

Psychological Resilience During Organisational Restructuring in the Indian Context

Priya Sundararajan¹, Evageline Supriya²

^{1,2}M.Sc Psychology, Department of Psychology, Centre for Distance and Online Education, JAIN (Deemed-to-be University), Bengaluru

Abstract

Reorganization in any organization is a stressful process for sure. This is a known fact. The questions this research aims to answer are: How is the relationship between resilience and stress and their perception of the climate in the workplace environment in Indian employees who face organizational reorganization? A quantitative cross-sectional online survey was conducted among employees working in the sectors of life sciences, information technology (IT), manufacturing, banking, and general business using three adapted tools: a 15 item resilience scale (Connor-Davidson Resilience Scale), a 15 item stress scale (Perceived Stress Scale) and an organizational climate questionnaire, in which three subscales were considered: communication, leadership support, and peer support. The answers were matched in all three questionnaires for each respondent (46 resilience, 43 stress and 39 climate responses; 35 respondents answered all three). The findings revealed that resilience is moderate to high and stress is moderate, not at crisis level. While climate had a positive impact on resilience, the peer support was assessed as the strongest of all three dimensions with communication being ranked the lowest. It turned out that resilience had a negative correlation with stress ($r_s = -0.51$), but a positive one with communication, leadership, and peer support ($r_s = 0.42$ to 0.55). In addition, the climate factors had significant correlations between themselves, with the greatest one being that of communication and leadership ($r_s = 0.83$). With regard to the findings obtained with robust regression, peer support proved to be the only predictor of resilience (an effect which was not a robust one), while job insecurity appeared the only predictor of stress. In conclusion, resilience can be considered as the component both of the organizational climate and stress. However, there was high intercorrelation between climate components and they overlapped.

Keywords: Psychological Resilience, Organisational Restructuring, Perceived Stress, Organisational Climate, Leadership Support, Peer Support, India

1. Introduction

Restructuring has now become a normal aspect of Indian organizations - it is no longer an exception but the norm. The impacts of globalization, digitization, and competition continue to force organizations to merge, downsize, redesign positions, and realign departments. It may be the case that this helps increase efficiency in the organization. But this does not mean that individuals within the organization are spared from the impact of this. New reporting lines are created. Long-held procedures become altered overnight. Relationships that were long assumed suddenly get broken. This results in the inevitability of

anxiety, confusion about expectations, and insecurity of employment - all of which affect motivation and performance.

And here comes into play the importance of resilience. Resilience as an abstract concept refers to coping with adversity. The workers that have resilience have better emotional regulation and fast adaptability. It is quite obvious that with the help of resilience, people overcome obstacles, while others cannot do it. So it works as a kind of a buffer, which absorbs part of the shock caused by the restructuring of the company before affecting their performance or wellbeing. However, there is one aspect – such quality does not come from nowhere. There are certain aspects such as leadership effectiveness, information communication, peer relations, and social support that affect the level of resilience.

In recent years, there have been numerous concerns raised about the issue of stress at work and mental health in India, but surprisingly, none in the field of literature in regard to restructuring. There is plenty of literature on stress management, but none in relation to any transition process. Here lies the importance of this study, the effort to understand the phenomenon of restructuring and its relationship to resiliency in regard to stress perception.

Large Information Technology firms such as Infosys have made acquisitions in order to enhance their digital capabilities [15]. Restructuring has been done because of the disruptions caused by the pandemic. The focus of this paper will be on the employees – common people who are part of all this disruption – and how they relate to stress.

There are several theories on resilience that have been developed elsewhere and are brought in here without much modification. The purpose of this paper is to raise a challenge to this trend and present a theory of resilience based on personal hardiness, stressors and coping mechanisms, especially community and organizational ones.

However, there is a clear advantage in practical terms as well. Research findings about factors contributing to resilience will help HR and management reduce attrition [5]. On the one hand, there is the issue of policy, with the introduction of labor codes in India being oriented toward the welfare of workers, and, on the other hand, there is a human factor as well, especially in a country like India where work and home environment are combined.

2. Literature Review

In today's professional organisational psychology, psychological resilience within work setting is no longer perceived as a static trait. The emphasis has shifted from the idea of psychological resilience as the static trait to the idea of the ability that allows the individual to preserve or regain functional well-being in the situation of uncertainty due to synergy of the individual abilities and social systems [6]. Further, it has been proposed by Indian scholars that resilience is an organisational trait which develops within the context of supportive leadership, psychological safety and mental well-being ecosystem. In terms of the restructuring process in India, empirical research findings indicate that restructuring increases stress and job insecurity, which cause anxiety due to bad communication and injustice. In the empirical research done in India, it seems that there is some evidence that resilience acts as a protective factor against burnout and depression, and the manner in which people deal with stress in the process of change is influenced by both coping styles and organizational support [23]. There are four interrelated themes that emerge from this literature review.

Conceptualising Psychological Resilience at Work in India

Since then, trait theories of resilience have become largely outdated in favor of process-based theories of

resilience [24]. The work of Luthar, et al. (2000) [22] and Bonanno (2004) [6] defined resilience as the process of dealing with adversity, rather than as a stable trait of individuals, which is now a commonly accepted assumption in contemporary meta-analyses and guidelines regarding resilience [6]. On the heels of this development, the psychological capital approach, pioneered by Luthans, et al. (2007) [21], treated workplace resilience as a multifaceted concept – resilience as a combination of individual and organizational aspects of resilience. According to this approach, resilience depends not only on self-efficacy, optimism, and emotional regulation, but also on interpersonal support networks, communication systems, and structure allowing for adaptation. Workplace resilience involves a two-way interaction between individual and organization.

The systems approach, nonetheless, may be pushed even further. Work resilience has to be perceived more of a collective strength rather than an individual one, resulting from being a member of the mental wellness ecosystems, effective leadership, and psychological safety [16]. Resilience at work in India is created via constant learning, empathic leadership, and HR practices that consider the impacts of trauma; that is why they will be able to cope with the disruption. Stress management in the Indian workplace supports the same message: there should be culturally competent and psychologically aware leaders and HR practices, making it a norm to talk about stress and mental well-being.

The research that has been carried out with the help of samples taken from Indians has also tried to validate the construct of resilience. For instance, in a study done by Malik et al. (2018) [23], in which the Resilience at Work Scale was used in the Indian IT industry sample, it was proved that this construct is valid in India because it provides reliable results with the factor validity. Thus, the concept of resilience can be operationalized in a usual organizational environment in India. It was also shown that there is positive correlation between resilience and engagement and negative one with burnout.

Organisational Restructuring and Employee Stress in India

Restructuring has now become common practice in business organizations in India owing to globalization, innovations, competition, and many other reasons. The research done on stress caused by restructuring has always arrived at the same conclusion, which is that the process causes insecurity and stress when there is poor communication or when the process is seen as unfair [26]. The evidence from Indian companies reveals that the process of restructuring causes low morale, loyalty, and trust, and confusion in role expectations.

The findings of a critical review of corporate restructuring in the Indian market show that high level of job insecurity, role ambiguity and low communication are linked to low job satisfaction, engagement, and psychological well-being of employees in the situation of corporate restructuring. There are no ambiguities in the findings obtained during the review: communication and support in the process of corporate restructuring are essential for companies to minimize damage to the psychological well-being of their employees. Overall, the impact of corporate restructuring goes beyond organizational efficiency and includes psychological well-being, emotional stability and commitment. In the industry such as IT, service and manufacturing, where corporate restructuring is likely to occur along with rapid technological changes and challenging performance objectives, the stress level of employees is rather high – hence, the need for resilience from the theoretical perspective [23].

