

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

Himali Raval^{1*}

ABSTRACT

Background- Resilience is a skill that helps an individual to successfully face various challenges. The continuous improvement of this ability is essential for a variety of reasons which include being able to create or use coping mechanisms against certain overwhelming experiences, trying to maintain a balance between things while going through a stressful situation in life, and also to be capable to prevent adverse effects of those problems on the general wellbeing of an individual. These days, when we observe various sudden and rapid changes in different industries it is important to be resilient enough to bounce back and adapt to the changes as quickly as possible. The greatest stress test of resilience takes place in the workplace. There are various factors that affect the level of resilience of an individual like age and work experience. As we grow older the factors like age and work experience have an impact on our perception of various situations. There have been fewer studies that have focused on the concepts of resilience in relation to age and work experience. Having a resilient workforce is necessary in this ever-changing world to keep up with the competition. **Aim/objective-** The proposed dissertation aims at studying resilience and its relation with age and work experience in the pharma industry of Ahmedabad City in Gujarat state. **Methodology-** As this is the primary study, the data is collected through the quantitative research method of purposive sampling using a 5-Likert scale questionnaire consisting of 16 questions in total, from 220 employees working in the pharmaceutical sector in Ahmedabad and out of those 214 responses were considered and analyzed to obtain results. **Results-** The results from the study determined that there is no significant relationship between age and work experience with levels of resilience of the employees working in the Pharma industry in the metropolitan city of Ahmedabad in India. This determines that there are various other factors that also are related to age and work experience which contribute to determining the relation of age and work experience with levels of resilience of employees.

Keywords: Resilience, Employees, Coping Mechanism, Workplace/Organization, Ahmedabad Gujarat State, Pharmaceutical Industry

¹Unitedworld School of Liberal Arts and Mass Communication, Karnavati University, Gandhinagar, Gujarat, India

*Corresponding Author

Received: May 07, 2023; Revision Received: June 24, 2023; Accepted: June 27, 2023

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

“Resilience is accepting your new reality, even if it’s less good than the one you had before. You can fight it, you can do nothing but scream about what you have lost or you can accept that and try to put together something that’s good.”

- Elizabeth Edward

This quote by Elizabeth Edward beautifully summarises the meaning of resilience. Resilience is a skill that helps an individual to accept and try to overcome difficult experiences, especially through mental, emotional, and behavioral flexibility. It simply refers to adapting and bouncing back from the difficulties and coming to the normal routine of life as soon as possible. Resilient people are the ones who try to overcome challenges and traumatic events rather than letting those events overpower them. It is something that depends on situational factors. The factors that contribute to enhancing the skill of resilience in an individual are; having good communication skills, good problem-solving skills, self-confidence, the ability to manage their feelings healthily, and emotional stability. The ones who lack resilience are overwhelmed, and emotional, and would rely on others and/or unhealthy strategies to cope with the situation.

Numerous studies on resilience have been conducted over the last few decades in relation to a variety of different dimensions such as developmental psychology, experimental psychology, the technological field, and many more. This leads us to a state of dilemma regarding what is the definition of resilience, as there are various dimensions that have varied definitions of resilience. It is difficult to justify whether resilience is a personal quality, a process, or an outcome.

“Luthans (2002) defined resilience as the ‘developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility.’” (Parul Malik and Pooja Garg 2018). “In defining resilience as a personal quality, Ahern et al. (2008) argues that resilience is an “adaptive stress resistant personal quality” (p. 32), whereas resilience defined as a process is described as “a dynamic process that is influenced by both neural and psychological self-organizations, as well as the transaction between the ecological context and the developing organism”” (Curtis & Cicchetti, 2007, p. 811)

Even after having various definitions of resilience there still remains a lack of consensus to define, conceptualize and identify the commonalities from the recently reviewed definitions of resilience. Although there is no specified (or agreed) definition of resilience, the majorly focused elements in the definitions are coping with adversity (or risk) and positive outcome. Both of these elements are associated with an individual’s ability to cope with adversity and bounce back positively.

“Adversity has been defined as negative life events or circumstances that are quantitatively associated with adjustment issues” (Shae-Leigh Cynthia Vella, Nagesh B. Pai 2019, p. 5). Adversity is defined by other researchers as any event that is associated with suffering and difficulty or simply the setbacks we face in our daily lives. The positive outcome is conceptualized as adapting to the situation in such a way that the individual is able to perpetuate their mental health and not end up capitulating to mental illness after being challenged by any risk or adversity. Both adversity and positive outcome affect an individual and what counts as adversity and positive outcome are different for every individual. Every individual has a different approach to dealing with adversity, uncertainty or burnout and

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

bouncing back along with various different factors affecting the approaches which the individual will use. Thus, it can be said that for an individual to be resilient they must be resilient to some adverse situations or risks.

Resilience in the workplace is as important as resilience in personal life. *“The concept of resilience has primarily been ushered to the workplace through the seminal study of Masten and Reed (2002) and Coutu (2002). Coutu (2002) described resilient individuals at the workplace as those who exhibit enhanced awareness and show the ability to be more flexible, improvise things, and adapt readily to change” (Parul Malik and Pooja Garg 2018). “When applied to the workplace, resilience is defined as the “positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility”. (Ludmila Kašpárková, Martin Vaculík, Jakub Procházka, & Wilmar B. Schaufeli 2018)*

When we dive deeper into studying more about resilience at the workplace, we can find that there are two types of resilience-focused which are, (i) Employee Resilience and (ii) Organizational Resilience.

