

A STUDY ON FOOTPRINTS OF EMPLOYEE RESILIENCE ON ORGANIZATIONAL EFFECTIVENESS WITH REFERENCE TO HIGHER EDUCATIONAL INSTITUTIONS IN THURAIYUR TALUK

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Abstract:

Resilience is the propensity of an employee to snap back from deteriorations. It will enrich the capacity of an employee to solve their problems and make him desirable for optimally contribute towards accomplishing the organizational goals. There is restricted awareness of resilience and its favorable consequences. This study is quantitative in nature and it scrutinizes the degree of resilience and its impacts on the organizational effectiveness in both conceptual and operational perspectives. The Brief Resilience Scale is used to measure the resilience of the respondents. The sample is 150 teaching staffs of higher educational institutions in Thuraiyur.

Index Terms: Brief Resilience Scale, Organizational effectiveness, Problem solving, Quantitative research, Resilience.

I. INTRODUCTION

In this twenty-first century, competency became inevitable. Especially in the job, employees of every organization should possess competency in their own field. Otherwise sustainable job will become questionable. (Rica Bhattacharyya and Kala Vijayaraghavan, 2016) A survey revealed that, 46% of Indian employees found to be victim of stress.

(Ranjani Ayyar, 2016) A report of TimesOfIndia explores that 60% of Indian employees are in the dilemma of quitting their job as a result of stress due to lack of resilience. It will impact on their performance. Employee resilience became the pill for this kind of illness. In that way, this study analyses the employee resilience of teaching faculties and its impacts on organizational effectiveness.

Characteristics of resilience

(Jeffrey and Linda Russell, 2006) The following characteristics will better describe the resilience and resilient people.

Mind-set

Resilience is a mind-set which influences the behavior of people. It can be the stimuli for the proactive engagement to adapt to the change and trauma.

Dynamic

Resilience is a dynamic quality that will change according to the environment. The degree of resilience may differ by time. A person may have different level of resilience on different times.

Can be developed

The resilience is not only genetic characteristic but it can also be core personality of a human being. So, it can be enhanced. By training, coaching and mentoring people can strengthen their sense of resilience. Through the personal effort of both individuals and organizations it will be possible.

Multi-dimensional

Resilience is not a unidirectional quality, it involves 8 different facets or dimensions. Through experiment, these dimensions can boost the personal resilience of people.

Organized

Resilience helps the people to find a way to overcome chaos and uncertainty and to acquire sustainable growth. It supports a person to plan his short-time goals.

Problem solving

Resilient people are capable enough to analyze the problems, find out the root causes and to adapt optimum solution. They can understand the complex relationship of core issue with other problems. They will be ready to face contingencies.

Interpersonal competence

People with resilient qualities are well versed in practicing emotional intelligence. They aware of themselves along with others mind. By this way, they can master in managing themselves as well as the other people.

Socially connected

This dimension of resilience shows the capacity of a person to maintain prospective relationship with the personal as well as professional networks. Resilient people can share their views, sufferings and their hope among that network.

Proactive

Resilient people adapt to the change instead on reacting. They have belief in their capacity to determine their own destiny under the respective situations. They will try to preserve their self-efficacy to face the challenges.

Advantages of Resilience**Personal level**

Resilience helps the employees to create a mental preparation to face the challenges in workplace. Resilient people can overcome the stress and take the responsibility of tough tasks boldly.

Team level

A team of resilient people balance the workload and perform better to enhance the quality of the project outcome.

Organizational level

The resilience quality of employees will help the organization to adapt to the changes which are all the outcome of changes in the business environment, build corporate culture and to deal with all the success and failures of the organization.

Organizational effectiveness

(K. Karuppiah, 2015) Organizational effectiveness measures the ability of an organization to achieve its outcome in an effective way. In this study the effectiveness of the higher educational institutions is assessed. There are four approaches in evaluating the organizational effectiveness. They are namely are goal attainment approach, systems approach, strategic constituencies approach and competing values approach. This study uses the support of goals attainment approach and competing values approach.

II. REVIEW OF LITERATURE

(Sri W. Rahmawati, 2013) Resilience is a kind of unique characteristics of employees in service sector. The study conducted by Rahmawati examines the factors which have positive influence on their performance and job satisfaction. The respondents are 52 employees of a tax consulting firm. The results showed that employee resilience is directly proportional to job satisfaction.

(Happy Paul, Umesh Kumar Bamel, and Pooja Garg, 2016) Development of resilience among the employees, outcome of employees in workplace can be boosted. The study conducted by the researcher determines the relationship between employee resilience and organizational citizenship behavior (OCB) in the light of Indian organizations. The respondents were 345 employees of manufacturing industries in Uttarakhand and Himachal Pradesh. The results explore that employee resilience was directly proportional to organizational commitment.

(Haider and Abid, 2017) The study conducted by Haider and Abid investigate the relationship between organizational support and employee resilience. The respondents were 129 employees of private and public sectors. The result shows that organizational support induces the employee resilience. The study also explored that the indifference in organizational support of both private as well as public sectors.

(Morgana Hodliffe, 2014) The study of Morgana Hodliffe describes the factors through which organizations can improve the employee resilience. The findings of the study suggested that learning oriented culture and empowering leadership are the factors that can magnify the employee resilience and the have positive impacts on organizational outcomes.

