

Positive Psychology - A Catalyst Factor to Foster Employee Resilience.

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Abstract

This paper delineates workplace resilience framework that grew out of the review of number of past researches mainly on resilience by children, individuals, and communities and though increasing in recent years, less numbers of research was found on organizational resilience up to the past couple of decades. Specifically, our research aims to explore the empirical literature on different dimensions and approaches to study workplace resilience and hypothesising that positive psychology can be a catalyst factor to foster employee resilience against specific adverse market conditions and challenging industry environments, and bring cumulative, incremental, and revolutionary change in organisations' performances. Considering the divergent literature on resilience, we build an integrative comprehensive resilience framework, resilience model, resilience framework for competitive advantage, strategic thinking framework for resilience, and resilience consistency framework, which are the synthesis of psychological and management aspects for resilience. We state that positive psychology can definitely be a catalyst factor to foster employee resilience. Positive emotional resilience can definitely help to prevent negative outcomes and positive workplace relationships and can certainly achieve employee group success, thus optimising employees' health, well-being, and achievement of their best, and also to achieve organisational goals. We say that strategic resilience acts as a quintessential change maker for the organisation and our propositions highlight the development of organisational resilience, identify key considerations for organisations, as well as future research. We tried to find out what type and what level of resilience is needed under the adverse market conditions and challenging environments, and take a first step and develop a conceptual framework and propose a resilience model. This paper offers a new insight into the adoption of positive psychology to raise the positive construct (organisational and psychological resilience) as a competitive strategy for adverse challenges and gain the competitive advantage as an industry leader over a period. Our proposed workplace resilience framework and workplace resilience model consists of a set of indicators involving the two dimensions, management and psychology (Psyco-Management) for understanding the form and function of positive psychology as the effective catalyst factor to influence effective resilience under adverse environments at the workplace. This research provides a foundation for future empirical research on the impact of positive psychology on facets covering management and psychology of proposed workplace resilience models, that can give further scope of engagement and advancement ways for new empirical research on measuring the positive adoption as well as adaptation impact on mental and physical strength and adversity managing abilities of the employees to increase the level of organizational resilience.

Keywords: Adversity, Adaptability, Human Resource Management (HRM), Organizational Resilience (OR), Positive Psychology (PPsy), Resilience, Strategic Talent Management (STM).

2. RESEARCH PROBLEM

Number of organizations at globe are neither able to adapt change management for changing environments nor strategically resilient to the

external and internal adverse environments, affecting them badly.

3. RESEARCH QUESTION

Can Positive Psychology be a true catalyst factor to foster employee resilience?

Do resilience will really improve positivity / positive emotions of employees?

Does positive emotions will effect resilience at workplace?

Will resilience work as be managing stress?

4. RESEARCH GAP

Number of past researches had worked on the resilience among children and about anxiety, stress levels as negative factors (building blocks) of the psychology against adverse environments at workplace and industry, leaving how positive psychology (Positive Emotion) becomes a catalyst factor to work on the positivity of the employees that will further increase mental and physical health and well-being in them.

5. PROBABLE HYPOTHESIS

H₀: Positive psychology cannot be a catalyst factor to foster employee resilience.

H₁: Positive psychology can be a catalyst factor to foster employee resilience.

6. INTRODUCTION

6.1 CONCEPT:

6.1.1 RESILIENCE:

Resilience, is bouncing back. Masten, et al. (2009) illustrates resilience as “patterns of positive adaptation in the context of significant adversity or risk.” It’s an ability of individuals to recover against exposure to extreme stress and a developmental process to achieve positive adaptation against significant threat, severe adversity (Cicchetti, 2010). Psychologists define resilience as the process of adapting well in the face of adversity.

6.1.2 Positive psychology:

Positive psychology, a science of positive subjective experience, makes life most worth living, and brings well-being in individuals (Seligman & Csikszentmihalyi, 2000).

6.2 LITERATURE REVIEW

6.2.1 RESILIENCE:

Organizational transformation and change management under emerging economies, merger & acquisition, technological breakthroughs (incorporation of new technology) (Sharma, 2012), it’s a different perspective to adapt change among employees. But when organization finds change in customer buying habits, needs and preferences, organizational structure, perspective to adapt

such change differs among employees. Resilient employees adapt change and find solutions to these turbulent circumstances, bounce back after setback at workplace (Thuneri, 2018). We tried to find out what type and level of resilience is expected / needed under turbulent business environment (Varshney & Varshney, 2017), adverse market conditions and challenging environments, change in government policies, economic slowdown and political disturbances / instability. About the review of past journals for association / influence of resilience under crisis situation: protective effect on high strain work environments (Shatté, 2017); Kašpárková, et al. (2018) stated positive with perceived job performance; significantly between emotional resilience and employee performance (Ekanayake & Gamage, 2018); positive and significantly between organizational resilience and employees’ adaptivity, proactivity and proficiency, contributing to organizational effectiveness (Kim, 2020); direct, positive, significantly between self-resilience and performance (Suratman, et al, 2021); whereas, individual and team resilience distinct structurally under adversity management processes (Hartwig, et al, 2020). From the above review of journals, it finds that, high resilient employees have better outcomes in difficult work environments (Shatté, 2017).

