

To Understand the Role of Well-Being and its Impact on Stress Management and Resilience on Employees in an Organization in the Post Pandemic Situation

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ABSTRACT

A resilient, psychologically stable, and healthy work environment works well under stress and responds quickly and efficiently to changes in the workplace. Many wellness programs have long disregarded resilience, although decades of study show that high resilience is a powerful determinant of health and performance. Wellbeing and resilience are crucial in both preventing the formation of mental health problems and potentially reducing the severity of those that already exist. Stress is described as an emotional or bodily sensation of stress. Labor and stress are inextricably linked, as too much work leads to an increase in stress levels in individuals. The research was quantitative in nature. The data for this study was collected from 126 participants through an online questionnaire form. The questionnaire consisted of 33 statements. The SPSS Software was used to analyze the data. data reliability, Karl Pearson's co-relation analysis, regression analysis, Independents Sample T-test and one way ANNOVA have been used to reach results and come to conclusions. A positive correlation was found between the stress management and resilience of employees and the employee well-being and its factors physical well-being, psychological well-being and social well-being. This study aimed to understand the impact of employee well-being on the resilience and stress management of the employees working in organizations. The employee well-being parameters were physical, psychological and social. The research tried to throw light on how these parameters in the employees of an organization affect the resilience and stress management in employees.

Keywords: Well-being, stress, resilience, pandemic

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1. INTRODUCTION

Stress is seen as one of the major issues of modern civilization, with its high competition and dynamics. Stress can be triggered by major life events as well as minor irritations. Stress is recognised to have an impact on one's mental health. However, if it is not adequately managed, it can have a negative impact on a person's life and cause them to be unable to complete crucial daily chores (Malik et al., 2020). Demographic characteristics including age and gender, as well as personal attributes, can help to reduce stress. An organization's effective work environment is dependent on a resilient, physically and mentally fit workforce, and employees play a critical role in cultivating these fundamental attributes in the workforce. The ability to tolerate, recuperate, and grow in the face of adversities and shifting demands is defined as resilience. Resilience is the psychological power to bounce back from adversity, uncertainty, tension, misfortune, or any change, as well as increasing responsibility. Important to understand how people remain focused in times of change is a key component of resilience. As a result, resilience allows one to move on from misfortune and remain strong after it. The purpose of this study is to examine the relationship associated with stress management and resilience on employee well-being in an organisation and understand the impact of employees well-being and its various factors such as physical, psychological and social on stress management and resilience of the employees at workplace (Sharma and Jain, 2020).

1.1 Problem Statement:

Employees are required to be resilient manage stress in order to be able to deal with difficult situations in their personal and professional life. But there are various factors that tend to affect resilience and stress in an individual. The study aims to understand the impact of Employees Well-being and its various factors such as physical, psychological and social on coping resilience and stress management in employees at workplace.

1.2 Purpose and scope of the study

The purpose of this study is to examine the relationship associated with stress management and resilience on employee well-being in an organization and to understand the impact of employees' well-being.

- To find the impact of **employee well-being on resilience of the employees at the workplace.**
- To find the impact of **employee well-being on stress management of the employees at the workplace.**

1.3 Research Question

- Is there a relationship between the employee well-being and stress management of the employees?
- Is there a relationship between the employee well-being and the resilience within employees?

2. LITERATURE REVIEW

2.1 Resilience

The term 'resilience' has its roots in physics and mathematics, with the mechanism of a metal bending under stress and then 'bouncing back' without breaking being a common illustration of resilience. In the behavioural sciences, the term "resilience" has been used to identify factors that contribute to human survival over a long time. There has yet to be agreement on the ideal way to operationalize resilience, with each definition determined by the long - term socio background, as well as the sample population for which the study was done.

In a complex, dynamic, and linked environment, organisational resilience

is defined as "a result of an organization's general situation awareness, control of keystone weaknesses, and adaptive capacity." By virtue of communities' reliance on organisational services, organisational resilience is critical not just to the survival and functioning of the organisation, but also to the existence and operation of the larger society in the face of adversity. More than merely comprehending the importance that employees play in their company's survival, empirical research also suggests that job engagement, which is motivated by employee resilience, is a crucial predictor of organisational resilience. Employees who have high psychological resilience, on the other hand, have a tendency to be quite favourable of corporate change as a result of the good emotions they experience throughout such transformation. As a result, it stands to reason that while evaluating organisational resilience, attention should be paid to the well-being and resilience of the organization's personnel.

