

## Resilience and Endurance to Role Stress: Does Resilience Enhance Endurance to Role Stress?

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### ABSTRACT

Due to an increase in the competitive environment employees are facing a tremendous increase in stress, which is not only affecting their professional life but personal life as well. To face such situations developing resilience as a skill will surely result as a great help. In present research an attempt has been made to understand how resilience can help in developing endurance to cope with role stress, with the help of an empirical study. It will also help to extend the knowledge that variables like self-efficacy, positive outlook, internal locus of control, humour, hardiness, and assertiveness help in developing resilience. Mixed method approach is used to conduct the study. Both the methods qualitative and quantitative have been used in the research. This method gives a clearer approach for better understanding of the concepts and generalization of the findings. The authors validate that resilience helps in developing endurance to cope with role stress. Through empirical study the relationship between both the variables resilience and endurance to role stress is studied. The obtained value of  $r=0.764$  depicts that there is a positive and strong correlation between resilience and endurance to role stress. The paper consolidates existing understanding towards relationship between resilience and endurance to roles stress, contributing to the respective domain of behavioural science and education sector.

**Keywords:** Resilience, endurance to role stress, assertiveness, self-efficacy, positive outlook

Resilience can be defined as a person's ability to hold out against devastations while still continuing his/her regular activities. (Murphy, 1987) has defined resilience, "as a generic concept concerned with how individuals cope with stress and how they recover from trauma, is considered positive development, inclining toward the future and hope, such as positive coping, harmony/compliance and competence". It is an important facet of personality or ability, which helps to deal with shocks and stressors in life. It is the capability to recover from trauma or shocks and ability to handle high level of stress.

Generally, resilience is the ability of the person to handle traumatic situations and adversities in daily life. It gives strength in recuperating from tough situations and difficult changes like the death of loved ones, divorce, deadly accidents, or similar traumatic situations. Resilient

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capacity is not the same for everyone as some can recover from stressful situations easily while few people take time, and some may not even recover. Resilience is also referred to how effectively individuals cope with and adapt when they are “faced with loss, hardship, or adversity” (Tugade & Fredrickson, 2004). In sociology, resilience is recognized as a social-emotional capability (Bernard, 2006), and an individual specific characteristic (Masten, 1994). So, resilience is critical in deciding how one reacts to different stressful situations in different environments whether social or organizational.

Role is the manifestation of behaviour appropriate to an individual’s position (Sveinsdóttir, Biering, & Ramel, 2006). Role stress can be defined as the stress which is experienced by the individuals because of the role (job) in the organization. Role assumed by the individuals is based upon the expectations, which they have from themselves and others in the organization. Individuals with family try adjusting their respective roles within the family due to which a change can be felt in their frame of mind. If the person cannot reach to the expectations, it could lead to stress. To cope with stresses of life certain resources are needed, which could be both internal and external. Adverse events or even favourable events of life can be the cause of stress. Stress resulting from favourable events is called Eustress (good stress). Eustress is enjoyable and has positive effects. Stress due to adverse events is called Distress (bad stress). Distress has negative effects on the individuals (H Selye, 1975). From the work perspective, Eustress on an individual results into individual’s higher performance while distress results into individual’s lower performance.

Stress is studied and categorized in majorly four ways: 1) As the external force or an incitation working on a creature 2) as a reaction to a biological function 3) as reciprocation and opposition to an external force 4) as an umbrella concept comprising all of the above (Hans Selye, 1956). Endurance is defined as the ability to continue despite fatigue and resist, withstand and recover from difficult conditions. Endurance to role stress is the ability to withstand challenges and adversity associated to that role. In present study on resilience and endurance to role stress, an attempt has been made to understand how resilience can help to develop endurance to cope up or reduce role stress.