“Employee resilience can be defined as ‘an individual’s capacity to manage the adverse situations and everyday stress of work and remain healthy, rebound and learn from unexpected setbacks and prepare for future challenges proactively, demonstrating increased competence, professional growth, and the ability to handle future challenges in the workplace’” (Parul Malik and Pooja Garg 2018). “According to Hillmann, organizational resilience refers to the ability of an organization to maintain its functions and quickly recover from adversity by mobilizing and acquiring required resources” (Fu Liang & Linlin Cao 2022).

“Employee resilience captures the extent to which employees successfully deal with change and setbacks at work and to which they adapt accordingly to thrive in a new environment” (Néaswall, Kuntz, & Malinen, 2015, p. 1; Marjolein Caniëls, and Isabella Hatak 2022).

Employee resilience is not only a personality trait but also an individual’s dynamic ability (or skill) to use the resources of the organization and environment in such a way that it results in the achievement of the organizational goals along with their personal goals. Employees are the most valuable asset of any workplace, and employee resilience is one of the crucial factors which have an inevitable effect on organizational resilience. Resilient individuals respond to workplace difficulty based on workplace behaviors as well as their personal abilities to successfully overcome adversity. There is a good probability of employees being more adaptable, meeting uncertainties, and learning from them when they work in a more structured and interesting setting.

There are various perspectives given by researchers for understanding organizational resilience. Definition of resilience according to Linnenluecke et al. (2012), *Resilience is the “organizational capacity to absorb the impact and recover from the actual occurrence of an extreme weather event”*. *Lengnick-Hall et al. (2011) define organizational resilience as “a firm’s ability to effectively absorb, develop situation-specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organization survival”*. *Resilience is “the incremental capacity of an organization*

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

to anticipate and adjust to the environment'' , according to Ortiz-deMandojana, and Bansal (2015).

Those definitions have varied perspectives on organizational resilience given by researchers which lead to a perspective of resilience being a defensive response to any uncertainty or adversity arising in the organization. Linnenluecke et al.'s definition maintains the perspective of an organization being able to rapidly bounce back and recover from any hardship that may be beyond the organization's coping range. The perspective of Lengnick-Hall et al. is that an organization must be able to create a situation-specific response and try to adapt the adversity as swiftly. This means that a resilient organization possesses all the capabilities required to face and positively overcome any unforeseen situations. Ortiz-deMandojana and Bansal's perspective on organizational resilience is that an organization should be well-equipped and prepared for any unforeseen adversities and have enough capability to adapt to the circumstances rapidly.

The pharmaceutical industry is one of the pharmaceutical booming and essential industries of the current times, any mistake in any area can cause a huge loss to the environment and the human race as well. It is very important to have a systematic working and resilient workforce in the pharmaceutical industry. During medical tension and emergencies, organizations have to be ready to meet the requirements face the challenges and which will come along with the opportunities. Having a resilient workforce can help more in contributing and coping with those situations smoothly as diverse ideas and solutions and ideas can help the organization come up with new ways and techniques to positively overcome adversity.

The Indian pharmaceutical industry has captured a large part of the international market. To grow organizations, need to have an organized work structure with the employees being capable to contribute to the organization for dealing with adverse situations and bouncing back as quickly and smoothly as possible. The work culture in the pharmaceutical industry is varied as some pharma organizations have a new and improvised approach to functioning while others have either mixed or a standard approach. The organizations have teamwork, safety, and security measures for their employees, the flexibility of working hours (to a certain extent), a structured working environment, appreciation and recognition of work, alluring incentives, and diversity of the workforce with all the necessary equipment and facilities required. The increased work pressure leads to high levels of stress which results in a significant need of developing resilience to deal with those situations smoothly.

In today's world adversity and changes have become a part of life, those changes be they positive or negative one has to deal with them, especially at the workplace. The changes at the workplace can be because of the influence of either external or internal factors which can be changes in government policies, improvisations in existing rules and regulations, technological advancements, environmental changes, and more. Stressors at the workplace exist all the time, so the individual has to stay all time ready to identify, withstand and take suitable measures to prevent those stressors. It is quite difficult to stay resilient in all situations and have the ability to reach out for positive outcomes.

The factors of age and work experience contribute to resilience along with other factors and can affect the ability of an individual to cope with stressful situations. This area in the research field is less explored by the researchers. For investigating the relationship between

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

resilience with age and work experience as the primary variables this study was undertaken. While searching for the literature on this topic the literature on resilience in adults, resilience in young adolescents, and employees were found but fewer studies focusing on the relationship between resilience and age and work experience were found. Those studies on resilience, age, and work experience have derived conclusions which determine that there are other organizational factors that contribute to the level of resilience of employees working in the organization. These factors include workload, ability to cope with various adverse situations, level of experience, organizational environment, interpersonal and intrapersonal relationships, etc.

There are various factors that the organization keeps in mind while attracting new talent along with retaining the existing workforce. Those factors contribute to helping the organization to grow and have a skillful and resilient workforce. The factors include training and development of the existing workforce, having a clear vision and mission of the business, leadership development, considering the flexibility of the workforce, taking digital interviews, marketing for recruitment, and providing ample benefits to its workforce (like allowing certain flexible working hours, a considerate amount of paid leaves and sick leaves, employee recognitions, monetary and non-monetary rewards, etc.)

