

Summary: This study looked at the underlying mechanisms through which resilience and organizational citizenship behaviors (OCB) interact. The survey sample included 345 employees in Indian manufacturing industries. Results indicated a positive relationship between resilience and OCB, with resilience influencing OCB. Organizational commitment was confirmed to be a mediator in the relationship between resilience and OCB.


Link: http://journals.sagepub.com/doi/abs/10.1177/0972262916628952

Summary: This study looked at the efficacy of a scale developed to measure team resilience within the IT industry. The sample used included 152 team leaders and project managers, almost half (47.4%) of whom were between 21-30 years of age. Results of statistical analysis lead to development of a hierarchical conceptual model for team resilience. In this model, four prime dimensions and ten sub-dimensions were identified-Mastery Approaches (Team Learning Orientation & Team Flexibility), Group Structure (Team Composition, Task Design, & Group Norms), Social Capital (Network Ties, Shared Language, & Trust), and Collective Efficacy (Perceived Efficacy of Team Members & Perceived Efficacy for Collective Team Action).
RESEARCH FROM AUSTRALIA


**Summary:** This study sought to identify factors impacting resilience in nurses working in residential aged care facilities. The interview sample included nine female registered nurses. Analysis indicated a number of factors important in determining resilience in this sample—a positive attitude, a sense of purpose, clinical expertise, and work-life balance.

**Citation:** Chamberlain, D., Williams, A., Stanley, D., Mellor, P., Cross, W., & Siegloff, L. (2016). *Dispositional mindfulness and employment status as predictors of resilience in third year nursing students: A quantitative study*. *Nursing Open, 3*(4), 212-221.


**Summary:** This study looked at two predictors of resilience (employment status and dispositional mindfulness) in third year nursing students. The survey sample included 240 undergraduate nursing students from three Australian universities. Results indicated that dispositional dispositional mindfulness had the strongest contribution to resilience and that together the predictive model explained 57% of the variance in resilience.

**Citation:** Cleary, M., Jackson, D., & Hungerford, C. L. (2014). *Mental health nursing in Australia: Resilience as a means of sustaining the specialty*. *Issues in Mental Health Nursing, 35*(1), 33-40.


**Summary:** This article discusses a 2012-2013 National Scope of Practice project focused on Australian mental health nurses. The research project had four rounds, the first of which is discussed in this paper and included a purposeful survey sample of 1,162 registered nurses from across the country. The project is discussed in the context of policy shifts and literature on personal, professional, and group resilience, and ways to build collective resilience for nurses working in the mental health field.


**Link:** [http://europepmc.org/abstract/med/26784690](http://europepmc.org/abstract/med/26784690)

**Summary:** This longitudinal study looked at the relationships between challenge stressors, hindrance stressors, and resilience in workplace settings. The survey sample included 208 working adults from across Australia who averaged approximately 33 hours of work per week. Results indicated a positive relationship between earlier challenge stressors and later psychological resilience; in contrast, earlier hindrance stressors were positively related to later
strain and negatively related to later resilience. Resilience at the initial time point was also negatively associated with later strain.

**Citation:** Foureur, M., Besley, K., Burton, G., Yu, N., & Crisp, J. (2013). *Enhancing the resilience of nurses and midwives: Pilot of a mindfulness based program for increased health, sense of coherence and decreased depression, anxiety and stress*. Contemporary Nurse, 45(1), 114-125.

**Link:** [http://www.tandfonline.com/doi/abs/10.5172/conu.2013.45.1.114](http://www.tandfonline.com/doi/abs/10.5172/conu.2013.45.1.114)

**Summary:** This study looked at the effectiveness of a mindfulness-based intervention for stress reduction among nurses and midwives. The pilot sample included 20 nurses and 20 midwives from teaching hospitals who participated in the daily 8-week long intervention. Results indicated that there were significant improvements on participants’ measures on the general health questionnaire (GHQ-12), the sense of coherence (SOC), and the depression scale of the Depression Anxiety Stress Scale (DASS).

**Citation:** Gayton, S. D., & Lovell, G. P. (2012). *Resilience in ambulance service paramedics and its relationships with well-being and general health*. Traumatology, 18(1), 58-64.