Resilience has several connotations as defined in past theories and literature. Resilience is defined as how an individual when “faced with loss, hardship, or adversity” successfully deals and adapts to it (Tugade & Fredrickson, 2004). It can be considered an aversion and reaction to psychological stress due to traumatic experiences (Tugade & Fredrickson, 2004). Resilience has evolved as a fundamental element in positive psychology movement, representing the modern positive perspective of psychology centered on well-being and vigor. Considering this viewpoint, it is conceived as a constructive psychological state identified by optimism, hope and self-efficacy (Luthans, Vogelgesang, & Lester, 2006; Richardson, 2002).

Haynes (2005) explained the main characteristics of resilient people by categorization them in three categories i) social characteristics ii) emotional characteristics, and iii) cognitive/academic characteristics. From psychological standpoint, (Luthar & Cicchetti, 2000) defined resilience as “a dynamic process where individuals display positive adaptation despite experiences of significant adversity or trauma”. It is an individual’s capability to recover from personal disappointment or adversity and become even stronger due to this change (Luthans et al., 2006). It plays a critical role in averting negative outcomes such as low performance in academics or even leaving education (Goldstein & Brooks, 2005) and psychological problems (Davydov, Stewart, Ritchie, & Chaudieu, 2010).

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Resilience can be viewed as a multifaceted construct including variables like personality and temperament and capability to proactively absorb impact of trauma and adversity (Masten, 2001) and to deal well with their consequences reactively (Campbell-Sills, Cohan, & Stein, 2006). Considering the idea of adaptive response, by repeatedly facing and adapting well to moderate intensity of adversity resilience is developed (Bonanno, 2004; Seery, Holman, & Silver, 2010). It indicates that resilience is not innate but can be build up by focused efforts on introspection and developing coping capabilities.

An unrestrained event, either positively expected or planned like the birth of a child, marriage or an unexpected one like the death of a close relative, loss of job, instigates an emotional reaction which is followed by introspection and a recovering response can have a positive impact like development of resilience capability and recovery to earlier state or negative impact like drug/alcohol addiction or hopelessness (Richardson, 2002). Therefore, it is important that rather than viewing resilience only as a reaction to trauma faced, it should be considered as a reaction to risk or threat, either realized or recognized (Masten, 2001). Individual having resilience show traits of positive outlook, internal locus of control, restraint, humor, self-respect and critical thinking skills (Garmezy, 1991). Resilient people also show pliability, tenacity and self-determination (Dyer & McGuiness, 1996).

Studies suggest that the extent to which one has characteristics like over commitment or perfectionism can impact cortisol levels (Lundberg, 2011). As an example, resilience is related to relatively low levels of exhaustion. Resilience should not be looked from the perspective based on a static trait of an individual but should be analysed from the context point where it got invoked as resilience level of an individual may vary depending on situations (Richardson, 2002).

Researchers have established quantitative relationship among organization role stress, psychological well-being and resilience at work (Thanki & Pestonjee, 2021). Coping strategies, resilience, resistance to stress, and a tendency to depression are part of the structure of integral personality characteristics that are responsible for optimal adaptation and successful coping with life's difficulties (Ermakova, 2021).

Although stress has been part of life from the beginning of human existence, different studies have observed that stress has increased considerably in today's age. In today's fast paced world to achieve their goals in life people face different demanding situations. These demands eventually require putting extra efforts, non-fulfilment of which can result in stress. Considering globalized and high-performance demanding work environment the requirement for putting extra efforts to achieve them has kept on increasing, due to which stress has increased as well. Stress can be specific to either personal, social, or professional life or even have overlapping impacts as well. In past, research has been conducted on different factors driving stress and their impact on a person, also the aspect of stress in professional life is much explored and well researched.

Today, people are living in the 'Age of Stress' (Pestonjee, 1992). Stress depends on the perceived danger to individual well-being (Vazquez, 2001). Role stress refers to the conflict and tension due to the roles being enacted by a person at any given point of time. (Pareek & Purohit, 2018). In the context of organizations, such role stresses are called organizational role stress. An organization can be viewed as a system consisting of relationship of roles. Roles are not same as designation or position in the organization, but the role defines the duty, which needs to be performed by the person in the organization. Pestonjee and Pareek

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(1997) explain role as the totality of formal tasks, informal tasks and acts organized by an individual.