2.2 Employee well-being

Employee wellbeing is generally understood to be more than merely the absence of illness among employees. When it related to employee satisfaction, employers used to emphasis on health benefits. The goal of employee wellbeing is to enhance the wellbeing of all employees. When discussing healthy and well-functioning persons or employees, it is not just about physical well-being, but also about other aspects of well-being that must be considered. To put it another way, the phrase "employee welfare" has evolved beyond its original meaning of providing healthcare to employees. (De Caroli and Sagone, 2016). Employee engagement is aided by company wellness programmes. Employees feel attached, their health improves, and their happiness rises as a result of implementing an employee wellbeing programme. All of these elements contribute to a better degree of employee engagement. Employee engagement, on the other hand, is influenced by job enrichment and effective feedback processes. Employees are more engaged at work when their wellbeing is

optimised, and their productivity rises, which has a good impact on their experience.

Employee well-being is more important than ever before, as organisations have understood the power it has to alter their employees' lives, cut absenteeism and healthcare expenses, and foster a healthy corporate culture (Thanki, 2021). The COVID-19 pandemic has undoubtedly placed a greater emphasis on mental health than ever before, resulting in greater understanding and compassion in the future. Employers have begun to place a greater emphasis on advantages such as exercise programmes and standing workstations, rather than specific health conditions. After all, avoiding disease is significantly less expensive than treating it, and it also benefits employees. (Murugesan and Megavannan, 2018).

2.3 Stress management

Stress has received more attention in recent years, since the percentage of employees experiencing it has increased as a result of globalisation. An organization's ruin and obliteration are accelerated by an unsettling work environment. A leader who is overworked is unable to ensure that the organization's efficient and effective goals are met. (Malik et al., 2020). Occupational stress occurs as a result of professional variables affecting employees' ability to modify their psychological, bodily, and social conditions, which causes the individual's mind or body to deviate from its basic functioning. Occupational stress is a set of emotional, behavioural, and physiological responses to ominous and adverse features of one's workplace, coworkers, and working conditions. (Sharma and Jain, 2020). The work environment is given special attention because it serves as a source of stress. Workplace stress is an ongoing condition induced by workplace conditions that have a negative impact on workers' employment advancement and overall well-being. It's a never-ending condition brought on by job conditions that can have a significant impact on people' career prospects and overall well- being. Researchers

investigating the origins of stress have identified stressors such as anxiety, narcissism, hatred, guilt sentiments, over-sensitivity, desire, miseries, frustration, dread, disappointment, and a want for approval. Change events that lead to intense stress, such as physical injury or illness, the death of a partner in life, divorce, marriages, sexual issues, pregnancy, the addition of a new close relative, problems with supervisors, managers, monetary obligations, and changes in working conditions. Stress management, on the other hand, is essential for living a prosperous and creative life. Employees can reduce stress by participating in work outs, exercises, yoga, Zumba, eating a nutritious diet, sleeping on a regular schedule, and meditating. Managers must ensure that employees manage stress on a timely basis in order to promote employee engagement and establish a healthy and thoughtful culture. However, in order to effectively manage stress, you must first identify the source of the problem. Stress management refers to a variety of techniques that can be used to help a person manage their stress levels. The goal of stress program is to enhance an employee's day-to-day performance and job happiness. Organizations and managers must set realistic and measurable goals for their personnel. Stress management sessions must be made available by organisations. It is advantageous to the workforce and allows them to control their stress. All we have to do now is plan appropriately and work within the company's culture.

3. RESEARCH METHODOLOGY

The study aims to understand the impact of Employees Well-being and its various factors such as physical, psychological and social on resilience and stress management of the employees at workplace.

3.1 Research Design:

This research is based on a quantitative study. A total of 126 respondents filled the questionnaire which was collected via online mode. The

questionnaire tried to gauge the resilience level of the respondents and tried to understand the impact of physical, psychological and social well-being on resilience and stress management of the employees at workplace.

3.2 Data Collection:

Primary and secondary data sources were used to obtain the data for this research. The primary source comprises of direct information that was collected through an online questionnaire. The secondary data sources include research papers, articles, books and related publication available online. To collect primary data on a quantitative approach was adopted through a survey questionnaire comprising of 33 statements which was converted into a Google form and circulated online through social media applications and email, responses were recorded digitally. The sample size of the research study was conducted on 126 participants.