Resilience influences both positive mental health (life satisfaction, positive affect, subjective well-being) and negative mental health (anxiety, burnout, and depression, develops depressive symptoms, psychological distress), helps employees protect and regain resources at work and reduces resource loss, resulting, in burnout, emotional exhaustion and psychological distress (CPID, 2021).

Resilience terms as a key characteristic of a successful employee in today’s turbulent work environment (Rook, 2018).

6.3 Qualities of Resilience:

Sarkar & Fletcher (2014) in their research to identify and explore resilient qualities of high achievers to achieve extraordinary performance level under demanding challenges, identified following quality themes: balance and perspective, experience and learning, flexibility and adaptability, perceived social support, positive and proactive personality, and sense of control.

7. DISCUSSION

This paper contributes to the discussion by exploring the conceptual and practical space between the employee resilience and the OR required for organization's sustainability and competitiveness at industry level.

Number of organisations at globe are neither able to adapt change management for changing environments nor strategically resilient to the external and internal adverse environments, affecting them badly. Even during our empirical research review, we noticed that number of past researches had worked on the resilience among children and about anxiety, stress levels as negative factors (building blocks) of the psychology against adverse environments at workplace and industry,

With this empirical background, we thought that is it viable to intervene positive psychology as a resilient factor against industrial adversities, and how positive psychology (positive emotions) can work on the positivity of the employees that will further increase mental and physical health and well-being in them. This raised some of the questions in our mind that: Can Positive Psychology be a true catalyst factor to foster employee resilience? Will resilience really improve positivity / positive emotions of employees? Do positive emotions affect resilience at the workplace? Will resilience work to manage stress? On this background we started reviewing literature on OR, which we have stated under 'introduction'.

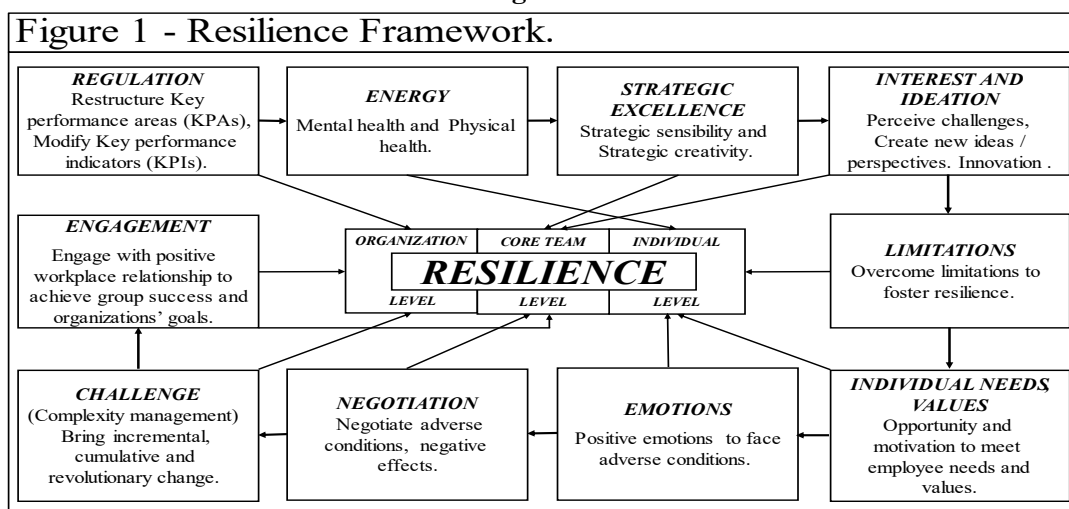
7.2 Theoretical Contributions:

7.2.1 Proposed Resilience Framework –

7.1 Development of framework and model:

Fergusson & van der Laan (2020) concluded that, resilience and sustainability are yet to be examined for work association, and problems associated with work, but stated a clear evidenced based positive adaptation against the present adversity. Riley & Masten (2005) also argued about the judgments to be taken on the context of risk or adversity exposure of the adversity. With these conclusions, the authors of this paper thought that there has to be a resilience framework consisting synthesis of psychological facets – mental agility, psychological and behavioural along with physical agility, and management facets – capabilities, perceiving and negotiating the challenges as well as creating and engaging with the future opportunities by overcoming the limitations (Figure 1) to associate the work and prevent the problem associated with work between the three levels - organization, core teams and the individual employees. Considering the theme, workplace resilience, the authors of this paper thought that the workplace resilience model has to be built in the explicit manner considering the psychological, physical expectations from the employees and management aspects about the resilience to get positive responses or outcomes. With this, we propose the potential 'resilience framework' and 'resilience model' specified under theoretical contribution.