A prior study on Resilience was conducted by the author during their internship at a pharmaceutical company situated in Ahmedabad City of Gujarat State. This previously conducted study encouraged the author to undertake this current study in the paper. The aim of the previously conducted study was to understand the resilience levels of an individual in various situations they face in their life. The study was conducted on 117 employees working in the same company. The methodology used for collecting the data was a quantitative method. The data was collected using the questionnaires circulated online to the employees of the organization. The results were derived by interpreting the graphs derived after the completion of data collection. For example; Question- It took me a lot of time to overcome the problem I was facing. The interpretation of this question is that According to the observations, 13% strongly agree, 33.2% agreed, 46.2% disagreed, and 7.0% strongly disagreed with the statement "It took me a lot of time to overcome the problem I was facing". The participants who agreed with this statement are those who have suffered through some traumatic event in their life or if they will go through then it will take them a little longer time to overcome that problem. Their ability to overcome and face any stressful situation is lower as they tend to get affected and influenced by the situations easily. It means that they are emotionally sensitive and need time to recover from what they have gone through. On the other hand, the ones who disagreed with the statement are the ones who are emotionally strong and can cope with the situation they have faced or might face. They are able to manage their stress and anxiety levels during any problematic situation and can come up with alternative solutions to overcome the problem they are facing.

Certain conclusions are derived from interpreting the data by the above-shown method of interpreting the graphs; the responses of certain statements are contradictory to each other which emphasizes the part that the resilience level of an individual differs from situation to situation. An individual's behavior is majorly influenced by the situations they are in. In the organizational setting decision-making, conflict management, being resourceful, and following the organizational guidelines is extremely important. There are certain things that we consider while in any situation that may or may not be applicable in all settings. For example, trusting one's intuitions while making decisions might be appropriate with friends

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

or in social situations but in an organizational setting trusting one's intuitions can result in unwelcomed problems, huge losses to the organization in terms of production as well as goodwill. From, this the conclusion can be derived that every employee or individual has different opinions and different ways of dealing with each situation they would face in their journey.

Furthermore, we will address the existing literature on resilience, resilience in the workplace, and the methodology employed as well as the results of the survey completed, followed by discussion and conclusion.

REVIEW OF LITERATURE

Caroline Rook, Lee Smith, James Johnstone, Claire Rossato, Guillermo Felipe López Sánchez, Arturo Díaz Suárez, and Justin Roberts have incorporated a conceptual analysis using a cross-disciplinary study that conceptualizes workplace resilience which will also help in developing the model for further researches. A cross-disciplinary approach will contribute to understanding individual resilience that will lead to an understanding of why some people bounce back from adverse events whereas others' well-being tends to decline. This proposed resilience framework also considers a correlation between psychological (cognitive and emotional) and physiological (cardiovascular, gastrointestinal, and metabolic) extractions to support the study. Further, they assert that the responses of every individual to adversity are different from that of another individual. Some individuals learn, from adverse situations and bounce back to normal life whereas others have a significant impairment to their healthy functioning. According to them, the physical health of an individual plays a major role in workplace health and performance. Physical health is not acknowledged in the previous research done on workplace resilience. Workplace resilience is not "linear" as unexpected stressful events can occur randomly, and can last for a long period of time. They also discussed individual resilience at work, in which they put forward their perspective(idea) of a resilient individual; a resilient individual is one who understands their own strengths, weaknesses, and opportunities. They also understand how to deal with stressful and unfavorable situations, as well as the ever-changing and increasing work demands. While reviewing the existing literature in terms of the contribution of various factors which affect well-being at the workplace; the physiological factors include the opportunity for personal control, environmental clarity, physical security, contact with others, rewards, supportive supervision, valued social position, etc. The psychological factors affecting well-being at the workplace include personality traits such as; optimism, cognitive behaviours, self-efficacy, self-esteem, accepting reality, etc. Further, they discussed about the importance of physical health while examining an individual's resilience. The disruptive, challenging or stressful events in life are one of the ways that provide an individual with additional skill of facing and coping up with the situation. There have been literatures which show the relation between cardiovascular responses and coping behaviours. Physiological challenges are not only to be studied but also to be kept in mind while making any improvements these challenges are to be considered. In the physiological and psychological conceptualization of an individual's resilience, the psychological traits are crucial as it helps an individual to bounce back from adversity and should be very well aligned with the physical functioning of an individual. Workplace resilience according to the authors is very closely associated with athletic resilience. As physical training is very essential for improving physical health(function) and physiological efficiency(adaptation). The combination of physical and physiological states can result in greater individual resilience at work. The proposed new model for resilience at the workplace talks about the

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

similarity shared by athletic and individual workplace resilience; where individual work resilience deals with training the employee to be mentally strong, and find new and creative ways to bounce back from adversity, and athletic resilience refers to training an athlete to be more mentally as well as physically strong (i.e. being tolerant and composed) to be able to face and overcome any situation positively. Therefore, we can say that a person with great mental and physical capability is one who is more resilient than other individuals as they can survive in extremely stressful conditions and still perform to their best ability. The concept of athlete framework of workplace resilience is defined as the significant contribution of adaptation functionality to thrive within a stressful situation/environment. In the proposed framework, resilience is supported by four pillars: the individual's experience at the workplace (i.e. tolerance towards the stressors), the functionality of their physical organism (i.e. physical aspects like flexibility, fitness, postural stability, etc.), their psychological capacity in relation with the challenges (i.e. their mental toughness to deal with the circumstances) and the adaptation capability (i.e. the extent to which they can adapt and adjust to various situations). All these factors/elements are necessary to be aligned for an individual to achieve optimal adaptation functionality at the workplace. Any dissociation or disarrangement among the elements can lead to dysregulation which can result in causing unavoidable stress or tension in the workplace or negatively affecting the resilience of the individuals. Further, the authors gave suggestions for future study and concluded the research with the vision of their proposed new individual workplace resilience model will be helpful while formulating new resilience intervention training strategies in the future.

