



RESILIENCE A BOOSTER OF JOB SATISFACTION: AN INVESTIGATIVE STUDY

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ANNOTATION

DOI No: 10.36713/epra10410

Article DOI: <https://doi.org/10.36713/epra10410>

Resilience research has been found more in clinical setting, social field and educational background. However, the resilience researches related to industrial and organizational are rarely. In the organization, resilience owned by the employee will impact the level of job satisfaction. Resilient employees will develop a particular pattern of problem solving that makes him able to provide optimal contribution to the company. It can be stated that the employee job satisfaction level is suspected influenced by the resilience level. During the covid-19 pandemic the employee job satisfaction in the healthcare sector has taken new turn and it became difficult for the administrators to understand the job satisfaction deviations among employees. In this context, current research examines what extent of resilience parameters can explain deviations in employee job satisfaction among healthcare employees.

KEY WORDS: Resilience, Job Satisfaction, Optimal Contribution, Mental Wellbeing.

INTRODUCTION

Resilience is the capability to survive adversity and repel challenging life events. It doesn't mean the people looks feasible means that they are not facing stress, going through emotional trauma and suffering. Some employees are working in the organization with their emotional pain but they are maintaining and balancing resilience with mental stubbornness.

Resilience is significant as it gives the people the influence to practice and overcome difficulty. The people who do not have the flexibility to drown easily and may resort to unhealthy coping appliances. Resilient persons, they exhibit and use their strength and support systems to speechless encounters and they try to solve them with the perfect solution.

There is demonstrative resilience in which one can accomplish realistic assurance, even they are facing the crisis. There are two types of resilience's, one is Physical resilience denotes to the body's capability to cope with challenges and improve rapidly and the

second one is the Community resilience which derived as the ability of groups of people to respond to hostile situations such as violence or economic hardship and natural disasters.

A paediatrician named as Ken Ginsberg developed the model called as the 7 Cs resilience model to support the children and adolescents develop resilience. There are seven variables which are Learning competence, self-confidence, communication, coping, character, connection and control is the way he says that people can build their internal strength and use external resources with not comparing of the age.

COMPETENCE

Quality or status of competence: such as the quality or status of having sufficient knowledge, judgment, skill or power (in a particular task or in a particular relationship) no one denies his or her competence as a leader.

SELF CONFIDENCE

The word confidence is usually defined as confidence that everyone will possess in the characteristics like individual judgment, capability, power, and etc., Self-confidence contains the positive belief that in future one can achieve anything what they want to achieve in general. Self-confidence is not like self-respect, it is the assessment of one's self-worth, while self-confidence is exactly about one's capability to attain a goal. The meta-analysis proposes that it is like to one's overview. Abraham Maslow and many others after him highlighted the need to differentiate between self-confidence as a widespread character trait and self-confidence with respect to a specific task, capability, or challenge (i.e., self-efficacy). Self-confidence regularly derived as the common self-confidence. This is separate from self-efficacy, which is suggested by the psychologist Albert Bandura who determined as "belief in a person's ability to succeed in certain situations or to do something" and is consequently a term that refers more specifically to specific self-confidence.

Control

Understanding this fact, control is often described as having two important components. Major control which involves the capability to actually change a position. Minor control which involves the capacity to change the way people think about a condition.

Coping

Coping denotes to intellectual and behavioural tactics for supervising the stressful events or negative psychosomatic and physical significances, while resilience defines as the ability to adjust to the stressful circumstances in the face of difficulty.

Character

Characteristics of resilient people know their situations, their open reactions, and the behaviour of those who are around them. By being attentive, they can keep control of a situation and think of new ways to find the solution of the problems that we are facing.

Contribution

As giving or offering something (such as money or time) as part or all of them are raising funds to help the scholarship fund.

Connection

It is a state of being connected, such as a causal or logical relationship or sequence of communication between two ideas.

- Textual relation or association. In this relation, the word has a different meaning.
- The relationship is actually related to a wanted theft.