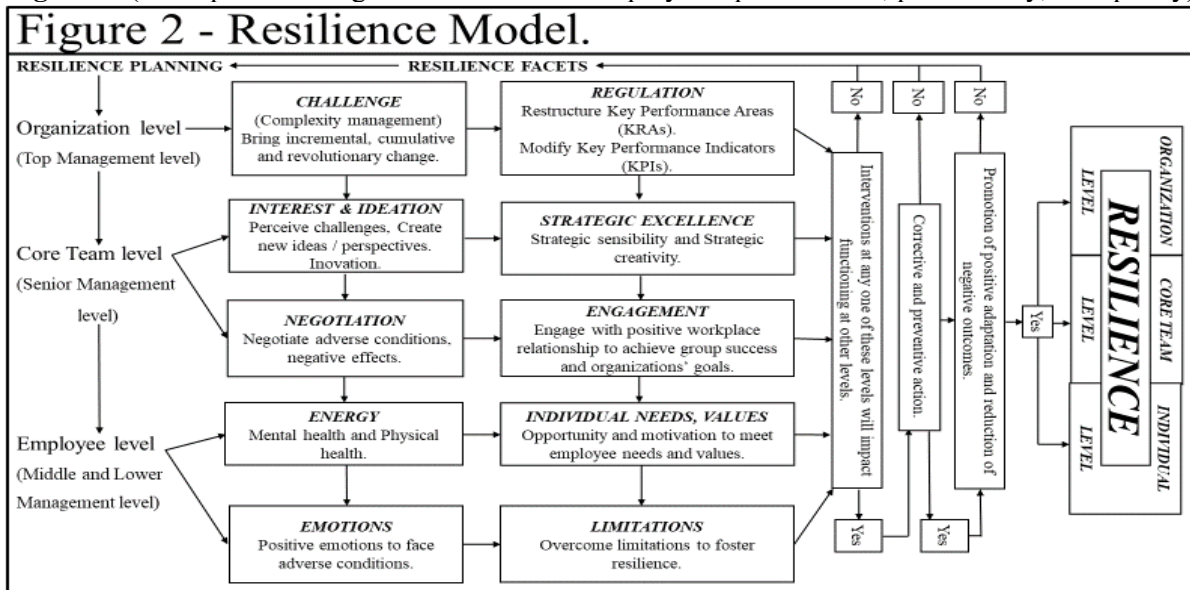
Figure 1:



Source of ideation from: Proposed resilience framework is developed by this researcher (Kaustubh Kamalesh Bhandarkar).

7.2.2 Proposed Resilience Model –

Figure 2: (To improve the organization and their employee’s performance, productivity, and quality)



Source of ideation from: Proposed resilience model is developed by this author (Kaustubh Kamalesh Bhandarkar).

7.2.2.1 Analytical Thinking of Resilience Model –

On the basis of resilience framework perspectives, we have brought a theoretical workplace Resilience Model (Figure 2), based on nine components of resilience under three management levels of the organization. The word ‘resilience’ itself governs the conceptual components that covers the management and psychological aspects of the resilience for three levels of management – Organization level (Top Management level), Core Team level (Senior Management level) & Employee level (Middle and Lower Management level).

7.2.3 Proposed SWOT framework of Employee Resilience:

If one has to analyse the SWOT framework of Resilience at workplace / industries, then, it will work as:

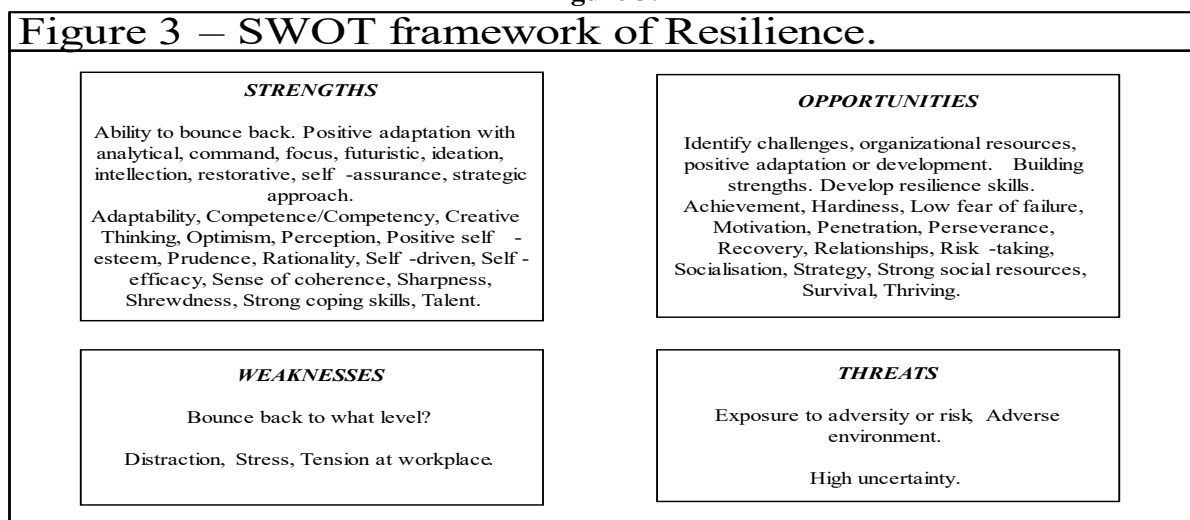
Strengths: Ability to bounce back, Positive adaptation.

Weaknesses: Bounce back to what level?

Opportunities: To define the criteria to identify positive adaptation or development.