Resilience as a Buffer During Change in Indian Workplaces

Thus, is it really possible that resilience enables workers to shield themselves from the negative influence generated by the difficult workplace environment? Research proved by science confirms that yes, but with certain nuances. More precisely, as Malik, et al. (2018) [23] state, among the IT employees

in India "high levels of resilience lead to increased levels of employee engagement". It means that in addition to being able to shield from the negative influence, resilience can also generate some favorable circumstances.

Additional evidence on the influence of resilience on well-being can be provided, going further than just coping. Specifically, in cases of organisational restructuring – uncertainty, lack of role clarity, real threat of dismissal – those employees who are more resilient appear to have better abilities to regulate emotions, reframe, and keep a purpose in life [23]. Additionally, Indian professionals with high resilience scores were found to use more effective forms of coping such as problem-solving and social support seeking rather than avoidant and withdrawal ones. Thus, resilience can be regarded as one of the most important variables in explaining differences in response to change [27].

Coping Strategies and Organisational Support in Indian Settings

In India, coping research includes problem solving, help-seeking, emotion management, and reframing of the situation in a positive way. In India, resilience can be observed through the actions rather than through the scores obtained on a scale.

Adjustment Stress and Coping Strategies of Young Indian Employees is a study on stress due to adjustment as young professionals. Sources of stress for young professionals included workload stress, role ambiguity, and social network pressure. Ways of handling such stress included mentoring, formal orientation process, and mentoring from peers and supervisors. However, what the authors focused on was the need for further research on office politics, boundary management, and assertiveness.

Another critical issue for building up coping skills is the establishment of culturally sensitive processes such as the use of confidential "wellness circles" and employee-assistance programs to promote constructive discussion on mental well-being within the context of hierarchy-based corporate structure found in India. Structures need to conform to cultural and organizational hierarchies in order to be effective. These structures need to fit into the normal routines of leadership instead of being separate structures which will never be implemented. This is true to the idea that workers need access to coping resources and organizational assistance for resilience building [31].

In summation, resilience is a more dynamic and context-dependent construct, which is driven by the interactions between individual capabilities and organizational dynamics [36]. Restructuring in India is invariably associated with stress, anxiety and poor morale due to lack of communication and perceptions of inequity in change initiatives. Furthermore, research evidence with regards to Indian IT professionals and corporate employees indicate that resilience functions as a protective mechanism for changes and allows people to maintain their engagement and coping skills amid work pressures [23].

The Present Study

In regard to resilience issues, the Indian corporate environment has seen research conducted, but much is still to be accomplished particularly in relation to the problems associated with business mergers, staff redundancy, and re-organised teams. There have not been many empirical studies which would focus specifically on the problems faced by individuals who undergo through these events, and only a few have included both quantitative and qualitative research techniques instead of relying strictly on cross-sectional research methods irrespective of the participants' roles. The relationship between stressors, coping mechanisms and organisational support was hardly ever explored using conceptual frameworks designed specifically for the Indian conditions, and even the measurement scales were primarily developed somewhere else [23].

In particular, two areas in which this research was based were lacunas. First, not many studies have been done in India that involve the issue of organizational restructuring involving employees through designs of restructuring that actually happen and not through cross-sectional studies. Second, there is a lack of examination of factors of stress, coping, and organizational support in an Indian context of organizational restructuring, making it hard to develop intervention programs that would deal with the ecological framework of resilience. The gap is filled by this research through dealing with the issue of Indian employees undergoing organizational restructuring.

3. Method

A quantitative and cross-sectional research design has been adopted to understand the phenomenon of resilience in the Indian organizational setting during restructuring and its association with stress and organizational climate (communication, leadership support, and peer support).

Hypotheses

- H1: The perception of organizational support (Communication, leadership support, peer support) significantly correlates with resilience during restructuring.
- H2: Resilience significantly correlates with the perception of stress.
- H3: Leadership and Peer Support significantly predict resilience even after controlling for the variance of stress.
- H4: Resilience significantly predicts stress even after controlling for the variance of job insecurity and climate variables..

Participants

The participants recruited for the study were employees from Indian firms who are currently going through or have gone through in the previous year the process of organizational change in the form of merger, acquisition, downsizing, departmental restructuring, etc. in sectors such as life sciences, IT, manufacturing, banking, and general business. The participants were recruited through an online survey employing non-probability (convenience) sampling method, and therefore, the sample selected is not a representative sample of Indian employees. The number of respondents was different in each case due to missing values. The number of participants who responded to each questionnaire was 46 for the resilience scale, 43 for the stress scale, and 39 for the Organizational Climate Questionnaire. As the responses to the three questionnaires were matched on the basis of email address, the number of matched cases was 41 in case of resilience and stress, 35 in case of resilience and climate, 35 in case of stress and climate, and 35 in case of all three questionnaires.

Measures

Resilience Scale

The resilience scale used in the current study is a 15-item scale adapted from the Connor-Davidson Resilience Scale (CD-RISC) [9] for the Indian workplace setting. This scale assesses the resilience in the workplace on a 5-point scale (1 = hardly ever true, 5 = almost always true), with a score range of 15 to 75, where high scores show high resilience. The original CD-RISC scale is known to have excellent internal consistency ($\alpha = 0.85-0.90$) and test-retest reliability, and construct and convergent validity has been established in a wide range of populations, including Indian samples. As the current scale is a modified and shorter version of the original, it cannot be assumed to have all these characteristics; the internal consistency of the current scale in the current sample was excellent (Cronbach's $\alpha = 0.88$), but its factor structure was not studied.

Stress Scale

The stress measure used in this study was adapted from the Perceived Stress Scale (PSS) [7] and served to evaluate stress experienced by employees during the process of reorganisation. The scale is made up of 15 questions that are answered according to a 5-point scale where 1 means “almost never” and 5 “almost always”. There was not a single positive statement in the scale, therefore, none of the scale items needed to be reversed-scored. This way, the scale scores vary between 15 and 75, the higher the score, the greater the perception of stress. Question 8 of the scale, which evaluates feeling of uncertainty whether or not you will continue to have your current job, was additionally considered separately as a job insecurity indicator. The scale reliability coefficient was excellent ($\alpha = 0.92$).

Organisational Climate Questionnaire

Organisational Climate Questionnaire is a brief scale, derived from Organisational Climate Scale (OCS) [29] and evaluates communication, leadership and peer support in organizations in India. The responses to the items were measured on a 5-point scale (from “strongly disagree” to “strongly agree”) and the higher the score, the more favourable climate it indicates. The reliabilities are in the range from 0.70 to 0.90 and the construct validity is provided by factor analysis. The convergent validity is proven by positive correlation with job satisfaction and organizational commitment [29]. The scale consisted of 20 items and the 15 items composing three subscales analyzed here (communication, items 1-5; leadership support, items 6-10; peer support, items 11-15) were utilized, and the subscale score is the average of the five items. The Cronbach’s α for the present sample was 0.84 for communication, 0.86 for leadership support and 0.84 for peer support.

Procedure

Questionnaire survey was conducted through the Internet using participants from the various sectors taking part in this research. In addition to this, it was made sure that the participants were aware of the fact that their participation in this research is completely voluntary, that there will be no linkage between their performance and any sort of evaluation of their performance in the future. Since companies in India follow hierarchical structure, the survey was done without supervision.

