



INSPIRING INDIVIDUAL &  
ORGANIZATIONAL CHANGE

# Resilience & Workplace Performance: Literature Scan

*FOR: The Resilient Mind (June 18, 2020)*

# Resilience & Workplace Performance

*Terms used in empirical search:*

- Resilience
- Workplace performance
- Statistics on workplace performance

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## Literature Searches:

*Example of some persuasive stats:*

- ❖ Long work hours, job strain, shift work, job insecurity, limited control, peer conflict and low social support all contribute to workplace stress (Goh, Pfeffer & Zenios, 2015).
- ❖ 65% of US employees view their jobs as the number one stressor in their lives (APA, 2017).
- ❖ The likelihood of developing depression or anxiety is higher for those who work in stressful work environments (McGonagle, Beatty & Joffe, 2014).
- ❖ Stressful work environments can lead to negative physical and mental health outcomes for employees and organizations (Shatté, Perlman, Smith & Lynch, 2017).
- ❖ Alcohol and substance misuse have been linked to employees experiencing high stress levels (Ng & Jeffery, 2003).
- ❖ Initiatives and programs that foster a resilient and mentally healthy workplace increase productivity, lower healthcare costs, lower absenteeism and decrease turnover (McAllister & McKinnon, 2009).
- ❖ Resilience training programs have a modest effect that is comparable to other primary prevention programs such as mindfulness training and depression prevention programs (Goyal et al. 2014).
- ❖ Positive emotions also serve as a 'buffer' against workplace stress (Tugade & Fredrickson, 2004).



- ❖ In a study done by HealthMetrics, 94% of participants say the availability of the programs have a moderate, strong or very strong positive impact on their commitment to their employer (Healthmetrics, YEAR?).
- ❖ Evidence from the two published meta-analyses suggests resilience programs have a statistically significant yet low to moderate, short-term effect at improving all reported outcomes (“pooled treatment effect”). While the current evidence indicates resilience training programs have modest effects at the individual level, it does not diminish the potential value to employers. The observed small individual effect sizes may have larger benefits at the organizational level. (Vanhove et al., 2016).

## Grey Literature Sources Found:

### [5 Ways to Boost your Resilience at Work](#)

Currently, a quarter of all employees view their jobs as the number one stressor in their lives, according to the Centers for Disease Control and Prevention. IBM Institute for Business Value in late 2015 conducted a survey of 5,247 business executives from 21 industries in over 70 countries and reported that the “scope, scale and speed” of their businesses were increasing at an accelerated rate, especially as the competitive landscape became increasingly disrupted by technology and radically different business models. The result is at times a frenetic way of working. Being hyper connected and responsive to work anytime, anywhere, can be extremely taxing. In a 2014 global survey of Human Capital Trends conducted by Deloitte, 57% of respondents said that their organizations are “weak” when it comes to helping leaders manage difficult schedules and helping employees manage information flow, and that there is an urgent need to address this challenge.

Fernandez, R. (2016). 5 ways to Boost your Resilience at Work. *Harvard Business Review*. Emotional Intelligence.

<https://hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work>

### [Why Resilience is a Workplace Issue](#)

Moral distress was a significant predictor of all 3 aspects of burnout, and the association between burnout and resilience was strong. Greater resilience protected workers from emotional exhaustion and contributed to personal accomplishment (Rushton, Hylton, C., Batcheller, J., Schroeder, K. and Donohue, P., 2015).



Workplace Strategies for Mental Health. Why Resilience is a Workplace Issue. Canada Life.

<https://www.workplacestrategiesformentalhealth.com/managing-workplace-issues/why-resilience-is-a-workplace-issue>

### [Resilience in the Workplace: How to be more resilient at work](#)

Resilience is not only important for its impact on psychosocial factors such as burnout, adaptive workplace behaviors and buffering against workplace stress, it has also been implicated in physical wellbeing. Tugade and Fredrickson (2004) found that “the psychological mindset involved with resilience is reflected in the body as well”. Research suggests that resilience training may play an important part in public health and health prevention (Joyce, Shand, Bryant, Lal & Harvey, 2018). This is because resilience training has the power to protect the long-term health and wellbeing of employees.

Craig, H. (2020). Resilience in the Workplace: how to be more resilient at work. Positive Psychology.

<https://positivepsychology.com/resilience-in-the-workplace/>

## References (persuasive stats)

American Psychological Association. Stress in America survey press release 2015. Accessed September 2017.

<https://www.apa.org/news/press/releases/stress/2015/snapshot>

American Heart Association, Resilience in the Workplace: An Evidence Review and Implications for Practice. <https://healthmetrics.heart.org/resilience/>

Dooley D, Fielding J, Levi L. Health and unemployment. *Annual Review of Public Health*. 1996;17(1):449-65.

McAllister, Margaret, and Jessica McKinnon. "The importance of teaching and learning resilience in the health disciplines: a critical review of the literature." *Nurse Education Today* 29.4 (2009): 371-379.

Ng DM, Jeffery RW. Relationships between perceived stress and health behaviors in a sample of working adults. *Health Psychology*. 2003;22(6):638.

Masten AS, Cutuli JJ, Herbers JE, Reed MG. Resilience in Development. *The Oxford Handbook of Positive Psychology*. 2009; 21:117.

McGonagle AK, Beatty JE, Joffe R. Coaching for workers with chronic illness: evaluating an intervention. *Journal of Occupational Health Psychology*. 2014;19(3):385.



Shatté A, Perlman A, Smith B, Lynch WD. The Positive Effect of Resilience on Stress and Business Outcomes in Difficult Work Environments. *Journal of occupational and environmental medicine*. 2017;59(2):135.

Vanhove AJ, Herian MN, Perez AL, Harms PD, Lester PB. Can resilience be developed at work? A meta-analytic review of resilience-building programme effectiveness. *Journal of Occupational and Organizational Psychology*. 2016;89(2): 278-307

Youssef CM, Luthans F. Positive organizational behavior in the workplace: the impact of hope, optimism, and resilience. *Journal of Management*. 2007;33(5):774-800.