RESILIENCE AND JOB SATISFACTION

Shabnam Fathizadeh et. al., (2020), study was carried out as structural equations. The statistical population of this study was all nurses of Imam Reza Hospital of Urmia city, which consisted of 275. Based on Morgan's table, 200 people were selected by simple random sampling method. Data were collected through standard questionnaires. Structural Equation Modelling was applied to evaluate relationships between latent and measured variables in a conceptual model. According to research findings, resiliency and job involvement affect the relationship between transformational leadership and spirituality with job satisfaction and turnover intention. These results emphasize the necessity of recognizing the mediating role of resiliency and job involvement in the study of the relationship between transformational Leadership and spirituality with job satisfaction and turnover intention.

Rehmawati. W (2013), This study aimed to examine the correlation between the level of of tax consultant's resilience on their perceived level of employee's job satisfaction. The study was conducted on 52 employees who work in a tax consulting firm. The hypothesis of this study is the higher the level of employees' resilience, the higher the employees' job satisfaction level. The Minnesota Satisfaction Questionnaire MSQ was used to measure the level of job satisfaction, and also Wagnild and Young (1993) resilience scale was used to measure the level of employees' resilience. The result show that resilience has positive relationship with job satisfaction level.

REVIEW OF LITERATURE

DeTore. N.R et. al., (2022), study replicates findings of other studies of the mental health of healthcare workers during the COVID-19 pandemic (**Lai et al., 2020**) and prior pandemics (**Busch et al., 2021; Maunder et al., 2006**), which have shown that this vulnerable population experiences moderate to high levels of distress and a sense of isolation during such crises. In addition, in the intervention portion of the current study, which by necessity used a pragmatic, nonrandomized design, improvements in resilience and decreases in emotional distress were observed in healthcare employees who chose to participate in the brief online resilience training course. These initial findings, while they must be interpreted with caution given the small size of the sample and the non-randomized design, further support the possibility that a brief, online intervention can be beneficial to healthcare workers even in the midst of a crisis.

Ho Y-CL et. al., (2022), found that family resilience was had a significant association with lower psychological impact of COVID-19, but not in threat perceptions. Complementing the mental health studies on individuals during the pandemic, this study provides

novel data on family-level psychological responses and the influence of personal risk factors on other family members. Importantly, our data also point to the protective role of family resilience in mitigating the psychological impact of the pandemic, suggesting avenues for future crisis preparation.

Sánchez-Hernández Ó (2022), indicated that since the COVID-19 pandemic has broken out, the population wide prevalence of depression, anxiety, insomnia, post-traumatic stress disorder, and psychological stress has risen markedly. In Greece (**Lakioti et al., 2020**) found that positive psychology concepts are useful variables in the mental health professionals’ resilience to work stressors. As the article by **Gilbody et al. (2021)** points out, the mental health research community has been successful in describing the nature of the impact of COVID-19, but less so in generating solutions and providing clinical trial data to establish what works to mitigate the effects of COVID-19 impacts. It is necessary to analyze this imbalance and promote clinical trial studies to promote well-being, prevent emotional problems, and carry out early detection and intervention of emotional disorders.

Rami Otoum et. al., (2021), Nurse’s Job Performance is an essential and important outcome for hospitals. Hospitals must excel in boosting the performance of their nurses. The results of this study reported that Organisational Commitment components have a relationship with Job Performance through Job Satisfaction with partial mediation effect of Job Satisfaction. In addition, this present study showed that all Organisational Commitment components were strongly and positively correlated to each of Job Satisfaction and Job Performance. Also, Job Satisfaction among nurses positively correlated with Job Performance. Due to improvements in the health care system and workplace environment which aimed to improve the nursing care and quality, nursing educators, researchers, and nurses’ managers should create suitable approaches and strategies to promote the Organisational Commitment and Job Satisfaction of nurses to the highest level, which in turn enhance their Job Performance and the quality of care.