Threats: Exposure to adversity or risk. Present adverse condition threatens to disturb positive adaptation and harm development.

Figure 3:



Source of ideation from:

1) [REF: SWOT Analysis developed by Humphrey Albert (n.d.)].

2) [REF: Porter (1980): Competitive Strategy; and Competitive Advantage (1985)].

Proposed SWOT framework for resilience is developed by this researcher (Kaustubh Kamalesh Bhandarkar).

7.2.4 Factors of Employee Resilience:

7.2.4.1 Positive factors:

Emotions: Positive emotions make judgements and appraisal of external circumstances for personal well-being. Positive emotions catalyze resilience for organization's goal pursuit (Snyder, et al, 2011) at workplace, along with emotional intelligence (Kumari & Vasantha, 2019); on motivation to achievement (Magnano et al, 2016).

Motivation: Motivation influences the resilience and vice-a-versa. Motivated employee become resilient to sustain environmental adversity or for self-performance or organizational performance like a phoenix bird to perform well and achieve organizational goals.

Positivity and Performance: Positivity brings courage, strength in employee to get motivated to resilient to achieve performance.

Leadership for change: Transformational change leaders, changes the mindset of employees and initiate and influences them with positivity and vigour to develop resilience in them to deal with the turbulent, adverse times (Sharma, 2012); catalyses positive and significant influence on employee resilience (Zhu et al, 2019), and their support positively associates employee resilience (Cooke, 2019).

Organizational Commitment (OC) & Organizational citizenship behaviour (OCB):

Resilience fully affects affective commitment (Paul, 2017); positively stated team-member exchange (Meng et al, 2019); influences positive emotions, activates interest in employees for OC (Paul et al, 2020).

Positive relationship between resilience and OCB influences OC which mediated OCB (Paul et al, 2016).

Yield Variance Ratio under adverse conditions: Yield variance is the difference between actual output and standard output of a production output or manufacturing process, based on

standard inputs of materials and labour, to know the output level (increased or decreased).

Yield Variance = Standard unit cost X (Actual Yield – Standard Yield).

Emotional Resilience (ER): Resilience develops ability to stay balanced and manage strong or difficult emotions (Fernandez, 2016). High emotional resilience employees have strength to adjust to change, interruption, and sustaining good functional capacities and bounce back against work stress (Lloyd et al, 2016). Better emotional intelligence and resilience present lower perceived stress (Sarrionandia, 2018). Online mindfulness-based resilience training improved adaptive resilience (Joyce et al, 2019).

ER is associated with stress management (Rose & Palattiyil, 2020), having significant relationship with employee performance (Ekanayake & Gamage, 2018), develops well-being (Grant & Kinman, 2014). Positive emotions raises psychological resilience, reduces work stress (Mei-Ju, 2016), stimulate job engagement (Ojo, 2021).

Resilience as a sort of muscle that contracts during good times and expands during bad times.

Efficacy: Self-efficacy is employee's confidence in ability to achieve a goal. Higher self-efficacy and resilience influences, positive attitude against workplace well-being (Pradhan et al, 2021); goals, level of effort and persistence while learning difficult tasks (Malik, 2013); positive relationship between job satisfaction, resilience and self-efficacy (Karami, 2017).

7.2.4.2 Negative Factors:

Demoralize: Too much resilience become insufficient severe to adversity, influences boring or demoralizing jobs at workplace (Chamorro-Premuzic & Lusk, 2017).

Distraction: Mind gets distracted naturally (Hougaard, 2020). Organizations get distracted due to political disturbances leads to out of focus on productivity (Rindle, 2016), so also employees during the period of adverse environments, stating under recent study, 58% of employees couldn't maintain their attention a workplace (Hougaard, 2020).

Overwhelmed: Edwin-Nikko & Kabigting (2019) in their literature review about journals

on Feeling overwhelmed, categorized overwhelm under theme – ‘feeling overwhelmed arises as an engulfing turbulence’ raising a loss of cognitive and bodily control, resembles the employees’ reactions in adverse situations / environments, causing to feel confused or embarrassed. Feeling *Overwhelmed* at workplace affect your ability to think, unable to make effective decisions leading to stress.

7.2.4.3 Mental Resilience:

Resilience has a more protective effect against depression, stress (Shatté et al, 2017). Emotional and psychological response under adverse environments, narrows, disarranges and confuses one’s mind keeping away from best source of options (Hougaard, 2020); makes overwhelmed and generates stressed at work (Fernandez, 2016).

7.2.4.4 Physical Resilience:

Resilience has a more protective effect against burnout, and sleep, so the higher resilience protect absence and gives better productivity (Shatté et al, 2017).

Resilience at workplace acts as a positive developmental route characterized by competence of the employees under adverse environments (Caza & Milton, 2012). In their integrative literature review on of the workplace team resilience, Hartwig et al. (2020) opined future researches may measure specific resilient team behaviours associated with successful adversity management.