The questionnaire was designed in two sections in order to collect the primary data. The first section focuses on the demographics and personal information of the respondents. The second section of the questionnaire consists of all the parameters with a 5-point rating scale. The options provided include strongly disagree, agree, neutral, agree and strongly agree accordingly coded as 1, 2, 3, 4 and 5.

3.3 Instrument:

1. The Brief Resilience Coping Scale

(Sinclair, V. G., & Wallston, K.A., 2004), was used to measure the degree of resilience in individuals. It comprised of 4 items. Responses were scored on a 5-point scale. Higher scores indicated a greater resilience coping in the respondents.

2. Stress Management Scale

Consumer Booklet of Stress Management Scale SMS-KC, was used to measure the degree of stress management in individuals. It comprises of 14 items out of which 7 items were positive and the other 7 items were negative. A 5-point scale was used to score the responses.

3. General Well Being Scale

Consumer Booklet of General Well Being Scale GWBS-CVDR was used to measure well-being. The questionnaire comprising of 15 items was used to assess the parameters of values driven physical well-being, psychological well-being and social well-being. A 5-point scale was used to score the responses.

3.4 Participants:

The respondents of the study were a sample of 126 employed individuals. The sample comprised of 41 males (32.6%) and 85 females (67.4%). The respondents were categorized into 4 age groups: Gen Z (18- 24 years), Gen Y (25- 40 years), Gen X (41- 56 years) and Baby Boomers (57-66 years). The respondents belonged to junior level management, middle level management and senior level management roles.

4. RESULTS AND DISCUSSION

4.1 Data Analysis:

The Statistical Package for Social Sciences (SPSS) was used to analyse the data obtained. The SPSS software was used to check the descriptive statistics. Correlation Analysis and Regression, Independent Sample T-tests and One Way ANOVA were done for analysing the various

independent factors- Physical, Psychological and Social Well-being have on the dependent variable resilience and stress management.

4.1.1 Reliability Analysis:

Reliability test was conducted to check the reliability of the data. Cronbach's Alpha reliability index was used to evaluate internal consistency of each construct. The responses were subjected to consistency analysis using Cronbach's Alpha, and a value of 0.838 was obtained. The reliability for the sample was found to have a high level of consistency as the scale for the sample was greater than 0.7. (Refer Table. 1)

4.1.2 Correlation Analysis:

To understand the Correlation and the nature of relationship between the variables i.e. Well Being and resilience, the Karl Pearson's coefficient of correlation was calculated. A positive correlation was found between the two variables where $r = 0.350$. Thus it is evident from Karl Pearson's coefficient of correlation that there is high degree of positive correlation between Well Being and resilience. To understand the Correlation and the nature of relationship between the variables i.e. Well Being and Stress Management, the Karl Pearson's coefficient of correlation was calculated. A positive correlation was found between the two variables where $r = 0.502$. Thus it is evident from Karl Pearson's coefficient of correlation that there is high degree of positive correlation between well-being and stress management. It indicates that employee well-being leads to stress management and resilience in an organisation and vice-versa. (Refer Table 2 and 3)

4.2 Hypothesis testing

H01. There is no significant relationship between stress management and employee well being

Data collected from responses shows a positive correlation was found between the two variables which is well-being and stress management where $r = 0.502$. This indicates a Positive association between the two variables. Further regression analysis has helped to predict values of Stress Management (variable y) values of Well Being (variable x). the prediction equation is $Y = a + bx$. Thus our prediction equation would be $Y' = 2.026 + 0.439X$ where Y is the dependent variable and x is the independent variable. On further analysis dependent variable Stress Management and independent variable Employee Well-being showed that Well-being of employees affected the Stress management in employees with an R square of 0.252 (Refer Table 3).

There is a significant impact of Employee Well Being on Stress Management. The dependent Variable Stress Management was regressed on predicting variables Employee Well Being, F-Value = 44.86 and p value less than 0.05 which indicates that Employee Well Being plays a significant role in shaping Stress Management (Beta = 0.439, p value of 0.001 which is lesser than 0.05) (Refer Table 4).

The null hypothesis can thus be rejected, in favour of the alternate hypothesis: There is a significant relationship between stress management and employee well-being.