DATA ANALYSIS

Table- 1: Regression Model of Job-Related Satisfaction and Resilience Among Select Healthcare Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.699	.71429
a. Predictors: (Constant), Positive Emotion, Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .837$. It indicates the relation between Resilience and Job-related satisfaction parameter of Job

Lin. H.-H et. al., (2021), found that the excessive skills required to engage in leisure, the lack of time and the lack of leisure information led to leisure obstacles for current medical workers. In the workplace, there are few opportunities for advancement, and job satisfaction is low due to low job achievement. In addition, most health workers have physical health problems such as reduced enthusiasm, mental weakness, and emotional irritability. As a result, they are unable to work freely, express their true selves, and have thoughts of leaving their jobs. There are gender differences in perceptions of the issues of leisure obstacles such as family support, skills, expensive equipment, friends’ lack of transportation and adequate physical strength, lack of personal funds, narrow leisure space, and the issues of willingness to stay in the workforce such as promotion, competence, and meaningfulness of work, and women feel more strongly than men.

RESEARCH GAP

There are number of articles to identify factors impacting job satisfaction. During the pandemic there is a serious shortage of employees in healthcare sector. To retain existing employees’ organisations, need new tools which can explain changes in employee job satisfaction. In this context, the current study examines the resilience impact on job satisfaction.

OBJECTIVES OF THE STUDY

- To examine the resilience impact on job satisfaction among employees of select healthcare organisations.
- To put forth suggestions based on the findings of the study.

SAMPLE AND DATA COLLECTION

A quantitative approach was followed in this exploratory study. The participants selected for this study consisted of select healthcare organisations in Hyderabad, Telangana. 680 questionnaires were distributed among the select companies. Convenience sampling technique was deployed in sample selection. The respondents were solicited to complete the questionnaire. The resultant response rate of useable questionnaires was 96% (650).

Satisfaction is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 70.1% of deviation in the dependant factor (Job-

related satisfaction) is explained by the independent factor (Resilience). The adjusted R² mentioned in the above table generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed

that the value of adjusted R² is expelled from the R² value will be (.701-.699= 0.02). The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	771.406	3	257.135	503.985	.000 ^b
	Residual	329.592	646	.510		
	Total	1100.998	649			
a. Dependent Variable: Job Related						
b. Predictors: (Constant), Positive Emotion, Growth, Perseverance						

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 503.985 and the P value <0.05, the null hypothesis is

rejected and alternative hypothesis is accepted signifying that resilience affects healthcare employee job- related satisfaction.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.449	.082		5.475	.000
	Growth	-.008	.048	-.009	-.171	.864
	Perseverance	-.060	.049	-.066	-1.226	.221
	Positive Emotion	.863	.034	.894	25.282	.000
a. Dependent Variable: Job Related						

(Source: Primary Data)

The result in the above coefficient table revealed that resilience effects healthcare employee job-related satisfaction.

Table- 2: Regression Model of Organisation-Related Satisfaction and Resilience Among Select Healthcare Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.588	.586	.86844
a. Predictors: (Constant), Positive Emotion, Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .767. It indicates the relation between Resilience and Organisation-related satisfaction parameter of Job Satisfaction is constructive and both alter in the identical path. The coefficient of variance R² shows that 58.8% of deviation in the dependant factor (Organisation-related satisfaction) is explained by the independent factor (Resilience). The adjusted R²

mentioned in the above table generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed that the value of adjusted R² is expelled from the R² value will be (.588-.586= 0.02). The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	696.073	3	232.024	307.650	.000 ^b
	Residual	487.203	646	.754		
	Total	1183.276	649			
a. Dependent Variable: Organisation Related						
b. Predictors: (Constant), Positive Emotion, Growth, Perseverance						

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 307.650 and the P value <0.05, the null hypothesis is

rejected and alternative hypothesis is accepted signifying that resilience affects healthcare employee Organisation- related satisfaction.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.554	.100		5.557	.000
	Growth	.126	.058	.127	2.179	.030
	Perseverance	-.118	.059	-.125	-1.991	.047
	Positive Emotion	.769	.042	.768	18.522	.000
a. Dependent Variable: Organisation Related						

(Source: Primary Data)

The result in the above coefficient table revealed that resilience effects healthcare employee Organisation-related satisfaction.