**Link:** [http://journals.sagepub.com/doi/abs/10.1177/1534765610396727](http://journals.sagepub.com/doi/abs/10.1177/1534765610396727)

**Summary:** This study looked at whether time in the paramedic profession increased resilience or whether more resilient people chose to enter the profession and whether there was a positive relationship between resilience and paramedics’ general health and well-being. The survey sample included 219 both practicing paramedics and students studying to be paramedics. Results indicated that time in the field was positively associated with resiliency level and resilience was significantly associated with health and well-being.


**Link:** [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4612648/](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4612648/)

**Summary:** This study looked at the relative contribution of individual psychological resilience and trait negative affect in the professional quality of life of Australian nurses. The survey sample included 1,743 nurses working in multiple sectors (private, public, and aged-care). Results indicated that there was a significant negative relationship between anxiety, depression, stress, and trait negative affectivity and resilience and compassion satisfaction. In contrast, there was a significant positive relationship between the aforementioned and burnout and secondary traumatic stress.


Summary: This study looked at the experiences of midwives and nurses who thought of themselves as resilience. The interview sample included 16 primarily Australian-born nurses and midwives working in a metropolitan public hospital. Results indicated that participants attributed their workplace resilience to personal characteristics (self-care, self-motivation), support networks (both among colleagues and outside the workplace), and their ability to organise their work (autonomy, emphasizing satisfying aspects) in a way that promoted personal resilience.


Link: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4949488/

Summary: This study looked at whether the ICWR-1 model of individual resilience held true for nursing students. The survey sample included 422, primarily female, students in their final year of study in Australian and Canadian nursing schools. Results partially supported the ICWR-1 model–mindfulness and coping had direct impacts on burnout, with higher levels of mindfulness and adaptive coping strategies being negatively associated with burnout, though no such direct relationship was found for self-efficacy. Resiliency significantly influenced the relationship between mindfulness, coping and self-efficacy, and burnout. Unlike model predictions, Neuroticism did not play an indirect moderator role.


Summary: The authors sought to develop an effective tool for measuring individuals' workplace resilience. This article discusses results of two cross-sectional studies looking at factor analysis for the new tool. The first study had a sample size of 355 and the second a sample size of 195. In both studies, a majority of the sample was female and the top two areas of work were Health and Education. Results indicated that the tool's 20-item scale explained 67% of the variance. These items addressed seven aspects of workplace resilience that can be taught–living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks.

RESEARCH FROM CANADA


Link: http://www.tandfonline.com/doi/abs/10.1080/0312407X.2016.1203965
**Summary:** This study looked at social workers’ stress levels, burnout, and resilience following a mindfulness-based intervention. It used an intervention and waitlist control design. The sample included 14 Canadian social workers. Results indicated that perceived stress decreased in the intervention group and that those in the intervention group reported positive changes to their behaviours, attitudes, perspectives, and energy at work.


**Link:** [http://www.tandfonline.com/doi/abs/10.1300/J490v22n01_08](http://www.tandfonline.com/doi/abs/10.1300/J490v22n01_08)

**Summary:** This study involved implementation and evaluation of a Critical Incident Stress Management (CISM) program for Canada Post Corporation Pacific Region. The interview sample included 6 peer referral agents (PRAs). Interview analysis indicated five themes: 1.) increased confidence in the PRAs, 2.) increased confidence in the CISM program, 3.) CISM’s location in smaller areas provided a valuable resource not previously present in the rural setting, 4.) skills learned by the PRAs was helpful in diffusing conflict within the work setting, and 5.) PRA’s ability to help people transition back into the workplace following extended absence.

**Citation:** Frolic, A. N. (2016). Pilgrims together: Leveraging community partnerships to enhance workplace resilience. *The International Journal of Whole Person Care, 3*(1), 46-62.


**Summary:** This article looked at the formation and work of the “Discovering Resilience Collaboration” that brought mindfulness practices into some Canadian Healthcare settings. The author narrates her own and the group experience, leading the reader through nine lessons of the collaborative (e.g., “Change in the world starts with change in yourself; invest first in your own resilience”; “Values and relationships drive quality in mindfulness programming”; “Engage opinion leaders through direct, personal experience, while connecting mindfulness to organizational strategic priorities”). Reflective questions are posed to readers at the end of discussion of each lesson.