Data Analysis

The questionnaires were then paired based on the respondents’ e-mails, and the data were cleaned for missing values and outliers. There were several items answered with more than one response option (5 for resilience, 11 for stress and 27 for climate); their responses were averaged. Composite variables for resilience, stress and climate were generated. Descriptive statistics for all variables were computed, and Cronbach’s alpha for each measure was computed. Since the resilience scores were not normally distributed (Shapiro-Wilk $W = 0.89$, $p < 0.001$), Spearman correlations were calculated between resilience, stress and climate measures using all matched pairs. Regression analysis was robustly undertaken (using Huber M estimation of standardized scores) on the models that were developed for the relation of resilience with its predictors (stress, leadership support, and peer support) and for the relation of stress with its predictors (resilience, job insecurity, communication, and leadership support). The predictive models were based on the sample of 35 respondents with full data. Sensitivity analysis was undertaken for the sensitivity of the results with respect to the methodology of developing scores for multiple-response questions, the case with lowest score, overlapping climate questions in resilience, and job insecurity question in stress score.

Ethical Considerations

Specific sensitivities for organisational restructuring research within an organisation which has hierarchical structure were taken into account. One needs to note that all participants took part voluntarily and confidentially, therefore, an informed consent was acquired from all the participants [2]. Only email addresses of participants were gathered in order to be able to match the responses in the three questionnaires, and they were not used for anything else and deleted before analysis. The other personally identifiable information concerning the respondents was not collected at all. Researchers were trained in the aspects of the trauma-informed approach, and moreover, the participants were free to decline answering certain questions or even participating in the research in general. Referral services were provided to those participants who were quite upset by the research process..

4. Results

The instruments that were used to collect data were:

- A 15 item resilience scale based on Connor-Davidson Resilience Scale (CD-RISC) for Indian work place setting.
- A 15 item stress scale based on Perceived Stress Scale (PSS) measuring the intensity of stress during the reorganisation process.
- An Organisational Climate Questionnaire of 20 items out of which only the three five item sub scales of communication, organisational leadership and colleague (peer) support were considered, once again adapted for Indian organisations.

The participants were from various industries in India including Life Sciences, IT, manufacturing, banking, other general businesses and belonged to various job profiles such as marketing, sales, administration and technical. Out of all the responses obtained, 46 were taken for resilience analysis, 43 for stress analysis and 39 for Organisational Climate Questionnaire analysis..

Composite scores were generated for all the three scales based on the widely used approach to scoring through the Likert scale. Resilience was assessed through 15 items and stress through 15 items that were scored in the 1-5 scale, where high scores showed high resilience levels and high stress levels respectively; stress items were negatively worded, therefore, none of them needed to be reversed. Climate subscales (five items each) were rated on the 1-5 scale, where higher scores indicated high support levels. Items that had more than one answer were scored as the mean score of all the options chosen.

Descriptive Statistics

Table 1: Descriptive Statistics for Resilience and Stress

Variable	N	Total M	Total SD	Min	Max	Item M	Item SD
Resilience (adapted CD-RISC)	46	56.14	9.56	17	75	3.74	0.64
Stress (adapted PSS)	43	43.93	11.99	20	75	2.93	0.80

Note: Both the scales are 15-item scales rated from 1 to 5, (range 15-75); CD-RISC = Connor–Davidson Resilience Scale; PSS = Perceived Stress Scale; M = Mean; SD = Standard Deviation. “Item M” and “Item SD” show the mean per item score.

Table 2: Descriptive Statistics for Organisational Climate Subscales (N = 39)

Subscale	M	SD
Communication	3.32	0.87
Leadership Support	3.55	0.83
Peer Support	3.70	0.68

Essentially, this case study performed quite well in coping with organisational change, but the environment where they operated could be improved even further. They experienced medium stress levels. The environment was very supportive. Communication was their worst aspect.

Resilience Level

The mean score for this item stands at 56.1, which out of the 75 possible scores is rather high (item mean score 3.74; between “sometimes true” and “often true”). This is a good indicator in relation to transformation since a highly resilient employee is expected to readily adapt to change, deal with ambiguity and be able to bounce back in case he or she meets with some obstacles during the process. It should also be noted that nearly a third of the staff (35% percent) received an item mean of 4 (“often true”) and above, which means that they are reasonably ready from the psychological point of view to go through a transformation period, while a handful of employees received very low scores (the lowest scores are 17 and 38). This is an important advantage since the success of any change initiative hinges on the readiness of the staff to stay committed amid change. This does not imply that the staff is going to stay unaffected by change. Even relatively high scores for average resilience do not guarantee lack of stress.

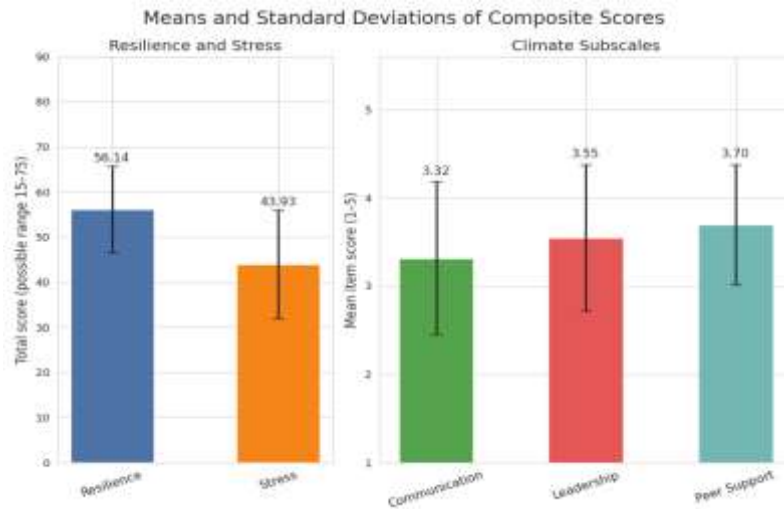
Stress Profile

Given the fact that a stress mean is 43.9 out of 75 (an item mean is 2.93 which is almost ‘sometimes true’), the measure of stress is positioned right in the centre of the scale making up only 48% of the possible scale. The measure of stress was also higher than that of resilience (SD = 12.0) ranging between 20 and 75. In other words, the moderate level demonstrates that the employees experienced certain level of stress but did not have too many stress factors affecting them. This is a really significant point in the context of the organisational restructuring because such an activity typically entails the emergence of a great number of stress factors such as uncertainty, overloading, and emotional exhaustion. Moderate level proves that the employees could handle such stress factors without being affected by these factors, otherwise the organisational intervention would have been helpful in their coping with the factors preventing them from reaching the state of burnout and disengagement..

Climate Pattern

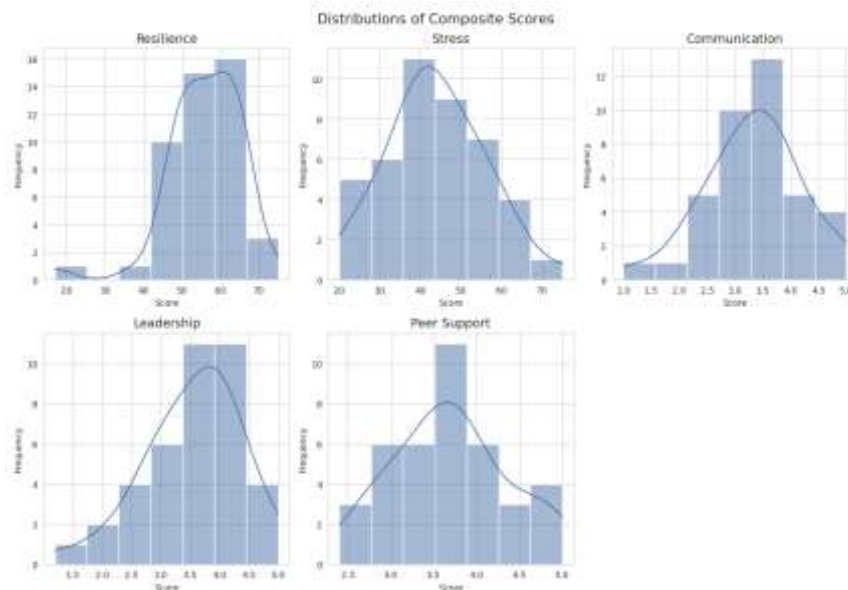
All the climate subscales score more than 3.0, which indicates that people have positive attitudes towards the environment. Strong peer support indicates that colleagues have been one of the valuable sources of information, and it is very essential to recognize this aspect during the transition phase since it may play a crucial role during this period when all the formalities of change are going on. The aspect of weak communication is also quite interesting, despite the fact that this score is above the midpoint. Weak communication indicates lack of clarity, consistency and transparency in the entire process of change.