O. Satya Prabha and Dr. T. Sowdamini's research aimed at finding the relation and impact of resilience on employees' performance in the pharmaceutical industry in North Coastal Districts in Andhra Pradesh. There are various factors that can affect the pharmaceutical industry like technological advancements, demographic factors, market pricing, changes in rules and regulations, etc. Along with these external factors, certain internal factors also influence the resilience and performance of employees in the organization like competition among employees, workload stress, emotional concerns, personal and professional responsibilities, etc. These factors can lead to the negative or undesired results of burnout, a negative impact on employees' performance, work-life imbalance, etc. The formulated hypothesis (H₀) stated that there is no significant relationship between resilience and employee performance. For having a better understanding of how resilience affects employee performance this study was undertaken in which 180 participants participated and the sampling method chosen was multistage sampling, the participants were from various different organizations and designations. The data was collected using questionnaires and the results were derived using the methods of descriptive analysis, regression analysis, and analysis of correlation. The outcomes of descriptive statistics help us understand that the employees are well aware of and can identify workplace stressors and can avert them. They can also achieve their goals through motivation. Further, the results of the correlational analysis here, help us to understand that there is a positive correlation between resilience and employee performance. From the results of regression analysis, we can determine that the relationship that exists between resilience and employee performance is a cause-and-effect relationship. This brings us to the conclusion of there is a significant positive relationship between resilience and employee performance. Therefore, we can say that employee performance is better when the employee's ability to bounce back from obstacles is substantially high.

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

Larry A. Mallak and Christopher Shank's research focuses on workplace resilience and performance, which includes workload and organizational constraints. Resilience is one of the key constructs which helps in dealing with any adversity and adapting to the situation as quickly as possible. Nowadays, looking at the increasing events of natural disasters having a resilient workforce can be proved highly beneficial. For investigating the role of resilience at the workplace there are 2 proxies being used in this research namely; Quantitative Workload Index (QWI) and Organizational Constraints Scale (OCS) to provide with insights into how an individual perceives their workload and the constraints affecting their ability to perform tasks at work. Here QWI would measure the employee's perception about how frequently more work is given to them which is more than what can be done or done nicely. Whereas, OCS would measure the frequency of employees having the feeling of difficulty in completing the job assigned because of the supervisor, rules, trainings, interruptions, or any other constraints. The research questions proposed are: what is the relationship between WRI (Workplace Resilience Instrument) and QWI (Quantitative Workplace Index) and what is the relationship between WRI and OCS (Organizational Constraint Scale). The Workplace Resilience instrument was used to undertake the research, wherein 392 responses were obtained and out of which only 357 responses were considered. The results show that the employees having higher workload are less likely to apply their ideas and creativity to deal with the workload and perform at their best. Whereas it was also found that the organizational constraints have a positive impact on getting the work done fast by the employees but on the other side it is also found that in some cases the higher level of organizational constraints result in difficulty of getting work done by the employees. They tested their research questions using different variables which can support in finding the results for the research. Further they concluded the paper with future scope and limitations faced by the researchers while conducting the research.

Fu Liang & Linlin Cao in their research on relationship between employee resilience and organizational resilience in context to Chinese enterprises discussed about the factors which affect an individual's coping ability at workplace. Those factors include emotion-focused coping and problem-focused coping. The formulated hypothesis: H1 Employee resilience has a significant positive impact on organizational resilience. H2 Problem-focused coping positively mediates the relationship between employee resilience and organizational resilience. H3 Emotion-focused coping negatively mediates the relationship between employee resilience and organizational resilience. The data was collected from various enterprises in China and the data was collected twice at the interval of 1 month using the questionnaires with likert-5 scale. The results according to descriptive analysis show that there is a positive relationship between employee resilience and organizational resilience. While testing the hypothesis, bootstrapping method was used by which the obtained results determine that there is a positive association between employee resilience and problem-focused coping. Problem-focused coping has a positive association with organizational resilience which means that there is a partial role of problem-focused coping in mediating between employee resilience and organizational resilience. Further, the association between employee resilience and emotion-focused coping is negative and emotion-focused coping is also negatively related to organizational resilience as well. This shows that emotion-focused coping negatively mediates between employee resilience and organizational resilience. This determines that problem-focused coping helps the organization to overcome adversity and emotion-focused coping doesn't allow an individual to think beyond their emotional boundaries which doesn't help the organization to overcome adversity or to adapt to new changes. Therefore, some of the constraints are positively related to employee and

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

organizational resilience leading to fruitful results, whereas some of the factors if not controlled or taken care of, can lead to non-beneficial or negative results.