H02. There is no significant relationship between resilience and employee well being

Data collected from responses shows a positive correlation was found between the two variables well-being and resilience is $r = 0.35$. This indicates a positive association between the two variables. Further regression analysis has helped to predict values of resilience (variable y) values of Well Being (variable x). the prediction equation is $Y = a + bx$. Thus our prediction equation would be $Y' = 2.610 + 0.372X$ where Y is the dependent variable and x is the independent variable. On further analysis dependent variable Stress Management and independent

variable employee well-being showed that well-being of employees affected resilience in employees with an R square of 0.123 (Refer Table 3). There is a significant impact of employee well-being on resilience. The dependent Variable resilience was regressed on predicting variables employee well-being, F-Value = 17.36 and p value less than 0.05 which indicates that employee well-being plays a significant role in shaping resilience (Beta = 0.372, p value of 0.001 which is lesser than 0.05) (Refer Table 5).

The null hypothesis can thus be rejected, in favour of the alternate hypothesis: There is a significant relationship between resilience and employee well being

4.3 Discussion and Interpretation

4.3.1 Employee well-being and Stress Management

A positive correlation was found between well-being and stress management. It's evident from Karl Pearson's coefficient of correlation that there is high degree of positive correlation between Well Being and Stress Management. It indicates that Employee Well Being leads to Stress management in an organisation and vice-versa. The objective of employee wellbeing is to enhance the wellbeing of all employees. When discussing healthy and well-functioning persons or employees, it is not only about physical well-being, but also about other aspects of well-being that must be considered. There is a significant impact of Employee Well Being on Stress Management. Organizations have begun to recognise that failing to address issues relating to poor employee well-being can result in burnout, stress, or illness. Employees who learn to recognise the indicators of stress and how to deal with the obstacles that lead to poor mental health can keep stress at work under control while also focusing on the wider picture of productivity. Workplace well-being is more than just managing a physical and socio - cultural environment with the goal of keeping employees safe. It necessitates businesses

actively assisting people in improving their physical and emotional health. Thus we say that Employee Well Being plays a significant role in shaping Stress Management.

4.3.2 Employee well-being and Resilience

A positive correlation was found between well-being and resilience. It's evident from Karl Pearson's coefficient of correlation that there is high degree of positive correlation between Well Being and Resilience. It indicates that Employee Well Being leads to Resilience in an organisation and vice-versa. The focus of employee wellbeing is to ensure the health of all personnel. When discussing healthy and well-functioning persons or employees, it is not only about physiological well-being, but also about other aspects of well-being that must be considered. There is a significant impact of Employee Well Being on Resilience. Wellbeing and resilience are important in preventing the onset of mental health problems as well as potentially lessening the severity of existing mental health problems. Wellbeing and resilience are vital to developing efficient problem-solving skills, building and maintaining interpersonal relationships and realistic goal setting, all of which greatly enhance an individual's ability to perform and contribute meaningfully in daily life. Focusing on wellbeing and building resiliency is important in establishing a holistic approach to health, addressing both physical and psychological states. Resilience, which is directly related to wellbeing, is about having the ability to cope with and adapt to new situations. Wellbeing as a state at a point in time for an individual, whereas resilience is less than a point and more of a continuum. Resilience appears to improve workers' overall wellbeing, nurture their ability to self-regulate and improve numerous outcomes for both the business and the individual. Resilience significantly increases workers' overall well-being, enhance their ability to self-regulate, and improve a variety of company and individual outcomes. Thus we can it can be said that Employee Well Being plays a significant role in shaping resilience.

5. LIMITATIONS OF THE STUDY

This research paper gives various insights about employee well-being and explores only a few factors on well-being that impact resilience and stress management. This study focuses on factors of employee well-being such as physical, psychological and social well-being of employees while missing out on other factors of employee well-being which could have an impact of resilience and stress management in employees in organizations. The research study was conducted on sample size of 126 because of which the statistical tests would have not been able to identify the significant relationships between the parameters which further reduces the scope of the study. A bigger sample size sets out an opportunity for a more accurate data. This research tries to analyse the various employee well-being factors that impacts resilience and stress management of the employees, but at times certain situations can create a biasness when it comes to coping resilience and stress management. Possibility of participants being biased or dishonest while responding to the survey can influence the data collection and impact the overall final results. Another limitation worth mentioning here was that due to the paucity of resources and time, it has not been possible to explore the possibilities of changes in the perceptions of the sample respondents over time.

6. FUTURE SCOPE OF THE STUDY

This study on the impact of employee well-being on resilience and stress management of the employees working in organizations was conducted through a quantitative survey questionnaire which was answered by 126 respondents. This study could be further extended with a larger sample size covering a different demographic segment which would lead to more inferences. This study focused on only three values i.e., physical, psychological and social well-being of employees, while missing out on other factors of employee well-being such as career well-being, financial

well-being that could be touched upon. Hence, this study could be explored for future researches with new factors that affect resilience in employees. The study could further dive in to explore nature of relationship of various other demographic factors such as level of experience and education background and their effect on resilience and stress management among employees in organisation.