7.3 Positive Psychology (PPsy):

PPsy is not about working on sufferings but rather bringing a positive change in the person by activating human strengths with productive and healthy aspects of personal functioning to get positive outcomes (Snyder et al, 2011). PPsy works on classification and measures of strengths and positive outcomes, identifying and capitalizing personal strengths, psychological strengths, dimensions emotion-focused coping, adaptive potential of emotional approach, emotional intelligence, positive affect, positive emotions, happiness and subjective well-being, better understanding of positive outcomes, working on foundations of good life, living well at every stage of life, successful aging (Snyder et al, 2011).

7.3.1 Role of Positive Psychology to influence resilience in employees:

This researcher opines that, what Donald Clifton (in Snyder et al, 2011) has considered association of analytical intelligence, personal strengths, and talent, to get success, resembles to generate resilience in the employee to combat internal / external adverse environments. His development of 34 strength-finder themes matches to bring the resilience in the employee. Here, this researcher highlights important themes as under (indicating as if, it is employee who possess strongness about the theme) which can work as traits of employees and positivity to stimulate the resilience in employees to achieve extraordinary performance level under adverse environments:

Achiever: Employees possessing achiever theme have a great deal of stamina and working hard;

Activator: Activator employees turn thoughts into action to achieve results;

Adaptability: This theme indicates employee prefer to go with flow, attend and face the situation and create a future in it;

Analytical: Analytical mind think of all probabilities affecting the situation and find out causes and reasons;

Arranger: Ability to figure out all resources available and arrange and organize for maximum productivity;

Command: Employees strong in command take charge of the situation and make decisions;

Communication: Ability of good conversationalist and presenter makes effective communications; here in-time and effective communication handles the situation in control;

Competition: Employees strong in competition are able to measure performance;

Connectedness: Employees strong in connectedness theme have faith in links between all situations and believe that every situation has a reason in it;

Consistency: Employees strong in consistency theme are aware of the need to face to the situation and handle with consistency;

Deliberative: Employees strong in deliberative theme seriously make decisions or choices;

Developer: Employees strong in developer theme recognize and develop the potential in

other employees; here, this theme can be helpful to fight the adverse conditions;

Empathy: Employees strong in empathy theme understand work feelings of other employees; here this researcher opines that, employees having such theme can extend sympathy and support to other employees for the achievement of team work and organization goals;

Focus: Employees with focus theme understand the road map / direction of the work, with periodical follow-ups, necessary correctios / modifications to complete the work in time;

Futuristic: Futuristic employees are influenced and motivated by understanding future and motivate other employees also. Here this researcher opine that this is the valuable strength-finder for stimulating the resilience among the employees and such futuristic employees should create the future, analyse, workout, plan and make an action plan for the future which will make the early-bird action plan to implement to overcome the adverse market conditions and also gain the overall industry leadership;

Ideation: Employees strong in ideation theme, create different ideas. Here this researcher opine that this is the valuable strength-finder for activating the resilience; variant ideas will give a road map to combat the adverse conditions.

Individualization: Employees strong in individualization theme are able to assess the unique qualities of other employees. This can very work out to come together as team and generate the group as well as organizational resilience face the adverse market conditions and the future ahead.

Input: Employees strong in input theme are always fascinated to get more information helps them to make a right kind of data collection to make plans against contingent adverse future conditions.

Intellection: Intellectual employees with intellectual discussions execute intellectual activities. This is also a valid strength-finder for effective resilience.

Learner: Employees possessing this theme always improve themselves by continuous learning different activities.

Maximiser: Employees strong in maximiser theme focus on the strengths to get professional

and group achievements. Here collective and different strengths will definitely support and stimulate the group as well as organizational resilience face the adverse situations.

Positivity: Employees strong in positivity theme influence enthusiasm in others (which is a positive psychology they generate in others).

Relator: Employees strong in relator theme work hard in close relationships with other employees generating as a close group. This can definitely facilitate the group as well as organizational resilience.

Responsibility: Responsible employees work with honesty and loyalty. This will definitely stimulate the group as well as organizational resilience.

Restorative: Restorative employees are very skilled and proficient in dealing problems and resolve them. This theme is the strong contender for resilience.

Self-Assurance: Self-assurance employees are confident about their abilities to manage their work and decisions.

Strategic: Strategic employees create alternative solutions for any adverse situations. These employees can easily be resilient and make strategies to overcome the adverse situations.

This researcher opines that these strength-finder themes develops positivity among employees, and according to Donald Clifton, work as extension of talent with knowledge and skills along with ability to consistently provide near-perfect performance.

7.3.2 Role of emotions under Positive Psychology to influence resilience in employees:

Acceptance: Employees should understand and accept the reality of the adverse environment to analyse the situation to work on it. Fostering acceptance either for whatever adverse market conditions and challenging environments or change in organization design and structure.

Attention: Attention is focus on thoughts and emotions, and concentration stimulates resilience among employee.

Confidence: Self-confidence is the perceived, self-trusted, believed correct and most effective course of the action. Confidence is the courage, positive belief, power, self-assurance in one's

ability, personal judgment, to influence resilience to face the adverse situations.

Courage: It's an inclination and confidence to confront uncertainty. Mental and physical courage can support expected level of resilience. Resilience need right kind of courage to go for it.

Desire: Desire being the fundamental stimulated motivation, employees should develop the urge to resilient the adverse environment.