Nicolaas P. Pronk, and Felix K. Ankel in their article state how to build resilience in the workplace. After stating a few definitions of resilience, three major domains of resilience were discussed based on the definitions which were; the ability to recognize the circumstances, the ability to find the meaning or reason of being in the middle of the adversity, and the ability to adapt and react. These three domains are useful as they help an individual to identify, understand and react positively in the situation of adversity. The resilience of the workforce is affected by internal as well as external environment, like physical, financial, social, interpersonal, mental, etc. While addressing the mental health of employees, the operational challenges create stressors. These stressors need to be addressed by using appropriate training methods and strategies which can support the employees in the times of challenges. During the times of challenges, the nearly perfectly suitable programs have their own limitations even though being implemented appropriately but they do have a need to adjust according to the situations and should also have a good participation from the employees to make it work. When any new program is introduced in the organization it takes a lot of innovation and diverse perspectives about the same along with criticism to make the model a suitable one for the organization. Further, an individual has to be cognitively and emotionally stable and should be capable of controlling their emotions as this can help them have reduced emotional stress and tension. One of the models which can be applied in resiliency is the ABCD model in which, 'A' refers to the activating event of the stress, 'B' refers to the immediate belief or assumption made based on the event, 'C' refers to the developed consequence or behaviour, and 'D' refers to the dispute of challenging the initial belief and the alternative beliefs. This model can help the employees to identify the trigger and search for alternative beliefs rather than just responding based on the initial belief. Further, the researchers discuss building a flow which refers to aligning one's work experience with the current environment at the workplace. This simply refers to being in sync physically and mentally and concentrating on the current circumstances rather than worrying much about future prospects, having enough motivation to keep going, and using one's skills to the fullest to accomplish the assigned tasks. Flow is one of the important aspects to be considered in the context of resilience, as resilience is widely known for bringing back the individual to their original state; flow helps the individual to grow, recover and change (adapt) according to the situation. Therefore, this research has discussed the perspective of how can we build resilience in the workplace and what measures we should be mindful of while making and implementing those strategies and programs.

Ludmila Kašpárková, Martin Vaculík, Jakub Procházka, and Wilmar B. Schaufeli in their research study, they have focused on the relationship between resilience and job satisfaction. This study was undertaken with the purpose of trying to understand the relationship between resilience and job satisfaction, where the two elements of work-related well-being; namely job satisfaction and work engagement. Stress is one of the main factors which negatively influences the employees (individually) and the organization as a whole. More than half of the employees lose their productivity because of stress and interestingly the ratio of loss of productivity due to stress is high in young adults. Thus, it is quite important or desirable to reduce stress as much as possible to avoid the situations of employees being less productive but at the same time, it is important to train the employees to face uncertainty or to cope with a certain degree of unavoidable stress at the workplace. Over the years, researchers have started giving importance to resilience in the workplace for

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

employees' well-being and job performance. According to various research researchers, numerous researchers have concluded that there is a weak to moderate relationship between resilience and job satisfaction. Resilience training not only improves one's mental state and well-being of employees but also improves employee performance at the workplace. Further, for providing the resilience training there should be clarity of who needs resilience training and under (and/or for) which conditions they need the training. The aim of the study is to explore the understanding of the correlation between resilience and job satisfaction, by using two dimensions of work-related well-being namely work engagement and job satisfaction. Here, work engagement refers to the physical, cognitive, and emotional aspects which can affect (or influence) an individual's performance at the workplace. Job satisfaction refers to the factors affecting the work, those factors can be positive as well as negative in nature. In job satisfaction, there is satisfaction and contentment with the existing job position, recognition in the organization, and financial stability. When employees are satisfied with their job, they tend to be more understanding, cooperative, supportive, largely committed to the organization, good with their communication skills, along with having almost full presence without many absents. Most importantly their job satisfaction helps them attain and maintain the high-performance levels at the workplace. At the workplace, resilient employees are more satisfied with their job and have greater chances of achieving high-performance levels because (according to broad- and- build theory) they tend to experience more positive emotions and these emotions contribute to building constructive perspectives about positive and negative both circumstances. This is the reason resilient employees are flexible and more open to adapting and welcoming new changes in life and at the workplace. Therefore, Hypothesis 1 of the research is that; job satisfaction mediates the relationship between resilience and job performance. While discussing work engagement, we refer to it as a factor that has a positive, fulfilling, and work-related state of mind which tries to absorb, and stay dedicated. Work engagement is beneficial for both the employees as an individual and to the organization as a whole as it is positively associated with employee performance and organizational commitments along with having a negative association with employee turnover. A resilient employee has the values which match with those of the organization also they are friendly, ready (& willing) to help others and they positively influence their colleagues through their work engagement. Thus, this results in increasing the job performance of the employees working in teams leading to the high productivity of the organization as a whole. Therefore, the Hypothesis 2 of this research is job engagement mediates the relationship between resilience and job performance. The study was conducted on 360 Czech workers in helping professions (this included nurses, psychologists, physicians, social workers, rescuers, therapists, teachers, and many more), and they had to fill out an online survey. The participants who were new or did not fulfill the criteria of the research were not included in the study. The samples were recruited by reaching out to them through websites that connect to various helping professionals. All the ethical norms were followed by the researcher. The scale used in the questionnaire to conduct the survey was the 5-Likert scale. The researchers thereby used various methods to analyze the collected data which included confirmatory factor analysis, and descriptive analysis, they also used certain scales to obtain and measure the results. The results obtained from the data analysis show that there is a significant strong direct relationship between resilience and performance but there is a weak association between engagement and performance, which means that there is an indirect impact of resilience on performance through engagement (the association is weak but significant). Thus, this supports Hypothesis 2 of the study, which is work (job) engagement mediates between resilience and job performance. Whereas, the results did not support Hypothesis 1, which means that there was a relationship found between resilience

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

and job satisfaction but no significant association was found between job performance and job satisfaction. Thus, we can say that job satisfaction does not mediate between resilience and job performance. Further, they discussed the future implications, and limitations and then concluded the research.