Figure 1: Means and Standard Deviations of Composite Scores



Note. Resilience and Stress are 15-item totals (possible range 15–75; left panel); Communication, Leadership, and Peer Support are subscale means scored 1–5 (right panel). Error bars show ± 1 SD.

Figure 2: Distributions of Composite Scores



Correlational Analysis

Table 3: Spearman Correlations Among Study Variables (Pairwise Complete Cases, N = 35–41)

Variable	1	2	3	4	5
1. Resilience	—				
2. Stress	−0.51***	—			
3. Communication	0.55***	−0.45**	—		
4. Leadership	0.42*	−0.56***	0.83***	—	
5. Peer Support	0.45**	−0.33	0.34*	0.34*	—

Spearman's correlations were performed because resilience is not normally distributed; robust regression methods were employed in subsequent modelling. * $p < 0.05$. ** $p < 0.01$. *** $p < 0.001$.

Two features that stand out right away are the following: first, resilience showed negative correlation with stress but positive with climate factors; second, climate factors showed significant correlation with each other, especially communication and leadership.

Overall Pattern

Furthermore, there was also an inverse relationship between stress and resilience, which means that the higher the level of stress was, the lower the level of resilience was. In addition, resilience was positively correlated with communication, leadership, and peer support, which means that high level of peer support was related to high levels of resilience. On the other hand, stress was negatively correlated with communication and leadership, as well as peer support, but this last correlation was marginal ($p = 0.051$). However, it should be noted that climate variables were significantly correlated among themselves, as well as with communication and leadership, which have very high correlation, which means that all these factors are not independent climate characteristics. As the answers in the questionnaires were matched (as the study used Spearman correlation test, because of non-normal distribution of the data on resilience), and as removal of the participant with the lowest score changed the results slightly, then the correlations shown here are not coincidences.

Resilience and Stress

It was found that there was a significant negative correlation between Resilience and Stress ($r = -0.51$; $p < 0.001$) that was more significant only than the negative correlation between stress and leadership support ($r = -0.56$). High Resilience participants had a negative correlation with high stress that provided information about the effect size that was significant in behavioral science and confirmed that resilience is a protective factor, not an additional resource, despite the fact that the cross-sectional design is unable to confirm this. Employees who can quickly restore themselves after a difficult situation and who are flexible in difficult situations might be more ready to cope with stressful situations. It is especially true in the organizational setting where stress becomes one of the major barriers for change implementation. People suffering from stress do not react well to changes.

Resilience and Climate

The correlation of resilience with each of the three climate variables was positive with coefficients 0.55 for communication, 0.42 for leadership, and 0.45 for peer support. Among them, the strongest relation between the two under discussion was between communication and resilience and followed by peer support and leadership. In other words, in this particular case resilience was not just an individual trait since the more assistance was provided to employees by their peers, leaders, and communication was better, the more resilient they seemed to be. As far as the correlations with communication is concerned, it could be viewed indirectly as reducing uncertainty and enhancing trust. The correlation with peer support shows how important ordinary relationships are for preserving mental balance. It should be said that three out of nine resilience questions (question numbers 4, 6 and 9) deal with talking to somebody, fair treatment by the organisation and team support which makes the mentioned correlations somewhat distorted; without those the correlations were significant but slightly decreased (communication 0.46, leadership 0.34, peer support 0.43).

Climate Variables

The highest correlation coefficient, throughout the whole matrix, was obtained between communication and leadership, with the value of 0.83, meaning that effective communication can be expected when

there is supportive leadership (it is possible that the two scales partially measure the same thing). Peer support was also positively correlated with both communication (0.34) and leadership (0.34), but less strongly. It means that the climate dimensions are related and not independent from each other, so that the change in one dimension can affect the others.

Figure 3: Correlation Heatmap of Study Variables

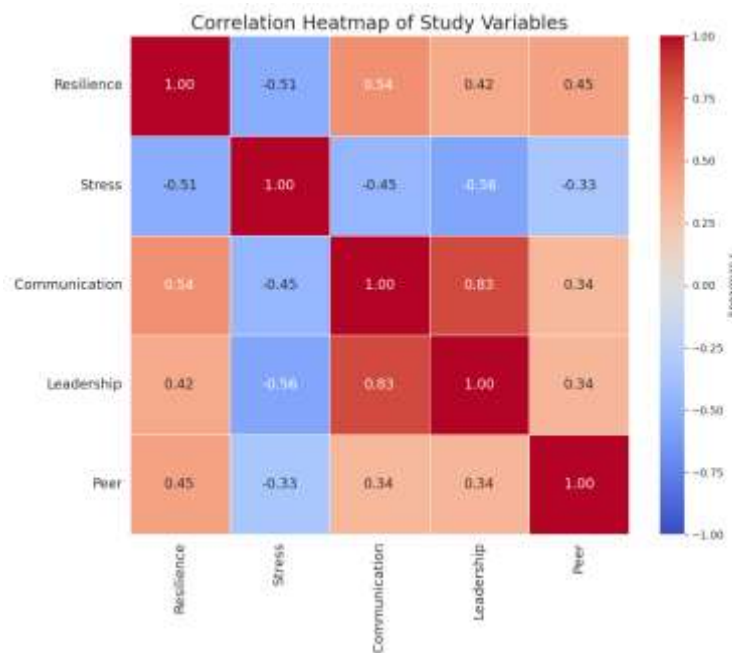


Figure 4: Scatterplots of Resilience Against Stress, Leadership, and Peer Support



In the regression analysis of resilience, peer support was found to be the only predictor, but stress and leadership support were not significant after controlling for other variables ($R^2 = 0.31$). There was no problem of multicollinearity among predictors (variance inflation factors below 1.5).

Table 4: Regression of Resilience on Stress, Leadership Support, and Peer Support

Predictor	β (std)	SE	z	p
Stress	-0.14	0.17	-0.84	0.403
Leadership Support	0.25	0.17	1.48	0.138
Peer Support	0.31	0.15	2.08	0.038*

Note. Outcome variable: Resilience (total score). N = 35. Standardized coefficients (β) from Huber robust regression; SE = standard error; $R^2 = 0.31$, $F(3, 31) = 4.64$, $p = 0.009$. * $p < 0.05$.

Interpretation of Predictors

Stress showed a negative but insignificant relationship with resilience ($\beta = -0.14$); when leadership and peer support were taken into account, stress did not become a significant predictor of resilience. Support by leaders demonstrated a positive but not significant relationship with resilience ($\beta = 0.25$). Peer support had a positive and significant relationship with resilience ($\beta = 0.31$); with the increasing levels of peer support there are also increasing levels of resilience; peer support was the only significant predictor. The model accounted for 31% of the variance in resilience, $F(3, 31) = 4.64$, $p = 0.009$. In the second regression model predicting stress (Table 5), job insecurity was the only significant predictor ($\beta = 0.40$, $p = 0.005$), while resilience ($\beta = -0.27$, $p = 0.069$), communication ($\beta = 0.06$) and leadership ($\beta = -0.30$) were not significant. This model accounted for 44% of the variance in stress. Communication and leadership are strongly correlated (variance inflation factor of about 3.3); that's why estimation of their separate effects is difficult. Regarding the hypotheses, H1 and H2 were supported, H3 was only partially supported (peer support, but not leadership support, was significant), and H4 was not supported.