Table- 3: Regression Model of Payment-Related Satisfaction and Resilience Among Select Healthcare Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.621	.619	.80924
a. Predictors: (Constant), Positive Emotion, Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .788. It indicates the relation between Resilience and Payment-related satisfaction parameter of Job Satisfaction is constructive and both alter in the identical path. The coefficient of variance R² shows that 62.1% of deviation in the dependant factor (Payment-related satisfaction) is explained by the independent factor (Resilience). The adjusted R²

mentioned in the above table generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed that the value of adjusted R² is expelled from the R² value will be (.621-.619= 0.02). The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	691.997	3	230.666	352.229	.000 ^b
	Residual	423.049	646	.655		
	Total	1115.046	649			
a. Dependent Variable: Payment Related						
b. Predictors: (Constant), Positive Emotion, Growth, Perseverance						

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 352.229 and the P value <0.05, the null hypothesis is

rejected and alternative hypothesis is accepted signifying that resilience affects healthcare employee Payment- related satisfaction.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.581	.093		6.253	.000
	Growth	.271	.054	.282	5.032	.000
	Perseverance	-.209	.055	-.228	-3.771	.000
	Positive Emotion	.725	.039	.746	18.743	.000
a. Dependent Variable: Payment Related						

(Source: Primary Data)

The result in the above coefficient table revealed that resilience effects healthcare employee Payment-related satisfaction.

FINDINGS

- Among healthcare sector employee's resilience factors are explaining 70.1% deviation in employee job-related satisfaction of employee job satisfaction. From the ANOVA table it is observed that positive emotion of resilience is significantly impacting employee job-related satisfaction.
- Among healthcare sector employee's resilience factors are explaining 58.8% deviation in employee Organisation-related satisfaction of employee job satisfaction. From the ANOVA table it is observed that growth factor of resilience is significantly impacting employee Organisation -related satisfaction.
- Among healthcare sector employee's resilience factors are explaining 62.1% deviation in employee Payment-related satisfaction of employee job satisfaction. From the ANOVA table it is observed that positive emotion factor of resilience is significantly impacting employee Payment - related satisfaction.

SUGGESTIONS

Resilient employees are more concerned about challenging job and they want to face the problem and solve it. During pandemic these employees found the opportunity to face the problem and their job role provided them satisfaction by serving society in during critical time. Critics say that this type of employees are very much needed in current days dynamic business environment. Therefore, healthcare organisations should build resilient employees to sustain in the ever-changing business environment.

Employees who are interested in growth look for the feedback from the others like superiors, peers and subordinates. This feedback will come from the organisation in the form of performance appraisal. If the feedback system is good then the appraisal also will

yield expected results. Therefore, if management is looking at employee organisation-related satisfaction, it can be achieved through good feedback system.

As said earlier the performance appraisal should reflect employee hard work in the organisation. But due to some organisational policies some employees will not receive appraisals as per their expectations but if the employee has positive emotion, then he will be optimistic with the organisation and have payment-related satisfaction even if he not received desired performance appraisal.

CONCLUSION

The research is conducted to examine whether the resilience can boost the employee job satisfaction or not. For the research 18 item resilience scale is adopted and 20 item job satisfaction scale is also considered. From the research it is found that positive emotion has significant impact on employee job-related and payment-related satisfaction and growth has significant impact on employee organisation-related satisfaction. The present-day employees are not expecting only money from the organisation, but they want recognition in the organisation. These employees are ready to work for less salaries also if they are convinced that their carriers will be bright. For the resilient employee every problem is an opportunity to prove themselves and during the difficult times these employees will stick to the company and take challenges thrown by dynamic business environment.

Future Scope

The present research is confined to resilience impact on job satisfaction, in future researchers may study combined impact of resilience and other factors on job satisfaction. For combined impact factors like work life balance or organisational culture etc can be considered.

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