While we go through the reviewed literature, we can find that there has been no study undertaken on the basis of trying to connect the factors like age group and work experience with resilience. Many of the researchers have discussed implications based on employee performance, building resilience, reviewing resilience, and more but the factors or parameters of age group and work experience in relation to resilience have not been studied in particular till now. For exploring the least parameters this study was undertaken. With India being one of the largest producers of pharmaceuticals in the world, the pharmaceutical sector and its employees are a very essential part of the work environment and organizational functioning. The employees in this sector are from various backgrounds, age groups, and work experiences, this study was undertaken to explore the least researched parameters of age group and work experience.

RESEARCH METHODOLOGY AND DATA INTERPRETATION

The objective of the study is to understand resilience and its relation with the age and work experience of the employees working in the pharmaceutical sector in Ahmedabad City in Gujarat state. The methodology used for the collection of data was purposive sampling as the sample size was less and there were demographic limitations. The target population of the study was pharmaceutical employees working in Ahmedabad, Gujarat. The samples were collected from various pharmaceutical companies' employees working in Ahmedabad, Gujarat using the non-probability sampling technique of purposive sampling to fulfill the requirement of the study the samples from the pharmaceutical industry employees were taken who were employed in Ahmedabad, Gujarat.

The questionnaire consisted of 16 questions in total with a 5-Likert scale option (1= Highly Unlikely, 2= Unlikely, 3= Neutral, 4= Likely, 5= Highly Likely). The sample size obtained by collecting the responses of a survey conducted using an online questionnaire was 220 participants, out of which around 214 participants fulfilled all the required criteria and were a part of the study. The criteria considered while screening the responses were: (i) the company should be a pharmaceutical organization; (ii) the company should be based in Ahmedabad/have a branch in Ahmedabad; (iii) the participant responding should be working in Ahmedabad city itself.

The method used for analyzing and interpreting the data is descriptive statistical analysis. Descriptive analysis is used by the researcher as it helps to look at the primary in-depth understanding of the relationship between variables. The mean derived after the statistical process informs about the nature of the average relationship between the age of employees and their level of resilience. Similarly, another mean was calculated to find out the relation between the no. of years of work experience and the levels of resilience.

Both the calculations have been mentioned below-

The mean calculated for the relation between the Age of the employees and their level of resilience-

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

Table 1., Average resilience based on age group

Age group	Average Resilience
21-30	64.65
31-40	63.94
41-50	63.66176471
51-60	63.82608696

The average resilience of every age group was calculated using the mean formula for grouped data. The results obtained from the data (table 1.) determine that resilience was measured the highest in the age group of 21-30 years which is 64.65 and the resilience in the age group 41-50 was 63.66176471 slightly lower than the levels of resilience of other age groups. While we talk about the relationship between the level of resilience and the age group of the employees, we can find that most of the researchers say that resilience grows with aging, this means that as we grow our perspective of looking at things change and we also experience various events in life, because of which we tend to become more resilient. Age factor is, however, a rough marker for normative changes as the problems and uncertainties vary for every age group and for every individual. The methods of coping with those situations also vary with the perspectives of every individual and the level of adversity as well. When the individual is new to a certain environment like the workplace, the curiosity of learning and understanding is high but at the same time, the experiences play a significant role in forming perception about anything.

Individuals of the age group 20-30 years are more likely to use creative ways to deal with stressful situations and come up with new ideas to cope with the effects of the same. While as we grow we tend to start responding in a certain manner to situations that we have experienced before. For the age of 31-40 years, the idea of dealing with various situations is in the process of getting a fixated view. This means that the approach to facing certain situations as discussed above depends on the past experiences of the individual, so the idea of perceiving situations and acting upon them according to the past experiences as well as they are ready to experience new or alternative ways to approach the same. The way of responding might get fixated as we have already formed certain perceptions about the situation from our past experiences. For the age group of 41-50 years, the ability to face stressful situations and take measures to prevent the stressors to overpower is high. The effect of stressful situations leaves a great impact and changes as well, to positively bounce back and cope one has to be capable enough to adapt to changes. Adapting to changes is quite difficult after having consistency in the routine, for young adults of the age group 21-30 years this course of adapting to changes is quite easy as they are in the process of dealing with various of changes in their life.