Sensitivity analyses. With the exception of one, the findings proved to be robust in the face of the various tests conducted. Recoding the multiple answer questions as missing rather than the mean of the selected options yielded the same correlation pattern (resilience and stress $\rho = -0.49$) and regression results (peer support $\beta = 0.32$, $p = 0.039$; job insecurity $\beta = 0.42$, $p = 0.011$). Deleting the lowest scoring individual (total = 17) had a minimal effect on the correlation between resilience and stress ($\rho = -0.47$) while leaving the regression results intact. Deleting the job insecurity variable from the sum of stress variables did not alter the correlation between resilience and stress ($\rho = -0.50$) while leaving job insecurity as a predictor variable ($\beta = 0.32$, $p = 0.035$), indicating that it is not just an artefact of correlation. On the other hand, the peer support effect on resilience proved to be quite weak: it barely reached significance using ordinary least squares ($p = 0.058$), became insignificant with heteroscedasticity consistent standard errors ($p = 0.100$), and insignificant ($\beta = 0.27$, $p = 0.090$) upon removing three of the resilience items related to climate.

Table 5: Regression of Stress on Resilience, Job Insecurity, Communication, and Leadership

Predictor	β (std)	SE	z	p
Resilience (Total)	-0.27	0.15	-1.82	0.069
Job Insecurity (Q8)	0.40	0.14	2.82	0.005**
Communication	0.06	0.22	0.26	0.797
Leadership	-0.30	0.23	-1.33	0.184

Note. Outcome variable: Stress (total score). $N = 35$. Standardized coefficients from Huber robust regression; $R^2 = 0.44$, $F(4, 30) = 5.95$, $p = 0.001$. ** $p < 0.01$. Job insecurity is item 8 of the stress scale and is therefore also part of the outcome score.

5. Discussion

Resilience at moderate to high level (mean item score 3.74/5), moderate stress (mean item score 2.93/5) and moderately positive perceptions of organisational climate (subscale scores from 3.32 to 3.70) were reported by the employees. As proportions of the possible range of each scale, the highest score was obtained for resilience (about 69%), followed by climate subscales (58%-68%) and stress (48%). It means that support was neither high nor low and communication was the least effective climate

dimension. The possible interpretation may be that employees had access to personal resources for coping while organisational resources were moderately developed.

The point is self-evident that resilience is a dynamic trait, which helps a person to adapt to adverse circumstances effectively [9, 22], and research within the field of occupational health science has shown repeatedly that resilient individuals cope much more effectively psychologically with such sources of stress than those who are not resilient [32]. In this particular case, resilience will work as a compensating trait because employees utilize their reappraisal, problem-solving, and habit-forming skills, but receive moderate support from the organization.

From the results of correlation analysis, it is clear that the variables climate of communication, leadership, and peer support co-existed, with the correlation between communication and leadership being the highest ($\rho = 0.83$) and correlations between both of them and peer support being lower ($\rho = 0.34$). This can be considered in relation to the view of organisational climate as an emergent process, which is created due to interactions between different organisational processes [34]. Therefore, communication and leadership seem to be strongly connected with the experience of the workplace for employees [39], but these two variables can measure the same construct in part.

Climate variables too were significantly linked to well-being among the selected respondents, as measured through the positive association between resilience and communication, leadership, and peer support ($\rho = 0.42$ to 0.55), negative association between stress and these measures ($\rho = -0.33$ to -0.56), and models' explanation of 31% and 44% variances in resilience and stress, respectively. These are medium to large correlation coefficients. On the other hand, in multiple regression analysis of climate variables with resilience and stress as outcomes, most of the dimensions of climate did not show an independent association, whereas those which did depended on model specification. Several factors can be attributed to the above observation, and there is more than one possibility at a time. It is because of high overlap among the various dimensions of climate. Also, resilience and stress are variables which depend on various factors, including one's personality, coping techniques, previous negative experience, non-job resources, e.g., financial or family ones, job load, role ambiguity, et cetera [6, 12]. In addition, there is the question of measurements, since the used questionnaires were the modified versions of the scales which construct validity had not been proven yet, and some questions about resilience overlapped the ones about the climate in terms of their meaning partially. Moreover, there is the question of timing, since the climate can affect resilience and stress simultaneously with a certain delay. Finally, the question of indirect effect of organisational support remains.

In more practical terms, moderate to higher levels of individual resilience and moderately positive levels of organizational support suggest that a combined effort is needed. Implementation of interventions aimed at increasing the adaptive potential of an individual – through resilience workshops, stress management seminars, etc. – can yield immediate results on its own. However, a change in the long run would likely also require the involvement of an organization, through improved communications, leadership programs designed to promote supportive supervisory behavior, and actions designed to enhance cooperation among peers rather than to assume it [28]. In light of how close communication proved to be tied to leadership support ($\rho = 0.83$) and resilience ($\rho = 0.55$), developing better communication can be an especially effective strategy.

For future research, a process-oriented, multilevel approach will be useful in revealing the underlying causal mechanisms of the study with the use of large samples, valid measures with an established factor structure, and climate measures that are distinct from the resilience measure. With the help of a

longitudinal design, it is possible to investigate how climate acts as a predictor of changes in resilience or stress levels over time rather than as a correlate at one occasion. The mediating effects of climate on stress through its indirect effects through psychological safety, perceived control, or role clarity can be investigated with mediation analysis. Moderation analysis can be done using resilience as a moderator in order to find out how resilience acts as a buffer against climate effects on stress.

Key Theoretical Findings

There were two other patterns which seemed to have some theoretical value. First of all, it was the usefulness of peer support as a resource in the workplace that contributed to resilience; peer support was the only factor that had a significant impact on resilience in the regression analysis ($\beta = 0.31$), though it did not remain statistically significant in any other specification, but it showed positive correlation with resilience ($\rho = 0.45$) and marginal negative correlation with stress ($\rho = -0.33$, $p = 0.051$). This pattern can be viewed as an example of conservation of resources gain cycle when resources create additional resources [12]. Second, there is a concept of leadership support, which had positive relations with resilience ($\rho = 0.42$) and the highest negative relationship with stress ($\rho = -0.56$). This implies that if workers see leadership as available and supportive, their levels of stress become lower, and at the same time resilience increases. It relates to the social exchange approach to the interactions between leaders and employees [38]; however, its role appeared insignificant in the presence of other factors' influence. Overall, one may suggest that peer network and management skills are the most efficient tools for building resilience.

Comparison With Literature

The general structure of the pattern is similar to previous literature on work resilience and organisational climate. It has been shown in previous studies that communication, leadership, and good relationships between peers tend to interrelate and contribute to a better working atmosphere [32, 34]. Such a situation can be observed in the current pattern as well; the elements of the climate are significantly related to each other, especially communication and leadership, and also to resilience and stress in the expected direction. This indicates that communication, leadership, and peer support form a single system.

However, the climate and its link to well-being might indicate a reverse tendency in relation to the links seen in the correlation between the level of resilience and the level of organisational support. In particular, according to previous literature, it was found that organisational support is usually linked to high resilience and low levels of stress [3, 17, 31]. Other researchers suggested that organisational support has an indirect impact on the level of resilience by helping workers cope with stress due to increased psychological and social resources [1, 18].