Empathy: Discerning emotions of other employees and developing a positivity in them (cognitive thought processes and decision making) for resilience.

Enthusiasm: An eagerness, interest to go for achievements is the courageous factor employees need to develop resilience.

Excitement (Stimulation): Employees need positive energy (physiological) and emotional and motivating (psychological) stimulation to influence the incremental, cumulative and revolutionary influence to counter act the adverse environment.

Faith: Faith is the most important facet to believe in self and other employees with trust and confidence for group activities and without this, resilience cannot be effective as collective group activity.

Happiness: Happiness as a mental or positive emotional state of well-being at workplace definitely influences courage, interest, positive excitement and motivation among employees and organization as a whole develops resilience as a common goal.

Hope: Hope is an optimistic attitude (mental belief, confidence) of mind that expect positive outcomes related to events and circumstances. Positive optimism (hope) among employees definitely influences resilience with positive results.

Inspiration: Inspiration is bringing a change with purpose to motivate employees for larger purpose of their team, and organization. Inspired employees will definitely resilient the adverse environments.

Interest: Interest is an emotion influencing attention to focus on work. This is also an influential factor for resilience among employees.

Social connection: Social connection is development of interpersonal relationships, unity among employees, makes a cohesive group as one unit, definitely influences collective group activities, so can work very-well influence resilience.

7.4 Interpretation and explanation of the review

From the literature reviews of variants of research papers / journals, it is found that the role of positive psychology to boost resilience, is of great importance to face, analyse and make strategic advantage to overcome the adverse environment within the organization and in industry as a whole.

8. CONCLUSION

From the literature review of the past researches on resilience and positive psychology and its association, it has increased the resilience among employees.

8.1 Impact of employee resilience on the organisation's overall ability to adapt to change –

Resilient employees develop a particular pattern of problem solving that influences them to provide optimal contribution to the company (Rahmawati, 2013).

Employee outcomes in organizations can be improved by developing resilience among its employees.

8.1.1 FOR EMPLOYEE

Adversity: Employees have analysed the level and intensity of the adversity.

Panic: Positive mindset with strength-finder themes (Donald Clifton) work very well to generate thriving and wining ability and overcome the panic created in the mind of the employees. *We can do it* approach imbibed in the mind of the employees to boost the adequate and quick resilience to sustain the adversity cycle.

Health Safety: Adequate and positive Metal and physical fitness of the employees can sustain immunity and the health safety.

8.1.2 For Organization:

Employee Strength: Employees' courage, confidence and team work can sustain the high level of the resilience

Adaptation of new technology and business methods –

New Communication Strategies: Online communication at one go has increased the wider span, reach to targeted customers, distribution channel partners and stake holders, saving time of communication and effective results.

Work Flexibility: Online connection under both, work-from-home and from workplace, have saved the employees time to contact global wider audience, channel partners, giving more extra time to work on other priority fronts.

Driver for future: Resilience influences and act as a driving force for new adaptability approaches among organizations and the employees and ways to think and frame secured future business of the organization.

PROPOSITION

Positive psychology (positive mindset among employees) can bring the effective resilient transformation at organizations.

9. SUGGESTIONS

Organizations has a vast scope to determine the resilience strengths.

9.1 Determination to improve the level of workplace resilience –

When the whole industry faces the adverse market situations, all the competitors of that industry start trying to differentiate the

adversity and try to establish a dominant resilience force and try to protect themselves against competition.

Strategic resilience come when employees analyses the adversities within industry with strategic, restorative mindset.

Restorative mindset:

The very first job of employees is to restore their health, strength, or well-being. Unless they are mentally and physically fit, they cannot adapt positive psychology and develop well-being in them. Positive mindset generates positivity among employees to build courage , confidence and strength for resilience to fight adverse situations.

9.2 Determination of dominant resilience under adverse environment –

Where is the organization in the resilience cycle?

To develop a resilience strategy as a broad goal plan (refer Figure – 4, Resilience Matrix) to be fixed for how organization is going to face and compete the adverse environment within the industry and to fix the position of the organization within the resilience cycle.

Level of the adversity – Beginning, growth, maturity, and decline.

Figure 4:

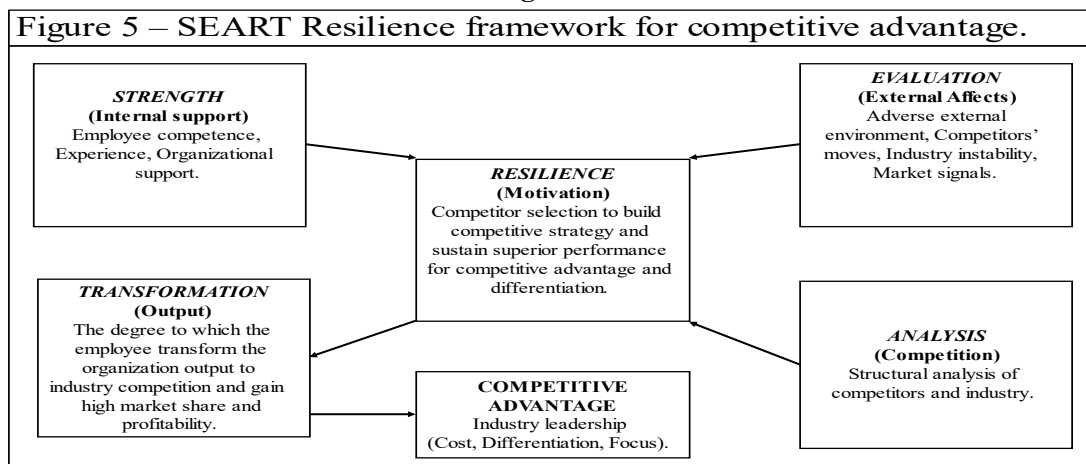
Figure 4 – Resilience Matrix.