The mean calculated for the no. of years of work experience of employees and their level of resilience-

Table 2., Average resilience based on work experience

Work experience	Average resilience
0-10	63.53333333
10-20	63.96078431
20-30	64.88888889
30-40	60

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

According to the average resilience calculated based on work experience (in Table 2.), the highest average resilience is of the individuals with work experience of 20-30 years with average resilience of 64.88888889, whereas the level of resilience of employees with work experience of 30-40 years was lower with average resilience of 60. Work experience has an impact on the level of resilience as when an individual is associated with the organization for a longer duration, the person is most likely to have a thorough understanding of the working and functioning of the organization. Individuals with higher work experience are likely to have job security and stability as compared to the ones with lower work experience. Those who have high job security are more likely to get consideration for their perspectives and opinions in the organization whenever and wherever necessary. Whereas the ones who are new or have lower work experience might not be very familiar or could be in the process of understanding the organization and its functioning. While determining the results obtained, the possibility of the individuals with work experience of 20-30 years being more resilient can be because they are the ones who have now been stabilizing and have now been thorough with the functioning of the organization as a whole. They have all the required resources like social support, financial stability, strong interpersonal connections, and more; these factors can help them to identify, face and overcome stressful situations along with taking appropriate measures for preventing the stressors. The individuals who have a work experience of 30-40 years have already adjusted and adapted to the system of working and it is quite difficult for them to welcome new advanced changes as compared to those who are still adapting and changing with time. Those individuals who have higher work experience have achieved their majority of career goals and have faced a lot of varied stressful situations in their career that now they might have an idea of how to tackle which situation and which ways are the best suitable for handling and overcoming the obstacles. Whereas individuals with quite lower work experience can be still in action of achieving their career goals and are trying to balance between trying to adapt to new changes as well as following the existing rules and regulations.

Therefore, from the above results and their interpretations, we can understand that along with various factors like social, personal, physical, and more; factors of age and work experience also have an impact on the levels of resilience of employees working in the pharmaceutical sector. The strategies and methods of coping with obstacles and stressful situations are different from individual to individual. The intensity of the situations and their effect on an individual's resilience and overall well-being also differs. Thus, we can determine that age and work experience, both have an impact on the resilience levels of employees. Both the factors; work experience and age group contribute to facing stressful situations with their strategies and creative ideas.

There are various other factors that affect resilience at the workplace which include the personal problems of the individuals, socio-economic status of the individuals, their relationships with their colleagues, having relatives as their colleagues (like father and son working in the same organization, husband and wife working in the same organization, brothers working in the same department or organization, etc.). Along with these components, personality plays an essential role in defining an employee's level of adaptability while working for the organization. Instances of a person's personality help determine how well they will adapt to any adverse situation; for example, if they have a very negative approach to adversity for a long time or have been around people who have always had a negative attitude towards adversity, then it is very likely that they will also have the same outlook on any unexpected adverse situation. Here, we can assume the influence of the

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

colleagues' perspective on the individual's beliefs, which simply means that if an individual has a belief about a certain situation or person it is most likely that their colleagues will have the same initial belief about that same situation or person even though they do not have had any positive or negative experiences or not have yet come across the person or situation.

It is very likely that the other colleagues might not even try challenging their beliefs by attempting to understand the other perspectives for the same. Personal problems can have an impact on the individual being less emotionally resilient when it comes to their personal life and this can have an impact on their performance as well as the capability to deal with obstacles and adverse situations at the workplace and in their personal life.

The socio-economic status can also be one of the factors which can have a positive or negative impact on the resilience of the individual, this simply means that when the social and financial status of an individual is low the stress of meeting those demands is high, and if in such situations the individual has an encounter with any uncertainty, then the chances are that they may collapse in terms of being resilient. The ability and capability of bouncing back from the problem or obstacle are already low because of prior stressors and if any new stressor is introduced that the chances of the person bouncing back reduce to the lowest. In certain cases, it can be either way that introducing new or additional stressors can help the individual to focus more on the work and bounce back from the adversity smoothly even though it may require a certain time to overcome.

DISCUSSION

This research study was undertaken to understand resilience and its relation with the age and work experience of the employees working in the pharmaceutical industry in Ahmedabad City of Gujarat State. This study has explored this area because it is one of the least focused and researched areas in the context of resilience and the pharmaceutical industry. From the above interpretation of the results, we can determine that age and work experience have no noticeable relation with the levels of resilience of pharma employees. There are other various dimensions or factors which also contribute to determining the levels of resilience directly or indirectly and without those factors, it is difficult to determine the relationship between the level of resilience with age and work experience of the employees. The factors affecting resilience include subjective perspectives of every individual, personal problems, socio-economic status of individuals, interpersonal relationships with their colleagues, superior-subordinate relationships, organizational environment, financial struggles, and more. The various factors that can affect resilience either negatively or positively which means that in certain situations the additional stressors are important to ensure the timely completion of the assigned tasks. Whereas, in certain situations, the additional stressors can have a negative impact on the individual leading to not being able to complete the routine work and starts experiencing burnout. Thus, it is very important to understand that stressors are a part of our routine life but at the same time, it is necessary to identify the positive and negative stressors and try to maintain a balance between the both to keep enhancing resilience and skilfulness to achieve the desired goals in life. The previously conducted study on levels of resilience of employees working in the pharma industry in Ahmedabad City in Gujarat State. The gaps in the previous study are attempted to be filled in the current study, but there are various limitations in the current study that are discussed further.