**Citation:** McLarnon, M. J. W., & Rothstein, M. G. (2013). Development and initial validation of the Workplace Resilience Inventory. *Journal of Personnel Psychology, 12*(2), 63-73.


**Summary:** This study looked at the validity of the newly-created Workplace Resilience Inventory (WRI). The sample included 232 people, 18-53 years of age, from a large Canadian university. Results indicated: that factors of the WRI demonstrated independence and internal consistency; that there was a moderate positive correlation between the Resilience scale of the PsyCap instrument and six of the eight scales of the WRI; that life satisfaction was moderately positively correlated with three of the WRI facets; that depression was moderately negatively correlated with four of the WRI facets; and that perceived stress was moderately negatively correlated with four of the WRI facets. Taken together, the results provided initial evidence of reliability and validity for the WRI. The authors concluded that the WRI was an improvement of the existent resiliency tools.

Link: [https://journals.library.ualberta.ca/jchla/index.php/jchla/article/view/29199/21352](https://journals.library.ualberta.ca/jchla/index.php/jchla/article/view/29199/21352)

**Summary:** This study looked at the helpfulness of a recreational reading program to promote employees’ workplace wellness within a hospital setting. The survey sample included 32 employees from both clinical and non-clinical groups. Results indicated that the readings were relevant to the needs of employees, that the reading program was perceived as valuable for employee stress-management, and that it was an effective strategy for improving resilience of the individuals and organization of focus.

**RESEARCH FROM EUROPE**


**Summary:** This study looked at micro-processes of resilience within organizations as reported by resilience managers. The qualitative sample included 137 resilience managers from 127 public and private sector organizations. Data collected included interviews, focus groups, and non-participant observation. Analysis indicated four themes related to daily challenges in resilience managers' work–impossible work, pointless work, unsupported work, and unpleasant work. The authors cite research in working to unpack underlying mechanisms undermining resilience managers' daily work.


**Summary:** This study looked at what made German leaders resilient, with focus on individual, situational, and behavioral factors. The interview sample included 27 leaders from either business sectors (e.g., military, finance, education, mechanical engineering). Analysis indicated 17 factors that made leader’s resilience necessary (e.g., digitalization, effort intensification, time pressure, and interpersonal relationships) that the authors fit into three categories–work environment, job-related, and individual factors. They also identified 77 factors related to resilience that they placed into their three main categories (individual, situational, and behavioral) and multiple sub-categories (e.g., traits, environmental factors, interpersonal behaviors).


Summary: This longitudinal study looked at teachers' perceptions of their abilities to be resilience and factors influencing their resilience. The sample of 300 elementary- and secondary-level teachers in England was interviewed twice a year for three consecutive years. Findings indicated that teachers in early and mid-career phases were more likely to retain a sense of resilience, that teacher resilience was not always directly connected to the percentage of low-income students in their school, that relational workplace context was widely reported to contribute significantly to resilience, and that school leadership has an important role to play in supporting resilient teachers.


Summary: This study looked at the development and efficacy of the Situational Judgement Test (SJT) for assessing resilience in palliative health care workers. The sample included 284, primarily female, palliative care workers filling a number of occupational roles (e.g., nurse, social worker, occupational therapist). Results indicated that the SJT had a positive association with well-being and employee attitudes and a negative association with self-reported sickness absence. The SJT was found to have high internal consistency and acceptable test-retest scores.


Link: http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0156279

Summary: This study looked at whether different dark-side traits (e.g., excitable, bold, reserved, diligent) are connected to maintenance of resilience and vulnerability to burnout in ambulance drivers. The survey sample included 451 ambulance drivers. Analysis indicated that scoring high on the traits of diligent and bold while scoring low on the traits of imaginative, cautious, and excitable was associated with increased resilience. Scoring high on the traits of cautious and excitable while scoring low on the traits of reserved and bold was linked to vulnerability to burnout.