Rapidly changing technology, flattening organizational structures, globalization, global economic recession and a growing labor market skills gap make career management a daunting and unpredictable endeavor for individuals (Baruch & Bozionelos, 2010; Sweet & Meiksins, 2013). Stress is related to unsatisfactory job performance in the organization. Different theorists suggest that employees who have higher stress level have lower job performance and commitment.

High levels of value congruity in a sales organization are related to lower levels of role ambiguity and role conflict (Apasu, 1987). Role expectations among salespeople are deeply related to shared values, and that discrepancy of perception among these values can affect the level of role stress among salespeople (Flaherty, Dahlstrom, & Skinner, 1999). The lack of role clarity, i.e. the work stressors of role ambiguity, leads to employee burnout, reduced organizational commitment and work productivity. High role clarity results into high customer orientation. But with low role clarity, only employees with high learning goal orientation show high customer orientation (Templer, Kennedy, & Phang, 2020). Workplace environment and culture play an important role in employee behavior and stress. Well-developed organizational cultures encourage the personalization of organizational values and reflected by a lower level of role stress among sales employees and higher levels of organizational commitment and job satisfaction (Barnes, Jackson, Hutt, & Kumar, 2006). Negative workplace environment and vulnerability leads to work stress and even non-responsive behavior from employees (Creese et al., 2021). Perceived interruption overload by mobile technologies negatively impacts work-related technology-usage via workers' experiences of work-life conflict, which is a key reason of stress (Tams, Ahuja, Thatcher, & Grover, 2020).

Several studies suggest that different factors of work life are related to stress. Stress at workplace not only impacts health but also impacts an individual's problem-solving capability and thus job satisfaction (Elfering et al., 2005; Jonge et al., 2001). Stress caused by employee's role in organization affects the quality of work life. Due to these factors, its critical for employees to develop their psychology to be resilient and adaptable in dealing with career unpredictability (Bimrose & Hearne, 2012; Luthans et al., 2006; Van Vuuren & Fourie, 2000).

Hardiness is positively related to those dispositions that buffer against the effects of stressors and negatively to dispositions that exacerbate the effects of stressors (Kardum, Hudek-Knežević, & Krapić, 2012). The results show the importance of hardiness as a construct as it can predict several mental health consequences. Humor helps in overall welfare of human beings as it plays an important role in managing stress. Kuiper (2012) discussed resilient based method to stress and the importance of role played by humor in it; and concluded that humor can help one to cope with stressful situations more successfully. It also helps in enhancing life experiences positively and results into psychological well-being. Sense of humor involving self-enhancing humor and with a humorous point of view is positively connected to stable positive affect and influences resilience and stress (Cann & Collettea, 2014). Thus, higher resilience and better psychological health can be achieved by good sense of humor. Humor has the potential to positively impact almost every situation (Gujral & Bhardwaj, 2016).

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Individuals should understand the strong sense of efficacy to maintain the efforts required to be successful. The scope and essence of self-efficacy is not constant and changes over the period of time. Assertiveness plays a remarkably effective role in improving resilience (Agbakwuru & Stella, 2012). Assertiveness and resilience are closely related characteristics. Assertiveness enhances one's confidence, thus improving one's resilience.

Based on existing research, gap was found out to finalize the variables for study and deciding sector for present research. A questionnaire was constructed to collect data and appropriate statistical tools were finalized for data analysis.

### **RESEARCH METHODOLOGY**

#### ***Objectives***

This research analyses how resilience helps in reducing role stress and conducts an empirical study to understand the role of resilience as a stress reducer. The objectives of the research are:

- To find out the level resilience of the employees in education sector
- To find out the level of endurance to role stress of the employees in education sector
- To find out the relationship between resilience and endurance to role stress.
- To find the implication of the study in the education sector.