While conducting the study there were certain limitations faced by the researchers which were; this being a least explored area in the research field it was difficult to obtain sufficient

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

information on the topic. As this research is conducted on a very limited sample size of the target population it cannot be generalized and thus, all the observations and the assumptions made are in context to the sample size and not the whole target population. As time was a constraint the research was not able to fulfill all the required criteria and the demographic limitations were set. Also, the questionnaire used in data collection was not standardized; therefore, the reliability of the research is lower than the study conducted using a standardized questionnaire. One of the other limitations is that for analysis only descriptive statistical analysis method was used. This study can be said to be the first step toward the goal of exploring this unexplored area in the field of research.

CONCLUSION

The present study attempted to understand resilience and its relation with the age and work experience of employees working in the pharma industry in The City of Ahmedabad, Gujrat. The aim of the study was successfully achieved by getting the results that show that there is no noticeable impact of age and work experience on the levels of resilience of the pharma employees at the workplace. This means that there are various other aspects and elements that contribute to studying the levels of resilience in relation to age and work experience. We can conclude that having a resilient workforce is the need of the hour, as the uncertainties are increasing along with the challenges in various dimensions of life. A resilient workforce can help to prevent, identify and overcome obstacles and uncertainties smoothly and swiftly. A resilient workforce is an asset to the organization which can help the organization to grow and adapt to the rapid changes and technological advancements. It is also necessary for the organization to be aware of the stressors and train its employees to deal with the stressors effectively and efficiently. The organization has to keep in mind that every individual is different, and the level of difficulty faced due to the stressors also varies from individual to individual, along with the capabilities and the strategies to deal with situations that are very different for everyone. The organization must try to keep improving and enhancing the skill of resilience in its employees to make them always be ready to face any uncertainty at the workplace or in their personal life. The further implications of the study can be linking resilience with age and job performance or trying to understand the impact of work experience on job satisfaction (or job performance) and resilience. Trying to connect organizational resilience with either of the factors which affect resilience.

REFERENCES

- Britt, T., Shen, W., Sinclair, R., Grossman, M., & Klieger, D. (2016). How Much Do We Really Know About Employee Resilience? *Industrial and Organizational Psychology*, 9(2), 378-404. doi:10.1017/iop.2015.107
- Kašpárková, L., Vaculík, M., Procházka, J., & Schaufeli, W. B. (2018). Why resilient workers perform better: The roles of job satisfaction and work engagement. *Journal of Workplace Behavioral Health*, 33(1), 43–62. <https://doi.org/10.1080/15555240.2018.1441719>
- Liang, F., & Cao, L. (2021). Linking Employee Resilience with Organizational Resilience: The Roles of Coping Mechanism and Managerial Resilience. *Psychology Research and Behavior Management*, Volume 14, 1063–1075. <https://doi.org/10.2147/prbm.s318632>
- Liu, Y., L. Cooper, C., & Y. Tarba, S. (2019). Resilience, wellbeing and HRM: a multidisciplinary perspective. *The International Journal of Human Resource Management*, 30(8), 1227–1238. <https://doi.org/10.1080/09585192.2019.1565370>

A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City

- Malik, P., & Garg, P. (2018). Psychometric Testing of the Resilience at Work Scale Using Indian Sample. *Vikalpa: The Journal for Decision Makers*, 43(2), 77–91. <https://doi.org/10.1177/0256090918773922>
- Pooley, Julie & Cohen, Lynne. (2010). Resilience: A Definition in Context. *Australian Community Psychologist*, 22. 30-37.
- Prabha, O & Sowdamini, T & Publishing House, International Scitech. (2022). The Relationship between Organizational Resilience and Employee performance in the Pharmaceutical Industry. 10.47750/pnr.2022.13.09.755.
- Pronk, N.P., & Ankel, F. (2017). Building Resilience into the Workplace: Bending the System to Adapt. *ACSM's Health & Fitness Journal*, 21, 44–47.
- Rook, C., Smith, L., Johnstone, J., Rossato, C., López Sánchez, G. F., Díaz Suárez, A., & Roberts, J.(2018) Reconceptualizing resilience in the workplace- An interdisciplinary perspective. *Annals of Psychology*, 34(2), 332–339. <https://doi.org/10.6018/analesps.34.2.299371>
- Vella, S.-L., & Pai, N. (2019). A theoretical review of psychological resilience: Defining resilience and resilience research over the decades. *Archives of Medicine and Health Sciences*, 7(2), 233. https://doi.org/10.4103/amhs.amhs_119_19
- Winwood, P. C., Colon, R., & McEwen, K. (2013). A practical measure of workplace resilience: developing the resilience at work scale. *Journal of occupational and environmental medicine*, 55(10), 1205–1212. <https://doi.org/10.1097/JOM.0b013e3182a2a60a>
- Winwood, Peter & Colon, Rochelle & McEwen, Kathryn. (2013). A Practical Measure of Workplace Resilience. *Journal of occupational and environmental medicine/ American College of Occupational and Environmental Medicine*. 35.10.1097/JOM.0b013e3182a2a60a.
- Workplace Resilience and Performance: Workload and Organizational Constraints. (2021). *Journal of Organizational Psychology*, 21(6). <https://doi.org/10.33423/jop.v21i6.4829>

Acknowledgement

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Raval, H. (2023). A Preliminary Quantitative Study of Resilience and Its Relation with Employees' Age and Work Experience in the Pharma Industry of Ahmedabad City. *International Journal of Indian Psychology*, 11(2), 2433-2448. DIP:18.01.242.20231102, DOI:10.25215/1102.242