Level of Intensity	High	Serious entry of Adversity Opportunistic force of resilience. Opportunistic time to test Resilience.	High intensity of adversity Selective High Resilience	Very High intensity of adversity Concentrate with full focus and strength of resilience at all key performance areas / organization .
	Medium	Limited Adversity Moderate force of resilience.	Medium intensity of Adversity Concentrate on adversity intensity.	High intensity of adversity High strength of Resilience.
	Low	Low Resilience Prevent adversity before it occur. Develop resilience options to achieve without high risk.	Overall Resilience Moderate force of resilience.	Serious entry of Adversity Opportunistic force of resilience.
		Low	Medium	High
		Level of Adversity		

Source of ideation from: Proposed resilience matrix is developed by this researcher (Kaustubh Kamalesh Bhandarkar).

9.3 Determination of sources of competitive advantage under adverse environment –

Figure 5:



Source of ideation from: Proposed SEART resilience framework for competitive advantage is developed by this researcher (Kaustubh Kamalesh Bhandarkar).

elements based on linear thinking, rational analysis to analyse them in advantageous way to deal successfully the adverse challenges. Determine the critical issues in the adverse environment, penetrate the issue, implement process of thought, make analysis of essence (attitude and method), and get transformation or changed configuration (Ohmae, 1982).

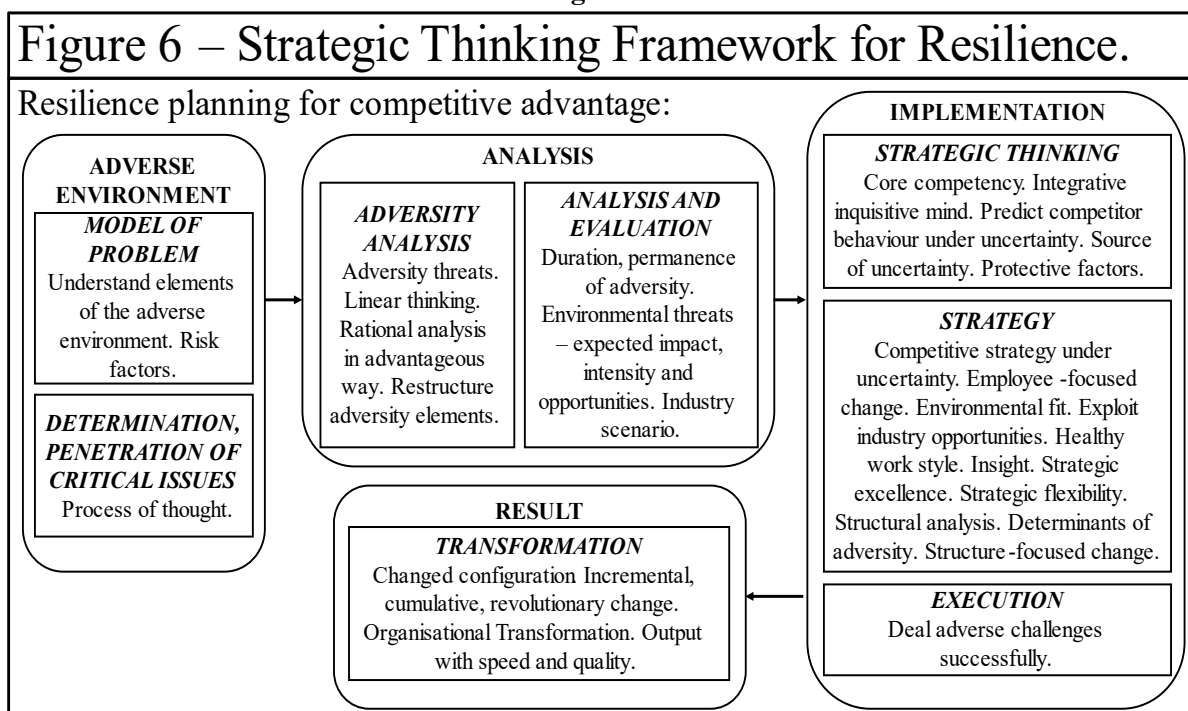
9.4 Determination of planning for the competitive advantage:

9.4.1 Strategic Thinking –

In strategic thinking clear understanding of the elements of the adverse environment is to be understood and restructure the adversity