#### ***Research Model***

Mixed methods approach is applied for conducting this study. To get an in-depth knowledge about the question-mixed method approach was the ideal approach for this research. Qualitative part of the study is comprised of a comprehensive literature review, focused group discussion and personal interviews of the experts and the research model was developed. And for the quantitative part, data was collected with the help of self-constructed questionnaire and data was analysed with the help of appropriate statistical tools.

#### ***Study Group***

The people working in the education sector were taken as the study group for administering the questionnaire. The responses from employees in education sector were taken from different higher educational institutions.

#### ***Data Collection***

Data collection was done through convenience sampling method and for this a questionnaire was developed on Google forms. This form comprised of two parts. The first part of the google form includes the self-administered questionnaire and the second part contains the demographic information. For scaling the responses in this study five-point Likert scale was used. 5-point Likert scale is a psychometric scale, which varies from (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

The google form was created and sent to as many people as possible through social media platforms and e-mails. Total 217 people have taken part in this study as the respondents out of which only 104 questionnaires were found usable. Convenience sampling method is recognized as a secure method for collecting data. The surveys done through Google forms have benefits like it's easy to use, greater security and widespread availability.

**RESULTS**

The data was analysed using the SPSS tool and following are the results of tests conducted:

*Descriptive Statistics*

**Table 1. Mean values for resilience and endurance to role stress**

Descriptive Statistics			
	N	Mean	Std. Deviation
Resilience_Mean	104	3.9225	.61565
Stress_Mean	104	4.0745	.62154
Valid N (listwise)	104		

Table 1. shows the mean values for resilience and endurance to role stress. The column N depicts the total no. of responses on which the mean calculation is performed i.e. 104. The mean value of 3.9225 indicates that responses for resilience are on positive agreement as the response range from 1 to 5 where 1 depicts ‘Strongly Disagree’ and 5 depicts ‘Strongly Agree’ and standard deviation of 0.61565 shows on average how far are responses from the mean value, which is low here. The mean value for endurance to role stress of 4.0745 indicates that responses for endurance to role stress are on positive agreement and standard deviation of 0.62154, which is low as well. As per our questionnaire, questions on role stress depict the endurance level to stress which indicates that our mean value of 4.0745 tells us the endurance level of employee to bear stress.

*Correlation*

Hypothesis,

Ho: There is no significant correlation between resilience and endurance to role stress

Ha: There is a significant correlation between resilience and endurance to role stress

**Table 2. Correlation between resilience and endurance to role stress**

		Resilience_Mean	Stress_Mean
Resilience_Mean	Pearson Correlation	1	.764**
	Sig. (2-tailed)		.000
	N	104	104
Stress_Mean	Pearson Correlation	.764**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Table 2. shows the correlation between resilience and endurance to endurance to role stress. The correlation coefficient value is 0.764, which depicts that there is a positive and strong correlation between resilience and endurance levels to role stress.

The significance (2-tailed test) gives us the p value, which is <0.001. As the p value is very much less than the alpha value of 0.05, the null hypothesis is rejected. Therefore, the

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alternative hypothesis is accepted, which states that there is a significant correlation between resilience and endurance to role stress.

As the resilience level increases the tolerance power to bear stress also increases, which indicates that with increasing resilience the level of endurance to role stress is also increasing.

### Regression

Hypothesis,

Ho: Variation in endurance to role stress is not related to the variation in resilience

Ha: Variation in endurance to role stress is related to the variation in resilience

**Table 3. Regression model summary between resilience and endurance to role stress**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 <sup>a</sup>	.584	.580	.40295

a. Predictors: (Constant), Resilience\_Mean

Table 3. shows the regression between resilience and endurance to role stress. Value R depicts the correlation coefficient as seen earlier. The R square value 0.584 tells us that resilience account for 58.4% variation in endurance to role stress which is significant.