(Kim Cameron, 1986) The study of Kim Cameron describes the importance of organizational effectiveness in different kinds of organizations. The results of this study were obtained from 29 organizations and they suggest some managerial strategies to lead the organizations to reach their goals. The strategies were proactive as well as reactive.

(Dr. D. Aravazhi Irissappane and Rouvier Sabrina Marie, 2015) The study of the authors meticulously explored the organizational effectiveness of Pondicherry university based on the perception of 712 students belongs to that university. The results explained that organizational effectiveness have positive influence on students' perception.

Objectives

1. To study the resilience of employees in workplace.
2. To explore the impacts of employee resilience on organizational effectiveness.
3. To ascertain the intensity level of employee resilience in different demographic characteristics.
- 4.

III. RESEARCH METHODOLOGY

The research is interested in knowing the characteristics of teaching faculties regarding resilience. So, this study belongs to descriptive research.

Sample design

From the population of Thuraiyur, teaching faculties of higher educational institutions are taken as sampling frames. After that, 150 samples are selected randomly.

Data collection tool

The survey technique is found to be the best suited for this study. So, data were collected from the respondents through questionnaires.

Measures

Brief Resilience Scale (BRS): It was developed by Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P. and Bernard, J. in 2008. It measures the ability to bounce back. 6 situations were included to assess the resilience of the employees. Likert 5 point

scale was used in the assessment. The response ranges varying from 1 for strongly disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, 5 for Strongly agree

Hypothesis

- There is no significant relationship between tendency to take long time to get over set-backs in life and inter departmental relationship.
- There is no significant relationship between age and tendency to take long time to set back in life.
- There is no significant relationship between experience and facing hard time with little trouble.

Limitations of study

- **Access:** Study depends on having access to the teaching faculties of higher educational institutions, due to some reasons access is denied from the management.
- **Sample size:** The number of respondents considered in the study is small, i.e. 150.
- In some cases, willingness of the respondents was low.

IV. RESULTS AND DISCUSSIONS

Table 4.1: Description of employees' demographic characteristics

Demographic variables	Gender		Marital status		Age (Years)			Experience (Years)		
	Male	Female	Married	Unmarried	20-30	31-40	Above 40	Below 2	2-5	Above 5
Options										
Frequency	73	77	87	63	42	69	39	35	85	30
Percentage	48.6	51.4	58	42	28	46	26	23.3	56.7	20

Source: Primary Data

Most of the respondents of this study are unmarried women with 2 to 5 years of experience and they belong to the age segment of 31 to 40 years.

Table 4.2: Employee response towards their resilience

Particulars	Frequencies				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I tend to bounce back quickly after hard times	12	26	30	45	37
I have a hard time making it through stressful events.	47	39	35	20	9
It does not take me long to recover from a stressful event.	25	17	31	27	50
It is hard for me to snap back when something bad happens.	28	65	20	33	4
I usually come through difficult times with little trouble.	4	41	49	36	20

I tend to take a long time to get over set-backs in my life	45	61	28	8	8
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Source: Primary Data

It is inferred from the above table that, 45(30%) respondents have the will power to bounce back quickly from hard times. In case of any failure, those persons with high resilience may find optimal remedy to come back in a short span of time. 47 (31.3%) respondents have the ability to face trauma without experiencing hardship. People with this quality will not feel down with stressful events. 50(33.3%) respondents require less time to snapback from stressful events. Those people have self-efficacy to recover from failure. 65(43.3%) respondents found to be having less hardship towards bad events. Any bad situations in both academic and personal scenario will not affect their performance. 49(32.7%) respondents neither agree nor disagree towards facing difficult times with little trouble. 61(40.7%) respondents agree towards taking long time to get over set-backs in life.

Table 4.3: Chi-square analysis

Hypothesis	Variables under consideration		Calculated value	Tabulated value	Result
	Independent variable	Dependent variable			
H01	Tendency to take long time to get over set-backs in life	Inter departmental relationship	33.673	15.507	Rejected
H02	Age	Tendency to take long time to set back in life	24.611	15.507	Rejected
H03	Experience	Facing hard time with little trouble	52.856	15.07	Rejected

Source: Primary Data

People with the tendency of taking long time to get over set-back in life found to be having less inter departmental relationship. Inter departmental relationship is the critical element to be considered to measure the organizational effectiveness. It will improve the performance of the people through the group cohesiveness. Irrespective of the age and experience, the respondents have the sense of resilience. This result overcomes the myth of old people will have more resilience than the youngsters.

V. CONCLUSION

Employee resilience has proven to be crucial for the success of organizational effectiveness. This study explores the fact that, resilience has positive relationship with organizational effectiveness. Even though the teaching faculties face failures and trauma, they need to have resilience to set-back quickly in their lives. Respondents with less resilience seem to find hardship towards reaching organizational goals in optimum. Through personal training the sense of resilience can be developed.

Scope for further studies

This study focused on footprints of employee resilience on organizational effectiveness with reference to higher educational institutions in Thuraiyur. Further researches can consider the either employees of other organizations or other sectors with more samples to analyse the resilience of employees and its impacts.

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