9.4.2 Determination of strategic thinking under adverse environment –

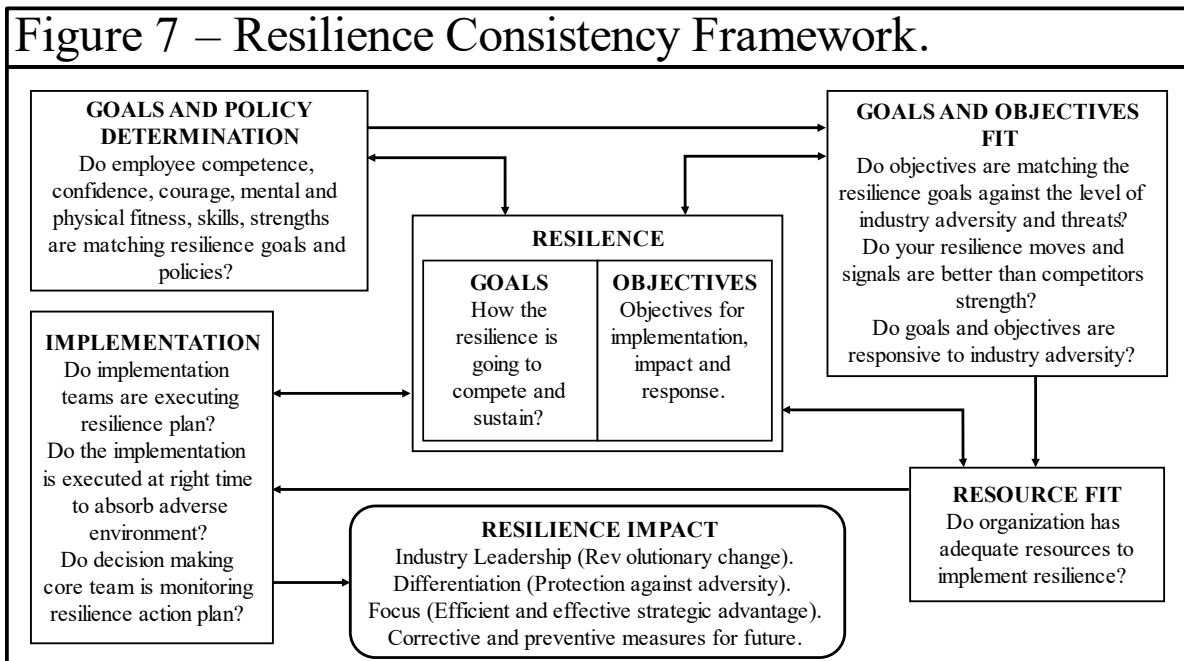
Figure 6:



Source of ideation from: Proposed strategic thinking framework for resilience is developed by this researcher (Kaustubh Kamalesh Bhandarkar).

9.5 Determination of resilience consistency under adverse environment –

Figure 7:



Source of ideation from: 1) [REF: Porter (1980) *Competitive Strategy and Competitive Advantage* (1985)]. Proposed resilience consistency framework is developed by this researcher (Kaustubh Kamallesh Bhandarkar).

9.6 Organizational Activities for adverse environment –

Implementation of mental training practices:

- ▶ To implement *Mindfulness-Meditation* practices for employees to get control on wandering mind and maintain the attention, mindfulness, concentration, improve memory, mental and physical health and avoid obsessive thinking, feelings of fear and helplessness.
- ▶ To form *employee groups* and group training for stress management under adverse environment, well-being, is to be given at workplace to improve the healthy working environment at workplace as well as at home.
- ▶ Implementation of *Mindfulness-Meditation* practices.

Advantages of Mindfulness-Meditation (MM):

Improves the mind for ability to face the adverse environments, analysing and selecting the best source of option to overcome the

negative emotional (anxiety of the adversity) and psychological responses. Mindfulness notices our present thoughts, removes non-constructive ones from it and replaces attention with positive thoughts. Focused mind builds strong resilience.

MM develops cognitive flexibility (Malinowski, & Moore, in Fernandez, 2016), insight, judgment accuracy, problem solving ability (Kiken & Shook), and facilitates job performance (Brummel, in Fernandez, 2016), decreases stress, improves resiliency and work engagement, and overall employee well-being and organizational performance (Aitken et al, in Fernandez, 2016).

- ▶ *Resilience* helps to understand the adversity, acts reflection with immediate reaction leads to corrective and preventive measures to control future problems.
- ▶ *Strong attitude, behaviour, compassion and social support system*: To build the strong resilience this is very much important to have a team work among all employees at all levels of the organization.
- ▶ Organizations need to build work culture encouraging to build resilience among employees to develop resilient workforce to become better equipped to respond to crises with *resilient mindset*, and build well-being

in them leading to organizational belongingness and low employee turnover.

- To adapt *resilient mindset* to make out the probable duration of stressful, adverse situations, analyse the adversity given in Figure – 3, Strategic Thinking Framework for Resilience, to make resilience planning for competitive advantage.

10. Conflict of interest

The author reports no conflicts of interest with anybody.

11. Financial support

This research is not sponsored with any specific grant by any commercial establishment, funding agency, individual, or not-for-profit sectors.

12. Data Availability Statements

All data generated or analysed during this study are included in this published article.

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