In the case of multivariable models, however, only a few climate variables kept their independent effect significant. One possible explanation could be the substantial overlapping between these variables (communication and leadership were correlated at 0.83), making it hard to measure their independent contribution in such a small sample size; in the stress model, only job insecurity was significant. Another possible explanation might be that there were already considerable amounts of personal resilience among the sampled employees before the study. When people already had enough internal resilience resources, the effect of the support received at work on stress reduction could be hard to identify. It would be consistent with prior studies, according to which resilience can be an internal protective factor, capable of counteracting adverse events independently [6, 37]. Moreover, it would be consistent with conservation of resources theory, according to which personal and environmental resources have a

complicated relationship, and the role of the latter becomes less visible with high levels of the former [12, 13].

The methodology itself should be a part of the narrative as well. Cross-sectional study tends to underestimate slow developing relationships, as well as score variability can lower significance of correlations [25, 30]. It is possible that influence of organisational support can act through mediators like psychological safety, sense of control and role clarity [10]. Considering all this, it cannot be said that the impact of organisational climate itself is negligible; rather, correlation indicates that it has some importance.

The association between resilience and stress ($\rho = -0.51$) follows similar logic as previous studies which considered resilience as a protective factor from strain and maladaptive affect. It has been shown earlier that more resilient individuals experience higher psychological well-being and adaptation, especially in the case of challenging or uncertain circumstances [9, 32, 35]. This specific relationship is contextual and tends to be observed more frequently when the workload is high and the nature of change is fundamental for the organization [20]. However, in the current stress model, the relationship between resilience and stress was not significant when other variables such as job insecurity, communication and leadership were controlled for ($\beta = -0.27$, $p = 0.069$), implying that a portion of the relationship is related to the context of work. The only significant predictor of stress ($\beta = 0.40$) in the current study was job insecurity, which is consistent with the key role of uncertainty about one's future in restructuring. As it is one of the items of the stress score, this result should be treated cautiously.

All these facts prove that the concept of resilience and organisational support is far from being simple and is more complex than that of the main effects approach. Of course, organisational climate has an influence on well-being, but the influence is conditional to such factors as individual resilience and job demands. It has been proven previously that climate influences stress indirectly through mediating factors such as social support, perceived control and psychological safety, while individual resilience can moderate the relationship [19, 33]. What is more, leadership behaviors can affect resilience indirectly through role clarity, empowerment and work meaning [4, 11].

Thus, on the whole, the obtained results confirm and add to the literature available on this matter. Firstly, they corroborate the view of interdependencies among climate dimensions as the part of an integrated supportive environment [34] and resilience as a protective factor for stress [9, 32]. Yet the minor independent effects identified for the climate dimensions in this study show that in studying such kind of information one needs to take into consideration individual resources, situational context, and indirect relations. In the future, the research will be benefited by conducting long-term studies in order to assess deferred effects of organisational support on wellbeing [10, 25].

Theoretical Integration

Here, it is worth mentioning the Conservation of Resources (COR) theory as one possible point of origin for the research. According to COR, people tend to acquire, maintain, and preserve resources needed for coping and adaptation in stressful situations [12]. This concept is useful because such activities as communication, supervision, and peer support could be viewed as workplace resources, while resilience can be understood as personal resources that help employees cope with stress. In COR theory, resources do not act independently but work together and reinforce one another [12]. It could be assumed so due to the idea of clustering climate characteristics as workplace resources such as communication, supervision, and peer support work together and complement each other.

Additionally, the findings are also consistent with the social support theory, stating that emotional, informational, and instrumental support provided by others serves as protection from stress and improves adaptation. At work, support provided by leaders and peers is a source of comfort, guidance, and a feeling of belonging; therefore, such support helps the employees cope with the organizational stress [8, 14]. The positive and significant relationships found in this research between leadership support, peer support, and resilience are consistent with the social support theory because the greater was the perceived support of employees, the greater was their resilience to the organizational problems. Leadership support, however, did not have an independent significant effect.

One more explanation is based on the concept of person-environment fit, according to which well-being is achieved through the matching of one's personal traits and the environment. According to this theory, results would be more favorable when an individual's skills, needs, or values are compatible with those of the environment. Hence, resilience could be viewed as the indicator of the coping mechanisms of the employee himself or herself, whereas the climate variables would be considered critical features of the external environment. The moderate (instead of strong) correlation between resilience and the climate variables and their limited impact as independent variables can be explained by the fact that support by itself may not lead to any significant impact until it is aligned with the needs of a particular employee depending on the job requirements and the conditions of work. An employee may find himself or herself in the supportive environment but feel stressed due to the mismatch between the provided support and the challenges faced by him or her. At the same time, employees with higher potential for coping could remain resilient despite the moderate support from the environment.

Together, these three theories create a more comprehensive understanding of the pattern of correlations than any one theory taken in isolation. While COR theory explains how resource accumulation and synergy in the working environment take place [12], social support theory explains how social support provided by the leader and fellow workers serves as a buffer against stress and fosters adaptation [8]. It is thanks to person-environment fit theory that we are able to understand why it is critical that the impact of social support depends on the extent to which the environment fits the coping skills and job requirements of a particular individual. Resilience certainly cannot be regarded as an inherent personal quality; quite the opposite!

Implications for Practice

The following conclusions can be drawn by companies that intend to create a better workplace and develop resiliency among their employees.

First of all, taking into account the close relation of communication with leadership and peer support, one may say that the organizational climate should be viewed as a holistic system. In this regard, partial solutions such as better communication from above without any changes in the methods of supervision and peer interaction will hardly result in success. Instead, a combination of integrated approaches involving communication, leader behavior, and peer interaction might complement each other. Improvement in communication within the company with the purpose to provide better transparency will be much more effective when combined with the program for training leaders on how to be open too and group work in order to ensure that communication becomes part of supportive interaction rather than messages alone.

In the second place, considering that the correlation between climate and resilience is positive and moderate, one should speak about the significance of the context in the organisation when discussing coping with stress in terms of employees' work-related issues. One should not consider that the efforts

of the organisations in creating organisational climate are useless only due to the small particular effect of each climate dimension, as this may mean that there are some other factors which affect the resilience of a person besides organisational climate and that the role of climate becomes clear in the case of moderated correlations under certain conditions (e.g., organisational crisis/change). In this regard, the results of the research show that it is useful to continue working with the leaders and develop them regarding their ability to listen, think rationally and give feedback to others as this will help a person withstand stressful situations. In other words, the steps taken by managers to reduce uncertainty through better communication are useful. The creation of trust and solidarity through team-building will help maintain resilience due to the creation of social capital that is used during difficult times. It is advisable for organisations to invest in leadership training, improved communication, and team building as a preventive measure against a problem.

Third, resilience must not be considered as only an individual characteristic. Although the majority of the employees were resilient in terms of their personal capabilities, it cannot be denied that the environment of their work setting also played an important part in how their resilience was employed and sustained. Coping skills and support are connected since support enables individuals to cope better using their own coping skills while its absence will eventually cause even the most resilient individual to breakdown. This is the reason why both individual and system-based approaches should be considered rather than choosing one over the other. The individual approach includes: professional training on adaptive coping strategies, stress management courses, cognitive appraisal and problem solving training, and employee assistance programs or resilience coaching. While the system approach involves dealing with the stressors such as realistic workload, role definition, flexibility of work, and development of behaviors by making leaders accountable and peers mentoring each other.