**Table 4. Coefficients table between resilience and endurance to role stress**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.049	.256		4.096	.000
	Resilience_Mean	.771	.064	.764	11.961	.000

a. Dependent Variable: Stress\_Mean

Table 4. shows coefficients table between resilience and endurance to role stress. As the p value is very much less than the alpha value of 0.05, the null hypothesis is rejected. The alternate hypothesis is accepted, which states that variation in endurance to role stress is related to variation in resilience.

## DISCUSSION AND CONCLUSION

Employees face stress due to cut-throat competition and demanding work environment which affects their professional as well as personal life. The resilience is an important characteristic of personality or ability, which helps recover speedily from trauma or shocks. The other variable, endurance to role stress refers to strength to cope with conflict and tension due to the role enacted by a person in an organization. Although different aspects of resilience and role stress have been explored but the relationship of resilience and endurance to cope with role stress is yet to be explored and analysed in-depth.

The purpose of the present research was to find how resilience can help in reducing the role stress, so relation between both the variables i.e. resilience and endurance to role stress was

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derived through empirical data. The total no. of responses was 104 and the obtained mean value for resilience was 3.9225 which indicates that responses for resilience are on positive agreement as the response range from 1 to 5 where 1 depicts 'Strongly Disagree' and 5 depicts 'Strongly Agree' and standard deviation of 0.61565 shows on average how deviated are responses from the mean value, which is low here. The obtained mean of endurance to role stress was 4.0745 which indicates a positive agreement and standard deviation value 0.62154 is also low as well which suggests that the endurance level of employee to bear role stress is quite high.

The relationship between resilience and endurance to role stress were also found out by applying correlation and regression. The obtained correlation coefficient value 0.764 depicts that there is a positive and strong correlation between resilience and endurance levels to role stress. The significance (2-tailed test) gave us the p value, which is  $<0.001$ . As the p value was very much less than the alpha value of 0.05 therefore it was found that there is a correlation between resilience and endurance to role stress. As the resilience level increases the tolerance power to bear role stress also increases, which indicate that with increasing resilience the level of role stress is decreasing. The regression between resilience and role stress was also calculated. The R square value 0.584 tells us that resilience account for 58.4% variation in role stress which is significant. The p value obtained was very much less than the alpha value of 0.05 therefore it was stated that variation in role stress is related to variation in resilience.

It is concluded that there is a positive and strong relationship between resilience and endurance to role stress, also that variation in resilience will result in a considerable variation in endurance to role stress. Therefore, from the analysis relationship between the contributory factors of resilience and endurance to role stress can be derived, in which resilience plays a pivotal role in reducing the role stress. The research consolidates existing understanding and emphasizes the relationship between resilience and endurance to role stress. The prevalence of evidence supports and helps in confirming that resilience may help in reducing personal and professional role stress and developing different dimensions of behaviour, like internal locus of control, humour, hardiness, positive outlook, assertiveness and self-efficacy, help in developing resilience and endurance to role stress leading to reduced stressors in personal and professional life.

### ***Limitations and Scope of Future Research***

In the present study, variables like internal locus of control, humour, hardiness, positive outlook, assertiveness and self-efficacy are used to synthesize one independent variable resilience, which is further used to derive the relationship between resilience and endurance to role stress, this limits the scope of study. Further study could be conducted using more variables. The sample size is only 104 survey responses, larger set of responses could be used to enhance the generalization and implication of the research in particular sector. The study was conducted in education sector only while different professions require different skills, abilities, qualities, and interest, thus increasing the scope of research in different sectors and domains.

### ***Theoretical and Practical Implications***

This study contributes to existing literature as it helps us in finding relationship between resilience and endurance to role stress. The empirical results validate the findings of the study that endurance to role stress increases with increase in resilience. So, it can be concluded from the study that resilience helps in reducing role stress. Therefore, institutions



can take care of these qualities during recruitment or training can be provided on these dimensions as and when required.

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### **Conflict of Interest**

The author(s) declared no conflict of interest.

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