7. RECOMMENDATIONS & CONCLUSION

Resilience is the fastest-growing wellness priority in the business world; it more correctly predicts success and improves employee well-being and performance. Resilience, or the ability to thrive from losses or persevere in the face of adversity, could be the key to long-term success. Workplace stress is a global issue that has piqued the interest of researchers, academics, authorities, and decision-makers. Poor performance, low staff morale, a lack of control, job insecurity, and, to a greater extent, employee well-being has already been linked to it. Employees at higher organisational levels reported experiencing more stress while making key decisions and responding to crisis circumstances than workers at lower levels, who reported inadequate pay and lack of growth opportunities due to stress. Resilience and stress management can have a substantial impact on a person's psychological well-being. Employees with more resilience have been shown to have reduced stress, depression, and mental health issues. It is more crucial than ever for businesses to understand how to be more resilient and to develop a robust work environment for their employees, as well as to change the work environment or corporate culture to create a more resilient workspace. Good personal and professional social interactions are definitely a winning strategy in life, since they are linked to improved psychological and physical well-being. As a result of these characteristics, it appears that social well-being has a major impact on resilience and stress management.

Employees, employers, and authorities must all work together to ensure that stress does not negatively impact employee well-being in the short and long term. Flexible work schedules, fostering employee involvement

in work-related decisions, organizational and supervisory assistance broadened, training and therapy sessions to help with stress management, and other methods have been advocated and implemented to a large extent. It is the organization's job to ensure employee wellbeing in order to achieve proper productivity, performance, and work- life balance. The outcome of this study clearly indicated that there was a significant relationship between employee well-being and their impact on resilience and stress management in the employees in organisation. It was also apparent from the study that a high degree of correlation existed between these research variables. As remote working blurs the line between work and life, organisations are prioritizing employee well-being and mental health. This focus on nurturing employee well-being is critical to developing workplace resilience and stress management.

8. ANNEXURES

Table 1- Cronbach Alpha

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.856	33

Scale Statistics

<i>Mean</i>	<i>Variance</i>	<i>Std. Deviation</i>	<i>N of Items</i>
104.14	218.203	14.772	33

Table 2- Correlation Analysis

		Phys Code	Psy Code	Soc Code	Well Being Code	SM Code
Phys Code	Pearson Correlation	1	.544**	.234**	.764**	.389**
Psy Code	Pearson Correlation	.544**	1	.316**	.845**	.410**
Soc Code	Pearson Correlation	.234**	.316**	1	.665**	.346**
Well Being Code	Pearson Correlation	.764**	.845**	.665**	1	.502**
SM Code	Pearson Correlation	.389**	.410**	.346**	.502**	1

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Table 3- Correlation Analysis**Correlations**

		Phys Code	Psy Code	Soc Code	Well Being Code	BRCS Code
Phys Code	Pearson Correlation	1	.544**	.234**	.764**	.211*
Psy Code	Pearson Correlation	.544**	1	.316**	.845**	.302**
Soc Code	Pearson Correlation	.234**	.316**	1	.665**	.281**
Well Being Code	Pearson Correlation	.764**	.845**	.665**	1	.350**
BRCS Code	Pearson Correlation	.211*	.302**	.281**	.350**	1

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Table 4- Regression Analysis**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350 ^a	0.123	0.116	0.60329

a. *Predictors: (Constant), Well Being Code*

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.32	1	6.32	17.366	.000 ^b
	Residual	45.131	124	0.364		
	Total	51.451	125			

a. *Dependent Variable: BRCS Code*

b. *Predictors: (Constant), Well Being Code*

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.61	0.325		8.024	0
	Well Being Code	0.372	0.089	0.35	4.167	0

a. *Dependent Variable: BRCS Code*

Table 5- Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502 ^a	0.252	0.246	0.4584306

a. *Predictors: (Constant), Well Being Code*

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.797	1	8.797	41.86	.000 ^b
	Residual	26.06	124	0.21		
	Total	34.857	125			

a. *Dependent Variable: SM Code*

b. *Predictors: (Constant), Well Being Code*

Coefficient

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.026	0.247		8.197	0
	Well Being Code	0.439	0.068	0.502	6.47	0

a. *Dependent Variable: SM Code*

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