Implications by Stakeholder

The following should be taken into consideration by human resource professionals and OD specialists based on the above-mentioned results: focusing on interventions involving the peer network, as peer support was the only significant unique predictor of resilience ($\beta = 0.31$); working on increasing the manager's approachability and ability to listen (leadership support was correlated the most highly with stress, $\rho = -0.56$, and it was correlated 0.42 with resilience); ensuring constant and clear communication (communication was correlated most highly with resilience, $\rho = 0.55$, and it was the lowest-rated climate dimension, $M = 3.32$); and directly dealing with job security by providing timely and true information about the role's future, as job security was the only significant predictor of stress ($\beta = 0.40$). In terms of managers, the same reasoning is applicable, i.e., conducting brief check-ins regularly, with the help of the peer network; letting people know that they are supported by providing access to training and clarifying roles; and taking action when there are the first symptoms of stress.

Prioritising Interventions

Table 6: Prioritisation of Interventions to Build Resilience During Restructuring

Priority	Intervention	Key statistic	Cost
High	Peer mentoring pairs	$\beta = 0.31$	Low
High	Change and job-security communication	$\rho = 0.55$; $\beta = 0.40$	Low
Medium	Manager supportive-leadership training	$\rho = -0.56$	Medium

Priority	Intervention	Key statistic	Cost
Low	Individual coaching	None	High

Key statistic. Peer support β for resilience (not robust for all criteria); communication ρ with resilience and job insecurity β for stress; leadership support ρ with stress; not examined = not checked. Priorities are chosen at the discretion of the researcher by analysis of results of this paper as well as cost of measures and feasibility; cost estimates are qualitative assessments rather than measurements. The impact of any treatment is not assessed in the paper and there are no effect sizes (one standard deviation for peer support corresponds to 0.31 standard deviations for resilience, or 3 points, or 5% of the mean).

The table above represents the priorities of the interventions based on the evidence found in this research, cost and feasibility. It is vital to bear in mind that it is always important to take into account the limited availability of resources while building up resilience through organizational changes. The peer mentoring pairs are the first priority in this list because peer support was the only significant unique predictor of resilience, and this kind of intervention does not involve high costs. People are selected in such a way that they can cooperate and help each other in times of organizational change. This intervention utilizes internal resources and, therefore, no expensive external inputs are needed.

Communication for change and job security is as important and inexpensive as the other two dimensions. Communication had the highest correlation with resilience and was the lowest rated climate dimension, and job insecurity was the only significant predictor of stress. Structured and timely communication of information regarding change can be helpful since employees go through stress during the period of change due to lack of information and uncertainty and lack of clarity about what is going to happen next; communication will resolve all such problems and will give employees an understanding of what, why, and how the change is going to happen, and that includes continuity of their roles.

The supportive-leadership training for managers follows next. Leadership support proved to have the highest correlation with stress, and it adds to the competence of the manager in dealing with the stresses of the employee, both the psychological ones. It is the managers who determine the manner in which the changes will be seen by their employees, either positively or not, depending on how the manager communicates with them and leads them. Although it is costlier compared to peer mentoring, it affects several people at once and since communication was so closely linked to leadership, it would reinforce the communication.

The coaching activity, as the most personal one, has not been evaluated in a positive way as regards the organizations because of its high cost, compared to its benefits, and it was not accounted for during this study. Coaching is aimed to assist those workers who require additional attention due to their stress and adaptation problems. The goal setting, coping strategies and personal problems of the worker can be discussed confidentially and no third party will be involved.

It looks like the matrix reflects the combination of broad activities with leadership development as the optimal way to solve this particular problem. First of all, peer mentoring and communication activities have to be undertaken because they are fairly affordable and feasible and can include many employees at the same time. Afterwards, supportive-leadership training has to be undertaken by managers in order to promote supporting behaviors among leaders. Coaching is needed to help particular employees.

Limitations and Future Directions

There are a number of factors that could affect the results interpretation of the study. Firstly, one should admit that the data used in the study are cross-sectional, thus no causal relationship can be identified. It is uncertain whether these relationships are bidirectional, meaning that either organisational support contributes to higher resilience or vice versa: people with high resilience get better support from their companies. Second, the size of the sample used in the study is rather limited as only 35 participants have completed all three surveys (thus the correlation and regression analysis was done for 35 to 41 cases). Thirdly, the sample used was obtained via non-probability sampling and, thus, is non-representative. Moreover, the measurements were modified versions of previous scales that have not been validated in this sample, the resilience scale is measuring some of the same things as the climate scale, and there are some participants that have given several answers to the single answer question and these answers were taken on an average. There were also two issues related to correlation; first, there were very high correlations between the communication and leadership scales. Second, the job insecurity item is a component of the stress score. The only significant predictor in the current analysis was peer support, but it was not robust to alternative models. There are some variables that were not controlled, such as age, years of experience, types of roles, workload, and other personal-life pressures.

6. Conclusion

In our study, the components of the organisational climate were surely interrelated – most notably communication and leadership, as well as both of them being moderately associated with resilience and stress in the correct direction (absolute ρ between 0.33 and 0.56). The level of resilience was moderate to high and that of stress moderate. This means that the employees seem to be able to cope with the challenges of the working environment to a certain degree due to the moderate degree of the organisational support. In the regression models, only peer support was significant for resilience, and job insecurity for stress. In other words, the coping of the employees seems to depend not only on their personal abilities, but also on the organisational climate. However, the contributions from the individual climate dimensions were not statistically distinguishable from each other.

Overall, the results are consistent with the theoretical propositions about organisational resources being the key predictors of psychological adaptation and functioning. Still, the variance that is not accounted for (around 69% for resilience and 56% for stress) suggests that resilience and stress can not be understood in terms of the organisational context alone. These constructs might depend on a variety of different variables such as individual characteristics, work-related factors, past experiences and many other aspects which go well beyond the organisational context. Therefore, the results provide additional support for the idea that resilience should be considered as a dynamic construct which relies on interaction between a person and the environment.

With regard to practical implications, the above findings further emphasize the importance of communication skills development and leadership, as well as peer support, particularly when there is uncertainty. Communication will minimize confusion. Leadership is important in building an environment of trust. Peer support will give comfort and assistance in problem-solving. The above findings however indicate the need to look at coping resources that an individual may possess—the resilience factor should be taken into consideration together with organisational support, and the issue of job insecurity should be addressed directly. This is not to say that resilience should be ignored because it

is difficult to measure compared to climate score. In the future, any intervention strategy aimed at improving the wellbeing of employees should take this resilience factor into consideration.

7. Data Availability Statement

The de-identified data that support the findings of this study are available from the corresponding author upon reasonable request.

8. Acknowledgement

The research has been done under the supervision of Prof. Evangeline Supriya and Asst Prof. Kavya Vijayan, Department of Psychology, JAIN (Deemed-to-be University). The author is thankful to Dr. Chenraj Roychand, Chancellor; Dr. H. Muralidharan, Director, Centre for Distance and Online Education (CDOE); and Prof. N. Balasubramanya, Deputy Director, CDOE, JAIN (Deemed-to-be University), Bengaluru, for providing the facilities and support in conducting this study, and her family and friends for their continuous support. The author can be contacted at Priya Sundararajan, Department of Psychology, JAIN (Deemed-to-be University), Bengaluru, India.