Link: http://onlinelibrary.wiley.com/doi/10.1111/1467-9566.12293/full

Summary: This study looked at whether there a difference in the association between ill health and hazardous working conditions depending on allowed absence for sickness as well as whether the association between low educational level and health was impacted by the same variable (allowed absence for sickness). Data used for analysis came from the 2010 European Working Conditions survey, with a restricted focus on those ages 25-60 years who were not self-employed
and were working at least 15 hours a week. This left a sample size of 10,751 men and 11,753 women. Analysis indicated that mental wellbeing increased for both men and women exposed to physical hazards and psychosocial job strain when they had higher levels of allowed absence for sickness after controlling for their country’s GDP.

Citation: Warren, L., & Hunter, B. (2014). Reflecting on resilience in midwifery. The Practising Midwife, 17(11), 21-23.

Link: http://europepmc.org/abstract/med/25597133

Summary: This study looked at the experiences of midwives who viewed themselves as resilient. Through a closed online discussion forum, participants described both day-to-day and long-term strategies for maintaining resilience. Implications of findings and continuing gaps in the literature base are discussed.

RESEARCH FROM LATIN AMERICA


Summary: This study looked at underlying brain activity in San Paulo police officers who had experienced trauma through use of fMRI technology. The officers were divided into three different categories—those with partial Posttraumatic Stress Disorder (PTSD) who were receiving psychotherapy, though with partial PTSD who were not receiving psychotherapy, and those who were resilient and did not have partial PTSD. Results indicated that following psychotherapy, officers who had partial PTSD diagnoses exhibited fewer PTSD symptoms and had neural expressions that were similar to those in the resilient group. Increased medial prefrontal cortex activity concomitant to decreased activity in the amygdala during retrieval of traumatic memories appeared in both the resilient group and the group that had been through psychotherapy.

RESEARCH FROM THE MIDDLE EAST


Summary: This study looked at the effects of a variety of variables (violence exposure, staff resilience, job stress, post-traumatic growth) on the life satisfaction of mental health nurses. The survey sample included 118 nurses working in a large hospital in Israel. Results indicated that life satisfaction was accounted for more by post-traumatic growth, job stress, and staff resilience than by exposure to physical and verbal violence.
**Citation:** Khademi, M., Ghasemian, D., & Hassanzadeh, R. (2014). The relationship of psychological resilience and moral intelligence with psychological well-being in the employees of Iranian National Tax Administration. *International Journal of Basic Sciences & Applied Research, 3*(8), 481-484.


**Summary:** This study looked at the relationship between psychological resilience, moral intelligence, and psychological well-being in Iranian National Tax Administration employees. The survey sample included 127 employees. Regression showed that moral intelligence significantly predicted psychological well-being and that resilience was not a statistically significant variable in the regression model.

**RESEARCH FROM NEW ZEALAND**


**Summary:** This interview study looked at factors of resilience in social work. The sample included 20 experienced practitioners and 7 supervisors of student social workers. Results indicated a number of factors ties to both one's context of practice (e.g., boundaries management, reflection, work-life balance), implications for social work education (e.g., impact of prior life experience, preparing for a stressful work environment), and advice for new social work graduates (e.g., self-care, maintaining professional learning).


**Summary:** This study looked at the effects of an employee’s regulatory focus (promotion and prevention) on the relationship between their resilience and their workplace’s resources (support and feedback). The survey sample included 162 white collar employees from four medium-sized organizations. Results indicated that a focus on promotion was positively associated with employee resilience that employees with a high prevention-high promotion focus were the most resilient, and that low prevention-low promotion focused employees were particularly negatively impacted by low levels of feedback.

**Citation:** Nguyen, Q., Kuntz, J. R. C., Naswall, K., & Malinen, S. (2016). Employee resilience and leadership styles: The moderating role of proactive personality and optimism. *New Zealand Journal of Psychology, 45*(2), 13-21.


**Summary:** This study looked at relationships between the dispositional variables of optimism and proactive personality, leadership styles, and white collar employees' resilience. The survey sample
included 269 New Zealand workers. Analysis indicated that employee resilience was significantly related to optimism, a proactive personality, and empowering leadership and that contingent reward leadership and optimism interacted to predict employee resilience.

You can find more information on related topics at: www.extension.umn.edu/family/cyfc/