9. References

1. S. Albrecht, E. Breidahl, A. Marty, "Organizational resources, organizational engagement climate, and employee engagement", *Career Development International*, 2018, 23 (1), 67–85. <https://doi.org/10.1108/CDI-04-2017-0064>
2. American Psychological Association, "Publication manual of the American Psychological Association", 7th ed., 2020.
3. J.B. Avey, R.J. Reichard, F. Luthans, K.H. Mhatre, "Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance", *Human Resource Development Quarterly*, 2011, 22 (2), 127–152. <https://doi.org/10.1002/hrdq.20070>
4. B.J. Avolio, W.L. Gardner, "Authentic leadership development: Getting to the root of positive forms of leadership", *The Leadership Quarterly*, 2005, 16 (3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
5. J. Bhatnagar, "Talent management strategy of employee engagement in Indian ITES employees: Key to retention", *Employee Relations*, 2007, 29 (6), 640–663.
6. G.A. Bonanno, "Loss, trauma, and human resilience: Have we underestimated the human capacity to thrive after extremely aversive events?", *American Psychologist*, 2004, 59 (1), 20–28. <https://doi.org/10.1037/0003-066X.59.1.20>
7. S. Cohen, "A global measure of perceived stress", *Journal of Health and Social Behavior*, 1983, 24 (4), 385–396. <https://doi.org/10.2307/2136404>
8. S. Cohen, T.A. Wills, "Stress, social support, and the buffering hypothesis", *Psychological Bulletin*, 1985, 98 (2), 310–357. <https://doi.org/10.1037/0033-2909.98.2.310>
9. K.M. Connor, J.R.T. Davidson, "Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC)", *Depression and Anxiety*, 2003, 18 (2), 76–82. <https://doi.org/10.1002/da.10113>
10. A. Edmondson, "Psychological safety and learning behavior in work teams", *Administrative Science Quarterly*, 1999, 44 (2), 350–383. <https://doi.org/10.2307/2666999>

11. J. Gooty, M. Gavin, P.D. Johnson, M.L. Frazier, D.B. Snow, "In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance", *Journal of Leadership & Organizational Studies*, 2009, 15 (4), 353–367. <https://doi.org/10.1177/1548051809332021>
12. S.E. Hobfoll, "Conservation of resources: A new attempt at conceptualizing stress", *American Psychologist*, 1989, 44 (3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
13. S.E. Hobfoll, "The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory", *Applied Psychology*, 2001, 50 (3), 337–421. <https://doi.org/10.1111/1464-0597.00062>
14. J.S. House, "Work stress and social support", Addison-Wesley, 1981.
15. Infosys Limited, "Annual report on Form 20-F for the fiscal year ended March 31, 2022", U.S. Securities and Exchange Commission, 2022. https://www.sec.gov/Archives/edgar/data/1067491/000156459022023521/infy-20f_20220331.htm
16. W.A. Kahn, "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, 1990, 33 (4), 692–724. <https://doi.org/10.2307/256287>
17. D.D. King, A. Newman, F. Luthans, "Not if, but when we need resilience in the workplace", *Journal of Organizational Behavior*, 2016, 37 (5), 782–786. <https://doi.org/10.1002/job.2063>
18. E.E. Kossek, S. Pichler, T. Bodner, L.B. Hammer, "Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work–family-specific supervisor and organizational support", *Personnel Psychology*, 2011, 64 (2), 289–313. <https://doi.org/10.1111/j.1744-6570.2011.01211.x>
19. J.R.C. Kuntz, S. Malinen, K. Näswall, "Employee resilience: Directions for resilience development", *Consulting Psychology Journal: Practice and Research*, 2017, 69 (3), 223–242. <https://doi.org/10.1037/cpb0000097>
20. A.L. Leppin, P.R. Bora, J.C. Tilburt, M.R. Gionfriddo, C. Zeballos-Palacios, M.M. Duloher, A. Sood, P.J. Erwin, J.P. Brito, K.R. Boehmer, V.M. Montori, "The efficacy of resiliency training programs: A systematic review and meta-analysis of randomized trials", *PLOS ONE*, 2014, 9 (10), e111420. <https://doi.org/10.1371/journal.pone.0111420>
21. F. Luthans, C.M. Youssef, B.J. Avolio, "Psychological capital: Developing the human competitive edge", Oxford University Press, 2007.
22. S.S. Luthar, D. Cicchetti, B. Becker, "The construct of resilience: A critical evaluation and guidelines for future work", *Child Development*, 2000, 71 (3), 543–562. <https://doi.org/10.1111/1467-8624.00164>
23. P. Malik, P. Garg, "Psychometric testing of the resilience at work scale using Indian sample", *Vikalpa: The Journal for Decision Makers*, 2018, 43 (2), 77–91. <https://doi.org/10.1177/0256090918773922>
24. A.S. Masten, "Ordinary magic: Resilience processes in development", *American Psychologist*, 2001, 56 (3), 227–238. <https://doi.org/10.1037/0003-066X.56.3.227>
25. S.E. Maxwell, D.A. Cole, "Bias in cross-sectional analyses of longitudinal mediation", *Psychological Methods*, 2007, 12 (1), 23–44. <https://doi.org/10.1037/1082-989X.12.1.23>
26. A.K. Mishra, G.M. Spreitzer, "Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign", *Academy of Management Review*, 1998, 23 (3), 567–588. <https://doi.org/10.5465/amr.1998.926726>

27. S. Oreg, J.M. Bartunek, G. Lee, B. Do, “An affect-based perspective on recipients’ responses to organizational change”, *Journal of Applied Behavioral Science*, 2018, 54 (3), 301–326. <https://doi.org/10.1177/0021886318767574>
28. S.K. Parker, C.M. Axtell, “Seeing another viewpoint: Antecedents and outcomes of employee perspective taking”, *Academy of Management Journal*, 2001, 44 (6), 1085–1100. <https://doi.org/10.2307/3069397>
29. S. Pethe, S. Chaudhari, U. Dhar, “Manual for Organisational Climate Scale (OCS)”, National Psychological Corporation, Agra, 2001.
30. P.M. Podsakoff, S.B. MacKenzie, J.-Y. Lee, N.P. Podsakoff, “Common method biases in behavioral research: A critical review of the literature and recommended remedies”, *Journal of Applied Psychology*, 2003, 88 (5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
31. L. Rhoades, R. Eisenberger, “Perceived organizational support: A review of the literature”, *Journal of Applied Psychology*, 2002, 87 (4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
32. I.T. Robertson, C.L. Cooper, M. Sarkar, T. Curran, “Resilience training in the workplace from 2003 to 2014: A systematic review”, *Journal of Occupational and Organizational Psychology*, 2015, 88 (3), 533–562.
33. M. Salanova, S. Llorens, E. Cifre, I.M. Martínez, “We need a HERO! Toward a validation of the Healthy & Resilient Organization (HERO) Model”, *Group & Organization Management*, 2012, 37 (6), 785–822. <https://doi.org/10.1177/1059601112470405>
34. B. Schneider, M.G. Ehrhart, W.H. Macey, “Organizational climate and culture”, *Annual Review of Psychology*, 2013, 64, 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
35. S.M. Southwick, D.S. Charney, “Resilience: The science of mastering life’s greatest challenges”, 2nd ed., Cambridge University Press, 2018. <https://doi.org/10.1017/9781108349246>
36. G.M. Spreitzer, K.M. Sutcliffe, J.E. Dutton, S. Sonenshein, A.M. Grant, “A socially embedded model of thriving at work”, *Organization Science*, 2005, 16 (5), 537–549. <https://doi.org/10.1287/orsc.1050.0153>
37. M.M. Tugade, B.L. Fredrickson, “Resilient individuals use positive emotions to bounce back from negative emotional experiences”, *Journal of Personality and Social Psychology*, 2004, 86 (2), 320–333. <https://doi.org/10.1037/0022-3514.86.2.320>
38. M. Uhl-Bien, R.E. Riggio, K.B. Lowe, M.K. Carsten, “Followership theory: A review and research agenda”, *The Leadership Quarterly*, 2014, 25 (1), 83–104. <https://doi.org/10.1016/j.leaqua.2013.11.007>
39. V.S.R. Vijayakumar, “Management styles, work values and organizational climate”, *Journal of the Indian Academy of Applied Psychology*, 2007, 33 (2), 249–260.